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About IJOBEX

Overview

Business excellence relies heavily on the type of strategies, techniques and tools for measuring and benchmarking the business performance. Subsequently, identifying best practices and their implementation eventually decides excellence in business. Given the importance of business excellence, a journal devoted to performance evaluation and best practices both processes and results, especially in order to be competitive in the global market, is essential. International Journal of Organizational Business Excellence (IJOBEX) addresses new developments in business excellence and best practices, and methodologies to determine these in both manufacturing and service organizations.

IJOBEX focuses on organizational performance with particular areas as the scope—strategic planning, human resource, communication and management that result in improving organizational. Organizational performance excellence is essentially required to improve values to customers and stakeholders that contribute to organizational sustainability, and to develop organizational effectiveness.

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The scope of this journal includes, but not limited to:

- Leadership for performance excellence
- Strategic Planning for performance excellence
- Customer and market focus for performance excellence
- Information, measurement, knowledge management, and information technology for performance excellence
- Human Resource for performance excellence
- Operational Focus for performance excellence
- Communication for performance excellence
- Performance measures and metrics in business management
- Methodologies and tools for performance measurement
- Benchmarking business performance
- Business excellence in various functional areas
- Best practices in business management
- World class business and operational strategies and techniques
- Alignment between different levels of strategies
- Understanding the customer requirements
- Process design management
- Knowledge management for improved performance
- Systems approach for determining the best practices
- Six-Sigma, QFD, Taguchi methods and TQM
- Data warehousing and data mining in business excellence
- Measuring performance in creative industries
- Best practices in creative economy and industries

All of the topics above are considered to have essential involvement in developing organizational performance excellence.

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The elapsed time from submission to publication for the articles averages 3-4 months. A decision of acceptance of a manuscript will be reached in 1 to 2 months *(average 6 weeks)*.

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As for acceptance rate, the rate can be misleading, especially if one considers the number of pages allocated to a specific issue or even the journal's affiliation. For example, if a particular issue of the journal has been restricted to 100 pages, rather than 200, several worthy articles would have had to go unpublished, and the acceptance rate for the issue would have been reduced to as low as 25%.

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IJOBEX aspires to select and publish, through double-blind peer-review, the highest quality research globally. To achieve this goal, the entire peer-review process should be thorough, objective and fair. Journal reputation depends heavily on the fairness of the peer-review process.

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IJOBEX considers its reviewers as experts in the scientific topics addressed in the articles they review. They provide written assessment of the strengths and weaknesses of written research with the aims to improve the reporting of research and identifying the most appropriate and highest quality material for the journal. Individuals who do not have such expertise cannot be reviewers.

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The submitted manuscript is a privileged communication; reviewers must treat it as confidential. It should not be retained or copied. Also, reviewers must not share the manuscript with any colleagues without the explicit permission of the Editor-in-Chief.

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AN INTERNATIONAL PEER-REVIEWED JOURNAL

Foreword

Welcome to the first issue of **International Journal of Organizational Business Excellence (IJOBEX).** IJOBEX is an open-access scientific journal published by **Bina Nusantara University (BINUS) and International Performance Excellence Forum (IPEF)** and is independently managed and run on a non-profit basis for the benefit of the world-wide science community. This journal is specifically committed to publish research paper in the area of business management and social sciences that contribute in excellence to business, manufacturing, healthcare and education in both public and private organization. The topics include but not limited to; Leadership, Strategic Planning, Customer and Market Focus, Information, Measurement, Knowledge Management, and Information Technology, Human Resource, Operational Focus, and Communication for Performance Excellence. This first issue is a compilation of 6 regular research articles coming from different countries i.e. **Indonesia, Malaysia, Philippines and Thailand**.

The first article talks about the adoption of mobile banking services through an empirical examination between generation Y and generation Z in Thailand (*Athapol Ruangkanjanases and Suphitcha Wongprasopchai)*. The following five articles is about an exceptional learners motivation for better performance in a game-based learning system *(Christian S. dela Cruz, Marvin R. Arenas, Thelma D. Palaoag and Elizalde M. Berba)*; product placement execution factor and individual differences effect of purchase intention through consumer's attitude in Indonesia *(Aleksandra Sekar Melati and Edi Abdurachman)*; keeping harmony of Indonesian-Japanese intercultural marriage interactions *(Ulani Yunus, Joice Yulinda Luke, Bhernadetta Pravita Wahyuningtyas, Gayes Mahestu and Yuni Ayu)*; the stakeholders' awareness and perception of Malaysian Competition Act 2010 and the role played by the Malaysian Competition commission *(Hasnah Haron, Ishak Ismail, Yuvaraj Ganesan, Sasikala Sankaran and Idris Gautama)*; and the influence of creative style preference on creative behavior of Indonesia's creative industry workers *(Nugroho J. Setiadi and Regina Inderadi)*.

We would like to thank the contributors as well as the reviewers for their commitment and patience which made this first edition a successful endeavor. It is hoped that this publication would be an encouragement for researchers from around the world to be more active in publishing their research papers many more with good quality research paper that are insightful for academics and practitioners alike.

Special thanks to the Editorial Board Member, International Advisory Board and, Dr Nayan Kanwal as the consultant for their guidance and support in making this publication possible. This has certainly motivated us to do more and better and bring IJOBEX in to international arena sooner.

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ADOPTION OF MOBILE BANKING SERVICES: AN EMPIRICAL EXAMINATION BETWEEN GENERATION Y AND GENERATION Z IN THAILAND

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Abstract

The purpose of this study is to identify the significant factors that affect the adoption of mobile banking services, by conducting an empirical investigation on generation comparison, between Gen Y and Gen Z in Thailand. To test the framework, descriptive analysis, correlation analysis, collinearity analysis, and multiple linear regression analysis were applied to the primary data, which consists of 400 surveys collected from mobile banking users in Gen Y and Gen Z in Thailand. The results show that compatibility, perceived usefulness, and self-efficacy are significantly and positively affect customer intention to adopt the services in both generations. Interestingly, social influence has significantly affected adoption of mobile banking only in Gen Z.

***Keywords**: Mobile Banking, Factors, Adoption, Gen Y, Gen Z, Thailand*

INTRODUCTION

Mobile banking provides customers with services in conducting financial transactions anywhere, anytime simply by using a mobile handheld device and data plan. Mobile banking facility removes space and time limitations of normal banking activities such as checking account balances or transferring funds from one account to another. This technological advancement has become one of the powerful tools in transforming traditional banking services to an online mass-market reaching to wider customer bases. The majority of the customers are expected to conduct financial transactions via the mobile channel because banking industries and mobile technologies are now converging. However, compared to the rapid growth in mobile device in recent years, the adoption rate of mobile banking services is considered slowly (Yu & Chantatub, 2015).

Various prior researches about mobile banking service adoption are limited to the study of a total population in a

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country, focus groups of early adopters, or a specific mobile banking application. This study aims to go beyond the aforementioned limitations to investigate and compare various factors influencing customer adoption in the current market situation in Thailand from two generations: generation Y (Gen Y) and the generation Z (Gen Z).

LITERATURE REVIEW

Overview of Mobile Banking Customers in Thailand

Young Thai customers are more open than ever before in considering non-traditional alternatives for their financial services. Along with the many new adults entering the consumer society, they are becoming new banking clients. These younger generations love to try new things and need customized services. They also expect a broad range of products suited to their lifestyle, personal circumstances and can be persuaded by social influence (Hodgkinson, 2015).

In order to stay competitive and to better maintain connections with customers in the digital age, banks try to stimulate the popularity of mobile banking by making it easier for customers to use (Hodgkinson, 2015). Mobile banking services have been developed to be more personalized to customers in Thailand. As such, the penetration rate of mobile banking users rose slightly from 1.1% in 2011 to 9.3% in 2014 (Bank of Thailand, 2015).

Theoretical Background

Technology Acceptance Model (TAM)

TAM was developed specifically by Davis (Davis, 1989), for investigating users' behavior to the impact of technology adoption and is becoming the most influential and popular model for assessing and predicting users' acceptance of emerging information technology. The model proposes that both perceived usefulness and perceived ease of use of the technology are the two key factors that influence the individual's attitude toward using the technology. In 2005, the extended TAM also was studied by adding one trust-based construct (perceived credibility) and two resource-based constructs (perceived self-efficacy and perceived financial cost) in mobile banking context.

Theory of Planned Behavior (TPB)

TPB is a theory which predicts intentional behavior, because behavior can be planned. Originally, the pure TPB model focuses on behavioral intention being a function of attitude and subjective norm (Fishbein & Ajzen, 1975). In addition to the pure model, the decomposed TPB was introduced by (Ajzen, 1985). The model mentions that attitude (Taylor & Todd, 1995), subjective norms and perceived behavioral control make an impact to customers' intention to adopt mobile banking services.

Diffusion of Innovation Theory (DOI)

The theory was developed by E.M. Rogers (1983). The model explains the way an idea or a product gains momentum and spread through a specific population or social system over time. The model also mentions that there are five main factors that influence adoption of an innovation which are relative advantage, compatibility, complexity, trialbility and observability, and each of these factors play to a different extent in the five adopter categories

Generational Cohorts

Generation Y (Gen Y)

Gen Y refers to the population born during 1977 to 1994 and is in the age range for 22-39 as of 2016 (Williams & Page, 2010). Gen Y individuals are well grounded and wise for their age. They are born into a technological and wireless society with global boundaries becoming more transparent.

Generation Z (Gen Z)

Gen Z refers to the population born after 1994 and is less than 22 years old as of 2016 (Williams & Page, 2010). Gen Z is the never lived without the Internet (Langford, 2008). Gen Z is born with technology and grew up with e-books, music downloads and websites. Peer acceptance is very important to them.

Research Model And Hypotheses Development

Perceived usefulness

Perceived usefulness is defined as "the extent to which an individual believes that he or she would benefit from using mobile banking (Jeong & Yoon, 2013)". It is highly predictable that people use mobile services because they find it useful. Therefore, this study hypothesizes that:

H_{1a}. Perceived usefulness has significant impact on mobile banking adoption for Thai Gen Y customers.

H_{1b}. Perceived usefulness has significant impact on mobile banking adoption for Thai Gen Z customers.

Perceived ease of use

Perceived ease of use is defined as "the degree to which a person believes that using a particular system would be free of effort (Fishbein & Ajzen, 1975)". Karahanna found that perceived ease of use had a significant positive effect on intention to adopt the software among the potential adopters (Karahanna, Agarwal, & Angst, 2006). Therefore this study hypothesizes that:

H_{2a}. Perceived ease of use has significant impact on mobile banking adoption for Thai Gen Y customers.

H_{2b}. Perceived ease of use has significant impact on mobile banking adoption for Thai Gen Z customers.

Perceived cost

Perceived cost is defined as the extent to which a person believes that he or she has the financial resources needed to use mobile banking (Tornatzky & Klein, 1982). To use mobile banking services, users are required to have suitable mobile device and internet services and this can be costly to some. Therefore, this study hypothesizes that:

H_{3a}. Perceived cost has significant impact on mobile banking adoption for Thai Gen Y customers.

H_{3b}. Perceived cost has significant impact on mobile banking adoption for Thai Gen Z customers.

Perceived risks

Perceived risks is defined as "the user's subjective expectation of suffering a loss in pursuit of a desired outcome

(Pavlou, 2001)". This includes when mobile device is being hacked, stolen and financial risks in losing money when using the services such as stopping payments. Therefore this study hypothesizes that:

H_{4a}. Perceived risk has significant impact on mobile banking adoption for Thai Gen Y customers.

H_{4b}. Perceived risk has significant impact on mobile banking adoption for Thai Gen Z customers.

Compatibility

Compatibility is defined as "individuals are more likely to adopt an innovation if they find it compatible with their past experience, beliefs and the way they are accustomed to work (Agarwal & Prasad, 1998)". Compatibility was found to indirectly influence intention to use through perceived ease of use (Lin, 2005). Therefore, this study hypothesizes that:

H_{5a}. Compatibility has significant impact on mobile banking adoption for Thai Gen Y customers.

H_{5b}. Compatibility has significant impact on mobile banking adoption for Thai Gen Z customers.

Self-efficacy

Self-efficacy is defined as the belief that one has the ability, knowledge and skill to perform a specific behavior (Compeau & Higgins, 1995). Previous studies show that a person with low self-efficacy in IT will be more resistant to the new technology (Lin, 2005). Therefore, this study hypothesizes that:

H_{6a}. Self-efficacy has significant impact on mobile banking adoption for Thai Gen Y customers.

H_{6b}. Self-efficacy has significant impact on mobile banking adoption for Thai Gen Z customers.

Trialability

Trialability is defined as the chance in which particular technologies are allowed for potential adopters to experiment or use on a trial basis before adoption. Also, the trialable service will make it easier for people to adopt new technology (Akturan & Tezcan, 2010). Therefore this study hypothesizes that:

H_{7a}. Trailability has significant impact on mobile banking adoption for Thai Gen Y customers.

H_{7b}. Trailability has significant impact on mobile banking adoption for Thai Gen Z customers.

Social influence

Social Influence is defined as the degree to which an individual perceives can be influenced by social groups or peer pressure. A study found that one's intention to use mobile banking was significantly affected by people surrounding them (Amin, Baba, & Muhammad, 2015) and are part of the social network (Singh, Tan, & Mookerjee, 2011). Therefore this study hypothesizes that:

H_{8a}. Social Influence has significant impact on mobile banking adoption for Thai Gen Y customers.

H_{8b}. Social Influence has significant impact on mobile banking adoption for Thai Gen Z customers.

The conceptual model is shown in Figure 1. There are 8 dependent variables which are perceived usefulness, perceived ease of use, perceived cost, perceived risk, compatibility, self-efficacy, trialability, and social influence. The dependent variable is intension to adopt mobile banking application and services.

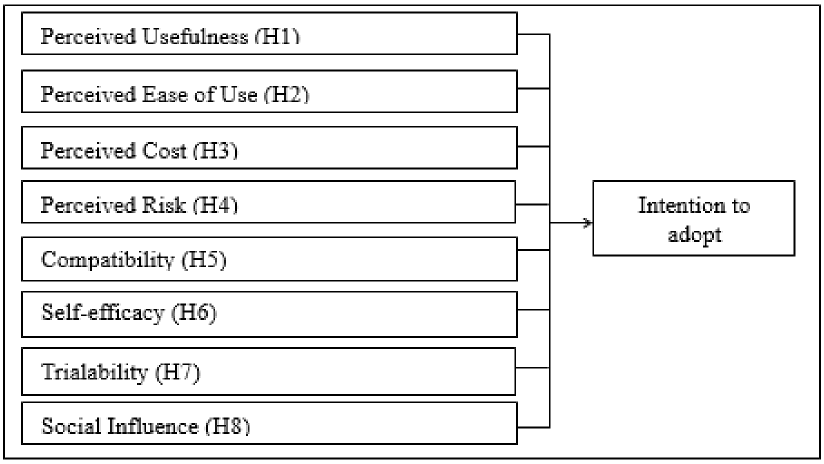

Figure 1. Conceptual Model

MATERIALS AND METHODS

Samples and Data Collection

The total mobile banking users in Thailand are approximately 6.23 million (Bank of Thailand, 2015). According to the Yamane formula (Yamane, 1967), the sample size was calculated based on total population of mobile banking Thai users in Gen Y and Gen Z which account for more than 100,000 samples. Using 95 percent confidence level with sampling error of 5 percent, sample size of respondents was 400. The pilot study of 30 respondents in Gen Y and Gen Z have been tested for reliability of the questionnaire. The questionnaires were distributed through online channel in January and February 2016. Total of 400 completed questionnaires, 200 from Gen Y and 200 from Gen Z, were returned.

Research Instrument and Variable Measurement

The questionnaires consist of 29 questions used to measure 8 dependent variables and 1 dependent variable. Besides demographic profiles, all items are measured on five-point Likert scales, ranging from 1 (strongly disagree) to 5 (strongly agree). Samples of the questions from the survey are shown in Appendix A.

Reliability

The reliability of the questionnaire was analyzed by using Cronbach's alpha to measure the internal consistency of each variable before launching full samples. An alpha that is higher than 0.7 indicates an acceptable reliability as shown in table 1.

Table 1. *Reliability Analysis*

Variable	Cronbach's alpha
Perceived Usefulness	0.794
Perceived Ease of Use	0.869
Perceived Cost	0.744
Perceived Risk	0.754

Compatibility	0.85
Self-efficacy	0.704
Trialability	0.715
Social Influence	0.787

Validity

In determining the validity of the constructs, a factor analysis is examined. Hair, Black, Babin, Anderson, and Tatham (2006) suggested the factor loading of 0.50 is used as a cut-off point. After examination of the data, all eight factors contributing to consumers' intention to use mobile banking services had a loading factor exceeding 0.5 and eigenvalues greater than 1.0 as shown in table 2. These results confirm that the dataset is unidimensional and factorially distinct, and that all items used to operationalize the particular construct are loaded onto a single factor (Teo, 2001).

