



ISSN: 2709-6300



# Journal of Educational Management & Social Sciences

Volume 2, Issue 1

December 2021



**ALI INSTITUTE OF RESEARCH &  
SKILL DEVELOPMENT (AIRSD)**

## Table of Content

S. No	Titles	Page No
1	<b>Green Training and Development Practices on Environmental Sustainability: Evidence from WAMCO PLC</b>	1-19
2	<b>US, Israel and Iran Perspectives on Enforceability of Contract of Surrogacy: Time to Enforce Surrogacy Contracts in Pakistan</b>	20-29
3	<b>Impact of Business and Management Studies on Students' Intentions to Become an Entrepreneur</b>	30-44
4	<b>Migrant and Ethnic Malay Marginalization in Tanjung Putus Village, Langkat Regency, Sumatra Province, Indonesia</b>	45-55
5	<b>Leadership Behaviour in Initiating and Managing Organizational Change Evidence from Poultry Cooperatives, a Rural Enterprise of Jharkhand, India</b>	56-65
6	<b>An Exploratory Study on Recent Inclusive Approach under MGNREGSforUnderprivileged Women, Tribal Community &amp; Smallholders Becoming Self-reliant (Atmanirbhar) in Jharkhand State in India.</b>	66-78
7	<b>Cybercrimes and Role of Law Enforcement Agencies: A Critical Analysis</b>	79-89

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## Green Training and Development Practices on Environmental Sustainability: Evidence from WAMCO PLC

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### ARTICLE INFO

### ABSTRACT

#### Article History:

Received:	July	21, 2021
Revised:	August	14, 2021
Accepted:	September	15, 2021
Available Online:	September	15, 2021

#### Keywords:

Developing Green Abilities, Green knowledge, Environmental Awareness, Employee Commitment towards the Environment, Environmental Sustainability\_

#### JEL Classification Codes:

O15, O47, R13

Green training and development practices have been acknowledged as veritable tools for addressing environmental challenges; it is also a key ingredient for promoting the acceptance of environmental conservation in the workplace because in the long run, it helps to creating a win-win situation for both management and employees. To this end, this study examined effect of green training and development practices on environmental sustainability with the objective of examining the effect of developing green abilities on environmental awareness; and examining the relationship between green knowledge and employees' commitment towards the environment. Data was collected through the quantitative means from 175 employees of WAMCO Nigeria plc. Findings revealed that developing green abilities accounts for only 93.7% of variations in environmental awareness. This implies that developing green abilities have positive significant effect on environmental awareness as an indicator of environmental sustainability; in the same vein, there exists a positive and significant relationship between Green Knowledge and Employee Commitment towards the Environment which is a component of Environmental Sustainability with ( $r=0.942$ ,  $p\text{-value}<0.05$ ). The study concluded that green training and development practices are veritable tools for promoting employees' consciousness towards the overall achievement of sustainable development goals. Thus, employee engagement and involvement in green activities should be prioritised and strengthened through periodic training and development centered on the attainment of green goals.



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## **INTRODUCTION**

Constant revitalisation of the surrounding where production activities and processes are carried out is a prerequisite to achieving sustainability and ensuring a balanced ecosystem. Thus, enhancing the texture of the environment of work is a core responsibility of every 21<sup>st</sup> century management and this requires that employees are well equipped, educated and well-grounded in the knowledge towards the significance of effective environmental management. The increasing quest to achieve competitive advantage has necessitated manufacturing firms to start giving cognizance, attention and importance to empowering their employees towards exhibiting pro-environmental behaviour for the sake of actualising environmental sustainability goals and fostering sustainable development (Chung, 2020).

Green training and development practice is an economically and eco-friendly approach for enhancing green value (Teixeira, Jabbour, de Sousa Jabbour, Latan, & De Oliveira, 2018). Green training and development practice is an important component of green human resource management and it is a process of designing education and creating awareness among employees and integrating environmental sustainability goals and objectives into the organisation's wider agenda (Yusoff, Nejati, Kee, & Amran, 2020). Environmental sustainability as a subject has been attracting attention from many scholars in management especially in the human resource management parlance (Pinzone, Guerci, Lettieri, & Redman, 2016) due to its strategic importance in the development of sustainable organisations that will contribute towards the realisation of sustainable development goals (Ren, Tang, & Jackson, 2018).

