

2018



## Cambridge Conference Series | May 2018

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5th Academic International Conference on Social Sciences and Humanities– AICSSH 2018

6th Academic International Conference on Business, Marketing and Management– AICBMM 2018

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AICSSH-AICBMM 2018 (Cambridge) Conference Proceedings



ISBN: 978-1-911185-63-5 (Online)

FLE Learning



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**5th Academic International Conference on Social Sciences and Humanities**  
**6th Academic International Conference on Business, Marketing and Management**  
**AICSSH & AICBMM 2018 (Cambridge) Conference Proceedings**  
**21<sup>st</sup>-23<sup>rd</sup> May 2018**

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## **Format for citing papers**

Author surname, initial(s). (2018). Title of paper. In Conference Proceedings of the 5th Academic International Conference on Social Sciences and Humanities and 6th Academic International Conference on Business, Marketing and Management,, (pp. xx-xx). Cambridge, May 21<sup>st</sup>-23<sup>rd</sup>, 2018.

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**ISBN: 978-1-911185-63-5 (Online)**

These proceedings have been published by the FLE Learning Ltd trading as FLE Learning.  
**T:** 0044 131 463 7007 **F:** 0044 131 608 0239 **E:** submit@flelearning.co.uk **W:** www.flelearning.co.uk



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## CULT DIRECTOR AND DEATH TO POSTMODERNISM – THE FILMS OF RODRIGUEZ, SODERBERGH, AND TARANTINO

MELLE STARSEN<sup>1</sup>

### ABSTRACT

Three young filmmakers – Steven Soderbergh, Robert Rodriguez and Quentin Tarantino – rebelled against postmodernism and created their own cult of film, which the researcher has named “sang noir,” or dark blood, signifying not only the bubbling red, desensitised violence in the films but the bleeding of the death of postmodernism. These directors almost laughingly waved a clenched fist at the traditional postmodern canon and deliberately defied its conventions. The result was a body of work that affected filmmaking at the beginning of the 21<sup>st</sup> century and continues to this day.

### INTRODUCTION

From the late 1950s through the last years of the 20<sup>th</sup> century, the postmodern movement dominated most European and American artistic endeavors including film. According to Appignanes (1995), postmodernism was a natural progression from modernism, because “modern is always historically at war with what comes immediately before it” and, therefore, “is always post-something.”

“At war” was an apt phrase since postmodernism began first with political and social concerns. However, in order to comprehend the effect postmodernism had on the art form of film, one must be clear about the movement and what it meant, or at least, the effect it had on world cinema, specifically, American cinema. However, one of the most difficult aspects of studying postmodernism is finding even two authors or researchers who agree on a single definition. Indeed, according to Grenz (1996), there is no clear-shared focus among postmodernists. In fact, it is a task of multiple-personality-order-dimensions to pin down *any* single definition of postmodernism, which is, of course, right in keeping with the vague and slippery tenets of the movement to begin with. Derrida and his colleagues would be pleased to know that defining the movement is a monumental and sometimes impossible task. One of the best methods of even attempting to describe postmodernism is to make lists of some of the apparently similar ideas it uses and touts.

Based on Derrida and those who followed him, both as minions of postmodernism and those who criticise it, the list looks something like this:

Emphatically denies the emotionally expressive qualities of previous (modernist) art (Butler, 2003)

Postmodernism is:

- Contextual rather than interested in content (Butler, 2003)
- Suspicious bordering on paranoid (Butler 2003)
- A set of emotional experiences defined by anger, alienation, anxiety, poverty, racism and sexism (Denzin, 1991)

Postmodernists:

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- Deliberately use obscure, fancy language to obscure what they were saying (Butler, 2003)
- Do not always seek tastelessness, but a multiplicity of styles to reject the single originating author or artist; sometimes, tastelessness is the side effect (Grenz, 1996)
- Desperately want to undermine what they see as the cult of the individual artist (Grenz, 1996)
- Argue that meaning is not inherent in a text itself, but emerges only as the interpreter enters into dialogue with the text (Grenz, 1996)
- Are detached from others by choice (Denzin, 1991)

Postmodernist filmmakers and television producers:

- Purposely blur the fictional and the real (Grenz, 1996)
- Exploit the here-and-now to create an ethos in which truth and fiction merge, again, on purpose (Grenz, 1996)

In contrast, postmodern cinematography aimed for naturalism, such as, evoking the real world within a film, such as “Blue Velvet.” Keeping the film “real” played into the tenets of postmodernism, which purported from the beginning to disbelieve that there was nothing actually outside the text (Derrida, 1967 and 1978). Derrida insisted in fact that even the discussion of a text was text (Caputo, 1997).

At the same time Derrida and his followers and critics were at the height of deconstructing meaning, a film genre emerged that has much to do with how current 21<sup>st</sup> century filmmakers revise and reject postmodernism. *Film noir* and postmodernism dovetailed in the 1940s and 50s and many similarities exist between characters in postmodern films and those in film noir.

Various experts have categorised film noir as including many of the following:

- flashbacks (Hordnes, 2003)
- drifters attracted to beautiful women, private eyes hired by femme fatales, criminal gangs attempting to pull off heists (Naremore, 1998)
- subjective narration (Naremore, 1998)
- urban diners, shabby offices, swank nightclubs (Naremore, 1998)
- generally focus on urban crime and corruption, and on sudden bursts of violence in a culture whose fabric seems to be unraveling (Telotte, 1989)
- voiceover narration (Hordnes, 2003)
- strong, ambitious and independent woman (Hordnes, 2003)

In general, film noir was itself a deconstruction of the postwar reality and the realisation that the world was not as safe a place as Americans would like to have believed. The genre depicted violent intentions, stereotyped characters and the first hints of what in the 1960s would become the “anti-hero.”

How have the changes described above trickled down to directors in the late 20<sup>th</sup> and early 21<sup>st</sup> century? These changes resulted primarily from the efforts of a group of wildly influential young filmmakers: Robert Rodriguez, Steven Soderbergh, and Quentin Tarantino.

These three are considered “cult directors” because in the beginning of their careers – and in the case of Soderbergh, continuing into his more professional, mainstream career – these three reveled in the possibilities of low-budget, independent films that can be classified as “cult.” The risk of attempting to narrow down what makes a cult film is nearly equal to the task of defining postmodernism. In the past, a film attained “cult” status if it:

- Appealed to a small demographic
- Had a tacky or sarcastic sense of humor
- Contained B-level blood and/or gore
- Mocked popular culture
- Failed at the box office (Amoroso, 2006)

According to Kinkade and Katovich (1992), cult films “differ from popular re-releases, fad films, films with cult qualities, and critical cult films in that they involve typical people in atypical situations, sympathetic deviance, challenges to traditional authority, reflections of societal strains, and paradoxical and interpretable resolutions.”

Postmodernism and film noir provided a complicated yet interesting backlash that produced a new genre of films in the 21<sup>st</sup> century. In order to study the effect of postmodernism on more recent films proves an interesting exercise that involves focusing on the visual and the *intent* of the screenwriter, director or producer, since no measurable dialogue can exist between a celluloid projection and a physical human being. This requirement alone changes the nature of postmodernism when it is applied to film.

Robert Rodriguez, Steven Soderbergh, and Quentin Tarantino have reshaped American cinema in the 21<sup>st</sup> century and their impact on audiences, television and film aesthetics. By the late 1990s, these young directors embodied a new movement and a refreshing divergence away from postmodernism in all its lack-of-anything-outside-the-text glory. In fact, Rodriguez, Soderbergh, and Tarantino did, without conferring with each other early in their careers, created a post-postmodern cinema form that I have named “sang noir,” or “dark blood,” which laughs in the face of postmodern cinema and creates – much against the wishes and desires and “rules” of postmodernism – a cult of director and celebration of emotion and defiance of the death of the author as claimed by Barthes (1977). This trio of young filmmakers in the late 20<sup>th</sup> and early 21<sup>st</sup> century has created a new post-postmodern cinema that revives many elements of film noir, and is typified by both homage to older films and a clean break with the postmodern. I have used “sang” because representative films of these three filmmakers are not only dark, but bloody, i.e., often to the point of being nauseating to the more sensitive viewer.

## METHODOLOGY

A review of the literature on postmodernism in general, and postmodernism in art and in cinema.

Second, a review and analysis of the films of Robert Rodriguez, Steven Soderbergh, and Quentin Tarantino; with close viewings of three films of each director, as follows:

### **Rodriguez, R.**

- Spy Kids (2001)
- From Dusk Till Dawn (1996)
- Mariachi, El (1992)

### **Soderbergh, S.**

- Traffic (2000)
- The Limey (1999)
- Sex, Lies, and Videotape (1989)

### **Tarantino, Quentin**

- Kill Bill Vol. 1 and II, 2003 and 2004
- Pulp Fiction, 1994
- Reservoir Dogs, 1992

The “sang noir” of Rodriguez, Soderbergh and Tarantino refuses to stay entirely within the boundaries of categories – postmodern or film noir – and gives wanton criminals, those who would earlier in postmodernism and film noir would have had no social redeeming qualities, the ability to think, the philosophise, to quote the Bible as the character Jules Winnfield does in “Pulp Fiction.” The reverse is also true – heroes not only have flaws, some of them on the level of the Greek tragic flaw, but they also refuse to be categorised even as “anti heroes,” popular in the late 1960s. In other words, the girlfriend of the mobster, a “bad girl with a heart of gold” in the film noir-postmodern years, is metamorphised into a cocaine-sniffing, spoiled, self-absorbed woman like Mia Wallace in “Pulp Fiction,” the spoiled young, incessantly bathing Adhara in “The Limey” and the gorgeous but horrible demon-woman, *Santanico Pandemonium*, in “From Dusk till Dawn.”

At the same time, the mixing of genres by Rodriguez, Soderbergh and Tarantino is seamless, and their films stand alone, without a printed explanation or diatribe. The art – i.e., the film – is created by a very focused and logical method of creating meta-events the audience can experience without having to read a political statement first. The films of all three have literally changed the course of American film, away from postmodernism.

Each filmmaker has thousands of websites dedicated to him and his work. The influence of these three is undeniable and far-reaching, especially when one considers how young all three were when they began creating feature films. Their films have been wildly popular and have, according to many critics, reached cult status among a plethora of film fans.

The rationale for choosing these three filmmakers is the result of their influence on American cinema and American culture throughout the 1990s and into the 20<sup>th</sup> century. These three were chosen for this study because of this influence, which is evidenced by 1) the classification of many of their films as “cult,” 2) the positive reaction of film critics throughout the world, 3) the amount and quality of awards the directors have received, and 4) the fact that close viewing of their films reveals embedded irreverence toward postmodern attitudes and ideas. Their films, which in general defy authority (especially in the case of Rodriguez and Tarantino), use the medium of film to blast postmodern ideals and create around themselves a cult of director so that their names are synonymous with their films and their methods become observable trademarks. In the early 21<sup>st</sup> century, Rodriguez and Tarantino joined forces in their cinematic endeavors but have sworn never to join the Director’s Guild of America; Soderbergh joined but did it quietly, without fanfare, and has no comment about it.

Rodriguez joined the ranks of cult status in 1992, when he was only 24 years old. He wrote a script and with a paltry \$7,000 he had raised, traveled to Mexico where he shot and edited his first feature length film, “El Mariachi.” Rodriguez took his “little” film to the Sundance film festival where it became an instant favorite and won Rodriguez a distribution deal with Columbia pictures. Critics adored the film and fans couldn’t get enough of it. This “little” film grossed \$2,040,920 and turned Rodriguez into a role model for would-be filmmakers the world over. His most ambitious project was a trilogy of films, the first one a remake of “El Mariachi” titled “Desperado,” which cost \$7 million to make and grossed \$25 million in the U.S. alone. The third film in the trilogy, “Once Upon a Time in Mexico,” had a budget of \$29 million and grossed \$98 million worldwide.

Rodriguez has been nominated for 10 different directing and production awards and won 13, including the audience award at the 1993 Sundance Film Festival for “El Mariachi,” the 1994 Independent Spirit Award for first feature “El Mariachi,” and the 2006 Austin Film Critics Award for “Sin City.”

Soderbergh’s first film, “sex, lies and videotape (1989), earned him the Cannes Film Festivals *Palme d’Or Award*, the Independent Spirit *Award* for Best Director and an Oscar nomination for best original screenplay. In 2000, Soderbergh directed two major motion pictures that are now his most commercially successful films to date: “Erin Brockovich” and

“Traffic.” These films were both nominated for best picture Oscars at the 2001 Academy Awards and gave Soderbergh the first double director Oscar nomination in almost 60 years. He won the Oscar for best director for “Traffic.” He did all of this before he was 38 years old. He has been nominated for 38 film awards and has won nineteen, including the Oscar for best director for “Traffic” and the *Palme D’Or* at the Cannes Film Festival for “sex, lies and videotape.”

Tarantino was a first-time director and writer with “Reservoir Dogs” in 1992. His breathtaking success was unprecedented. In 1994, “Dogs” with “Pulp Fiction,” which premiered at the Cannes film festival, where it won the coveted *Palme D’Or* the virtual equal of the best picture at the Academy Awards. Tarantino was only 31 when he completed “Pulp Fiction.” At the 1993 Academy Awards, “Pulp Fiction” was nominated for the best picture Oscar, in addition best director and best original screenplay, among others. Tarantino and writing partner Roger Avary won the award for best original screenplay. Tarantino has been nominated for 28 honors and he won 33 awards, including the Oscars as noted above, and the Los Angeles Film Critics Association, the Boston Society of Films Critics Award, the New York Film Critics Circle Award, the Independent Spirit Award, the Kansas City Film Critics Circle Award, London Critics Film Circle Award, and the Golden Globe Award – all for “Pulp Fiction.”

These three have redefined film as an art form and have rejected the establishment of the postmodern film as described by Grenz (1996) and others who maintain that postmodern cinema was a reaction and rebellion against modernism that grew out of the Enlightenment. What Tarantino was doing in 1992 with “Reservoir Dogs” was making a clean break with postmodernists, who refuted reality on a logical and linear scale; Tarantino blew apart the postmodernist insistence that, sometimes without apparent thought or reason, of half-truths and conspiracy theories would be combined intentionally in films such as “JFK” (1991) and the juxtaposing of the genres of film and documentaries in films like “The Gods Must be Crazy.” Put Louis Armstrong in a diet Coke commercial on television in order to ignore the limitations and false sense of time. This was a postmodern ideal.

While postmodernists viewed life as a tangled assemblage of intersecting narratives, they also insisted that the author or artist must inject his or her own self into the work and be visible to the audience or viewer. However, since the unity of film was an illusion anyway, it was important to postmodern filmmakers to undermine what they viewed as the cult of the individual artist; postmodernism had its roots as an “extremist intellectual movement” in communism and socialism (Butler, 2003) and it would not accept the *content* of the film, and insisted instead that the film have context in a political or philosophical arena. This seems a contradiction in many ways. Put oneself in the work but don’t be recognisable as the artist. In other words, postmodern art – any genre or form – would not stand on its own as a separate piece of work, but must instead relate to the nebulous chaos of the real and the imagined.

In addition, the postmodern filmmakers were dedicated to *telling* their audiences not *showing* them. They believed this kind of “dialogue” was more of a legitimate experience than appealing to the audiences’ emotions.