Table 2. *Factor Analysis*

Construct	No. of Items	Factor Loading	Eigen-values	Percentage of Variance
Perceived ease of use	5	0.737-0.844	3.416	11.78
Perceived usefulness	5	0.618-0.773	2.866	9.882
Perceived risk	5	0.656-0.786	2.604	8.979
Compatibility	3	0.779-0.841	2.289	7.893
Social influence	3	0.733-0.874	2.22	7.655
Perceived cost	3	0.701-0.836	2.077	7.162
Trialability	3	0.623-0.859	1.992	6.869
Self-efficacy	2	0.790-0.802	1.622	5.593

RESULTS AND DISCUSSIONS

Statistical Package for Social Science (SPSS) is used to analyze primary data from questionnaires.

Descriptive Statistics

Table 3 shows descriptive statistics on demographic profile. About 60 percent of respondents are male. There are 200 respondents in Gen Y and 200 respondents in Gen Z. Table 4 shows means and standard deviation of each independent variable. The variable that has highest mean for Gen Y is perceived usefulness while compatibility has highest mean for Gen Z. Perceived cost has the lowest mean scores for both generations.

Table 3. *Demographic Profile*

Demographic profile	Number	Percentage
Gender		
Male	234	58.5
Female	166	41.5
Generation		
Gen Y	200	50
Gen Z	200	50

Table 4. *Mean and Standard Deviation*

Variables	Gen Y		Gen Z	
	Mean	Std. Deviation	Mean	Std. Deviation
PU	4.276	0.617	4.012	0.523
PE	3.927	0.815	3.891	0.582
PC	2.453	0.846	2.635	0.712
PR	2.944	0.624	2.726	0.625
CT	4.063	0.64	4.107	0.671
SE	4.028	0.675	3.928	0.799
TL	3.442	0.757	3.437	0.703
SI	2.943	0.796	3.593	0.898

Note: PU = perceived usefulness, PE = perceived ease of use, PC =perceived cost, PR = perceived risk, CT = compatibility, SE = self-efficacy, TL = trialability, and SI = social influence

Correlation Analysis

Prior to hypothesis testing, Pearson's product moment correlations were reviewed. The analysis shows the relationship among variables. Table 5 and Table 6 show a summary of the correlation among eight variables from respondents in Gen Y and Gen Z. All correlations among each independent variable are less than 0.7.

Table 5. *Correlation among variables for Gen Y*

	PU	PE	PC	PR	CT	SE	TL	SI	IA
PU	1	0.57	-0.15	0.30	0.48	0.35	0.18	0.12	0.49
PE		1	-0.14	0.26	0.51	0.38	0.18	0.17	0.42
PC			1	0.03	-0.15	-0.08	0.12	0.14	-0.11
PR				1	0.20	0.16	0.12	0.29	0.28
CT					1	0.52	0.25	0.05	0.66
SE						1	0.11	0.08	0.47
TL							1	0.34	0.24
SI								1	0.14
IA									1

Note: IA = Intention to adopt

Table 6. *Correlation among variables for Gen Z*

	PU	PE	PC	PR	CT	SE	TL	SI	IA
PU	1	0.12	-0.25	-0.06	0.26	0.25	0.08	0.20	0.33
PE		1	-0.07	0.19	0.41	0.36	0.23	0.23	0.38
PC			1	0.32	-0.06	-0.09	0.11	0.11	-0.07
PR				1	-0.02	-0.05	0.05	0.04	-0.02
CT					1	0.38	0.23	0.32	0.56
SE						1	0.25	0.33	0.50
TL							1	0.23	0.22
SI								1	0.43
IA									1

Collinearity Diagnostics Tests

The collinearity diagnostics test was performed to validate the variables and detect any multicollinearity issue by finding the tolerance value and the variance inflation factor (VIF) (Ruangkanjanases & Sahaphong, 2015). Variables that have a tolerance value of less than 0.20 or a VIF of greater than 5 possess a threat of having multicollinerity (O'Brien, 2007). The collinearity statistics displayed in Table 7 and Table 8 prove that all variables have tolerance value above 0.2 and VIF value below 5. Therefore, all variables show no threat of multicollinearity.

Table 7. *Collinearity Statistics of Gen Y*

Variables	Collinearity Statistics	
	Tolerance	VIF
Perceived Usefulness	0.602	1.662
Perceived Ease of Use	0.579	1.726
Perceived Cost	0.922	1.085
Perceived Risk	0.835	1.197
Compatibility	0.558	1.792
Self-efficacy	0.707	1.414
Trialability	0.812	1.232
Social Influence	0.798	1.254

Table 8. *Collinearity Statistics of Gen Z*

Variables	Collinearity Statistics	
	Tolerance	VIF
Perceived Usefulness	0.836	1.196
Perceived Ease of Use	0.721	1.387
Perceived Cost	0.796	1.256
Perceived Risk	0.842	1.188
Compatibility	0.714	1.400
Self-efficacy	0.730	1.370
Trialability	0.877	1.140
Social Influence	0.799	1.251

Stepwise Multiple Regression Analysis and Hypothesis Test

Table 9 shows that compatibility (β = 0.485, p = 0.000), perceived usefulness (β = 0.206, p = 0.001), and self-efficacy (β = 0.148, p = 0.014), have positive significant impact on intention to use for Gen Y. The three variables explain 48.3 percent of the variance in the intention to use mobile banking services (adjusted R^2 = 0.483).

Table 10 shows that self-efficacy (β = 0.263, p = 0.000), social influence (β = 0.202, p = 0.001), perceived usefulness (β = 0.126, p = 0.025), compatibility (β = 0.362, p = 0.000), have positive significant impact on intention to use for Gen Z. The four variables explain 45 percent of the variance in the intention to use mobile banking services (adjusted R^2 =0.45).

Table 9. *Stepwise Multiple Regression for Gen Y*

	Variables	B	β	t	Sig.	R	R^2	Adj. R^2	Overall F
Criterion:	Intention to Adopt					0.701	0.491	0.483	153.074
Predictor:	Compatibility	0.524	0.485	7.577	0.000				
	Perceived Usefulness	0.231	0.206	3.517	0.001				
	Self-efficacy	0.152	0.148	2.467	0.014				

Table 10. *Stepwise Multiple Regression for Gen Z*

	Variables	B	β	t	Sig.	R	R^2	Adj. R^2	Overall F
Criterion:	Intention to Adopt					0.679	0.461	0.450	41.723
Predictor:	Self-efficacy	0.232	0.263	4.446	0.000				
	Social Influence	0.158	0.202	3.521	0.001				
	Perceived Usefulness	0.170	0.126	2.265	0.025				
	Compatibility	0.380	0.362	6.128	0.000				

The result supports hypothesis H_{1a}, H_{5a}, H_{6a}, H_{1b}, H_{5b}, H_{6b} and H_{8b}. The result does not support hypothesis H_{2a}, H_{3a}, H_{4a}, H_{7a}, H_{8a}, H_{2b}, H_{3b}, H_{4b}, and H_{7b}.

CONCLUSIONS

The summary of multiple regression analysis in Figure 2 reveals that compatibility, perceived usefulness and self-efficacy appear to have a significant impact on willingness of adoption of Gen Y. This means they use mobile banking services because it is compatible with their needs and lifestyles and they find the services useful. They also certainly have their abilities to use it.

On the other hand, the result of Gen Z summarized in Figure 3 shows that compatibility, self-efficacy, social influence, and perceived usefulness are the significant factors for them to adopt the services. Similar to Gen Y, compatibility is the most influencing predictor, but Gen Z chooses the services firstly because of their self-efficacy, followed by social influence and the services' usefulness.

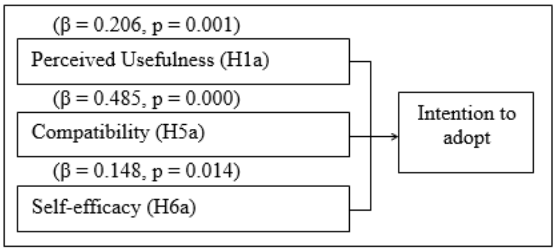

Figure 2. Multiple Regression of Gen Y

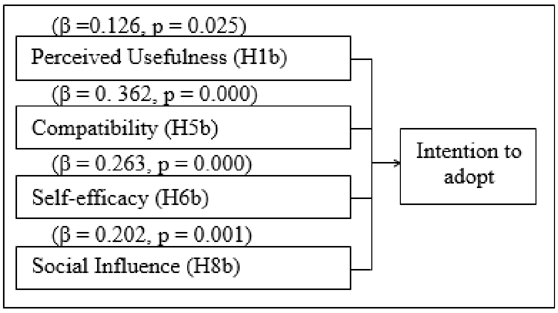

Figure 3. Multiple Regression of Gen Z

The factors affecting both Gen Y and Gen Z are the compatibility, self –efficacy and perceived usefulness. Both Gen Y and Gen Z intend to adopt mobile banking services because it suits their life/working styles and banking needs. They are confident in their ability and technological knowledge to be able to use the mobile banking services and also perceive usefulness and benefits of the services. However, the different significant factor among Gen Y and Gen Z is social influence which affects to Gen Z but not Gen Y. This can be interpreted that Gen Z's decision making is more influenced by social environment such as social media, advertising, trends and people around them as they are born with technology and grew up in the social media era. Family and friend also have high influence in their purchasing decisions or their tendency to try new things. Compare to Gen Y, Gen Z is more digitally and socially connected**.**

APPENDIX

APPENDIX A: QUESTIONAIRE

Answer the following questions from 1=strongly disagree to 5= strongly agree. (Likert-type scale)

Perceived Usefulness

1. Mobile banking allows me to use the financial services from anywhere
2. Mobile banking allows me to use the financial services at anytime.
3. Mobile banking can reduce my time from doing the same service through other channels.
4. Mobile banking is more convenient to do financial transaction than other channels.
5. Mobile banking enhances the effectiveness on the financial transaction.

Perceived Ease of Use

1. The application for mobile banking is user friendly.
2. The interface of mobile banking is intuitive and does not require further explanation from the service provider.
3. It is easy to perform financial transactions through mobile banking.
4. It takes less time to complete financial transactions through mobile banking.
5. Mobile banking transactions are costly.

Perceived Risks

1. Mobile banking has not posed any threats.
2. Possibilities of errors in Mobile banking are lower than other channels.
3. Mobile banking is safe and secure.
4. The financial transactions through mobile banking are kept confidential.
5. Personal financial data cannot be hacked if the mobile device is lost.

Compatibility

1. Mobile banking fits well with my banking needs.
2. Mobile banking fits well with my lifestyle.
3. Mobile banking is compatible with my working styles.

Self-efficacy

1. I use mobile banking because I can learn how to use it by myself.
2. I use mobile banking because I am good at technology.

Trialability

1. Being able to try out the services will affect my decision in adopting mobile banking.
2. I use mobile banking services on a trial basis first to see if it serves my banking needs.
3. I know where I can get more information on mobile banking before using the services.

Social influence

1. I use mobile banking because I have seen advertisement from social media or mass media.
2. I use mobile banking because it is the current trend.
3. Friends and family have influence on my decision to use mobile banking.

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GAME-BASED LEARNING SYSTEM: AN EXCEPTIONAL LEARNERS MOTIVATION FOR BETTER PERFORMANCE

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Abstract

Special education is a specialized area of education which uses unique instructional methods, materials, learning aids, and equipment to meet the educational needs of students with learning disabilities. Exceptional learner is an inclusive term that refers to students with learning and behavior problems, students with physical disabilities or sensory impairments, and students who are intellectually gifted or have a special talent. Computer games are increasingly part of the daily activities of students of all ages, and have been shown to support student motivation and learning however can be challenging to implement in the classroom. Gamification involves incorporating elements of computer games such as points, leaderboards, and badges into non-game contexts in order to take advantage of the motivation provided by a game environment. Based from literature analysis points, badges and achievements, leaderboards and levels are the most commonly implemented form of gamification. The study aims to determine to what extent gamification supports student achievement and motivation among exceptional learners. Incorporating gamification elements into exceptional learners' environments can motivate students and support their achievement. Increased class attendance and participation, which is positively correlated with improved student performance, was seen as a result of gamification. The user acceptability test was used to determine the proficiency of the system to help the teachers in teaching exceptional learners in the approach of their learning. To test the acceptability of the developed system, the researchers floated an acceptability questionnaire to stakeholders where the target user enjoys exploring the content of the system. Based on their rating, the researchers motivated to enhance the functionality of the system. The target user strongly agrees with a

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ratio of 4.5 which mean that the system has the functionality needed in their school process.

***Keywords**: exceptional learners; gamification; learning system; education; motivation; performance*

INTRODUCTION

Special education is a distinctive education provision, for students with disabilities and disorders. It encourages academic progress and personal and social development. It aims to enhance the behavior of the students through giving reinforcements and many different teaching methods and strategies.

Special education is a specialized area of education which uses unique instructional methods, materials, learning aids, and equipment to meet the educational needs of students with learning disabilities. In fact, every student in the same classroom may have a different way of understanding and should have an individual learning plan with specific goals and objectives.

Many people think of special education as separate classes or separate schools, but special education is actually a continuum of specially designed instruction. This instruction includes a combination of supports and services, which is intended to meet the unique needs of a student with disability. Special education is used to describe a wide range of supports, programs and placements for students who need different teaching methods or special equipment to help exceptional learners with their school work. Exceptional learners include students who experience difficulties in learning as well as those whose performance is so superior that modifications in curriculum and instruction are necessary to help them fulfill their potential.

Teaching exceptional learners requires a lot of efforts and resources. Teachers should always repeat the same lessons several times due to lack of memorization and recognition of objects and concepts. In giving directions to the class, teacher should leave a pause between each step so student can carry out the process in their mind. Teachers can also provide visuals via the board or overhead, and also use flash cards.

For the past decades, SPED teachers' in Dagupan City common strategies in teaching exceptional learners are making their students cooperative in learning through having games, storytelling, hands-on activities, brainstorming and discussion. Students with intellectual disabilities are very challenging to teach, and can learn best with the use of different methodologies that engage their senses such as using images, sounds and clips.

From early examinations, the researchers have expanded the multimedia applications reflecting to a constructivist approach of learning. It is common for the students to become fascinated with colorful materials and effects given by multimedia. The more the animation is, the more the chance to get the students' attention. Hence, with the use of multimedia, students with disabilities and disorders will give their full attention to the teacher and the discussion because of its playful but informative presentation. Therefore, these promote the learning habit of the students by the use of the playful environment of the application.

Most students with mild learning disabilities spend at least some portion of the school day in the regular classroom. They spend time in the regular classroom because some parents want their children to act like a normal student in a regular class. Because of this, many of these students find it difficult to keep up with their nondisabled peers. Their teachers often find it difficult to spend significant amounts of time providing them with individual attention. Technology has proven to be an effective method of giving such students opportunities to engage in basic drills and practices, simulations, explorations, and communication activities that are matched to their individual needs and abilities. A research examining the potential benefits of computer-based instruction is grounded in basic learning theory and is the same for all students, including both those with or without mild disabilities.

Technology is a natural part of living that plays an important role in different aspects of life. Nowadays, technology gives a huge impact in changing the educational system and provides new teaching strategies to catch students' attention which includes the exceptional learners. Special education is designed to arrange the teaching procedures of teachers and address the needs of every student with learning difficulty. Thus technology also helps to expand the students' ability to obtain more knowledge about the world.

There were studies that indicate the use of technology to enhance students' acquisition of skills and content knowledge through the use of computer to deliver well-designed and wellmanaged instruction. One of which was a multimedia courseware for slow learner children with reading difficulties. The courseware helped slow learner children using an approach and a suitable technique/method with appropriate teaching materials essential for the learning process. The courseware integrates Literacy and Numeracy Syllabus officially prepared by the Ministry of Education for primary school children aged between 7 to 9 years old with the learning multimedia theme. It is primarily consisting of 2 sections for the modules and exercises. The modules consist of 3 sub-modules. Each module is designed to teach in certain domain starting from Module 1 till Module 3. The module 1 teaches the users on how to recognize and pronounce a letter. The module 2 teaches users on how to combine letters to form a word. While module 3 guides users on how to combine words and syllable to form complete sentences. A user acceptance test was conducted in two primary schools in Perak. The results help to support suitability and acceptability and the effectiveness of the courseware for further improvement. The findings of the evaluation indicate positive feedback about the courseware (Ahmad, Noordin, &Shariffuldin, 2013).