Developing green abilities which falls under the common umbrella of green training and development delineates that an organisation invests resources in the holistic development of employees' behavioural attitudes, traits, knowledge and skills towards effective environmental management to enhance its sustainability and avoiding degradation (Amankwah-Amoah, 2018). Commitment of employees towards environmental sustainability delineates that employees are attached to the organisations and this specifically reflect that employees are in tune with the values of the organisation and are willing to be partners in progress, thus, accepting the organizations' targets and goals (Paillé & Boiral, 2019). Therefore, when an employee becomes committed to the environmental sustainability agenda of the organisation, it is reflected through their attitudes and behaviour as well as their continuous interest in pursuing the green value of the organisation.

The sustainability goals of any organisation will be a mirage until employees in the process of formulating environmental goals and strategies; and in this regard, employees become adept, well versed and highly motivated towards enhancing the course of environmental sustainability. In furtherance, employees' commitment towards environmental concern is a pertinent component of the organisation's business wider scope of environmental enhancement; which on the long run significantly bring about sustainability and competitive advantage (Wang, Tong, Takeuchi, & George, 2018).

Globally, the concern for environmental sustainability is among the most pertinent and pronounced social challenges (George, Howard-Grenville, Joshi, & Tihanyi, 2017). The issue of sustainability has also become an important focus for many organisations as a result of climate changes, pressures from regulatory bodies and increased demand for greater responsibility towards

the environment by the society. According to Osuagwu, (2016), many Nigerian manufacturing organisations take less or no cognizance of their environment by situating factories in areas meant for residential. On many occasions, Nigerian citizens have bitterly expressed their displeasure on the high level of pollutions that these organisations have meted on the environment in the course of carrying out their production activities (Ihonvbere, 2015, e Ali, M. S et., al 2021, Adeem, M. A et al. 2019).

Furthermore, a study by Appel, (2017) and Oyedokun, (2019) made it known that employees in the manufacturing organisations display high level of indiscipline towards the environment through constant degradation. Since environmental performance of an organisation is a reflection of demonstrating the degree of awareness and commitment towards conserving the natural environment (Lather & Goyal, 2016). Large manufacturing organisations have been increasingly confronted with pressures to develop environmental friendly activities and practices during their production process. Marcus and Fremeth, (2017); argued that to achieve this requires employees green knowledge and abilities by the management in order to foster employees' commitment towards the environment (Teixeira, Jabbour, de Sousa Jabbour, Latan, & De Oliveira, 2018).

To ameliorate and improve in sustaining the quality of the environment, a component of green human resource management which is green training and development practice becomes a mechanism for creating awareness, developing abilities and enhancing knowledge to foster employee commitment and consciousness towards protecting the environment. Based on the above arguments, this study examined green training and development practices on environmental sustainability among employees of WAMCO plc, Lagos State with the objectives of:

- i. examining the effect of developing green abilities on environmental awareness; and
- ii. examining the relationship between green knowledge and employees' commitment towards the environment.
  - a. Thus, this study anchored two research questions which are:
- iii. To what extent will developing green abilities affect environmental awareness?
- iv. Is there any significant relationship between green knowledge and employees' commitment towards the Environment?

## **CONCEPTUAL REVIEW**

### **Green Training and Development Practices**

Green training and development practices is the process for reducing wastes, efficient and effective resource utilisation, conservation and preservation of energy and curtailing acts of environmental debasement. From the Nigerian perspective, green training and development practices can serve as an avenue for developing employees green abilities on the pertinence of environmental sustainability (Ullar, 2017). Thus, green training and development practices should involve seminars and workshops that will enable employees acquire requisite knowledge and skills to properly manage the environment effectively; so that they can exhibit pro- environmental behaviours and at the same time become eco-friendly (Hosain & Rahman, 2016, Sibte-Ali et al. 2018, e Ali, M. S et al. 2021). Also, aspects relating to the environment such as energy, safety,

recycling and management of wastes should top the list in educating employees during training and development programmes (Genty, 2021). Furthermore, when the organization practice and extend green training and development through induction for new employees; it makes them more committed towards protecting the environment because the content of the induction programme would have been intensive enough to usher the trainees into understanding the policies of the organization and its procedures towards green management (environmental sustainability).

### **Indicators of Green Training and Development Practices**

Table below highlight the indicators used in this study for measuring green training and development practices.

**Table 1: Indicators of Green Training and Development Practices**

<b>S/N</b>	<b>Green candidate selection process</b>	<b>Sources</b>
1.	Developing Green Abilities	Bishop, Daily and Mssoud, (2012) and Jabbour, (2015), (Ullah, 2017), Yusliza, Othman and Jabbour, 2018), Shah, (2019), (Schaltegger, Burritt & Petersen, 2020).
2.	Green Knowledge	Horbach, (2019), (Cheng, Yang & Sheu, 2020).

