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From the Editor

IT uptake, coaching and chick peas

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This month's issue focuses on IT uptake in the Middle East. A paper from Saudi Arabia and one from the UAE look at aspects of this uptake.

The Saudi Arabia paper indicates uptake of green IT seems to be mostly successful due to the manufacturers coming up with green IT products rather than consumers dictating the market – i.e. companies need to be leaders in green IT.

From technology cities set up by governments to individual users of IT products and greater access to online information and services, IT continues to positively transform the Middle East.

Deloitte's 2014 second Middle East Technology, Media & Telecommunications (TMT) Predictions report reveals:

- Global sales of smart phones, tablets, PCs, TV sets and videogame consoles will exceed $750 billion in 2014, up $50 billion from 2013 and almost double the 2007 total. However a plateau appears likely, with an estimated ceiling of $800 billion per year.

- Globally, smart glasses, fitness bands and watches should sell about 10 million units in 2014, generating $3 billion in revenues. However, smart glasses' relatively high price point means affordability and uptake by the wider Middle East consumer base should be more gradual over the longer term.

- The installed base of compact tablets (with screens smaller than 9 inches) will surpass the base of classic tablets (9 inches and larger) for the first time.

- Over the next few years, the Middle East could see the rise of the Arabian MOOC (AMOOC). New local platforms, in partnership with local professors and universities, may emerge to launch new localized AMOOCs, attended by more Arab users than in 2013.

- Small-to-medium sized enterprises (SMEs) in the Middle East will increase their expenditure on information and communication technology (ICT) services by over $2 billion to $22 billion, 10 percent over 2013; driven by ongoing expansion in the number of SMEs and their needs in key services, such as web-presence, e-commerce and cloud computing. (1)

The challenge will be to maintain the paperless office, and curb the outside costs of running. IT should always be a much cheaper alternative due to the great lack of overheads. It seems the cost of running 'call centres' in India for example, is equivalent to the full power use of Poland. This is false green economy.

I suggest we are not using technology to its great advantage. My own company, which deals in international publishing, business and medical strategies uses Netfone for all international and national communications – at less than 1% the cost of other telecommunications technology. Staff also increasingly work remotely - from anywhere in the world. Therefore there is no need for daily travel or international travel, huge offices or the need to source staff 'locally'.

Technology will have an increasing presence in the Middle East and will continue to advance the region but there is still great diversity as to the affordability of uptake across the region. Ideally IT should allow for greater parity of access and equality of opportunity and provide the means to progress on a national and individual basis without too much harm to the natural environment.

Eric, our Associate Editor, adds 'coaching' to the list of tools which can assist individuals and businesses to better prepare themselves for effective business in a future world.

Which brings us to chick peas and the Occupied Territory of Palestine - the latest goods to be banned in the long bizarre list of items is pasta, and recent aid that was blocked included jam, soap, toilet paper, types of cheese, toothbrushes, toothpaste and again, the primary ingredient for hummus, chickpeas. The Gaza ark reminds us that regional politics still has an unfair sway over parity and equity of business and trade despite a more even market place. The Freedom Flotilla Coalition commits to continue its work against the blockade of Gaza in all ways and by all non-violent means possible and we hope that fairness and freedom will prevail.

(1) http://www.deloitte.com/view/en_XE/xe/industries/technology-media-telecommunications/ 613fb9c04fc441-0VgnVCM1000003256f70aRCRD.htm 13fb9c04fc441-0VgnVCM1000003256f70aRCRD.htm

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The Outer Game of Strategic Coaching: Principles and Professional Development

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1. Introduction

According to Bluckert (2006):

'Working to a set of sound coaching principles greatly enhances the likelihood of successful outcomes. It also acts as a guiding influence to keep you on the coaching side of the tracks. A number of the principles I set out here apply to all types of coaching whereas the systems perspective and business focus are more specific to executive coaching.'

Keith Nelson, an experienced coaching practitioner and instructor on the University of Cambridge coaching credentials programs, reported to the author that the following three guiding principles for his coaching practice have been:

i. Performance: working with clients to raise performance.

ii. Capability: increasing capability within clients. Building a bridge is a great achievement; learning how to build bridges is greater still.

iii. Sustainability: performance improvements are long term, with benefits experienced weeks, months and years after the intervention has taken place.

Bluckert (2006) subscribes to the following principles as being essential to coaching:

i. From tell to ask.

ii. Performance and potential.

iii. Awareness and responsibility.

iv. Building self-belief.

v. Business focus.

vi. Systems perspective.

Principled-based coaching can also draw from values-based principles such as 'integrity', 'honesty', or even religious beliefs e.g., Christian values and ethics (Covey, 1989). Whilst there are many principles that can - and should - underpin a coach's practice, the author has identified the following for this analysis:

i). That the main purpose of coaching is to enhance the client's performance and potential; but to do so by increasing awareness, awakening self-responsibility, and building self-belief (Bluckert, 2006; Nelson, 2010).

ii). Operating at all times with integrity, honesty, and trustworthiness i.e., modus operandi (Covey, 1989; Neale, Spencer-Arnell, and Wilson, 2009; Starr, 2011).

2. Principles-based Executive Coaching

With few exceptions, most coaches/ coaching authors agree that effective coaching is related to the improved 'performance' of the client (Whitmore, 2002; Bluckert, 2006; Nelson, 2010; Starr, 2011; et al). The author employs a broad definition for the term – performance:

2.1 Principle 1: Enhancing Client Performance and Potential

Develop more effective interpersonal relationships.

Define or redefine what the client wants in life.

Raise personal confidence levels.

Increase effectiveness at work.

Make fundamental changes about life's directions.

Create a plan of action for reaching an objective.

Taking charge of one's situation and future (adapted from Nelson, 2010, p. vii).

As the author's experience as a coach is confined to that of executives within organizations. He will utilize executive coaching as the context for the discussion at hand; the author applies the term 'executive' to any professional whose professional roles and responsibilities are at the 'strategic' level of the organization, and whose decisions/actions have direct consequence on the performance of the organization; normally having direct reports/ subordinates.

A good starting point might be to 'frame' the job of a coach:

i). To help clients discover who they are.

ii). what they want and need.

iii). how they can find more productive healthy ways to meet those needs (Bluckert, 2006, p. 122; Van Genderen, 2014).

To do so, an executive coach will need to establish a close professional relationship with the client, allowing the client to open up to the point where such deep psychological topics may be divulged/discussed. In addition, time will be required to develop the coaching relationship, and investigate client 'wants', 'needs', and further explore positive vehicles for reaching them.

Executives will often frame their coaching objectives to relate to their work and careers, but in the author's experience, the underlying issues needing to be confronted can overlap, or even stem from one's home-life or the environment external to the organization where they work.

For example, one client who works for a leading oil/gas media group, identified early on in a coaching session her desire to be more 'successful' in her career. She further qualified her usage of the term 'successful' to mean, rising to a management position. Further exploration revealed that the factors she felt had been preventing her from being promoted into such a role, to-date, had been her underdeveloped leadership skills, specifically:

i). Poor time management skills.

ii). Low self-confidence when dealing with others.

iii). Underdeveloped self-motivation.

During the following coaching session, the client revealed that these issues stemmed from her childhood, and were general barriers to her reaching life goals as well as career objectives.

Other 'end goals' (Whitmore, 2002) proposed by executives may fit more squarely within the work/career environment. For example, another of the author's clients, who works for an airline, noted that she needed to find a solution to an underperforming partner firm that was meant to be providing her company with key market information. Exploration revealed that the client had communicated on several occasions that the reports presented by the partner enterprise - were unacceptably shallow in their content, and lacking professional presentation.

The author and the client explored this situation for a couple of sessions. The client finally proposed that she would strive for future projects involving the partner to imbue clearly stated expectations and deadlines, and that she would follow up – personally - to ensure the task at hand was fully understood. Barring that, the client resolved to begin a search for a possible substitute partner, should the root of the problem described be 'incompetence' and/or 'lack of professionalism' on the part of the partner organization – as opposed to a communication issue.

The same client had an 'end goal' of becoming a team leader within her organization. She presented her strategy for dealing with the under-producing partner to her supervisor, who valued her insight and action plan. As a result, an alternative partner was identified, a contract was signed, the work produced by the new partner added tremendous value to the author's client's company, and the author's client was appointed – team leader.

Goldstein (1934) coined the term 'self-actualization' that would later be utilized and adapted by other Humanistic Psychologists (e.g., Rogers and Maslow). Goldstein believed that 'human beings' most fundamental drive was that of reaching their potential, which Goldstein called – self-actualization. Rogers (1961) added that the human search for self-actualization acted as a self-healing process at the very core of the human being. As one reaches one's potential, there is an almost therapeutic effect on the entire organism. Abraham Maslow created his 'hierarchy of needs', with the highest level being that of 'self-actualization'. Maslow viewed self-actualized individuals as 'those who had reached their potential' (1966), recognizing that individuals and their self-fulfilling needs vary from person to person.

The author sees all three variations of self-actualized individuals fitting neatly within coaching. To raise one's performance is desirable and valuable, supporting a sense of accomplishment and measurable achievement. Developing the ability to moderate one's own performance gains is empowering – especially given the implied sustainability (Nelson, 2010). However, in the author's view, to reach – or even near – one's full potential i.e., self-actualization, is bordering on the 'spiritual', having ascended the highest peak one can, taking into account that individual's own strengths and weaknesses.

2.2 Principle 2: Integrity (Honesty and Trustworthiness)

Integrity (n.) c. 1400, innocence, blamelessness [Old French: integrity]; soundness, wholeness, blamelessness [Latin: integritatem] (Etymology Dictionary)

According to the roots of the word, 'integrity' imbues complete purity (i.e., innocence, blamelessness, wholeness, etc.) Although no one expects coaches to be perfect, it seems reasonable for coaches to aspire to high levels of integrity – thereby attaining a state of 'blamelessness' and 'lacking offence'. Of course, part of being human is that people do on occasion make mistakes. The state of 'being in rapport' with the client is of the utmost importance to creating a safe environment where coach and client can work on the change process (Yukl, 2002; Neale, Spencer-Arnell, and Wilson, 2009; Nelson, 2010). The power of honesty and trust should never be underestimated (Whitmore, 2002). Covey (1999, p. 195-196) maintains that 'integrity' is a key principle when working with others:

'Personal integrity generates trust and is the basis of many different kinds of deposits.'

Within executive coaching, practicing integrity certainly covers the more obvious territory e.g., being honest, forthright, keeping confidentiality, agreeing on goals and expectations prior to coaching sessions, signing a contract, clearly communicating one's expertise and boundaries (Nelson, 2010), but integrity can also take another form – coach performance and a coach's commitment to the client (Starr, 2011).

Coaching is a 'service' to the client (Starr, 2011), and one that needs to be delivered within a safe environment and in a non-threatening, non-judgmental way, staying within the safe confines of the coach's professional competence, so as not to inflict any level of damage to the client (Nelson, 2010; Starr, 2011). If a coach is a servant, and should we apply the old adage of 'a fair day's wage, for a fair day's work', shirking, lack of commitment (Starr, 2011), not being in the 'here and now' (Nelson, 2010), all detract from a coach's integrity.

For example, one recent client sought to enhance their career by attaining a more prominent position. The author could have kept the discussion at a superficial level, which might well have resulted in the client resolving to simply employ a professional to assist in creating an attractive CV, and playing the numbers game of blanketing the industry with resumes.

Eventually, the client probably would have found a more responsible position, and the end goal would have been achieved. Or would it? The fact of the matter was that the client lacked certain interpersonal qualities generally associated with more senior responsibilities. This was recognized by the client, herself, after much probing within a coaching session. In the end, the client decided to address these issues so as to better equip herself for promotion.

3. Situational Analysis and Personal Development

All individuals have strengths, and given healthy levels of 'awareness', we can readily identify them (Goleman, 1998; Whitmore, 2002; Bluckert, 2006; Nelson, 2010). Whether it be a company or an individual, the logical starting point for any development initiative is conducting a situational analysis – which includes taking inventory of the strengths and weaknesses – and how to work with them to achieve a desired goal (Wheelen and Hunger, 2012).

The following 'strengths' and 'weaknesses' (Table A below) were identified by the author as areas for him to focus on in his own development as a coach (Table A); the weaknesses come from the author's own reflections following coaching sessions.

3.1 Strengths

Emotional Intelligence (EI) has been noted by most authors on the subject of coaching (as well as other psychology-based development processes), as being critical to both personal and professional success (Goleman, 1998; Whitmore, 2002; Neale, Spencer-Arnell, and Wilson, 2009; Nelson, 2010). One of the elements of EI most recognized within the coaching literature as being vital to the coaching process is that of 'awareness' (including self-awareness). Bluckert (2006) maintains that this is a common thread connecting the coaching literature. 'Awareness' in its broadest sense encompasses understanding what is going on within one's self, interactions with others (interpersonal skills), and being in touch with one's surroundings (i.e., environment).

Change is at the heart of any development initiative – by definition. If we look to Gestalt psychology, it tells us that we need to become 'more of who we are' rather than attempting to become what we are not (Beisser, 1970; Paradox of Change Theory). Put another way, we must first understand/experience the situation as it is – before we can change it; anything short of this and we risk 'staying the same' (Van Genderen, 2014).

The world is globalizing, and depending on where we live/work, we increasingly encounter people from other cultures, sub-cultures, and demographic groups. Cross-cultural skills (also supported by EI; Goleman, 1998), are becoming essential within our daily lives. The author lives in a country that has one of the most cosmopolitan and multi-national populations in the world. Two of the author's most recent coaching sessions were with individuals from vastly different cultural backgrounds from his own, but awareness, integrity, and commitment can bridge most cultural gaps.

Central to coaching is the concept of 'active listening' (Whitmore, 2002; Nelson, 2010). The author has many years of experience within management education, over time adopting a more Socratic 'dialectic' approach to class sessions i.e., the instructor guides the discussions, introducing ideas and questions, whilst at the same time allowing students to be the active drivers of their own exploration into the learning process. Likewise, in coaching, the coach is more of a passive leader, allowing the client to discover their own topics for conversation, alternatives, solutions, reflections, etc., largely through asking deep questions that raise client awareness (Bluckert, 2006; Nelson, 2010).

The coaching community seems to be at odds with itself as to whether or not a coach within a business context

Table A: Identified Strengths and Weaknesses

Strengths	Weaknesses
1. Emotional Intelligence expertise	1. A tendency to be judgmental
2. Cross-cultural expertise	2. Sometimes better at telling than listening
3. Academic/Practical expertise in Business/Business education	3. Some challenges staying in 'the here and now'

requires 'expert' knowledge (e.g., Fitzgerald and Berger, 2002; Druckman and Bjork, 1991; Cox, 2003; Cavanagh, 2006: maintain its importance, whilst: Parsloe and Wray, 2000; Whitmore, 2002; Grant and Stober, 2006 disagree).

Being diplomatic, the author would propose certain clients may desire it, and it doesn't necessarily hurt to have it. After all, professional business language alone could pose a barrier to effective coaching between an executive and a coach lacking familiarity with the jargon and concepts employed within industry.

3.2 Weaknesses

As noted in Table A, the author came to realize that being judgmental was a weakness within his personality and behavior. Asking 'why?', and getting to the root of this behavior through reflection has been of great merit. There was an instance during a coaching session with an executive, when the client was describing her lack of time management skills, by detailing an average workday; demonstrating how she simply did not have enough time to complete all of her work – to which the author caught himself thinking very critically of the client e.g., 'How can such an individual aspire to hold a senior management position?... No wonder she isn't effective in meeting deadlines… I am not surprised that stress is a major factor in her life…etc.

However, the author quickly composed himself reminding himself that these deficiencies in the client were the very reasons he was engaged in the coaching sessions with her, and presented perfect opportunities to assist the executive in meeting her development needs and career goals. Coaches are not there to chide or be judgmental – rather to offer support and commitment (Starr, 2011). Simply entertaining such thoughts create roadblocks to trust, the coaching relationship, and ultimate effectiveness (Bluckert, 2006).

Attentive listening is paramount to effective coaching (Whitmore, 2002; Nelson, 2010; et al). This notion is fairly standard within the coaching literature (Neale, Spencer-Arnell, and Wilson (2009). If a coach is entertaining too many thoughts of his/her own, it is undoubtedly detracting from the active listening process in that the coach cannot be fully in the 'here and now' (Nelson, 2010).

As per the author's own experience, this was an issue at the very outset of his first few coaching sessions. Never to the extent that a great deal of communication was missed, but enough that polite 'Would you mind repeating that again please' and 'I am sorry, could you rephrase that' types of recoveries were needed. Fortunately, this issue was noted by the author in his after-session reflective notes, which he reviewed prior to the following session, enabling him to heighten his 'awareness' of this tendency and modifying his thought processes accordingly.

