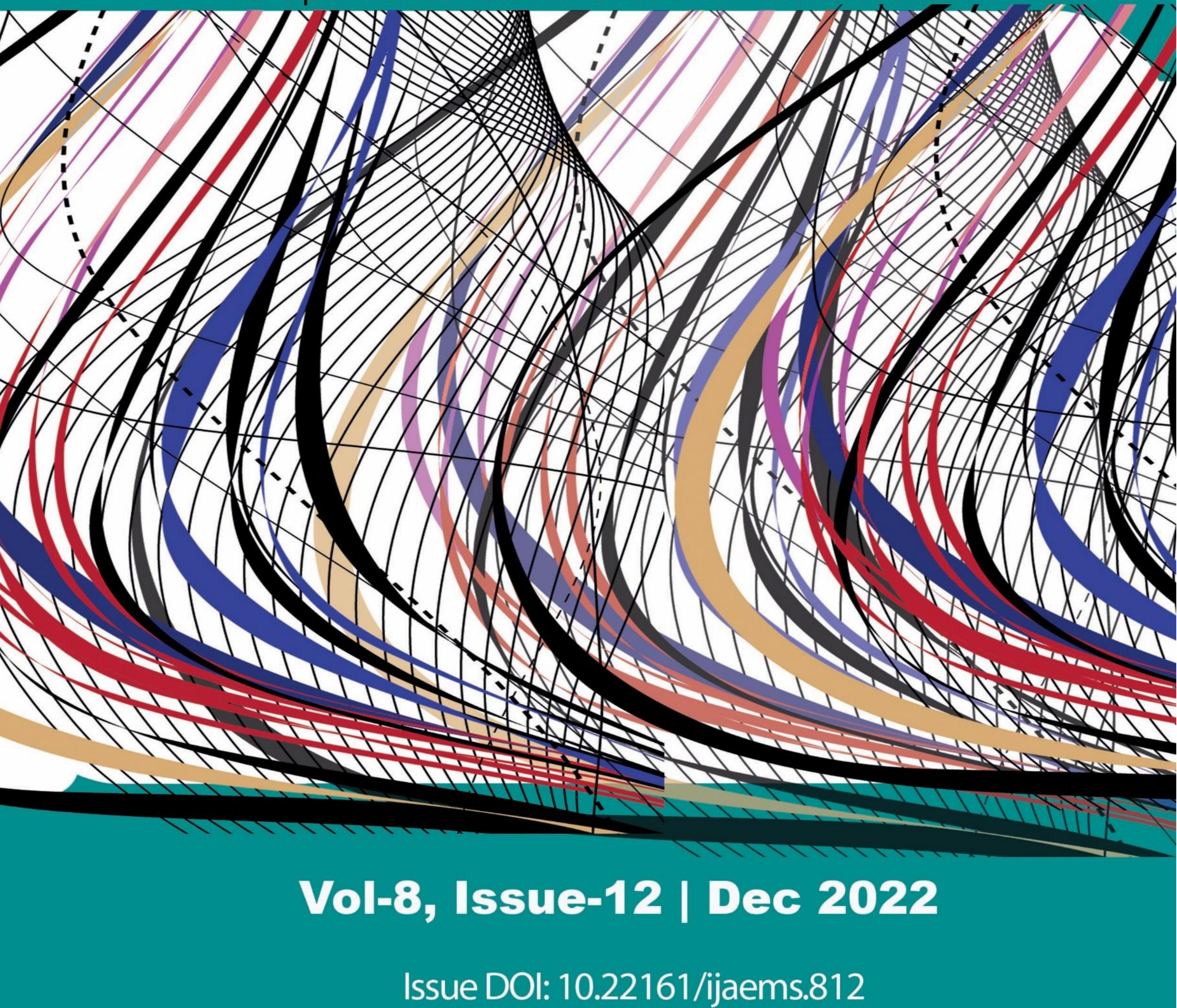
ISSN : 2454-1311

International Journal of Advanced Engineering, Management and Science

Journal CrossRef DOI: 10.22161/ijaems

(IJAEMS)

An Open Access Peer-Reviewed International Journal



Vol-8, Issue-12 | Dec 2022

Issue DOI: 10.22161/ijaems.812

INFOGAIN PUBLICATION

https://www.ijaems.com/ | editor@ijaems.com

International Journal of Advanced Engineering, Management and Science (IJAEMS)

(ISSN: 2454-1311)

DOI: 10.22161/ijaems

Vol-8, Issue-12

December, 2022

Publisher

Infogain Publication

Email: ijaems.editor@gmail.com ; editor@ijaems.com

Web: www.ijaems.com

Editorial Board/ Reviewer Board

Vol-8, Issue-12, December, 2022

(DOI: 10.22161/ijaems.812)

International Journal of Advanced Engineering, Management and Science (IJAEMS)
Peer-Reviewed Journal
ISSN: 2454-1311 | Vol-8, Issue-12; Dec, 2022
Journal Home Page: https://ijaems.com/
Article DOI: https://dx.doi.org/10.22161/ijaems.812.1

Analyzing the external auditing and corporate corruption: A case study of family businesses

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Received: 07 Nov 2022; Received in revised form: 25 Nov 2022; Accepted: 01 Dec 2022; Available online: 06 Dec 2022

Abstract— *The failure of several large multinational corporations all over the world has resulted in a heightened interest in the development of suitable procedures that can curb the kinds of actions that might lead to the manipulation of financial reporting. According to the findings of the vast majority of studies, sudden failures of businesses can be traced to sudden alterations in the financial statements of those businesses, which are carried out by the administrations of those businesses and in accordance with their whims. This phenomenon is referred to as "corporate corruption." In addition, there were 94 participants who audited businesses as a part of this study, which was measured using a quantitative research approach. The researcher used a straightforward regression analysis to evaluate how well each of the three research hypotheses held up. According to the findings, the first research hypothesis, which stated that "There is a statistically significant relationship between the general standards of external auditing and corporate corruption practices in family businesses," had the highest value, while the second research hypothesis, which stated that "There is a statistically significant relationship between the general standards of external auditing and corporate corruption practices in family businesses," had the lowest value. The findings revealed that the first research hypothesis, which stated that "there is a statistically significant relationship between general standards of external auditing and corporate corruption practices in family businesses," received the highest value. The findings, however, revealed that the general norms of external auditing play the most beneficial role in minimizing instances of corporate corruption practices in family-owned enterprises.*

Keywords— ***Corporate corruption, Financial Statements, Family Businesses, External Audit.***

I. INTRODUCTION

Throughout the course of human history, both the level and scale of the economic activities of the institution have increased (Jwmaa et al., 2022). This has resulted in a transition from small institutions with straightforward transactions to huge institutions with complex undertakings (Ahmed & Faeq, 2020). As a result (Jamil et al., 2022), it has become necessary to work on a variety of different approaches and strategies in order to ensure that the owners of the institutions can keep the cash that they have invested and limit the amount of accounting errors and manipulations (Othman et al., 2022). This new development has been observed in many different parts of the world (Abdalla Hamza et al., 2021). Accounting auditing is the most essential of these because it seeks to ensure the integrity of accounting and financial operations by preventing manipulation and error, and as a result (Sadq et al., 2020), it seeks to ensure the safety of those who use financial statements (Hamza et al., 2022). In other words, accounting auditing is essential because it seeks to ensure the integrity of accounting and financial operations (Faeq et al., 2021).

In light of this, the concept of corruption in corporations has recently risen to the forefront of discussions and the attention of accountants and auditors, particularly in the wake of the fall of the Enron firms (Hamad et al., 2021). This is particularly the case in light of the fact that the Enron firms went bankrupt (Faraj et al., 2021). As a consequence of this event, one of the most important accounting firms in the world, Arthur Andersen (Hussein et al., 2022), declared bankruptcy, which was used as evidence of the company's complicity in the financial manipulations that took place at Enron. as a consequence of particular unethical practices employed by corporations (Hamza et al., 2021). There is not the slightest shred of doubt in anyone's mind that the utilization of such strategies has a very significant influence on the instability of market faith in the information that is included in the financial statements that are presented by firms (Ismael et al., 2022). In fact, there is not a single person alive who could possibly question this assertion (Qader et al., 2021).

According to (Ismael et al., 2022), corporate corruption was a major contributor to the unexpected failure of a number of companies during the course of the previous ten years (Gardi et al., 2021). The profession of accounting was unable to function at the level that was expected of it as a direct result of this issue (Ismael & Yesiltas, 2020). Nevertheless, one of the most difficult issues that the auditing profession is currently facing is the question of what the auditor's responsibility is when it comes to the discovery of cases of corporate misbehavior (Hamad et al., 2021). It's possible that this is one of the key causes that adds to the "gap of expectations," as it's frequently called; it's a word that's sometimes used (Sadq et al., 2021). This study aims to examine the processes that are employed by external auditors in order to discover the techniques of accounting that are utilized by corporations (Mahmood et al., 2022). The purpose of this research is to assess these procedures (Faeq, 2022). The purpose of this research is to evaluate the procedures that are utilized by the external auditor in light of the significance of the role that the external auditor plays in lowering the risk of corporate corruption (Ismeal et al., 2021), which is reflected in the level of transparency (Faeq et al., 2020). In other words, the level of transparency is a reflection of the importance of the role that the external auditor plays (Anwar & Shukur, 2015). It has been observed that the economic conditions that hit the economies of developed and developing countries led the management of companies to follow innovative methods and practices that are represented as beautification of financial data and show them without their real image (Hamad et al., 2021). This was caused by the fact that the economic conditions that hit the economies of developed and developing countries were caused by the economic conditions that hit the economies of developed and developing countries (Faeq et al., 2021). This is because these conditions strike both industrialized nations and emerging countries at the same time (Anwar, 2016). These economic conditions sometimes required them to address the accounting data of the company or manipulation by the creation of accurate methods and accounting methods (Gardi et al., 2021), or legal gaps, which are subject to corporate corruption for the purpose of achieving the goals they desire (Faeq et al., 2022), which has a negative impact on the credibility of those data, which is why developed countries were interested in the role that auditing outdoor activities can play in the reduction of these corporate corrupt practices (Hameed & Anwar, 2018). The role that auditing outdoor activities may play in the elimination of corporate corruption has piqued the interest of developed countries (Qader et al., 2021). Despite the fact that this is widely acknowledged as one of the most difficult problems now facing the auditing profession, the auditor is still the one who is accountable for making discoveries of improper company activities (Faeq et al., 2022).

II. LITERATURE REVIEW

The purpose of an audit is to systematically and objectively collect data pertaining to the outcomes of economic actions and events (Anwar, 2017), compare those outcomes to predetermined standards, and then report those findings to the relevant stakeholders (Hamza et al., 2021). From this description, we can infer that an audit entails, at a minimum, the following steps: (1) reviewing a collection of information based on the investigation to verify the fairness and integrity of the financial accounts (Faeq et al., 2022); and (2) presenting an opinion on the findings and recommendations (Anwar & Shukur, 2015). Second, by giving that judgment to the people who need it so they may evaluate the data's reliability, Finally, the date of adoption of these financial accounts must be established so that timely and effective economic choices may be made (Hamad et al., 2021).

The purpose of an audit in the modern sense is to examine an entity's internal control systems and the data recorded in the entity's books, records (Faeq, 2022), and financial statements in order to render an objective technical opinion on whether or not the financial statements fairly present the results of the entity's operations or financial position at the end of the limited period being audited (Abdullah et al., 2017). According to (Hamza et al., 2021), the following are the current subcategories of auditing, while the audit itself can be broken down into even more specific categories depending on the study (Faeq & Ismael, 2022). The term "audit of financial statements" refers to the process of gathering and evaluating information to support the numbers that form the basis of a company's budget (Anwar & Shukur, 2015), P&L, cash flow statements (Aziz et al., 2021), and other financial statements. This sort of audit is conducted by an impartial, qualified party, such as management, shareholders, investors, creditors, financial analysts, certain governmental authorities, or financial markets, in order to provide a judgment on the financial position's fairness (Faeq, 2022).

In the case of tax authorities, conducting an audit is a means of verifying the veracity of income that is subject to income tax and ensuring that the rules, instructions, and regulations set by the business in question have been executed consistently. This form of audit may cover all operations, such as the sales department, procurement, and warehousing, and entails the gathering and analyzing of evidence concerning the efficiency and effectiveness of the enterprise's activity for a certain process. To validate the degree of consistency between these confirmations and particular criteria (Anwar, 2017), the Audit Association collects and evaluates objectively relevant facts concerning economic operations and occurrences and then communicates the results to interested users (Qader et al., 2021). According to Faeq & Ismael (2022), an audit is "the accounting and assessment of evidence concerning data to evaluate and report on the degree of correspondence between the information and defined criteria (Sabir et al., 2021)." This review should be conducted by an impartial and qualified individual (Anwar, 2016). The primary goal of an external audit is to obtain an objective, third-party opinion on the financial statements of the organization (Faeq & Ismael, 2022). It's handled by a third party with no connection to the company's management (Sorguli et al., 2021). One of the most important measures of an auditor's independence and the quality of their work is the fee they charge. However, in today's highly competitive market, costs tend to fluctuate depending on the demand and supply for auditing services, which may have a significant impact on both (Anwar & Surarchith, 2015). According to the British Audit Manual, which was cited by Kanyenji et al. (2020), the external auditor's duty to investigate and assess the effectiveness of the internal control system rests primarily with management in order to safeguard assets (Ismael, 2022), prevent fraud, and maintain integrity (Faeq & Ismael, 2022). It is the auditor's responsibility to ensure that the controls have been properly implemented by reviewing the accounting records and enforcing any necessary limits in light of these controls (Anwer et al., 2022). The manual also states that an evaluation of the control environment is necessary for the auditor to establish the necessary testing techniques (Anwar & Ghafoor, 2017). In order to ascertain the degree to which one can rely on internal control, one must have some understanding of the control environment, since this is where one would find the appropriate control methods and accounting system (Ismael, 2022). On the other hand, as the leader of an organization responsible for developing internal control systems, Faeq & Ismael (2022) claim that internal control has a significant effect on revenues (Abdulrahman et al., 2022). To meet the new standards for internal control, he said, the legislation governing the role of the external auditor has to be revised to include the following: The extent of internal control systems in publicly traded corporations should be evaluated by external auditors (Anwar, 2017). The findings of this system's audit should be included in the yearly report from the auditors (Faeq, 2022). A review of the internal prevention environment should also be included in the report to guarantee that all financial activities are conducted in compliance with predetermined policies and protocols (Ismael et al., 2022). consistent with widely recognized accounting principles and financial reporting standards. The auditor's report should detail their thoughts on the internal control system, any issues they found, and their unbiased assessment of the system's efficacy (Anwar & Climis, 2017). Because of the rise of international business and the liberalization of global markets, which have resulted in cutthroat competition among businesses, the pressure to turn a profit even when one was not easily made (Qader et al., 2022), and the emergence of numerous problems and difficulties that require resolving, the issue of corporate corruption has assumed great significance in the present day (Ismael, 2022). The global financial crises involving Enron, WorldCom, and Xerox have piqued the interest of academics, had far-reaching effects on the accounting and auditing industry, and led to the demise of three large corporations. According to Anwar & Louis (2017), the difficulty of applying and uncovering corporate misconduct is exacerbated by the complexity of financial records (Akoi et al., 2021). One of the most essential ways to provide financial statements to users, be they investors, creditors, or other groups, is through the implementation of a transparent accounting system, which allows for the accurate identification and assessment of business performance. Departments either preserve or boost the share price through profit management strategies, income smoothing, and corporate corruption methods, making them appear to be at lesser risk than they actually are (Ismael, 2022). In an effort to pin down exactly what it is that constitutes "business corruption," several academics have weighed in. Various definitions of this notion have arisen as a result of the researchers' divergent perspectives; the researcher here will provide a few such definitions as they pertain to corporate corruption (Ismael, 2022). Corruption in business is described as "the practice of accountants using their knowledge of widely accepted international accounting standards to examine the financial statements of corporations in order to detect and prevent instances of fraud and misstatement" (Faeq et al., 2022). According to the expert, "the methods used by enterprises to reduce or increase the size of profits in order to make the institution look better than reality, through accounts that have been manipulated calmly and subtly on the irregularities and crimes and forms of fraud and manipulation" (Qader et al., 2022).We started to uncover the main practices involved and provide vivid examples of the facility that uses those methods. According to Faeq & Ismael (2022), corporate corruption is the process of converting financial accounting values from their true form to a false form.According to Akoi & Andrea (2020), corporate corruption is the process of converting financial accounting values from their true form to a false form.These updated values improve the company's financial standing without violating any generally accepted accounting principles or standards (Faeq et al., 2021).