**Source:** Researcher's Framework, 2021

### **Developing Green Abilities**

Sustainability is a vital issue in this modern dispensation as damages from environmental degradation through carbon emissions, toxic bio-degradable wastes are greatly affecting the planet (Ullah, 2017). So, maintaining environmental quality requires clean air, non-toxic water, a stable climate, green management of wastes and renewable energy (Shah, 2019). All these are expedient as future generations are looking forward to a better world and the earth must be sustained by developing green abilities by organisations at an early stage (Yusliza, Othman, & Jabbour, 2018). Developing green abilities requires equipping employees with the know-how to perform and solve environmental related problems. This is centered on trainings to focus on employees' mind-set, abilities, knowledge, skills as well as their attitudes towards developing and supporting an environment that is friendly and resource-efficient (Schaltegger, Burritt, & Petersen, 2020).

### **Green Knowledge**

In this paper, green knowledge is considered as knowledge which is created, applied and developed to understanding environmental challenges and creatively proffers probable solutions using eco-innovative approach. As put forward by Horbach, (2019), green knowledge is a crucial

driver for achieving a green economy. Just as economies are taking giant steps to becoming more sustainable. Green knowledge is required to develop and cultivate a green life style by applying the right approach towards curbing and reducing carbon emissions and conserving environmental texture (Cheng, Yang, & Sheu, 2020). The move to achieve green economies has been gaining momentum globally, and one of the key areas for developing employees is to equip them with adequate trainings so that they can acquire a contemporary strategic mind-set for mitigating both current and future environmental concerns (Shah, 2019). This necessarily requires much more teaching research as well as continuous green training and development practices.

### **The Concept of Environmental Sustainability**

Environment can be described as a concept which is made of both physical and social conditions that surrounds an individual and influences their behaviour. According to Gana and Tola, (2015), environment can be said to be both objective and subjective; this is because it comprises both bodies in terms of animals, deserts, forests, grasslands, landmass and human; the interplay of these aforementioned takes place within the environment. Drawing inference from the position of Nanda, (2019) environment implies all aspect natural endowments which is provided and furnished by man in a bid to make life comfortable; these ranges from air, water, land and all other materials needed for accomplishing his aspirations.

Environmental sustainability therefore implies the safe keeping, maintaining, managing and reasonable usage of natural resources in a manner which aids at maintaining uprightness of each ecosystem, support all lives, ensure effective preservation of the environment and preventing any form of degradation (Kuria & Mose, 2019). In the opinion of Diri, (2021) environmental sustainability can be viewed as an equilibrium which allows the human society to satisfy its current needs using natural resources without compromising or violating the ability of future generations to satisfy their comprehensive needs. Environmental sustainability is a conscious effort and responsive interplay with the environment with a view to preserving natural resources through the development of alternative power sources, reducing pollution or any negative impact that may erode environmental quality (Atmaca, Kiray, & Mustafa, 2019).

### **Indicators of Environmental Sustainability**

Table below highlight the indicators used in this study for measuring environmental sustainability.

**Table 2: Indicators of Green Recruitment and Selection Practice**

S/N	Green candidate selection process	Sources
1.	Environmental Awareness	Liu, Vedlitz, and Shi, (2017), Umuhire and Fang, (2018), Ham, Cela and Horvat, (2018), Atmaca, Kiray and Mustafa, (2019), Jannah, Halim, Meerah, Fairuz, Subahan and Fairuz, (2019).
2.	Employee Commitment towards the Environment	Raneiri and Paille, (2016), (Pinzone, 2017), (Perez, Amichai-Hamburger and Shterental, 2019); (Paillé and Boiral, 2019).

**Source:** Researcher’s Framework, 2021

### **Environmental Awareness**

Environmental awareness as a concept implies the incorporation of environmental science, psychology, sociology and other disciplines. Environmental awareness is a fragment of environmental literacy which can be regarded as an act of blending motivation, knowledge and skills together (Jannah, Halim, Meerah, Fairuz, Subahan, & Fairuz, 2019). Environmental awareness implies being in the know of the intending consequences of environmental abasement orchestrated by man’s attitude and action (Ham, Cela & Horvat, 2018). Environmental awareness also connotes the ability of individuals to comprehend the nexus between environmental quality and human activities as well as their willingness to participate in environmental conservation and protection (Liu, Vedlitz, Shi, 2017; Umuhire, Fang, 2018).