A system for students under the age of 6 to 12 years old in all countries in Malaysia was also developed. The program is developed to ensure that all children in that age category are able to recite Al-Quran properly, and also can learn and practice basic things that are necessary (fardhu) for a muslim. In order to form a strong foundation of Islamic Studies and knowledge of Islam among these children, KAFA subjects are taught in primary schools in this country. Alternatively, the program was also conducted in other places such as mosques, kindergartens, and other places deemed appropriate for its delivery. The developed system was used by students and teachers in the process of teaching and learning of KAFA subjects. The students used the system based on their learning pace, according to their preferred learning styles. Innovative elements such as storyboarding, scripting, pedagogy of teaching, Islamic content presentation, user interface design that improve visualization and presentation, simulation, drill and practice, tutorial, multistage quizzes, test, game, and links to web-based learning are integrated in this courseware (Isa et al., 2010).

Incorporating commercially available computer games into the classroom through the use of gamification is a big challenge to educators. "Gamification desires to combine intrinsic motivation with an extrinsic one in order to raise motivation and engagement" (Muntean, 2011). Typically, these game elements include items such as points, leaderboards, and badges (Barata, Gama, Jorge, &Gonçalves, 2013), however, game elements also can include avatars, three-dimensional environments, feedback, ranks, levels, competition, communication systems, and time pressures (Deterding, Dixon, Khaled, &Nacke, 2011). Gamification's impact on student motivation and performance is an important topic, as there has been increased interest in gamification at the college level (Hanus, & Fox, 2015). Lambton College in Sarnia, Ontario, has recently announced intentions to incorporate gamification into its curriculum to better reach mobile-savvy students and increase student engagement. The college is now able to design curricula that include avatars and scoreboards (Kloet, 2014). Fanshawe College in London, Ontario, is using gamification elements (e.g., goals, rules, and feedback systems) to engage children and adults in improving their literacy skills (Beach, n.d.). Ensuring students are engaged in their learning in post-secondary environments is critical as student engagement "is positively related to academic outcomes as represented by first year student grades and by persistence between the first and second year of college" (Kuh, Cruce, Shoup, &Kinzie, 2008).

This study provides answer to the needs of the students with disabilities. This serves as an educational tool to be used by the students with special needs and teachers for it offers innovative system equipped with different activities to help and support the students' special needs. It shall also be useful to the teachers for it provides them materials to support their teaching methodologies for students with disabilities and special needs.

Conceptual Framework

This study uses the Input-Process-Output (IPO) diagram. An IPO diagram is widely used approach in system analysis and software engineering because it is a graphical representation of all of the factors that make up a process. An input-process-output diagram includes all of the materials and information required for the process, details of the process itself, descriptions of all of the products and by-products resulting from the process.

The input is composed of the existing processes in teaching exceptional learners in different SPED schools in Dagupan City, the hardware and software requirements needed in the development of the system and the features to be included in the system.

The process includes ADDIE Model, which is divided into five phases such as analysis, design, development, implementation, and evaluation. This model serves as guide for developers during the course of system's development along with the traditional way of teaching.

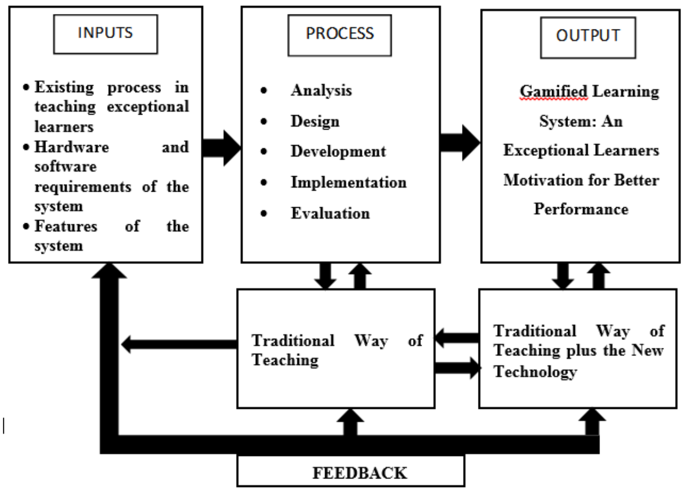

Figure 1. Paradigm of the Study

The output is the Game-Based Learning System: An Exceptional Learners Motivation for Better Performance which is a new technology that can be use in the traditional way of teaching. Fig. 1 shows the paradigm of the study which uses the Input-Process-Output Model.

The study aimed to design and develop a gamified learning System for SPED schools in Dagupan City. It attempts to answer the following questions: (1) What are the existing processes in teaching exceptional learners in different SPED schools in DagupanCity?; (2) What are the hardware and software requirements needed in the development of the system?; (3) What are the features of the system?; and (4) What is the level of acceptability of the system? The purpose of the study is to enhance learning abilities of the exceptional learners by developing and designing a gamified learning system. The study specifically sought to: (1) Identify the existing processes in teaching exceptional leaners in different SPED schools in Dagupan City; (2) Determine the hardware and software requirements needed in the development of the system; (3) Determine the features of the system; and (4) Test the acceptability of the system. This study is deemed significant for the following:

- To the Exceptional learners. Through this learning system it could help exceptional learners in their lessons and it will provide a well—organized and structured learning materials. Moreover, interactive learning with video, audio, graphics and question and answer activities keep learners interested and it reinforces their skills. Because it is exciting, challenging and fun to use, it encourages learners to maximize the use of the program. Therefore, learning is absorbed and integrated into daily performance through drill and practice. This learning system is flexible because learners can access in computer laboratories and in their own machine.
- To the SPED Teachers. Through the use of the learning system, teachers could give more opportunity to understand both visual and verbal comprehension of their learners. The highly presence and motivation of the teachers also bring positive aspects to learners so that they can improve their skills.
- To the SPED Schools. The system shall enhance the institution using this modern technology, as well as, in exploring new techniques of educating students through the use of computers. Thus, offering a high standard to improve the quality of education, which is beneficial on the part of the institution to help the learners.
- To the Developers. This study shall help developers in improving the skills that are to be gained on schooling. It increases the work performance of the developers while conducting the study. It also allows the developers to apply and develop the knowledge, abilities, investigative thinking and all the things that come from the instructors, trainers and adviser which are essential in designing and developing the application to be utilized by the institution.
- To the Future Developers. The study shall serve as a guide for other developers who will attempt to conduct a similar study. The theories on the current study will serve as a stepping stone for the future developers to formulate their own idea and help them pursue similar project or develop similar application.

The study focused on the learning enhancement through gamified learning system. This study was limited to four (4) types of exceptional learners like autism, hearing impairment, intellectual disability and speech and language impairment. The respondents were both female and male, ages six (6) to eighteen (18) years old. The system is consists of different types of learning activities with animation, sounds and videos. The system also caters games to encourage the exceptional learners to participate.

However, the study will only provide basic learning activities; this reading and other difficult lesson that does not suit to their intellectual ability are not included. These factors may alter or give inaccurate result to the study therefore exclusion was made. This ensures that the data collected would give a precise and accurate result on the study.

MATERIALS AND METHODS

This study utilizes the descriptive-development method of research. It is said to be a descriptive method because it is a fact-finding study that involves describing, explaining, and interpreting the conditions of present. Through descriptive method, it is also concerned with conditions, practices differences or relationship exists and interaction between the participants. On the other hand, it is developmental because the developers will develop and design a system based on the specification of the clients. Developmental method is a systematic study of developing, designing and evaluating instructional programs, process that must meet the criteria for the acceptability of the system.

In developing technology based educational activities, ADDIE Model was used to build an effective e-learning courseware approach. It enables both the client and the students to provide an early feedback in the project development. This approach to rapid courseware prototyping can reduce the time required of programmers, instructional designers, authors, and subject matter experts, while making that time spent more focused and useful for the courseware design and development process.

The ADDIE instructional design model is the generic process traditionally used by instructional designers and training developers. The ADDIE model is at the very core of instructional design and is the basis of instructional systems design (ISD). There are various adaptations of the ADDIE model, but it generally consists of five cyclical phases— Analysis, Design, Development, Implementation, and Evaluation. These processes represent a dynamic, flexible guideline for building effective training and performance support tools. This model attempts to save time and money by catching problems while they are still easy to fix. With the help of this methodology, the user could easily understand the project through the approach of the developers in every change that is being developed in the project study.

In order to gather needed information, the researchers used different instrumentation to support the requirements gathered from the client. The instruments include document analysis, observation, and interview.

RESULTS AND DISCUSSIONS

The researchers found out that SPED schools in Dagupan City are using a traditional way of education. The researchers decided to develop a system that will enhance the learning instruction for the exceptional learner’s through gamified learning system.

Existing Processes in Teaching Exceptional Learners

Exceptional learners are often the most challenging to teach. The teacher has the more difficult task of individualizing the instructions to the student. The exceptional learners may seem to have strengths that are similar to other children, but the rate of their learning ability is unexpectedly slower. A learning disability can cause a person to have trouble in learning and in using certain skills. The academic performance indicates that exceptional learners need to learn better and faster.

1) **Worksheet**. These worksheets can help the facilitator or the teacher to evaluate whether the exceptional learner is improving in his or her learning capability. The developers provided worksheets for the exceptional learners. The provided worksheets are printable for them to learn better and improve faster.
2) **Curriculum based assessment**. The Curriculum based assessment is design in recording student's performance that will serve as a basis in planning the instructional purposes for the students. The teachers typically follow the sequence of the outline-curriculum based assessment and focus on content coverage. It will help the teacher to assess what would be the instructions to be delivered to the exceptional learners.
3) **Oral Instruction**. Present test and reading materials in an oral format so the assessment is not unduly influenced by lack of reading ability. Provide learning disabled students with frequent progress checks. Let them know how well they are progressing toward an individual or class goal. The developers developed the system in order to make a change in exceptional learner's education environment. The system provides a feature that would help exceptional learners to understand every topic clearly and better. It provides a mechanism that facilitates the exceptional learners on how to pronounce the letters and read the words correctly. This mechanism will be able to help the students to understand what he or she reads and is able to answer the specific question that is being asked.

Hardware and Software Requirements

Hardware and software specification tells about the details of the specification hardware and software resources, so that the system specification remains independent of the target system. On behalf of the users, the developers provide appropriate and minimum hardware and software specification of any device accessing the system.

Hardware has the entire component that makes your particular device work and must be capable of supplying the needs of the multimedia system and that's why the developers should specify the quality of the needed devices for the deployment of the learning system. Multimedia capabilities are needed to support the preparation and presentation of the multimedia. The basic elements that makes up the multimedia computer is a processor capable of supporting audio and video, interactions tools such as keyboard and mouse, screen for displaying text, graphics and images, speakers and microphones, playback devices such as the CD-ROM to access recorded materials.

Software is the interfacing medium between the courseware developer and the hardware. In multimedia presentation the software is required to capture text, images, sounds and animations in a single digital environment. Software requirements also should be specified for the better feature of the system, the hardware and the software should be compatible not to cause any complication during the deployment of the learning system for the exceptional learners.

Features of the System

With the observations and interviews, the researchers found out what will be the best tool on how to develop the gamified system effectively for the exceptional learners through the use of multimedia. The researchers developed the system in order to enhance the exceptional learner's educational environment and approach. The system provides features that help exceptional learners understand the subject matter clearly and better. It provides a mechanism that facilitates the learners to pronounce the letters and read the words correctly. This mechanism also helps the learners to understand what they read and answer specific questions that are asked.

Student module caters mechanism for the student to be familiar with the lessons and activities in the class. The multimedia serves as the navigational tool that allows users to pass through the information. Integration of multimedia into instruction can help reduce curriculum barriers and improve learning for all students. It increases student efficiency and motivation. It also facilitates active learning and experiential learning. It is consistent with student-centered learning and leads to better learning.

Incorporating games in the system solves problem on exceptional learners not coping up with lectures using the traditional way of teaching. Teachers can use activity area with games as a motivational tool for students. Students are naturally motivated to study more and pay attention during class if they know that later they will be tested on the material in front of their peers. Students enjoy reviewing the concepts they have recently studied. Activity area allows students to build on prior knowledge and reinforce concepts which may have been unclear to them.

The developed system included some games activities that can help, whether the exceptional learners learned from the played videos or demonstrations including the worksheets that can be printable. Teacher module is intended for teachers. This is where teachers can manage their account, can manage their class, view class resources for all types of exceptional learners, enlist students, set student type, and print reports.

Class resources of all types of exceptional learners are important feature of the system under teacher module. Through this feature, teachers can view all teaching resources that they can use for the different types of exceptional learners where teachers can access lectures for every type of exceptional learners. It also includes worksheet which teacher can print. Teacher can also manage assessment questions through the system. The developed system included some activities that can help, whether the exceptional learners learned from the played videos or demonstrations including the worksheets that can be printable. The system also provides report for teachers on their student performances. They can view the reports on how many times a student takes a quiz and the student score in each try. Teachers can also set up student quiz. They can set new questions for different types of exceptional learners and they can also view existing questionnaires. Teacher can add quiz or export questionnaires.

Acceptability of The System

Upon the completion of the system, the developers conducted a test to determine the satisfactory of the system. The developers presented the developed system to the stakeholders, particularly to the student of different school in Dagupan City. An acceptability test was conducted that may prove that the developed system will be esteemed and accepted by the educational system.

Table 1 shows the overall system acceptability as to Usability, Design, User Friendliness and Navigation.

Table 1. *Overall Acceptability of The System*

Summary	**Overall Acceptability of the System**	
	Response	***Description***
System as to Usability	4.6	SA
System as to Design	4.7	SA
System as to User Friendliness	4.5	SA
System as to Navigation	4.4	A
Pooled Mean	**4.5**	**SA**

Legend: SA-Strongly Agree; A-Agree; N-Neutral; DA-Disagree; SD-Strongly Disagree

The target user is satisfied with regards to the content of the system. Based on the rating, the developers are motivated to enhance the functionality of the system. The target user strongly agrees with the ratio of 4.5which mean that the system has the functionality needed in their business process.

CONCLUSION

The technology incorporates multimedia and the curriculum based assessment were the basis of the developers on determining the content of the project developed; the project provides a more interactive way of teaching and new learning environment for the exceptional learners. Thus, it could support the traditional method of learning since it allows user to study the lessons that are based from the curriculum-based assessment.

The features of the project provide an easy to use interface and the project can bring a new dimension of learning since it provides a new method on the Special Education Program.

The inclusion of gamified elements such as points, badges, achievements, leaderboards, and levels resulted in positive effects on learner motivation among exceptional learners.

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PRODUCT PLACEMENT EXECUTION FACTOR AND INDIVIDUAL DIFFERENCES EFFECT ON PURCHASE INTENTION THROUGH CONSUMER'S ATTITUDE IN INDONESIA

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Abstract

Comic books industry in Indonesia is a growing business, yet the creators and the publishers rarely publish local books due to consumers looking at comic books as a low-priced entertainment while being expensive to make. Product placement in comic books is a way to rise funding for publishers with low profit margin and a way for brands to advertise their company's products. This research objective is to identify the significant factors in brand attitude regarding the product placement in comic book and therefore the purchase intention of said brand. The research is done through a survey. The questionnaires distributed among the members of Indonesia Comic community i.e.Komunitas Mangaka using simple random sampling technique. Data analysis method used to process the data was multiple linear regression. From the proposed seven hypotheses, five are supported. Individual factors turned out to be significant in influencing people's attitude and therefore the purchase intention. Product placement is also significantly increasing brand interest and opinion according to this study. ***.*** *Personal Attitude towards product placement in general is confirmed to be the most significant factor in influencing the attitude towards the brand placed in comic book while the way it's executed doesn't significantly affect one's attitude and purchase intention. Product placement is therefore recommended for companies to consider product placement as advertising strategy.*

Keywords: *Product placement, Execution factor, Consumer's attitude, Purchase intention*

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INTRODUCTION

According to European Union (2013), product placement or embedded marketing is defined by "any form of audio-visual commercial communication consisting of the inclusion of or reference to a product, a service or the trade mark thereof so that it is featured within a

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program, in return for payment or for similar consideration".

This definition has been modified over the years, as is the mediums included. The difference between product placement and sponsor is located in the way they are featured. With product placement, the brand is built into the action or storyline of a program while sponsor references are only featured or shown during the program but not part of the plot or storyline (Mehaffey, 2010).

Product placement's effect can occur in the consumer's subconscious and can be more effective than the more conventional advertising (Dudovskiy, 2012). While riskier than conventional advertising, it's becoming increasingly common as an integrated marketing communications strategy, so companies can push their products and services via the fusion of advertising and entertainment as it is increasingly common with consumers to skip advertising pages. The emotions the consumers have when consuming the media transferred to products placed in that program (Zimmerman, 2013).

Comic books is a sequentially composed series of words and/or images to form a narrative, which traditionally is humorous but now has grown into many different genres(McCloud, 1993). Comic books' origins are varied depending on the places and cultures. The most well-known styles of comic books in the world are American comic books, Japanese comic books and European comic books. Comic books nowadays are generally distributed in either printed form or/and web form.Comic books industry in Indonesia made by Indonesian people has a long history, but just recently emerged and became active again even though Indonesia is a large market for comic book publisher. The comic books readers' numbers in Indonesia was counted to be the second largest in the world after Finland in 2013, with average people reading 3.11 books. Indonesia's favored style of comic books is Japanese styled, with Japanese comic books sales in Indonesia in 2013 had multiplied.