4. Summing Up: A Customized Development Plan

The value of going through the process of a personal situational analysis (taking inventory of strengths and weaknesses) is truly gained when the results are woven into a supporting plan of action designed to enhance the coach's future effectiveness, and meet his/her objectives. The author's overall objective is to successfully transition from business education into a full-time coaching practice.

In order to make this 'dream' a 'vision', a timeline needs to be set, so the author presents below an example of a fictitious development plan applying a 5-year marker for successfully making the transition from his current employment to establishing a full-time coaching practice; many individuals have asked the author for such advice (the timeline should be treated more like a 'buoy' than a fence post, as we live in a changing world, we must have a certain level of flexibility built into our planning process). Starr (2011) notes that coach's development can represent competencies as well as skillsets, credentials and support systems.

Table B (opposite page) highlights the authors identified development needs.

4.1 Actions to Be Taken

Employing a basic planning process, one must first understand the current situation in order to more accurately identify and set an objective. Following this, required actions should be clearly stated, showing how the objective will be reached. As stated previously, the author has identified setting up a coaching practice (possibly as a partnership) as his professional objective.

The author is currently employed as a business professor and 'Dean' at a business school. As such, he has identified that there are opportunities to coach executives whilst retaining his current employment. In many ways, his present role/responsibilities enhance his possibilities in developing executive coaching networks within the business community. In addition, this appears to be a low risk approach to transition into full-time coaching prior to organizing a practice around it.

Once the author feels he has gained experience and has established a small network, reducing the workload of teaching and administrative work with the current employer will be necessary; if the executive coaching is enhancing the business school and bringing in revenue, there would be no reason for them not to support such a move. Finding a partner is optional, but could add to the strength of the practice (e.g., broader network, covering different specialized areas, etc).

At some point, it will become apparent that the executive coaching practice is dominating the time/service of the author. Preempting this point, will be critical, posing the point to determine whether to go through with the plan, or straddle the two professions. The time demanded to continue developing the executive coaching network will overshadow any other possible service to the business school. This is 'the day of reckoning'.

In order to complete the transition, the author will be required to register a company and resign from his current employer. Fortunately, he will have a well-developed network of executives/organizations from which to maintain

Table B: Actions and Supports for Coaching Development (represented in 4 stages)	
Actions	**Supports**
Stage 1: Develop a small corporate network of executives whilst with current employer.	Complete practitioner certification oriented course (e.g., certificate).
Stage 2: Identify a partner for a coaching practice. Reduce teaching/administrative workload with current employer. Increase executive coaching network/workload.	Join a professional coaching body.
Stage 3: Register company. Resign from current employer. Focus on executive coaching fulltime.	Complete more advanced credential in coaching (e.g., Diploma).
Stage 4: Grow practice to desirable level.	Complete an advanced research-based professional doctorate in psychology (e.g., Psy D).

(Table B represents 4 stages)

himself and further develop his practice. It is at this stage that the author should begin serious thought as to the optimal size of the practice; bigger is not always better. Maintaining a healthy work/family relationship is important (Nelson, 2010); as is ensuring that one's clients are not falling victim to a coach who is stretched too far to offer the commitment they deserve (Starr, 20110.

4.2 Supports

A critical element of any plan of action are what the author terms 'the supports' that compliment the actions to be taken (no need to go into resources, although they play an important role). Coaching is a developing industry (Ives, 2008), and as such, is relatively unregulated (Starr, 2011); although this may change in the future. As such, there tend to be no required credentials. Moreover, unlike some industries, membership in a professional organization or confederation is also not required.

That is not to say, however, that such supports should not be considered, or be deemed of value. The author has included both credentials and membership in a professional coaching organization as being integral steps in achieving his objective of setting up a successful executive coaching practice. Reasons include:

Earning a basic certification-type of credential in coaching can enhance a coach's knowledge/practitioner skills, whilst offering clients the security of knowing the individual is trained, and not a complete amateur.

A more advanced practitioner-oriented credential offers more of the same – only delving deeper, and offering advanced knowledge not covered in more entry-level qualifications.

A doctorate develops expertise, research skills, and ultimately requires the individual to contribute new knowledge to the discipline/profession. It represents the highest level of academic advancement.

Membership in a reputable professional organization, represents commitment to the profession, clients, and self. The support available ranges from registries for clients to identify coaches, ethical standards, mediation, contract templates, supervision (an important growth element all coaches should consider: Starr, 2011: in addition to a reference point for clients.

As with credentials, being a member of a professional coaching association can enhance the confidence of clients – as well as the coach; both of which pose strong arguments as to their value added.

In closing, experience, competence development, situational analyses, credentials and memberships, are only as good as the development plan supporting them. Coaches must not stagnate. In order to grow, a feasible development plan must – and actions must be taken. In the author's opinion, the final 'cherry' on top of his development plan is attaining a coaching lifestyle guided by a 'coaching mindset' (Bluckert, 2006). Our everyday lives are filled with informal opportunities to add value to others, and enhance our 'self-actualization' (Maslow, 1966).

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A Study on Green IT Enablers for Saudi Arabian Consumer Purchasing Behaviour Using Structural Equation Modelling

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Abstract

In the growing IT services and huge investments on IT infrastructure procurement in Saudi Arabia compared to other GCC countries in Middle East, it was identified fifteen enabling factors relevant to socioeconomic and environmental issues for corporate green IT purchasing. This study attempts to validate and test the interrelationships empirically among these enablers using confirmatory factor analysis and structural equation modelling respectively with a survey conducted in Riyadh, Kingdom of Saudi Arabia. For this a hypothesised model was proposed by postulating the impact of key factors on consumers' green purchasing behaviour. Results suggest that the proposed model well fits with the data and majority of the hypothesised relations have positive influence on green purchasing behaviour except power consumption, performance, e-wastage disposal, global warming and eco-labeling and certifications failed to support the study indicating lack of awareness on these issues among the consumers. This study contributes for the industry, academia and also Saudi government to formulate new business strategies in promoting green IT products and to develop new regulations towards environment protection. Correspondingly implications and future research directions are also presented.

Key words: Structural Equation Modelling, SEM, Consumer Purchasing Behaviour, Confirmatory Factor Analysis, Green Computing, Green IT Enablers, Green Purchasing Behaviour, Sustainable Procurement, Interrelationship Study.

Introduction

IT, being an integral part of every organisation and also due to the growing mergers and acquisitions and online trading system has drastically increased the IT infrastructure. The need to operate IT equipment results in huge power consumption, increased carbon emissions and massive e-waste generation consequently causing serious health problems to human life which most people don't realise. In fact all of these problems are due to the disruptive consumption pattern of the consumers. Green IT which is synonymous to 'green computing' or 'sustainable IT' has been found to be an emerging area in the present IT management and is able to eliminate all these problems and is also attracting the interest of corporate IT buyers, IT vendors and manufacturers. Green IT which was introduced in 2007 has become popular among developed countries. Today though the green IT considerations are beginning to have an importance in consumer and business purchasing decisions; the holistic approach of green IT is not clear from the consumer viewpoint to the present IT market.

Green IT was primarily researched from the corporate perspective and its influence on consumers' purchasing behaviour is unknown so far. With the absence of any existing model that explains the impact of green IT enablers on corporate consumers' green purchasing behaviour, the present study contributes in identifying the key enabling factors and develops them into a conceptual hypothesised model to interpret the empirical interrelationships among them and understand the impact of those influencing factors on consumers' green purchasing behaviour. This helps to recognise the present purchasing pattern of green IT products in Saudi Arabian corporate firms with an informed purchasing decision and also explains how eco-friendly purchasing can help in improving sustainable organisations.

This paper is organised into many sections. The introduction is followed by a brief review of literature on green IT and consumer green purchasing behaviour. The model development of green IT consumer purchasing behaviour and the formulation of hypotheses are well explained below. The questionnaire development, data collection and survey conducted followed by pilot and main study, are discussed. Further the hypotheses testing and the results of model fit followed by major findings and discussions are documented. Finally the inferences drawn from the study, limitations and directions for further research are presented at the conclusion section.

Literature Review

Since 2007, Green IT has been found to be a new area of research study and has focused mainly from the corporate view while consumer studies have been given less importance (Velte et al., 2008; Molla, 2008). As the term green IT indicates green criteria related to power consumption, e-waste disposals and carbon footprints are expected to have an impact on the purchasing pattern of IT products too.

Most consumers realise their consumption pattern have a direct affect on the environment and have even changed their consumption and production methods (Christopher et al., 2008; Chan T.S., 1996; and Noushin et al., 2010). Environmental concern is not only valid for consumer products but also applicable for industrial products and services. In order to reduce the impact of such industrial products the European Union has established the Kyoto protocol in 1997 for reducing industrial carbon emissions worldwide (Butner et al., 2008). From the research study conducted by Gartner Inc., in 2007 it is recognised that IT industry accounts for 2% of global warming through its carbon emissions and advised IT product manufacturers and vendors regarding government restrictions to reduce their carbon emissions and hazardous substances during the production process (Simon Mingay, 2007 and Hugh Wareham, 2009). Most of the firms trust embracing green IT initiatives will widely address business sustainability and hence implementing these policies through CSR strategy in their operations (Chandrasekhar Ramasastry, 2009) and 55% of European enterprises have already positioned such strategies (nlyte software, 2011).

Today IT data centers are seen as major power consumers using 123,000 GWH all over the world and approximately equal to the power consumed by a small country like Poland (Koomey 2007; Schmidt et al. 2009). It was observed that power usage by such data centers doubled between 2000 and 2005, and again rose by 40% till 2010 indicating by 2015 energy costs may be higher than the equipment costs (nlyte software, 2011). Hence huge power consumption with direct affect on environment is a driving factor for green IT product buying. The commonly used computing equipment approximately consumes 62% of whole ICT energy and 25% by business communications infrastructure (Gartner, 2008). Since 1980 out of 25 billion electronic products including computers that are sold by the U.S have produced 2 million tons of e-waste where only 15-20% of them are found to be recycled (Vetter and Creech, 2008; Poniatowski, 2009). Many developing countries like India due to lack of proper consciousness on green IT practices also generated 3.3 lakh tons of e-waste by 2007 and reached 4.7 lakh tons in 2011 (Anand, 2009; Pinto, 2008; Noushin et al., 2010). Office IT infrastructure with 70% of heavy metals and 40% of lead are creating severe environmental problems through unofficial dumping procedures (Hobby et al., 2009). Despite mitigating such problems green IT also grants many economical benefits during IT operations (Dubie, 2009; and Castro, 2009). As such TCS provides a visible evidence to the world by various green IT initiatives in reducing power usage by 12.5%, generating 76MWH of solar energy, reusing of 1.5 cubic meters of water, reducing paper and printer cartridge usage by 28% and 67% respectively and putting down carbon footprints by 2% in 2008 compared to 2007 (Anand, 2009). The EPEAT product registry in the U.S has a major potency in providing superior energy efficiency standards for green IT procurement (Nordin, 2008). Today consumers and corporate firms are recognising green IT products with a genuine eco-labeling system as modest methods in accurately determining the ecological features of ICT products (Christopher et al., 2008; Hobby et al, 2009). Their attitude, desire and intention are driving them towards actual purchasing decisions with considerable choice and demand for such green products and not letting them waste stream prematurely (Tim Flannery, 2010; Robert and Nora, 2009; Hobby et al., 2009). The present demand for green electronic products is found to be 47% and expected to grow to 88% in future and vendors are taking an active part in guiding consumers and promoting products with green attributes (Grail Research, 2009; Peter Jones et al., 2008). As of now the market share for personal computers with green attributes is estimated to be 26.6% indicating green purchasing can improve sustainable strategy in an organisation's regular operations (Schmidt et al., 2010; Hugh Wareham, 2009; Nathalie, 2010). Even this ecological procurement has helped many firms and changed two-thirds of consumers during recession situations (Grail research, 2009).

Among all the developed countries South Korea has become the world leader in addressing green technology issues by strictly practicing legislative policies, managerial leadership and CSR commitments (Castro, 2009). Environmental performance with greater energy efficiency being the most common green criteria for electronic products (William et al., 2010) a wide array of such IT products are being introduced which can cut power usage up to 75%, carbon footprints by 56%, operative performance by 55%, saving commercial office space by 47% (Hobby et al. 2009; Murugesan, 2008).

Pertaining to the green IT literature there is found to exist many research gaps, however this study attempts to address and bridge some of those gaps by examining the interrelationships among the identified fifteen green IT enablers.

Conceptual Model and Hypotheses Formulation

To understand the influence of all these green IT enablers on consumers' green purchasing behaviour a conceptual framework was developed based on the hypothesised relations with some direct and indirect effects on green purchasing behaviour presenting the research questions for the study as explained below.

Environmental Consciousness

Green Purchase intention was found to be the strong factor between green consumer profile and their purchasing behaviour. The varying levels of consumer environmental consciousness initiates consumers for such intention (Tahir et al., 2011). Therefore the consumers who are more eco conscious intend to buy ecological products and services to attain sustainability and be role models for other customer groups (Roberts, 1996). As the past studies did not provide any evidence in understanding the relationship between environmental consciousness and sustainable strategy, it is intended to test relationships between them and hence they are hypothesised:

H1: Environmental consciousness will have a positive and direct effect on sustainable strategy in improving green purchasing behaviour.

Kyoto Protocol

The research conducted in understanding consumer's environmental concerns and their purchasing patterns provided implication for the government policy makers (Chan, T.S., 1996). Many studies explored that the involvement of firms green purchasing is positively associated to their importance on environmental regulatory agreements (Hokey and William, 2001). With the introduction of new regulations by European Union on reducing power consumption, e-waste disposals and eco-labeled products many in the corporate sector are making green purchasing and found to have a positive and direct association between them both with the involvement of corporate social responsibility (Tarig et al., 2010; Hokey and William, 2001; Preuss, 2001). Controversy other empirical studies proved there is no significant association among these two (Zhu et al., 2007a, b). Hence to understand the relationship between the Kyoto Protocol and corporate social responsibility it is hypothesised as:

H2: Kyoto Protocol will have a positive and direct effect on corporate social responsibility.

Global Warming

IT industry being responsible for 2% of carbon emission, on an average equal to annual pollution generated by the airline industry (Simon Mingay, 2007) is the main cause of global warming. Today United States, European Union, China, India, and Russia are found to be the five top most industrialised countries in the world. So the consumers who really think about environmental pollution from product usage will certainly show an interest in buying green products (Ishaswini and Saroj, 2011). Therefore it is hypothesised that:

H3: Global warming will have a positive, direct effect on green purchasing behaviour.

Corporate Social Responsibility

The green consumers who buy eco-friendly products will also expect their vendors and manufacturers to behave in the same way. So the firms intend to stay and work towards green initiatives. Such a contribution of the firm to the society is called corporate social responsibility (Forte and Lamont, 1998). A research study on consumer green purchasing gives evidence that there is no relationship between corporate social responsibility and green purchasing. However there is a need to confirm this relationship in context to green IT products. Hence it is hypothesised:

H4: Corporate social responsibility will have a positive effect on green purchasing behaviour.

Power Consumption

Green IT products which consume less power during IT operations are much more beneficial in data center operations also. It is understood these products with better energy efficiency and energy rating reduce power consumption up to 75% and improve functional performance up to 55% (William et al., 2010; Murugesan, 2008). However there is found to be no empirical relationship between power consumption and performance of a green IT product. Therefore it is hypothesised:

H5: Power consumption by green IT products will have a positive direct effect on product performance enabling green purchasing behaviour.

E-Wastage Disposal

An empirical study on product eco-labels indicated a positive and direct relationship with consumer's green purchasing behaviour showing importance on the environmental information that is available on the labels and resulted in reduced e-waste disposal (Elham and Abdul, 2011). The e-waste with heavy and rare material will generate green house gases like carbon dioxide and when disposed of will increase the effect of global warming on the earth (Sunil et al., 2013). Even the research conducted by the environmental protection agency in USA confirmed that the core recycling process also accounts for 7% to 10% of disposal waste by weight and 33% to 55% of emissions which is also applicable to green products but in a reduced manner when compared to other conventional products (Bill Smith et al., 2011). So it is understood e-wastage disposal from green IT products will also have less positive influence on global warming which cannot be expected to be zero. Hence it is hypothesised:

H6: E-wastage disposal will have a positive effect on global warming.

Financial Benefits

Most of the business organisations aim at making profits to get financial returns. The green attributes of eco-friendly IT products not only grant environmental sustainability but also provide economical sustainability indirectly through reduced cost of power consumption, less operations and maintenance cost and minimised office space cost (Castro, 2009; Nagata and Shoji, 2005 and Dubie, 2009). Recognising such financial benefits most of the corporate firms are now moving towards green purchasing in order to evaluate their business in terms of cost benefit criteria (Ann et al., 2006; Tarig et al., 2010; Ravi et al., 2005). In this context it is hypothesised to test if:

H7: Financial benefits from green IT products will have a positive effect on consumers' green purchasing behaviour.