Classification based on the research of this phenomenon has allowed for the differentiation of many names and types of account manipulation, all of which have roughly the same meaning (Sabah et al., 2022). A number of terms, including "aggressive accounting," "earnings management," "income smoothing," "fraudulent financial reporting (Ali et al., 2021)," and "corporate corruption practice," have been used to describe account manipulations by Amat & Gowthorpe (2011). This section details the various account manipulation techniques and their corresponding paperwork (Akoi et al., 2021). Aggressive accounting is the activity of choosing and applying accounting procedures, whether or not they are in line with generally accepted accounting standards, in order to attain an end goal (such as increased profits). The most prominent representations of corporate corruption that have been examined in prior research are managed for financial gain. Although the following studies have found different results, they all agree that there is no universally accepted definition of management profitability (Sadq et al., 2020). Earnings management innovation in financial report production for the purpose of gaining non-standard advantages was also outlined by (Akoi & Yesiltas, 2020). Accounting selection, as described by Jamil et al. (2022), is "the process through which a corporation chooses its accounting rules in order to fulfill particular management goals." Management practices, as described by (Saleh et al., 2021), are those chosen by managers because they are easier to implement and less expensive than the alternative accounting procedures that concentrate on receivables and cash flows from operating operations (Faeq, 2022). The administration is manipulating transactions to suit the needs of different accounting treatments in an effort to falsify the profits in order to reach notions about the projected earnings. (Ali et al., 2021) According to the definitions provided thus far, profit management entails deliberate interventions by management in the financial report in order to accomplish a predefined amount established by management or through the projections of financial analysts, or to produce steady income (Hamad et al., 2021). There are two sources of revenue for this administration (Ismael & Yesiltas, 2020). For example, if a company uses the accounting method of combining interests that makes the acquisition of companies a means to report profits without actually achieving them, it is engaging in "real management of profits," the result of actions with a real economic impact on the profits and cash flows. Although it is the writers' preference to show a healthy profit, However, this is somewhat mitigated by the fact that there is a growing concern that the corporation will be forced to pay more dividends and wages to shareholders and employees, as well as higher taxes to the government. (Gardi et al., 2021)

Total receivables are divided by the difference between net income for the period and flows caused by operating activities to manage accounting receivables resulting from adjustments to accounting estimates made to boost or lower profits or to settle differences in interim profits, profits to the year in need, and expenses. Profit after adjustment for test receivables is defined as the difference between the managed profit and the profit before adjustment for optional entitlements (Park, 2019). It's when the government or a financial expert artificially inflates revenues to meet a predetermined objective (Ismael et al., 2022). Compulsory receivables earnings are defined as the portion of profits attributable to the circumstances-based use of the accrual accounting basis. An increase in regular income without an extension of credit terms is one example of a situation that would require a change in expected revenues or costs for the present period without any action on the part of management. And the profits of the optional entitlements, which are the estimated portion of profits and the timing of management decisions, such as the size and timing of the report on events affecting profits, the timing of the disposal of obsolete assets, and the resulting revenues and costs.The change in procedures and accounting practices is legal under generally accepted accounting standards and is acknowledged in the accompanying notes; thus, the resulting uncertainty has been the subject of unusual profit management literature for decades. As stated in the preceding paragraph, accounting receivables management is not used to falsify facts in order to increase profits (Qader et al., 2021), but rather to stabilize earnings.The above suggests that the foundation of accounting advantage is a primary tool for the administration to utilize in implementing specific tactics that have an effect on the reported profits.

Businesses with a set or long-term growth rate are less hazardous; hence, companies seek to display a constant rise in profits rather than disclosing fluctuating earnings between quarters using a practice known as "income smoothing." One of management's primary goals is to stabilize the firm's income and growth rate so that investors and lenders view the company as less risky. This, in turn, drives up the share price, reduces borrowing costs, and cuts expenses in other areas like fundraising and politics. The government has intervened when profit growth has been interpreted as a sign of monopoly, and it has also stepped in when profit variations have been interpreted as a symptom of the firm and its discontent. In a 2009 study (Jokipii & Di Meo), this method was found to be often used in the United Kingdom and other nations with a conservative policy, where allocations are kept relatively high (Hamad et al., 2021). There are a few different ways to think about "income planning" in this context. Although there is considerable variation in how the idea of income preparedness is expressed among the researchers, there is consensus on the content of these definitions, some of which are described here. Efforts by some business leaders to bring wildly fluctuating earnings within the bounds of generally accepted accounting theory (Agrawal & Sharma, 2020).One method of managing profits that aims to smooth out the natural profit series is called "income," and it involves taking measures to lessen the impact of boom years on lean ones. Earnings can be attributed to the ordinary course of business or to novel approaches taken with the intention of reducing the volatility of future profits (Bento et al., 2020). It is the intention of the administration to minimize the abnormal deviations of income to the greatest degree feasible or permitted in accordance with generally accepted accounting standards, as stated by Kanyenji et al. (2020). There are two ways to introduce income: the real boot and the non-real boot, also known as the so-called boot, the so-called accounting boot, or the artificial boot. The real boot is the result of actual business transactions and operational choices made by management to cut costs and increase profits. This method has a material effect because it causes a noticeable shift in the results of the financial position and cash flows by regulating the timing and adjustment elements in the accounting estimates, such as switching from one method of depreciation to another or reevaluating the way commodity inventory is treated (Bueno et al. 2020). The second approach, known as "the artificial boot," is the consequence of administrative manipulation of the timing of accounting constraints to report accounting profits in accordance with their preferences in order to report income without impacting cash flows (Callaghan et al. 2019).

Financial statement fraud occurs when essential information is omitted or misinterpreted in order to deceive users of financial statements. Practices deviating from generally accepted accounting principles in order to artificially inflate the appearance of profits or decrease the size of losses are a common kind of corruption in business. A typical accounting approach for dealing with losses is to exaggerate the losses of the present period, which is bad in all situations in the sense of income losses, to boost the image of the company's future performance, which contributes to the image of corporate corruption. By delaying part of the income in the current poor year or by charging the current year with future costs to prepare the way for future profits, the administration risks incurring even greater losses as a result of the present plight. If public sector companies' excessive losses are driven not just by material benefits but also by intangible benefits, then it's important to highlight the widespread use of this overpopulation strategy, as public sector managers are more concerned with the loss of credibility, trust, and loyalty than their private sector counterparts (Crosby et al. 2019).

III. METHODOLOGY

To achieve the study's adopted goals—primarily the study and analysis of the auditor's role in the reduction of creative accounting practices based on responses in the questionnaire distributed to accountants and auditors—the methodology of the study procedures is a major focus through which the practical side of the study is accomplished and the way data required for statistical analysis are obtained.

The research instrument was developed with the help of the theoretical discussion and the accounting and auditing literature that has been published on the topic of the study. Specialists such as academics, accountants, and auditors served as a jury after the questionnaire was drafted to check for ambiguities in the questions and to examine (validate) the questionnaire as a whole. The instructors and auditors were given a copy of the questionnaire, and the researcher then analyzed their feedback and instructions for each question. To do this, the researcher removed statements that were redundant and reworded others to make them clearer, adjusted the questions to fit the Kurdistan context, and streamlined the questionnaire's vocabulary and abbreviations as much as possible to ensure that respondents could complete it quickly and easily. including a total of 94 inspectors. The purpose of this process was to finalize the questionnaire, make any necessary adjustments to items, and ensure that respondents could complete it in an appropriate amount of time (25–30 minutes; this is a good time range for the questionnaire paragraphs by reading the instructions and statements carefully). Each and every facet of the study is addressed in this comprehensive questionnaire. The research hypotheses are:

H1: "There is statistically significant relationship between the general standards of external auditing and corporate corruption practices in family businesses.

H2: "There is statistically significant relationship between fieldwork standards for external auditing and corporate corruption practices in family businesses.

H3: "There is statistically significant relationship between reporting standards for external auditing and corporate corruption practices in family businesses.

3.2. Analysis

3.2.1. Demographic analysis

Table (1) shows the accountants' background statistics participated in the present study, the results demonstrated that 68 male accountants participated in the present study on the other hand 26 female accountants, though the findings revealed that the majority of male accountants participated in this study. Regarding accountants' level of education, the results revealed that 20 accountants had diploma certificate, 35 accountants had bachelor's degree,

34 accountants had master's degree, 3 accountants had PhD degree and 2 accountants had other degree than listed above.

Table 1: Demographic analysis

No	Items	Scales	Frequency	Percent
1	**Gender**	**Male**	68	72.3
		Female	26	27.7
2	**Age**	20-29	12	12.8
		30-39	33	35.1
		40-49	17	18.1
		50-59	20	21.3
		60-69	12	12.8
3	**Education**	Diploma	20	21.3
		Bachelor	35	37.2
		Master	34	36.2
		PhD	3	3.2
		Other	2	2.1
		Total	94	100

3.2.2. Reliability analysis

For the purpose of items reliability, the author applied reliability statistics to examine the reliabilities, however the results showed that the Cronbach alpha's value for (General Standards of External Auditing) was .791 for nine questions, the Cronbach alpha's value for (Fieldwork Standards for External Auditing) was .765 for eight questions, the Cronbach alpha's value for (Reporting Standards for External Auditing) was .746 for nine questions, and the Cronbach alpha's value for (Corporate corruption Practices Family Businesses) was .756 for ten questions, however the results proved that all variables and questions used to measure this study were reliable since all Cronbach alpha's value were higher than 0.7.

Table 2: Reliability analysis

No	Variables	Cronbach alpha	No of items
1	General Standards of External Auditing	9	.791

2	Fieldwork Standards for External Auditing	8	.765
3	Reporting Standards for External Auditing	9	.746
4	Corporate corruption Practices	10	.756

IV. RESULTS

H1: There is statistically significant relationship between the general standards of external auditing and corporate corruption practices in family businesses.

Table 3: Correlations- Hypothesis 1

Correlations			
		General Standards of External Auditing	Corporate corruption Practices
General Standards of External Auditing	Pearson Correlation	1	.709**
	Sig. (2-tailed)		.000
	N	352	352
Corporate corruption Accounting Practices	Pearson Correlation	.709**	1
	Sig. (2-tailed)	.000	
	N	352	353
**. Correlation is significant at the 0.01 level (2-tailed).			

The above table shows the correlation between the general standards of external auditing and corporate corruption practices in family businesses, the result showed that the value of correlation is .709** this demonstrates that there is a positive and significant correlation between the general standards of external auditing and corporate corruption practices in family businesses.

Table 4: Coefficients-- Hypothesis 1

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.487	.188		2.584	.010
	General Standards of External Auditing	.905	.048	.709	18.785	.000
a. Dependent Variable: Corporate corruption Practices						

The author applied a simple regression analysis to examine first hypothesis which stated that (There is statistically significant relationship between the general standards of external auditing and corporate corruption practices in family businesses). The value B was found to be (.905) which is higher than.005 with P value of .000, indicated that the first hypothesis is supported.

H2: There is statistically significant relationship between the general standards of external auditing and corporate corruption practices in family businesses.

Table 5: Correlation-Hypothesis 2

Correlations			
		General Standards of External Auditing	Corporate corruption Practices
General Standards of External Auditing	Pearson Correlation	1	.470**
	Sig. (2-tailed)		.000
	N	352	352
Corporate corruption Accounting Practices	Pearson Correlation	.470**	1
	Sig. (2-tailed)	.000	
	N	352	353
**. Correlation is significant at the 0.01 level (2-tailed).			

The above table demonstrates the correlation between the general standards of external auditing and corporate corruption practices in family businesses, the result shows that the value of correlation is .470** this proves that there is a positive and significant correlation between the general standards of external auditing and corporate corruption practices in family businesses.

Table 6: Coefficients Hypothesis 2

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.555	.148		17.250	.000
	General Standards of	.379	.038	.470	9.949	.000
	External Auditing					
a. Dependent Variable: Corporate corruption Practices						

The author applied a simple regression analysis to examine second hypothesis which stated that (There is statistically significant relationship between the general standards of external auditing and corporate corruption practices in family businesses). The value B was found to be (.379) which is higher than.005 with P value of .000, indicated that the second hypothesis is supported.

H3: There is statistically significant relationship between fieldwork standards for external auditing and corporate corruption practices in family businesses.

Table 7: Correlation- Hypothesis 3

Correlations			
		Fieldwork Standards for External Auditing	Corporate corruption Practices
Fieldwork Standards for External Auditing	Pearson Correlation	1	.589**
	Sig. (2-tailed)		.000
	N	353	353
Corporate corruption Accounting Practices	Pearson Correlation	.589**	1
	Sig. (2-tailed)	.000	
	N	353	353
**. Correlation is significant at the 0.01 level (2-tailed).			

The above table shows the correlation between fieldwork standards for external auditing and corporate corruption practices in family businesses, it shows the value of correlation is .589** this proves that there is a positive and significant correlation between fieldwork standards for external auditing and corporate corruption practices in family businesses.

Table 8: Coefficients- Hypothesis 3

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.137	.207		5.481	.000
	Fieldwork Standards for External Auditing	.724	.053	.589	13.661	.000
a. Dependent Variable: Corporate corruption Practices						

The author applied a simple regression analysis to examine third hypothesis which stated that (There is statistically significant relationship between fieldwork standards for external auditing and corporate corruption practices in family businesses). The value B was found to be (.724) which is higher than.005 with P value of .000, indicated that the third hypothesis is supported.