### **Employee Commitment towards the Environment**

Commitment of employees towards environmental concerns is a reflection of the core internal motivation of individual employees (Perez, Amichai-Hamburger, & Shterental, 2019); and this is linked with employees attachment and identification with the organisation’s values as well as the acceptance of organisations green goals and targets (Paillé & Boiral, 2019). Thus, when an employee becomes committed towards environmental concerns; it reflects through positive change in attitudes and behaviour to assist the organisation pursues and achieves its green goals.

Furthermore, once their interest is stimulated towards the understanding of the benefits inherent in being committed towards environmental sustainability and the negative consequences of degradation; employees would be willing exert extra energies and efforts to ensure that the green goals of the organisations is achieved (pinzone, 2017). From the above, it is crystal clear that employee commitment to the environment is a significant component of the holistic business environmental agenda which is geared to enhance sustainable performance and promote

sustainable development (Liu, Li, Zhu, Cai, & Wang, 2018).

## **THEORETICAL REVIEW**

### **Ability-Motivation-Opportunity (AMO) Theory**

This theory is considered as one of the most dominant theories for explaining green practices and their outcomes both on employee and the organisation. This theory tacitly insinuated that HRM practices in sustaining the environment can only be achieved through the enhancement of employees' **Ability**; that is, by attracting and developing employees abilities on green concerns; enhancing employees' **Motivation** and level of commitment using strategies such as trainings, effective education; and availing employees the **Opportunity** to engage in knowledge sharing and problem solving activities through the provision of employee involvement programmes. In summary, this theory, affirms that human resource management practices can be employed to influence employees' discrete behaviours towards sustaining the environment using green training and development practices (Shen, Dumont, & Deng, 2018).

### **Social Exchange (SET) Theory**

This theory was propounded by Emerson (1976), stressed that an organisation and its employees enjoy mutual trust and quality relationship in terms of adherence to the rules of exchange; and knowing fully well that there exists a reward for employees who are conscious of their environment and have acquired skills to keep it in shape. Because management has invested greatly in green human resource practices, therefore, employees will be willing to cooperate with the organisation to guard against any forms of environmental degradation. That is, employees will be highly motivated and oblige to carrying out their duties without any injury or damage to their environment. The thrust of this theory holds that an organisation's policy on environmental sustainability in terms of awareness and green knowledge will lead to employees' pro-environmental behaviours at work.

## **Empirical Review**

Khurshid and Darzi (2016) investigated the habit of going green in an organisation human resource management practices. The authors found that green HRM plays a significant role in securing a sustainable development environment through a set target on economic, social and other organisation related goals of the environment. However, Nisa, Mahmood, Sandhu, Kanwal, and Iqbal (2016) posited in their study where they investigated the effect of green HRM practices on sustainability with reference to some selected companies in Pakistan that, a significant effect exists between all elements of GHRM and environmental sustainability. Five hundred (500) employees of 10 selected manufacturing firms were employed in the study and findings proved that there is a significant effects on of green development through employee capacity enhancement on environmental sustainability with ( $R^2= 0. 793$ ;  $p= 0.000<0.05$ ).

Guerci, Longoni, and Luzzini (2016) examine the effect of stakeholder pressures on environmental performance while banking on green HRM as a mediating variable. The study found that green training and involvement, as well as green performance management and compensation, all have a significant effect on environmental performance, while green recruitment was denied

with no relationship with environmental performance. Also, Ooi, Amran, Goh, and Nejati (2017) emphasised on the importance of GHRM to stakeholders of an organisation in Malaysia. The study identified six components of GHRM and found that green talent management, green performance management, green training and development, green employee engagement, green reward system and green employee separation are pivotal to Malaysian financial services industry.

A study carried out by Chowdhury, Sanju, and Asaduzzaman (2017), submitted that engaging employees on periodic green training and development practice would create environmental consciousness and reduces the negative environmental impacts of the organisation and increases the positive environmental impacts of the organisation. Chowdhury, Sanju and Asaduzzaman (2017) concluded in their study that green training and development practices in developing environmental sustainability are likely to results into minimization of wastage, reservation and preservation of natural resources, thus a very strong correlation exists among CSR, GHRM and sustainability. A sample of 300 employees was selected as respondents for the study and findings from the study revealed that developing employees green capacities significantly impact positively on employee consciousness towards environmental sustainability at ( $R^2= 0.846$ ;  $p= 0.000<0.05$ ).