Eco-Labeling and Certifications

The product eco-labels like TCO, Blue Angel, Energy Star and EPEAT certifications are found to be the best way in identifying the green products for both corporate purchasers and individual consumers as they protect the environment by generating reduced carbon emissions and dematerialising paperwork (Christopher et al., 2008). Hence it is understood there exists a positive association between eco-labeling and consumer's green purchasing behaviour and it is hypothesised:

H8: Eco-labeling and certifications will have a positive and direct effect on green purchasing behaviour.

On the other hand there has been found to be a substantial unawareness of green IT products among IT professionals and resulting in an increased volume of e-waste (Noushin et al., 2010). In fact the consumers are often confused about eco-labels due to an incorrect labelling system on the products. Even though they read such eco-labels it cannot be assumed that they understand the meaning of those labels completely; but these may result in e-waste disposal too (Kangun and Polonsky, 1995; Morris et al., 1995). With these alternating research findings it is necessary to confirm the relation between eco-labelling, e-waste disposal and consumer green purchasing behaviour. Therefore it is hypothesised:

H9: Eco-labelling and certifications will have a positive and direct relation with e-wastage disposal.

Psychological Factors

Even though the consumers say they want to behave ecologically, it is not actually reflecting in actions during purchasing. This is because their desire and attitude is found to be the weakest link between their intention and actual purchasing behaviour (Tim Flannery, 2010). So it is proposed to test this relationship for green IT products and it is hypothesised:

H10: Psychological factors will have a positive and direct effect on consumer demand and preferences to undertake green purchases.

Corporate perception

Corporate consumer's environmental consciousness alone is not enough to reinforce them towards green purchasing but their perception of green products will also have a significant role. Such a perception is found to be positive on green IT products assisting them to demand those products (Anand, 2009). Another research study states despite consumers' having a positive perception on green products, green washing had mislead them and did not influence them in green purchasing (D'Souza et al., 2006). In order to have a confirmed statement it is intended to test if:

H11: Corporate perception of green IT products will have a positive and direct effect on the consumer's demand and preferences to undertake green purchasing behaviour.

Performance

The green IT products are not only identified as durable, energy efficient but also seem to provide better IT operational performance by reducing the power consumption up to 75%, operational cost by 73%, reducing carbon footprints by 56%, improved performance by 55% and saving office space by 47% (Hobby et al., 2009; Murugesan, 2008). Despite admirable product performance they grant sustainability in terms of societal, environmental and economical aspects by no sooner entering into e-waste. Such products cannot have a zero percent impact on e-waste generation, however they will have a moderate positive affect. To understand this relationship empirically between the two it is hypothesised:

H12: Performance of eco-friendly IT products will have a positive relationship with e-wastage disposals.

Consumer Demand and Preferences

Green consumers do consider ecological features of a product during their purchasing. They, being major investors, create demand for such products through eco consciousness, attitude and intention and it puts some pressure on vendors to engage them in green initiatives during product development (Molla et al., 2009, Mulder, L., 1998; Paul Schwarz, 2008; Peng and Lin, 2008). Though the relation between consumer demand and vendors is found to be positive for general green products, it is important to test it in green IT context also. Hence it is hypothesised:

H13: Consumer demand and preferences will have a positive and direct effect on the market players in undertaking green purchasing behaviour.

Market Players

The present demand for green electronic products is 47% and still expected to grow to 88% in future with firms delivering products in line with customer demands (Grail Research, 2009). Among 252 IT professionals 32% believe green IT products are very essential and 60% state such products can be neither ignored nor so important (Paul Schwarz, 2008; Jerome et al., 2011). So the increasing demand of green IT products must be produced innovatively meeting green criteria as per the customer's expectations. Also some marketers claim they offer many essential techniques and correct the consumers towards green purchasing by changing their beliefs and attitudes and suggest to them sustainable goals (Peter Jones et al., 2008). Hence it is hypothesised to test:

H14: Market players will have a positive and direct effect on consumers' green purchasing behaviour.

Sustainable Strategy

The new regulations set up by the government advised the industries to strictly consider the affect of their daily operations on the environment or else they will need to pay carbon taxes consequently. Hence most of the industries are driven by undertaking green purchasing towards developing a sustainable strategy for the business to survive for at least for the near future (Hugh Wareham, 2009). So it is hypothesised:

H15: Sustainable strategy will have a positive and direct effect on green purchasing behaviour.

Provided with the hypothesised relations the proposed model is presented in Figure 1.

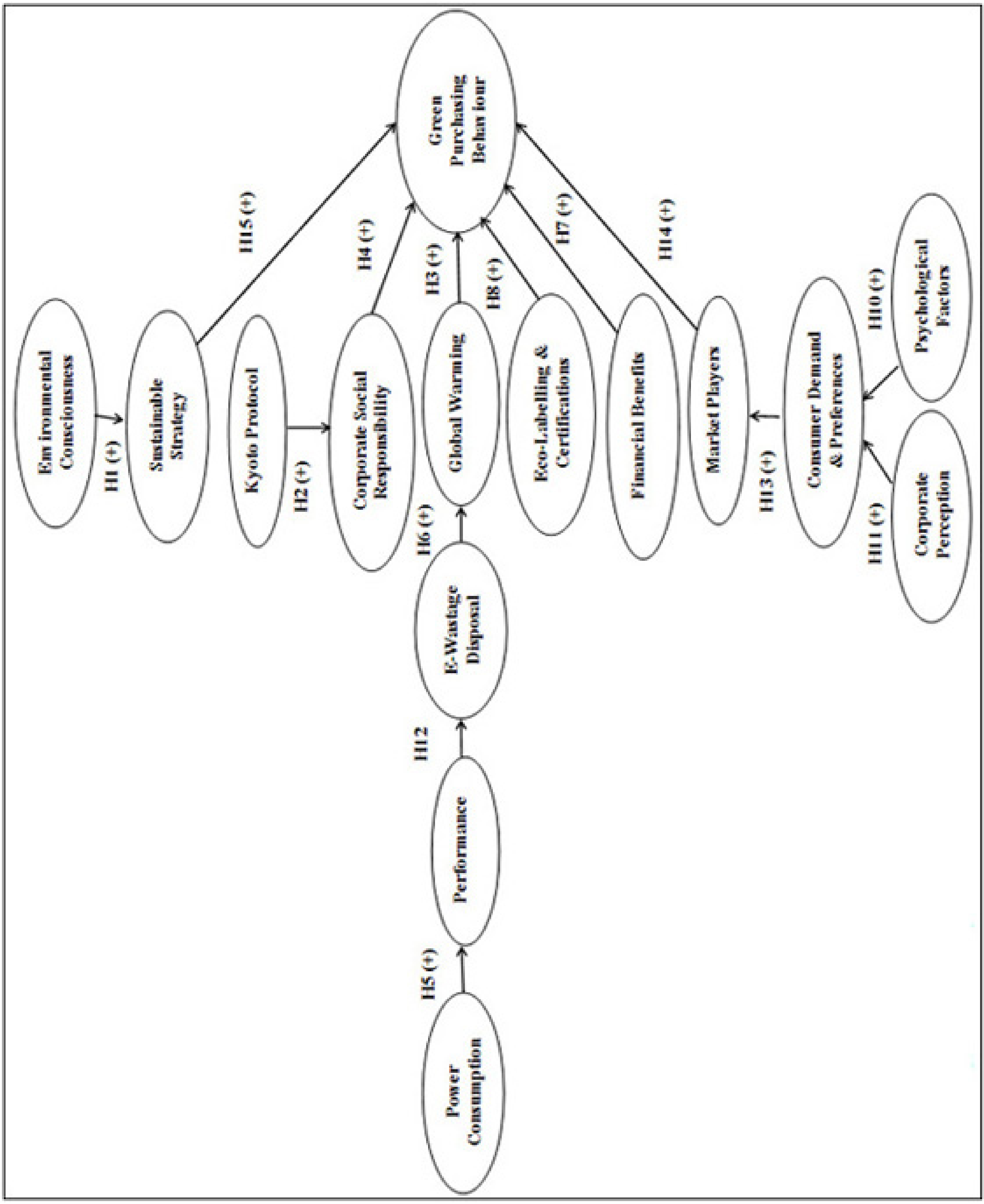

Figure 1: Model of Consumers' Purchasing Behaviour of Green IT Products Showing Hypothesised Relations

Survey Method

To test the proposed model empirically a survey was conducted using a structured questionnaire.

Questionnaire Instrument and Data Collection

A well developed questionnaire on a five-point Likert scale with 1 as 'strongly disagree', 3 as 'neutral' and 5 as 'strongly agree' was verified by 10 academic experts and corporate respondents respectively for the clarity and correct meaning of the words used, ensuring that all the measures are relevant and applicable contextually for the study without any ambiguity. All the fifteen constructs were structured with minimum three to six sub questions, representing totally 61 items.

As this study is intended to further the understanding of corporate green IT product purchasing in Saudi Arabia, the data was collected from a total of 272 firms in Riyadh out of which 82% are private sector and due to the maintenance of high confidentiality in procurement matters only 18% of the firms were observed to be public sector. The questionnaire was administered by e-mails followed by telephone calls and also in a personal visit from more than 1500 respondents across different industries. The profiles of the respondents are from IT infrastructure staff, purchasing departments and C-level executives as they involve primarily in procurement decision making. However the primary data was able to collect from 748 respondents out of which only 716 were found to be complete and useful for further data analyses.

By conducting Little's MCAR test using SPSS it was found the data is missing completely at random. However the missing data is less than 5% and hence we deleted them by case wise instead of conducting some data imputation methods (Tabachnick and Fidell, 2001). Further, as the structural equation modeling uses maximum likelihood method in estimating the parameters it is imperative to check the data for outliers and normality conditions (Hair et al., 1998 and Tabachnick and Fidell, 2001). The univariate outliers are assessed by using SPSS and multivariate outliers using Mahalanobis distance statistics D2 which ultimately identified six outliers and resulted with 710 useful data sets after their deletion. Skewness and kurtosis being the two facets in determining the normality conditions ranged between -2 and +2 indicating the data is distributed normally (Tabachnick and Fidell, 2001).

Pilot Study

To check for the reliability conditions and identify the poorly performing items, a pilot study was conducted by considering 50 responses. The results presented the acceptable range of both item-to-total correlations above 0.3 (Spector, 1992) and the Cronbach coefficient alpha more than 0.70 (Nunnally, 1978) indicating no deletion of any items from the data. Hence the analysis was proceded for main study.

Main Study

The descriptive statistics in the main study were presented by calculating the mean score and standard deviation for all the 61 items. The item-to-total correlation as a measure of correlations between each item and the total score of the scale were above 0.3 (Spector, 1992) and Cronbach alpha measuring the internal consistency of each construct ranging between 0.920 and 0.992, which is well above 0.7 (Nunnally, 1978) indicating good reliability conditions. In order to establish the construct validity and confirm the factor structure of each item both the exploratory and confirmatory factor analysis were conducted.

Results of Exploratory Factor Analysis

The exploratory factor analysis of consumers' purchasing behaviour of green IT products was conducted by using SPSS as presented in Table 1. All the items were subjected to principal component analysis with varimax rotation method and only the items with factor loadings more than 0.55 representing the correlation between the items and its underlying construct and a cross loading less than 0.45 were considered valid on each construct (Hair et al., 1992). All the items were loaded on the constructs on which they were hypothesised and extracted into fifteen factors depending on the Eigen value greater than one explaining enough total variance each representing a unique factor. KMO as a measure of sampling adequacy was observed to be 0.868 and with a significant Bartlett's test of sphericity verified the factorability conditions. Exploratory factor analysis was considered as a preliminary attempt and does not focus on advanced test of validity. To address this issue confirmatory factor analysis was conducted to confirm the factor structure established by exploratory factor analysis.

Results of Confirmatory Factor Analysis

Before making any attempt to analyse the full structural model, a preliminary step to test the validity of measurement model through confirmatory factor analysis was conducted. The factor loadings of all the indicators in measurement model were above 0.70 (Hair et al., 1998). By observing the squared multiple correlations greater than 0.50, standardised residual covariance less than 2.58 (Joreskog and Sorbom, 1988) and modification indices, the initial measurement model was modified (Hair et al., 2006). However the measurement model with minor modification was found to fit the data well and obtained X2 1.639 at $p < 0.001$ while the other fit indices were GFI=0.904; AGFI=0.890; TLI, NFI and CFI, all well above 0.95 (Hu and Bentler, 1999) and RMSEA, RMR and SRMR are 0.030, 0.005 and 0.0143 respectively. Convergent and discriminant validity represents two aspects in determining the construct validity. The factor loadings, composite reliability (CR) of each construct were above the upper threshold value of 0.70 and average variance extracted (AVE) are also above 0.5. Hence the good factor loadings and CR value greater than AVE provides evidence of convergent validity (Fornell and Larcker, 1981; Bagozzi and Yi, 1988). The AVE analysis of the measurement model, by comparing the square root of AVE of each latent factor with the standard correlation coefficient between the two constructs as represented in below Table 2 demonstrates the fulfillment of discriminant validity test.

Rotated Component Matrix

	Component														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
ENVC1								0.941							
ENVC2								0.953							
ENVC3								0.952							
ENVC4								0.923							
KYPL1											0.919				
KYPL2											0.916				
KYPL3											0.922				
GW1										0.947					
GW2										0.951					
GW3										0.953					
CSR1												0.912			
CSR2												0.916			
CSR3												0.914			
PCON1		0.876													
PCON2		0.910													
PCON3		0.878													
PCON4		0.907													
PCON5		0.905													
PCON6		0.911													
EWD1				0.896											
EWD2				0.923											
EWD3				0.923											
EWD4				0.906											
EWD5				0.931											
FB1	0.914														
FB2	0.938														
FB3	0.908														
FB4	0.940														
FB5	0.922														
FB6	0.935														
ECOLC1													0.911		
ECOLC2													0.915		
ECOLC3													0.919		
PSYF1									0.879						
PSYF2									0.851						
PSYF3									0.880						
PSYF4									0.855						

Table 1: Rotated Component Matrix (part A)

(continued next page)

Rotated Component Matrix

	Component														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
CPER1						0.950									
CPER2						0.959									
CPER3						0.962									
CPER4						0.949									
PER1							0.947								
PER2							0.964								
PER3							0.952								
PER4							0.964								
CDP1															0.908
CDP2															0.869
CDP3															0.866
MKTP1														0.882	
MKTP2														0.878	
MKTP3														0.858	
SSTG1			0.922												
SSTG2			0.922												
SSTG3			0.918												
SSTG4			0.926												
SSTG5			0.920												
GPB1					0.865										
GPB2					0.869										
GPB3					0.869										
GPB4					0.867										
GPB5					0.881										
Eigen Values (Initial)	12.16	6.854	5.901	5.116	4.156	3.826	3.302	2.820	2.411	2.244	1.940	1.722	1.458	1.349	1.130
% Variance	19.93	11.23	9.673	8.387	6.814	6.273	5.413	4.623	3.953	3.679	3.181	2.823	2.390	2.211	1.853
Cumulative %	19.93	31.17	40.84	49.23	56.04	62.32	67.73	72.35	76.31	79.98	83.16	85.99	88.38	90.59	92.44
Cronbach α	0.979	0.962	0.992	0.968	0.984	0.922	0.986	0.987	0.937	0.993	0.987	0.979	0.988	0.920	0.922

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalisation.
Rotation converged in 7 iterations.