V. CONCLUSION

The purpose of this study was to examine how external auditing may help fight corporate wrongdoing in Kurdistan's family-run firms. Most of the people in the study's sample agree that having an external auditor who has the right kind of training and experience is crucial. The auditor's ability to spot fraud and misstatements in the financial statements is aided by valuation and a thorough inspection. The fieldwork requirements and options of the economic unit are available to the external auditor. Since the external auditor is familiar with all of the guidelines for writing the report, it is easier to achieve positive outcomes. Many multinational corporations failed because economic institutions began to accept inventive accounting methods. To test the three hypotheses generated for this study, the researcher turned to a basic regression analysis. The results showed that the first research hypothesis, which stated that "There is a statistically significant relationship between the general standards of external auditing and corporate corruption practices in family businesses of training and experience is crucial. The auditor's ability to spot fraud and misstatements in the financial statements is aided by valuation and a thorough inspection. The fieldwork requirements and options of the economic unit are available to the external auditor. Since the external auditor is familiar with all of the guidelines for writing the report, it is easier to achieve positive outcomes. Many multinational corporations failed because economic institutions began to accept inventive accounting methods. To test the three hypotheses generated for this study, the researcher turned to a basic regression analysis. The results showed that the first research hypothesis, which stated that "There is a statistically significant relationship between the general standards of external auditing and corporate corruption practices in family businesses," had the highest value, while the second research hypothesis, which stated the opposite, had the lowest value ("There is a statistically significant relationship between fieldwork standards for external auditing and corporate corruption practices in family businesses"). The results, however, showed that external auditing standards as a whole play the most beneficial role in eliminating corporate corruption practices in family firms.

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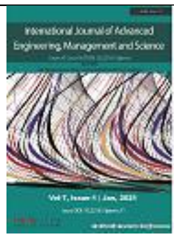
International Journal of Advanced Engineering, Management and Science (IJAEMS)
Peer-Reviewed Journal
ISSN: 2454-1311 | Vol-8, Issue-12; Dec, 2022
Journal Home Page: https://ijaems.com/
Article DOI: https://dx.doi.org/10.22161/ijaems.812.2



The Effect of Marketing Culture Aspects of Healthcare Care on Marketing Creativity

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Received: 05 Nov 2022; Received in revised form: 27 Nov 2022; Accepted: 02 Dec 2022; Available online: 08 Dec 2022

***Abstract*— *The primary objective of this research project is to investigate the influence that different characteristics of healthcare marketing culture have on marketing creativity. The investigation was carried out at the various medical facilities located in the Kurdistan region of Iraq. In order to evaluate the effectiveness of the study, the researchers used a quantitative research approach in the form of a survey. Despite this, the researchers were successful in collecting a total of 161 completed surveys. In order to evaluate the current study, the researchers utilized hierarchal multiple regression analysis as well as the Sobel test; the results of these analyses indicated According to the findings, there is a positive and significant connection, both directly and indirectly, between cultural value and cultural satisfaction as marketing culture aspects and marketing creativity. In addition, cultural experience plays a positive and significant role in mediating the connection between cultural value and marketing experience. Nonetheless, putting an emphasis on cost savings, enhanced quality, and distinct industry are three essential components that are necessary to improve healthcare systems that are supported by patients. This is something that can be accomplished through the acquisition of new technology as well as through workers who are well-trained and motivated to use their expertise for the betterment of society in a way that carves out a distinct market that competitors can either rarely replicate or copy at a high cost.*

***Keywords*— Marketing, Marketing culture, Moral, Value.**

I. INTRODUCTION

Current organizations, regardless of the type of organization they are, are subject to a wide variety of environmental circumstances. These environmental conditions are defined by ones such as their rapid change, which has presented a great deal of difficulty for these organizations (Hamad et al., 2021). The organization has to come to terms with a new mindset so that it can respond to these issues in a manner that is both scientific and well-organized. An example of a cultural philosophy that may be applied to the philosophy mapping of management in these firms is the marketing cultural philosophy (Mkhize & Ellis, 2020). It will provide the most necessary instruments to deal with the changing conditions of the environment. This ideology is recognized as one of the most influential economic and management philosophies, and it also has an effect on the profitability of enterprises (Hamza et al., 2022). It encourages the establishment of an organizational culture inside each organization. In addition to this, it encourages businesses to engage in ethical behaviors and activities that are geared at improving their competitiveness (Sadq et al., 2020). At the same time, the activities that are practiced throughout the various levels of the organization seek to create an exchange of marketing expertise, and once this is accomplished, the organization will receive a collective reaction from it (Abdalla Hamza et al., 2021). As a consequence of this, there will be a common aim for all departments and personnel within the business, and that goal will be to provide consistent and greater value to the firm's clients (Othman et al., 2022). In addition to this, it possesses a strong ability to adjust to new circumstances and make adjustments in order to cope with bringing about change and transformation in businesses by means of efficient marketing (Jamil et al., 2022). In this regard, due to the complex and frequent changes in marketing, market management places a higher focus on determining the wants and aspirations of customers and conducting research in this area (Ahmed & Faeq, 2020). In addition to this, it provides items that differ from what its rivals reveal about the aspects that set them apart from it. For instance, if a company is able to successfully complete this marketing process while also maintaining a strong focus on a particular consumer (Jwmaa et al., 2022), this will lead to an increase in marketing innovation as a result of planned and accomplished goals. As a result of the aforementioned significance, this investigation was carried out to cover these topics and demonstrate their significant contributions to the operations of research organizations located within hospitals in the Kurdistan area of Iraq (Sadq et al., 2021). The current study sheds light on both marketing cultural dimensions and their effectiveness that have been employed based on marketing elements (Faeq, 2022), inventory (Ismeal et al., 2021), and field to understand the link between innovative marketing culture and elements of innovative marketing, as well as analyzing the relationship and abstract effects on these dimensions (Mahmood et al., 2022).As we can see, modern experiences need to be simultaneously accepted as part of organizational culture in order to be considered valid (Faeq et al., 2020). These concurrent occurrences make effective use of marketing service providers and help to sustain such businesses (Anwar & Shukur, 2015). The advocates of this strategy are in agreement that the culture of an organization plays a significant role in the process of commercializing services (Hamad et al., 2021). The supply of services and simultaneous usage of those services, such as in-person meetings, will strengthen the workers' and customers' physical and mental integrity (Ali, 2020). In addition to that, Chatterjee and Kar (2020) stated that the culture of marketing relates to trends, political habits, and a formula that is relevant to the present moment (Faeq et al., 2021). Employees are guided to engage in demanding behaviors by the same culture, and it is important for the firm to take a look at marketing and carry out marketing activities (Anwar, 2016). On the other hand, Anwar (2017) and other scholars and professionals have recently given greater attention to the fact that they may produce cultural services with organizational and highly controlled marketing patterns. This is a trend that has occurred more frequently in recent times (Gardi et al., 2021). The term "marketing culture" can be defined as "an organizational culture that is more efficient and effective in creating employee behavior, giving exceptional value to buyers of corporate assets, and enabling exceptional business results." This definition is based on the concept of "organizational culture" (Faeq et al., 2022). In addition, Hameed & Anwar (2018) defined several categories of culture as attitudes and values of language, traditions and manners, technology and material culture, social institutions (Qader et al., 2021), aesthetics (Faeq et al., 2022), and religion. These definitions may be found in Geiger and Kjellberg's work (Anwar, 2017). According to Sheth (2020), who also came to this conclusion, global marketing has had an effect on the cultures of other nations and plays a significant part in the development of a global culture. Because individuals are such an effective filtering mechanism, there has been a lot of discussion and controversy about the notion that marketing methods do not pose a barrier to the expansion of national culture. A well-known marketing expert named Hamza et al. (2021) has suggested that marketing is worthwhile if one understands and appreciates the values that customers are seeking (Faeq et al., 2022). In turn, this has an effect on the ability of companies to generate and incorporate the value of the connection (Anwar & Shukur, 2015). As a result, marketing guidelines are developed to comprehend the wants of purchasers and present the recommendations of rivals (Hamad et al., 2021). As a result, developing effective channels of communication inside businesses is of utmost significance. According to Faeq (2022), self-knowledge is a source of wonderful management. Together with knowledge and awareness, it helps the people who are now employed by the organization derive the most possible benefit from all of the resources that are at their disposal. The management of knowledge and awareness, achieved via the presentation of a pre-identifier and the coordination of activities, plays an important role in enhancing and transforming resources into capabilities. When there is increased worldwide rivalry, there is a rise in the number of customers who are loyal to a certain brand. It is imperative to make use of the progress that has been made and the success that has been achieved by service businesses in order to acquire these clients by providing an exceptional level of service and ensuring total customer satisfaction. If a business can keep its workers happy, it will see a gain in income, a decrease in costs, and an improvement in its ability to satisfy its customers (Abdullah et al., 2017). According to Anwar (2017), the overarching concept of marketing is believed to be the key to achieving organizational consistency (Hamza et al., 2021), such as the ratio of market to profitability, through communication and the determination of needs and desires

(Anwar & Shukur, 2015). This is stated to be the case because marketing focuses on satisfying the needs and wants of consumers. In addition to this, it will provide you with a suitable offer (Faeq & Ismael, 2022), which will have the greatest possible influence on the rival (Aziz et al., 2021). Faeq (2022) assert that one of the most important factors contributing to the success of industrial businesses is innovation. The capacity to take part in innovative processes is essential to the innovation process (Anwar, 2017). This entails providing new techniques, goods, or services, as well as new marketing strategies or concepts, with the goal of improving commercial practices in either internal or external company organizations. According to Qader et al. (2021), there is a clear connection between market orientation and innovation in corporate culture, in addition to the role that the trade brand plays in the industry (Faeq & Ismael, 2022). They offer the required contexts to improve our comprehension of market-based performance orientations as well as cultural searches (Sabir et al., 2021). These aspects are important contributors to the creation and administration of specialized models (Anwar, 2016). "The introduction of a new marketing approach that entails major modifications in product design or packaging, product placement, product promotion, or the calculation of the pricing" is how Faeq & Ismael(2022) c haracterized marketing innovation. These innovations are implemented by manufacturers as a result of the introduction of a new or significantly modified marketing idea or approach. This has influenced the manufacturers to apply these innovations. According to Anwar (2016), "new marketing tactics" are "marketing innovation." These techniques connect to strategic organizational behaviors and models. According to Sorguli et al. (2021), innovation in marketing involves coming up with fresh approaches. to establish and maintain communication channels, provide value to customers, and successfully manage customer affiliations. Anwar and Ghafoor (2017) state that graduates of higher education receive the training necessary to develop scientific understanding and information about the consequences of organizations (Anwar & Surarchith, 2015). For instance, the relationship between creativity and innovation, marketing practices, or creativity or innovation and the advancement of the organization makes peace with the significance of these contradictions (Ismael, 2022). Creativity and innovation are both important for marketing practices (Faeq & Ismael, 2022).