This group of young filmmakers in the U.S. defy the postmodern purpose and structure of pretentiousness and self-indulgence in which the filmmaker is the object of viewing as opposed to the art form itself. In each director’s work, he is seen inserting himself, embedding his personality into the work. Rodriguez inserts his family into his movies and uses primarily Hispanic cast and crews; for “Adventures of Sharkboy and Lava Girl,” he even went so far as to write a screenplay based on his seven-year-old son’s ideas. Considered by itself, this is the ultimate insertion of self into the art; however, all three filmmakers purposely insert themselves into their films in very visible and well-publicised and recognisable ways.

Soderbergh's films ask important questions of the audience, but do not provide pat answers, relying, even insisting on the inner monologue of the audience member to supply solutions. ["sex, lies and videotape"] "is a pretty simply movie stylistically, partly because of the budget and partly because I didn't want to get in the way" (Soderbergh, 2000).

Also, in direct opposition to the postmodernists, Tarantino embeds himself in all of his movies as an actor, thereby adding to the "cult of the individual artist." Soderbergh has appeared in two of his films. Rodriguez "appeared" in "El Mariachi" as a severed head and since then, uses his extended family as actors, musicians, and composers in his films. This recreates and celebrates the convention of the artist cult.

By shooting and editing most of their films themselves (a practice not unheard of in American filmmaking, but not normally done by 20<sup>th</sup> century directors), Rodriguez, Soderbergh, and Tarantino all use very distinctive fracturing of narrative that sets their films apart and make their techniques easily identifiable. Even Lem Dobbs, who wrote the script for "The Limey," gently accuses Soderbergh of "doing a Tarantino" by adding a humorous scene to make three of the villains look dumb (Dobbs, 2000).

These three filmmakers have created their own cults of artist by becoming identified with their art and in the multiple ways listed below, have created a new post-postmodern film style that:

- celebrates the cult of the artist-filmmaker
- not only allows but strongly encourages emotionalism
- presents meaning embedded in the text of their films which exists whether or not the audience decodes it
- "One of the most unique things about Quentin is that he writes a script, shoots a film and...he's not concerned at all about what the audience thinks of what he's doing or how the audience will respond. Quentin's basically making the movie for *him* and maybe someone will watch it...and like it. But he's looking to entertain himself" (Gladstein, 2002)
- "Basically, we made this movie for ourselves" (Rodriguez, 2003)
- uses everyday language
- and most important of all, connects itself to and pays homage to previous filmmakers such as Godard, Truffaut, Lumet, and Sturges.

## RESULTS/SUMMARY

There is a new movement – "sang noir" – that can be illustrated by the close viewing of the films and data analysis of the review of the literature. The close viewing of the nine films revealed the following list of attributes that directly illustrate how Rodriguez, Soderbergh and Tarantino have moved beyond the confines of postmodern filmmaking; this list is by no means complete; these are the most important similarities:

1. All three filmmakers invoke Godard, Truffaut, Lumet, and Sturges in their director commentaries and in their films with loving respect. All of the films have commonalities in terms of specific film noir elements that point to a resurgence of a modern style:

- drifters attracted to beautiful women, private eyes hired by femme fatales, criminal gangs attempting to pull off heists
  - "Reservoir Dogs," "Traffic," "The Limey," "From Dusk Till Dawn," "El Mariachi" and "Pulp Fiction" involve criminal gangs and syndicates; "Spy Kids" involves a villainous spy ring and "Kill Bill I and II" involves an assassination bureau
- subjective voiceover narration
  - all nine films use extremely subjective voiceover narration

- In “Kill Bill Vol. I and II,” the main character addresses the audience directly, as does Chet Pussy in “From Dusk Till Dawn” and Beatrice in “Kill Bill Vol. I and II”
  - urban diners, shabby offices, swank nightclubs
    - the retro diner Vincent Vega and Mia go to
    - the shabby coffee shop in which Vincent and Jules eat breakfast and Jules announces his intention to quit “the business”
  - generally focus on urban crime and corruption, and on sudden bursts of violence in a culture whose fabric seems to be unraveling
    - In all nine films, there is a serious and sometimes fatal price to be paid for doing the wrong thing, for staying in the criminal element
  - strong, ambitious and independent woman  
Beatrice Kiddo in “Kill Bill Vol. I and II” is the ultimate example, however, in “Traffic,” Helena Ayala takes over the business of her husband’s drug trafficking business and even orders a hit on a witness. In “Spy Kids,” the daughter is the stronger and smarter of the two kids
2. All of the films make use of fade to black and up from black
- Fading to black and coming up again on a new scene is a staple of film noir in productions such as “The Maltese Falcon” (1941), “Strangers On a Train” (1951), and “Touch of Evil” (1958). This device is used prominently in *sang noir* instead of the more traditional dissolve to indicate passage of time or location. This is an effect used in older films, prior to postmodernism.
3. All three filmmakers have created their own “trademarks” as their own, which are easily recognisable by audiences
- Soderbergh: shooting into scenes from a window or doorway, “I think frames within frames are always interesting” (Soderbergh, 1998); no audio in violent scenes; close-ups of characters while they think; parallel dialogue and dialogue heard that does not match the visual scene; fractured narrative that plays like organic memory; relevant use of silence between characters; scenes repeated from another point of view or perception; character fantasies or dreams; 360 degree camera shots; “I love the idea of an unreliable narrator” (Soderbergh, 1998); the idea of human redemption
  - Rodriguez: odd quick scenes that have no relation to anything such as the Doberman on a porch wearing sunglasses; use of the camera to explore visuals in scenes that would normally not be noticed by viewers; close-ups without audio, of characters while they think; dream or fantasy sequences that are not clearly delineated; even the bad guy always pays his bill; lovingly executed extreme close-ups of actors and items; blood and gore; character fantasies or dreams; giving animal and reptile actors screen credit; humor and graphic violence together in one scene, one conversation
  - Tarantino: villains are smart and well-read and argue about popular culture; fracturing of the narrative into “chapters” – “I try to duplicate a novel” (Tarantino, 2002); flashback within flashbacks; lots of dialogue; loving homage to films and directors in the past; multiple storylines, intermingled; characters read books; names characters after friends, family, former teachers, characters in old movies, U.S. presidents, etc.; concerned with details – e.g., all the clocks in the pawn shop in “Pulp Fiction” are set at 4:20 or, in “Kill Bill Vol. I and II” when Elle sneaks into the hospital to kill Beatrice, her eye patch has a red cross on it; likes giving “has-been” and under-used actors in his films, giving them second or even third chances; creates strong female characters who defeat men in physical battle; uses existing music instead of having it composed for the soundtrack; great deal of emphasis placed on being “cool”

4. All three filmmakers use fractured narrative including elements such as flashbacks, telescoping and foreshadowing:

- “The Limey” is presented as a memory in which the memory-holder (in this case, Wilson) remembers events, conversations, images, and people in no particular order, except perhaps that of word or image association; the film begins with the end and ends with the beginning
- All nine films liberally use foreshadowing, telescoping and flashbacks, though Tarantino refutes the label:
  - It’s not a flashback, it’s just the order of the information that the author’s decided to tell you the story in...I get pissed off when people call my stuff ‘flashbacks.’ I’ll let you know when it’s a fucking flashback. A flashback is a character thinking back, not the scriptwriter telling the audience. (Tarantino, 2002)
- On the other hand, Soderbergh freely and proudly admits to using foreshadowing and flashbacks (Soderbergh, 1998).
  - Examples include the use of plants in “sex, lies and videotape”

5. All three filmmakers have emphatically inserted themselves into their work and have created their own personal and professional cults; this is in direct opposition to the postmodern orthodoxy. Also, All three filmmakers write, shoot, direct and edit much of their films

6. All of the films contain dark humor even if the genre is drama

- In “Kill Bill Vol. I and II,” The would-be assassin reads the pregnancy test and before she leaves shouts at Beatrice, “Congratulations!”
- In “The Limey,” while Wilson and Eddie on out on a high balcony on the hillside, Wilson says, “Oy! What are we standin’ on?” Eddie answers drolly, “Trust.”
- In “El Mariachi,” Moco accuses Azul of killing ten of his men; Moco argues with him, shouting, “Six!”
- In “Spy Kids,” Carmen says of her brother, Juni, “The booger was right...I *hate* that!”

7. All three filmmakers admit a love of film and to paying homage to films of past eras

- Quentin watches “eight million movies and admits he ‘borrows’ from other films because he loves them” (Gladstein, 2002); “To not be inspired by another person means you’re a fool, you’re really dead intellectually” (Tarantino, 2002).
- The elements Tarantino adds to his films that directly relate back to Godard et al; Soderbergh says he loves Lumet (Soderbergh, 1998)

8. All three filmmakers prefer to eschew elaborate rehearsals and instead opt for spontaneity

9. All three filmmakers not only are not afraid of silence onscreen, they use it frequently and with good effect; all three use close-ups of characters as the audience *watches them think*; all three allow viewers to linger over shots and absorb; none of the three is afraid of a static screen.

10. All three filmmakers allow characters to have fantasies and when these are introduced, there is no warning for the audience, leaving it up to the audience to figure out what’s happening, almost in hindsight; the filmmakers intentionally encode the films with a message that exists with or without an audience

- In “El Mariachi,” the mariachi dreams about the boy and his soccer ball, which becomes a severed head
- In “From Dusk Till Dawn,” Richie fantasises about the young teenage girl offering him sex
- In “The Limey,” Wilson has three fantasies about killing Terry Valentine, none of which ever happen
- In “Pulp Fiction,” Vincent overcomes the fantasy about Mia

11. All three filmmakers use heavy doses of blood and gore, from “squibs” that explode blood over characters to characters who gnaw on other characters’ dismembered body parts

12. All three filmmakers compare films to novels and say they use a “novelistic” approach to cinema that rejects postmodernism; the approach includes the use of chapters as in “Pulp Fiction” and the ability of the filmmaker to have the audience go back and forth between chapters visually

13. All three filmmakers the nature of inject honor into their films, for criminals, “bad guys” or average people

- In “Reservoir Dogs,” Mr. Orange admits to Mr. White that he’s a cop in spite of the fact that Mr. Orange knows Mr. White will kill him because of it
  - In response to the question, Why would Mr. Orange admit to Mr. White that he is a cop, Tarantino answers in typical anti-postmodern fashion, “I’m not trying to be a smartass, but if you don’t know, I can’t tell you” (Tarantino, 2002)
- In “El Mariachi” – the villain Moco comes back in to pay for his beer
- In “Traffic,” Javier is a good cop, then works with the bad guys, then as payment for going back to the good side, he will only accept the building of a baseball diamond for the kids in his town
- In “Pulp Fiction,” when he could easily escape and save himself, Butch goes back into the basement and rescues Marcellus, who is being raped and who has also ordered that Butch be killed; after the rescue, Marcellus absolves Butch as long as he 1) doesn’t tell anyone about the rape and 2) leaves the city forever

14. All three filmmakers intend to make their audiences aware that they are watching a film

- “The audience is consistently aware of the fact that they’re watching a movie because it’s indulging in so many...cinematic devices. And yet...I would hope that they don’t lose their emotional grasp of the Wilson character and his relationship with his daughter,” Soderbergh (2000).

15. All three filmmakers celebrate emotion and the emotional response to stimuli, even among those fringe elements of our society such as criminals

- In “The Limey,” Wilson “feels” that his daughter is dead even though he is 8,000 miles from her when she dies
- Characters in all nine films allow themselves the luxury of emotional fantasies and daydreams
- In “Traffic,” the only way for U.S. Drug Czar Wakefield to save his family is for them to admit their feelings and go to counseling
- In “El Mariachi,” the mariachi’s narration states, “Technology has crushed us, robbed us of our culture, turned us into machines” (Rodriguez, 1992)
- In “From Dusk Till Dawn,” Richie gets so incensed with his brother calling him a “fuckin’ nut” that he almost gets them arrested by a border agent; also, Jacob Fuller agonises emotionally over the loss of his religious faith
- In “Reservoir Dogs,” Mr. Orange asks Mr. White to hold him because he’s scared (after he’s been shot in the stomach); Mr. White obliges

## IMPLICATIONS

According to Kirk Baltz, the actor who played Marvin Nash (the unlucky cop whose ear is cut off) in “Reservoir Dogs,” Tarantino’s script for the film “was the hottest script in town. Everyone wanted to do it” (Baltz, 2002). All three of these filmmakers are what is sometimes referred to as “hot commodities” – that is, they can command larger fees, hire normally expensive performers who simply wish to be in one of their films, and for the moment, most of the film distribution companies are not too worried that the films of this trio will not make money at the almighty box office.

The influence of Rodriguez, Soderbergh and Tarantino will continue into the future and has already inspired younger filmmakers such as Greg Marcks, who wrote, produced and directed “11:14 (2003),” a film that takes fractured narrative to a new level and was almost universally commended by professional critics as being a worthy successor to the inroads created by Rodriguez, Soderbergh, and Tarantino.

In spite of the risk, film studios need to finance projects that explore this new mind of filmmaking. And this is likely where the independent filmmaker will have the most impact.

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**THE EFFECT OF CUSTOMER PARTICIPATION VIA SOCIAL MEDIA ON CUSTOMER ENGAGEMENT BEHAVIOR**MING-HSIEN YANG<sup>1\*</sup> AND CHANG-TANG CHIANG<sup>2</sup>**ABSTRACT**

Social media can enhance customer participation and bring product/service co-creation between firms and customers. Customer participation is a human-interaction process, which might involve social and technical issues if the firm adopts social media to interact with customers. This study aims to revisit the notion of customer participation from the socio-technical perspective and reexamine its impact on continuance intention and customer engagement behavior. Through the related literature review, the study proposes a research model and conducts a questionnaire survey in the context of social network brand community to validate the model. The study results show that the interaction with social members has a mediation effect between social media and continuance intention. In addition, continuance intention is positively associated with customer engagement behavior as well. The findings not only complement the theoretical arguments of socio-technical theory, but also enrich the understanding of the existing literature about relational marketing.

**Keywords:** Customer participation, Socio-technical theory, Social media, Brand community, Customer engagement.

**INTRODUCTION**

Customer participation has been proven to be associated with competitive advantages for firms, e.g., uncovering customer demands (Chien and Chen, 2010), improving customer loyalty (Chen, Raab and Tanford 2015), shortening production time to market (Fang, 2008), and diminishing cycle time from production to consumption (Lundkvist and Yakhlef, 2004). Customer participation can be regarded as a new approach to make product/service co-creation which might cover idea generation, product testing, product support, and service process improvement (Nambisan, 2002). These prior studies show that customers have been transformed from “passive audience” to “active participants”.

Continuance intention has been widely regarded as the key determinant of measuring the effectiveness of customer relationship (Chiu et al., 2007; Liang et al., 2011; Vatanasombut et al., 2008). This study adopts this indicator to evaluate the outcome of customer participation. Continuance intention is defined as users’ intentions to continue using the services and applications (Chiu, Chui and Chang 2007), or continuance intention to stay with firm (Zeithaml et al., 1996). It has been proven to bring several benefits to firms, such as improving revenue and decreasing cost of customer retention (Rapp et al., 2013), simulating customer referral (Schmitt et al., 2011).