Table 1: Rotated Component Matrix (part B)

Hypotheses Testing and Overall Model Fit

The hypothesised model with fifteen paths predicting green IT products consumer purchasing behaviour was tested using structural equation modeling. The structural model was found to be reasonably fit with the observed data. However the structural model with very weak to strong relationships is well fitted with the data as shown in Figure 2. The X^2 statistics is highly sensitive to large sample size

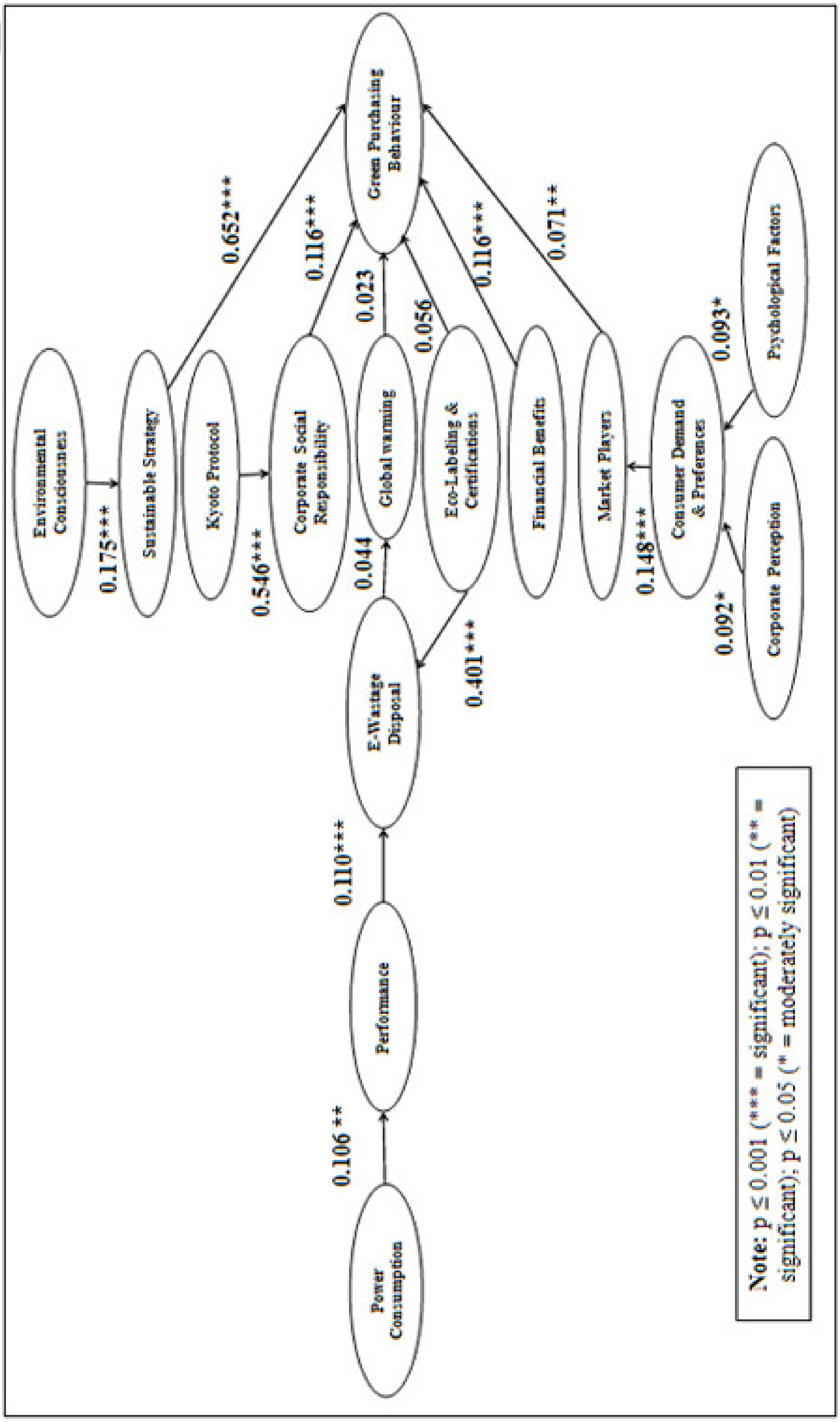

Figure 2: Structural Equation Model for Green IT Consumers' Purchasing Behaviour
(**Source:** Analysis report using AMOS 16.0)

Sr. No.	Enabler	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	ENVC	0.949														
2	KYPL	0.072 γ	0.964													
3	GW	0.116 **	0.199 ***	0.979												
4	CSR	0.024 γ	0.546 ***	0.330 ***	0.939											
5	PCON	0.139 ***	0.033 γ	0.095 **	-0.002 γ	0.802										
6	EWD	0.093 *	0.026 γ	0.044 γ	0.008 γ	0.063 γ	0.812									
7	FB	0.245 ***	0.000 γ	0.079 *	0.117 **	0.289 ***	0.088 *	0.877								
8	ECOLC	0.204 ***	0.079 *	0.102 **	-0.027 γ	0.113 **	0.415 ***	0.122 **	0.978							
9	PSYF	0.226 ***	0.209 ***	0.140 ***	0.099 *	0.112 **	0.335 ***	0.116 **	0.376 ***	0.935						
10	CPER	0.127 ***	0.239 ***	0.360 ***	0.244 ***	0.086 *	0.073 γ	0.101 **	0.029 γ	0.215 ***	0.946					
11	PER	0.206 ***	-0.049 γ	-0.081 *	0.018 γ	0.106 **	0.167 ***	0.187 ***	0.147 ***	0.245 ***	-0.008 γ	0.941				
12	CDP	0.139 ***	0.088 **	0.041 γ	0.048 γ	0.356 ***	0.128 ***	0.304 ***	0.058 γ	0.100 **	0.108 **	0.089 **	0.816			
13	MKTP	0.369 ***	0.143 ***	0.060 γ	0.046 γ	0.060 γ	0.150 ***	-0.032 γ	0.314 ***	0.287 ***	0.167 ***	0.273 ***	0.143 ***	0.799		
14	SSTG	0.175 ***	0.216 ***	0.144 ***	0.182 ***	0.083 *	0.064 γ	0.140 ***	0.124 ***	0.110 **	0.111 **	0.018 γ	0.073 γ	0.157 ***	0.958	
15	GPB	0.198 ***	0.270 ***	0.165 ***	0.245 ***	0.169 ***	0.080 *	0.217 ***	0.163 ***	0.146 ***	0.120 **	0.114 **	0.077 γ	0.186 ***	0.681 ***	0.921

Note: $p \leq 0.001$ (*** = significant); $p \leq 0.01$ (** = significant); $p \leq 0.05$ (* moderately significant); $p > 0.05$ (γ = not significant)

Table 2: AVE Analysis and Factor Correlations among Constructs
(Source: Results from AMOS 16.0)

(Joreskog and Sorbom, 1989) so the X^2/df (relative chi-square value) was observed as 2.328 at $p < 0.001$ which fell below the recommended value of 0.30. The GFI and AGFI were reported to be 0.852 and 0.840 respectively falling within the acceptable range where other fit indices such as CFI, TLI and NFI are above 0.95 (Hu and Bentler, 1999) also RMSEA and RMR were 0.043 and 0.041 respectively.

Findings And Discussions

A total of fifteen hypothesised path relations were tested, out of which twelve paths were supported and the other three paths due to their insignificant values were not supported by the study. Enabler sustainable strategy was found to be the highest predictor of green purchasing behaviour and power consumption, performance, global warming, e-wastage disposal and eco-labeling and certifications observed to have no significant affect on green purchasing. It is assumed consumers possess lack of awareness on these issues. The rest of the enablers also showed very weak to weak associations between them as hypothesised and also on green purchasing behaviour indicating there need to put a lot of effort in educating the consumers about eco-friendly purchasing. The structural model identified 60% of very weak, 6.7% of weak, 6.7% moderate, 6.6% strong and 20% of insignificant relationships. The overall model has explained 46% of variance in green purchasing behaviour. The consumers who are well educated and employed in a managerial role understand the real meaning of sustainability and are interested in green purchasing. Also 7.3% of manufacturing, 6.9% of construction, 6.6% of IT/ITES, 5.2% of educational and 4.5% of healthcare industry's respondents stated they already implemented green IT initiatives and preferring green IT products during their procurement process.

Implications

As the green IT marketing studies were found to be very few, this study provides significant inferences for both academia and industry who works in the green IT area. As some factors show insignificant affect on green purchasing it is recommended to conduct awareness programs by Saudi firms or by local government to educate its corporate consumers to maximise the utilisation of available resources. Finally this study helps the marketers in identifying corporate consumers who are interested in green IT product purchasing and assists them in innovating such products by giving due consideration to the customer values. However it is inferred the green purchasing currently is found to be a niche market with a wide scope to improve in the near future.

Limitations

The study attempted to understand the consumers' green IT product purchasing behaviour so these results may not be applicable to other green products, but are not limited to any electronic products. Due to the cultural barriers of gender classification at work, the majority of the IT respondents were found to be males and the study could not present gender wise green purchasing behaviour. To maintain the time frame of the study only the central part of Saudi Arabia was considered and also the public sector, to keep the confidentiality in their procurement matters did not actively participate in the study.

Scope for Further Research

A detailed review on green IT literature identified many research gaps, however this study attempted to address some of them. Despite green IT being an emerging study in IT management there is found to be no much evidence of consumer studies in this area indicating there is much more to explore. However some recommendations were provided as the scope for future research. Other studies by adding or deleting appropriate enablers in the present model can be conducted in other parts of the world to confirm these research findings. Similar study can also be conducted by considering barriers for green IT product purchasing to know what factors are inhibiting consumers from purchasing green IT products. A study on cost-benefit analysis of green IT products can assist consumers and industries to realise the benefits of these products and reinforce them towards green purchasing. By classifying these fifteen enablers under socioeconomic and environmental standards, a study on multi criterion weightages can be conducted to give the rankings for each factor based on their priority. As the consumer purchasing behaviour is dynamic in nature, a system dynamics modelling study can be conducted to understand the behaviour of these enablers over time and assist the policy makers and green IT product innovators in taking appropriate decisions. Also any research approach suggesting the best marketing strategy can be undertaken to grab the green IT consumers.

List of abbreviations

AGFI	Adjusted Goodness of Fit Indices
AMOS	Analysis of Moment Structure
AVE	Average Variance Extracted
CDP	Consumer Demand and Preferences
CFI	Comparative Fit Index
CPER	Corporate Perception
CR	Composite Reliability
CSR	Corporate Social Responsibility
ECOLC	Eco-Label and Certifications
ENVC	Environmental Consciousness
EPEAT	Electronic Product Environmental Assessment Tool
EWD	E-Wastage Disposal
FB	Financial Benefits
GFI	Goodness of Fit Indices
GPB	Green Purchasing Behaviour
GW	Global Warming
KYPL	Kyoto Protocol
MKTP	Market Players
NFI	Normed Fit Index
PCON	Power Consumption
PER	Performance
PSYF	Psychological Factor
RMR	Root Mean Square Residual
RMSEA	Root Mean Square Error of Approximation
SPSS	Software Package for Social Sciences
SRMR	Standardised Root Mean Square Residual
SSTG	Sustainable Strategy
TCO	Tjänstemännens Central Organisation
TLI	Tucker Lewis Index

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A cross sectional study of online shopping behavior trends of electronics in UAE: A case of Ajman

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Abstract

Across the world e-commerce has made life fast but simple, easy but full of innovation for individuals and groups. Internet buying and trade has a global reach and a is a strategy for many corporations for expansion and growth. But online shopping consumer behavior is different from the physical market where anyone can see, touch and feel the product. Online customers always seek new products, new attractiveness and importantly price compatibility with their budget and for that they don't have any limitations to online shopping. UAE is one of the young nations which has seen a lot of advancement in less time especially in life style, and latest technology is the indicator of high life style. In this paper the author has tried to know the consumer behavior in online shopping of electronics and provide a valuable insight to identify some important factors which lead to consumer buying behavior in online shopping of electronic products in UAE by primary data collection in the smallest emirate of the UAE i.e. Ajman, to show the changing trend in the country. There is huge difference in the consumer behavior of the two big Emirates i.e. Abu Dhabi and Dubai, to other emirates. In other emirates perception, family and social network, education, language, age, economic factors, income distribution, facilities available in society like technology, are more deciding factors of consumer behavior. This paper also provides a solution to online stores sellers which may help the sellers to promote their products in light of consumer behavior theories.

Key words: Online shopping, electronics, consumer behavior, purchase factors

Introduction

Consumers' behavior is different in every consumer and is influenced by buying habits and choices and tempered by psychological and social drivers. In this technical era the three W's i.e. World Wide Web is structured around the people where social and professional circles are influential and leads to online buying. This world is a technical world and because of the popularity of interactive media and latest technologies, conventional marketing has changed as companies and customers have both changed; there is a revolution in marketing and commerce through providing a number of services such as communications, information access and transactions, entertainment, banking, insurance, advertising, education from pre nursery to doctorate, paying fees and buying and selling, which also opens up possibilities in the areas of marketing, customer service and feedback, lower transactions and ordering costs, and customer retention. The Internet has developed channels for both business managers and consumers to achieve their own goals as it enables businesses to reach their customers worldwide, and consumers of all age groups use this channel to research, select, and purchase products and services from businesses around the world. Business and consumers must take advantage of this information. Now almost all companies are doing their business online by using their websites as live showrooms of their products and services because companies have observed an increment in customer segments for online shopping. Online shopping trends among most consumers began by sending flowers, gifts, cakes on special occasions like birthdays, and most importantly Valentines day, but now it is in its advanced stage where anyone can buy anything from rare medicine to most advanced mobile phones. One important point here is that consumer behavior in buying online electronic products is critical compared to non electronics because not having the advantage to physically examine the product, to maybe judge any wear or tear, or to understand the technicality of the product from sales representatives which is a very decisive purchase factor for most buyers. Moreover , when consumers identify or recognize the need for buying some product/service online and search for information on the internet, they look for alternatives and finally just before making a purchase best suited to their need they are bombarded by several factors which limit or influence the purchase decision ,which is quite high in the case of electronic products.

Research Purpose

Due to tremendous growth in the UAE, interactive media, globalization and above all the UAE philosophy of adopting a geocentric approach, the importance of online shopping is increasing because of its convenience, easiness and speed. So the research question of this paper is how the consumers of the UAE behave while shopping online; to identify and analyze consumer behavior towards online shopping of electronics goods, keeping in mind the UAE;, to identify the important factors which influence online shopping behavior; to explore more to know why online shopping of electronics products is less attractive and also to relate consumer segments with identified factors and to suggest some of the strategies to online marketers to make their product more saleable online.

Research Methodology

Our research is deductive in nature where we have collected and analyzed the primary date to find the factors which influence online consumer behavior especially for electronic items, such as low price, non-availability in local store, time saving, to know consumer concerns about online shopping, like privacy, trust factor, after sales service, delivery and return, quality of goods and services and consumer characteristics about these demographics. In order to measure underlying factors to buying of electronic products online we have calculated factor analysis, a fantastic data reduction technique by combining related variables to factors. We have also calculated average rating to find the main barriers in online shopping. In the research the questionnaire has main segments such as demographics variables, general online purchase behavior and specific electronics item online purchase behavior. The questionnaire was filled in by locals of Ajman who know English, and have internet access. In order to meet time and resource constraints, specific populations in the researcher's circle were used. Out of 327 questionnaires 67 were discarded as they were not completely filled in. So 250 respondents were studied for analysis and research. In research there are many limitation like we had 250 respondents initially, but most of the study was based on only with 95 respondents which comprises only 38% of respondents, as they have shopped online for electronic products.

Literature Review

Different theories of consumer behavior suggest that consumers behave differently for online and offline shopping. There is a difference in consumer behavior of online and traditional shopping, though both include factors like social, cultural, personal and psychological but influence of these factors is more on traditional shopping and online shopping is more based on consumer's individual point of view and personal perceptions. Online consumers are restricted by social, cultural, environmental and psychological factors. Online shopping has its own character though it is a development and supplement of traditional shopping which had its own characters (Na Wang 1, 2008, P4). From this causal model of information research (Yuan Ago, 205, P 10) defines types of antecedents for online shoppers including personal, product, media and situational factors. For every customer there are our choices to purchase

1) Search online and buy offline
2) Search offline and buy online
3) Search and buy online
4) Search and buy offline.

Online shopping consumer behavior is also called online buying behavior and internet shopping / buying behavior which has a direct relationship with five elements such as e-stores, logistics support, product characteristics, websites' technological characteristics, information characteristics and home page presentation (J. Johnson, 1999. P.4). In the model on consumer behavior online (Turban , 2010, P 183) has found that the electronic environment consists of three variables such as independent variables (also called personal and environment characteristics), intervening or moderating variables (under vendor control) and decision making process variables (affected by independent and intervening variables). Online shopping is very much influenced by experience and an experienced online shopper has more trust and better feeling on online services than those who have no prior online shopping experience (Goldsmith and Goldsmith 2002, pp. 318-28). Online purchasing is very much dependent on all those factors which have a strong effect on consumer life style and also has compatibility with it, like positive attitude towards technology, ability to accept multiple types of new technologies, online skills, knowledge and online experience becomes the main factors for online purchasing (Bidgoli 2004, P 272). From research it also has been shown that the formation of an online consumer is strongly influenced by their personal experience, direct marketing, mass media, influence of their social network and the internet and it also has been shown that direct experience (e.g. Product usage) is more attractive towards shopping rather than indirect experience (e.g. Reading a print ad) (Schiffman, 2009, P258). For online marketing it is very important for companies to be knowledgeable about factors such as consumer attitudes, values, beliefs, opinions, buying habits, and buying decisions in different settings and also they should recognize many dimensions of human behavior and decision-making is constituted by national culture (Soares, Farhangmehr, & Shoham, 2007). Utilitarian shopping behavior is known as goal oriented consumer behavior and for decision making purposes it is deliberately, efficiently and pre planned (Bidgoli 2004, P 272). Goal oriented online customers are rational and efficient in decision making, task oriented, specifically directed and seek to complete their task quickly as they are focused and determined about their purpose of shopping. Research shows that goal oriented online shoppers value convenience and easiness and are likely to buy electronics goods over the internet (Yuan, Goa, 2005, P.56).