II. LITERATURE REVIEW

Ali (2021) carried out an empirical examination of the link between the marketing culture of British tourism organizations and the loyalty of their customers. The representative group that was chosen for inclusion in the FAME CD-ROM database by the Association of Hotels and Tourism in the United Kingdom The example sketch was created by using two sample criteria: firms must be hotel or travel managers and have at least 500 workers (Anwer et al., 2022). A stratified random sample procedure was utilized in order to choose 250 different businesses using this sampling strategy. This study makes use of numerous regressions that confirm each other (Anwar & Ghafoor, 2017). The findings indicated that there is a connection between marketing culture and client loyalty that is of reasonably strong strength. In conclusion, a discussion is held on the relevance of the findings for tourist management as well as the methods that should be used in further study. Anwar (2017) analyzed the connection that exists between the two key concepts at the center of the discussion, namely market orientation and product innovation. 194 of the small firms in their sample had been operating for a total of 28 years (Ismael, 2022), provided employment for 267 individuals, and generated annual revenue of 51 million dollars. Approximately one-third of all small enterprises engage in mass production (Faeq & Ismael, 2022). The remaining 65 percent utilized manufacturing methods that were specifically adapted for the key informants who took part in the survey (Abdulrahman et al., 2022). There were 32% who had marketing titles, while the remaining 68% held non-marketing shotguns (Anwar, 2017). For this investigation, several regression models were utilized. The authors investigated how market orientation and product innovation are related to one another, which are two fundamental concepts in the argument (Faeq, 2022). They guaranteed the respondents' skill before the mailing of a phone, distinguishing proof from key witnesses on the premise of addresses gotten from a business supplier (Ismael, 2022). Bejtkovsk and Copca (2020) studied the relationship between market-oriented and organizational cultures (Anwar & Climis, 2017). The sample was 1100 supervisors in 1100 hierarchical cultures at the strategic commerce unit from five different industries in Germany (Ismael et al., 2022). They concentrated on the most important sources, which included general directors, marketing administrators, and supervisors from various other utilitarian zones (Qader et al., 2022). In addition, they utilized the chi-square test. According to the findings, a culture that is oriented toward the market has an indirect impact on financial success through market performance, and the strength of this association is greater in markets that are very dynamic. In order to achieve the most recent positioning for the EU countries based on the degree of commercialization of the culture (Anwar & Louis, 2017), Akoi et al. (2021) investigated the level of market culture of the EU individuals through the websites of national tourism organizations (Ismael, 2022). They also used the balanced scorecard approach, the correlation coefficients of Kendal, and the analysis of the non-parametric bidirectional variance of Friedman (Sadq et al., 2020). When discussing the topic of knowledge management, Ismael (2022) focused on what Singaporean firms failed to take into consideration. In addition, the task entails the gathering of information, its organization, and its subdivision (Faeq et al., 2022), as well as the application of univariate and multivariate quantifiable tests to the information that has been gathered (Qader et al., 2022). The findings of the study demonstrated that knowledge management should take into account not only the technology components of the implementation but also the cultural, leadership, and contextual factors of an organization. Faeq & Ismael (2022) conducted research on the connections that exist between different organizational cultures. It is not common practice to examine the company environment, business strategy, and functional strategies from a holistic point of view. In terms of its significance to the economy, the food industry is significant due to the fact that it provides around 25 percent of GDP (Akoi & Andrea, 2020). As a result, it acknowledges the multifaceted impact of cultural orientation by taking into account the operation of a rational model that integrates cultural orientation with business conditions, organizational strategy, functional strategies, and performance. This is something that has been demonstrated through experimentation. The researchers Abdullah et al. (2017) collected data from 201 different hotels all around the world and performed multiple regressions in order to examine the correlation between market orientation and performance. According to the findings, there is a significant relationship between market orientation and performance measures such as quality of service, client loyalty, staff happiness, and execution. Population, gross operating profit, and market share are some examples of metrics. The analysis showed, in particular, that the immediate consequence of market orientation is to drive innovation, which in turn improves the application of judgment, which in turn improves the attainment of goals. Mesfin et al. (2017) made an effort to seek out and determine the market orientation and marketing culture of all employees in organizations. This was done with the intention of determining the degree to which other members of an organization support or hinder the correct implementation of the marketing concept. Within the confines of a public library service, a gathering of central assemblies with the entire staff present took place. Within a period of nine weeks, the center held a total of eleven meetings with the participation of 165 stakeholders. an approach that was semi-structured and focused on important topics, such as the function of marketing, the many components that make up the marketing mix, and the influence of the marketing strategy that was implemented. The findings demonstrated that despite the fact that every department within this association is focused on marketing, there are a variety of interpretations of what marketing is and how it needs to be carried out. In addition, research uncovered a number of factors that might be significant to the successful adoption of the marketing idea in public libraries (Anwar, 2017). The following three research issues were highlighted by Rasulev et al. (2020): (1) What sets certain manufacturing organizations apart from others when it comes to their level of innovativeness? (2) How does the introduction of new ideas affect the growth of an existing company? (3) Does the nature of the environment have a role in how the link between innovativeness and corporate performance manifests itself? In addition, the sample of 1,000 businesses with annual sales of more than $100 million and an identifiable marketing manager was acquired by Dun & Bradstreet Information Services and employed in factor analysis models. In spite of this, they construct theories that propose a market orientation, an entrepreneurial orientation, and a learning orientation as essential precursors to the creative process, in addition to an immediate connection between inventiveness and the execution of business strategies, by drawing on a variety of hypothetical points of view. After everything is said and done, and in relation to the ever-changing volatility of the business sector, a model is developed and tested that investigates these linkages. Discoveries validate the validity of the model and bear the cost of various tidbits of knowledge in the market volatility section of the planned connection structure. In conclusion, some thoughts are presented on the factors that lead to innovativeness in organizations as well as the results of that innovation (Darvishmotevali et al. 2020). In contrast to the self-reported metrics that are often applied to innovation research, Andavar and Ali (2020) investigated and analyzed the measurement of product innovation. In the study, 152 rose breeders served as the sample, and ordinary least squares regression (OLS) was applied in order to determine the values of the coefficients in the equation system. According to the findings of the survey, the owners' innovative ability was embedded in all of the model's characteristics, and it had a beneficial effect on the model's performance in terms of market orientation, innovation, and new product development. Another intriguing finding that came out of the research was that understanding the client market may either have a favorable or negative influence on product innovation. This outcome is dependent on the level of originality possessed by the individual who is the owner of the new product domain. Chen (2020) investigated a structure within an expanded model of competing values in corporate culture. The study's primary focus was on the ways in which organizational culture, market orientation, and innovation influence the performance of businesses that are competing in business-to-business markets. Spot checks were chosen by firms to offer samples of other companies headquartered in that nation and in the city where the meetings took place. These samples were then traded through the genuine trading that takes place in that country. For individual site meetings, spot checks were picked. A regression model was utilized in the survey. The research revealed that there are considerable disparities across nations in the media across all of the factors that were investigated, and these differences, in general, represent the qualities that are associated with national cultures (Hameed & Anwar, 2018) Using Webster's standard marketing culture instrument, Liu et al. (2020) investigated the possible influence of factors such as service quality, interpersonal connections, selling task, organization, internal communication, and innovativeness on marketing culture. On the basis of the information supplied by the workers at the Frontline hotel located in a city in western Turkey, the aforementioned possibilities have been investigated. The research region had thirteen four-star hotels with nearly 1,800 rooms in addition to the six five-star hotels that were included in the analysis. During the spring of 2001, 750 different observations were given out to different frontline personnel. An examination using a confirmatory factorial design was carried out on the measurements. According to the findings, interpersonal relationships, sales activities, internal communication, and innovation all have a significant positive impact on the marketing culture. On the other hand, the quality of the service and the organization do not have any significant impact on the marketing culture. The results of the confirmatory factor analysis of the six-factor structure have further lent credibility to the marketing culture scale by suppressing various elements of each dimension, with the exception of innovation. This is because the results of this analysis were used to confirm the validity of the marketing culture scale (Grier & Poole, 2020). Mkhize and Ellis (2020) conducted research to study various models that comprise a variety of cultural and behavioral practices that are connected by a causal link. As well as the general adaptation of each model and the importance of individual relationships in each model, a questionnaire was sent out to the executive directors of organizations in Toronto and Montreal (Canada) that were founded in 1958 and were involved in social administration, group support, or artistic endeavors. According to the findings, a culture that is market-oriented acts as a mediator for the positive association that exists between market-oriented conduct and the performance of an organization. The survey makes a contribution to the study of the possible link between culture and market-oriented conduct in non-profit organizations. It also makes a contribution to the administrative processes that are aimed at introducing market orientation to this department. Joshi and Dhar (2020) examined the formulation of a model and experimentally verified it. The model incorporates several types of strategic orientation and market forces via organizational learning, revolutionary ideas, and company performance. They obtained the sample through a series of steps that included:First, they purchased a structure for conducting tests on 2,260 different brands of consumer goods and unused items. These brands were commonly utilized in 48 different classes by the China Marketing and Media Study conducted by Sino-Monitor International Company. (2000). Second, in order to pick scores for examination, they carried out a test that utilized a stratified sampling strategy. In two separate sessions, they sorted the brands into categories based on the percentage of the market that each brand had. At the Annual General Meeting, there were representatives from the 10 most expensive brands. At the second gathering, all of the surviving brands were there (Anwar & Balcioglu, 2016). They used structural equation modeling in addition to choosing at least three brands at random from each brand gathering across all product categories, ultimately selecting a total of 150 and 250 brands from the first and second brand gatherings, respectively. In addition, they held brand gatherings. According to the findings, market orientation encourages innovation that makes use of advanced technologies and provides greater benefits to traditional customers (this type of innovation is known as technology-based innovation), but it discourages innovation that focuses on emerging market segments (for example, market-based innovation). Moller et al. (2020) conducted research on the link between an organization's level of learning orientation (LO), market orientation (MO), human resources practices (HRP), and innovation, as well as how these factors relate to the organization's overall level of performance. The goal of this study was to show that innovation and human resources are important channels for communicating the benefits of LO and MO to performance outcomes. A model of connections is built on the basis of a large body of research, and it is then empirically verified using data obtained from 220 different organizations. To evaluate the data, modeling structural equations and/or modeling routes are used (Anwar, 2017). Investigating the direct, indirect, and aggregated impacts of LO and MO on the outcomes of the application of human resources and innovation (administrative, process innovation, and planned product innovation) as an intermediate is the most important aspect of this endeavor. This study monitors the impacts of each element in order to determine both the effects that have happened and the effects that have deviated from the expected ones. Results One of the most important strategies for conveying the advantages of LO and MO is through the use of HRPs. In certain frameworks, the importance of this factor exceeds that of innovation. The findings also show that LO needs to be seen as an investigation, whereas MO ought to be regarded as the interface between the investigation and the abuse, and lastly, human resources and innovation ought to be regarded as challenges associated with either exploitation or implementation.

III. RESEARCH MODEL

The purpose of this study was to investigate the effect that the marketing culture of the healthcare industry has on marketing creativity. The investigation was carried out at the various medical facilities located in the Kurdistan region of Iraq. To measure marketing creativity in the healthcare sectors, the researchers used two different marketing culture aspects. The first marketing culture aspect was cultural value as a marketing culture aspect, and the second marketing culture aspect was cultural satisfaction as a marketing culture aspect. In addition, the researcher aimed to investigate the role of cultural experience as a mediator in order to quantify both the marketing culture features and the direct and indirect effects on health care marketing creativity. In order to evaluate the effectiveness of the study, the researchers used a quantitative research approach in the form of a survey. The questionnaire was given out in a non-systematic manner to a total of 180 administrative staff members working in various healthcare sectors in the Kurdistan region. Despite this, the researchers were successful in collecting a total of 161 completed surveys. The Likert scale was used to evaluate each item in the questionnaire. The scale ranged from 1 to 5, with 1 meaning strongly disagree, 2 meaning disagree, 3 meaning neutral, 4 meaning agree, and 5 meaning strongly agree. When the process of collecting data was finished, all of the information was put through an SPSS analysis in order to determine how the marketing culture features of healthcare affected marketing creativity.

Research Hypotheses

H1: Cultural experience mediates Cultural value as marketing culture aspect with marketing creativity.

H2: Cultural experience mediates Cultural satisfaction as marketing culture aspect with marketing creativity.

Table 1- KMO and Bartlett Sphericity Test of Self-rating Items

Factors	N of items	n	KMO	Bartlett test	
				Chi-Square	Sig
Cultural value as marketing culture	13	161	.667	2.071	.000
Cultural satisfaction as marketing culture	14	161			
Marketing creativity	14	161			
Cultural experience	13	161			

As we can see in table (1), the result of KMO for all independent variables (cultural value as marketing culture, cultural satisfaction as a marketing culture), cultural experience as mediator and marketing creativity as dependent variable r; is .667 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

Variables	N of items	n	Cronbach's Alpha
Cultural value as marketing culture	13	161	.751
Cultural satisfaction as marketing culture	14	161	.762
Marketing creativity	14	161	.781
Cultural experience	14	161	.731

As seen in table (2), the reliability analysis for 55 items used to measure the influence of independent variables (cultural value as marketing culture, cultural satisfaction as a marketing culture), and marketing creativity as dependent variable also cultural experience as mediator factor. The above 55 questions were distributed as follow; 13 items for

Cultural value as marketing culture, 14 items for Cultural satisfaction as marketing culture, 14 items for Marketing creativity, and 14 items for Cultural experience. The researchers applied reliability analysis to find out the reliability for each factor, the findings revealed as follow: as for Cultural value as marketing culture was found the Alpha to be .751 with the sample size of 161 for 13 questions which indicated that all 13 questions used to measure Cultural value as marketing culture were reliable for the current study, as for Cultural satisfaction as marketing culture was found the Alpha to be .762 with the sample size of 161 for 14 questions which indicated that all 14 questions used to measure Cultural satisfaction as marketing culture were reliable for the current study, as for Marketing creativity was found the Alpha to be .781 with the sample size of 161 for 14 questions which indicated that all 14 questions used to measure Marketing creativity were reliable for the current study, and as for Cultural experience was found the Alpha to be .731 with the sample size of 161 for 14 questions which indicated that all 14 questions used to measure Cultural experience were reliable for the current study.

Table 3: Correlation Analysis

Correlations					
		Cultural value	Cultural satisfaction	Marketing creativity	Cultural experience
Cultural value	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	161			
Cultural satisfaction	Pearson Correlation	.612**	1		
	Sig. (2-tailed)	.000			
	N	161	161		
Marketing creativity	Pearson Correlation	.631**	.628**	1	
	Sig. (2-tailed)	.000	.000		
	N	161	161	161	
Cultural experience	Pearson Correlation	.578**	.602**	.639**	1
	Sig. (2-tailed)	.000	.001	.000	
	N	161	161	161	161
**. Correlation is significant at the 0.01 level (2-tailed)					

As it can be seen in table (3), the correlation analysis between Cultural value as marketing culture, Cultural satisfaction as marketing culture), and Marketing creativity as dependent variable also Cultural experience as mediator factor. The finding revealed that the value of Pearson correlation (r= .578**, p<0.01), between Cultural value as marketing culture and Marketing creativity this indicated that there is positive and strong correlation between Cultural value as marketing culture and Marketing creativity, the value of Pearson correlation (r= .602**, p<0.01), between Cultural satisfaction as marketing culture and Marketing creativity this indicated that there is positive and strong correlation between Cultural satisfaction as marketing culture and Marketing creativity, and the value of Pearson correlation (r= .639**, p<0.01), between Cultural experience and Marketing creativity this indicated that there is positive and strong correlation between Cultural experience and Marketing creativity,

H1: Cultural experience mediates Cultural value as marketing culture aspect with marketing creativity.

Hierarchal Multiple Regression

Table 4-Hierarchal Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.101	.2231		5.661	.000
	Cultural value	.632	.022	.637	3.522	.000
2	(Constant)	1.211	.189		2.774	.000
	Cultural value	.644	.087	.647	1.822	.001
	Cultural experience	.669	.036	.672	1.252	.000
a. Dependent Variable: Marketing creativity						

Table (4), demonstrates a hierarchal multiple regression analysis to investigate first research hypothesis which stated that Cultural experience mediates Cultural value as marketing culture aspect with marketing creativity. Concerning model (1) the direct relationship between Cultural value as marketing culture aspect and marketing creativity, the value of B = .632, the value of Beta = .637 with P-value =.000 this indicated that there is a significant and positive relationship between Cultural value as marketing culture aspect and marketing creativity. As for model (2) which applied multiple regression analysis to find both Cultural value as marketing culture aspect as independent factor and Cultural experience as a mediator factor with marketing creativity as dependent factor, the findings showed that the value of B =.644, the value of Beta = .647 with P-value .001 as indirect relationship between Cultural value as marketing culture aspect and marketing creativity, on the other hand, the value of B =.669, the value of Beta = .672 with P-value .000 as mediation between Cultural experience and marketing creativity. The findings proved that there is a positive and significant direct and indirect relationship between Cultural value as marketing culture aspect and marketing creativity, moreover cultural experience has a positive and significant mediating role between Cultural value as marketing culture aspect and marketing experience.

Table 5: Sobel Test

Input:			Test statistic:	Std. Error:	*p*-value:
a	.644	Sobel test:	6.87681495	0.06265052	0
b	.669	Aroian test:	6.86823789	0.06272875	0
s_a	.087	Goodman test:	6.88542422	0.06257218	0
s_b	.036	Reset all	Calculate		

H2: Cultural experience mediates Cultural satisfaction as marketing culture aspect with marketing creativity.

Table (5), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between Cultural value as marketing culture aspect and marketing creativity, P-value =.0002 this indicated that there is a significant and positive direct relationship between Cultural value as marketing culture aspect and marketing creativity. Furthermore, P-value is

.000 as indirect relationship between Cultural value as marketing culture aspect and marketing creativity. Moreover, the results proved that there is a positive and significant direct and indirect relationship between Cultural value as marketing culture aspect and marketing creativity, moreover cultural experience has a positive and significant mediating role between Cultural value as marketing culture aspect and marketing creativity.

Table 6: Hierarchal Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.881	.1007		4.522	.000
	Cultural satisfaction	.522	.022	.526	3.552	.000
2	(Constant)	1.121	.139		2.552	.000
	Cultural satisfaction	.578	.028	.581	2.552	.000
	Cultural experience	.539	.083	.542	2.991	.000
a. Dependent Variable: Marketing creativity						

Table (6), demonstrates a hierarchal multiple regression analysis to investigate second research hypothesis which stated that Cultural experience mediates Cultural satisfaction as marketing culture aspect with marketing creativity. Concerning model (1) the direct relationship between Cultural satisfaction as marketing culture aspect and marketing creativity, the value of B = .522, the value of Beta = .526 with P-value =.000 this indicated that there is a significant and positive relationship between Cultural satisfaction as marketing culture aspect and marketing creativity. As for model (2) which applied multiple regression analysis to find both Cultural satisfaction as marketing culture aspect as independent factor and Cultural experience as a mediator factor with marketing creativity as dependent factor, the findings showed that the value of B =.578, the value of Beta = .581 with P-value .001 as indirect relationship between Cultural satisfaction as marketing culture aspect and marketing creativity, on the other hand, the value of B =.539, the value of Beta = .542 with P-value .000 as mediation between Cultural experience and marketing creativity. The findings proved that there is a positive and significant direct and indirect relationship P-value is significant at level 0.005 between Cultural satisfaction as marketing culture aspect satisfaction as marketing culture aspect and marketing and marketing creativity, moreover cultural experience has experience.