Customers are shifting from being passive recipients of information to becoming active generators of information (Stewart and Pavlou, 2002). Social media can be treated as an important tool or mechanism to enhance customer participation and further bring product/service co-creation between firms and customers (See-To et al., 2014). For instance, if a firm wants to create a new product or service for customers, using social media can easily receive feedback and suggestions from them. Indeed, Rishika et al. (2013) also suggested that customer participation in a firm’s social media efforts leads to an increase in the frequency of

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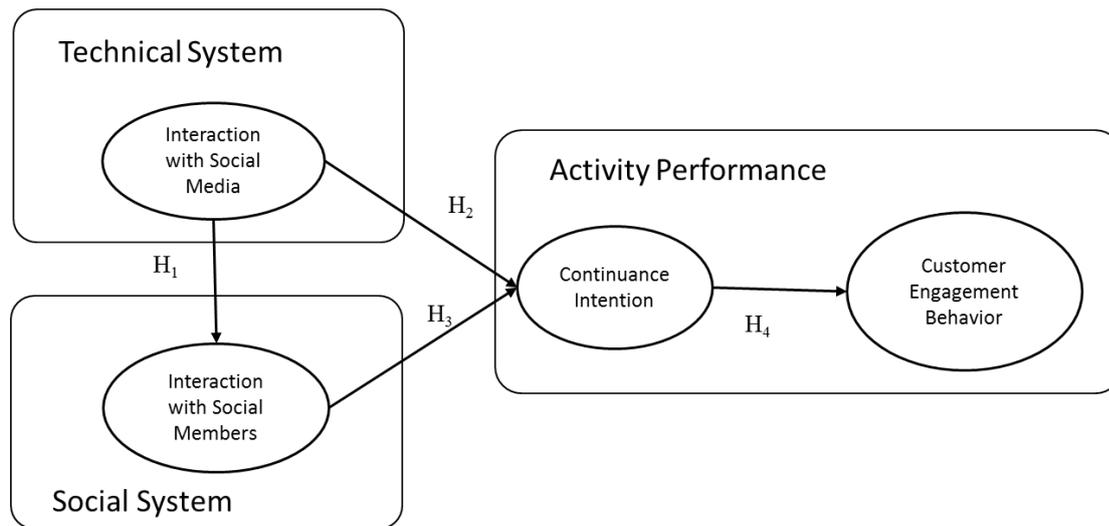
customer visits. However, up to now, customer participation is merely treated as the degree (or frequency) to which the customer is involved in producing and delivering the service (Bendapudi and Leone, 2003; Dabholker, 1990), overlooking that customer participation is actually a human-interaction process. This process might involve social issues and technical issues if the firm adopts social media to interact with customers.

To fill this void in the literature, the purpose of this study is to revisit the notion of customer participation from the socio-technical perspective and reexamine its impact on continuance intention and customer engagement behavior. The socio-technical theory indicates that an organisation is a combination of social and technical systems (Trist, 1981). If an organisation wants to achieve better performance on business efficiency, it must rely on the fit between people and technology (Liao, 2015). In the context of this study, technical system refers to technical characteristics or capacity of social media, while social system represents the relationships among customers, brand, product, company, and other customers in social media (Habibi et al., 2014; McAlexander et al., 2002; Muniz and O'Guinn, 2001). In other words, this study proposes that customer participation can be regarded as the fit between social and technical systems captured from social media interaction. This fitness will be related or reflected to organisational performance, which is measured by continuance intention and customer engagement behavior.

## RESEARCH MODEL

The socio-technical theory refers to interrelatedness of social and technical aspects of an organisation. This theory emphasises that organisational development and performance is dependent on the interaction between technology and human behavior in work place (Mumford, 2006). That is, the maximal performance of an organisation actually results from joint optimisation of social and technical systems (Trist, 1981). Social system refers to human factors embedded in social groups, e.g., responsibilities, obligations, norms, and perceptions, while technical system indicates hardware, software, personal expertise or techniques which support an organisation to transform productive resources into economic performance. For instance, information communication technology is usually regarded as typical technical system as it not only connects the people in social groups but also drives the interaction among these groups to contribute organisational profits (Kolb, 2008). The primary objective of socio-technical approach aims to ensure that both human and technical factors reach congruence and coordination through IT implementation (Mumford, 2006).

In the context of social media, the interaction between a customer and the firm can be interpreted as the combination between social and technical systems from socio-technical theory. More specifically, social system captures the customer's or the firm's attitude, perception, adoption, and mutual relationship among social groups. In contrast, technical system represents the processes, tasks, functions, and technology which need to fulfill customer needs (Lee et al., 2006). The proposed research model is showed in Figure 1.

**Figure 1: The research model**

### TECHNICAL SYSTEM: INTERACTION WITH SOCIAL MEDIA

Technical system emphasises the interrelation between people and technology; it includes the characteristics of information technology and personal expertise and required knowledge. During the social interaction between users and the firm, this study proposes that three characteristics (i.e., competence, feedback, and playfulness) could be captured as technical systems, which allows users use system functions to make interactions more easily. *Competence* refers to one's belief in his or her ability to succeed in specific situations or complete a task (Bandura, 1986). In the field of information systems, self-efficacy is similar to the concept of the competence. It has been widely used to measure individual belief in his or her ability to perform particular action, such as computer usage, web technology, or usage of social media (Bandura, 1986; Gangadharbatla, 2008; Shih, 2006). Therefore, we treat competence as technical system, measuring whether users have abilities to use social media. It is defined as the degree to which that user perceives his or her ability to use social media.

*Feedback* of using social media is also an important characteristic of technical system. Positive feedback from social network is a key motivator for users to pursue current status and future achievement (Oreg and Nov, 2008). In the context of social media, feedback means the reviews or comments from other users. The more positive feedback receives from other users, the higher reputation or approval that the contributor will obtain (Chen et al., 2011, Laroche et al., 2012). In this study, feedback is defined as the degree to which the overall information received from other users in the social community, including number of replies, the number of likes, and number of shares.

*Playfulness* represents the enjoyable experience while users engage in social media. In addition to competence and feedback, hedonic motivations have been proven to be able to motivate user participation in online activities (van der Heijden, 2004). The hedonic motivations can be measured as personal pleasure, playfulness, and emotional experience (Lowry et al., 2015). Indeed, prior studies suggest that users are more willing to use information technology while the entertainment or playfulness element is incorporated into it (Baek et al., 2011; Kamis et al., 2008; Venkatesh et al., 2012). This study regards playfulness as one of technical systems, which influences the usage of social media and user participation.

### Social system: interaction with social members

With the advance of information technology, social media has increasingly become a popular tool for social interaction among people. It allows users exchange information quickly and

conveniently (Kaplan and Haenlein, 2010). For customers, they not only can receive new information from the community, but also actively participate in the firm's activities and increase the possibility of value co-creation with the firm (Laroche et al., 2012). For the firm, social media enable it to interact with customers; thus makes the firm better understand customer needs or preferences for product or service, and thereby produce more acceptable product to market (Sashi, 2012). Therefore, social media play a critical role to facilitate the interaction between customers and the firm. To clearly emphasise their commercial applications, social media hosted by the firm to interact with customers in brand community is defined as social network brand community (SNBC) in this study.

Muniz and O'Guinn (2001) denoted that brand community is a specialised, non-geographically bound community which is structured of social relations among brand admirers. Following this definition, McAlexander et al. (2002) suggested that brand community should be customer-centric and could be divided into four relational dimensions: (1) customer to offering (product/service), (2) customer to company, (3) customer to brand, and (4) customer to customer. To carefully examine different aspects of brand relationship in SNBC, this study adopts McAlexander et al. (2002)'s measurement as interaction with these social members.

### **Organisational performance: customer engagement behavior and continuance intention**

In an era of emphasising the power of customer, marketing managers and scholars have become interested in consumer engagement behavior (CEB) as rational dimension of consumer participation (e.g., van Doorn et al. 2010). Vivek et al. (2012) defined consumer engagement as the intensity of an individual's participation with the organisation's offerings and activities initiated by either the customer or the organisation. Kim et al. (2013) argued that CEBs are composed of persistent activity, attitude and intrinsic motivation as well as other characteristics such as positive affect, feedback, novelty, and interactivity. More specifically, CEB captures influencing behavior to others through referrals and word-of-mouth, and customer participation in product development (Kumar et al., 2010). Following these concepts or definitions by Kumar et al. (2010), this study proposes that CEB is defined as proactive, continuative, and valuable behaviors which contribute to a brand community for value co-creation beyond transaction. Moreover, this study uses recommendation, information sharing, and providing product/service improvement as the measurement of CEB.

Furthermore, continuance intention refers to user's intention to continually using the service (Chiu, Chui and Chang, 2007). In the context of this study, user participation is focused on the member interaction in SNBC, thus continuance intention is defined as user's intention to continually using SNBC. More specifically, continuance intention is expected not only to revisit the community (Liang et al., 2011), but also actively to participate in community activities (Jang et al., 2008). In this study, we treat CEB and continuance intention as organisational or activity performances affected by social and technical systems from socio-technical perspective.

## **HYPOTHESES DEVELOPMENT**

### **The linkage from technical system to social system**

According to the socio-technical theory, a firm's development or performance relies on the fitness between social and technical systems, including the interactions with social members and technology (Liao, 2015). If technical system possesses *competence*, *feedback* and *playfulness* characteristics, it would help users have abilities to use social media or use system functions to reply other members' opinions. Indeed, people who have high competence or self-efficacy will be likely to perform related behavior (Bandura, 1986). In addition, Hsu et al. (2007) suggested that users' self-efficacy has a positive effect on their knowledge sharing

behavior. Because online social interaction with social media requires technology competence and more proactive and autonomous behavior, it is expected that users with high social media competence will positively influence their interaction with other members. Similarly, a social media application (e.g., SNBC) possesses feedback and playfulness mechanisms will be positively associated with its usage, and further improve the users' interactions with other social members. Based on the discussion above, this study expects that the interaction with social media captured by competence, feedback, and playfulness will positively affect the interaction with social members.

**H1:** *The interaction with social media positively affects the interaction with social members.*

### **The linkage from technical system to continuance intention**

Competence or self-efficacy is strongly related to satisfaction and task performance because people with high self-efficacy would deal more effectively with difficulties and persist in the face of failure, they are more likely to achieve expected outcomes and thereby derive satisfaction from tasks (Liu et al., 2010). Demerouti et al. (2001) suggested that performance feedback is a predictor of engagement behavior. Furthermore, prior studies also suggested that perceived playfulness will contribute significantly to user satisfaction (Webster et al., 1993), users' intent to reuse a website (Lin et al., 2005), and e-learning continuance intention (Roca and Gagne, 2008). According to the discussion, this study proposes that the interaction with social media measured by competence, feedback, and playfulness will positively affect member's continuance intention.

**H2:** *The interaction with social media positively affects continuance intention.*

### **The linkage from social system to continuance intention**

For the interaction with social members, it seems reasonable to argue that members have strong relationship will lead to their behavioral intention. According to the literature in marketing, relationship with customers is a strong predictor of behavioral intention (Choi et al., 2004; Cronin, Brady and Hult, 2000). The rationale is that maintaining enduring relationships with customers will contribute to the development of relational marketing, thereby enhancing loyalty intention and word-of-mouth (Hennig-Thurau et al., 2002). Thus, this study predicts that the strong relationship with social members in SNBC will positively influence member's continuance intention.

**H3:** *Interaction with social members positively affects continuance intention.*

### **The linkage from continuance intention to customer engagement behavior**

In the context of online brand community, CEB is better than purchase behavior to be used for explaining the consequence of relationship quality because online community may not involve actual purchase behavior. Loyalty intention or continuance intention can be regarded as an attitudinal antecedent of engagement behaviors (Hirschman, 1970). If a customer has strong continuance intention to participate in SNBC, he or she might exhibit CEBs to the brand community. More specifically, he or she might deliver positive WOMs to friends, provide suggestions for products and services, and share information or answer questions to other members. In this vein, this study proposes the following hypothesis:

**H4:** *Continuance intention positively affects customer engagement behavior.*

## **RESEARCH METHOD**

The study conducted an online questionnaire survey to test the research hypotheses. The measures of the proposed model were adapted from prior studies to fit the context of social media. The proposed model consists of four constructs. The questionnaire items of competence, feedback, and playfulness underlying the interaction of social media were adapted from the 4 items of Shih (2006), 3 items of Ko (2013), and 3 items of Xu et al. (2013), respectively.

Underlying the interaction of social members, four sub-constructs of customer-to-product/service, customer-to-brand, customer-to-company, and customer-to-customer were adapted from 16 items of Habibi et al. (2014) and Shen et al. (2010). Furthermore, six items of continuance intention were measured from the measures of Liang et al. (2011) and Ku et al. (2013), and five items of CEB were developed from the concept of CEB by Kumar et al. (2010). Five-point Likert scales were used for all items, anchored by strongly disagree (1) to strongly agree (5).

To validate our constructs, a pilot test which consisted of 173 respondents was conducted. The response rate was 89%. The results of pilot test show that the composite reliability (CR) of continuance intention is less than the threshold (.7). To improve the reliability of continuance intention, two original items whose lower factor loading were excluded and another three items of continuance intention developed from Ku et al. (2013) were added into the questionnaire. 427 respondents were then selected from online survey in Taiwan. Among them, 46 respondents were invalid because they have never used SNBC, leaving 381 valid respondents. The response rate is 89.2 percent. Among these respondents, 38% re female and 62% are male, while 54% are married and 46% are single. The majority of respondents are between 30 to 39 (34%) years old; 58% have 4-year university degree; 25% report their occupations are in service industry. 33% respondents always use internet and 33% use internet for 1~3 hours per day. The 81% respondents report that their seniority of internet usage is more than 7 years. Regarding the social media platform, Facebook dominates the usage of social media (66%), and 3C products are the most popular brand community (25%). In the dataset, 27% respondents denote that their experiences of using SNBC are over 4 years. Regarding the specialty of SNBC, 36% respondents reply that their communities are high specialty.

## RESULTS AND ANALYSIS

This study tested the non-response bias following Armstrong and Overton's (1977) procedure and found there is no problem of non-response bias in this study. Furthermore, this study used partial least squares-structured equation modeling (PLS-SEM) to test the research hypotheses because it is suitable for prediction of structure model and aims to maximise the explained variance of dependent variables (Henseler et al., 2009). Moreover, PLS-SEM is explicitly recommended for models of second-order latent construct and the proposed model is composed of several second-order constructs. To evaluate the proposed model for both first-order constructs and second-order constructs, this study adopted two-step procedure of evaluation (Hair et al., 2012; Henseler et al., 2009). That is, we assessed the measurement model first, and further examined the structural model as well.