In the process of online purchasing there are three main dimensions: Human Computer interaction (HCI), behavioral and consumerist orientation (Wan, 2009, P 19). In online shopping, communication is very intensive as the customer gets the product information like price, delivery cost, time, quantity, description by electronic communication, (Rosen # Purinton, 2004) shopping. Web trust can affect online purchase decisions and increase consumers' trust towards the online seller. It is more important to manage the general image of the website than emphasize the functionality of the site. The web trust can also be gained by positive experience between online buyers and sellers. There are 4 major factors as components of web trust - transaction security, website property, navigation functionality and personal variables.

Discussion on results

Demographic segmentation of respondents:

The first segment of questionnaire is a general segment about demographics of respondents is shown in Table 1. In the survey of 240 respondents we had almost 72.40% males and 26.6% female participants, so the majority of respondents are males who are main decision makers for buying electronics products. Also when we analyzed the age distribution of respondents we find that the young generation who have a fascination for electronics products are mainly our respondents as 74.8 % respondents are of age 20 to 30 years and the rest are above 31 years. The analysis of educational background of respondents shows the highest frequency of 46% of respondents falls under educational category of diploma and 22% are high school and rest are for bachelors and masters level. The analysis of income distribution is very surprising as the highest frequency, that is almost 48%, fall under don't want to tell category, which is surprising and it may be happening because most of the respondents are male and they are reluctant to tell their income and almost 28% of respondents come under the category of 20000-30000 AED.

Table 1: Demographic Characteristics of Respondents

Reno.	Characteristics	Category	Frequency	%
1	Gender	Males	181	72.40
		Females	69	26.6
2	Age	20-30	187	74.8
		31-40	39	15.6
		40 and above	26	9.6
3	Education	High School	55	22
		Diploma	115	46
		Bachelor	50	20
		Masters	30	12
4	Income	10000-20000	20	8
		20000-30000	70	28
		30000 and above	42	16.8
		Can't tell	118	47.2

Analysis of buying online:

Frequency and duration of buying online: The first thing we want to know is how frequently people of Ajman buy online products and also how long have they been buying.

Almost 44.4% of total respondents have never purchased anything online, whereas 19.6% of respondents have purchased something at least once in the last three months and the same once in a year. It is very much clear from data that the majority of people in Ajman are not buying things online and also from the above date we came to know that almost 55.6% people have online shopping experience, but for in-depth analysis it was important to know how long they are experiencing the online shopping experience. 48% of respondents have been doing online shopping for less than a year and 17% have been doing it for the last five years and almost 35% are doing online shopping for more than 5 years, which shows that most people of Ajman are not addicted to online shopping, rather most of them are currently involved in it which shows the sign of youth awareness, usage and adaptibility of latest technology and market.

Analysis of Product Segment and retail store visit before buying :

Now our research is moving towards being topic specific because the analysis of this question was important for us to see the trend of type of products people of Ajman purchase to take our research further.

Table 2: Frequency and duration of buy product online

Sr.No.	Characteristics	Category	Frequency	%
1	How frequently do you buy online?	Frequently or at least once three months	49	19.6
		Once in six months	41	16.4
		Once a year	49	19.6
		Never bought online	111	44.4
2	Duration of online shopping	Less than a year	66	48.201
		1-5 years	24	17.266
		More than 5 years	41	35.25

Table 3: Buy Online Product Segmentation

Product Segmentation	Frequency	Percentage
Mobile/computer/camera /Fitness (Electronics Products)	95	68%
Clothes	17	12%
Tickets	15	11%
Books	3	2%
Jewelry and Cosmetic	6	5%
Others	3	2%
Grand Total	**139**	**100%**

Table 4 : KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.747
Bartlett's Test of Sphericity	Approx. Chi-Square	259.569
	df	91
	Sig.	.000

After the analysis we got many surprising results as we found that demand of online electronics products is on the high side i.e. 68% of respondents buying electronic items online. Clothes and tickets come after that, almost 12% and 11% whereas the products like Jewellery, books and others have very less online demand. Buying behavior of every customer is different especially when buying online which depends on many factors like type of products, cost and time effectiveness. When we asked before buying how many people visit the retail store to our surprise again almost 75% respondents visit the retail store and all who buy online electronics products definitely go to retail store.

Analysis of buying online electronics product:
Now from here our research was confined to 95 respondents who are almost 40% of our total respondents initially. Now they form the main focus of our research which is on buying of online electronics products. Almost 60% of 95 respondents have purchased online electronics products once in a year , 1-3 times year by 26% and only 14% bought more than 3 times. From the sample it can be easily analyzed that the people of Ajman are not addicted to online buying of electronics products but also when we analyise how many online stores they visit before actual buying then to our surprise a good number, almost 80% of 95 respondents, visit more than 3 online stores before actually buying. Therefore it is recommended to the online electronics product companies to do marketing research before launching the products online to gain trust and to deliver the right product at the right price with after sales service to increase the sales of online products in Ajman.

Analysis of motivation and factors behind purchase:
Firstly in order to find the motivation behind purchase that urges consumers to buy certain electronic products online, we asked how they got an idea of buying specific electronics products through an online store and we found that 76 % of 95 respondents are influenced by family and friends and a few see an online or offline advertisement. So there is a huge scope to increase the sales of electronics products by online and offline marketing as the majority of the people buy electronics goods on recommendation of family members and social cycles.

Consumer buying behavior for online shopping is different from traditional shopping especially for electronics products. So to analyze the critical factors affecting the consumer's mind for purchase of electronics products we have used factor analysis. In order to improve the reliability of data and to reduce potential multicolinearity among the items, the respondents' ratings are subject to principal axis factoring with varimax rotation.

From Table 4, the KMO value is 0.747 that is more than the required value of 0.60 for the appropriateness of factor analysis, which indicates that 74.7% of the sample is error free and in the remaining 25.3%, there can be a chance of error. Bartlett's test of sphericity was done to examine the hypothesis that variables are uncorrelated in population. So here our hypothesis can be

Ho: In online purchase of electronics goods, there is a significant indifference of all the factors affecting.

H1: In online purchase of electronics goods, there is significant difference of all the affecting factors. The value of Chi-square test (259.569 with significance level 0.000) signifies the rejection of null hypothesis, which indicates that there is a significant difference between the factors affecting online purchase of electronics goods.

Table 5 (next page) shows the table of communalities before and after. The communalities reflect the amount of variance of variable shares with all other variables to the proportion of variance explained by the common factor; here 81.4% of the variance associated with question 1 is common, or shared, variance.

Table 6, (next page) labeled Total Variance Explained lists the Eigenvalues associated with each factor before extraction, after extraction and after rotation. Eigen value indicates the total variance attributed to the factor; higher the Eigen value the higher will be variance explained by the factor. As here Eigenvalue for factor1 is 3.690 and accounts for 26.354% of variance. From the Table we can observe that the first few factors explain relatively large amounts of variance (especially factor 1) whereas subsequent factors explain only a small amount of variance. After extraction of Eigenvalues greater than 1, we left with five factors, with 59.590 % of cumulative variance. In the last part, the eigenvalues of the factors after rotation are displayed to have an effect on optimizing the factor structure and to equalize the relative importance of five factors.

Rotation, factor 1 accounted for considerably more variance than the remaining four (26.354% compared to 9.18, 8.38, 8.094 and 7,573%), however after extraction it accounts for only 19.36% of variance (compared to 12.64, 10.05.9.03 and 8.49% respectively).

Table 7 (page 27) contains component loading which is nothing else but the correlation between variables and factors in order to formulate an interpretation of the factors or components by looking for a common thread among the variables with large loadings. All loadings less than 0.4 are suppressed in output as low correlations are not meaningful now.

Table 8 (page 27) is nothing else but the alternative representation of loading after rotation. Here though the total variance is explained it remains the same but the amount of variance explained by each variable changes to show the relationship of different factors with other variables.

With the help of Table 8, we will identify the variables with high loading and try to give a phase which is a name given to a factor by combining meaning of factors. Factor 1 includes convenience shopping, more choice, not in local store, saves time and entertainment which are the factors for online purchase of electronics goods which can be broadly defined as the easiness and fun factors for online purchase of electronic products. Factor 2 includes best price and price comparison which broadly represents price analysis. Factor 3 includes more gifts and home delivery

	Initial	Extraction
Best price	1.000	.814
Convenience shopping	1.000	.483
More choice	1.000	.602
Not in local store	1.000	.583
Save time	1.000	.616
entertainment	1.000	.647
Product review	1.000	.569
Price comparison	1.000	.780
discount	1.000	.556
More gift	1.000	.418
privacy	1.000	.388
compulsory purchase	1.000	.607
Save extra charges	1.000	.712
Home delivery	1.000	.567

<<
Table 5: Communalities
Extraction Method: Principal Component Analysis.

Below
Table 6: Total variance explained
Extraction Method: Principal Component Analysis.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.690	26.354	26.354	3.690	26.354	26.354	2.711	19.368	19.368
2	1.286	9.182	35.537	1.286	9.182	35.537	1.770	12.640	32.008
3	1.174	8.386	43.923	1.174	8.386	43.923	1.408	10.056	42.063
4	1.133	8.094	52.017	1.133	8.094	52.017	1.265	9.035	51.099
5	1.060	7.573	59.590	1.060	7.573	59.590	1.189	8.492	59.590
6	.955	6.823	66.413						
7	.862	6.157	72.570						
8	.838	5.988	78.558						
9	.736	5.257	83.815						
10	.663	4.738	88.553						
11	.543	3.877	92.431						
12	.397	2.834	95.264						
13	.347	2.478	97.742						
14	.316	2.258	100.000						

Table 7: Component Matrix[a]

	Component				
	1	2	3	4	5
Best price	.551				-.539
Convenience shopping	.507				
More choice	.683				
Not in local store	.701				
Save time	.673				
entertainment	.692				
Product review		.488		.443	
Price comparison	.727				-.475
discount				.551	
More gift					
privacy	.546				
compulsory purchase			-.585		
Save extra charges		.639		-.523	
Home delivery			.598		

Extraction Method: Principal Component Analysis. a. 5 components extracted.

Table 8: Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
Best price	.191	**.871**	-.121	-.020	-.057
Convenience shopping	**.600**	.031	.196	-.254	.138
More choice	**.727**	.234	-.026	.071	-.115
Not in local store	**.681**	.241	-.028	.235	.075
Save time	**.642**	.137	.080	.213	.366
entertainment	**.783**	.092	.149	-.033	-.046
Product review	.059	.003	.386	**.640**	.076
Price comparison	.299	**.779**	.235	.070	.151
discount	.015	.318	.299	.217	**.565**
More gift	.249	-.019	**.568**	.145	-.109
privacy	.366	.356	.274	.111	-.200
compulsory purchase	.057	.060	-.213	**.742**	-.067
Save extra charges	-.072	.148	.231	.158	**-.779**
Home delivery	-.006	.092	**.731**	-.151	.037

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.[a] a. Rotation converged in 6 iterations.

Table 9: Main barriers in online shopping

	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total	Average Rating
a. Safety of payment	33 (13.2%)	39(15.6%)	38 (15.2%)	45 (18%)	95 (38%)	250	3.52
b. Low trust level of online store / Brand	33 (13.2%)	40(16%)	43 (17.2%)	50 (20%)	84 (33.6%)	250	3.44
c. Lack of after sales service	41 (16.4%)	47 (18.8%)	45(18%)	50 (20%)	67 (26.8%)	250	3.22
d. High Shipping Cost	45 (18%)	57 (22.8%)	49 (19.6%)	42(16.8%)	57 (22.8%)	250	3.036
e. Refund Policy	80(32%)	50 (20%)	45 (18%)	35(14%)	40(16%)	250	2.48
f. Warranty and claims	107 (42.8%)	47(18.8%)	40(18%)	30(12%)	30 (12%)	250	2.36
g. Delivery too slow	121 (48.4%)	44(17.6%)	40 (16. %)	25(10%)	20 (8%)	250	2.11

which together can be named as happy shopping from home as you are getting products with more gifts at home only. Factor 4 can be named as product trust as it includes product analysis and compulsory purchase. As factor 5 has discount and saves on extra charges it can be named as value for money.

Main barriers in online shopping:

At the the end of the questionnaire we asked all our respondents to rate the main barriers to online shopping. It was asked of all respondents who have been doing online shopping and also from those respondents who never shopped online, to judge their concern or to gain an experience of online shopping. This analysis is very important for sellers as after knowing the barriers for buying online they can work to change the mindset of consumers for online purchasing of electronic goods.

From the calculation of average rating of all respondents, which is an indicator of average sentiments of all respondents, we analyze that sellers of online electronic goods must provide secure and safe payment solutions to their customers also to try to create more trust among customers for their online stores and also should work to provide more after sales service as the average rating of these three parameters is 3.52, 3.44 and 3.22.

Conclusion

From the research we conclude that the people of the Emirate of Ajman are buying online but not as rapidly as other emirates especially Abu Dhabi and Dubai. Study reveals that online shopping is mostly influenced by family networks or social circles and also people do online shopping because of convenience and time saving. Online shopping is becoming popular among the young generation and also over the past year more people have shown more inclination towards online buying. Before buying they check both offline stores and online stores to compare price, quality or offers. The potential of online shopping is large, but still there is a safety issue which is a barrier to online shopping due to high internet hacking people are afraid to share their personal and financial information on the internet. Companies must emphasise on the safety of credit card and customer personal information data. After sales service and attitude of sellers by maintaining good communication with consumers can increase consumer purchase intention and by increasing trust the possibility to repeat purchase. So it is necessary for the online shopping industry to have continuous improvement in terms of the product variety, services, efficiency, security and popularity of brand to meet consumer changing needs and expectations.

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Corporate Contribution in the Health Sector: The Case of Bangladeshi Banking Companies

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Abstract

This study examines the contribution of the corporate sector in the healthcare sector of a developing economy - Bangladesh. In order to fulfil this objective, the researchers focused on the contribution of the banking sector through six case studies. The annual reports of the banks were taken as the sources of data. Content analysis of these annual reports was conducted. It was seen that in many ways, the companies in the banking sector of Bangladesh are trying to contribute to the healthcare sector of Bangladesh. From the context of a poor country, these attempts can be considered as praiseworthy.

Key words: corporate contribution, health sector, Bangladesh

Introduction

Corporate Social Responsibility (CSR) is not anymore a new term in the business world. These days, corporations all over the world are taking this issue seriously. On one hand this kind of activity helps to build corporate image and on the other hand society benefits from these activities. There is no doubt that nowadays the whole world is facing a good number of social problems. Some of the significant problems that we are facing these days are the problems of poverty, environmental degradation, social inequality, health and illness, drugs, crime and terrorism and some others. In order to deal with these problems the society needs a combined effort. Government, NGOs, businesses, activists and individuals - all should be aware of these problems and try to make a contribution to minimize all these.

This paper is concerned with the social problem of health and illness. All over the globe a good number of people suffer from many diseases. Some of these diseases are still regarded as non-curable. In many cases, treatments are becoming expensive. Poor people, mainly in the developing economies are not being able to afford the needed treatment. Moreover, the lifestyles of the rich people are making them sick and ill. According to Henslin (2011), over-industrialization has created affluence and that has resulted in rich food consumption and less physical exercise. Moreover, in these over ambitious industrial societies, stress has become a common matter in the lives of the people. All these factors are resulting in more disease.

People all over the world are gradually becoming concerned about health issues. Both governmental and non-governmental sectors are getting involved in solving these problems. Media is also creating social awareness about many diseases. The corporate sector is also trying to contribute in the health sector as a part of their Corporate Social Responsibility activities. This paper highlights the contribution of the corporate sector in the healthcare sector in a developing economy - Bangladesh. Bangladesh is considered as one of the poorest economies in the world. Healthcare facilities are not up to the mark. In many cases the poor people of the country do not get enough healthcare facilities. Every year many people die of diseases like diarrhoea, malaria, dengue, kidney disorder, cancer and others. Malnutrition is common in this country. Moreover, the poor people (mostly uneducated) are very much unaware of health related issues. In many cases, because of their lack of awareness, they do not even understand that they have become sick. Medical facilities are not greatly available in the rural areas. Also there is a huge problem of availing emergency medical services.

As Bangladesh is a poor country, the Government alone cannot afford to perform all necessary activities related to the progress of healthcare situations. That is why, many international organizations, along with the NGOs are offering their assistance in the health sector. As mentioned earlier, the corporate sector is also contributing in this sector these days. This paper mainly focuses on the banking sector of Bangladesh and its contribution to the health sector. The banking sector of Bangladesh is renowned for CSR activities. Especially some of the local banks are considering their CSR issues seriously.

Theoretical Framework

There are many theories that explain why corporate houses go for CSR activities. Two of these theories that got immense popularity from the researchers are the stakeholder theory and the legitimacy theory (Hossain, 2010).