Table 7: Sobel Test

Input:			Test statistic:	Std. Error:	p-value:
a	.578	Sobel test:	6.19467801	0.05029188	0
b	.539	Aroian test:	6.18807457	0.05034555	0
s_a	.028	Goodman test:	6.20130264	0.05023815	0
s_b	.083	Reset all	Calculate		

Table (7), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between Cultural satisfaction as marketing culture aspect and marketing creativity, P-value =.000 this indicated that there is a significant and positive direct relationship between Cultural satisfaction as marketing culture aspect and marketing creativity. Furthermore, Pvalue is .000 as indirect relationship between Cultural satisfaction as marketing culture aspect and marketing creativity. Moreover, the results proved that there is a positive and significant direct and indirect relationship between Cultural satisfaction as marketing culture aspect and marketing creativity, moreover cultural experience has a positive and significant mediating role between Cultural satisfaction as marketing culture aspect and marketing creativity.

IV. CONCLUSIONS

Since most healthcare providers are unwilling to invest in the constantly evolving technologies that aim to cut treatment costs and raise service quality, providers of healthcare are being held captive by the great demands of decreasing treatment prices and growing service quality. In the Kurdistan region of Iraq, the ability of healthcare providers to work successfully is hindered by a number of factors, including their limited scale, patients' lack of knowledge and reluctance to try new things, inadequate skills and resource bases, rapid advances in technology, and providers' inability to transfer strategic grounds to their areas of power. A sustained competitive advantage or a long-term advantage that rivals will find tough to reproduce can be achieved by concentrating on a certain geographic region within the healthcare industry. This improves the level of expertise and specialization that providers possess. According to the law of supply and demand in economics, such knowledge and expertise need to focus on the cost of treatments as well as the degree of service that is offered. The researchers evaluated the current study using a hierarchical multiple regression analysis and a Sobel test. The findings showed that a hierarchical multiple regression analysis was used to investigate the first research hypothesis, which stated that cultural experience mediates cultural value as a marketing culture aspect with marketing creativity. Regarding model (1), the direct relationship between cultural value as a marketing culture aspect and marketing creativity was indicated by the values of B =.632 and Beta =.637, and the P-value was equal to.000; this indicated that there is a significant and positive relationship between cultural value as a marketing culture aspect and marketing creativity. Cultural value is an aspect of marketing culture. Marketing creativity is a component of cultural value. According to the findings of model 2, which used multiple regression analysis to find both cultural value as a marketing culture aspect as an independent factor and cultural experience as a mediator factor with marketing creativity as a dependent factor, the value of B =.644, the value of Beta =.647 with P-value.001 as an indirect relationship between cultural value as a marketing culture aspect and marketing creativity, while the value of B =.669, the value of Beta =.647 with P-value.001 as an indirect relationship between culturalAccording to the findings, there is a positive and significant connection, both directly and indirectly, between cultural value as an aspect of marketing culture and marketing creativity. In addition, the findings demonstrated that cultural experience plays a positive and significant role as a mediator between cultural value as an aspect of marketing culture and marketing experience. In addition, it was discovered that there is a direct relationship between cultural value as an aspect of marketing culture and marketing creativity. This relationship had a P-value of.0002, indicating that there is a significant and positive direct relationship between cultural value as an aspect of marketing culture and marketing creativity.In addition, the Pvalue for the indirect association between cultural value as an element of marketing culture and marketing innovation is 1.000. In addition, the findings demonstrated that cultural experience plays a positive and significant mediating role between cultural value as a marketing culture aspect and marketing creativity. In addition, the findings demonstrated that there is a positive and significant direct and indirect relationship between cultural value and marketing creativity. On the other hand, the hierarchal multiple regression analysis was used to investigate the second research hypothesis, which stated that cultural experience mediates cultural satisfaction as a marketing culture aspect with marketing creativity. This hypothesis was investigated in order to test the second research hypothesis. Concerning model (1), the direct relationship between cultural satisfaction as a marketing culture aspect and marketing creativity, the value of B =.526 and the value of Beta =.526 with a P-value of.000 indicated that there is a significant and positive relationship between cultural satisfaction as a marketing culture aspect and marketing creativity. This was determined by the fact that beta had a value of.526.As for model 2, which used multiple regression analysis to find both cultural satisfaction as a marketing culture aspect as an independent factor and cultural experience as a mediator factor with marketing creativity as a dependent factor, the findings showed that the value of B =.578 and the value of Beta =.581 with a P-value of.001 as an indirect relationship between cultural satisfaction as a marketing culture aspect and marketing creativity, on the other hand, the value of B =.539 as a direct relationship between cultural satisfaction as a marketing culture aspect and marketing creativity, on the other hand, was According to the findings, there is a positive and significant relationship between cultural satisfaction as an aspect of marketing culture and marketing creativity. In addition, the findings demonstrated that cultural experience plays a positive and significant mediating role between cultural satisfaction as an aspect of marketing culture and marketing experience. According to the results of the Sobel test, it was discovered that there is a significant and positive direct relationship between cultural satisfaction as a marketing culture aspect and marketing creativity. This was indicated by the fact that the P-value for this relationship was equal to zero, which indicated that there is a significant and positive direct relationship. In addition, the P-value for the indirect association between cultural pleasure in the context of the marketing culture element and marketing inventiveness is 0.000. In addition, the findings demonstrated that there is a positive and significant direct and indirect relationship between cultural satisfaction as a marketing culture aspect and marketing creativity. Furthermore, the findings demonstrated that cultural experience plays a positive and significant mediating role in the relationship between cultural satisfaction as a marketing culture aspect and marketing creativity. Nonetheless, putting an emphasis on cost savings, enhanced quality, and distinct industry are three essential components that are necessary to improve healthcare systems that are supported by patients. This is something that can be accomplished through the acquisition of new technology as well as through workers who are well-trained and motivated to use their expertise for the betterment of society in a way that carves out a distinct market that competitors can either rarely replicate or copy at a high cost.

According to the results, the healthcare industry standardizes its service offerings, trains its employees, and places a focus on working together. They adapt their rates, hire people from the area, and contribute to the community's research and development efforts. The aspects of the endeavor that deal with standardization are predicated on the healthcare delivery definition, whereas the challenges associated with adaptation are centered on marketing strategy. This combination of adapting to and standardizing for local conditions leads to the formation of trust and networks, which in turn make the offering concrete and easy to understand. Informal networks are anchored in the local environment and assist in creating the credibility of service providers, as opposed to formal networks, which focus on international issues and include the government, regulators, foreign organizations, physicians, and students. As a consequence of this, the development of the company's network has an influence on the trustworthiness of the company and has a tendency to resolve the intangibility and heterogeneity of the service provided. The growth of trust and networks that sustain the international process by increasing homogeneity and tangibility are two reasons why culture is important for the marketing of services. Culture contributes to a deeper understanding of which aspects of the offering can be standardized or adapted, and it also plays a role in the development of these aspects.

V. CONTRIBUTION

Our investigation makes a contribution to the body of literature on international service marketing by developing a model of internationalization of health service marketing that places a primary emphasis on adaptation/ standardization, confidence, and network in order to address the challenges posed by the intangibility of services and the diversity of programs. The findings of the investigation have implications for management as well. According to our understanding, managers should be aware that selling people-processing facilities requires the building of local networks in order to obtain confidence and credibility in the local market. This is something that should be made clear to managers.

VI. MANAGERIAL IMPLICATIONS

In light of the data presented above, the following suggestions are offered with great conviction.

Because specialization reduces work complexity, costs, and time, carves out an attractive niche, and separates a company's operations from those of others, healthcare providers should concentrate on specialized business areas.

Because most of the innovations that improve procedures and lower costs are outside the financial means of healthcare providers, the government will be able to aid these businesses by providing them with access to banking facilities.

The providers of healthcare in the Western world are strongly encouraged to work together with their peers who are more technologically advanced in order to display transparency in their entire dealings.

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International Journal of Advanced Engineering, Management and Science (IJAEMS)
Peer-Reviewed Journal
ISSN: 2454-1311 | Vol-8, Issue-12; Dec, 2022
Journal Home Page: https://ijaems.com/
Article DOI: https://dx.doi.org/10.22161/ijaems.812.3

The Sustainability and Resiliency of Cooperatives amid Economic Challenges

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Received: 07 Nov 2022; Received in revised form: 30 Nov 2022; Accepted: 05 Dec 2022; Available online: 12 Dec 2022

Abstract— *This research looked at how cooperatives maintain their sustainability and resiliency in the face of economic challenges. The questionnaire checklist was used as the data collection instrument in a descriptive research design. Respondents in this study were officers from selected cooperatives in Talavera, Nueva Ecija. The majority of them are multipurpose cooperatives that conduct credit operations. Five cooperatives have been in operation for more than ten years, with the majority of them being small businesses (asset sizes are between three million and fifteen million pesos). Despite the pandemic, they all earned in 2021, according to the respondents. According to the survey results, business diversification is very effective in maintaining cooperative standing in the face of economic challenges. The survey also revealed that cooperatives are self-sustaining, as almost all respondents did not face the severe problems that most businesses face, such as closure and employee reductions. The majority of them have adapted to the new normal work setup. It is recommended that cooperatives expand and improve their services in order to provide immediate and timely information and assistance to members in order for them to operate and survive any economic challenges that may arise. Cooperatives should also develop a Business Continuity Plan and diversify their businesses rather than concentrating on a single one.*

***Keywords*— Business continuity plan, cooperatives, diversification, resilient, sustainable.**

I. INTRODUCTION

A cooperative is a voluntary association of people who contribute shares in order to meet their economic, cultural, and social needs through the ownership and operation of a business. The cooperative is characterized by a cooperative spirit and collaboration. It is a lawfully registered organization of individuals with a common bond of interest who have voluntarily joined together to achieve a lawful common social or economic goal, making an equitable contribution to the required capital and accepting a fair share of the risks and benefits of the undertaking in accordance with universally accepted cooperative principles.

The Philippine economy suffered a severe recession as a result of the COVID-19 Pandemic. The Philippine GDP shrank by 4.2% in the first quarter of 2021, extending the recession to three straight quarters as the pandemic dragged on, making it the longest recession since the Marcos era. The business industry was severely impacted as a result of these figures. Even some of the largest corporations have seen a drop in revenue as a result of the pandemic. It impacted not only the entrepreneurs but also the overall employment rate in the country.

According to the Open Knowledge Repository, "9% of businesses closed in response to government regulations. There are also others who have closed voluntarily and account for 21% of the total of all businesses in our country. 7% have closed permanently. Also, the sales of the companies continue to decline due to fears and restrictions as well as the protocols implemented by the government. There are many entrepreneurs who until now hope that our country's economy will rise up again and that their businesses will return to normal but on the other hand, some entrepreneurs expect that the situation of their businesses will worsen as the economy of our country continues to collapse".

Despite the challenges faced by most private sectors, cooperatives remain resilient, continue to resist the threat of the pandemic, and strengthen cooperation in the belief that the cooperative sector can be the answer or help to protect our society's financial condition. According to a study conducted by the Cooperative Development Authority, nearly 92% of cooperatives from various sectors were affected by the pandemic. Cooperatives were impacted, but they avoided major issues such as layoffs, decreased production due to work-from-home arrangements, and, most importantly, business closure. Surprisingly, cooperative economic standing is not suffering as much as other types of business in the Philippines.

Based on these, this study looked specifically into the demographic characteristics of respondent cooperatives in terms of their type, a number of branches, years of existence, asset size, and financial status at the end of 2020 and 2021. Furthermore, this research identified the changes in the cooperatives during the pandemic in terms of their managerial, marketing and financial aspects. Lastly, this study described the strategies that cooperatives have taken to maintain the stability of their businesses.

II. MATERIALS AND METHODS

The descriptive research design was used in this study. "Descriptive research is devoted to the gathering of information about prevailing conditions or situations for the purpose of description and interpretation," according to Dr Y.P. Aggarwal (2008), as cited by Salaria (2012) and Garcia and Subia (2019). This type of research design entails more than just gathering and tabulating data; it also includes proper analyses, interpretation, comparisons, and the identification of trends and relationships." Eight selected officers of cooperatives from Talavera, Nueva Ecija, Philippines were chosen on purpose for this study (Subia, 2018) because of their knowledge of the study being conducted. The information was gathered using a questionnaire checklist and analyzed and interpreted using appropriate statistical tools such as frequency and percentage. The researchers made certain that all participants received all relevant information about the study, as well as the risks and benefits of participating. Because everyone has the right to privacy, the researchers safeguarded their personal information.

III. RESULTS AND DISCUSSION

1. Profile of the Cooperatives

Table1.1. Types of Cooperatives in Talavera

	f	**%**
Types of Cooperative		
Multipurpose Cooperative	6	75%
Credit Cooperative	1	12.5%
Producers' Cooperative		0%
Employees' Cooperative		0%
Cooperative Bank		0%
Others	1	12.5%
Total	**8**	**100%**

As to types of cooperatives, the table shows that six (6) cooperatives are multipurpose. One (1) credit cooperative, and one (1) agriculture cooperative. Multipurpose refers to cooperatives with a combination of two or more business/economic activities. On the other hand, a credit cooperative is one that promotes and undertakes savings and lending services among its members, while an agriculture cooperative is a cooperative in which farmers combine their resources in certain areas of activity.

Table1.2. Number of Branches of Cooperative

Number of Branches	***f***	***%***
1	7	87.5%
2 to 4		0%
5 to 7	1	12.5%
Total	**8**	**100%**

As to the number of branches, only one (1) cooperative has more than one branch nationwide and seven (7) have only one branch.

Table1.3. Years of Existence of Cooperative

Years of Existence	***f***	***%***
1 to 5	1	12.5%
6 to 10	2	25.0%
10 years above	5	62.5%
Total	**8**	**100%**

As to years of existence, five (5) cooperatives are operating for more than 10 years already, two (2) cooperatives are in business for 6 to 10 years of existence and one (1) cooperative is operating for 1-5 years.

Table1.4. Asset Size of Cooperative

Asset Size of Cooperative	***f***	***%***
Micro Enterprise (up to 3 million)	1	12.5%
Small Enterprises (above 3 million to 15 million)	4	50.0%
Medium Enterprise (above 15 million to 100 million)	0	0.0%
Large Enterprise (above 100 million)	3	37.5%
Total	**8**	**100.0%**

As to the cooperative's asset size, three (3) cooperatives are under large enterprises. They have more than one hundred million asset sizes. Four (4) cooperatives have more than three million but not more than 15 million asset sizes or are under small enterprises. One (1) cooperative is under the microenterprise or the asset size is up to three million.

Table 1.5. Financial Status at the End of 2020

Financial Status at the End of 2020	***f***	***%***
At Profit	4	50%
Break Even	2	25.0%
Loss	2	25.0%
Total	**8**	**100%**

At the end of 2020, the year that the lockdown happened, there were four (4) cooperatives that were still at profit, two (2) were at break even and two (2) were at loss.

Table 1.5. Financial Status at the End of 2021

Financial Status at the End of 2021	***f***	***%***
At Profit	8	100%
Break Even	0	0.0%
Loss	0	0.0%
Total	**8**	**100%**

At the end of 2021, eight (8) cooperatives or 100% of the respondents were at profit. It shows that cooperatives were still thriving in the midst of the pandemic.