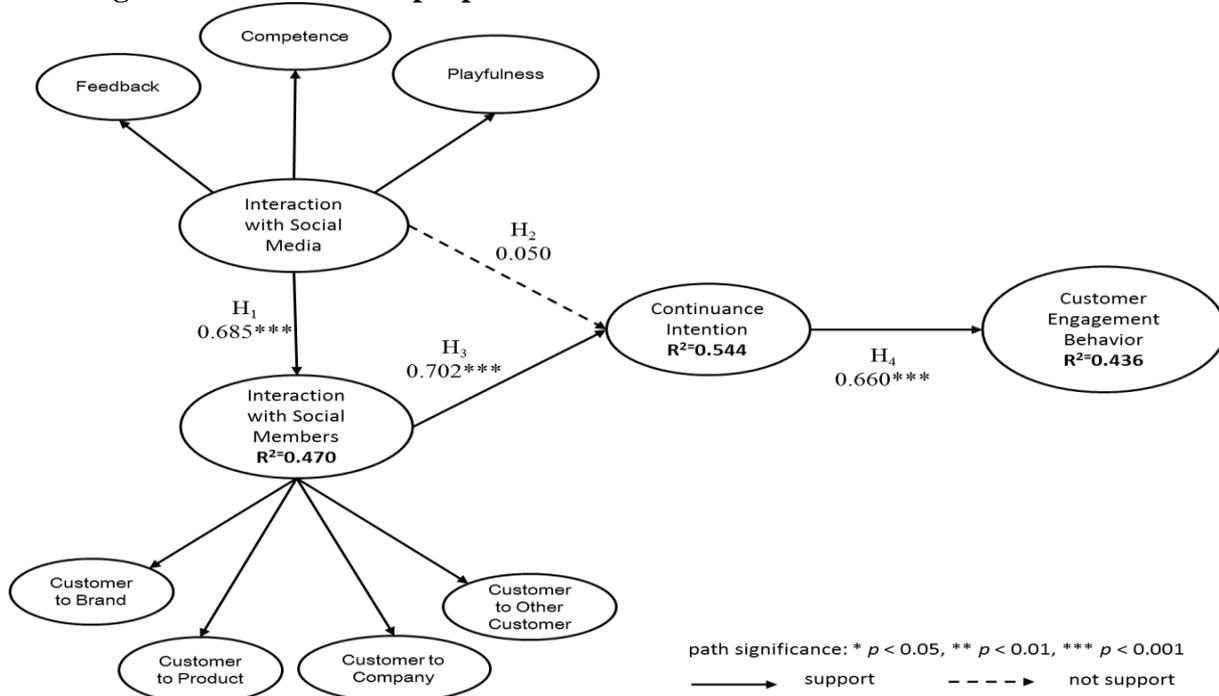
The measurement model should fit the requirements of reliability, internal consistency, convergent validity, and discriminant validity (Henseler et al., 2009). The reliability of questionnaire items is used to check whether the loading of each item on its latent construct is higher than the recommended threshold of .5 (Hair et al., 2006). Internal consistency is evaluated by the composite reliability scores for each latent construct. The composite reliability scores are interpreted in a similar way as Cronbach's  $\alpha$  (threshold value is .7). The AVE (average variance extracted) indicates the level of convergent validity and the general acceptable cutoff value is .5. Discriminant validity is conducted in two parts. Following the statement by Fornell and Larcker (1981), the AVE of each latent construct should be higher than the construct's highest squared correlation with any other latent construct. The second part is that each indicator's loading is higher than all of its cross-loadings with other latent variables. The analysis results of measurement model indicate that the Cronbach's  $\alpha$  of each construct was higher than .9, the AVE of each construct is greater than .6, and the factor loading of each

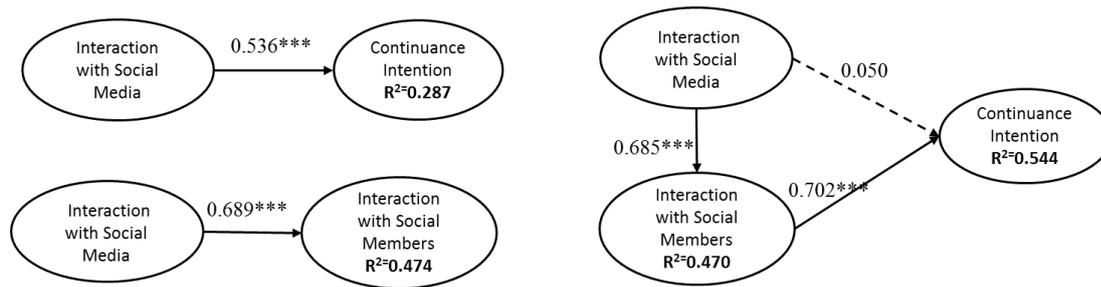
construct is greater than .7. Overall, the reliability and validity of the measurement model are supported.

This study used SmartPLS 2.0 software to test structural model by setting bootstrap resampling technique. Based on the results in Figure 2, the interaction with social media is positively associated with the interaction with social members ( $\beta = .685$ ;  $P < .001$ ), indicating that H1 is supported. Contrast to our expectation, the interaction with social media does not have significant impact on continuance intention ( $\beta = .050$ ;  $P > .05$ ), while the interaction with social members has significant effect on continuance intention ( $\beta = .702$ ;  $P < .001$ ). Therefore, H3 is supported, while H2 is not supported. We have a suspicion that there might be a mediation effect among the interaction with social media, the interaction with social members, and continuance intention. In this vein, we adopt Baron and Kenny's (1986) approach to test mediation effect, including (a) perform regression with dependent variable on the independent variable; (b) perform regression with mediator on the independent variable; (c) perform regression with dependent variable on both the mediator and the independent variable. While the path coefficient for the independent variable in step (a) is significant, but the coefficient is insignificant in step (c), it means the mediator has complete mediation effect (Baron and Kenny, 1986). The results of mediation test are shown in Figure 3. The results show that the coefficient of the interaction with social media is not significant when incorporating the interaction of social members as the mediator. It reveals that the interaction with social members has complete mediation effect among them.

Finally, the results show that continuance intention has positive effect on CEB ( $\beta = .66$ ;  $P < .001$ ), supporting H4 as expected. In the whole model, the explained variances ( $R^2$ ) of interaction with social members, continuance intention, and CEB are 47%, 54.4%, and 43.6%, respectively.

**Figure 2: Results of the proposed model**



**Figure 3: Mediation test**

## CONCLUSIONS

This study examines the associations between user participation on continuance intention and CEB from the perspective of socio-technical theory. The findings suggest that both technical and social systems bring positive impacts on continuance intention and CEB. However, in the context of relational marketing, social system is the main system to promote members' continuance intentions because it is directly concerned with user experience and user participation. Comparatively, technical system is a supporting system to enhance social system. The study results has several implications. First, this study reveals that the interaction with social members has fully mediation between the interaction with social media and continuance intention. One plausible explanation is that the interaction of social member (i.e., social system) yields more importance than social media because it is directly concerned with user experience and user participation in SNBC. The interaction with social media (i.e., technical system) is playing a supporting role. That is, the more technical system support, the better interaction between members is. Most importantly, the better interaction with social members will lead to higher members' continuance intention. The finding implies that social and technical systems are critical; firms should allocate equal resources on the development of both systems, which corresponds to the arguments of socio-technical perspective. Nevertheless, the finding expands this perspective and reveals that if organisational performance is concerned with social related indicators (e.g., continuance intention or CEB), social system will become the main control system while technical system will be a supporting system.

Second, the findings indicate members' continuance intention of using SNBC is significantly associated with CEBs. Although continuance intention or loyalty intention have been commonly treated as a consequence of customer relationship (Bowden, 2009; van Doorn et al., 2010; Vivek et al., 2012), this study proposes that CEB is more suitable to the context of online brand community than continuance intention because it reflects relational values and co-creative behaviors with members. This finding suggests that when a firm aims to encourage engagement behavior, increasing customer loyalty intention seems to be necessary. The finding also enriches our understanding of the existing literature in relational marketing as well.

Third, the interaction with social members which this study proposed contains four aspects of relational dimensions. The finding reveals that these four dimensions all contribute to the development of members' continuance intention. This is similar to the statement of Labrecque et al. (2013) and indicates that customer becomes more powerful today and should be conceptualised using various dimensions. This finding suggests that business managers should realise its concept and maintain different dimensional customer relationship. Ignoring any one of the relational dimensions might result in "ripple effect", destroying the other relational dimensions and brand loyalty at the same time.

Finally, based on the results, playfulness is one of the key elements to improve the interaction with members in SNBC. Online brand community manager can post interesting and

funny contents in form of text, picture, or video, thereby attracting users to participate. In addition, we recommend that manager could design game-based activities or marketing campaigns to invite online users. Likewise, for the competence, although technology is well developed now, interaction activity in social media should be designed as friendly as possible, enabling users to use social media without any entry barriers. The third element is feedback. During the procedure of user participation, brand community manager should provide appropriate feedback mechanism to encourage user interaction. Taking Facebook.com as an instance, like button in Facebook, text reply, and image support are all types of feedback mechanisms. In addition to direct feedback from the manager, feedbacks from other members also foster the poster's participation and inspire the poster to engage in the community.

There are two study limitations should be noted. First, the research context is in online community context, offline environment and environmental factors are excluded in this study, which limits the research scope. Moreover, customer affective factors are also omitted in this model. For example, prior studies indicate that the antecedents of continuance intention and engagement behavior involve personal affective factors (Bowden, 2009; Day, 1969; Hennig-Thurau et al., 2002; Oliver, 1980). Future study can extend the research model to incorporate more affective indicators into it.

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12.BJ06-6022

**SOCIAL NETWORK: GOSSIP IN A FEMALE PRISON**SANEM KULAK GÖKÇE<sup>1</sup>**ABSTRACT**

The subject of my doctoral thesis, the outcome of a year's anthropological field research in Adana Female Closed Prison, is to hear the voices of female offenders and to understand how they understand and perceive each other, and how they organise relationships between women. The main purpose of my research is to understand how women locate themselves and their statuses in a physical environment where there are no males, to explore how women shape their relationships in such an environment, and to observe their daily experiences in regenerating and restructuring themselves outside society and away from their families and surroundings. There are 264 prisoners overall. The research has been conducted via the participant observation method by using in-depth interviews with 58 women prisoners in total during the fieldwork. The most important finding that emerges when examining the social communication network between women is the gossip mechanism used as a verbal communication tool. Gossip and its impact on social relations are among the most noticeable subthemes of this research. Especially in cases where prisoners do not meet each other face to face in prison, communication is provided through a "gossip" mechanism. Gossip as a form of verbal communication has destructive and unifying aspects, as well as providing social communication inside and outside the group. The aim of this article is to examine the concept of gossip as a form of communication between women in a closed prison.

**Keywords:** Gossip, women inmates, Female offenders, Social network, Women's prison.

**GOSSIP IS A KEY**

Gossip, and its effect on social relations, is one of the most prominent subthemes of the research. Used as a verbal communication type, gossip provides social communication in and outside the inmates group, and it has both destructive and connecting aspects.

In academic studies, research on urban legends, stories, and myths stand out. These areas, concentrating on linguistics and folklore, have emphasised rumour and stories. The research on organisational culture and social relations within a community have attracted attention, especially recently. Even though gossip is seen in as a prominent communication medium in nearly all the research, it has not become a research subject by itself.

Various definitions have been given for rumour in the research. According to Kapferer (1992), rumour is defined as the oldest media of the world: "a proposition depending on the events of the day which is wanted to be believed and spread from person to person and generally bandied about without having sufficient tangible data to be proved." According to Knapp, it is "a declaration which is wanted to be believed depends, on the currency and spreads without a legal justification" (quoted in Kapferer, 1992, pp. 12-3). The sociologist Shibutani defines rumour as "impromptu (fictitious) news derived from a collective discussion process" (quoted in Solmaz, 2004, pp. 22-3). It shows a subjective approach depending on the trust of the person who conveys it. According to Prasad (1950), rumours are the efforts to control and form meaning in unfamiliar and worrying contexts. According to his study on North Indian earthquakes:

1. *rumours are the reaction of a group or groups to situations affecting all of them;*

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2. *beside the fact that the situations causing rumour are extraordinarily interesting or extremely exciting for the whole group, it has many sides which are unknown and not justified;*
3. *rumour is the reaction of the group towards the various aspects of a complex situation, or to solutions for different problems caused by emotional and schematic factors; and*
4. *the key determinant elements of rumour are:*
  - a. *various aspects and problems inside the situation due to its emotional quality, and*
  - b. *the social tendency of individuals, such as group mentality and friendship, and inspiration (Prasad, 1950, pp. 138-40).*

In contrast to rumour, gossip is more personal. Gossip is an ordinary information exchange that is sometimes irrelevant to reality, and sometimes depends on the truth. While it is generally about the private life of people, emotional needs, personality characteristics, and values might be reasons for gossip (Jandt, 2002, pp. 27). Gossip can be defined as a special form or shape of rumour (Solmaz, 2004, pp. 567). This is also referred to as be waste and sweet backbiting that people transmit to each other via informal communication channels (Dubrin, 2000, pp. 293). Rumours are impromptu news items derived from a collective discussion process, with an important and ambiguous event in its roots (Kapferer, 1992, pp. 19–21). Gossip and rumour are realised sometimes shared by all members of the organisation, and sometimes consistently within a certain group (Bacaksız, 2012, pp. 36). Kapferer explains the benefits of gossip: “revealing the desires, fears and obsessions of a society, gossip generally helps us to understand and transmit the rules of the business and social environment we are in and accordingly to learn which behaviours will be accepted and which ones will be criticized” (Kapferer, 1992, p. 112). Even though gossip has a negative meaning in general, it also has a positive function. As Bacaksız (2012) point out in “The Development of Gossip and Rumor Attitude Scale”:

*The most basic negative effect of gossip is generally infamizing someone and wasting time (Thomas and Rozell 2007; Kılıçlıoğlu 2008). On the other hand, gossip might cause dialog disconnections between people and might affect the society by intensifying as a result of a set of activities (Solmaz 2004).*

The gossip mechanism is generally directed at the attitudes of a group or subgroup and the consequences of those who oppose these attitudes. When we consider gossip as a socialising function, the analysis of the gossip in a certain time and certain place gives us information about the rules determining the behaviours of a certain group. For the people who are newly participating in the group, their gossip evaluations function as an important binder. Since the group identity is strengthened by a shared history and the connecting quality of tradition emotion, the right to gossip about a certain person belongs to the members accepted into the group, and gossip is carried out by them. This situation indicates acceptance and membership within the group. To start gossiping, a stranger is not seen as a group member, and the persons excluded from gossip are not accepted as group members (Tebbut, 1995, p. 1). This approach draws a pretty clear portrait of how the gossip mechanism is the most important element of communication network works between women in the prison research. Apart from harming the subjects of the gossip, the mechanism feeds back positively to the person who gossips and to the group of which she is a member.