In Indonesia, comic books are seen as a low-cost entertainment option with relatively high price-sensitivity amongst its consumer, especially considering the thriving piracy of comic books online, which makes publishers of local comic books priced competitively against the imported comic books to gain more readers (Elex Media Computindo, 2009). Start-up publishers also often sell at a loss to gain customer base. However, the price gap is still high, noting most of local comic books are priced double of imported comic books, with less pages and overall perceived quality.

Product placement in comic books is a great creative marketing strategy for both comic books publishers and companies looking to advertise their brands. With the effect on product placement on movies well-documented (Dudovskiy, 2012) and many of the modern comics takes place in the real place in recent times so the placement would not have seemed forced.There is a point of difference / point of distress among the comic book readers. They are generally of the opinion that product placement and marketing products have no place in the comic books designed to take the readers away from reality (Miller, 2011). On the other hand, some people understand this as a method for publishers to gain more funding and don't mind the placement as long as the placement is unobtrusive (Mehaffey, 2010).

Consensus is of the opinion that the subtler and immersive a product placement is, the greater the effect on consumers would have been while prominent product placement result is inconclusive. When people are not being aware they are advertised something, the brand would sneak into their subconscious while when not done correctly, repeated exposure to vivid product placement would decrease the consumer's brand attitude (Homer, 2009). Therefore, this research would measure quantitatively and qualitatively of the point of difference to brand attitude a comic book reader in Indonesia have based on the vividness, subtlety, repetition, and variations thereof, as well as researching intent to purchase based on the product placement.

The comic book industry in Indonesia has shown some development lately both in adoption of consumer base, quality, and quantity. However, there is a problem regarding the funding of the creation of the comic book faced by the publishers. A study to find out the solution to answer the following question will be conducted. How does product placement in comic books help both the comic books publishers and the brand?The core purposes of this research are to find out whether the reader's individual differences as well as product placement execution have a significant effect on the acceptance or rejection of product placement as well as whether or not it leads to purchase intention and behavior.

LITERATURE REVIEW

Product placement has been discussed and reviewed and redefined a number of times by various scholars and researchers. Product placement and its efficacy in various media would then be addressed with more focus regarding product placement in comic books. The effect of product placement would then be carried off to the discussion of various literature of consumer behaviour and how exposure and product placement would affect consumer's perception and their decision-making process. Then this literature review would then address the comic book media and its various types, its industry in Indonesia, the demographics they're targeting, and the suitability of they are being a valid advertising target.

Product placement or brand placement was defined by Steortz(1987) as "the inclusion of a brand name product, package, signage, or other trademark merchandise within a motion picture, television, show, or music video". This definition has been modified, discussed, and adapted numerous times over the years by various scholars, researchers, and practitioners to better envelop the various channels a brand can be placed over the years, as well as to better reflect the scope of the studies (Mehaffey, 2010). Product placement is not strictly always unobtrusive like Balasubramanian (1994) definition;therefore, this thesis would go by this expanded definition: product placement is the compensated insertion of branded products or services into a marketing channel with the intent of influencing consumer attitude or behaviour (Newell & Salmon, 2006). Both “brand placement” and “product placement” can be used interchangeably in literature (Balasubramanian, Karrh, & Patwardhan, 2006).

From the definition above, it is known that product placement is generally known for its appearance in film and television channels. However, the definition expands as the channels in which brands can be placed in steadily increasing with time. Film and television aside, brands can be placed in radio shows, songs, novels, documentary, infotainment, video games, online videos, online games, mobile games, mobile applications, comic books, short stories, blog entries, and many other media both modern and traditional. Therefore, many writers, directors, set designers, and other creative professionals often utilize brand placement to convey meanings and settings to the consumers and to deliberately promote the brands which were previously arranged by both the marketers and the creators and/or managers of the content (Balasubramanian et al., 2006).

There are many researches supporting the validity of product placement. Wiles and Danielova(2009) research proved that product placement in films having a positive impact on the cash flow of the firm’s stock. Research on the product placement effectiveness also suggested that product placement is more impactful towards the audiences than a typical exposure to classic advertising (Karrh, McKee, & Pardun, 2003, Lehu & Bressoud, 2009), especially considering that many people now having various ways to skip advertising (Williams, Petrosky, Hernandez, & Page, 2011).

Despite the fact that subliminal advertising morality is contested in many studies, and banned in many countries, subliminal advertising in form of product placement is still used and employed by many advertisers. It utilizes the exposure effect to increase brand awareness, even though the relationship between the brand and the consumer is on the brand itself (Tsai, Liang, & Liu, 2007).However, subliminal priming has been proven to increase the likelihood one’s choice towards the brand primed, given the opportunity to do so (Karremans, Stroebe, & Claus, 2006).Theydemonstrated in their research that the priming of a brand name would only work when the end consumer are in need of such product. In their research, they measure the participant’s thirstiness and prime it with a brand and only the thirsty ones’ behaviour are affected by the priming of the brand. Product placement in comic books shares many characteristics with other channels with a few differences due to the nature of the media. The brand can appear as props, signage, dialogue, visual background, or plot integrated. The placement can be implicit and passive where the product is not particularly used and addressed, and in contrast, the placement can be explicitly assimilated into the comic book. The product or service can be addressed visibly, used overtly, and its attributes touted openly (d'Astous & Chartier, 2000).

According an interview with Marvel Advertising Director Joe Maimone (Dooz, 2010), product placement was necessary for them to generate revenue. This was caused because comic books don’t act like a magazine where pages can be added to fit an advertisement while comic books are always constantly 32 pages, whether or not advertisings are included. He insisted on the decision choice of the comic book with advertising in it stayed with the publishers and creators, therefore minimizing dissonance and flow disturbance.

Consumer behaviour is a study on the whole of consumers’ decision regarding the acquisition, consumption, and disposition of goods, services, activities, experiences, people, and ideas by human decision-making units. It envelopes more than consumers’ relationship with tangible products, it also includes consumers’ use of services, activities, experiences, and ideas such as going to an orchestra, having a holiday, or donating to a breast cancer awareness program (Hoyer, MacInnis, & Pieters, 2008). This simple model told us that people have a view about themselves and they live their lives in a manner suitable with their resources and lifestyle. The view of self is influenced by both external and internal factors, among them culture, subculture, demographics, social status, reference groups, family, and marketing activities as external influences, and perception, learning, memory, motives, personality, emotions, and attitudes as internal influences. These factors would then influence people’s purchasing decision (Hawkins & Mothersbaugh, 2010).

According to Marsden and Littler (1998), here are five general perspectives of consumer behaviour: cognitive perspective, behavioural perspective, trait perspective, interpretive perspective, and postmodern perspective. The cognitive perspective focuses on the investigation of consumer’s information processing mechanism and how they process, store, retrieve, and use marketing information in the decision marketing process. Behavioural perspective focuses on the marketing implication of operant conditioning, where environmental stimuli are used to reinforce behaviour through rewards and punishments (Rothschild & Gaidis, 1981). Trait perspective views the consumer’s behaviour as a direct result of the consumer’s innate characteristics such as introvert-extrovert scale, or MBTI models. Interpretive perspective focuses on individual consumer behaviour within their subjective consciousness and meaning systems, referred as consumers’ mindset or belief system (Holbrook & Hirschman, 1982). The last one is postmodern perspective, where it is encouraged to explore consumers’ constituency by different discourses such as sexuality and examine the outcome with a critical eye (Elliott, Jones, Benfienld, & Barlow, 1995). These perspectives are developed along with times by various scholars, with the latest ones being more dependable and accurate.

According to Han, Lerner, and Keltner (2007), consumer decision is largely tied to emotion, and therefore industries are always attempting to create emotional association to their products. Of course, the effect is not as easily predicted from the sole valence emotion, the carryover effects that is powerful enough to sway consumer’s choices are based on a more nuanced discrete emotion. With product placement in comic books, it would be achievable for creators to create a nuanced emotional attachment to a product or service.

Most forms of product placement hinged largely on the mere exposure effect it has on consumer. Mere exposure effect can occur in both single exposure and repeated exposure, in absence and presence of awareness, and resulting in a positive reaction to the stimulus. Mere exposure is one of the simplest way to increase object preference (Tom, Nelson, Srzentic, &King, 2007). When placing a brand on a comic book, most of the usage would be mere exposure placement as the brands would be placed unobtrusively.

Consumer behaviour is largely affected by their attitude towards advertising. It is widely known and noted that advertising is used to increase potential buyers' reaction in regards to organizations and their offerings, by supplying information and explanations for greater preference to their offerings. Consumer's attitude is found negatively correlated towards consumer manipulation, and positively correlated with economic condition and pleasure (Eze & Lee, 2012). Therefore, it is reasonable to assume that the product placement is done in a way that should not be seen or interpreted as manipulative by viewers.

Product placement in popular media often aim to create a favourable impression on consumer with emotional tie-in. When a character, especially main or popular character, uses or otherwise defined by their attachment to a product, consumer will feel emotionally attached to that product (Balasubramanian et al., 2006). Consumer decision process is largely influenced by value system, both personal and social. Personal values are the guideline of individual behaviour and personal motivation. Personal values' strength is largely influenced by the consumer's demographics, socio-economic condition, and their cultural values (Nwanko, Hamelin, & Khaled, 2014). Enjoyment value is largely tied to self-directed gratification. Therefore, one's enjoyment of a media translates into the feeling of pleasure, happiness, and self-fulfillment (Kamakura & Novak, 1992), along with fun and enjoyment of life, being a significant influence on customer purchase intention (Nwanko et al., 2014).

According to the theory of planned behaviour by Ajzen(1985), the intention to do or not do an intentional action in an individual is dependent on two influences of basic determiner construct: attitude towards behaviour and the subjective norm. The attitude is originated from the behavioural beliefs and the subjective norm originated from the normative beliefs.Ajzen (2011) reviewed his theory planned behaviour with past behaviour and habit, prototype similarity, and background factors. There are much empirical evidence that past behaviour and habit correctly predict future behaviour, with strong correlation between past behaviour and later behaviour. In prototype similarity vs. intention, it is explained that intent is not the only possible path to arrive at an action, especially the spontaneous behaviour. Combined with background factors, detailed substantive information about the personal nature such as age, gender, income, and exposure to media is studied to arrive at the most accurate planned behaviour theory.

When it comes to sponsored products, there are many factors influencing one's purchase intention. According to Long-Chuan Lu et al. (2014), product attributes, brand awareness, and publisher's reputation and likability greatly affects consumer's purchase intention. In the same research, they have discovered that direct or indirect monetary compensation doesn't negatively or positively affect one's purchasing decision.

"Comic books" and "sequential art" are the terms that can be used interchangeably by Eisner (1985), a respected veteran illustrator and scholar. Comic artist McCloud (1993)further propose a more detailed and scholarly definition as "juxtaposed pictorial and other images in deliberate sequence, intended to convey information and/or to produce an aesthetic response in the viewer". Therefore, comics are a sequence of images, either combined with text or in their own rights (silent comic), that forms a narrative to send information and/or to provoke a reaction from the viewer.

Comic books first appear and recognized around 1934, containing a collection of short stories in the western world (Eisner, 1985). There are also many kinds of sequential art appearing all around the world beforehand, although not always in the form of comic books. Modern comic book artists continuously experiment with the development of interconnectivity and clarity between words and images, achieving a cross-breed of illustration and prose (McCloud, 2006).At the core of it, the main goal of a comic book is to communicate a message. Everything done in a comic, from the choice of moment, frame, image, word, and flow, is deliberately done to communicate quickly, clearly, and compellingly to the reader.

Even though comic books are often perceived with action and humour targeted to children, as time goes by the medium has been used to communicate many types of genre and stories to various demographics. There are genres that is suited for all ages unless the rating dictates otherwise such as romance, slice of life, action, adventure, drama, comedy, fantasy, historical, science fiction, sports, martial art, children comic, music, mecha and mystery. Aside from this general genre, there are also genres targeted towards specific demographic. *Shounen*for example, is a term to refer to a genre targeted to young boys, with its counterpart *shoujo* for young girls, mainly known for being romance oriented, although there are diverse storyline to choose from. There's also *seinen*which is targeted to young adult male, and *josei* to refer to comic books targeted at young adult female. These genres usually contain adult themes and more mature storyline (Booker, 2010). There are also specific genres referring to LGBT comic books (Batoto, 2013). Therefore, companies and brands can go through various demographics through comic books, as long as it is suitable.

Succeeding the industrial age, came the scientific age and therefore, illustrated science fiction comic books adapted from science fiction novels. The most familiar form of comic book people recognizes now appeared post 1932 (Comic Art &

Graffix Gallery, 2006). Following the advances of multimedia technology, many independent comic books creator as well as established comic books producer began to distribute their works in digital formats (Kim, et al., 2014). Most of established comic book producers offer a subscription-based program while most independent creators asked for a per-chapter purchase fee. Subscription can be gotten through various channels, such as: Marvel Digital Comics Unlimited, comiXology, Viz Media, Crunchyroll, Scribed, and DC Universe Online (Wagner, 2013). Indonesian digital comics can be commonly read on ngomik.com, LINE comics, Komikid, Komikoo.com, reoncomics.com, M-Komik and some social media such as Facebook Pages, Twitter, personal blogs, Tumbler, and other personal websites (Anindito, 2008).Indonesian comic books readers largely prefer Japanese comics from the narration point of view, art style, to price point. In the world, Indonesia is the second largest Japanese comics' readers in the world, with 3.11 comics read by every person average. The proliferation of Japanese comics in Indonesia is largely because of the abundance of translated comic books in bookstores, an affordable price point, and the large of genre variety Japanese comics offers, thus reaching wide demographics (Susilo, 2013). Even with the blooming local comics and creators, translated imported comics still dominate and local comics are struggling with the budgets and sales. Newcomer Indonesian comics don't have marketing and distribution power in comparison, nor do they can take a risk on printing more copies of the comic books for lower the individual volume cost for a higher profit margin (Ulul, 2015).

MATERIALS AND METHODS

Data Collection

This descriptive study uses quantitative methodology where the researcher would distribute questionnaires on respondents as main data collection technique. Questionnaires have several advantages such as being quick, inexpensive, efficient, and accurate way to access a large pool of respondents in a population (Zikmund, Babin, Carr, & Griffin, 2013). The questionnaire will include a short comic preview made by the writer featuring the brand The Coffee Bean embedded multiple times in the comic in various sizes and both narrative and visual execution. The Coffee Bean and Tea Leaf brand was chosen due to its targeting no particular gender, as well as the brand does not conjure polarizing opinions.Simpel random sampling technique was used on the comic book community both online and offline, from the Indonesian comic community on Facebook. The sample size used for this study is 43 respondents.

Research Model

The framework proposed by the writer is summarized in Figure 1 adapted from Balasubramanian et al.(2006). The research model in the figure proposes six variables into the study: execution of the product placement variables which are size, visual execution, and narrative/dialogue execution, as well as individual-level variables, the familiarity towards the product placed and the personal attitude towards product placement in general, the attitude that results, and the purchase intention based on the attitude and the execution factors.

In this framework, acting as independent variables are: size, visual, narration, familiarity, and personal attitude toward product placement in general; the attitude that results is the mediating variable; and purchase intention is the dependent variable.

The individual difference factors in the Figure1 lists the factors in the consumers from various demographics that may influence how one would respond to brand placement in comic books. An individual has different level of familiarity and awareness to the brand placed in the comic books. Another factor that should be considered in the individual-difference variable is how one's attitude towards product placement in general be positive or negative (Dens, Pelsmacker, Wouters, & Purnawirawan, 2012). Individuals may also vary in judging the how placement fit and blend to the narrative in the comic book (Balasubramanian,1994). The reader's acceptance or rejection towards the brands in the comic books will then be considered, as well as the brand usage behaviour (Balasubramanian et al., 2006). A research by Adis et al. (2015) on personal attitude as mediation variable on product placement found that perceived credibility and perceived relevance as having no mediation effect on perceived value, therefore this thesis will not treat this variable as an acting mediating variable.

The purchase intention factor depends greatly on the Theory of Planned Behavior (Ajzen, 1985). In this theory, he stated that purchase intent is a good indication for purchase behavior, in which that the purchase intent is dependent on attitudes. Both the attitudes formed from personal opinions and from social norms play a role in the purchase intention (Hidayat &Diwasari, 2013, Budiman, 2012). Following the discussion above, then the research model proposed as it is presented in the Figure 1 below.