2. Changes in cooperatives during the pandemic

Table 2.1 Changes in cooperatives during the pandemic in terms of Management

		f	*%*
Management	Adapting to the new normal (the mandatory wearing of facemasks and face shields)	8	100%
	Skeletal working arrangement	3	38%
	Reduction of working hours	4	50%
	Work-from-home arrangement	2	25%
	Decrease in production (Agri, manufacture, etc.)	2	25%
	Reduction of employees	1	12.5%
	Closing of business	0	0%

All cooperative respondents notably did not encounter business closure. Rather, skeletal working arrangement, reduction of working hours, work-from-home arrangement, decrease in production (Agri, manufacture, etc.), reduction of employees and adapting to the new normal moderately affected the business operations of cooperatives.

Table 2.2 Changes in cooperatives during the pandemic in terms of Marketing

		f	*%*
Marketing	Maximization of social media platforms	4	50%
	Continuously communicating with members through phone calls and texts	7	88%
	Use of a referral system from current members to minimize random exposure to random people	5	63%

Having encountered several problems in the cooperative operations during the Covid-19 pandemic like limited face-to-face transactions, the areas of concern in marketing have taken some measures to ensure the continuous operations and delivery of services to members. Among these marketing strategies are continuously communicating with members through phone calls and texts, the use of referral systems from current members to minimize random exposure to random people and the maximization of social media platforms (Facebook, YouTube, etc.).

Table 2.3 Changes in cooperatives during the pandemic in terms of Financial

		f	*%*
Financial	Minimizing cash transaction	4	50%
	Maximization of online bank transfer or online wallet transfer as a mode of loan payment or deposit	5	63%
	Savings withdrawal of members during the pandemic	3	38%
	Loan penalties were voided	6	75%

To help the members adjust to the economic impact of the pandemic, loan penalties for past-due accounts were voided. Some cooperatives provided a moratorium on the loan payments of the members. Cooperatives minimize the use of cash transactions but instead, maximize online bank transfers or online wallet transfers as a mode of loan proceeds, loan payments and deposits.

3. Strategies that cooperatives have taken to maintain the stability of their business

Table 3. Strategies that cooperatives have taken

	F	*%*
Cooperatives with only one business/economic activity	4	50%
Cooperatives with more than one business/economic activity	4	50%

Among the eight cooperative respondents, four (4) of them have diversified into different business/economic activities since they were multipurpose cooperatives. The businesses that these cooperatives operated were Agri productions, ice-making plants, piggeries, trading, aggregates, rentals of acquired assets, etc. Four (4) cooperatives have only one business/economic activity to support their members and it is credit services.

4. Business Continuity Plan of Cooperatives

Table 4. Adoption of business continuity plan of cooperatives

	f	*%*
Yes	2	25%
No	2	25%
No BCP	4	50%

A business continuity plan is a written document explaining how a business will operate during an emergency. Only 25% of the respondents claimed to have been able to use their BCP, 25% of respondents also claimed not to have implemented their BCP, and50% of respondents claimed not to have a BCP at all.

IV. CONCLUSIONS AND RECOMMENDATIONS

Based on the findings, the following items were concluded:

1. Although cooperatives are also affected by the crisis caused by the pandemic that is currently being faced all over the world, it is noticeable that cooperatives remain resilient and continue resisting it;

2. Nearly all of the respondents claimed to have already adapted to what is being called the "new normal";

3. Additionally, it is evident that, unlike other companies, no cooperative announced its plan to close or, at the very least, scale its operations;

4. The majority of respondent cooperatives are still profitable despite the global financial crisis, despite the fact that the industry is in a difficult condition;

5. This research also shows us the businesses involved in these cooperatives helped them big time. The majority of them operate multiple businesses. This is due to cooperatives' adaptability and the cooperatives' principle, which places an emphasis on the welfare of all members;

6. Cooperatives are self-sufficient and can regain their business capacities by diversification, staying committed to the cooperative principles.

7. Cooperatives are already playing an important role in helping to recover from the long-lasting effects of the COVID-19 pandemic.

Based on the conclusions, the researchers suggested the following:

1. Cooperatives should expand and enhance their services like financing programs, information digitization such as Facebook posts, text blasts announcement of promos and new updates to members, and pieces of training to provide immediate and fast information and assistance to members to operate and survive under the new normal.

2. Cooperatives should promote and educate members and non-members on existing promos such as referral promo incentives to existing members that will benefit them without deducting the same from the referred member's loan proceeds.

3. Cooperatives should diversify their revenue streams rather than only concentrating on one in order to grow their operations; finding ways to increase work opportunities and funding would be beneficial. Also, innovation can and will certainly become increasingly crucial for successful new cooperative entry and ongoing cooperative survival.

4. Likewise, cooperatives should devise a business continuity plan. Having a business continuity plan is essential to any business organization; it helps the cooperatives' operation adjust with regard to unplanned and unexpected challenges.

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International Journal of Advanced Engineering, Management and Science (IJAEMS)
Peer-Reviewed Journal
ISSN: 2454-1311 | Vol-8, Issue-12; Dec, 2022
Journal Home Page: https://ijaems.com/
Article DOI: https://dx.doi.org/10.22161/ijaems.812.4

The Future of Recommerce: Analyzing the Business Prospects of the Nueva Ecija Secondhand Motorcycle Market

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Received: 09 Nov 2022; Received in revised form: 03 Dec 2022; Accepted: 07 Dec 2022; Available online: 12 Dec 2022

***Abstract*— *This study investigated the trends in secondhand retail trades for motorcycle units by assessing consumer and retailer perceptions of the business in the post-pandemic stage. Purposive sampling was used to select a sample population of 30 research respondents: five (5) secondhand motor parts retailers and twenty-five (25) secondhand motor parts consumers in Nueva Ecija. Respondents were sent an e-mail with a structured questionnaire. To analyze the data gathered, the study used both descriptive and inferential statistics. The findings revealed that their motivations for consumerism and perceptions of business prospects do not differ based on age or market exposure. Furthermore, the findings of this study confirmed the viability of the growing secondhand retail market, based on consumers' and owners' positive perceptions and opinions about the future of the secondhand business market in general, and the motorcycle business in particular, and its viability for long-term survival in the face of new and emerging trends such as the current oil crisis and inflation.*

***Keywords*— Business viability, motorcycle parts and units, Nueva Ecija, perspective, recommerce**

I. INTRODUCTION

The concept of recommerce, or acquiring previously owned merchandise and then reselling it to secondhand consumers, is central to the resale market. According to Borusiak et al. (2020), secondhand retail is an alternative market for consumers to purchase more cost-effective products than brand-new products. This has a positive impact on more sustainable goods consumption in the medium to long term.

In the Philippines, motorcycles are widely utilized for transportation due to their flexibility and mobility. They are also much more affordable than cars. A total number of 1,580,926 motorcycle units were reportedly sold in 2018, according to the 2019 report of the Motorcycle Development Program Participants Association (MDPPA). The sales forecast is expected to increase by 20% in the succeeding years (Roces, 2018). This suggests the growing trend in motorcycle units, which will also significantly affect the motorcycle spare parts and units market. The growing community of motorcycle users in the country opened the doors for entrepreneurs to build a sustainable business that provides motorcycle-related services and products such as reselling units, parts, and accessories.

In terms of the future of motorcycle parts and unit retail, Zafri et al. (2021) predicted that 46% of motorcycle users would increase their motorcycle travel after the pandemic.

Motorcycles appeal to people of all socioeconomic backgrounds. Now that motorcycles are considered affordable with installation, people will turn to small-scale and low-cost motorcycle parts retailers, even if the part or product is not an OEM-produced part or product.

The increased demand for motorcycle repair and spare parts providers in the country prompted the establishment of a secondhand market accessible to the general public, who find purchasing in primary stores expensive. Thus, this research was conducted. This sought to analyze the business prospects of the Novo Ecijanos (Subia, Mangiduyos & Turgano, 2020) second-hand motorcycle market. Specifically, it described the demographic profile of the respondents in terms of gender, age, area of location, and employment background. Also, it explored the retailers' exposure to the secondhand market, the motivating factors influencing retailers and consumers in their engagement with the secondhand motorcycle market and the business perception and retail prospects of the retailers and consumers of the secondhand motorcycle market in 5-year time and in 10-year time. Lastly, it determined the significant difference between the motivators and perceptions of business prospects in terms of age group, background, and exposure to secondhand products.

II. METHODOLOGY

This study utilized a quantitative approach using descriptive and correlational analysis. According to Patten (2002), as cited by Subia, Salangsang, and Medrano (2018) "correlational research is employed to test the degree of relationship between two or more variables". For the general purposes and the completion of this study, the researchers crafted and used two (2) self-made structured survey questionnaires: (1) a Consumer Survey Questionnaire and (2) a Retailer Survey Questionnaire distributed among thirty (30) research respondents: five (5) secondhand motor parts retailers, and twenty-five (25) secondhand motor parts consumers residing in Nueva Ecija through e-mail or digital surveys. The researchers used a purposive sampling technique to determine the sample or representative of the population. Furthermore, the researchers selected the representative of the population based on their direct connection to secondhand retail of motorcycle parts. The data gathered from the questionnaire answered by the respondents were encoded and analyzed using appropriate statistical tools.

III. RESULTS AND DISCUSSION

1. Demographic Profile of the Respondents

Table 1.1. *retailers*

Results revealed that 100% of the retail store *retailers/owners* who participated in the study were male, and a good majority were aged 41 and above (60%). It is also apparent that most of the secondhand retail stores in Nueva Ecija are located in Zaragoza, Nueva Ecija (60%), and 80% of the respondents considered themselves entrepreneurs.

As for the demographic background of the *consumers*, most secondhand retail consumers were male (88%), aged 20-25 (52%). Most of them reside in Zaragoza, Nueva Ecija (68%) and are employed in various sectors (72%).

Table 1.1. Profile of Secondhand Shop Owners

Profile of Owners	Frequency	Percentage (%)
Gender		
Male	5	100%
Female	0	0%
Age		
30-35	1	20%
36-40	1	20%
41 and above	3	60%
Area of Location		
Aliaga, Nueva Ecija	1	20%
Cabiao, Nueva Ecija	1	20%
Zaragoza, Nueva Ecija	3	60%
Employment Background		

Entrepreneur	4	80%
OFW	1	20%

Table 1.2. Profile of Secondhand Consumers

Profile of Consumers	*Frequency*	*Percentage (%)*
Gender		
Male	22	88%
Female	3	12%
Age		
20-25	13	52%
26-20	5	20%
31-35	2	8%
36-40	0	0%
41 and above	5	20%
Area of Location		
Aliaga, Nueva Ecija	2	8%
Cabanatuan, Nueva Ecija	3	12%
Jaen, Nueva Ecija	1	4%
San Isidro, Nueva Ecija	1	4%
Sta. Rosa, Nueva Ecija	1	4%
Zaragoza, Nueva Ecija	17	68%
Employment Background		
Accountant	3	12%
Service crew	4	16%
Entrepreneur	2	8%
Engineer, IT	3	12%
Farmer	3	12%
Gov't Employee	1	4%
Police	1	4%
Teacher	1	4%
N/A, unemployed	7	28%

2. Exposure to Secondhand Market

Table 2.1. *retailers*

Although 40% of the retailers stated that they just opened their shop 0-12 months ago, 20% affirmed that their store began more than 5 years ago. Most retailers invest in secondhand retail as it is a business trend, a cost-efficient alternative for the consumers, and suffice the gap in the supply-demand ratio in provinces. Consequently, the number of customers catered to by the stores is influenced by their service longevity. Shops that opened more than 3 years ago cater to 3 to 6 customers daily, which aids them in generating a weekly revenue of Php 100,000.00 to Php 150,000.00. The rise of the secondhand market is associated with the items' affordability, upholds similar quality to brand-new items, and most motorcycle users in the provinces cannot afford to shop from main stores.

Table 2.2. *consumers*

Most consumers have been driving motorcycles for 5 years and more (48%), mainly for personal transportation (72%). They started considering secondhand shops 1 to 3 years ago (32%). Usual purchases made in retail stores include oil, tires, battery, and accessories. This suggests that although secondhand retail has been around for some time, motorists did not directly recognize its position in the market.

2.1. Exposure to secondhand market (retailers)

Exposure to the industry	Frequency	Percentage (%)
When did you start your secondhand retail shop?		
0-12 months ago,	2	40%
1-3 years ago	1	20%
3-5 years ago	1	20%
5 years and more	1	20%
Why did you decide to consider secondhand retail as a business?		
It's a business trend.	5	100%
To aid those who can't afford from main stores.	5	100%
Location-wise, the business is feasible.	5	100%
How many customers do you cater to per day?		
0-3 customers	3	60%
3-6 customers	2	40%
6-9 customer	0	0%
10 and more	0	0%
How much are the estimated projected sales per week?		
Php 10,000.00 – Php 50,000.00	3	60%
Php 50,000.00 – Php 100,000.00	1	20%
Php 100,000.00 – Php 150,000.00	1	20%
What is the competitive edge of the business from the main retail?		
Cost-efficient	5	100%
Uphold the same quality as original products	5	100%
The majority of motorcycle drivers cannot afford to purchase from the main stores	5	100%

Table 2.2. Exposure to secondhand market (consumers)

Exposure to the industry	*Frequency*	*Percentage (%)*
When did you start driving motorcycles?		
0-12 months ago,	*1*	*4%*
1-3 years ago	*7*	*28%*
3-5 years ago	*5*	*20%*

5 years and more	*12*	*48%*
Why did you decide to drive and get a motorcycle?		
For private transportation	*18*	*72%*
For livelihood; public transportation; habal-habal *Both*	*2* *5*	*8%* *20%*
When did you start purchasing secondhand motorcycle parts and units?		
0-12 months ago,	*7*	*28%*
1-3 years ago	*8*	*32%*
3-5 years ago	*4*	*16%*
5 years and more	*6*	*24%*
What do you usually purchase in secondhand motorcycle retail?		
Brakes	*0*	*0%*
Bike Chains	*7*	*28%*
Tires	*14*	*56%*
Oil	*23*	*92%*
Battery	*11*	*44%*
Accessories (light, side mirror, rim, signal light, spray paint)	*8*	*32%*

3. Motivating Factors in Secondhand Motorcycle Market Engagement

Table 3.1. *retailers*

Upon operating in the secondhand industry, retailers mostly consider the economic status, such as the profitability and supply-demand ratio of the business in the market (mean = 4.50.) Secondhand products did not necessarily equate to rejected parts. Good quality was still ensured before putting up the parts and units for sale (mean = 4.50). Accordingly, instances incurred that secondhand products have the same quality as brand-new items. Some retailers also consider the locale of the business (mean=3.70).

Table 3.2. *consumers*

Consumers often purchase from secondhand retailers due to the cost-efficient prices incurred for the products. This means they were buying to save money while trying not to skimp on product quality. (mean=4.12). The consumers' responses also supported those of the owners as they purchased secondhand goods due to the same quality they possess with brand-new products. (mean=3.20). Customer service and location were also essential factors affecting the customers' behaviors. (mean=3.95). The unavailability of the products in the main market was unlikely considered in purchasing from secondhand stores, which suggests that it is the consumers' preferences and perceptions as to why they considered the secondhand market.