As a social communication medium, gossip has three main functions. According to Nicholson (2002, pp. 68-70), these are ranked as:

1. *getting in contact:* nearly all people have a location consciousness because of being social, and the complex structure of society should be understood to proceed in social

terms. Far-reaching research in these subjects shows that being in a high position has a set of important benefits for humans in terms of health, presence, and happiness. However, it is hard to attain these benefits and avoid failure. One of the reasons for this is that social hierarchy is multidimensional, and social structure is dynamic and changeable. People should pay attention to daily speech and even become a part of it to catch the dynamics of the group and its currency. This can only be provided by gossip in societies where verbal communication is strongest, as in prison. Gossip is the most effective communication medium in cases where communication is limited between women staying in different wings;

2. *affecting*: the second function of gossip is affecting. Even though there is no open mobility in their position, people make an effort not to lose position. When they find a chance, they try to make other people hold positive views about them. However, it is not sufficient to be good; people should also have a good reputation. People market themselves for the purpose of making a good impression on other people. Introducing oneself is not always a conscious strategy. When we meet a stranger, chit-chat and changing expressions to show interest or that we share the same feelings derive from the same reason. Everyone can not be successful at introducing himself / herself to the same extent or show the effort required for it. One of the rules for being effective in prison is to have a great circle. Women acquire one in different ways, and are aware of how being known maintains their effect on others. This is only possible with information. The more a prisoner knows about other wings or other women, the more she is wondered about and listened to. It is very important to affect the group and preserve one's position; and finally,
3. *making social agreements*: two people generally use gossip to have a cheerful chat. The source of this cheer is expressed as a social agreement, and this is the third function of gossip. People carry information to those they are interested in and want to enchain. When someone transmits gossip to another and says "Remember, this is between us," it also sends the message that they care about him/her and that the other person should think well of them. The recipient of the gossip uses the information to make beneficial agreements that will provide permanence and even superiority over others in the social structure. This agreement provides the communication and information exchange between the same or different groups, and also lays the basis for grouping between persons.

When the term "gossip" has been examined in research, it is projected in various different ways on women in prison.

### **Gossip and the role of women**

Described as an ordinary information exchange, sometimes based on truth and sometimes not, gossip is about the private life of people, and gossiping is generally attributed to women. In the Yiddish language, the word *yenta* (or "gossiper") means "the woman who rumours"; when it is used in this way, it is meant to humiliate by including gender discrimination elements (Solmaz, 2004, p. 50). It is not right to make this kind of discrimination. Gossiping is not intrinsic to one gender; but, although it is called "gossip" if it is done by women, it is called "chatting" or "conversation" if it is done by men. Emotional needs, personality characteristics, and values might explain the reasons for gossiping. Some people gossip but do not transmit what other people tell them. The reason might be that people who gossip are not very well received. Gossip is sometimes used as a method to exchange information for the purpose of attracting someone's attention (Jandt, 2002, p. 28).

The partnership between women, rumour, and gossip appears in all popular cultures. Maybe history is generally based on this partnership. For example, J. Delumeau, who mentions

the fears pervading the West between the 14th and 18th centuries, has noted that women have always been at the forefront of rebellions caused by rumours. The reason, explained etymologically, is that women are taken over by fear more easily than men, not because of a psychological inclination but because of objective reasons, since women are affected directly by deficiencies and by insecurity. Another element in the partnership between women, rumour, and gossip is “backbiting”. Backbiting among women means “talking together”, and is seen as the indication of cooperation between them. It might be possible for this type of cooperation between women created disturbance in primitive societies, which excluded women from public activities. In this case, women got the rights the men would not give them via backbiting; in other words, women who are banned from public activities transform private life into public knowledge (Kapferer, 1992, pp. 124-5).

The structure of gossip requires collective movement / activity, and men are excluded from this movement in the studies on gossip. Thus, moral obstacles against gossip mean the moral obstacles against gossip led women to hide their gossiping activities within their own environments. However, even in popular culture, there is a tendency to view such talking as creating scandal and harming people. In this culture, women draw portraits by gossiping frequently; in other words, gossip is mostly performed by women. Historical studies included in the description of gossip and showing that the negative characteristics of gossip are mostly associated by women look positively on the ability of information to empower women through gossip, and detail the changing effects of gossip over time. While gossip is evaluated in many ways, the important effects of verbal communication in a work environment differ from the written sources, since women gossiping in workplaces creates such an environment (Tebbutt, 1995, pp. 9-10). Women are said to gossip more than men; men also gossip, but they call it “networking”. When it comes to gossip, the only difference between men and women is the content of gossip. Men generally gossip about the rise and fall of people, as they prefer competitive games; in contrast, women gossip about community involvement and moral conformity (who is the favourite now, or who has what qualities). As with what Darwin calls sexual selection, the characteristic of women to look for good men and the characteristic of men to show off their qualities push the men into competition and to focus only on functional actions. In contrast, women are pushed into the dynamic of intimacy, emotions, and social relations (Nicholson, 2002, p. 71).

### **Information in prison: gossip**

The gossip mechanism serves as an informal communication network for getting information, into which the wings, the prisoners, and even the directorate can tap. It is maybe the most important communication method in prison. According to the functionalist approach of Gluckman (1963), gossip is a social reality with rules, and it is a process determined and allowed by culture. Providing the unity and continuity of a group, gossip carries the story, history, and behaviours (codes) of a group within itself. When the instrumentalism of gossip is evaluated in terms of a group, it strengthens that group’s morale and values, controls group differentiation, and helps regulate and protect group benefits (Gluckman, 1963, pp. 308). According to Paine, gossip is used in maintaining social values, drawing the limits of the group, and providing information (quoted in Karahan, 2006, p. 125). The most important function of gossip in prison is information. Gossip provides the information exchange. It is obvious that it does not provide correct information all the time, but it is a pretty effective communication network in prisons, where there is no formal information sharing. As it provides communication between wings, information gained by gossip is a significant way for people to know each other. Even though gossip does not have a positive association, it is the only communication medium in prison.

Gossip, by gathering people into groups, helps people to collaborate against other people. The drawback of this power of gossip is that it prohibits outsiders from being involved in a group and causes grouping by discrimination in wings. It also causes the person being gossiped about to bear hostility towards the other group. Many disliked and unwanted women are branded as “gossipers” by the others. These people generally not only talk about the others, but also share information and secrets. Gossip can be used both for group benefit and for personal benefit. Psychologists talk about the latter use of gossip (Nicholson 2002; McAndrew and Milenkovic 2002 quoted in Leblebici, Yıldız and Karasoy, 2009, p. 564). A woman with information shares it to become involved in a group; most of the time, it helps her join. Gossip may nevertheless damage group and personal benefits at the same time as it serves them (Leblebici, Yıldız and Karasoy, 2009, p. 564). Gossip may become a tool serving both the group and the individual, in cases where people see their personal benefits as being identical to the group benefits (Elias and Scotson, 1994):

*The instrumental role of gossip in terms of group and the individual brings to mind that it is a process designed consciously since it is important that gossip does not create risk for the group or the individual and serves the benefits. The person who gossips probably looks for the answers of these questions: why do I have to convey information? To whom I should say it? How should I say it? What is the importance of this information for me? How will it affect the person to whom I will transmit? How will the receiver react? What does this gossip to a group? The answers of these questions are related to the environment of the gossip and her way of perception of things. However, a conscious process is in question (Leblebici, Yıldız and Karasoy, 2009:564-5).*

This function of gossip can be seen among prisoners. The prisoner shares the information she has taken from outside to protect her own benefits, but also to protect the benefits of the group she wants to continue to exist. Thus, she is aware that she will be in the group as soon as she brings information, or as soon as she supports what the other group members say about others. As one of the most important mechanisms making the communication network between women active and current, gossip helps women to socialise. Being alone in prison means being deprived of many communal benefits, such as help and protection; each prisoner thus wants to be included in a group.

*Here, everyone says they do not gossip, but they all talk behind each other's back. It is kind of a settlement (Sevda, 42, 7 August 2011).*

*If there no gossip, there is nothing to do; gossip is interesting. Otherwise, it is boring (Emine, 34, 4 February 2012).*

*If there is no gossip, how can we hear from others? How can we learn what happens in the next wing—who discussed what and with whom, or why she is in here? (Arzu, 33, 21 July 2012).*

The expressing close friendship say they do not gossip about each other, but share secrets and have the same point of view. They state that their friends are not aggressive like the others, do not swear, and keep to themselves. They also mention that they generally share their lives and agonies, and that they are happy to spend time together during the day.

Talking behind someone's back is another reason for a quarrel. People might comment on a woman sharing a secret who is not close to them and call her a gossip. This might cause hostility among women.

*She makes herself understood; then you look, and she's talking behind your back to others* (Elif, 29, 1 November 2011).

*Gossip stems from jealousy. There is no other reason; these are bad people. This is not gossip; most of them want to slander* (Nur, 26, 15 January 2012).

According to Kennedy, friendship is established on sharing problems, plans, thoughts, and hopes; for this reason, trust and loyalty is the foundation of friendship. However, this situation is dangerous at the same time. Such a bond is broken by sharing secrets with others, and turns into gossip and hostility (Kennedy, 1986, pp. 128). The most typical end to a friendship in prison is realised in this way. Women who are friends sharing secrets with others, or realising that their friendship is based on benefits, causes, first, the end of the friendship, and then, second, creates serious hostility. As gossip is an important part of information retrieval mechanisms, every type of private information is transmitted in this way, whether inside or outside the wings.

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20.BH08-5782

## THE EFFECT OF PSYCHOLOGICAL CONTRACT ON THE PERFORMANCE OF ORGANISATIONAL BEHAVIOUR

SHREEDHA VYAS<sup>1</sup>

### ABSTRACT

The present study aims towards the connection between different kinds of career management activities, the psychological contract, and outcomes of psychological contract success. The psychological contract refers to the unwritten set of expectations of the employment relationship as diverse from the formal, classified employment contract. The psychological contract develops and evolves continuously based on communication, between the employee and the employer. This research examines the relationships between psychological contract fulfillment and types of employee behaviour: in-role performance, organisational commitment, organisational behaviour directed at the organisation, and organisational behaviour directed at individuals within the organisation. The present research includes secondary study of relationship between psychological contract and organisational behaviour. The study verified a series of linked theories which propose that individual career management behaviour is associated with the experience of organisational career management help, related to fulfillment of the psychological contract.

**Keywords:** Career management, Psychological contract, Employment relationship, Organisational commitment, Job performance.

### INTRODUCTION

The Psychological Contract refers to the relationship between an employer and its employees, and specifically concerns common expectations of contributions and conclusions. In management, economics and HR (human resources) the term “the Psychological Contract” normally and to a certain extent refers to the actual but unwritten expectations of an employee or workforce directed for the employer. The Psychological Contract denotes in a basic sense, the responsibilities, rights, rewards, etc., that an employee trusts he/she is “owed” by his/her employer, in return for the employee's work and loyalty. This concept relates to a group of employees or a staff, just as it may be seen relating to a single employee. Generally, psychological contract is relatively defined as a philosophy, not a procedure or devised plan.

### HISTORY

Psychological contract originated in 1960 by Argyris. The psychological contract period dates to the 1960s, when Argyris promoted the concept of psychological contract, defining it as a "consensus" (agreement) indirect between a group of employees and their employer (Argyris, 1960). Levinson et al., (1962) delivered an early description of the psychological contract by representing it as “an unwritten working agreement and a resultant of mutual expectations from work”.

The psychological contract has turn out to be a chief idea in works on employment relationships, while on paper labor contracts contain all kinds of clear monetary and non-monetary employment situations, such as wage, required hours and holiday entitlement, the psychological contract focuses on implicit and largely unspoken promises between an employer and an employee (Levinson et al., 1962; Anderson and Schalk, 1998).

On the other hand, within the last ten to fifteen years psychological contract has become more popular and more research been done on the subject. The early works of Frederick

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Winslow Taylor engrossed on how to enhance worker proficiency. Constructing upon this, Douglas McGregor developed Theory X and Theory Y to define two distinct types of management styles that were each effective in achieving a positive goal.

Maslach, Schaufeli and Leiter stated in 2001: “Now employees are expected to give more in terms of time, effort, skills, and flexibility, whereas they receive less in terms of career opportunities, lifetime employment, job security, and so on. Violation of the psychological contract is likely to produce burnout because it erodes the notion of reciprocity, which is crucial in maintaining well-being”.

Although there is no collectively accepted definition of the psychological contract, it is generally accepted that it denotes the beliefs associated with the terms of the mutual exchange agreement between the employee and the employer (Conway and Briner 2005; Rochling 1997). Violation of the psychological contract - has to do with the sensitivity of employees that their organisation has failed to properly fulfill the commitments of their psychological contracts.

### **Why is the thought of psychological contract so popular currently?**

The responsiveness that is paid to psychological contracts can be associated to numerous factors. The chief resource of the organisation is now important for organisations to well understand the thoughts and feelings of employees. Basic rules of organisational life can be reflected to humanism, respect, trust, compassion, empathy fairness and objectivity and since these are part of the psychological contract, makes the end an important goal for attention. Their significance initiates from individual and organisational values that bring about the breach of these deals. Research has shown that violation decreases the confidence of employees towards employers, satisfaction in the job and in organisation and reduced commitments to stay in the organisation (Robinson, forthcoming; Robinson and Morrison, 1995; Robinson and Rousseau, 1994). Previous researches indicate that “breaking” of the contract is relatively common (Robinson and Rousseau, 1994). Their content analysis has shown that such breaches usually occur from aspects of human relations such as training and development, compensation and promotion (Robinson and Rousseau, 1994) where personnel feel that the organisation has not fulfilled with the promises made. Researches have shown that if the psychological contract is “broken”, the employee intention to leave can grow and commitment to the organisation can fall (Guzzo, Noonan and Elron, 1994). So, what is indirect is that the psychological state of the employee is a visibly important factor that should be measured and managed, in order to achieve the organisation's success. Also the psychological contract is an important, yet implicit contract that defines employer-employee relationships. These contracts can cause good and bad circles in some conditions.

The Psychological Contract is somewhat altered to a physical contract or document - it denotes the concept of 'relationship' or 'trust' or 'understanding' which can occur for one or a number of employees, instead of a solid piece of paper or legal paper which might be different from one employee to another. Rousseau (1989; 1990; 1995) and Rousseau and Wade- Benzoni (1995) have advised that non-permanent employees’ responsibilities can be characterised by the saliency of transactional responsibilities and lack of relational duties. Certainly Rousseau considers that non-permanent staff will have a primarily transactional psychological contract.

**Table 1: Types of psychological Contracts**

Duration	Specified	Not Specified
Short Term	Transactional	Transitional / No Guarantees
Long Term	Balanced	Relational

Source: *Psychological Contract Inventory*, Rousseau (2000).

According to Rousseau, there are some common patterns or types of behaviours that illustrate the behaviours that employees and employers show toward each other. Psychological contract types are as follows:

1. Transactional Contracts- these are distinguished by very specific types of exchanges, which include a narrow range of behaviours for a specified period of time.
2. Relational contracts - include conditions such as loyalty (employee and employer committed to meeting each other's needs) and sustainability (for open engagement in the future). Employees who labor under this type of contract tend to be willing to work outside normal working hours, regardless of whether they are paid or not.
3. Balanced contracts- including promises and obligations as interactive contracts, as well as from those relationships. Although at a first glance appear to us interactive contracts and relationships, empirical evidence (Coyle-Shapiro and Kessler 2000), suggests that employees often have both types of work contracts.
4. Transitional contracts- which are identified at a time when organisations change the terms of the contract, in the response of an overseen situation i.e. of crisis or unforeseen short term emergencies.