The stakeholder theory emphasizes on the fact that these days businesses have to deal with many parties other than the shareholders. In the past it was thought that shareholders are the only party (or stakeholder) to whom a business should be accountable. These days it is thought that a business operates in a multi-stakeholder environment. Other than the shareholders, there are other important parties like labour, managers, government, customers, social activists, media, researchers and in a way, the whole society. Business has a symbiotic relationship with the society. All these stakeholders in many ways are dependent on the business and business is also dependent on them. A business has to deal in a society. That is why it should be careful about the interest and welfare of the different stakeholders in a society. As business is operating in a society and generating profit, it should not do anything that is proved to be harmful to the society. These days it is also expected that other than generating profit, a business should also contribute to the welfare of the society by performing some voluntary welfare activities that contribute to these multiple stakeholders. Stakeholder theory highlights that in performing their activities, the corporate houses should look after the needs and demands of these multiple stakeholders.

Another important theory that explains why companies perform CSR activities is legitimacy theory (Deegan and Unerman, 2006). This theory highlights that if an organization wants to survive in a society, it has to legitimize its activities in the eyes of the society. In order to deal in the society an organization must ensure that its activities do not become harmful for the society. In other words, the people in the society must have a perception that the organization is not doing anything harmful to them. That is why organizations always try to manage the perception of the people in the society. Organizations try to ensure that the society thinks that the activities of the organization are legitimate. If the business organization cannot manage this perception there will be a legitimacy gap. This legitimacy gap is dangerous for the organization because it might result in some sort of penalties from the part of the society. If the people in the society think that the activities of the organization are harmful for them they may start rejecting the products, there may be negative media coverage, the organization may have to face lawsuits and thus lose goodwill in the market. So, legitimacy is important for the survival of the organization in the society. CSR is one of the impression management tools that can create a good perception about the organization. By showing that they are doing something good for the society and contributing in minimizing social problems, businesses can legitimize their existence and operation. Thus, CSR activities, by creating a good perception among the people of the society, can legitimize the existence and operations of the business organization.

The Banking sector is a highly regulated and a closely monitored sector of Bangladesh. Because of its high public visibility the organizations of this sector needs to work at managing their impression. They have to be responsible and accountable to multiple stakeholders. CSR activities, by contributing to the mitigation of social problems, can help in creating a good perception among the stakeholders about the organization.

Methodology

This research is qualitative in nature. This research follows a case study method. Six Bangladeshi banks were selected for study. The contents of their annual reports were analyzed. These banks are public limited companies and thus they have to produce annual reports at the end of each financial year. In most of the annual reports, CSR activities are presented in a narrative form. In this research, these narratives were analyzed in order to find out the nature of contribution of these banks to the healthcare sector of Bangladesh. The contents of the annual reports of the year 2012 were analyzed. The banks were selected on a random basis.

Findings

This section of the article presents the descriptions of the selected cases. The contributions of the sample banks in the healthcare activities are narrated here.

Case 1: Dutch-Bangla Bank Limited

Dutch-Bangla Bank Limited (DBBL) is one of the most renowned banks that performs a good number of CSR activities for the community. In their annual report of 2012 they mentioned various CSR activities that they performed for the whole year. From their report it can be found that in this particular year they have contributed in medical infrastructure development, operation of cataract and treatment of cleft-lip.

Other than these items they also provided individual donations to people who were in need of treatment.

In terms of infrastructure development they contributed to several projects. Firstly they donated 320 computers for a project called 'Surjer Hashi' (Smiling Sun). This project provided an online MIS system that deals with real time medical data. This project mainly targeted the hill tracts and the rural areas. Secondly, they donated money to one of the most prominent hospitals of Bangladesh for modernizing equipment for liver transplantation, kidney transplantation and cardiac surgeries. Thirdly, they donated money to a blood bank for purchasing cell separators. Fourthly, the bank donated an ambulance to a sea beach management committee that provides emergency support to the tourists. Fifthly, they donated another ambulance to a Diabetic hospital for supporting the diabetic patients in emergency.

Other than these efforts of infrastructure development, they donated money and conducted cataract operations with the help of several hospitals for the under privileged visually impaired people. In 2012 they conducted around 1200 cataract operations in seven areas of the country. This bank has been conducting this kind of operation since 2008 and up to 2012, 3,505 operations have been completed.

They also arranged operations for cleft-lip patients (especially children). They launched a program called 'Smile Brighter'. In 2012 they conducted 218 cleft-lip operations for underprivileged boys and girls. They are conducting this program from 2003 and up to 2012 they have conducted 5,073 operations in different parts of the country.

Other than all these programs the bank also donated money to individual persons suffering from different diseases as they needed money for treatment and surgery.

Case 2: Islami Bank Bangladesh Limited

Islami Bank Bangladesh Limited (IBBL) is the first Islamic bank in Bangladesh. Their activities are guided by various religious factors.

They try to contribute in the health sector in two ways. First, they themselves invest in the health sector by establishing hospitals and other infrastructures; second, they contribute to other organizations for the development of their healthcare services.

Over the years, IBBL has established six hospitals that are under their ownership. Other than this they have also established seven community hospitals. IBBL also helps those people who run charitable dispensaries in several communities. According to the data provided in the 2012 annual report of this bank, on an average two hundred thousand patients get services from these dispensaries every year.

Case 3: Bank Asia

In 2012, Bank Asia, in collaboration with Bangladesh Eye Hospital conducted ophthalmological operation of cataract affected children. According to the information in their annual report, the bank has been conducting this kind of CSR activity in collaboration with Bangladesh Eye Hospital since 2005. Moreover, with the help of a local NGO, the bank arranged year-long school eye camps. Almost 10,400 school children could check their eye sight and many of them took treatment.

Other than this, the bank donated money to two of the hospitals for their infrastructure development.

Case 4: Mercantile Bank Limited

Though, in their annual report this bank did not mention their contribution to the health sector in details, they mentioned that they provided both institutional and individual support.

In terms of institutional support they donated money to the Liver Foundation of Bangladesh for buying the needed equipment for the treatment of patients. Other than this, they donated money to Rawnok Diabetic Sangstha and National Heart Foundation. They also donated money to two hospitals for establishing dialysis and eye units.

Case 5: Dhaka Bank Limited

Dhaka Bank Limited (DBL) has mainly contributed to two institutions in the year 2012. They donated money to Glaucoma Research and Eye Hospital for the people affected by Glaucoma and other eye diseases. In addition, to support the autistic children, the bank donated money to Proyash - an organization working with autistic and disabled children.

Case 6: Eastern Bank Limited

According to the annual report of 2012 Eastern Bank Limited (EBL) mainly provides institutional support rather than contributing to individual patients.

EBL contributed in the treatment of Thalassemia patients. EBL supports Bangladesh Thalassemia Foundation in their different efforts. In the year 2012, EBL donated a Refrigerated Centrifuge to this foundation.

This bank also supports Blind Education and Rehabilitation Development Organization (BERDO) - an organization that deals with the physically and mentally disabled people in Bangladesh. In 2012 the bank donated five computers for the education of visually impaired students. EBL also donated computers to Proyash - an institution working for the people with various disabilities.

Analysis and Conclusion

If these cases are analysed, certain features of corporate contribution in the health sector in relation to the banking companies of Bangladesh can be identified.

Firstly, the sample banks taken as cases contribute in the healthcare sector mainly in three ways:

a. Some of these banks donated funds for the infrastructure development of several hospitals and other medical centres.

b. Some of these banks contributed to the society by joining hands with some other institutions like NGOs.

c. Some of these banks went for individual donations.

Secondly, various diseases along with physical and mental disabilities got importance from these banks. If these cases can be analysed it can be seen that the banks have donated for eye treatment, liver treatment, kidney treatment, thalassemia treatment and some others. Other than these, autism also got importance from one of these banks. Thirdly, other than just donating for treatment, banks invested in medical camps. One of the banks donated money for educating disabled people. Fourthly, these banks mainly tried to help the poor people who require financial assistance for their health related problems.

According to legitimacy theory, business organizations must manage the perceptions of the stakeholders in order to legitimize their actions. There is no doubt that the CSR activities are performed with a motivation to manage the impressions of the stakeholders. There are two advantages of CSR activities. Firstly, the companies can develop goodwill that helps them to survive in the market. Shareholders get benefit from this. Secondly, the community/ society gets the benefits of these CSR activities. Some other stakeholders than the shareholders get benefit.

In a country like Bangladesh where the population is huge and poverty is massive, Government alone cannot solve all the social problems. Healthcare is a basic requirement for humankind. That is why these corporate initiatives in relation to healthcare facilities can be considered as praiseworthy.

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The Effect of Job Rotation on employees in organizations in the UAE

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Abstract

Job rotation is a type of on-the-job knowledge acquiring where an employee is encouraged through a list of coursework planned to give them an extent of practical knowledge and coverage of different aspects of employment for that profession. Job rotation is a suitable development method for employees who are focusing only on common job tasks rather than a specialized professional route. It is also a way of obtaining speedy coverage and experience to a large selection of positions within a company in order to boost certain capabilities. The basic purpose of this study is to find out the impact of job rotation on employees in UAE public and private (both) organizations. For this purpose, online survey technique was used and data was gathered from 100 employees including males and females from UAE organizations. Data was analyzed through reliability, descriptive, correlation and regression analysis. The findings of the study show that job rotation has a highly significant and positive impact on employees in both the public and private sector in United Arab Emirates organizations. Job rotation creates new opportunities for employees and develops high skills in them.

Introduction

Nowadays, "upgrading the knowledge and capabilities of personnel, equipping employees with the most up-to-date and unique capabilities, improving upon productiveness and worth-extra operations, blocking personnel skills from turning into obsolete and enhancing the coaching lifestyle." (Ortega, 2001). "Job rotation is a serious component of work layout and an industrial observe normally used along with the intention of lowering monotony and building substantial inspiration." (Huang, 1999)

According to Jorgensen (2005) "Rotation is usually described as performing at different tasks or in numerous positions for established intervals of time."

"In the planned way applying lateral transfers aiming to permit employees to gain a range of information, skills and competencies and can be noticed being an on-the-work training technique." (Gomez and Lorente, 2004). Therefore, it is thought to gain an effect on worker determination.

"Job rotation is a part of job system where the employees transfer from one position to another in a specific period of time to do different tasks compared to the previous positions. It can be defined as working in different positions and doing different tasks for a period of time in an organization in order to learn a different range of skills and knowledge." (Jorgensen et al, 2005). Also, according to Eriksson & Ortega (2006) "Job rotation is an effective way to develop employees' abilities". This research has been investigated in UAE organizations of how employees can benefit from job rotation. It could check with different types of rotations.

Job rotation certainly is a kind of on-the-career knowledge enhancing wherever an employee moves through a timetable of assignments intended to provide them with several career experiences. "Task rotations are appropriate progress remedies for employees who are in search of a general instead of technical job path, need to reach quick exposure to wide range of employment in an organization, or need to have to reinforce particular skills. Position rotations can be obtained for workers at all grades and levels within the organization, nonetheless are almost certainly to be useful for fresh new graduates or higher opportunity leaders." (Huang, 1999).

"In the United States of America they applied job rotation throughout the nineteenth century which was a regular exercise during the Business of labor in a very prominent American spiritual communal motion called the United Modern society of Believers, normally known as the Shakers, as discovered by the diaries and journals of many Shaker members." (Andrews, 1963). "In US firms, skilled employees who are predicted to be promoted as professionals are needed to use a broad perspective of your complete business. The personnel have seasoned many manufacturing segments by rotating through distinctive work opportunities, properly learning quite a few aspects of the company from the supervisor point of view." (Brewer, 1986).

Yet, job rotation in Japan is totally different from other countries as well as the UAE. For example, "the Japanese-style (is) shuffling the Japanese workers into new disciplines every few years. So, it is not necessary for them to specialize in specific areas because they know that Japanese companies implement frequent job rotation which is a practice that is rare in Western corporations. Also, it often occurs in large Japanese companies in order to give the company vitality and unity." (Lohr, 1982).

On the other hand, the UAE government started to plan and apply job rotation in 2012. This was suggested and agreed by H.E. Humaid Mohammed Al Qatami, Chairman of the Federal Authority for Government Human Resources (2012) "We seek to put an end to the culture of staying in the same post for a long time as rotating jobs allows the leading posts to be continuously provided with qualified national staff." This idea was followed according to UAE Federal Government Learning and Development Policy v1.0 -Article 62 (n.d) "Job rotations are available to employees at all grades and levels within the organization, however are most likely to be used for fresh graduates or high potential leaders." (P, 17)

Implementing job rotation has different impacts on employees. "Job rotation is an effective way to develop employees' abilities and they need to gain deeper understanding of more aspects of business." (Eriksson & Ortega, 2006)

Moreover, "job rotation is a suitable development solution for employees who are seeking a general rather than technical career path and who need to gain rapid exposure to a wide range of jobs within an organization (e.g. new employees or fresh graduates.)" (UAE Federal Government Learning and Development Policy, n.d). Besides, "job rotation would provide working environment flexibility to employees in order to exert their multi skilling in the working process" (Armache, 2012). Furthermore, as job rotation becomes an essential part of the workplace we are estimating that UAE organizations after 10 years would hugely increase the process of job rotation in different sectors (public and private) due to the optimistic effects on employees that would encourage them to reach a high standard level of knowledge where the productivity and motivation would raise in this case. It's beneficial for us to do this research to evaluate the effects of job rotation on employees who are currently working in UAE organizations.

Hypothesis

For our research we would like to investigate the following hypotheses related to job rotation in the UAE which are:

H1a: There is a positive relationship between job rotation and employees of the UAE public and private sector.

H1b: There is a negative relationship between job rotation and employees of the UAE public private sector.

H2: There is a positive relationship between job rotation and employee's social relationship of the UAE private and public sector.

H3: There is a positive relationship between job rotation and employee's knowledge and skills of the UAE private and public sector.

H4: There is a positive relationship between job rotation and employee's routine work of the UAE private and public sector.

H5: There is a positive relationship between job rotation and employee's job opportunity of the UAE private and public sector.

H6: There is a positive relationship between job rotation and employee's performance level of the UAE private and public sector.

H7: There is a positive relationship between job rotation and employee's job stress of the UAE private and public sector.

We have chosen this topic because we want to find out the impact of job rotation on employees in UAE organizations. The basic purpose of choosing these hypotheses is to provide evidence of how job rotation can prove progression and enhancement alternatives for UAE Federal Government workforce in addition to comparing the public and the private sectors, to be certain that Government has the capability to meet their future prerequisites in each technical and management role. As a result, it would help to emphasise the top quality in scheduling and controlling as well as discovering and progress activities at all stages in each private and non-private sector of United Arab Emirates organizations.

In this research, we estimate that job rotation may positively affect employees more who are in UAE private sector rather than who job rotated in the public sector. This estimation was built on the International Journal of Human Resource Management, where a Human Resource manager stated that "Employees are more attracted to private sector offers of career development and learning opportunities." (Al-Hamadi et al, 2007). This means that the career development is a part of developing more skills which will be applied through job rotation.

In this case, we will evaluate our hypotheses by comparing the responses of each employee, for different gender, in the private sector and public sector in UAE, which depends on the employee's gender, age, skills enhancement, improving social relationships and which sector they work in, and are they satisfied with job rotation application or are they stressful about this process. Therefore, we will be able to classify their opinions for both sectors.

Methodology

In this particular study, we have chosen online survey approach as a primary method to gather our data. The basic purpose and advantages of choosing online survey method are:

- **Low costs.** "Resulting from greatly lower overheads, collecting knowledge does not have to cost you in a large number." (Evan & Mathur, 2005).
- **Automation and real-time access.** "Respondents enter their own individual data, and it is really immediately saved electronically. Analysis, results therefore in being easier and will be streamlined, and is available straight away." (Evans & Mathur, 2005)
- **Less time.** "Fast deployment and returning of questionnaire are feasible with online surveys that can't be attained by traditional procedures. If you have negative contact information and facts for some respondents, you will realize it virtually appropriate once you have dispatched your surveys." (Evans & Mathur, 2005)
- **Convenience for respondents.** "They might respond to questions on their agenda, at their speed, and may even begin a study at a single time, postponed, and finish it later on." (Evans & Mathur, 2005)
- **Design flexibility.** "Surveys can be programmed even when they are quite elaborate. Intricate skip styles and logic might be utilized seamlessly. You can even require that respondents offer just one response to solitary-alternative thoughts, which cuts down on error." (Evans & Mathur, 2005)

In order to measure the statement given by respondents in the survey, a 5 point Likert scale was used:

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

In this way, we can identify the responses of each employee who works in the Private and Public sector, linked with the effects of job rotation system.

Population

The desired and actual population for this particular study is all employees who practice job rotation in their departments of public and private sector of United Arab Emirates organizations.

Sample Size

The sample size for this particular study is 100 employees including males and females. The sample size has been chosen through simple random sampling.

In statistics, a simple random sample is a subset of people taken from a bigger population. Just about every individual is decided on randomly and entirely based on random selection, so that each person has the exact probability of remaining preferred at any phase through the sampling system, and every subset of k men and women has the same likelihood of remaining picked out for sample as every other subset of k individuals. "This process and procedure is named simple random sampling. A simple random sample is undoubtedly an unbiased surveying method." (Yates et al, 2008).