Table 3.1. Motivators of retailers

Construct	Mean
Motivators	
Economic	4.50
Quality	4.50
Location/Service	3.70

Table 3.2. Motivators of consumerism

Construct	Mean
Motivators	
Economic	4.12
Quality	3.20
Location/Service	3.95

4. Business Perception and Retail Prospects

Table 4.1. Five years from now, the owners perceived strong stability in the business, which means they are highly likely to continue handling secondhand retail in the future (mean=5.00). As perceived, motorcycle users were expected to increase in number, which means there is a probability of an increase in the number of secondhand retail consumers and business competitors. In 10 years, operating the business is likely to happen (mean=3.80), directly proportional to the increase in customers and competitors.

Table 4.2. Five years from now, the consumers perceived moderate stability in their continued use of secondhand retail products (mean=4.30) as they considered purchasing from primary stores (mean=3.60). Motorcycle users are expected to increase as consumers continue using motorcycles (mean=4.30), which means there is a probability of an increase in the number of secondhand retail consumers and business competitors (mean=4.00). In 10 years, purchasing from secondhand retail is likely to a certain extent (mean=4.10) as the number of motorcycle users may decline (mean=3.80). The consumers' insights on the future and longevity of the business also set forth a positive implication as most of them were likely to continue purchasing from secondhand stores

Table 4.1. Business perception and prospects (retailers)

Owner's Perceptions of business prospects	Mean	DR
In 5 years, time, describe your perceptions of secondhand retail products		
I will still be handling my business.	5.00	Highly likely
The number of customers will increase	5.00	Highly Likely
More competitors will surface	4.00	Likely
The business will be dull and slow	1.60	Unlikely
Profits will decrease	1.60	Unlikely
I will be closing my business	1.00	Very Unlikely
Mean Response	**3.03**	**Neutral**
In 10 years, time, describe your perceptions of secondhand retail products		
I will still be handling my business	3.80	Likely
The number of customers will increase	3.80	Likely
More competitors will surface	3.80	Likely
The business will be dull and slow	2.40	Unlikely
Profits will decrease	2,40	Unlikely
I will be closing my business	2.40	Unlikely
Mean Response	**3.10**	**Neutral**

Table 4.2. Business perception and prospects (consumers)

Consumer's Perceptions of business prospects	Mean	DR
In 5 years, time, describe your perceptions of secondhand retail products		
I will still be using a motorcycle for personal use.	4.30	Likely
I will still be using a motorcycle for income generation.	2.90	Unlikely
I will still purchase from a secondhand retail store.	4.20	Likely
I see myself purchasing from primary stores with new products.	3.60	Likely
The price of secondhand products will be higher.	3.00	Neutral
There will be more secondhand retailers.	4.00	Likely
Main Response	**3.67**	**Likely to a certain extent**
In 10 years, time, describe your perceptions of secondhand retail products		
I will still be using a motorcycle for personal use.	3.80	Likely
I will still be using a motorcycle for income generation.	3.00	Neural
I will still purchase from a secondhand retail store.	4.10	Likely
I see myself purchasing from primary stores with new products.	3.00	Neutral
The price of secondhand products will be higher.	3.20	Neutral
There will be more secondhand retailers.	3.00	Neutral
	3.35	**Neutral**

5. Correlational Analysis (Significant Difference among Variables)

Table 5. Results revealed that the motivations for purchasing secondhand products and their perceptions of business prospects show no statistical difference between *age groups* ($p>0.05$). However, the analysis of their motivation and perceptions of the business based on their *backgrounds* in the industry shows statistical variation. ($p<0.05$). This suggests that the motivators and business prospects in the market vary in their knowledge about secondhand retail. Although their *exposure to the secondhand product industry* also influences their motivators to purchase secondhand items ($p<0.05$), this construct does not affect their perceptions of the future of the business.

Table 5. Kruskal-Wallis on correlational variables

Construct	**Motivator**	**Perceptions of business prospects**
Age	0.0707	0.4434
Background	0.0000*	0.0000*
Exposure to the secondhand product industry	0.0013	0.8933

**significant at 0.05 level*

IV. CONCLUSIONS

To meet the objectives of this study, the findings revealed that the trend in secondhand motorcycle units and parts retail is likely to continue in the future. This line of business focuses on practical costs because it provides critical motor parts for vehicle longevity. The presence of secondhand retail in the provinces and cities helps consumers meet their demands while also meeting their socioeconomic indicators. Consumers and retailers saw a stable and viable positioning of the secondhand market in the industry, indicating that investing in secondhand retail is profitable.

The study's findings can be very useful and insightful to business investors who are testing the waters of the secondhand market in general, and those who are thinking of starting a business in recommerce to forecast the prospects of secondhand retail of motorcycles.

V. RECOMMENDATIONS

Secondhand Retail Market

As consumers' purchasing intentions and preferences are more likely to be economically and quality-driven, businesses must perform a quality assessment and evaluate the depreciation of available items before selling. This will also provide a positive impression on the viability of the business, which satisfies the service motivators of consumerism to maximize their profit. It is also important to ensure the affordability of the products at a feasible retail price to establish good customer retention.

Retailers

Retailers must continuously provide good products (and services) anchored on business ethics to encourage and maintain consumers' satisfaction in buying or availing of secondhand motorcycle parts and units. It is also recommended that they establish more stores as consumers are forecasted to increase in number in the future. Moreover, retailers are recommended to promote or maintain friendliness in dealing with customers' needs and queries. They must establish online advertisement platforms (*e.g., FaceBook, Instagram, TikTok, Twitter, etc.*) aside from the traditional ones (*e.g., word of mouth, flyers, tarpaulins, etc.*) to encourage more and more customers and to advertise their products in an accessible manner.

Consumers

Secondhand retail involves the selling and purchasing of preowned products. It is recommended for consumers be meticulous when purchasing goods and products; that is, to check the materials and quality of the item and carefully assess the longevity of the product. Word-of-mouth referrals, reading feedback from buyers of the same shop, and asking for information about the item are also advised, as this will give them an insight into the performance and quality of the product. Moreover, it is also important to check the legality of the unit by going through the proper process, which involves the application of a deed of sale for the unit and ensuring that it comes with a complete document to avoid incidents of purchasing HOT and ALARM vehicles.

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International Journal of Advanced Engineering, Management and Science (IJAEMS)
Peer-Reviewed Journal
ISSN: 2454-1311 | Vol-8, Issue-12; Dec, 2022
Journal Home Page: https://ijaems.com/
Article DOI: https://dx.doi.org/10.22161/ijaems.812.5

Relationship between Entrepreneurial Marketing and Return-on-Investment Performance of the Reed Broom Suppliers and Manufacturers in San Antonio, Nueva Ecija

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Received: 10 Nov 2022; Received in revised form: 01 Dec 2022; Accepted: 06 Dec 2022; Available online: 12 Dec 2022

Abstract— *This paper examined the relationship between entrepreneurial marketing and return-on-investment performance of the reed broom suppliers and manufacturers in San Antonio, Nueva Ecija. A quantitative research design was used in this study and the data were collected through a Likert-scale questionnaire. The data were analyzed using appropriate statistical tools and performed with computerized data analysis tools. Findings revealed that all the dimensions of entrepreneurial marketing (EM); proactiveness, calculated risk-taking, innovation-focus, opportunity-focus, customer intensity, resource leverage and value creation have positive relationships to the return-on-investment (ROI) performance of the reed broom suppliers and manufacturers in San Antonio, Nueva Ecija. It is recommended therefore that reed broom suppliers and manufacturers must be highly proactive, take a calculated risk, focus both on innovation and opportunity, demonstrate customer intensity, leverage their resources and create value for their customers in order to improve their return-on-investment performance.*

Keywords— ***Entrepreneurial marketing, proactiveness, reed broom, return-on-investment, value creation***

I. INTRODUCTION

While market competition and modernization continue to affect and challenge all businesses, it becomes more difficult to maintain long-term stability and sustainability. Adoption of the concept of entrepreneurial marketing (EM) practices is becoming increasingly popular among various businesses in order to ensure that they will be able to cope with all of the changes in the market and maintain a competitive advantage. EM, according to Das (2022), is the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging, and value creation. He also suggests that EM employs a toolkit of novel and unconventional marketing techniques to assist emerging businesses in gaining a foothold in crowded markets. Because this type of marketing does not necessitate a large investment, it is appropriate for and well-suited for small-business owners with limited resources (Durant, 2021). Proactiveness, calculated risk-taking, innovation focus, opportunity focus, resource leverage, customer intensity, and value creation are the seven dimensions of EM. Morris et alseven .'s dimensions were used in this study (2002).

Proactiveness reflects an entrepreneur's willingness to outperform competitors by combining proactive and aggressive actions, such as introducing new products or services ahead of the competition and acting in anticipation of future demand to create change and shape the environment (Mehran & Morteza 2014). Calculativity refers to the prompt ability to pursue opportunities that involve a realistic chance of resulting losses or significant performance discrepancy (Otieno et al., 2012).

According to Hacioglu et al. (2012), the dimension of opportunity focus represents unnoticed market positions that can be sources of long-term profit potential. The ability of a business to obtain resources in order to create more with less is referred to as resource leveraging (Becherer et al., 2012). Customer intensity is the primary driving force behind enterprise marketing (Rezvani & Khazeai, 2014). Finally, value creation is defined as the marketers' task of locating untapped sources of customer value and developing exclusive combinations of sources to produce value (Morris et al., 2002). Return-on-Investment is one of the performance metrics used to assess organizational success (ROI). According to Fernando (2022), ROI is a metric used to determine the profitability of an investment. It evaluates the efficiency of an investment by comparing how much an investor paid for it to how much he earned.

The municipality of San Antonio in Nueva Ecija, Philippines, is very proud of its thriving broom reed industry, which has been an important source of income and revenue for decades. It is well-known for its Tambo Festival, which is held in honor of its patron saint, San Antonio Abad (St. Anthony the Abbot). What began as small household businesses, broom reed selling and production has evolved into an essential source of income for many hardworking San Antonians. With the market's modernization and evolution, this industry is facing many challenges, including how to make a good return on their investment money. Existing research claims that entrepreneurial marketing helps micro, small, and medium-sized businesses achieve organizational success.

The purpose of this study was to focus its analysis on the relationship between EM and ROI performance, specifically of reed broom suppliers and manufacturers in San Antonio, Nueva Ecija.

This study is based on the concept emerging from the statement of Bacherer et al. (2012) that EM is one of the critical factors of business growth and survival, particularly for small and medium-sized enterprises whose marketing approaches do not fit with established theories on traditional marketing. Its goal was to investigate the relationship between the various dimensions of EM and the ROI performance of reed broom suppliers and manufacturers in San Antonio, Nueva Ecija. The seven identified independent variables in this study are the dimensions of EM as proposed by Morris, et. al., namely; proactiveness, calculated risk-taking, innovation-focus, opportunity-focus, customer intensity, resource leverage and value creation. These independent variables were analyzed to find out if they have a significant relationship with the dependent variable ROI performance.

II. METHODOLOGY

This study is designed to be a quantitative study. According to Watson (2014) "quantitative research through the use of statistical or numerical data includes a range of methods concerned with the systematic investigation of social phenomena. Stating therefore that quantitative research involves measurement and assumes that the phenomena under study can be measured. It delineates to analyze data for trends and relationships and to validate the measurements made" (Watson, 2014).

The data for the study was collected using a questionnaire. The questionnaire contained closed-ended questions that provide respondents with a fixed number of responses from which to choose an answer. Closed-ended questions are question formats that elicit a simple response from a respondent, making them better suited to quantitative research because they yield a higher response rate for the researcher (Formplus Blog, n.d.). The level of agreement is measured using a Likert Scale: (1) Strongly Disagree, (2) Disagree, (3) Agree, and (4) Strongly Agree. Bhandari (2020) defines the Likert scale as a rating scale used to assess opinions, attitudes, or behaviors. She asserts that Likert scales are popular in survey research because they allow researchers to easily operationalize personality traits or perceptions. A total of 15 respondents who are owners and/or managers of reed broom shops in the *barangays* of San Mariano, Maugat and Papaya in San Antonio, Nueva Ecija was surveyed and chosen based on purposive sampling (Subia, 2018). A purposive sample is a non-probability sample that is selected based on the characteristics of a population and the objective of the study (Crossman, 2020). The data gathered were analyzed using regression analysis.

III. RESULTS AND DISCUSSION

Regression analysis is a way of mathematically arranging and categorizing a series of variables. It is used to determine which variables have an effect and how they relate to one another. In other words, regression analysis helps determine which factors matter most and which can be ignored. (Market Business News, n.d.) It also provides a clearer understanding of the relationship between the independent variables to the dependent variable of the study.

Based on the main hypothesis of the study, a model specification is created:

ROIP = f (Entrepreneurial Marketing Dimension)

Below is the linear relationship between the dependent variable and the independent variables of the study:

ROIP = $\beta o + \beta_1 PRO + \beta_2 CRT + \beta_3 INNF + \beta_4 OPPF + \beta_5 CI + \beta_6 RL + \beta_7 VC + \mathcal{E}i$

Where:

ROIP = Return-on-investment performance

PRO = Proactiveness

CRT = Calculated Risk-taking

INNF = Innovation-focus

OPPF = Opportunity-focus

CI = Customer Intensity

RL = Resource Leverage

VC = Value Creation

Table 1: Regression Analysis

Variables	Coefficients
Proactiveness	0.0465
Calculated risk-taking	0.4094
Innovation-focus	0.2366
Opportunity-focus	0.1043
Customer Intensity	0.3306
Resource Leverage	0.1900
Value Creation	0.0800
Intercept	-1.2430

Based on the main study hypothesis the a priori expectation of all β coefficients are assumed to be positive, $\beta > 0$ meaning that all the EM dimensions are assumed to have a positive impact on ROI performance.

The hypothesis testing in this study is conducted by running a regression analysis. Table 1 shows the result of the regression analysis.

The regression table shows the β coefficients for each independent variable. These coefficients will be interpreted for each independent variable comparing to the a priori expectations that all the β coefficients are > 0.

1. Proactiveness: As shown in table 1, a positive relationship exists between Proactiveness (PRO) and Return-on-investment Performance (ROIP) which is in line with a priori expectation that $\beta_1 > 0$. This means that a unit increase in Proactiveness will result in a corresponding increase in ROI Performance by 0.0465 units.

2. Calculated Risk-taking: As shown in the result of the regression analysis in table 1, there exist a positive relationship between Calculated Risk-Taking (CRT) and Return-on-investment Performance (ROIP). This is consistent with the a priori expectation that $\beta_2 > 0$. This means that a unit increase in Calculated Risk-Taking will result in a corresponding increase in ROI Performance by 0.4094 units.

3. Innovation-focus: The findings of the regression analysis show a positive relationship between Innovation-focus (INNF) and Return-on-investment Performance (ROIP) which is in conformity with the priori expectation that $\beta_3 > 0$. This means that a unit increase in Innovation-focus will result in a corresponding increase in ROI Performance by 0.2366.

4. Opportunity-focus: A positive relationship exists between Opportunity-focus (OPPF) and Return-on-investment Performance (ROIP). The result shows that the coefficient for Opportunity-focus is in line with a priori expectation that $\beta_4 > 0$. This means that a unit increase in Opportunity-focus will result in a corresponding increase in ROI Performance by 0.1043.