The employ bond arises through the personal relationships formed in the workplace. How employers, managers and supervisors behave on a day-to-day basis is not determined by the legal contract. Employees slowly transfer what they must do to please their side of the bargain, and what they can expect in return. The psychological contract changes over time. As an employee is supported during their profession they assume more from their psychological contract because they are placing more of themselves into their work. Each stage of a career generates additional editing process to the contract. The stages include apprentice, colleague, mentor, sponsor, exploration, establishment, maintenance, and disengagement.

**Table 2: Difference between employment contract and psychological contract**

Written	Un-written
Explicit	Implicit
Legally binding	No legal status
Doesn't tell us much about what people actually do at work	Tells us most things about what people actually do at work
May exert only a small influence on behaviour	Exerts a large influence on behaviour, feelings and attitudes

The changing aspects of organisational changes are a task for organisations, employees and change managers. Because of constant globalisation, fast-changing markets and economic developments, the significance for organisations of adjusting to these changes has increased considerably in the last decades (Robinson, 1996; Piderit, 2000). However, since these organisational changes are not essentially favorable for employees, conflict to change may occur. It has been revealed that conflict to change is "significantly associated with employees' job-satisfaction, organisational commitment and intention to leave the organisation" (Oreg, 2006, p. 73), which are all main indicators of the achievement of organisational change.

Past research shows that the association between satisfaction of the employee-side of the psychological contract and behavioural conflict varied for organisation-wide and subsystem

changes, In the event of an organisation-wide change, fulfillment of the employee-side of the psychological contract was adversely related to behavioural conflict.

### **MANAGERIAL PERSPECTIVE**

For occupational leaders and change managers, knowledge of the state and content of the psychological contract of employees is very informative, especially in the context of organisational changes (Rousseau, 2003). The growing frequency of organisational change means that “promises and deals made in good faith one day may be broken the next” (Guest, 2004, p. 543). The understanding of an organisational change and the awareness of data provided by organisation are molded by a change receiver’s psychological contract (Rousseau and Tijoriwala, 1999) and common beliefs concerning the employment relationship. Although Rousseau (2003) underlined the significant role that psychological contracts play in a changing workplace, experiential research on the relationship between the psychological contract and an employee’s attitude towards change is rare.

Unlike most change receivers, managers are the ones in the driver’s seat of change employment. They are in charge for defining the desired end state, for defining the summary of the change process and for taking helpful measures during the change implementation. In addition, they are the ones getting employee responses to organisational change, and thus are able to judge which features lead to these responses. Therefore, this study adopts the managerial perspective to gain more insight into the largely unknown relationship between the psychological contract and attitude towards change of organisational behaviour. According to the previous research, organisational changes provoke a multiplicity of emotional responses among employees. These responses include negative responses such as panic, anger, uncertainty, anxiety, worries and feelings of frustration and disappointment, as well as positive responses like enthusiasm, happiness and eagerness.

In this present study it examines the relationships between psychological contract fulfillment and types of employee behaviour and organisational commitment associated with behaviours at work.

### **TYPES OF EMPLOYEE BEHAVIOUR IN AN ORGANISATION**

1) In-role performance, 2) Organisational commitment, 3) Organisational behaviour directed at the organisation, and 4) Organisational behaviour directed at individuals within the organisation.

#### **The in-role performance**

The role theory, as an important social psychology theory, it delivers the theoretic basis for the explanation the alteration and the consistence of the individual behaviour. The central concept of the role theory is the role. The term “role” comes from the theater, initially denoting to the script regulating the behaviour of actors. The social psychologists notice that this concept can help people to know the social behaviour and the individual personality and introduces it into the social psychology. They believe that people’s positions in the social relations control their social behaviour. George Herbert Mead was the first scholar who presented the concept of role into the social psychology, but he did not present a clear definition of the role. He only used it as a representation to illustrate the phenomenon that different individuals presented similar behaviours in a similar situation. R. Linton believed when an individual satisfied his rights and responsibilities according to his or her position in the society, the individual played an proper role. In an organisation, the individual is a member of the organisation, whose behaviours should be different according to the change of specific positions. With this basis, the concept of the in-role behaviour comes into being. The in-role behaviour also means the core-task behaviour. This concept is first proposed by Katz and Kahn officially.

## Organisational Commitment

Organisational Commitment is the psychological addition that an employee has with their organisation. This plays a big role in establishing the bond that the employee shares with the organisation. This also helps in shaping the value of an employee to an organisation. Employees with higher commitment are more positive and active with their work.

Factors affecting organisational commitment:

- Stress related with a particular job role.
- Decision making influence that an employee has regarding their own work. Higher decision making power makes the employee feel authorised and leads to higher sense of commitment.
- Higher job security makes an employee believe the organisation more and commitment increases.
- A good leader can make his juniors more committed towards their work and the organisation.
- Benefits provided by a company keep its employees happy and confirmed the organisations goodwill toward the employees and their
- Happiness.

## Organisational behaviour directed at the organisation

Organisational citizenship behaviour-organisational (OCBO) include behaviours directed at the organisation as a whole.

## Organisational behaviour directed at individuals within the organisation.

Organisational citizenship behaviour – individuals (OCBI) include behaviours that are aimed at other individuals in the workplace.

## TYPES OF ORGANISATIONAL COMMITMENT ASSOCIATED WITH BEHAVIOUR.

In organisational behaviour and industrial and organisational psychology, organisational commitment is the individual's psychological attachment to the organisation. The source behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organisations. Organisational commitment expects work variables such as turnover, job satisfaction, job performance, and absenteeism.

- 1) Turnover: Turnover is an accounting term that computes how quickly a business collects cash from accounts receivable or how fast the company sells its account. In the investment industry, turnover represents the percentage of a collection that is sold in a particular month or year.
- 2) Job Satisfaction: Job satisfaction is normally defined as the level to which employees like their work. Researchers have studied Job satisfaction for the past several decades. Studies have been dedicated to believing out the extents of job satisfaction, antecedents of job satisfaction, and the relationship between satisfaction and commitment. Satisfaction has also been studied under various demographics of gender, age, race, education, and work involvement. Most research on job satisfaction has been aimed towards the person-environment fit pattern. Job satisfaction has been found to be a main area of research because one of the top causes individuals give for leaving a job is dissatisfaction.

- 3) **Job Performance:** Job performance measures whether a person performs a job well. Job performance, studied educationally as part of industrial and organisational psychology, also forms a part of human resources management. Performance is a significant condition for organisational outcomes and success. John P. Campbell describes job performance as an individual-level variable, or something a single person does.
- 4) **Absenteeism:** Absenteeism is a typical pattern of absence from a duty or obligation without good reason. Traditionally, absenteeism has been observed as an indicator of poor individual performance, as well as an opening of a hidden contract between employee and employer; it was seen as a management problem, and surrounded in economic or quasi-economic terms. More recent learning seeks to understand absenteeism as an indicator of psychological, medical, or social adjustment to work.

Rousseau (1989) and Coyle-Shapiro and Kessler (2000) said that the concept of psychological contract is knotted to employee's commitment, since it seems to influence employee's beliefs regarding his/her relationship with the organisation. When a positive observation is shaped, employees tend to be more committed, leading, in turn, to willingness for responsibility tasks and work roles, and readiness to engage in extra-role behaviours and avoid negative behaviours such as tardiness, poor performance, absenteeism and intention to leave (Schalk and Roe, 2007). On the different, when a negative observation is shaped (e.g., contract breach), employees may reduce their trust in and identification with their organisation, and feelings of disappointment may emerge, in order to reestablish the balance to their exchange relationship (Robinson, 1996; Robinson and Rousseau, 1994). Beside this line of reasoning, Lester et al. (2002) provided secondary proof for the connection between Psychological Contract and Organisational Commitment accepting global measures including activities of psychological construct.

**Table 3: Stages of psychological construct activity**

Pre-entry	Formation
Selection	Formation, Negotiation
Initial socialisation	Re-formation, Initial understanding. Clarifications, Early delivery assessment.
Established in role	Delivery assessment, Renegotiation, More Explicit understanding.
Promotion or Job change	Repairing breach or deal fulfillment, Renegotiation, Formation of new contract.
Leaving or Staying	Breach un-repaired/unforgiving or fulfillment or exceeded expectations.

## DISCUSSION AND CONCLUSION

Psychological contract is strongly related to employee's commitment, since his/her beliefs concerning his/her employment relationship affect his/her identification with and attachment to the organisation (Rousseau, 1989; Conway and Briner, 2005). Positive opinions regarding employees' psychological contract seem to produce more satisfied workers especially with positive assessments about their relationships and their work satisfied, leading, in turn, to more committed ones who are happily engaged in extra-role behaviour's and responsibilities which strengthen their bond with the organisation. In certain, findings focus the leading role of work itself as a psychological construct factor, which refers to high responsibilities, high independence, challenges and interests devoted to the job. In addition, good employment

relationships imitating job security, quality of work conditions, and treatment with respect and equality are also strong predictors of both job satisfaction and organisational commitment.

Rousseau (1990) highlights that promissory features of the psychological contract referring to future behaviour are depending upon certain mutual activities involving the partners in the contract, that is, employees and employers. The psychological contract helps to predict the several “rewards” employees may expect as well as the results which employers can obtain from their employees. In addition, both employees and employers have the responsibility to fulfill their obligations and promises. One very significant aspect of the psychological contract is its balance and interchange.

Organisational transformation has led to the occurrence of a new psychological contract that provides for employability, not job security (Iles, 1997). The relationship between employers and employees has also changed into an adult-adult business. But though career management is now mainly an employee responsibility, with organisations playing a secondary role, organisations still need to make and achieve opportunities for work projects and events together with promises for employee growth and development. Because of destruction and reducing, however, organisations can no longer promise career development on the same scale as during the industrial era. One could thus remark that the career ladder has been replaced by a career frame that includes multidirectional career paths and career alterations. Moreover, organisations need to inspire and help employee employability if they wish to be competitive. In addition, because of the rising number of labeled contracts and regular changes in work positions or organisations, the new psychological contract has mainly transactional features.

## LIMITATIONS

The present study relates to the fact that the psychological contract is an illustration of the employee’s perception. The study did not collect additional, more objective, evidence that could be compared with the perceptions of the employee. When looking at satisfaction of the organisation side of the psychological contract for example, employees may show that a certain promise has not been made, while the organisation is placing a lot of energy into it, for example creating a safe working environment, permitting employees to contribute in decision making or providing good pay for the work the employee does.

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**2-BH01-5784****INFRASTRUCTURE, A BARRIER TO “END OF LIFE PRODUCT MANAGEMENT” IN PAKISTAN**

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Closed loop supply chain evolved from going green concept, which encourages the minimal use of natural resources and provides business opportunities and also helps to maintain the regional climate patterns through waste management; though closed loop supply chain has many advantages to offer but this study focuses on finding the barriers to implementation of end of life (EOL) product management and how these barriers restrict Pakistani manufacturing industries to integrate green supply chain activities in their production process. The study has been conducted in the capital city of Pakistan and its surrounding areas. Previously research articles are used to understand the widely discussed barriers to EOL product management in the world, which are management, policy, finance and infrastructure. A survey was conducted in above said territories to understand the impact of these variables in Pakistani manufacturing industry. The methodology is exploratory and descriptive in nature and IBM SPSS Statistics used to check the reliability and the relationship of the variables. The research objective was to identify the reasons, due to which closed loop supply chain is a lesser known process in Pakistani manufacturing industry and these factors are ranked as grave threat to the implementation of this process. The result of this study reflected that infrastructure is the most critical barrier to the implementation of EOL product management in Pakistan followed by management, policy and finance.

**Key words:** Green supply chain management (GRSM), Closed Loop Supply Chain (CLSC), Reverse logistics (RL), End of life (EOL).

**5-BH18-6090****CULTURAL INERTIA AS A NEW PROPOSED DIMENSION FOR HOFSTEDÉ'S MODEL AND IT'S INFLUENCE ON A CORPORATE MANAGEMENT**

DR. MAIA OZDEMIR<sup>2</sup>

Culture does matter. There was a decades-long discussion about globalization and moving toward a homogeneous culture but in light of the recent challenges and influx of Middle East refugees, voices in favor of cultural differences were raised significantly. Culture does matter. As there are a number of obviously different cultures, there are a number of scholars trying to understand and classify them. As Clyde Kluckhohn (1962) argued in his articles, people in every society encounter very similar problems concerning their biological needs and situations, so every society should provide approved ways for dealing with these circumstances, these ways make up a core of every culture. Many researchers across the globe broadly studied different cultural dimensions. U.S. anthropologist Edward T. Hall (1976), U.S. sociologists Talcott Parsons and Edward Shils (1951), U.S. anthropologists Florence Kluckhohn and Fred Strodtbeck (1961), British anthropologist Mary Douglas (1973), U.S. sociologist Alex Inkeles and psychologist Daniel Levinson (1969) – all of them proposed different ways for classification but the most famous and useful model was developed by Geert Hofstede in early 90th. Initially this model consisted of four dimensions:

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1. Power Distance, related to human inequality;
2. Uncertainty Avoidance, related to the stress caused by an unknown future;
3. Individualism versus Collectivism, related to groups;
4. Masculinity versus Femininity, related to emotional roles.

Later two other dimensions were added (Hofstede & Bond, 1988), (Hofstede & Minkov, 2010):

5. Long Term versus Short Term Orientation, related to focus on the future or the present and past.
6. Indulgence versus Restraint, related to the gratification versus control of basic human desires.

Though this convenient model is widely used by scholars for describing culture, some basic cultural characteristics seem to be missed.

All these dimensions seem to be consequences of some intrinsic property, some inherent matter the culture consists of. It should be something that glues them together.

The critical descriptive characteristic of a physical object, for instance, is its mass. Mass is used in majority of main calculations and definitions in physics and mathematics, such as acceleration, velocity, displacement etc. Mass is an inherent property of an object that specifies how much resistance an object exhibits to changes in its state (Raymond A. Serway & John W. Jewett Jr, *Physics for Scientists and Engineers with Modern Physics*, Ninth Edition)

Similarly, in order to exist Culture should have a mass as a core characteristic that through inertia ensures its continuity.

Therefore, cultural equivalent to mass seems to be a very convenient dimension for description of a cultural resistance / inertia to external forces.

There is a basic cultural concept that fits to the mass definition: a family.

Indeed, family is a body that ensures a resistance to external cultural influences through rituals, ethical structures, habits, rights and wrongs definitions etc. More powerful family influence, more inertial is the culture.

Family has a few levels: physical (mom, dad and children), corporate (business environment) and macro level (race, cultural group).

Its parameters are caring for the same group members, rejecting outsiders, loyalty to group's rituals etc.

At the corporate level it means a readiness to let a stranger in versus a decision in favor of a certain person (protégés), rejection of creativity and quality of work in favor of a favorable team environment (like a cast system in Ancient Rome and India).

In high inertial cultures family connections are powerful at unconscious level, that means both either raising of healthier generation at the physical level or such phenomenon as Nepotism at the corporate level. Nepotism, Cronyism, Favoritism are not essentially negative events. They are a natural way of energizing the efficient functioning of the group.

So, the proposed new cultural dimension looks promising for classification of different cultures but there is a need for research in different cultural groups.

In order to measure family influence and therefore cultural resistance (inertia) a questionnaire was developed. As Nepotism is a distinctive characteristic of Inertial Culture it should be the main factor to measure by the research tool. The other factor should be a corporate structure, the position of Top management versus workers. In Inertial Culture Top management belongs to a different higher level of society that is very difficult to achieve for outsiders.