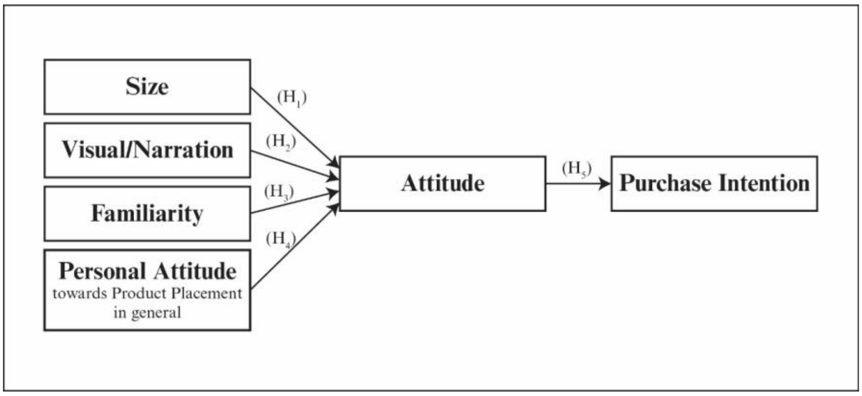

Figure 1. Research Model
adapted from Balasubramanian et al.(2006)

Referring to the research model in the Figure 1 above, the hypothesis proposed are the followings.

H1: The size of the placement in the comic book related to panel and page has an influence on the attitude of the reader towards productt placed in the comic books

H2: The visual and narrative execution of a product placement will impact reader's attitude towards the brand differently

H3: Reader's previous familiarity towards the brand will affect the reader's attitude towards products placed in the comic books

H4: Reader's personal attitude for product placement in general will influence the reader's attitude towards the brand

H5: A personal positive attitude towards the brand placement leads to purchase intention

The data obtained from the questionnaire wereanalyzed using Multiple Linear Regression. Linear regression is used to measure two variables, independent and dependent, by fitting a linear equation into the scatter graph to the obtained data. As the model for this research shows more than one independent variable, multiple linear regression was used (Saunders, Lewis, & Thornhill, 2009). There are two regression models estimated partially.

RESULTS AND DISCUSSION

Results

From the data with multiple regression analysis performed in the table below for the Sub Model 1 to find out the influence on execution factors and the individual factors on one's brand attitude.

Table 1. *Regression Analysis Result for Sub Model 1*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.983	2.444		5.312	0.000
Size Large	-.163	1.424	-0.017	-0.114	0.910
Size Med	0.622	1.065	0.089	0.584	0.562
Execution Preferences	-0.330	0.941	-0.042	-0.351	0.727
Familiarity	0.529	0.266	0.222	1.992	0.052
PersonalAttitude	0.886	0.180	0.575	4.926	0.000

Dependent Variable: Attitude

The table summarizing the multiple regression operation above conducted that the value of R^2 to be 0.379, indicating a variance of 37.9% in predicting the dependent attitude variable. Meanwhile in the ANOVA table, the F value is shown to be 6.472 to measure the accuracy of the predictors in determining the outcome, and the .000[b] significance indicates that the predictors in this sub-model is quite accurate and an indicator of a fit model.

In the coefficient table, it is shown each indicator's significance correlation towards one's attitude. In the size factor of product placement execution, the significance values are 0.910 and 0.562, indicating no impact of the large placement on one's brand attitude. In the

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visual/narrative execution preference of product placement variable, the significance probability value is shown to be 0.727, also indicating no impact of the execution preference on the brand attitude. Meanwhile, in the familiarity variable, the significance probability value is 0.052, indicating positive impact on the attitude dependent variable. The variable of personal attitude towards product placement in general resulting the significance probability of 0.000, indicating this factor affect positively to the dependent variable. From here we can analyze that individual factors is more significant to one's brand attitude compared to the execution of the placement.From the data with simple regression analysis performed in the table below for the Sub Model 2 to find out the influence on attitude on one's purchase intention.

Table 2. *Regression Analysis Result for Sub Model 2*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-5.472	2.765		-1.979	0.053
Attitude	0.695	0.108	0.650	6.453	0.000

Dependent Variable: Purchase Intention

The table summarizing the multiple regression operation above conducted that the value of R^2 to be 0.412, indicating a variance of 41.2% in predicting the dependent variable, which is purchase intention variable. The ANOVA table states that the F value is shown to 41.635 to measure the accuracy of the predictors in determining the outcome, and the $.000^b$ significance indicates that the predictors in this sub-model is quite accurate and an indicator of a fit model.

In the coefficient table, it is shown how one's attitude is significantly correlating towards one's purchase intention. The attitude's significance towards purchase intention is weighed at 0.000, indicating positive correlation to the dependent variable.

Discussion

Similar to Lehu & Bressoud (2009), the author is looking to discover the significance of various characteristics in product placement can affect one's attitude towards the brand. They discovered that prominence of a product placement has more effect on brand recall compared to the plot-connectivity of a product. On the other hand, this research is studying how product placement execution and individual difference can affect one's brand attitude. In contrast to Lehu&Bressoud research, the survey has revealed that one's brand attitude is significantly affected by individual factors rather than the execution of the product placement itself. This study finds that the execution of the product placement in comic books does not significantly affect one's brand attitude, while one's familiarity with the brand and one's personal attitude towards product placement in general significantly affects brand attitude.

Regardless of the insignificance, from the regression coefficient in Sub-Model 1, it can be concluded that large-sized placement leads to a decrease in brand's attitude compared to medium and small placement. This is in line with Liu, Chou, and Liao's (2015) research where they concluded even though prominent placements get better brand impression; subtle execution would produce better results. The nature of the comic book, where the viewer is actively interacting with the media and choosing how much time they spend on each panel, can also be a factor on why the size doesn't affect the attitude significantly.

According to the survey, respondents of this study can also be seen to be more receptive towards narrative execution rather than visual execution with 46 out of 59 respondents choosing narrative/dialogue insertion, even though either doesn't result in significant change in respondent's attitude towards the brand. In this study, the author measures familiarity towards the brand placed in the comic book. The respondents answered whether or not they know of the brand, its products and services, their former purchases, and their former visits. Similar result has been achieved with another research by Karremans et al. (2006) focusing on confirming how priming can increase sales in subliminal advertising, this research concludes that familiarity towards the brand affects brand attitude positively.

Personal attitude towards product placement in general turns out to be the most significant variable in determining one's brand attitude. The higher the attitude towards the placement is, the higher the affective outcomes towards the placed brand. This result is in line with the framework and discussion by Balasubramanian et al.(2006).Tsai et al. (2007) examined the effects of subliminal advertising on consumer attitudes and buying intention. This research achieved similar result in which positive attitude from respondent leads to a stronger intention of buying the brand placed in the comic book.

The result of this study is similar to prior studies mentioned in which both brand opinion and brand interest increases after being exposed to product placement in the comic book.

This study only addresses one brand, in which the brand is very well-known in some parts of Indonesia. The marketers should insert their products in which the demographics of the brand and the demographics of the comic book itself overlaps. For example, if a cosmetic brand is looking to promote their brand via placement in the comic book it should collaborate with comics targeted to girls and women respectively.

In reading comic books/magazine, readers often elect to skip the classic advertisings. In light of personal attitude towards purchase intention as the most significant of variables to affect brand attitude, it might be wise to place the brands as inconspicuously as possible using framing, size, and/or composition, hiding the fact that product placement took place, so that the mere exposure effect having the effect on readers while the negative attitude some readers may have would never take place.

CONCLUSION

After the survey is completed, data is analyzed and discussed, the authors has come to several conclusions in answering the research questions and doing this study.

1. The execution on product placement in comic books, particularly relating to the size variable, is not a significant factor in affecting reader's brand attitude.
2. The difference on product placement execution, whether it is narrative or visual, does not affect the reader's brand attitude significantly.
3. There is a significant positive correlation between the personal attitude towards product placement in general and the brand attitude.
4. There is a significant increase in brand opinion after reading the comic book with the brand placed in the comic.
5. There is a significant increase in brand interest after reading the comic book with the brand placed in the comic.

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INTERNATIONAL

KEEPING HARMONY OF INDONESIAN-JAPANESE INTERCULTURAL MARRIAGE INTERACTIONS

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Abstract

The purpose of this study is to explain how intercultural families interact in maintaining harmony within the family, especially the interaction between Indonesian Moms and Japanese Fathers. The method used in this study is qualitative with primary sources through in-depth interviews. Data analysis is done by reducing the data that has been obtained from the interviews, compared with the concept of intercultural communication and acculturation. The data is validated with secondary data that is the result of previous research. The results obtained show that the couple of Indonesian wives and Japanese husbands keep each other harmony interaction by choosing the appropriate language situation required. They use everyday language are: English, Japanese and Indonesian. The dominant language is the language in where they live. This result shows that they are showing respect for each other. The use of the chosen language as an effort to adapt to the culture in where they live includes also invited their children to always appreciate the culture of their fathers and mothers equally in influence. So the three behavioral barriers do not occur as a priori, prejudice and authority that one against the other. There is a trust between them. Acculturation in this family is seen as a cultural enrichment, cultural differences do not create barriers to family interaction and with the environment. Father and Mother bequeathed culture to their children in a balanced and without dominance, there is balance in power.

Keywords: *Harmony, Cross Cultural Family, Indonesia-Japan*

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INTRODUCTION

Japan has a dark history with Indonesia. In the history textbook record in Indonesian schools, Japan belongs to a country that once colonized Indonesia with all its cruelty. But over time, Japan had a good relationship with Indonesia and invest in the economic sector in Indonesia, as evidenced by the continued increase of industries originating from Japan.

The number of foreign contractors each year continues to increase. In 2010, total foreign construction services business amounted to 207 companies, while 2011 increased to 253 companies. As for the year 2012 rose to 275 companies and in 2013 is estimated to have reached 280 contractors from foreign companies. This foreign construction service business entity mostly comes from outside of Southeast Asia, especially Japan(http://id.beritasatu.com, 2013). Thus, because there is intense interaction, the marriage between Japanese men and Indonesian women tends to increase. The number of Japanese marriages to foreign women was recorded in the mid-1980s, the number jumped dramatically. In 1983 there were 10 thousand pairs. In 1989, 20 thousand pairs, in 1999; 30 thousand couples, and in 2005 more than 40 thousand pairs. Data recorded up to 2006 the number of Japanese mixed marriage couples reached as many as 44,700 couples. In addition, since 1975 the number of Japanese men married to foreign women is about three times than of Japanese women married to foreign men, including in Indonesia. (idn.wakuwakumag, 2017). The number of students at Japanese international schools in Jakarta is growing steadily (Luthan, 2017).

In cross-cultural family, the right communication is one part that supports the interaction of family life. In communication there is a known language and culture that is a tool used to express feelings and opinions. Language can also be one of the identity of a nation. This allows for inter-personal relationships between individuals, including inter-nation marriages. Culture is attached to the interaction.

Intercultural marriage is the marriage of two different nations and from two different cultures. Couples who marriage between nations have the potential culture shock due to differences that exist in the interaction. Moreover if they already have an additional family member who is the child of their marriage. Differences in culture and language between the two parents certainly have the potential to cause confusion in children about his/her cultural identity. If the difference cannot be handled properly by each pair then the conflict because of cultural differences will occur in prolonged. On that basis, it is necessary research to explain how to maintain harmony of intercultural family interaction especially between Japanese man and Indonesian woman. Assuming that there is a tendency of dominance of Japanese man to Indonesian woman. The discussion of the study is organized into three questions: 1. How does this family interact daily? 2. What are the reasons for choosing the language used in interacting 3. How does acculturation occur in their marriage? It is hoped that this research can provide insight for people who make marriages between nations and how to minimize the possible conflicts within the family intermarriage.

LITERATURE REVIEW

Cross Cultural Marriages Studied

Research on the use of language in Indonesian-Korean intermarriage family was done by Ladyanna (2013) discussing the language used in mixed marriage families (husband is Korean and wife is Indonesian) with case studies in several mixed families residing in Korea. This study mentions that this mixed family originally used the mother tongue and national language of their respective spouses. In addition, there is also mixing code and code switching. But in the end the family studied using only one language that is Korean language.

Furthermore there is research on communication in intercultural marriages: Managing Cultural Differences and Conflict for Marital Satisfaction by Renalds (2011). This qualitative study investigated the phenomenon of intercultural marriages, particularly the internal and external elements that intercultural communication and intercultural competence utilized by spouses in intercultural marriages. Couples were composed of one Asian spouse and one Caucasian American spouse. Four main themes emerged from the interviews: three factors which impact communication, intercultural communication competencies, constructive and destructive conflict, and benefits of intercultural marriages. Results demonstrated the significance of effective communication to marital satisfaction in intercultural marriages. Findings also revealed that although intercultural marriages cannot attain.

Another study, from Tili and Barker (2015), this study examined communication in intercultural marriages. A qualitative approach using in-depth interviews with 18 individuals in nine marriages made up of one Caucasian American and one Asian spouse was employed in order to examine their perceptions of communication effectiveness, the communication competence they developed to address cultural differences, and how they manage conflicts. Findings show that intercultural couples' communication is primarily influenced by personal growth, language fluency, and the differences between high-context and low-context communication styles. Additionally, self-awareness, open-mindedness, mindfulness, showing respect, self-disclosure, and face-support emerged as the most important areas of communication competence developed and used by the couples. Essential strategies for addressing conflicts constructively include changing perspectives and using open communication. Implications for intercultural communication competence theory is discussed and a framework for intercultural marriage communication is proposed.

Intercultural Communication

Communication and culture cannot be separated. According to Edward T. Hall(Liliweri, 2003)that culture is communication and communication is culture. The cultural background is very important to the behavior of one's communication including understanding the perceived meanings of communication actions originating from different cultures. To reduce the level of uncertainty about other people who have different cultures, intercultural communication is necessary. Intercultural communication occurs when a message (message) that must be understood is generated by members of a particular culture for the consumption of members of other cultures (Samovar & Porter, 1994). Another definition is given by Liliweri(2003) that the process of intercultural communication is interpersonal interaction and interpersonal communication conducted by several people who have different cultural backgrounds.

In communicating often experience various obstacles. The barriers of intercultural communication are divided into three kinds: technical, semantic and behavioral barriers. Technical barriers happened when communicants are not ready to receive messages from communicators. Semantic barriers are obstacles caused by mistakes in interpretation, errors in giving understanding to the language (words, sentences, codes) used in the communication process. Behavioral barriers are related to a priori outlook, prejudices and Authority and other negative traits.

Acculturation

Acculturation comes from the Latin language, "acculturate" which means "grow and grow together". In general, acculturation is a cultural blend that produces a new culture without losing the original elements in the culture. For example, the process of mixing two or more cultures that meet each other and last for a long time so that it can affect each other. (Ibrahim, 2016) The thing that affects acculturation is the existence of conflicts that occur in society, and without realizing the influence of other cultures through diffusion. In addition, acculturation will be influenced by the characteristics and personality where their environment is located. With good characteristics such as friendly and have a high tolerance will facilitate and accelerate the occurrence of acculturation. Unlike the case with a closed environment and intolerance will obviously be difficult for the occurrence of acculturation. Knowledge of residential culture before migration will facilitate acculturation.

MATERIALS AND METHODS

Review from the type of data that used in this study is a qualitative approach. According to Bogdan and Taylor (1992), the qualitative research approachproduces descriptive data in the form the oral words of the people and behavior observed. The type of this research approach is descriptive. Descriptive research is research that seeks to find the elements, characteristics, properties of a phenomenon. This research begins by collecting data, analyzing data and interpreting it. Subjects in this study is a family of Indonesian women who married Japanese men. The criteria of research subjects are: married couples who are official and live or have lived in Indonesia and have child. As for the object in this study is the interaction that exists in the family ofintercultural marriage, especially couples who come from Indonesia and Japan.

Data collection methods used in this study is the method of observation and in-depth interviews. In-depth interviews were conducted by asking several questions about the various aspects of the subject's life, intact and profound (Patton, 1990 in Poerwandari, 2007). While the observation is done with the aim that researchers obtain data about things that for various reasons are not expressed by the subject openly in the interview so that researchers can see things that are less aware by the subject of research. According Patton there are four kinds of triangulation that are triangulation of data source, observer, theory, method(Poerwandari, 2007). This study use triangulation of method because it uses the technique of examination by utilizing the data source that is digging the truth of certain information through various methods and sources of data acquisition. The study lasted for 4 months, containing activities: preliminary research, field research and writing research reports.

RESULTS AND DISCUSSIONS

The results of this study are based on two informants obtained from interviews with two cross cultural families, with the following identities:

1. Informant (family) 1: First couple, 55-year-old father S from Japan and 50-year-old, mother P who came from Indonesia. They have also belong 20 years old child with initials J. Currently they live in Indonesia precisely in Pematangsiantar, North Sumatra.
2. Informant (family) 2: The second couple identified 50-year-old father H from Japan (Osaka) and 48-year-old mother S from Indonesia (Jakarta). They have also been blessed with a 17-year-old boy with the initials M. Currently they live in Indonesia precisely in Bekasi, West Java.