Based on the above, this study hypothesised that:

**H0<sub>1</sub>:** Developing green abilities does not significantly have an effect on environmental awareness.

According to Ullah (2017) in the research carried out to examine comprehensively the review of GHRM and environmental sustainability in HRM. The study found that the implementation of GHRM in an organisation is likely to result into efficiencies, economical utilization of resources, less wastage, improved job-related attitude, improved work/private life, lower costs, improved worker execution and maintenance which help organisation to ensure environmentally sensitive, resource efficient and socially responsible workplace.

In another study carried out in Vietnam by Pham, Thanh, Tučková and Thuy, (2020), reported that green training was one of the predictors of employees' commitment to the environment, organisational citizenship behaviour for the environment, and corporate environmental performance. The positive linkage between green training and employees' environmental commitment was also reported in another study conducted in Tanzania by Mashala, (2019). The study raised three objectives, answered three questions and tested three (3) null hypotheses at 0.05 alpha level of significance. Data were analysed using one-way Analysis of Variance, t-test independent sample. All the null hypotheses were rejected; finding thus reflected that green training and development practices positively influences employees' environmental commitment. Genty, (2021) carried out a study on Green Human Resource Management and organisational sustainability; this study employed the usage of discourse content analysis as a means for data collection; the outcome of his study bared that achieving sustainability depends on green training intervention as a means of understanding and reshaping the environment; his study reflected the importance of green training and development practice as a veritable tool for creating environmental awareness and consciousness. The outcome of his study validates the first hypothesis of this study which stated that developing green abilities brings about environmental awareness. Based on the above, this study also hypothesized that:

**H0<sub>2</sub>:** There is no significant relationship between green knowledge and employees' commitment towards the Environment

## **METHODOLOGY**

This section of the study analyses the procedures employed in carrying out this study; this section houses the study design, population of the study, sample size, sampling methods, instrument for collecting data, validity and reliability of the research instruments, method of data analysis, ethical consideration and so on. This study adopted a descriptive research design. This design was adopted because it assists the researcher to explicitly explain the variables under study in a clear and simplistic manner. As obtained from the human resource desk in December, 2021, the population for this study was four hundred and fifty six (456) employees. This comprised both male and female employees of the selected organisation across different cadres and status. The area for the study was West Africa Milk Company (WAMCO) plc, Ikeja, Lagos State, Nigeria. This organisation was selected due to its large staff strength and its huge commercial activities.

Sample size for this study was 209 (Two Hundred and Nine) employees which was drawn from [www.raosoft.com/samplesize.html](http://www.raosoft.com/samplesize.html) at 95% confidence level and 0.05 error rate. The study employed a multi-stage sampling technique which comprises: non-probability sampling technique (purposive) and probability sampling technique (stratified and simple random sampling techniques) was adopted for the study. This method was appropriate because it assisted in obtaining a satisfactory representation of various subgroups within a population.

At the *first stage*, a non-probability sampling technique, purposive sampling technique, was employed in the selection of the organisation (WAMCO) plc, Lagos State. The *second stage* was stratified sampling technique which was used in ensuring adequacy and equal representation of the sample. The population was divided into homogenous sub-groups, and then the *third stage*, a simple random sample was taken. The main characteristic of a randomised procedure is that every employee in the selected organisation has an equal chance of being selected. The simple random system was used to compliment the stratified sampling to select samples from each Department (stratum) and the number of employees selected from a particular Department was proportional to the stratum's share of the total population. Primary data was obtained using a questionnaire. The questionnaire was divided into three sections and consisted of close-ended questions. Section A was structured to obtain biographical information from respondents while section B and C were centered on green training and development practices; and Environmental sustainability respectively. The questionnaire was built on 5 Likert Scale system from "Strongly Disagree" =1 to "Strongly Agree" =5 and it was distributed by the researcher.

**Table III:** Cronbach Alphas of the study Variables

S/N	Variables	Authors	No of Items	Cronbach Alpha
<b>Green Training and Development Practices</b>				
1.	Developing Green Abilities	Bishop and Mssoud, (2012) and Jabbour, (2015), (Ullah, 2017), Yusliza, Othman and Jabbour, 2018), Shah, (2019), (Schaltegger, Burritt & Petersen, 2020).	5	0.904
2.	Green Knowledge	Horbach, (2019), (Cheng, Yang & Sheu, 2020).	5	0.992
<b>Environmental Sustainability</b>				
	Environmental Awareness	Liu, Vedlitz, and Shi, (2017), Umuhire and Fang, (2018), Ham, Cela and Horvat, (2018), Atmaca, Kiray and Mustafa, (2019), Jannah, Halim, Meerah, Fairuz, Subahan and Fairuz, (2019).	7	0.887
	Employee Commitment towards the Environment	Raneiri and Paille, (2016), (pinzone, 2017), (Perez, Amichai-Hamburger, & Shterental, 2019); (Paillé & Boiral, 2019).	5	0.807