The questionnaire consists of demographic data and ten questions developed to measure a CEO and top management's position in company's hierarchy (1-4) and nepotistic tendencies (5-10). As nepotism and attitude toward the boss are sensitive issues, the questionnaire, conducted at a wrong place (company's office for instance) gives highly biased results. The pivot group was randomly chosen from ferryboat passengers travelling from Istanbul Yenikapi

to Yalova. Istanbul is a mega city that accommodates all diversity of whole Turkish population. Yalova is a main gateway to another megacity of Bursa with its popular ski resort Uludag. This random sample meets criteria for diversity as every member of the culture should have all characteristics of this culture. Up to date, there are 71 SPSS processed questionnaire so far.

The same questionnaire will be also applied to a pivot group in England. In the future it should be applied to groups in other countries.

Working graduate students seem to be a suitable sample for the questionnaire application.

Based on the results the countries' cultural resistant/inertia scores will be calculated and plotted. The results would be beneficial for either researchers or practitioners. Researchers would have more powerful tool of Hofstede's Model for predicting a cultural system's behavior, practicing managers would have more powerful Model for improving their managerial styles and skills.

The pivot research is ongoing and its preliminary results should be obtained to be ready for presentation at the conference.

### **6-BH09-5991**

#### **EXAMINING THE INFLUENCE OF KNOWLEDGE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE OF CADBURY NIGERIA PLC**

DR. SAIDI ADEDEJI ADELEKAN<sup>3</sup>

The impact of Knowledge management in the performance of manufacturing firms is increasingly an important element of organizational strategy. This study focuses on examining the influence of knowledge management on organizational performance of Cadbury Nigeria plc. The research design adopted for this study was the survey design. A sample size of 225 was drawn from the total population (512) of the total number of staff and management of Cadbury Nigeria plc. Multivariate statistical tools were used in analyzing the data collected through structured questionnaire from respondents at Cadbury Nigeria plc. Two (2) hypotheses were formulated and tested. The result revealed that there is significant relationship between knowledge identification and organization turnover and also that knowledge acquisition has significant effect on organizational performance. In light of this finding, it is recommended that organizations who desire to remain competitive in business must implant knowledge identification into their knowledge management strategy.

**Keywords:** Knowledge management, knowledge acquisition, knowledge identification, organization turnover and organizational performance.

### **7-BJ24-5958**

#### **AN ANALYSIS OF LECTURES' POLITENESS STRATEGY AND STUDENT'S COMPLIANCE WITHIN AN ODL ENVIRONMENT WITHIN THE HE IN SOUTH AFRICA**

DR. JABULANI OWEN NENE<sup>4</sup>

This study aims to find out the politeness strategies used by the lectures and how the politeness affects student's compliance. The focus is on directive and expressive speech acts. The subjects of this study were lectures and the students within and ODL environment within University of South Africa. The data was gathered by extrapolation of email exchange between the lectures' email communications and the students' compliance to the lecturer, in order to

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find the lecture's politeness principles and the students' compliance to the lectures' communications. In the data analysis, it is found that the lectures used several politeness pointers in their communication to the students. They included tactile, generosity, approbation and agreement maxim. The lectures dominantly used tact maxim in their speech acts to the students. Student pragmatic competence and positive emotions were the factors that affected the students' compliance to the lectures' politeness communications

### **8-BJ08-5897**

#### **CHINA AND INTERNATIONAL CLIMATE GOVERNANCE**

PROF. YUHONG ZHAO<sup>5</sup>

As the world's biggest carbon emitter and second largest economy, China has played a critical role in taking the lead to sign and ratify the Paris Agreement, which will replace the Kyoto Protocol post-2020. China's mitigation commitments and actions will have substantial impact on the effectiveness of the global climate regime to control the increase of the world's temperature to 2 degrees Celsius by the end of the century as compared to the pre-industrial level. The significant change under the new regime is that all parties, regardless of their status as developing or developed country, are required to prepare and communicate their nationally determined contributions (NDCs) to climate change mitigation, and take domestic measures to achieve the NDCs. My paper examines the policy tools, legal instruments and market mechanisms that will transform China from a coal-powered pollution-intensive economy to a low-carbon sustainable economy. In particular, the paper will focus on two key areas of China's mitigation efforts: renewable energy and carbon emissions trading.

### **9-BJ16-5928**

#### **HOW THE LATEST LABOR REFORM AFFECTS EMPLOYEES COMPLAINTS AND BENEFITS BUSINESS PARTNERS IN BRAZIL**

MS. PRISCILLA MENEZES SILVA<sup>6</sup>

Despite great changes have been taking place in Brazil over the last 20 years, unfortunately, the country isn't a developed nation yet. Most of its population is considered poor and non-educated. However, one of the greatest conquests of the Brazilian working class was the Bill of Labor Rights in 1943. In this context, since then Labor Courts have been playing a significant role in making social justice when employees start a procedure complaining against their old employers who haven't stuck to the rules correctly.

Traditionally, employers have always complained about the number of rights legally granted to workers, but since 2015, when the economic crisis became severe in Brazil due to political scandals and corruption cases that pushed the foreign investors away, these complaints became an aggressive lobby to make rules change. Organizations which represent the industrial sector and big companies presented to congressmen studies and statistics to prove that labor rights were the reason of high transaction costs. And of course, these high costs were not reducing the business partners profits, instead, they were rising the prices paid by consumers, making the inflation higher and damaging the Government's image and financial goals.

Considering this scenario after months of debates at the National Congress the Labor Reform was approved and enforced from november/2017 on, bringing deep impacts for employees who must seek the Justice to have their rights granted. While the new rules made

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the employees' lives harder, there is no doubt that the business partners are absolutely delighted with these changes. This paper aims to point 3 main procedural issues about the reform: (i) the new rules to sue in forma pauperis - before the reform, ex-employees didn't have to pay the court costs neither the legal fee from the looser; (ii) the uncertainty around the applicability of the disregard of legal entity during the labor procedure; (iii) the use of arbitration to solve labor questions.

In order to explain the issues selected for this paper, it will be applied the analysis of the new bill approved (the reform) comparing its text with classic doctrines and labor principles and the recent court decisions. Contrasting these elements, the conclusion will demonstrate how the labor reform is affecting work and employment relations for worse.

## 10-BJ21-6018

### TRANSLATION OF CULTURE REFERENCE WORDS IN CHILDREN LITERATURE

MRS. ALSHAYMAA ALHARBI<sup>7</sup>

This study investigates the translation of the well-known children's fantasy fiction series about Harry Potter, written by the English writer J.K. Rowling, into Arabic. It focuses on three books from the series, namely the second, Harry Potter and the Chamber of Secrets, the fifth, Harry Potter and the Order of the Phoenix and the seventh Harry Potter and the Deathly Hallows. The main aim of this study is to investigate cultural understanding between the Western world and Arab world. This issue is addressed by looking at a specific linguistic aspect, which is idioms that are considered culture bound expressions. In addition, idioms have been chosen as a linguistic aspect that is thought to be challenging to child readers in terms of comprehension. In the light of this, the sub-aims of this work are to determine the translation strategies used to deal with idioms as culture reference words and examine the use of domestication or foreignisation. The model of analysis applied in this study includes a new typology of idioms based on Fernando (1996) and Moon (1998), enriched with a new category. It is also based on Baker's (1992) and Epstein's (2012) frameworks of translation strategies used with idioms. The study shows that paraphrase was the main strategy used to render idioms. In addition, the study shows that the translators tended to use domestication as the main approach with some cases of foreignisation in the translation of idioms. There are discrepancies between the translation of the second, and fifth and seventh book in the series regarding the extent to which the story was presented completely. The outcome of this study suggests that Arab readers can access the meaning of idioms but hardly ever cultural connotations related to the image the idioms present. **Key words:** Children's literature, translation into Arabic, Harry Potter in translation, Idioms domestication and foreignisation.

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**11-BJ19-6016****A FEMINIST STUDY OF WOMEN'S ADOPTION AND USE OF MOBILE PHONES IN NIGERIA FOR INDIVIDUAL DEVELOPMENT**MS. CAMILLA NDUKWE<sup>8</sup>

The purpose of this study is to explore how Nigerian women have adopted and are using mobilephones on a daily basis. This ongoing research adopts a feminist and intersectional approach to study. The study used interviews to gather the experiences of the mobile lives of 21 women resident in Zaria, Kaduna state in Nigeria. Three key themes have emerged from the results of preliminary analysis – the social benefits of using mobile phones, mobile phones as useful business tool and distraction. In particular, some participants use the mobile phone as tool for socialization as well as a tool for promoting and engaging in businesses. The findings suggest that mobile phones make it easy for the women to engage in other business ventures beyond their regular jobs, which in turn has led to increased income for them and their family. However, the women also expressed fears on how the mobile phone can pose a distraction for women and potentially cause them to neglect their duties as wives and mothers.

**Keywords**— business engagement, empowerment, mobile phones, social benefits.

**13-BH14-5874****ROLE OF MICRO-FINANCING IN WOMEN EMPOWERMENT IN INDIA.**MS. NIKITA NAHATA<sup>9</sup>

Despite, India being one of the fastest growing economies with the second largest population, i.e., a vast consumer base, poverty remains one of the significant issues. 60% of the people in India are dependent on agriculture, and so the country faces chronic underemployment. India is accounted for the most significant number of people below the international poverty line which is 30% of its population. Poor people not only need the necessities of food, shelter, and clothing to survive. They also need the essential financial services such as savings, insurance, earning interest on savings, and so on. They also have their requirements of setting off the excess cash in banks and withdrawing lumpsum amounts during times of crisis. Traditionally, rural people had very low access to institutionalized credit from the commercial banks and the local lenders, their only source of credit charged very high-interest rates, thereby depleting them which led them into the vicious cycle of debt. Microfinance is a solution to this problem. It is an economic approach which provides financial services to the low-income group. It is a way of ensuring finances to the ones who do not have enough funds or income. Microfinance aims to increase the revenue of the poor, improve the living conditions of small business entrepreneurs and their families, to empower people – especially women. It aims at making the women independent. With the help of microfinance and self-help groups many rural women and low-income group women have come forward and started their businesses or have started earning by using the skills, they have such as sewing, cooking, handcrafting, pottery and so on. Microfinance has been present in India since the 1970s in one way or the other. It has grown over the years and had a lot of beneficiaries especially women. Central and State Governments are actively involved in this area and the recent past, many schemes have also been introduced. However, more innovation, inclusion, and efforts are required to reduce the gap between demand for and supply of microfinance in the country. The poverty in India can be alleviated by reducing this deficit. This paper primarily aims to understand the contemporary issues

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concerning microcredit and role of microfinance in social upliftment of women in India. The findings provide innovative strategies of the SHGs and government think tanks for optimum utilization of government and private resources for betterment and empowerment of the rural women.

#### 14-BJ22-6083

### KNOWLEDGE AND PRACTICE OF HYGIENE AND SANITATION: IMPACT OF MEDIA ADVOCACY

MR. DIVYA GAUR<sup>10</sup>; AND DR. NEHA SHARMA

Background: Media Advocacy Project (MAP) was initiated by media group in collaboration of local and national governments, the private sector, research and academia, non-governmental organizations to inform, support and implement national policies that affect health and community development. Current study was taken as part of Swach Bharat Abhiyan (Clean India Campaign) under the initiative of MAP.

Objective: To assess the change in knowledge and practice about personal hygiene and sanitation in selected slums of Jaipur.

Materials and method: This quasi experimental study was conducted in selected urban slum areas. Convenient sampling was used to cover 450 households. Semi-structured pre-tested questionnaire was used for face to face interview. Total 2186 subjects, irrespective of age and sex, were included in this study. Baseline assessment were taken before starting MAP in the area. A day workshop and session was conducted in the slum with media, organization and local government officials to make people aware of Clean India campaign and health benefits of everyday practices. Post assessment were taken a week later the event.

Results: Out of 2186 respondents, post assessment near 77% of the respondents used sanitary latrine. About 87% slum dwellers regularly practiced hand washing before taking meal and 85.2% respondents used soap after defecation. A statistically significant difference was found between washing of hands before meal ( $p=0.001$ ), washing of hands after defecation ( $p=0.002$ ), use of toilets ( $p=0.001$ ). knowledge of personal hygiene and sanitation had highly significant ( $p=0.000$ ) change in the slum dwellers.

Conclusion: Media Advocacy with experts can improve hygiene education along with behaviour and practice. Policy makers and health care providers should have definite strategy and implementation with the support of mass media communication.

#### 15-BJ23-6087

### INDIA'S ACT EAST POLICY: STRATEGY FOR ECONOMIC INTEGRATION WITH SOUTHEAST ASIA

MR. BINIT LAL<sup>11</sup>

In the current era of globalisation, there is a growing realisation that no country can tread the course of growth and development in isolation with the others. There is a growing economic dependency among nations. Twenty-five years ago, in the wake of a tectonic geopolitical change, India opened its economy to the world and, with instincts honed over centuries of interaction, turned naturally to the East.

Presently, ASEAN is taking the process of economic integration into serious consideration, though with some limitations and constraints. No other regional trading bloc in

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Asia is talking about a single currency at this moment, which sets ASEAN apart. Plus, ASEAN already has six trade agreements with its neighbors, which includes China, South Korea, Japan, Australia, New Zealand, and India.

India is one of the strategic partners of ASEAN. With a total population of 1.8 billion and a combined GDP of \$3.8 trillion, ASEAN and India together form an important economic space in the world. Besides an economic partnership, India expects to benefit geopolitically as well from its rejuvenated affinity with ASEAN and other regional countries. In order for India to gain a substantial position in East Asia, New Delhi has moved to an Act East Policy (AEP) now, an update to the 25-year-old Look East Policy (LEP). As ASEAN remains central to India's AEP, India's achievements from this strategy are worth watching. It is crucial to observe whether the Modi government will be able to overcome the challenges and give the Act East Policy a much-needed push.

The Act East Policy should also improve Indian connectivity with ASEAN, particularly between Northeast India and Myanmar. These projects including the Trilateral Highway and Kaladan Multi-modal Trade Transit Project, and the Bay of Bengal Initiative for MultiSectoral Technical and Economic Cooperation (BIMSTEC) are projected to not only increase mutual economic productivity but also promote peace and prosperity in the Northeast region

This paper will examine the motivations for launching the Act East Policy and what it has accomplished so far. It also describes the imperatives of the future, if the policy is to deliver the desired results in promoting India's interests in the economic aspect, in the region and beyond.