Data analysis

To see the relationship between independent and dependent variables, the sample was employed as well as correlation and multiple regressions. The data was analyzed for the descriptive portion related to job rotation effects. The first step required the application of correlation model development of social relationship, increased knowledge and skills, decreased routine work, decreased stress, increased job opportunity, improved performance level and employees' job satisfaction. This meant that there were six independent variables. All of them had the multiple regression model applied to them.

$$Y= \beta_0 +\beta_1X_1+ \beta 2X2+ \beta_3X_3+ \beta_4X_4+ \beta_5X_5+ \beta_6X_6+e$$

Y= employee's job performance/satisfaction (dependent variable)

β_0= Constant

X_1= Build social relationship

X_2= Broaden job knowledge and skills

X_3= Decreased routine work

X_4= Decreased stress

X_5= Increased job opportunity

X_6= Improved performance level

With the help of the above given equation, the effects of independent variables on the dependent variable of job employees' satisfaction/performance were measured.

Findings of the study

Reliability for both sectors (Public and private)

Table 1 (opposite page) shows that instrument used in this study was reliable with Cronbach's alpha value of 1st independent variable (Build social relationship) 0.715, with Cronbach's alpha value of 2nd independent variable (broaden job knowledge and skills) 0.873, with Cronbach's alpha value of 3rd independent variable (decreased routine work) 0.863, with Cronbach's alpha value of 4th independent variable (decreased stress) 0.932, with Cronbach's alpha value of 5th independent variable (increased job opportunity) 0.838 and with Cronbach's alpha value of 6th independent variable (improved performance level) 0.901.

Table 2 (opposite page) & Table 3 (page 38) show that there were 56.56% males and 43.43% females participated in the particular study. Out of them, 22% respondents were of 18-24 age groups. 33% respondents were of 25-34 age group, 29% respondents were of 35-44 age group and 16% respondents were of 45+ age group.

Table 1

Reliability coefficients	
Scale	Cronbach's alpha coefficient
Build social relationship	0.715
Broaden job knowledge and skills	0.873
Decrease routine work	0.863
Decrease stress	0.932
Increased job opportunity	0.838
Improved performance level	0.901

Table 2

Gender of Employees			
Gender	Frequency	Percent	Cumulative percent
Female	56	56.56	82.5
Male	43	43.43	17.5
Total	100	100.00	100

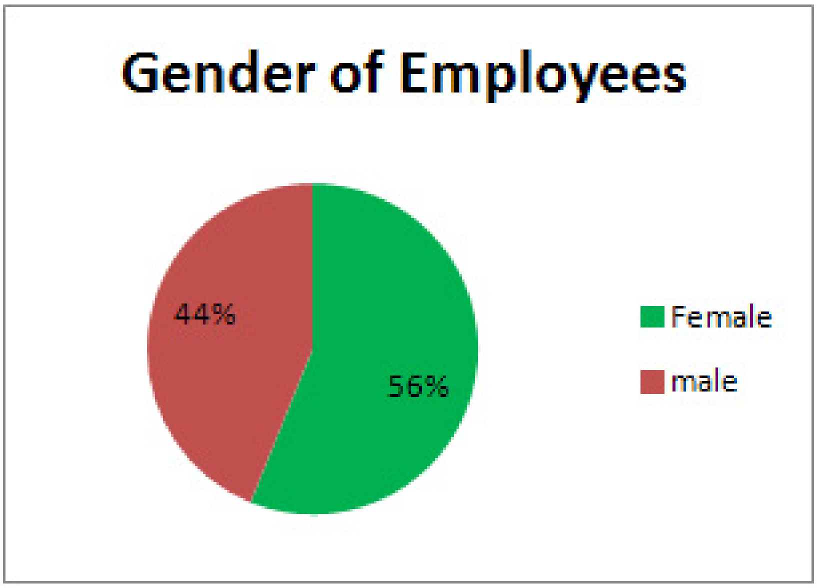


Table 3

Employees Age Group in Public and Private Sector			
Age group	Frequency	Percent	Cumulative percent
18-24	22	0.22	22.0
25-34	33	0.33	33.0
35-44	29	0.29	29.0
45+	16	0.16	100.0
Total			100

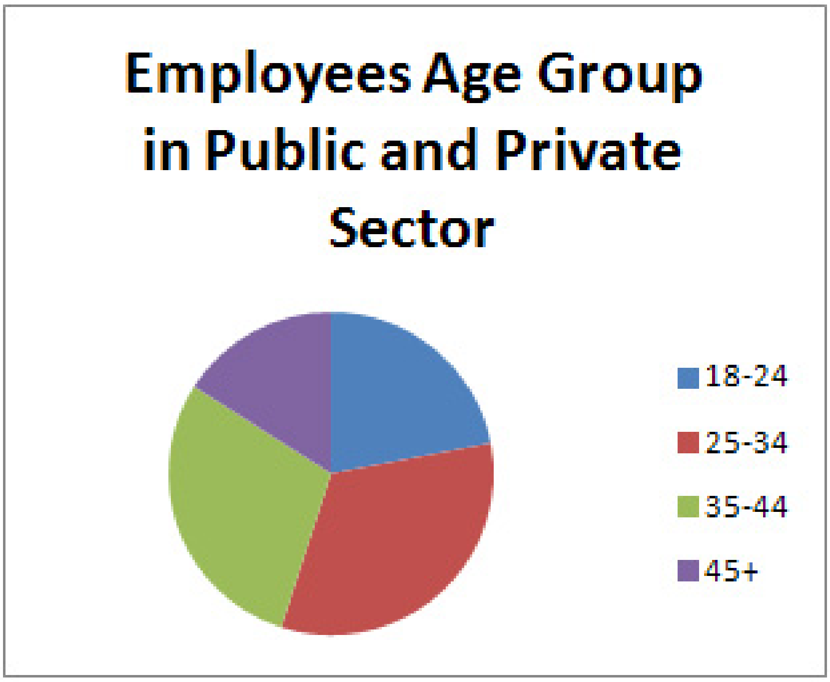


Table 4

Educational level of employees			
Qualification	Frequency	Percent	Cumulative percent
Diploma	21	21.0	22.0
Bachelor	27	27.0	48.0
Masters	19	19.0	57.0
PhD	26	26.0	83.0
Above	07	07.0	100
Total	100		

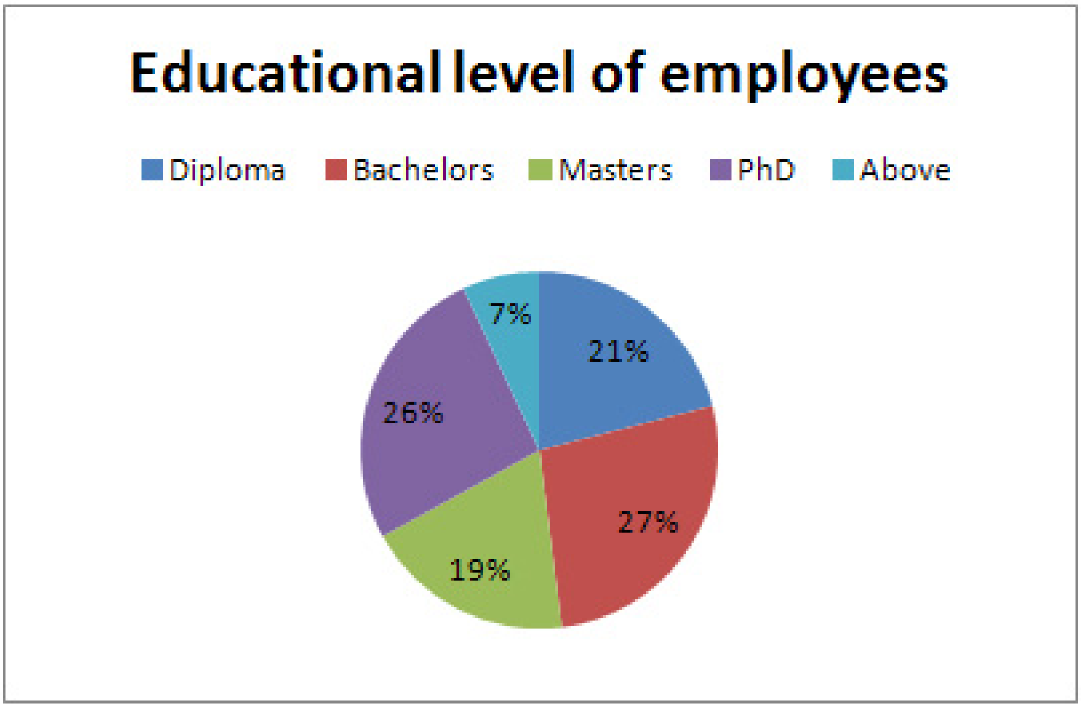


Table 5

Number of Employees in Public and private sector			
Employment	Frequency	Percent	Cumulative percent
Public	49	49.49	49.49
Private	50	50.51	100

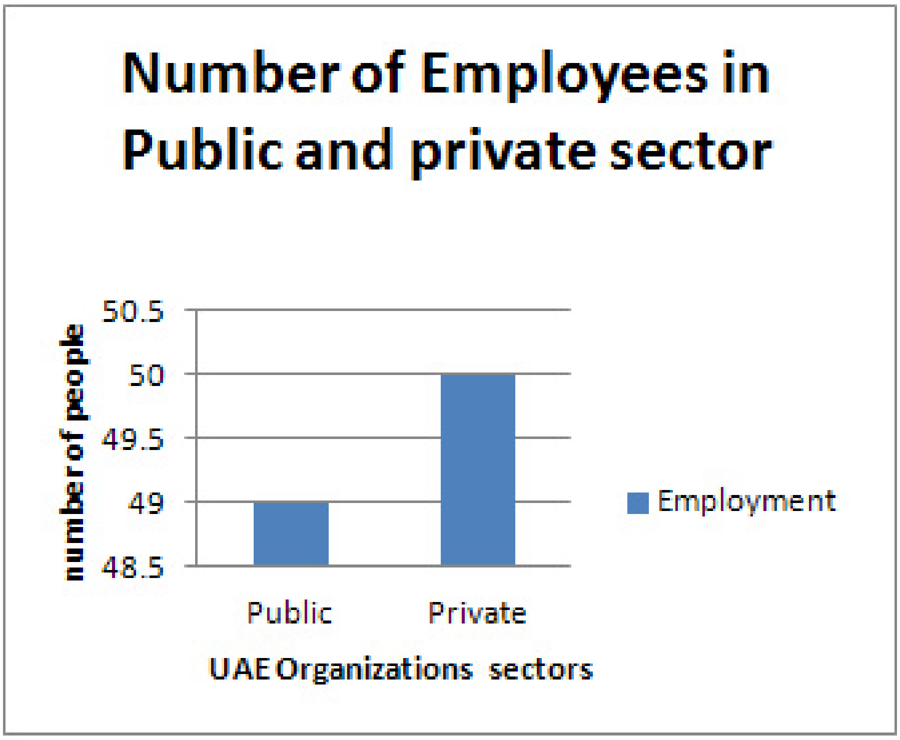


Table 6

Number of years Employed			
# of years employed	Fr.	Percent	Cumulative percent
Less than 1 year	12	12.12	12.0
1-5	56	56.57	68.0
6-10	23	23.23	91.0
15+	08	08.08	100.0

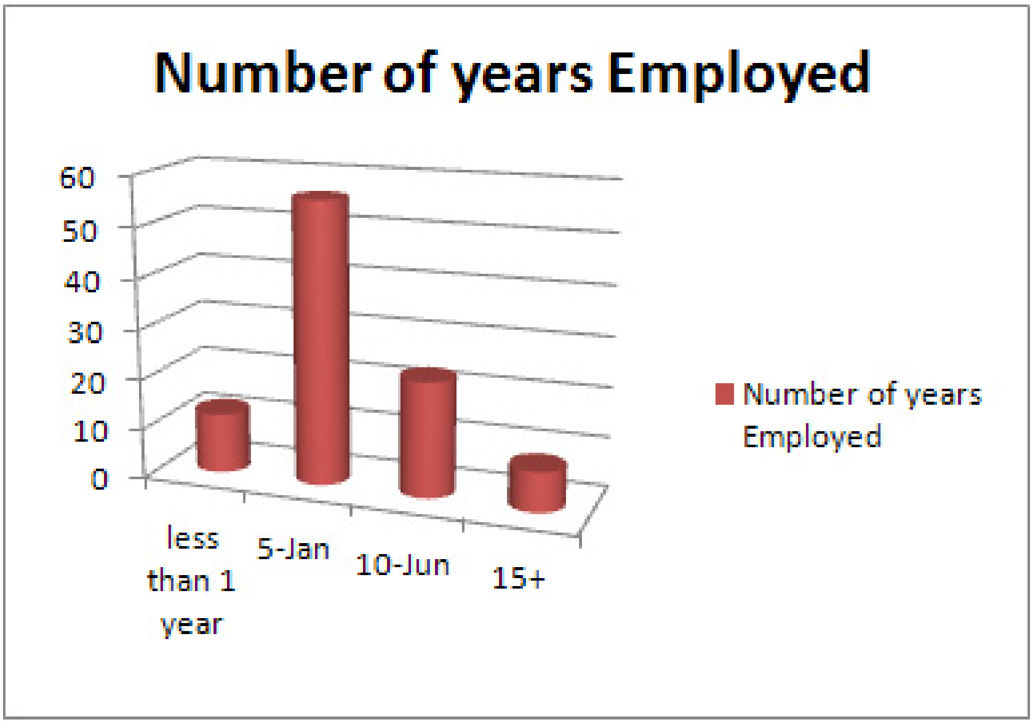
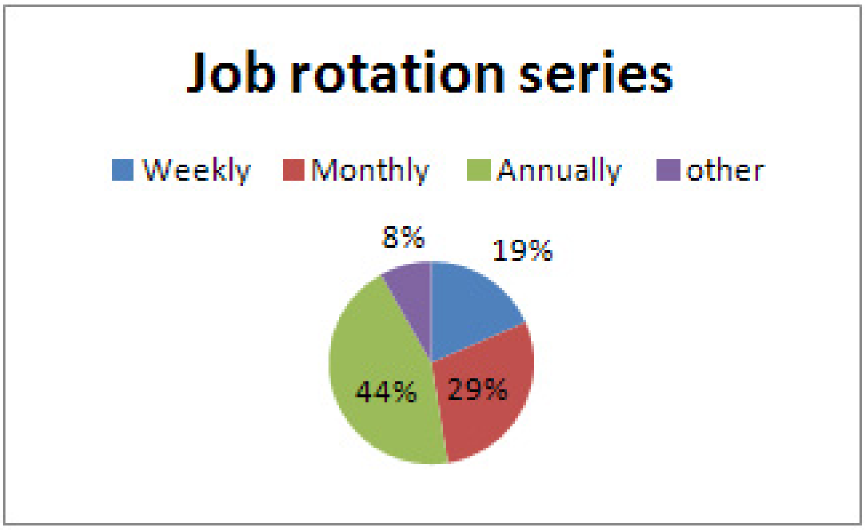


Table 7

Job rotation series			
Job rotation series	Frequency	Percent	Cumulative percent
Weekly	18	18.56	18.0
Monthly	28	28.87	47.43
Annually	43	43.33	90.76
Other	08	08.25	100



Correlation

Table 8

Pearson's coefficient of correlation matrix for key variables in the study

Variables	DSR	IKS	DR	DS	IJO	IPL	EP
DSR	1.00						
IKS	0.803**	1.00					
DR	0.628**	0.764**	1.00				
DS	0.619**	0.637**	0.644**	1.00			
IJO	0.659**	0.662**	0.733**	0.617**	1.00		
IPL	0.620**	0.669**	0.564**	0.634**	0.770**	1.00	
EP	0.632**	0.727**	0.738**	0.681**	0.777**	0.652**	1.00

**Correlation is significant at the 0.01 level (2-tailed), N = 100, DSR= Development of social relationship, IKS= Increased knowledge & skills, DM=Decrease routine work, DS= Decrease stress, IJO= Increased job opportunity, IPL= Increased performance level, EP= Employees performance.

Table 8 shows that association between all variables is positive. Significant relationship is also found among many variables. Employee's performance/satisfaction has a positive and strong correlation with all variables at 0.01 significant levels. All independent variables are highly significant and positively correlated with each other at 0.01 significant levels.

Regression

Regression table measures the amount of total variation in dependent variable due to independent variable. Table 9 shows the value of Adjusted R2 is 0.922. This value indicates that there is almost 73.4% variation in dependent variable (employee's performance/satisfaction) due to one unit change in independent variables. The F value is 85.525 at 0.000 significant levels, which shows that the model is good as its value is less than 0.01 significant levels.