5. Customer Intensity: Results of the regression analysis show that there is a positive relationship between Customer Intensity (CI) and Return-on-investment Performance (ROIP). The result is in accordance with the a priori expectation that $\beta_5 > 0$. This means that a unit increase in customer intensity will correspondingly increase ROI performance by 0.3306 units.

6. Resource Leverage: There is a positive relationship between Resource Leverage (RL) and Return-on-investment Performance (ROIP). It is in line with the priori expectation $\beta_6 > 0$. This means that a unit increase in Resource Leverage will result in a 0.1900 increase in units of ROI Performance.

7. Value Creation: The outcome of the regression analysis shows that a positive relationship exists between Value Creation (VC) and Return-on-investment Performance (ROIP). The result is in line with the priori expectation $\beta_7 > 0$. This means that a unit increase in Value Creations will correspondingly increase ROI performance by 0.0800 units.

Based on the regression results the regression model will be as follows.

ROIP = – 1.2430 + 0.0465PRO + 0.4094CRT + 0.2366INNF + 0.1043OPPF + 0.3306CI + 0.1900RL + 0.0800VC + $\mathcal{E}i$

IV. CONCLUSIONS AND RECOMMENDATIONS

This study intended to determine the effect of EM dimensions on the ROI performance of the reed broom suppliers and manufacturers in San Antonio, Nueva Ecija.

The results of regression analysis revealed that all the EM dimensions are positively related and have significant effects on the ROI performance. Therefore, the hypothesis is that EM positively impacts the ROI performance of reed broom suppliers and manufacturers of San Antonio, Nueva Ecija.

Based on the results it can be stated that the reed broom suppliers and manufacturers in San Antonio Nueva Ecija tend to show proactiveness and are willing to gain control over competitors by combining proactive and aggressive moves (Mehran et al., 2014). They also take a calculated risks. They understand that innovation in the present social, technological, and economic environment is intrinsically unpredictable and involves logical betting on uncertainties. They find creative and unique solutions in order for them to perform more efficiently. They are also aware that evaluating their current market position and strategies will help them find and pursue new opportunities. They also demonstrate the dimension of customer intensity by being customer-oriented and using innovative methods to make, build, retain and sustain customer relationships. They promote the ability for resource leveraging, working and creating more with fewer resources. Lastly, they offer value to customers by making sure that they provide customer service including an appropriate pricing strategy.

However, this study is conducted on the reed broom suppliers and manufacturers of San Antonio, Nueva Ecija such findings may not be transferable to other types of industry. It is therefore recommended that further research be conducted in different organizations and on a larger scale for generalizability. It is also recommended that other studies be conducted to explore the challenges encountered (Abelardo et al, 2019) by the manufacturers and discover the relationship of entrepreneurial marketing to other performance indicators.

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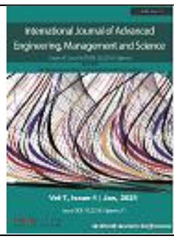
International Journal of Advanced Engineering, Management and Science (IJAEMS)
Peer-Reviewed Journal
ISSN: 2454-1311 | Vol-8, Issue-12; Dec, 2022
Journal Home Page: https://ijaems.com/
Article DOI: https://dx.doi.org/10.22161/ijaems.812.6



Challenges and Opportunities for Online Education in India

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Received: 15 Nov 2022; Received in revised form: 03 Dec 2022; Accepted: 19 Dec 2022; Available online: 25 Dec 2022

Abstract**—** *Considering the rapid change in technology, inevitable changes in education sector are going to happen. A lot or research is taking place to understand the pros and cons of online education in comparison to face to face education. In India, there are a lot of challenges and opportunities for online education. With a comprehensive literature review, in this paper, we have identified key factors which will boost online education in India. We have identified internet penetration; low cost of online education, ease of doing course, initiative by government, employer's recognition and bridging gap are the key factors the growth of online education. There are certain factors which are creating a hindrance in the growth which include insufficient digital infrastructure, credibility and language used in online education. With the increase in number of internet users in India, the paper also looks into what opportunities are there in future in education sector.*

Keywords**— *Online education; Face to face education; Challenges and opportunities; Digital infrastructure***

I. INTRODUCTION

The growth of technology has brought tremendous change in the almost every sphere of life. Technology has also impacted the process of education. The face to face education has experienced a remarkable change in the last 10 years. Although face to face education is still considered the norm, but acceptance of online courses is increasing in the field of management and engineering. Some of the reasons for the exponential growth of online education is that it is instant, online, anywhere accessible, self-driven and on the go.

The major reason for the phenomenal growth in online education is MOOCs (Massive Open online courses). According to Kaplan, Andreas M.; Heinlein, Michael (2016), MOOCs are online courses which are aimed at unlimited participation and offer open access through the web. MOOCs have gained lot of popularity since the time of its development in 2008. Over 800 universities around the world have launched at least one MOOC till date. According to report by Class Central, there were 83 million students who had registered for MOOCs by December, 2017.The list of top five MOOC provider by registered users include Coursera, edX, Xuedong, Udacity and Future Learn.

The government is supporting online education in India because of its potential to improve education quality and reach through the Digital India initiative. Government of India in Association with Ministry of HRD has initiated a programme named SWAYAM (Study Webs of Active – Learning for Young Aspiring Minds) that is designed to achieve the three fundamental objectives of Education Policy i.e., access, equity and quality. The main objectives of this effort are to take the quality teaching learning resources to all, including those who cannot afford. This program SWAYAM seeks to provide education to those students who are not yet aware of the digital revolution taking place and are still not able to join the mainstream of the knowledge economy. Nearly 2000 online courses are offered through Swayam and approximately 150 million students across the globe are enrolled in different courses.

II. REVIEW OF LITERATURE

There are many definitions of online learning. Khan (1997) has defined online learning as the delivery of instruction to a remote audience using the web as an intermediary. Elaine Allen, Jeff Seaman (2011) have defined Online courses as those in which minimum 80 percent of the course content is delivered online and Face-to-face instruction are those courses in which less than 30 percent of the content is delivered online.

According to Stack, Steven Dr. (2015), online education has proliferated in the last decade. His research has not found any major difference in the scores of the students taking online course and face to face classes.

Another research done by Dr. Fahad N. Al-FAHAD investigates the students' attitudes and perceptions of 186 University Student's from different colleges towards effectiveness of mobile learning in their studies. Their research findings indicate that students perceive Mobile technologies as an effective tool in improving their communication and learning.

Herman, T., & Banister, S. had done research on comparison of cost and learning outcomes of traditional and Online coursework. Their findings show that online course engages students in the learning process, supports strong student learning outcomes, and saves cost for the university also.

According to a report by Google and KPMG, the online education market in India at the end of December, 2016 was $247 million and it will reach $1.96 billion by 2021. Also, India’s online education market is the second largest market after US. The findings of the report also state that the paid user base for online education services will also grow at least by six times i.e., approximately 9.6 million users by 2021.

III. DRIVERS OF ONLINE EDUCATION GROWTH IN INDIA

Acceptability of online education in India is growing at an exponential rate because of the following factors:

1. Internet penetration in India

According to a report by IAMAI and Kantar IMRB, there were 481 million users of internet in India and this is growing at the rate of 11.34%. Also, internet penetration in urban India was 64.84% while in rural India it was 20.26% till December, 2017. The main reason for the growth of internet users in India is the increase in number of smart phone users. According to a report by eMarketer, the US-based market research firm, there were nearly 291.6 million smart phone users in India by the December, 2017. They are expecting that this number will grow by 15.6% to reach 337 million by the end of 2018. The key factors behind this growth are the upsurge in smart phone usage and availability of more affordable smart phones. Availability of internet at fast speed and at very affordable price is the reason for growth in mobile internet user. Because of internet, world class education becomes easily accessible to urban and rural population.

2. Online education saves money and time

As online education is through internet, so it can be easily accessed anywhere, anytime. You can access the content early morning, late evening, at home, in cafeteria, or on the train. As the content is generally preloaded, so you can download the lectures / videos and watch them at your convenience time and again. Also cost of online education is very low in comparison to face to face education. Also, there is a great savings on hostel and transportation fees. Since all the content is available online, so you need not buy books also.

3. Ease of doing courses for working professionals

Online education offers great opportunity for working professionals as they cannot leave their jobs to pursue higher education. Online education offers them a variety of courses to choose from and this can help in finding new career options for them. This is also supported by the report from Google and KPMG which states that reskilling and online certification is the biggest sector in online education. Another online platform ‘upgrade’ is offering online courses on Big Data and are also providing jobs in this area.

4. Initiative by Government of India

Government of India is also taking initiatives to promote online education. They have started Swayam through which they are offering free education and certification courses to all. Main objective of this initiative is to provide quality education for which they have tied up with IITs, IIMs and NPTEL. They are also tying up with universities by which student can earn credit though online courses. In order to establish digital infrastructure in India, the government has also launched National Optical Fiber Network. The main objective of this initiative is to increase broadband connectivity and create a fast network. Government has started online National Digital Library in which 17 million digital books & journals are available. There are 32 lakhs registered users are accessing NDL free of cost. Government has provided Wi-Fi facility to all the central universities.

5. Gaining recognition among employers

Today most of the universities in US are offering at least one online course. In India also, many of the prestigious institutions are offering online courses where otherwise admission is very difficult and costly. Online courses done from well-respected universities/ institutions are accepted by employers. Employers also understand that online education requires self-discipline, drive and other skills that they are looking for in a candidate. So proper care should be taken in selecting the university from where you are doing course. Also, there are hundreds of options to choose from. Right selection from right educational institute can help you make right career growth.

6. Bridge the gap between education level and industry expectations

According to a report in The World Employment and Social Outlook – Trends, there were 18.3 million Indians unemployed in 2017 and it is projected to increase by 18.9 million by the year 2019. According to a report, India's working age population is increasing and is expected to reach 64% of the population by 2021. Do you think it is because of sufficient job opportunities are not available in India? NASSCOM says 6 million people will be required in cyber security by 2022. According to Tech Mahindra CEO C P Gurnani, 94% of IT graduates are not fit for hiring. According to opinion given by Sanjay Bansal, 58% of unemployed graduates and majority of the unemployed post-graduates (62%) states that jobs matching their skill and education are not available and this is the primary reason for their unemployment. So online education is one of the alternatives to bridge the gap between what industries expect and what the educational institutes are delivering. Online education offers an opportunity to enhance skills through advance courses available in different domains.

IV. CHALLENGES IN ONLINE EDUCATION

There are a lot of challenges faced by people in online education in India. Some of these challenges which need to be overcome are:

1. Insufficient digital infrastructure

Although Government of India is taking initiative to develop digital infrastructure but a lot need to be done in this direction. High speed internet and stable power supply are the biggest problem. India stands 89th worldwide on internet speed and stability. According to the report of World Economic Forum, only 15 percent of the households have access to the Internet, and mobile broadband remains accessible to very few i.e. only 5.5 subscriptions for every 100 people. Further, currently reach of broadband is just about 600 corridors, largely in and around the top 50 to 100 Indian cities, leaving rural areas with poor connectivity. 5G networks technology is the requirement of today's which will increase the speed of downloading the data.

2. Limited Social interaction

Since online education can be accessed at home or any other convenient place, there is very limited direct interaction with the teacher and other people doing the course. According to Dhirendra Kumar (2010), especially those courses which are self-paced, there is very less discussion among the peers. Most of the discussion takes place through e mail, chat room or discussion groups. There isn't any campus atmosphere to improve social interaction. So, you are not able to develop any social links which do help in the career growth.

3. Questionable credibility of degrees

Although industry has started recognizing online degrees, there are still a lot of fraudulent and non-accredited degrees being offered online. The number of scam operators is rising who are offering fake certificated which does not have any credentials. These scams not only losses the credibility of the online certificates but also the faith of prospective employer in online programs.

4. Motivation

Some students need the push to get to the class. In case of self-paced online programmes, student may procrastinate. The dropout rate in online education is very high. Self-motivation and discipline is required to complete the assignments and upload them timely. If you have difficulty working independently, staying organized and meeting deadlines, you might struggle in an online program.

5. Language of the Course

India is a multi-linguistic country, and a vast majority of the population comes from rural areas. The content offered by most of the online courses is in English. Hence, those students who are not able to speak English struggle with the availability of language content. Hence, it is the duty of computer professionals, educators, administrators, language content creators, and content disseminators, to sit together and give a viable framework and standard solution to the learners knowing only Indian languages.

V. OPPORTUNITIES IN ONLINE EDUCATION

Change in technology is offering many opportunities for all stakeholders in the online education sector which includes entrepreneurs, education providers and learners. Some of the factors offering different opportunities in this domain include:

1. Mobile Learning

According to a report in Stasia (2018), in the year 2017 there were 320.57 million people who accessed the internet through their mobile phone. This figure is projected to increase to 462.26 million by the year 2021. The surge in users is credited to availability of 4G internet and smart phones at very low price. Going forward, IAMAI hopes that the National Telecom Policy (NTP) 2018, which is focusing on new technologies like 5G, will promote better quality data services at more affordable prices and help address the digital divides that will promote internet penetration in the rural areas through mobile internet. According to report by Zenith, mobile devices will account for 73 per cent of time spent using the internet in 2018. So, the vast majority of students in future will have access to e-learning through mobile phones.

2. Investor's Interest

A large number of entrepreneurs are venturing into online education as this is expected to see an uptrend in the next 5 years thanks to the Digital India campaign, the cultural importance given to education and falling mobile data prices. The Chang Zuckerberg Initiative has invested $50 million in Byju's, Bertelsmann India has invested $8.2 million in Eruditus, and Kaizen Management Advisors and DeVry Inc. have put in $10 million in EduPristine. Khan Academy is a non-profit organization which receives financial support from philanthropic organizations like The Bill and Melinda Gates Foundation, Google and Netflix founder Reed Hastings. Online learning platform Unacademy also raised $11.5 million of funding led by Sequoia India and SAIF Partners; and Eruditus Executive Education, a provider of executive education programmes, had raised $8 million funding from Bertelsmann India Investments. So, the online education sector will continue to spark more interest among entrepreneurs, investors and attract more funding.

3. Blended Model

There will be convergence of the offline education and online education in future. This concept of blended learning combines online digital media with traditional classroom methods. It requires the physical presence of both teacher and student, but student has some control over time, place, path, or pace. This model will take advantage of both face-to-face classroom practices combined with computer-mediated activities. In future, there will be virtual classrooms where face to face offline pedagogy will be aided by digital courses on practical knowledge and soft skills.

4. New Courses

Today the most popular courses in online education are related to IT which includes subjects like big data, cloud computing, and digital marketing. But in future demand for different types of courses in unexpected subjects such as culinary management, photography, personality development, forensic science, cyber law, etc. will increase.

VI. CONCLUSION

Online education can change the whole future scenario in education if it can be implemented in joint collaboration with industry, universities and government. Drastic changes in course curriculum are required to bridge the gap so that students are industry ready after passing out. Education process needs to be changed by making it more practical with the use of technology. Also, course should be designed in different language to increase their reach and more opportunities for youth of rural India. Innovations are required to design ways to increase the social skills of online learners.

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