Daily Interactions on Cross Cultural Marriage

From interviews obtained data that these family members use English to their respective spouses as an initial interaction. “Our family initially more inclined to speak English”. Informant 1 was later moved to Japan, no longer in Indonesia. “After we moved to Japan, we communicated with Japanese and English. Because from the start we have agreed that we will learn the language and customs in which we live, but sometimes there are things that cannot be explained by a single language. In this case we respect each other". While informant 2 says," In our house, we communicate using Indonesia language and English because we already know each other and my spouse is able to speak Indonesia well. Because we live in Indonesia, we adjust ourselves with the place where we live ". This statement is inline accordance with previous Renalds’s research that the significance of effective communication to marital satisfaction in intercultural marriages (Renalds, 2011). The more effective the communication then the more satisfied cross-cultural marriage life.

Informant 1 said that "There are no obstacles in the family itself, but if outside the home as in the school environment of children, at the place of expenditure or in the bank at first there. In my child's school, I initially tried to communicate with his teacher in a dictionary and if there were important things, I would ask his father to write in

Japanese to his teacher, and vice versa. Besides, I also try to learn Japanese as soon as possible. "While informant 2 said that," The impact is not too big. Only about understanding and pronunciation makes us explain in understandable languages like English. By explaining the meaning or intent of using a language we understand ". Here the potential of semantic resistance occurs but they try to make it a challenge to understand each other.

When interacting with children, informant 1 said that, "I use Japanese, English and Mandarin. While his father uses Japanese and English. In order for our children to understand what we are talking about and so that our children are not afraid to communicate especially with our other families and to anyone, anytime and anywhere. Even though he is in elementary schoolin Japan, he feels no need for other languages because his friends only understand one language, but now they are happy to understand many languages". Meanwhile, Informant 2 said that "We use Indonesia Language and English, but sometimes in our relaxed state uses Japanese. Because we live in Indonesia and English is the language that makes us more express vocabulary and because sometimes we visit our hometown, so our child must fluently the language of his parents, it makes our children happy to help if anyone needs help about Indonesian, English, or Japanese ". According to Hall's concept that communication and culture cannot be separated. Culture is communication and communication is culture.

This data is in accordance with the predecessor's study of interaction using the local language in which they live even though they initially speak English. As in Ladyanna's research that the language used in the marital family uses both mother tongue and national second-language couples. But in the end the family studied using only one language only Korean language. (Ladyanna , 2013). So for harmonization, these families start with the use of the language, where they live then the dominant language is used. If living in Japan, they always try to use Japan, if in Indonesia, they maximize the Indonesian language. In the end, their children are multi-lingual.

In daily interactions they do not experience behavioral obstacles, since the two studied pairs are not a priori (negative), have no prejudices based on emotions and authority and other negative traits between husband and wife. (Samovar & Porter, 1994). Thus, harmony in interaction occurs in their daily lives.

Language Used in Interaction

When you first get acquainted with other people, then it actually has made someone start with an unfamiliarity. From the research results can be in know that the first time someone met with people who have a different nationality identity tends not to use their home language as a language to communicate. They choose one language that is considered to be understood by the other person and the language is English. This is because none other than English as an international language therefore English is believed as a language that can unite the community from different citizenship identity, especially in terms of communicating.

If the relationship continues to change to become more familiar then the development of relationships began to occur. This is where everyone begins to calculate what is acceptable for the relationship. If they benefit from the relationship then they will maintain the relationship in various ways e.i. by learning the language of the other person who comes from different countries in hopes to facilitate the communication that exists between them. As an example from Informant 2 "Of course we study each other's languages. I learned Japanese and my husband learned Indonesia Language. "This is in their efforts as mentioned by previous researchers that for addressing conflicts constructively include changing perspectives and using open communication (Tili& Barker, 2015).

A residential environment is also one of a person's factors to learn a language that suits their neighborhood so they can stay in that environment. As an example from Informant 1 "Because from the start we have agreed that we will learn the language and customs we live in, but sometimes there are things that cannot be explained in a single language. In this respect we respect each other. ". Obviously, the two studied pairs have competencies as mentioned by Tili and Barker (2015) that intercultural couples' communication is primarily influenced. Additionally, self-awareness, open-mindedness, mindfulness, showing respect, self-disclosure, and face-support emerged as the most important areas of communication competence developed and used by the couples. In the studied pair, the choice of language as showing respect to each partner. (Tili& Barker, 2015)

In doing all the activities of course there are obstacles or problems to be faced, including also in communicating. Obstacles that occur can be directly or unwittingly by informants. After doing the research, got the result that the semantic barrier is the barrier that dominates for the couples of different countries in communicating. Suppose in terms of language differences that can sometimes make a person wrong when wanting to convey an information. Therefore, efforts will continue to be done by both parties for communication can continue to run and errors in communication can be reduced. As the example of informant 2 "The impact is not so bad. Only his different insights and pronunciations make us explain in understandable languages like English".

For their children, each of these different cultures has their own way to communicate with their children. Informant 1 chose "I use Japanese, English and Mandarin. While her father uses Japanese and English ", furthermore Informant 2, "We use Indonesia Language and English, but sometimes in a relaxed situation we use Japanese". From these answers, it can be seen that although they teach different languages to their children, the cross cultural spouse will teach their children the international language such as English to their child's in everyday interaction. It is none other than to make them understand and able to communicate again well. It can be argued that this is a way for cross cultural marriage to open the way of communication within their families. As stated by Informant 1 "So our children can understand what we are talking about and that our child is not afraid to communicate with our other families". The same thing was also said by Informant 2 "Because we live in Indonesia and English is the language that makes us more express vocabulary".

Acculturation In Cross Cultural Marriage

How culture is applied in the family, Informant 1 says that, "I grew up in Indonesia, feeling proud of the Indonesian culture I have learned and felt. I have many friends from different tribes and religions that I can respect each other. This experience makes me not afraid to live in another country. I want my child to learn and feel for himself. While in Japan, I tried to put my child into the International Society Committee, where in addition to studying the culture of other countries, can also know the culture of Indonesia through friends from Indonesia. After graduating from high school, I took my child to Indonesia until now". While informant 2 said " Because I am an Indonesian, I instill in order for my child to know and learn the culture of his father and mother and Indonesian culture must be studied because it is good for him to be a delicate native polite friendly to Indonesian culture. We are applying it in everyday interaction, we are using Indonesia Language when we spent time together”. That is illustrated from this data that the acculturation process occurs in the couple's family being studied because of a cultural blend that then produces a new culture without losing the original elements in the culture. Character and personality of the parents will affect which culture is absorbed by the child as mentioned that with good characteristics such as friendly and have a high tolerance will facilitate and accelerate the occurrence of acculturation. Unlike the case with a closed environment and intolerance will obviously be difficult for the occurrence of acculturation. Indonesian women also keep the religion of him and his children as mentioned by Yunus, Budihardjo and Hartanto's research that Indonesian women workers retain their religious practices, as well as Taiwanese nationals. (Yunus, Budihardjo, & Hartanto, 2016).

The wives of Indonesia preserve their cultural to their children. This can be seen from the efforts undertaken by wives such as from Informant 1 "I try to put my child into the International Club Committee, where in addition to studying the culture of other countries, can also know the culture of Indonesia through friends from Indonesia" and Informant 2 " By applying Indonesia Language every day to them”. This is in accordance with research Renalds(2011) findings also revealed that although intercultural marriages cannot attain. This is a benefit for the mother to enrich her child's culture internationally apart from her mother's culture only.

CONCLUSION

Based on the results of research and discussion above, it can be concluded that the daily interactions in the family cross-cultural being harmonious because they have the characteristics of self-awareness, open-mindedness, mindfulness, showing respect, self-disclosure, and face-support emerged. In the studied, the spousesare showing respect each other. It also makes them use varied language depending on where they live although there are still semantic barriers, but they do not experience behavioral obstacles such as a priori, prejudices based on emotions (trust) and authority and other negative traits (balance in power). They are free from these three obstacles. Even Japanese fathers do not become dominant in mothers who come from Indonesia. Acculturation occurs by maintaining the mother tongue and father simultaneously, as well as English so that their children still have a legacy of the father and mother's cultural values and have a sense of pride and responsibility to the heritage culture as a process of enrichment in the life of the child.

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THE STAKEHOLDERS' AWARENESS AND PERCEPTION OF MALAYSIAN COMPETITION ACT 2010 AND THE ROLE PLAYED BY THE MALAYSIAN COMPETITION COMMISION

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Abstract

The Malaysian Competition Commission (MyCC) was mandated in 2010 to provide and engaged with stakeholders across all levels in promoting the Competition Act 2010 (CA 2010). This study aroused from the need to conduct a comparative study to its earlier 2013 Baseline Study in ascertaining MyCC's effectiveness in carrying out its role in advocacy work. Therefore, the study's main objective is to examine whether the level of awareness and perception of CA 2010 has increased over time. Other issues examined were (i) quality of advocacy and outreach of MyCC, (ii) the level of awareness and knowledge of the various stakeholders of the CA 2010 and of the role of MyCC and (iii) the perception of stakeholders on the effectiveness (quality) of enforcement of MyCC. 463 respondents participated through e-survey. 48 participated in four FGDs that took place nationwide. Results indicated overall level of knowledge on the existence of MyCC and CA 2010 is very high among SMEs compared to 2013 Baseline Study. SMEs are also the highest stakeholder group in acknowledging on the quality of MyCC's advocacy and outreach programs. Practitioners (lawyers and economists) show the highest awareness level of CA 2010. Consumers/Trade Associations show the highest awareness level of MyCC's role. SMEs, the highest stakeholder group in acknowledging the effectiveness (quality) of MyCC's enforcement. Practitioners (law & economists) acknowledged that Malaysia businesses are run by only a few large players with not enough competition. The business entities (MNCs, SMEs and GLCs) indicate having good and positive practices, attitude and culture of Compliance with the CA 2010. In summary, it shows that the effectiveness of MyCC role in promoting

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the CA 2010 to the Malaysians.

Keywords*: Competition Act 2010; Competition Commission; Roles; Stakeholders.*

INTRODUCTION

The Malaysian Competition Act 2010 (CA 2010) gazetted in June 2010 and enforced in January 2012 is being administered by the Malaysian Competition Commission (MyCC). MYCC, established under the Competition Commission Act 2010 had been given the mandate to ensure this Act is well received by the industry players and Malaysian business communities overall. Since then, MYCC continuously plays its role in providing and engaging stakeholders across all levels with its advocacy and outreach activities. In 2013, MyCC conducted its first Baseline Study to gauge stakeholders' awareness and perception of the Act and in 2017, this comparative study was conducted to find out if the level of awareness and perception had increased among stakeholders.

The next section will discuss the background that leads to the concern for this comparative study, hypotheses development, methodology of data collection, findings and conclusions.

BACKGROUND

MyCC had conducted its first Baseline Study 2013 within a short period of one and half years after the Act came into enforcement. Between 2011 and 2013, MyCC had conducted a total of 97 advocacy programs. However, the Baseline Study 2013, which focuses only on SMES, findings indicated a low level of awareness and knowledge of the Competition Act 2010 among the 14 states in Malaysia especially Perlis and Melaka having zero awareness and knowledge level about CA 2010. These findings are depicted in Figure 1 and Figure 2.

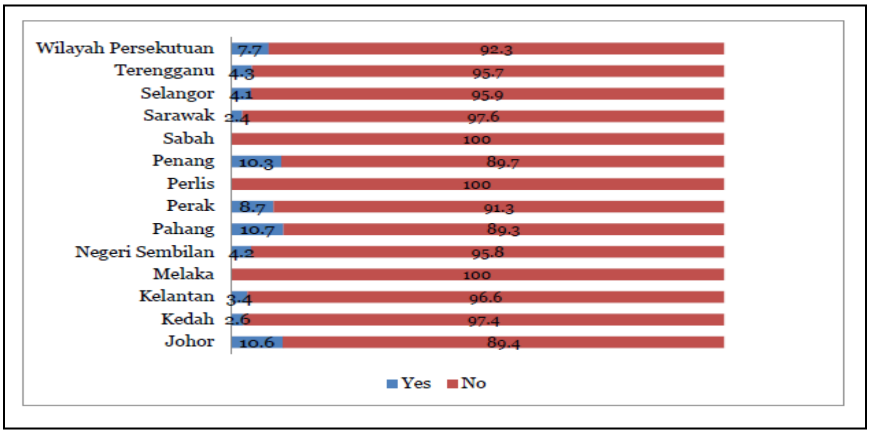

Figure 1. Awareness of CA 2010 by State
(Source: RKA Consulting Group, 2013)

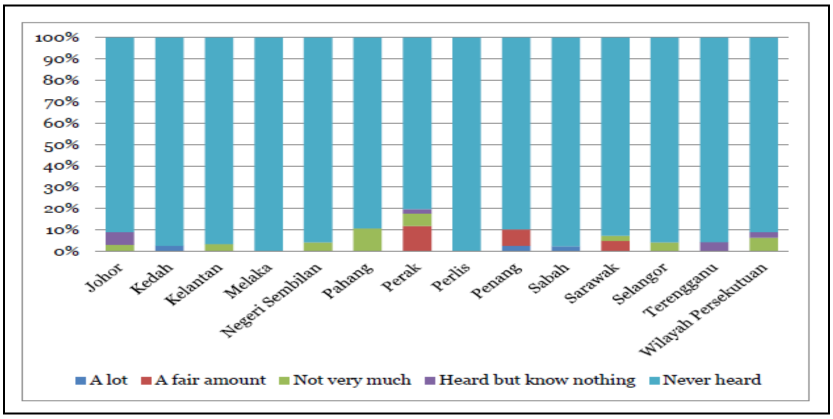

Figure 2. Knowledge about CA 2010 by State
(Source: RKA Consulting Group, 2013)

The Baseline Study 2013 acts as a crucial indicator of MyCC's role and its effectiveness in carrying out its advocacy and outreach programs. Post Baseline Study 2013, MyCC stepped up and continued its advocacy programs as reflected in Table 1. In totality, MyCC had continuously conducted 201 advocacy programs nationwide between 2011 and 2016. Therefore, it was timely for MyCC to undertake another study to measure if the level of awareness (knowledge) had increased or otherwise. In addition, the new study had included stakeholder's perception on the quality of advocacy and outreach programs and the role of MYCC and its enforcement effectiveness (quality).

Table 1. *Number of MyCC advocacy programmes*

Year	Number of Advocacy Programmes	Accumulated
2011	30	30
2012	37	67
2013	30	97
2014	31	128
2015	48	176
2016	25	201

(Source: Suruhanjaya Persaingan Malaysia, 2015)

Thus, this study's three main objectives are as follows:

1. To compare the awareness level of various stakeholders with the 2013 Baseline study.
2. To determine the quality of advocacy and outreach of the MyCC.
3. To determine the level of awareness and knowledge of the various stakeholders of the Competition Act 2010.
4. To determine the level of awareness and knowledge of the various stakeholders of the role of Malaysian Competition Commission (MyCC).
5. To determine the perception of stakeholders on the effectiveness (quality) of enforcement of MyCC.

6. To determine the stakeholders' preferable sources of information on Competition Act 2010 and preferable social media sites.

The stakeholders in this study are business community (MNCs, SMEs and Government-linked companies), government agencies, competition practitioners (lawyers and economics), consumers (students) and consumer/trade associations. SMEs are included in the present study to enable comparison to be made with the 2013 Baseline Study which focuses only on SME and because of the fact that SMEs are the backbone of Malaysian's economy as they represent 97% of business establishments and contribute towards 36% of nation's GDP, 65% of the nation's employment and 18% of nation's export (The World Bank, 2016). As for the inclusion of the other stakeholders, they are included to gain a holistic view of the current situation on the ground in terms of competition and the overall awareness of CA 2010 and MyCC.

Various studies in many field of research have shown that education and training are important elements in raising awareness and knowledge (Seay, Carswell, Wilmarth & Zimmerman, 2014; Yap & Ineson, 2010; Hawkins, Madsen & Ulhoi, 2001). In the area of competition advocacy and outreach programs, the credibility and convincing power of competition authorities educating and training the general public is generally recognized to raise the level of awareness (knowledge) and perception about the Competition legislatures and this includes the Competition Act 2010.

Competition authorities, The UK Office of Fair Trading (OFT) for example, in its 2011 study defines that 'knowledge' is inclusive of the general knowledge about OFT's 'role' including its guidance, tools and specific interventions/investigations and the detailed knowledge about competition law (i.e anticompetitive behaviour types). Likewise, it is hoped that MyCC's advocacy and outreach activities in educating and training the general public raises the level of awareness about its own role in administrating the Competition Act 2010.

OFT (2010) studied the perceived benefits of enforcement of competition law among contractors. The study indicated that almost 80% contractors perceived enforcement activities helps deter bad business practices. In the same study, more than 80% contractors perceived that bid rigging (including cover pricing) as a serious anti-competitive conduct attracting serious penalties.