**17-BJ18-6143**

### **AUTOMATIC PROCESSING OF PLACE-VALUE IN PRESCHOOLERS AND ITS EFFECT ON EARLY NUMERACY**

MS. MICHELLE NGA KI KONG<sup>12</sup>; AND DR. WINNIE WAI LAN CHAN, ASSISTANT PROFESSOR

There is accumulating evidence suggesting that children as young as 5 years old demonstrated automatic number processing with single-digit numbers in Stroop-like task. However, we have limited knowledge if children could automatically activate place-value when presented multi-digit numbers. In the present study, we explored whether place-value is automatically activated when three-digit numbers are presented. We employed a child-friendly place-value Stroop task in which 187 preschoolers were exposed to pairs of price tags. Each price tag had a 3-digit Arabic number, of which only one digit was visible and the other two digits were masked by paint. The position and the physical size of the visible digit varied in each pair. Children had to decide which price tag contained the larger visible digit. The results revealed a significant facilitation effect - when the visible digit occupied a higher place-value and was printed in a larger font size, it was recognized more accurately than in the neutral pairs where the visible digits in both price tags had the same place-value. Congruency effects were found in more distant pairs. These results indicate that place-value processing is automatic even in young children who have not received formal education. Moreover, the automatic activation of place-value contributed a unique variance of 1.3% in early numeracy, over and above age and verbal short-term memory.

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**18-BJ17-5883****THE DEVELOPMENT OF GUIDELINES TO PROMOTE THE VALUABLE LIVING IN ELDERLY**DR. TAKSIKA CHACHVARAT<sup>13</sup>

The objective of this research and development was to study self-care regarding to the valuable living in elderly, and to develop guidelines for promotion of self-care regarding to the valuable living in elderly. The research design was consisting of 3 steps. The first step was to study the situation of self-care regarding to the valuable living in elderly. The randomize sample was 100 elderly . The tools included 2 parts. It had high content validity ranged from 0.60-1.00, and reliability was 0.828. Data were analyzed using percentage, mean and standard deviation. The second step was the development of guidelines for Self-care Regarding to the Valuable Living in Elderly by groups focusing with the elderly, Two groups 15 persons each, will discuss and set guidelines. The Third step was to check the suitability of guidelines by 5 specialists. The research found that ; Overall of the self-care regarding to the valuable living of spiritual and physical were at the highest level (M=2.72, SD=2.53) and (M=2.68, SD=2.33). Social were at the high level (M=2.47, SD=0.07). For the development of guidelines for self-care regarding to the valuable living in elderly was compounded 1) the promotion of the spirit strength that are : understand and accept charges, good attitude for life, competence in self – ability, happy and lively in , peaceful and being recognized, being accepted by others. 2) for physical promotion they were: food, water, climate, excretion, exercise, sleeping, accident protection, health behavior, and 3) for social activities promotion they were: seek for other ages friends, contribute activities for themselves, family and social, joy the social activities once in a while, joy the community activities when opportunity become, join the elderly club. The results of the specialist assessments regarding the development guideline was suitable and could used for the promotion of living happy and valuable for the elderlies.

**19-BH19-6140****HUMANISING BRANDS IN ADVERTISING: ACTIVATE HUMAN-LIKE FEATURES**MR. TARIQ ALMUTAIRI<sup>14</sup>

Creating customer emotional attachment to brand is a key issue in marketing world. In light of that, marketing literatures and practitioners are looking for new information and strategy to create emotional brand connections with consumers. According to Park et al. (2010,), “Given the uniquely strong effects of brand attachment..., additional research is needed on how marketers can enhance brand attachment”.

One such strategy that has seen successful results to enhance customer brand relationship (e.g. Brand relationship quality and WoM) is the humanization of a brand. This happens when the marketing specialists activate agent knowledge of human-like to nonhuman brand/product so consumers perceiving non-human brand/product as human-like. This has been categorized as “anthropomorphism”. The marketing specialists direct their promotional campaigns in an attempt to persuade customers to view brands as completely human

One way to achieve this is to humanize brand to enhance customer emotional attachment The 2 main questions are:

1. Does humanization of brand can help consumers to view brands as human-like?

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<sup>14</sup> Mr. Tariq Almutairi, Research, Cranfield University.

## 2. Does humanized brand has significant impact on customer emotional attachment?

To answer the 2 research questions. The author carried three empirical studies of top 100 global brands: The first study attempts to find which brands are well-known and have significant effects on consumer emotional attachment (evaluated by 215 participants from Cranfield university). The authors found the top well-known brands are (Apple, Google, Microsoft, Amazon, Ali baba, Nike and Zara). The second study examines which adverts are viewed as human-like features (as when a consumer perceives different size/type of a cars in advertisement as look like a family members ) (evaluated by 70 participants). The last study examines, if humanized brand can enhance consumer emotional attachment (evaluated by 250 participants). The author shows that humanization of brand has great impact on emotional brand attachment. This paper discusses significant managerial and academic implications of these findings.

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### 21-BH04-5838

## EXPLORING THE SIGNIFICANCE OF SPIRITUAL HEALTH IN CORPORATE WORLD

MRS. SHRUTI SHAH<sup>15</sup>; AND **MS SUPRIYA PAL LECTURER**

As per World Health Organization (WHO), has identified the four dimensions of health, namely physical, social, mental, and spiritual health. Out of the four the spiritual health is the most ignored and also recommended in today’s corporate life. Irrespective of any religious belief Spiritual health means knowing about ourselves. It is a personal belongingness to oneself involving values and beliefs that provide a purpose in our lives. It is generally considered to be the search for meaning and purpose in human existence, leading one to strive for a state for a harmony with oneself and others while working to balance inner needs. It is being observed that having good spiritual health can lead to positive impact on overall performance of the individual.

Various researches on physical health, mental health and family wellbeing had been conducted but the missing part is spiritual health. The spiritual dimension plays a greater role in motivating people’s achievement in all aspects of life. This research paper identifies relation between one’s spiritual health and compatibility with their work. With the increasing completion and the increasing level of burnouts there are various attempts from the corporate to enhance the overall commitment of their employees. Today’s managers are required to make their subordinates super achievers with quick decision making skills and ability to face fierce competition in a highly fluid environment. This often requires an in-depth understanding of who they are and what they stand for or in other words to know about their sense of self. This research paper has attempted to analyze the spiritual health of the employees and accordingly analyze the compatibility between the manager and sub ordinates through standard

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instruments. The paper will also explore significance and importance of spiritual health in routine corporate life.

**Keywords:** Spiritual health, corporate world, WHO (World health organization)

## 22-BH03-5839

### IDENTIFYING THE RELATIONSHIP BETWEEN THE PERSONALITY TYPE AND THE ACADEMIC PERFORMANCE OF THE GRADUATE STUDENTS IN PRIVATE COLLEGE IN GUJARAT

MS. SHLOKA SHAH<sup>16</sup>; AND **MS SUPRIYA PAL LECTURER**

With the current scenario of the academic evaluation of students, it is being observed that many criteria are being overlooked. Parameters like the personality development, aptitude in the learning process and contribution in the academic interaction is being ignored many time due to the grading process. This study tries to identify the relationship between personality type of the student and the academic performance. The survey is being done through a standard instrument Myers-Briggs personality test(MBTI) wherein the brief classification of the personality is being developed. Through the classification, their academic performance will be correlated which will create a mapping process of personality and performance. The need to evaluate the student's performance on various layers is the ultimate requirement of the future generation. Though various personality development programs are being introduced in academics, the results are not found to be satisfactory.

Various questions like are on the top most inquisitive parameter:

Does academics performance classify our personality?

Is exam the only way to identify one's personality?

What about the class room learnings?

Do only marks matter to identify personality?

There is an attempt to find a sample of 100 graduating students analyzing their personality and academics performance. After the survey majority of respondents were identified with ESFJ, ESTJ, ISFJ. The students will be further classified on the basis of their academic performance on the basis of their classroom results. Further the study would link personality type of the student with their academic performance and try to identify the significance between both if any. The recommendation will be generated which will enhance the aspect of including personality in the evaluation process.

**Keyword:** MBTI (Myers-Briggs Type Indicator), ESFJ (Extraversion-Sensing-Feeling-Judging), ESTJ(Extraversion-Sensing-Thinking-Judging), ISFJ(Introversion-Sensing-Feeling-Judging), Personality type, Academic performance, Graduate students.

## 23-BJ10-5990

### IMPACT OF NORTH KOREA'S NUCLEAR CAPABILITY ON SOUTH KOREA'S ATTITUDE TOWARDS NUCLEAR WEAPONS

MS. MONISHA SHAH<sup>17</sup>

Democratic People's Republic of Korea's (DPRK) six nuclear tests and rapid progress in developing a strong missile force have formed a widespread speculation that South Korea

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might build its own nuclear arsenal. North Korea's strong nuclear ambitions have proved to be fatal to South Korea's peace and security. North Korea's nuclear issue is difficult to be managed in a peaceful way because of the negative aspects of nuclear proliferation, unacceptable not only on the Korean Peninsula but also in the international community. A failure to shut down North Korea's nuclear program is not only a threat to U.S. territory, but it is also setting off a nuclear domino effect which would encourage other countries to develop their own atomic arsenals, perpetuating a dangerous spread of the world's deadliest weapons. Throughout much of the Cold War, the United States had stationed nuclear-armed weapons in South Korea. The South Korean-based nuclear arsenal peaked at an all-time high of approximately 950 warheads. Then, in 1991, President George H.W. Bush withdrew all tactical nuclear weapons deployed abroad. The debate over redeploying those weapons is sharply dividing South Korean politics.

A poll by YTN, a cable news channel, in August 2017 found that 68 percent of South Koreans supported redeploying tactical nuclear weapons to South Korea. South Koreans are beginning to be concerned about whether they must continue to live under the U.S. provided nuclear umbrella support, thus the suspicion of reliability of nuclear-extended deterrence provided by the United States is increasing.

North Korea's attempt to acquire a nuclear deterrent risks the disruption of East Asia's nuclear balance. A North Korean bomb could jeopardize long-term stability in the region by triggering the nuclear ambitions of Japan, South Korea, or even Taiwan.

The explosion Sunday, which Pyongyang said was a test of a hydrogen bomb, was a huge advance in the North's push for viable nuclear-tipped missiles capable of hitting the United States. Which resulted in South Korea boosting its own military capabilities. Washington and Seoul agreed to lift restrictions on South Korean missiles they'd previously agreed upon, according to the South Korean presidential office, allowing for Seoul to improve its pre-emptive strike capabilities against the North.

The paper aims to show the next web of nuclear proliferation with countries like south Korea(primary), Iran(secondary) and Japan's(secondary) shift towards the nuclear era. The paper would also conclude the changing world order if these countries would achieve its ambitions of nuclear weapons

## **24-BH10-5796**

### **BUILDING VIRTUAL DOMINIONS IN INDIAN MARKETS: A COMPARATIVE STUDY OF AMAZON VS EBAY**

MS. ASHMITA NAHAR<sup>18</sup>

In last three decades, e-commerce revolution has changed the business dynamics and operational modalities of the corporate world. Today, the barrier of scale of operations has almost vanished and even the small companies can expand their business onto a global scale with the support of e-commerce. It has been proven by many successful e-commerce ventures. Amazon was just a small virtual bookseller when it entered into business. But today, it is a fully fledged virtual supermarket. eBay is another example with a success story. The primary business models of both these companies are slightly different in terms of market segmentation and positioning strategies. But at the same time, these two are the examples of successful e-commerce ventures with distinctive customer centric business strategies. The Indian economy has observed substantial growth after liberalization of economy in 1991. In terms of population, India ranks at the second position in the world and importantly half of the population is below thirty five years of age. The telecommunication and IT infrastructure has also considerably

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upgraded in the last two decades specifically after privatization of this sector. The Indian wireless gadget markets have also flourished along with multinational brands like Apple, Samsung, Oppo, Vivo and so on. All these contemporary developments have provided a platform for quick penetration of e-commerce business. This paper aims to understand the business strategies of Amazon and Ebay for Indian markets. Also, it briefly focuses on understanding and measuring Indian consumer's perceptions and experiences about the two e-commerce portals. The findings highlight distinctiveness of marketing, business and communication strategies of the two companies for Indian markets.

## **25-BH15-6002**

### **DISTINCTIVENESS IN COMMUNICATION STRATEGIES OF MNCs TO TARGET BRANDED COSMETIC MARKETS - INDIA VS USA**

MS. SHYAMA GOKANI<sup>19</sup>

The FMCG sector contains goods, which are perishable in nature and consumed / used on daily or in regular interval. The FMCG mainly divided into three parts; personal care products, food and beverages and household goods. For many years, USA was the dream destination for FMCG corporate due to market size and because of high purchasing power of consumers. Almost in all product categories, US consumers are using branded products. The real development of the Indian economy was started after 1991 economic reforms by congress government. The economic growth has attracted many foreign MNCs towards Indian markets. The rapid population growth was another reason behind the contemporary development. The India is in second position after china in terms of population and importantly almost fifty percentage of total population is below 25 years age group. So, India is also known as "Young Nation". In last two decades, many MNCs of FMCG sector have entered in different market segments. They are attracted by the potential and growth of Indian economy, the sheer size of the customer base and most importantly, widening of middle and upper-middle class segments. The socio-culture dynamics play very vital role in brand building process. In terms of culture and social ecosystem, the vast difference is present between USA and India. This paper aims to understand difference in communication strategies of MNCs to target USA and India cosmetic products markets. It also attempts to identify unique IMC strategies for better performance of these corporate in these two markets. Findings mainly focus on celebrity endorsement, effectiveness of different media vehicles and Internet & Social media marketing. Key Word: IMC (Integrated Marketing Communication), AIDA (Awareness, Interest, Desire & Action), BEP (Brand Equity Pyramid)

## **26-BH17-6062**

### **A STUDY OF THE IMPACT OF BRANDING ACTIVITIES OF EMERGING FASHION DESIGNERS IN THE INTERNATIONAL CONTEXT**

MS. T . ROSHNI RAO<sup>20</sup>

People's culture and identity have undergone a constant evolution due to the dynamic nature of fashion markets in the past few decades. The massive migratory movements, colonisation and mainly globalisation are the key factors that contribute towards the changing influences on cultural references. The unification of fashion and culture go hand-in-hand. In the

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contemporary world, the fashion industry is all about making statements. The motto is to be different, stylish, edgy and to continuously evolve with the changes around. However, luxury fashion branding has likewise evolved gradually. Luxury connotes a feeling of exclusivity to individuals of a higher social class. This sector works on 3 basic principles - exclusivity, quality and prestige of the customer.

The combination of global connectivity and the culture has also lead to the increase in the global marketplace. The more we learn about culture, the greater is our understanding encircling the future of global consumerism in fashion. Consumption is an action that varies from culture to culture. The global fashion consumer culture is a shared set of consumption related to symbols such as product categories, brands, lifestyles, etc. The paper aims to measure the effective execution of the most successful branding strategies and the objectivity of top 5 Indian fashion designers to understand and enhance their position globally. The methodology would include a detailed analysis of the working of these brands to know their progressive position in the market, study the customer preferences and the factors affecting their spending, etc. This leads to the strive towards better performance of the top leading fashion brands of the country to create a distinguished identity that differentiates themselves amongst the leading brands from all over the world.

The use of internet and communications are changing and affecting the spending pattern of consumers. The findings of the research will focus on factors like acceptance of new trends of consumers, their increased spending patterns, dynamic tastes and preferences, wide availability of products, the desire to be socially acceptable and so on. The major conclusions will be based on the distinctiveness of one brand to the other and the power of global marketplaces when compared to the country level scenario.

**Keywords:** Global Luxury Brand Management, Haute Couture, Global Consumerism, Integrated marketing communications (IMC), Luxury Branding.  
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