**Source:** SPSS 2021

To ensure internal validity of the research instrument, the researcher carried out a pilot study and pre-testing with employees of two (2) selected firms around Itele Ota Area of Ogun State. This was carried out in order to achieve the face, content, construct and criterion-related validity of the research instrument. Fifty employees from both firms were used for the pilot study to test the reliability of the research instrument. Employees were stratified according to their employment status. The researcher also put into cognizance gender equity of the employees. It was expected that the reliability test result will not yield less than 0.70 co-efficient.

Data obtained were analysed at both descriptive and inferential level of statistics using frequency distribution and simple percentage, through the aid of Statistical Package for Social Sciences (SPSS) version 26.0. The study employed regression and correlation analyses as the statistical tool for testing the two stated research hypotheses.

## DATA ANALYSES AND RESULTS

**Table IV:** Result on Questionnaire Administration

Detailed response Rate	Distributed Copies	Retrieved Copies	Copies not Retrieved	Used Copies
<b>Total</b>	209	197	12	175

**Source:** Field Survey, 2021

The above table reflected that 209 copies of questionnaire were administered, 197 were retrieved and 175 were found usable; this showed a response rate of **83.7%**.

### Results

#### Hypothesis One

**H0:** Developing green abilities does not significantly have effect on environmental awareness.

**Tables 5, 6, 7:** Results of Linear regression analysis on the effect of developing green abilities on environmental awareness.

**Table 5:** Model Summary of Regression Analysis on the Effect of Developing Green Abilities on Environmental Awareness.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 <sup>a</sup>	.937	.937	.341

a. Predictors: (Constant), Developing Green Abilities

Table 5 above showed that there is a correlation at  $R = .968$  between developing green abilities and environmental awareness. An examination of the table revealed that the  $R$  square = .937 which connotes that developing green abilities accounts for only 93.7% of variations in environmental

awareness. Thus, developing green abilities have positive significant effect on environmental awareness as an indicator of environmental sustainability.

**Table 7:** Coefficients of Regression Analysis on the Effect of Developing Green Abilities on Environmental Awareness.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.184	.073		2.528	.012
Developing Green Abilities	.948	.019	.968	50.819	.000

a. Dependent Variable: Environmental Awareness

**Table 6:** ANOVA of Regression Analysis on the Effect of Developing Green Abilities on Environmental Awareness.

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	299.942	1	299.942	2582.558	.000 <sup>b</sup>
	Residual	20.092	173	.116		
	Total	320.034	174			

- a. Dependent Variable: Environmental Awareness
- b. Predictors: (Constant), Developing Green Abilities

Table 6 showed that the F-value is the Mean Square Regression (299.942) divided by the Mean Square Residual (20.092), yielding  $F=2582.558$ . The model in this table showed that the independent variable which is developing green abilities statistically significant at (Sig =.000) and positively have an effect on environmental awareness of employees towards sustaining the environment.

Tables 5, 6 and 7 presents the result of the linear regression that were calculated to predict environmental awareness based on developing green abilities as component of green training and development practices. A significant regression coefficient was found ( $F(1,173)= 2582.558$ ,  $p=.000$ ), with  $R^2$  of 937. This presupposes that 93.7% variation in environmental awareness was as a result of developing green abilities. Evidence in table 7, also is the beta value under the standardized coefficients which shows that developing green abilities equivalently contributes to the change in the dependent variable (environmental awareness) ( $\beta=.968$ ,  $p=.000$ ). Therefore, the null hypothesis was rejected because results showed that, developing green abilities as an indicator of green training and development practices significantly have effect on environmental awareness.