Table 9

Multiple-regression of independent variables on job rotation of employees				
Independent variables	**S.E**	**Beta-value**	**t-value**	**P**
Build social relationship	0.047	0.130	6.493	0.000
Broaden job knowledge & skills	0.049	0.169	2.857	0.001
Decreased routine work	0.058	0.457	3.607	0.001
Decreased stress	0.042	0.024	0.310	0.623
Increased job opportunity	0.044	0.089	1.607	0.110
Increased performance level	0.034	0.053	1.105	0.271
N=100, Adjusted R Square = 0.922, Durbin-Watson= 1.959, F = 85.525, overall model significance = 0.01 level				

Table 9 shows that with a significant level of 0.000 and t value 6.493 build social relationship (the beta value of independent variable) is 0.130. Similarly, the increased job knowledge & skills (beta value of independent variable) is 0.169 with significant variable and t value of 0.001 and 2.857 respectively. For decreased routine work (the beta value of independent variable), the beta value is 0.457 with 0.001 significant level and 3.607 t value. These values illustrate how much the dependent variables such as employees' performance/satisfaction, are being affected by independent variables.

Results

The results of this study show that job rotation has a significant effect on employee's performance/satisfaction in UAE organizations and all the dimensions that were taken to measure job rotation are showing significant and positive results with employees except "decreased stress". It is very obvious that any new job or task that is known to an employee can give him/her stress, for that reason moving between job tasks should have a proper time length where the employees of private and public sector have time to adapt to that change and start feeling comfortable. The rest of all the dimensions, including development of social relationship, decreased routine, increased job performance, increased knowledge & skills and increased job opportunity are highly positively related to employees.

On the basis of these results, we can say that some of our hypotheses are being accepted which are:

H1a: There is a positive relationship between job rotation and employees of the UAE public and private sector. **accepted**

H2: There is a positive relationship between job rotation and employee's social relationship of the UAE private and public sector. **accepted**

H3: There is a positive relationship between job rotation and employee's knowledge and skills of the UAE private and public sector. **accepted**

H4: There is a positive relationship between job rotation and employee's routine work of the UAE private and public sector. **accepted**

H5: There is a positive relationship between job rotation and employee's job opportunity of the UAE private and public sector. accepted

H6: There is a positive relationship between job rotation and employee's performance level of the UAE private and public sector. accepted

However, two of our hypothesis had an opposite results which are:

H1b: There is a negative relationship between job rotation and employees of the UAE public private sector.

H7: There is positive relationship between job rotation and employee's job stress of the UAE private and public sector.

Conclusion

The research was about evaluating the effect of job rotation on employees in organizations in the UAE. Where this process has great positive effects on employees depends on their career and how they act toward the rotation technique. We measured different factors that may enhance employees' job accomplishment while job rotating. Finally, job rotation can serve both employees and their organization goals where they will be able to create optimistic productiveness to reach high standard levels since they have an employee who is featured with multiple experiences and skills.

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Suicide in the middle-eastern countries: Introducing the new emerging pattern and a framework for prevention

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Abstract

Islamic countries are confronted with a huge increasing dilemma, with increased rates of suicide attempts among adolescents and young married females, and increasingly using fatal methods. This trend should be dealt with as soon as possible. The present article tries to firstly explain the root causes of such trend and secondly to provide a framework for prevention of suicide among adolescents and young married females.

Key words: Islam, Suicide, Prevention

Introduction

Middle-eastern countries are confronted with a dilemma. On one hand the general rate of suicide is low within these countries. This partially reflects the view of Islam in prohibiting suicide. However, on the other hand these countries are facing an upsurge in suicide rates among adolescents and young married females.

Evidence suggests that suicide is soaring among young people in Islamic countries despite the fact that Islam is against suicide. Unfortunately, evidence further indicates that young people in these countries are carrying out suicide attempts using fatal methods such as self-immolation and hanging.

Why is this dilemma happening in the middle-eastern countries and how can we prevent it? In this article I will try to respond to these two important questions. Nevertheless, first let us to take a closer look at the view of Islam on suicide.

The view of Islam on suicide

There is a verse in the holy Koran which says that: "you should not kill yourself, because god is kind to you". This verse and other similar verses prohibit Muslims from committing suicide. In fact, suicide is seen as an unforgivable sin in the Islamic faith. Muslims should always rely on God. No matter how miserable life is there is always a hope that God sees our life and supports us whenever the time is appropriate. Moreover, Islam is against the root causes of suicide and Muslims learn how to be patient in their lives and therefore, the soaring suicide rate among adolescents and young married females especially who are using fatal methods are completely against Islamic values. So, why is this happening?

Why suicide among youngsters is soaring in the middle-eastern countries

There could be several reasons for this trend. Firstly, it might be possible that Islamic countries are not successful in passing Islamic values and principles to their new generation. Secondly, it might also be possible that youngsters see that some Islamic countries only adopt Islamic law as a shell and they do not apply the core of Islamic values.

For example, Islam is not only against suicide but also against poverty as one of the root causes of suicide and a vast majority of other health problems. Islam carries out its plan against poverty by fair distribution of wealth within the community. Therefore, if an Islamic country follows Islamic law, values and principles the poverty should be eradicated in this country. Nevertheless, there are a vast majority of Islamic countries within the middle-east that suffer from poverty. This happens despite the enormous wealth that these countries inherited by selling their natural resources such as oil and gas. Therefore, youngsters especially males carrying out suicide act using fatal methods such as hanging and self-immolation to show their protest against the unfair economic situations in their societies.

Similarly, the inferior position of females based on traditional cultures of some middle-eastern countries might have a great impact on soaring suicide among young married females. Based on such traditions, the root of which dates back before Islam, females have an inferior position in the society and husbands may even beat their wives.

Some other traditions might allow marrying very young girls to middle-aged or old men or even allow a husband or his family members to maltreat a young married girl. It is important to realize that none of these traditions are acceptable by the Islamic values and principles. Nonetheless, such traditions will lead young married females towards depression, mental problems and eventually suicide using fatal methods such as self-burning.

How we can prevent suicide within the middle-eastern countries?

If Islam is against suicide it is because Islam has laws and rules against the root causes of suicide. For example, as it has mentioned earlier, Islam combats poverty. All financial laws of Islam are aimed at the fair distribution of wealth within the community. Similarly, if Islam is against suicide it is because Islam well recognizes other root causes of suicide such as mental illnesses, drug and alcohol addictions. Based on this recognition, Islamic countries were amongst the first countries which developed hospitals for mentally ill people and scientifically studied and treated mental illnesses. Besides, drug and alcohol abuses are also prohibited under Islamic laws.

In the same way, if Islam is against suicide it is because Islam also well recognizes the rights of adolescents, females and minorities in the society. Under Islamic laws no one should be able to maltreat other members of society including vulnerable groups such as children, elderly, minorities and females. The problem is that sometimes these kinds of maltreatments which have rooted in traditions rather than faith are considered as Islamic values and laws. Therefore, it is highly important to distinguish between traditions and true faith in Islamic countries.

Concluding remark

To sum up, if Islamic countries would like to solve the current dilemma of having high suicide rates among adolescents and young married females using fatal methods, they should battle with the root causes of such trends including: poverty, ignorance, not recognizing the rights of females and minorities, mental illness, illiteracy, etc. Moreover, if Islamic countries follow pure Islamic values and principles rather than traditions and cultural issues, they will become successful in their battles against suicide and its root causes.

Some further reading

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Renal Dialysis Center at Holy Family Hospital

A joint venture of Rawalians and Holy Family Hospital for benefit of poor patients

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Dr Misbah Hasan, Additional Medical Superintendent , Renal Dialysis center with his team

This facility is the best example of mutual cooperation of an institution and its graduates for better care of patients. The Government of Punjab allocates money to Holy Family Hospital regularly to ensure free medical services to the people of Rawalpindi. At times, shortage of funds makes it difficult to run all services.

This hospital has been providing free dialysis services to patients for more than the last five years on its own. But these dialysis machines were not functioning for some time and this service had stopped. Many patients were using this facility regularly for the past five years and they never have to pay a single rupee for this service at this unit.

The chronic renal failure (CRF) cases require dialysis twice a week. Most of commercial health facilities charge about six to seven thousand Pakistani rupees for one dialysis. There are also a few facilities run by NGOs that charge around two thousand five hundred rupees for one dialysis.

Staff busy with dialysis procedure

Due to the non-functioning of dialysis center at HFH, poor patients were in extreme distress and for their relief and rescue came the graduates of RMC spread all over globe. This dialysis unit has been rebuilt and equipped by the collaboration of RMC, HFH, RMCOF and local donors.

RMCOF is a charitable organization, registered in the USA with a 501c status. It has no administrative expenses, as all the administrative cost is absorbed by broad members. All the money collected from the donors is spent on the patient care and related expenses.

During his visit to USA, Professor Umar had a detailed meeting with RMCOF board members at Orlando during which RMCOF very clearly defined their responsibilities and their pre-conditions for reviving this unit.

RMCOF agreed;

1) To provide dialysis machines and water treatment plant, 8 machines out of those 4 on priority basis.

2) Depending upon availability of funds, RMCOF would do its best to educate and train the health care providers at the dialysis unit

RMC and HFH agreed that;

1) Dialysis machines would run at their maximum allowed capacity and would be well taken care of

2) Unit would be kept clean and hygienic

3) There would be no discrimination related to patient selection based upon personal contacts, references and selection of the patient getting dialysis would be on first come first serve basis except those patients who need dialysis on an emergency basis for life threatening conditions.

4) A properly trained nephrologist would be arranged to run the unit.

RMCOF collected $53000 and 100% money was spent on buying 4 brand new dialysis machines and Reverse Osmosis water treatment center. The purchase receipts were posted to all members. No one from HFH, including principal RMC was involved in purchasing the equipment.

RMC celebrated its 50th anniversary in December 2013. The RMCOF gifted these machines and filtration plant to their mother institution, Holy Family Hospital and this dialysis unit became functional on 16-12-2013. RMCOF is striving hard to collect donations to add four more new machines this year so that the dialysis waiting list could be shortened and more deserving patients can get benefit from these absolutely free, safe and quality services.

The government of Punjab is regularly funding Holy Family Hospital to meet day to day expenses; following is the detail:

Indirect expenses to keep service running:

- On staff working in the dialysis center
- On electricity bills--- 24 hours power supply for 02 four tons and 03 one and half ton ACs
- On 5-KV diesel generator for uninterrupted power supply - average 600,000/- Pakistani Rupees per month
- On water that is required for service
- General cleanliness and hygiene of unit
- Purchase of recurrent essentials like common salt (50 kg per month), acetic acid and hypochlorite.
- Four filter cartridges per month (each worth 1000/-) for reverse osmosis plant.
- On waste management

HFH's recurrent direct patient related spending on one patient:

The unit gets the following essentials for each patient from HFH and it does not buy it directly from market. Please note, all supplies are disposable to ensure safety.

1) Dialyzer- 800/- per piece

2) Double lumen hemodialysis catheter -2500/- per piece

3) Fistula needles (02 for one)-28/-

4) Blood Line -180/- per piece

5) IV giving set and disposable syringes-5cc and 20cc

6) Injection Heparin - 550/- per vial

7) Injection Venofer- 295/- per injection

8) Erythropoiten - 2000/- per vial - more than one patient

9) Two N/S drips -55/- per drip

10) Disposable surgical gloves

11) Dermopour - 16/-

12) Blades, sticking

13) Part A and B solutions -216/-

14) Silk - 150/-

15) Injection Vancomycin, where required, 1000/-

Dr Avais Masud , MD (RMC 1985) is the project manager of this renal dialysis unit. He is a certified nephrologist working in the USA. Dr Rao Babar, MD (RMC 1983), chairman of RMCOF has set up a committee in consultation with RMCOF board members to run this unit smoothly. The committee is headed by Professor Umar, Principal of RMC and chief executive of allied hospitals. It includes Dr. Saqib Abbasi RMC1982, president of RMC Alumni Pakistan, the biggest Alumni of RMC, Dr. Manzoor Ahmed Butt RMC1985 graduate, Dr. Jahangir Sarwar Khan RMC1990, Associate Professor of Surgery at Holy family Hospital and Dr. Shams Tabraiz.

Dr Misbah Hasan RMC 1985 is working as Additional Medical Superintendant at Holy Family Hospital, Rawalpindi. Professor Umar has assigned him the special job of looking after the renal dialysis unit at MOF department. He is responsible to run smoothly the day to day affairs of this unit. Dr Misbah Hasan is doing his job with great dedication and is successful in maintaining a clean, hygienic and comfortable environment in this unit. He is making every effort to improve the services.

The RMCOF board, Professor Umar , Dr Misbah and all the committee members are making sure that the hard earned money that comes as donations from graduates of RMC spread across the globe, is used properly to help the poor patients coming to this mother institute.

The Current Situation:

Pakistan is facing the worst power supply crisis but Professor Umar and Dr Misbah Hasan are striving hard to maintain 24-hours power and water supply. The dialysis machines are working continuously since inauguration of this unit on 16-12-2013 to date and the unit is regularly providing absolutely free dialysis services to an average of 16-patients per day in an air-conditioned environment.

Punjab government's recurring expense for one regular CRF patient is Rs.3000/- and 7000/- for ARF patient (new first dialysis) from emergency and ICU.

Since inauguration in December, 2013 to 29th May, 1926 patients got free dialysis. The details:

- December ----------57 patients
- January ------------310
- February ---------- 359 patients
- March-------------- 387
- April--------------- 433
- Till 29th May -------380

All the four dialysis machines are working at far more than the recommended capacity, due to sheer demand. Just for comparison, in the US four dialysis machines in the busiest possible dialysis unit would dialyze a maximum of 72 dialysis sessions in a week. Four dialysis machines at HFH are dialyzing 112-119 patients every week. No money is charged for dialysis. Machines are well taken care of and the unit is kept clean, properly. Thanks to Professor Umar's personal efforts, a properly trained FCPS Nephrologist is coming to HFH in the second week of this June (2014).

Four dialysis machines are desperately needed at this center. RMCOF is raising funds to buy these machines. Donations and Charity are requested from individuals and institutions. We would welcome every support whether in form of cash, kind or technical assistance.

For donation, charity and any query, please visit; www.rmcof.com

You may contact:

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Dr Avais Masud, Project Manager. Avais.masud@aol.com

Abbreviations:

RMC: Rawalpindi Medical College

Rawalians: Graduate of Rawalpindi Medical College

HFH: Holy Family Hospital

BBH: Benazir Bhutto Hospital

RMCOF: Rawalpindi Medical College Overseas Foundation

Rawalpindi-Pakistan.

Gaza's Ark: The Freedom Flotilla continues after the terrorist attempt

The Freedom Flotilla Coalition met in London over the last few days to discuss future plans in the wake of the terrorist attack on Gaza's Ark in the port of Gaza, as well as future plans to struggle against the blockade of Gaza.

The attack, which occurred on April 29th, caused substantial damage to the hull of the boat. These hull damages and others caused by the explosion need a minimum of 2 months work to repair at a cost of approximately US $30,000. In response to this attack we will increase our efforts to challenge the blockade through non-violent direct action. We now plan to sail Gaza's Ark early in the fall of 2014.

The authorities have not yet concluded their investigations of the incident, so it is premature to blame anyone, but it is well known who enforces the blockade on Gaza and who doesn't want it challenged. Preliminary results of the investigation and inspection by our partners indicate that the materials which were used in the attack are not readily found in Gaza.

Freedom Flotilla boats have been sabotaged before in the ports of Cyprus, Greece and Turkey, over the last 5 years, as they were preparing to sail to Gaza to challenge the blockade.

Boats that sailed to Gaza have been attacked by the Israeli Navy in international water, in one case lethally, and in others with force which caused a boat to sink. Boats that were not sabotaged (over half a dozen) were hijacked and towed to Ashdod.

This attack on Gaza's Ark took place as Israel is under increased legal pressure for its deadly attack on the first Freedom Flotilla in 2010 at the International Criminal Court (ICC) and in Turkish courts. It also happens as Israel is increasing pressure against all Palestinians in retaliation against efforts of national reconciliation between the West Bank and Gaza.

The latest goods to be banned in the long bizarre list of items is pasta, and recent aid that was blocked included jam, soap, toilet paper, types of cheese, toothbrushes, toothpaste and again, the primary ingredient for hummus, chickpeas.

Israel says it has opened Gaza's border crossings to larger amounts of food and medicine since a January military offensive that killed about 1,300 Palestinians, destroyed 5,000 homes and left large swathes of the coastal enclave in ruins.

But U.S. and Western officials complain the limited list of humanitarian goods that Israel allows into Gaza changes almost daily, creating major logistical problems for aid groups and donor governments which are unable to plan ahead.

"It is totally surreal," one European diplomat said of Israeli decision-making. "One day we had 600 kg (1,300 pounds) of pasta at the Kerem Shalom crossing but they said, 'Today, pasta can't go in'."

The Freedom Flotilla Coalition commits to continue its work against the blockade of Gaza in all ways and by all non-violent means possible, including supporting the May 31st International Freedom Day for Gaza.