According to OECD (in Hoj, 2007), the state of competition affects innovations at the market place. The state of competition is evidenced by market concentration based on market share as well as by the antitrust framework and the policies of deregulated industries. The antitrust framework encompasses competition policies and its scope, enforced by competition authority of a nation. Hoj (2007) found that OECD countries' general competition policy framework has been improving with further improvement needed in promoting competition within the industries.

The Australian Competition and Consumer Commission (ACCC, 2009) in its preliminary study tried to measure the level of compliance by calling 999 businesses to self - estimate the level of actual compliance and culture of compliance (Nielsen & Parker, 2005). Generally, consumers actively looking for better options and producers actively producing more and cheaper options for the consumer market are characteristic of a strong competition culture. Also, how these market players perceive the competition rules – i.e. what is allowed and what is not – reinforces competition culture. Hence, the educating and training efforts of competition authorities become crucial in making these rules known and understood by the mass.

MATERIALS AND METHODS

This study primarily used e-survey questionnaire and focus group discussion (FGD). The e-survey questionnaire was uploaded on MyCC website accompanied with a cover letter stating the goals of the survey and the requirement to only answer once to avoid redundancy of participation in this study.

Combination of several efforts were undertaken to reach the respondents such as sending emails with the e-survey link to stakeholders groups, emailing individuals heading the stakeholder groups with the e-survey link and individually approaching FGDs participants for their participation and assistance in sharing the link with their employees and/or their association members. In addition, MyCC assisted in emailing the e-survey to the stakeholders with whom they have dealt with as well as collecting data from their seminar participants using printed questionnaires. Simultaneously, this study had employed independent enumerators to collect data from the field using printed questionnaires.

RESULTS AND DISCUSSIONS

Upon completion of the data collection phase, a total of 509 e-survey questionnaire responses were received but only 463 responses were usable as depicted in Table 2. The 46 responses were rejected due to majority of the questions were left unanswered by the respondents.

Table 2. *Usable Respondents by Stakeholder Groups.*

Group of Respondents	No of Respondents
Government Link Company (GLCs)	27
Multinational Corporations (MNCs)	44
Small and Medium Enterprises (SMEs)	154
Government Agencies	144
Practitioners (Lawyers & Economists)	31
Consumers (Students)	57
Consumers / Trade Associations	6
Total	463

The FGDs were conducted at four locations representing each region on the respective dates as shown in Table 3. A total of 48 participants exceeds the 20% expected response rate by 20 participants representing various stakeholders attended the FGDs.

Table 3. *Actual number of FGD participants*

Respondents	KL Central Region (26/07/2016)	Penang Northern Region (15/08/2016)	Pahang East Coast Region (16/08/2016)	Sabah East Malaysia (22/08/2016)	Total
Government Link Company (GLCs)	0	0	2	0	2
Multinational corporations (MNCs)	0	1	0	0	1
Small and Medium Enterprises (SMEs)	0	1	8	2	11
Government Agencies	5	3	5	8	21
Practitioners (Lawyers & Economists)	1	0	0	0	1
Consumers (Students)	0	0	0	0	0
Consumers/Trade Associations	3	4	1	4	12
Total	**9**	**9**	**16**	**14**	**48**

This study utilized both the quantitative data analysis of the e-survey and qualitative data analysis based on findings from the focus groups. The quantitative analysis also includes the hypotheses testing. Both descriptive statistics and inferential statistics were applied.

Comparison between 2013 Baseline Study and Current Study

The respondents profile for 2013 Baseline Study and current study is presented below followed by the quantitative comparison findings between these two studies on the awareness of various stakeholders shown in Table 4.

Table 4. *Quantitative Findings between 2013 Baseline Study and Current Study on Research Objective 1*

Research Objective 1 **To compare the awareness level of various stakeholders with the 2013 Baseline Study**	
	With the current study, the overall level of knowledge on the existence of MyCC and CA 2010 is very high (67.5% of respondents aware of MyCC & 56.6% aware of CA 2010) vs. Baseline Study 2013 reported a very low level of awareness (8.9% of respondents aware of MyCC & 6.6% aware of CA 2010 with respondents from Melaka and Perlis having zero level of awareness. With the current study, all responding businesses in every state are aware of the existence of MyCC with Negeri Sembilan and Perlis shows 100% awareness level and the least in Terengganu vs. all states across Malaysia except Perak indicated low knowledge level of CA 2010 (below 10%) reported by Baseline Study 2013. With current study, 100% of responding for micro, small and medium sizes businesses in the Agriculture and Mining sector are highly aware of MyCC's existence as compared to Manufacturing and Services vs. Baseline Study 2013

Quantitative Analysis	reported 85.3% and 86.7% of responding for medium and large size businesses in the Service sector were aware of MYCC's existence with 96.9% and 93.2% of micro and small size businesses were not aware of MyCC. With the current study as well as with Baseline Study, the level of awareness does not differ significantly between domestic-driven and export-oriented businesses. With the current study, most respondents are of the opinion that their companies "probably" are involved in both anti-competitive agreements (State: 70.1%, Sector: 64.9%) and in abuse of dominant position (State: 77.2%, Sector: 72.1%) vs. Baseline Study 2013 reported that businesses' involvement in anti-competitive activities (State: 31.7%, Sector: 28.2%) and dominant power abuse (State: 35%, Sector: 30.4%). With the current study as well as Baseline Study 2013 majority of respondents never came across anti-competitive agreement or do not have any experience engaging in anti-competitive agreement or abuse of dominant power vs. Baseline Study 2013 reported 80.4% of respondents in regards to price fixing and bid rigging and 79.6% in regards to abuse of dominant power. With the current study, 64.3% of businesses do not know what the consequences of non-compliances vs. 32.1% reported by Baseline Study 2013. With the current study as well as Baseline Study 2013, the most preferred source of information about the Competition Act is the internet. With the current study, states, market structures, sectors, ownership, and position were found to be significantly associated with awareness and knowledge of MyCC. Baseline Study 2013 reported that states, market structures, sectors, ownership were found to be significantly associated with awareness and knowledge of MyCC. With the current study as well as Baseline Study 2013, the awareness level of CA 2010 is associated significantly with states, market structures, sectors, ownership, and position. With the current study as well as Baseline Study 2013, there is a significant relationship between awareness of MyCC and knowledge of illegal practices.

Respondents Profile

The Baseline Study 2013 had 600 randomly selected respondents of small and medium enterprises (SMEs) from services (75%), manufacturing (14%), building and construction (7%), agriculture (3%) and mining and quarry (1%) industries as illustrated in Figure 4. In addition, focus group discussions (FGDs) were held in five locations specifically in Kuala Lumpur (central region), Penang (northern region), Kota Kinabalu (East Malaysia), Kuching (East Malaysia) and Kuala Terengganu (East coast region) with participants from various government agencies, NGOs, trade associations and interest groups.

As illustrated in Figure 4, the current study had a total of 154 respondents of SMEs consisting of 94 services (61%), 44 manufacturing (29%), 7 construction (4%), 6 agriculture (4%) and 3 mining (2%) companies. FGDs were held at four locations which were Kuala Lumpur (central region), Penang (northern region), Pahang (East coast region) and Kota Kinabalu (East Malaysia).

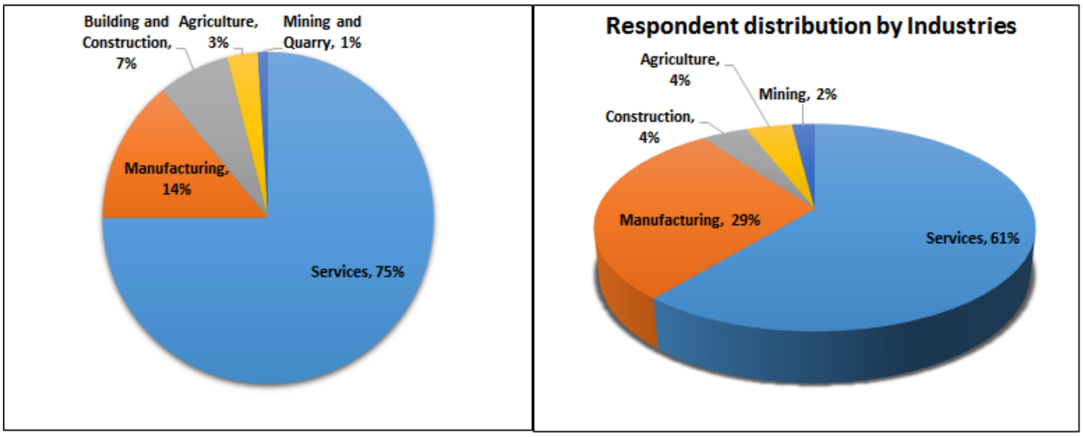

Figure 4. Baseline Study 2013 vs Current Study: Respondent distribution by Industries

To determine the quality of advocacy and outreach of MyCC

Table 5 shows the quantitative and qualitative analyses to answer the research objective on quality of advocacy and outreach of MyCC.

Table 5. *Combination of Quantitative and Qualitative Analysis on the quality of advocacy and outreach of MyCC*

To determine the quality of advocacy and outreach of MyCC	
Quantitative Analysis	SMEs, the highest stakeholder group in acknowledging on the quality of advocacy and outreach programs of MyCC. Practitioners (Lawyers & Economists), the least among the stakeholder groups acknowledging on the quality of advocacy and outreach programs of MyCC.
Qualitative Analysis	Received positive responses from FGDs participants, for example: *'They have done a good job. I attended quite a number of their seminars, dialogues sessions and all these'.* Additional improvement suggestions received, for example: *'..they have these programs for professional bodies, associations. The ones that is lacking is for the new generations… These generations are IT savvy and we are still talking about seminars, all those things, talks, but for the new generation, they are not interested'.* *'Maybe MyCC can come up with the basic Do's and Don'ts, but making it industry specific. For example, so, if they are traders, what they cannot do, on pricing, for examples, don't do sorting price with your suppliers. But you know, just the basic one because every business is different…, maybe have a boiler plate, sort of Do's and Don'ts'.* *'I think road shows can but you don't just touch on the theory, but you give cases.. real cases give participants better understanding and better impact. MyCC's real cases, that would be much better…. Show why should it matters to them [public]. Because usually people only want to take note when it matters to them or has something to do with them'.*

To determine the level of awareness and knowledge of the various stakeholders of the Competition Act 2010

Table 6 shows the quantitative and qualitative analyses to answer the research objective on the level of awareness and knowledge of the various stakeholders of the Competition Act 2010.

Table 6. *Combination of Quantitative and Qualitative Analysis on awareness and knowledge level of CA 2010*

To determine the level of awareness and knowledge of the various stakeholders of the CA 2010	
Quantitative Analysis	**Awareness** Practitioners (lawyers and economists) show the highest awareness level of CA 2010 followed by Consumers/Trade Associations. GLCs show the lowest awareness level of CA 2010.
	Knowledge Only business organizations indicate having a lot of knowledge about CA 2010, specifically GLCs followed by SMEs and MNCs. Practitioners (lawyers and economists) indicate having a fair amount of knowledge about CA 2010 followed by students group and the rest of stakeholders. Consumers/Trade Associations, the highest among the stakeholder groups, indicates have heard but knew nothing about CA 2010. Overall, almost half of the respondents are able to correctly identify illegal practices under CA 2010 especially on bid rigging and price discrimination. Overall, almost half of the respondents are able to correctly answer the scenario based questions on the knowledge of CA 2010. Majority of the respondents are able to answer correctly the scenario based questions on the possible collusion but not on the infringement of CA 2010 provision. GLCs score the highest among the stakeholder groups in answering correctly the scenario based questions followed by Practitioners (lawyers and economists) and the rest of the stakeholder groups. SMEs are the least that could answer the scenario based questions correctly.
Qualitative Analysis	Similar to the quantitative analysis results, FGDs participants had indicated that law practitioners having the highest level of awareness regarding CA 2010 across all locations. The least awreness about CA 2010 was among consumers according to these participants.

To determine the level of awareness and knowledge of the various stakeholders of the role of Malaysian Competition (MyCC)

Table 7 shows the quantitative and qualitative analyses to answer the research objective on the level of awareness and knowledge of the various stakeholders of the role of Malaysian Competition (MyCC).

Table 7. *Combination of Quantitative and Qualitative Analysis on awareness and knowledge level of MyCC*

To determine the level of awareness of the various stakeholders of the role of MyCC	
Quantitative Analysis	**<u>Awareness</u>** Consumers/Trade Associations show the highest awareness level of MyCC followed by Practitioners (lawyers and economists) and SMEs. GLCs show the lowest awareness level of CA 2010.
	<u>Knowledge</u> None of the stakeholder groups indicate having a lot of knowledge about MyCC. Students group indicates having a fair amount of knowledge about MyCC followed by Government Agencies and the rest of stakeholders. MNCs, the highest among the stakeholder groups, indicate have heard but knew nothing about CA 2010. More than half of the respondents who have heard of MyCC are able to correctly identify MyCC's areas of responsibilities. Among the stakeholders, Practitioners (lawyers and economists) is the highest group able to identify MyCC's areas of responsibilities correctly. Among the stakeholders, SMEs is the highest group unable to identify MyCC's areas of responsibilities correctly.
Qualitative Analysis	Similar to the quantitative analysis result, FGDs participants indicated the highest level of awareness of MyCC's role was among the law practitioners. Consumer groups again were said to be having the lowest level of awareness on MyCC's role. FGD participants had indicated having a better awareness level of CA 2010 than MyCC and its role.

To determine the perception of stakeholders on the effectiveness(quality) of enforcement of MyCC

Table 8 shows the quantitative and qualitative analyses to answer the research objective on perception of stakeholders on the effectiveness (quality) of enforcement of MyCC.

Table 8. *Combination of Quantitative and Qualitative Analysis on the perception of stakeholders on effectiveness (quality) of MyCC's enforcement*

To determine the perception of stakeholders on the effectiveness (quality) of enforcement of MyCC	
Quantitative Analysis	SMEs, the highest stakeholder group in acknowledging on the effectiveness (quality) of MyCC's enforcement. Practitioners (lawyers and economists), least among the stakeholder groups acknowledging on the effectiveness (quality) of MyCC's enforcement.
Qualitative Analysis	FGDs participants responses reflects the importance given on MyCC's enforcement activities, for example: *'MyCC is currently is going for low-hanging fruits i.e. barber shops, flower*

	sellers rather than making an impact on the society. Focus on specific and small market, so, we don't see the real impact'. *'I think enforcement is the way to create awareness. Because, I think enforcement shouldn't start from, let's say, your mom and pop shops rather big businesses because they already know what Competition Act is'.* *'I would like to add that maybe from this Act, can give more fair opportunities to people. For example, now, I know there are some exemptions but there are also certain areas that we have monopolies, for example, doing some tenders, certain group of people always draw the tenders'.* *'The pie is so big that everybody can share. It's just like all the professional bodies, there are so many lawyers around, so many doctors around but the pie is big enough for everybody.Maybe have to be studied further to remove the exclusions. I think if not, it's just like until when MyCC won't get to execute its role'.*

To determine the stakeholders' preferable sources of information on Competition Act 2010 and preferable social media sites.

Table 9 shows the quantitative and qualitative analyses to answer the research objective on the stakeholders' preferable sources of information on Competition Act 2010 and preferable social media sites.

Table 9. *Combination of Quantitative and Qualitative Analysis on stakeholders' preferable sources of information on CA 2010 and preferable social media sites.*

To determine the stakeholders' preferable sources of information on CA 2010 and preferable social media sites.	
Quantitative Analysis	Internet, the most preferable sources of information on CA 2010 by respondents. Followed by MyCC website/Face book/twitter/YouTube.
Qualitative Analysis	FGDs participants responses on preferable sources of information, for example: *'For me, the easiest to make people to know about MyCC is through advertisement. Can start with radio. For example, everybody knew about AKPK because of the ... Advertisement about strata title. Because the advertisement is interesting'.* '….should go to ASTRO *channel because if you look for a good comparison, you can see in Singapore. How they have educated the general public on competition network, it's very good. Because I've seen some of the advertisement….the introduction is very good, very friendly, very simplified, with colourful pictures…'* *'The wrong channels! I think if in Sabah, here in KK, urban viewers, they will not watch tv1 or tv2; it's for those viewers from rural areas'. Also, during 5pm news, we are still at work. Usually after 10pm, viewers here change to tv3. Also, there is one channel, early morning, just for Sabah'.*

Qualitative Analysis	FGDs participants responses on preferable social media sites, for example: *'I think we should introduce MyCC to Gen Y by using media social, I think everyday update actively in facebook any stories, even stories from other countries can be included, also the cases'.* *'….blasting on twitter, on facebook. So, if people are interested they will go in further, if not, at least they are aware'.* *'Youtube is free, right? Like in Thailand, even the government advertises in Youtube and share, millions of people watch it and goes viral'.*

CONCLUSIONS

This study disclosed the overall improvement in the quality of MyCC's advocacy and outreach program in the context of awareness and perceptions to CA 2010 when compared to the 2013 Baseline Study. Therefore, MyCC is recommended to stay on its course in providing quality training and education continuously to stakeholders and simultaneously optimize the available social media sites and multiple languages in its activities. In relation to enforcement activities, this study encourages MyCC's advocacy and outreach program to include industry specific do's and dont's of what can do and cannot do at the marketplace. Setting up helpdesk facilities in assisting those stakeholders having uncertainties when faced with various Acts and Laws of our legal system would enhance MyCC's role within the community.