### 5.1.2 Hypothesis Two

**H0:** There is no significant relationship between Green Knowledge and Employee Commitment towards the Environment.

**Table 8:** Results of Bi-Linear Correlations analysis on the relationship between green knowledge and Employee Commitment to the Environment

		<b>Green Knowledge</b>	<b>Employee Commitment towards the Environment</b>
<b>Green Knowledge</b>	Pearson Correlation	1	.942**
	Sig. (2-tailed)		.000
	N	175	175
<b>Employee Commitment towards the Environment</b>	Pearson Correlation	.942**	1
	Sig. (2-tailed)	.000	
	N	175	175

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The above correlation table reflected that there exists a positive and significant relationship between Green Knowledge and Employee Commitment towards the Environment which is a component of Environmental Sustainability with ( $r=0.942$ ,  $p\text{-value}<0.05$ ). This implies that a significant relationship exists between green knowledge and employee commitment towards the environment. Therefore, the null hypothesis was rejected because results proved that green knowledge which is an indicator of green training and development practices have significant relationship with employee commitment towards the environment which is an indicator of environmental sustainability.

## **DISCUSSION OF FINDINGS**

Result from hypothesis one delineated that developing green abilities significantly have effect on environmental awareness; this symbolises that when employees’ abilities are developed towards enhancing the environment; they become more aware and conscious of their surroundings; they will become pro-environmental and exhibit eco-friendly behaviours. Finding from this study is in agreement with the study by Subramanian, Abdulrahman, Wu and Nath, (2018), who opined that green training and development presents real opportunities for intellectually managing the environment. They further stated that green training and development practice enhances employees’ capabilities to promote positive environmental attitudes and behaviours. Findings from this study also aligns with the result of a study conducted in India by Srivastava and Shree (2019) whose report summarised that green training and development practices helps in strengthening the positive association between employees’ green involvement and corporate social responsibility. Finally, the result from this study corroborates the submission of Genty, (2021) whose study finding revealed that green training and development practices helps organisations to educate and engage employees in environmental problem solving skills. For hypothesis two, findings revealed that Green Knowledge has a strong and positive significant relationship with Employee Commitment towards the Environment which is a component of Environmental Sustainability. Findings from this study also corroborates the submission of Owino (2016) whose study concluded that offering green training and development programmes towards environmental consciousness of employees will help organisations to improve its environmental sustainability agenda. In furtherance, findings from this study is also in tandem

with the position of Kim, Kim, Choi and Phetvaroon, (2019) whose study documented that green training and development are important tools to promoting environmental management in an organisation and finally, the findings from this study agrees with the submission of Atiku, (2020) who posited that green training and development practices through green knowledge helps in fostering employee commitment towards the environment as well as improving employee green efficiency.

## **CONCLUSION**

Environmental sustainability cannot be achieved in isolation; and without harmoniously aligning the employees who are partners of the organisation and key stakeholders in the actualisation of organisation's green objectives. Since green training and development practices have been verified and confirmed as veritable tools for promoting and enhancing employees' awareness and consciousness towards effective waste management, conservation of energy, reduction of carbon foot prints and green gas emission; thus, the practice should be made a periodic event by the management so as to imprint and ingrain the goodwill of being eco-friendly and eco-innovative on the workforce towards advancing environmental sustainability for the overall achievement of sustainable development goals.

## **RECOMMENDATIONS**

Based on the outcome of this study, the researcher recommends the followings as recipes towards advancing environmental sustainability.

1. Employee engagement and involvement in green activities should be prioritised and strengthened through periodic training and development centered on the attainment of green goals.
2. Managements should constantly motivate employees to embrace green practices and provide them with ample opportunities to apply the skills, knowledge and education received during trainings on environmental management.
3. Management should always reward employee(s) green consciousness; in order to inculcate the goodwill of environmental sustainability into the workforce.

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## The US, Israel and Iran Perspectives on Enforceability of Contract of Surrogacy: Time to Enforce Surrogacy Contracts in Pakistan

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### ARTICLE INFO

#### Article History:

Received:	July	23, 2021
Revised:	August	18, 2021
Accepted:	September	20, 2021
Available Online:	September	20, 2021

#### Keywords:

Proposal and Object of Contract, Enforceability of Surrogacy Contract, Welfare and Interest of Child, Concept of Adoption and Acknowledgment, Embryo Donation, and Embryo Carrying Agreements.

### ABSTRACT

The research article with comparative surveys of US, Israel, and Iran discusses that the Pakistani courts' judicial approach requires an adjustment towards the enforcement of surrogacy contract as the grounds to assume the surrogacy and its contract invalid does not sit well with Contract Act 1872, Constitutions of Pakistan and International Human Rights Laws. The qualitative research approach has been utilized in this paper. The article concludes that the Pakistani judicial approach needs reforms to formalize and ascertain the enforceability of surrogacy contracts in alignment with international standards. This will help the courts to evaluate the enforceability of surrogacy contracts based on the "best interest of the surrogate child."