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THE INFLUENCE OF CREATIVE STYLE PREFERENCE ON CREATIVE BEHAVIOR OF INDONESIA' CREATIVE INDUSTRY WORKERS

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Abstract

This study explored the role of creative style preference on employees' involvement in creative behavior and the moderating effect of creative style preference on the relationship between organisational culture and employees' creative behavior. The study sample included 128 creative industry workers from 6 small and medium enterprises in Indonesia. Data was collected at Jakarta in early 2018 and gathered by using a questionnaire consisted of 2 cultural behavior dimension to measure workers' creative behavior, namely presenting creative, concrete and practical ideas and presenting creative suggestions. Questionnaire was using Likert scale and the result was analysed with Exploratory Factor Analysis (EFA) method. The analysis indicted that the two distinct dimensions of creative behavior (presenting creative and practical ideas and presenting creative suggestions) were determined workers' creative behavior. These two dimensions reflected the level of incremental improvement and presenting radical ideas in their activities. It is concluded that Indonesia' creative industry workers are creative people who contributed to the productivity of an organization. It is suggested that organisations should create an organizational culture that motivates workers to improve their creativity level.

***Keywords**: creative behavior, creative style preference, presenting practical ideas, presenting creative suggestions*

INTRODUCTION

Creativity and innovation in an organization are viewed as the most important element of a success of an organization in business nowadays. Organizations are required to compromise with strengths such as product acceleration, technology changes, global competition, deregulation, political instability, demographic changes, and new trend towards society's information service (Buckley & Ghauri, 2004).

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Increase in organizational' chaos, technology pace, changes in society, labor needs, unions' movement, and attitude to adapt creative behavior (Woodman, Sawyer, & Griffin, 1993) had encouraged organization to motivate their employees' motivation in order to achieve a sustainability in competition (Amabile, 1988; Kanter, 1988; Shalley, 1995). Creativity can become a key success factor in the field of product development, product marketing, and sales. Creativity and innovation are not just vital features for organizations but also important for society economic development (Hitt, Ireland, Sirmon, & Trahms, 2011). Many studies had suggested that improving the creative performance of employees was an imperative stage if an organization wanted to achieve a competitive advantage in the dynamic society and technology (Amabile, 1988; Chen & Chang, 2013; Setiadi, Boediprasetya, &Wahdiaman, 2012). A number of approaches had been used to understand how creative workers shape the production of new ideas and the subsequent development of new ways based on their ideas. For example, studies of creativity studies of creativity by Baer, Oldham, and Cummings (2003) and Mumford, Connelly, and Gaddis (2003) emphasized not only on expertise, but also the cognitive processes (problem finding, conceptual combination, and idea generation); by which people work with knowledge in generating new ideas and new solution. This study examined several aspects of creative style preferences in measuring creative behavior of workers in the Indonesian creative industry. Creativity was conceived to be a consequence of personal characteristics when condition was contributive to come up with new and useful ideas as a response to the existed personal characteristics.

Capability to advance creativity and innovation are part of competence needed by managers today (Kleef & Roome, 2007). It was argued that creative workers or employees were foundation to build new ideas and to yield purposeful products and to produce an effective procedure and implementation (Oldham & Cummings, 1996). As a result, description, prediction, and understanding of creativity had become were able to work creatively, they will be able to propose new ideas and substantial ideas, also able to offer a new efficient procedure for raw material inventory control to enable a further development and implementation (Amabile, 1988; Staw, 1990; Woodman et al., 1993). Introduction and application of those products may raise organization's capability to utilize opportunities in the market or industry particularly to adapt, grow, and compete (Wang & Ahmed, 2007).

Most literatures about creativity out looked it as an individual phenomenon (Benedek, Jauk, Sommer, Arendasy, & Neubauer, 2014). In this research, main focus was emphasized on individual variables such as personality, character, skills, experience, and thinking process from each individual as an idea creator. However, it was important to learn and comprehend context where creative style preference constructed by workers. A study showed that social environment can influence a level and frequency of creative behavior. In addition, there was an opinion that creativity performance emerged from an interaction between the potential creator and the operational context (Amabile, 1988; Ford, 1996; Woodman et al., 1993). Individual who owned innovation and creativity adequacy will have more capability to implement innovation and creativity when they received strong motivation and support from their workplace compared with individual who received low support from their workplace (Wu, Parker, & Jong, 2011).

This study was aimed to identify creative style preference dimension which promoted organizational' creativity. Moreover, this research was aimed to explore dimensions where individual aspects may influence and determine a creative behavior of an individual. Furthermore, this research suggested that creative style preference will not be the same to all workers, which all workers will not be able to possess the same level of creative behavior.

LITERATURE REVIEW

Creativity was a complicated context and uneasy to be understood without a universal agreement toward the definition of creativity (Mumford, 2000) due to the reason that creativity was a complex construction and was expanded as intelligence (Stenberg, 1999). Torrance (1988) defined creativity in the term of interaction between skills, motivation, and competence. Brown (1989) suggested that creativity consisted of four components, namely: creative process, creative product, creative people, creative situation. Therefore, there were several definitions of creativity, which one of those defined it as an individual's characteristic and people's process (Amabile, 1988). Moreover, Amabile, Conti, Coon, Lazenby, and Herron (1996) defined creativity as a "peculiar production" and "functional ideas" in all concerns, whilst innovation defined as "successful implementation emerged from creative ideas in an organization". Creativity always became a starting point for innovation (Csikszentmihalyi, 2014). This research accepted the definition of creativity from Amabile (1988) which was based on practical, unique, and result-oriented concept.

Creative behavior was defined as "behavior that generated original identification and better method to achieve an objective" (Sarkar & Chakrabarti, 2011). Another researcher defined individual creative behavior as a method to develop solution for task related to issues marked as something new and to issues marked as related to current situation (Reiter-Palmon, & Illies, 2004). Hayes and Mellon (1990) advised three crucial criteria to be evaluated as creative behavior: (1) a behavior should look original or unique; (2) a behavior should be viewed as interesting or valuable; (3) a behavior should be reflected perfectly to God. This study conceptualized creative behavior as a behavior which conceived product and service creation, ideas creation, procedure creation, and new valuable and beneficial process by either individual or group of people in the work organization.

In addition, creative style preference was also the main part of this study. Study about creativity had been focused on consideration and determination of personal characteristic and attribute related to creative achievement. Meanwhile, some researches about creativity focused on behavior and personality (Amabile, 1983, 1996; Guildford, 1954). Another research focused on intelligence and cognition (Gardner, 1996; Stenberg, 1999). These studies described creativity as a personal characteristics, such as broad interests, interest in complexity, intuition, esthetic sensitivity, ambiguity tolerance, self-confidence, where all these aspects were positively and consistently connected to measure creative performance (Barron & Harrington, 1981; Gough, 1979; Martindale & Dailey, 1996). According to Woodman et al. (1993), a person who possessed innovative talent tended to be different with others in the term of expertise, skill in creative thinking, and intrinsic motivation.

There were several distinct methods to measure a creativity level. Creative Style Preference or CSP concept was one measurement to help people to understand individual's creativity level. This concept was aligned with a study conducted by Kirton (1989) which identified adaptation innovation as a common approach for creative decision making. Furthermore, Kirton (1989) identified cognitive style as a favorable natural orientation or a problem solving technique ranging from innovative to adaptive. An innovator, a person with innovative-cognitive style, will do his task by searching and integrating various information, redefining the problem, and producing ideas which were deviated from norms. An adaptor, a person with cognitive-adaptive style, tended to use data in stable area, accept problem as defined before, and produce ideas consistently with approved convention.

A theory stated that each individual maybe different in the way he preferred to react to a change, creativity, decision making, and problem solving (Sandler-Smith and Badger, 1998). Certain cognitive style condition was probably better that the other work condition in a different work environment. Generally, adaptor was indicated by a precision reliability, efficiency, discipline, and conformity. Adaptors tended to adapt existing process and product to develop a new solution. On the other hand, innovator was characterized by undisciplined thought and identified as a possible practice to develop new ideas for problem solving.

According to the interactionists model of individuals' creativity (Woodman et al., 1993), a necessary condition under which personal characteristics can lead to creativity. As a worker in creative industry who has many activities in creating communal links among people through the process of communication, creativity is often reflected as an expression of voice to come up with new ideas of doing things or make suggestions on how to improve things. Presenting ideas to creative leaders induces reflection on these ideas. As being stated by Alexander (1979), the most comprehensive presentation of workers' creativity was displayed in two ways. The first was a search process aimed at discovering existing solutions, and the second was a process of designing or creating solutions that did not preexist.

Consistent with the result of factor analysis of creative performance in the present research, two dimensions of creative performance were reflected as the two ways of people creativity presentation. Results of the present research showed that there were two distinct dimensions of behavioral creativity: (1) presenting creative, concrete and practical ideas, and (2) presenting creative suggestions.

Presenting creative, concrete and practical ideas as the first dimension of creative behavior was measured to examine workers' intention on generating creative solution that do not preexist. The following items were used to measure presenting creative, concrete and practical ideas: "Exhibits creativity on the job"; "Searches out new technologies, processes, techniques, and/or product ideas"; "Develops adequate plans and schedules for the implementation of new ideas"; "Often has a fresh approach to problems"; "Comes up with creative problem solving", and "Is a good source of creative ideas". On the other hand, presenting creative suggestions as the second dimension of creative behavior was measured to examine workers' intention to present a search process that was emphasized at discovering existing solutions. The following items were used to measure presenting creative suggestions: "Suggests new ways of performing work tasks"; "Suggests new ways to achieve goals or objectives" and "Suggests new ways to increase quality".

This study was aimed to test the psychometric properties to determine dimensions of creative behavior in an organization in the field of Indonesia' creative industry. Moreover, this study utilized creative behavior instrument based on Woodman's (1993) study. Questionnaire was distributed to assess cultural dimensions, namely: presenting creative and practical ideas and presenting creative suggestions. There were no hypotheses were made in this research since this research was conducted in exploration method.

MATERIALS AND METHODS

Respondents were employees from 6 sub-sector organizations in creative industry. A convenience sample of 128 workers was collected, with ages ranging from 19 to 46 years ($M = 30.538$, $SD = 9.34$). The respondents were averagely having 5.67 years of work experience ($SD = 9.0$) and and consisted of 85.5% males and 14.2% females. 51.8% were graduated from various studies such as engineering, business, science, IT, textile, art, while 48.2% were post-graduated with science and business major.

Creative behavior of respondents was measured by a 5-point scale ranging from 1 (not at all) to 5(always). Each scale contained five statements, and allows respondents to evaluate themselves with regard to how they usually deal with their routines. The average of the five items answered was the score for that scale with reliability coefficient of 0.75.

RESULTS AND DISCUSSIONS

Factor analysis of employees' creative behavior was examined according to supervisor's rating as shown in Table 1. The result indicated two factors solution with *eigenvalue* of 5.72 and 1.13 (>1.0) and the total variance explained was

62.26% of the total variance. Kaiser-Meyer-Olkin (KMO) Test showed that there was a sufficient inter-correlation (0.91) whilst the Bartlett's Test of Sphircity showed a significant correlation (Chi Square=1612.44, $p<0.01$). Result showed that 2 of the 13 items should be deleted because of the cross loading. Factor 1 was accounted for 51.97% of the common variance after rotation. It consisted of eight items with significant loadings ranging from 0.63 to 0.85. these items belonged to the presenting creative and practical ideas dimension. On the other hand, factor 2 was accounted for 10.29% of the common variance after rotation, composed by three items, which these items had significant loadings ranging from 0.73 to 0.77. These items belonged to the dimension of presenting creative suggestions.

Table 1. Result of the Creative Performance Factor Analysis

Items	Component	
	1	**2**
Presenting creative, concrete and practical ideas:		
He/she often has new and innovative ideas	**.85**	.13
He/she always comes up with creative solutions to problems	**.83**	.22
He/she always searches out new technologies, processes, techniques, and/or product ideas	**.79**	.15
He/she always develops adequate plans and schedules for the implementation of new ideas	**.79**	.18
He/she is always a good source of creative ideas	**.72**	.29
He/she always exhibits creativity on the job when given the opportunity to	**.68**	.22
He/she often has a fresh approach to problems	**.65**	.31
He/she always comes up with new and practical ideas to improve performance	**.63**	.32
Presenting creative suggestions:		
He/she often suggests new ways to achieve goals or objectives	.30	**.77**
He/she always suggests new ways of performing work tasks	.06	**.75**
He/she always suggests new ways to increase quality	.39	**.73**
Eigenvalue	5.72	1.13
Percentage Variance (62.26%)	51.97	10.29
Cronbach's alpha	.91	.70
KMO	.91	
Bartlett's Test of Sphericity	1612.44	

Reliability defined as an extent to which measurement of a particular test were repeatable (Nunnally, 1981) and it means that the measuring procedure should yield consistent result on repeated test. However, the most recommended measurement of internal consistency was supported by Coefficient Alpha or Cronbach's Alpha, as it provided an acceptable reliability estimation. Impeccably, the Cronbach's Alpha coefficient of a scale should be above 0.7. Sekaran (2016) suggested that the minimum acceptable reliability was set at 0.60. In certain condition, a slightly lower reliability level of 0.60 was accepted by applying the theory from Ary and Suen (2014). Although the coefficient ranging between 0.50 to 0.60 was considered as poor, the reliability score may still be accepted on the early stage of research (George & Mallery, 1999). The Alpha coefficient for different figures were computed using the reliability procedure on SPSS as shown on Table 2.

Table 2 illustrated that the two cultural dimensions of creative behavior indicated a higher value of alpha. It was not an astonished result since most of the instrument usages in creativity research indicated the same result. As a comparison, Setiadi (2007) developed the revised creative behavior evaluation for Indonesia, proving that the alpha coefficients for each aspect or factor of the two cultural dimensions between Indonesia and United States' samples were different. The alpha coefficient for Indonesia's sample was lower than United States' normative sample (Setiadi, 2007).

In this study, the Cronbach's alpha coefficient of creative behavior for the first dimension was 0.91 and 0.70 for the second dimension (Table 2). When compared to the Cronbach's Alpha coefficient of United States normative group and two south east Asian countries (Malaysia and Philippines), the alpha coefficients number were relatively similar. It was considered that these two dimensions were important factors to determine creativity level since they reflected some characteristics of a typical person such as broad-minded, active imagination, aesthetic sensitivity, and intellectual curiosity.

Table 2 Reliability Coefficient for Cultural Dimension Variables

Variables	**Number of items**	**Items dropped**	**Cronbach's alpha (1st order)**	**Number of items after FA**	**Cronbach's alpha (2nd order)**
Creative Behavior:					
• Presenting creative, concrete and practical ideas	10	-	.91	8	.91
• Presenting creative suggestions	3	-	.70	3	.70

Notes:
1st order: results before factor analysis
2nd order: results from factor analysis (FA)

CONCLUSION

Empirical findings described two cultural dimensions of Indonesia' creative industry workers which reflects the level of incremental improvement and presenting radical ideas in their activities. According to the supervisors' rating (Table 1), the level of workers' intention to present creative suggestions (incremental improvement) are higher than the level of their intention to present creative, concrete, and practical ideas. It is conceivable since presenting radical ideas during their activities is more difficult than presenting incremental improvement in a normal setting. Nevertheless, both of the two dimensions of creative behavior shows high level of score. It can be concluded that Indonesia's creative industry workers are considered as creative who possess important contributions in the organizational productivity. These empirical findings are also important contributions of the present research to the literature by focusing explicitly on creativity in managerial activities.

It is also implied that this study is giving a huge implication to organisations which is aimed to identify relevant cultural dimension in order to increase the creativity level of workers and to identify constraints for creativity development. This study shows that employees are normally possess abilities to be creative at their workplace, however some of those are unable to utilize them at work. Furthermore, this study illustrates that organizational culture influences creative behavior of employees. Somewhat, organizational culture may give huge influence to employees if the culture itself motivates employees to be creative. In addition, these findings give implication for employees' recruitment. As stated by Kirton (1989), cognitive style as a relative stable characteristic can be a determination for a useful employees' selection, task supervision, and group work. If an organization aims to be a creative organization, therefore it must employ creative workers while creating a creative work environment.

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