#### JEL Classification Codes:

O15, O47, R13



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### INTRODUCTION

Surrogacy is a scientific technique wherein a surrogate mother reproduces a child for the commissioning parents. (Daniela, 2015) Surrogacy is categorized as traditional and gestational and the purpose of both is either altruistic or commercial. (Yehezkel, 2014) In Traditional Surrogacy, the surrogate mother provides not only the ovum but also gives the Gestational contribution while in gestational surrogacy, just the gestational contribution is provided by the surrogate mother. (Dominique, 2012). Federal Shariat Court of Pakistan (FSC hereinafter) in *Farooq Siddique v Farzana Naheed*, determined the validity of surrogacy and

enforceability of surrogacy contract. FSC decided that test tube arrangement for the reproduction of a child is a valid method; however, the court considered traditional and gestational surrogacy unlawful and surrogacy contract unenforceable in the context of its unlawful proposal and object. Furthermore, FSC directed the legislature to criminalize surrogacy. This research article challenges the effectiveness of the decision of FSC by the comparative study of recognition of surrogacy in various countries including the United States (US), Israel, and Iran. The article is divided into various segments. The first segment critically analyses the judgment of FSC to discuss considering surrogacy contract unenforceable on the ground of its object and proposal does not sit well with the canons of Contract Act 1872. Moreover, it explains how this decision violates the provisions of the Constitution of Pakistan 1973 (1973 Constitution) and the International Human Rights Law including the United Nations Convention on Rights of Child 1989 (1989 Convention) and the European Convention for the Protection of Human Rights (ECHR). Additionally, this segment confers the direction of FSC to the legislature to criminalize surrogacy is beyond the jurisdiction of FSC because FSC has no power to strike down Muslim Personal Law and surrogacy being an issue of institution of marriage falls in the purview of Muslim Personal Law.

The second segment demonstrates the enforcement of surrogacy contracts in the US, Israel, and Iran with the aim that Pakistan courts may mend their ways for enforcement of the contract of surrogacy according to the aforementioned countries. This part provides recommendations for the Pakistani courts to conclude the surrogacy contract in the welfare and best interest of the child and to regulate surrogacy and its contract by following the standards set by the US, Israel, and Iran. In the end, all the article culminates into a reasonable conclusion.

### **Facts of the Case**

Petitioner, a Pakistan-born American citizen, being a doctor deals with the cases of surrogacy but his spouse was unable to conceive pregnancy so the petitioner advertised in a newspaper for surrogacy contract. According to the petitioner, the respondent after perusal of advertisement agreed to be the surrogate mother. Respondent received monetary consideration and entered into an oral contract of surrogacy. Other than monetary consideration she received Rs.25,000 for medical checkups. The medical reports have declared her fit for surrogacy and the procedure of surrogacy started.

The surrogacy procedure was carried out in Pakistan to keep it secret a fake drama of marriage was arranged by the petitioner and respondent. In a year, the respondent gave birth to a daughter. But after the birth of the daughter respondent negated to perform contractual obligations and she refused to give the child back to the intended father consequently, the contract of surrogacy was breached. The respondent asserted that the oral contract of surrogacy was false and fabricated as she was legally married to the petitioner and the daughter was born after their lawful contract with Nikkah furthermore, she pleaded that petitioner was bound to pay the maintenance of the minor. Since the petitioner remained unsuccessful to get custody of his daughter up to the Supreme Court of Pakistan. So the petitioner filed a petition to FSC. FSC scrutinized the validity of the oral contract of surrogacy and decided on the issue of surrogacy vis-à-vis the contractual obligations of the surrogacy contract.

## **Analysis of Court's Verdict**

FSC had considered the contract of surrogacy unenforceable, illegal, and void on the grounds of the unlawful proposal and illegal object without making any reasonable justifications. Hence, this segment aims to critically analyze whether surrogacy contracts are enforceable or not. How has this decision breached the 1973 Constitution and International Human Rights Law protocols?

## **Proposal and Object of Surrogacy Contract**

The Federal Shariat Court had examined the enforceability of surrogacy contract on the touchstone of Contract Act 1872 however; the interpretation of exact jurisprudence of the canons of Act 1872 by FSC has generated some controversies. In the view of the FSC, the test tube arrangement for the reproduction of a child is legal and valid. The court assumed that in test tube arrangement sperm of the father and the egg of the mother are fertilized outside the body and after fertilization, the embryo is placed in the womb of the actual mother by using the medicinal method and the child reproduced by such method belongs to the actual parents. However, the FSC declared all the contracts of gestational and traditional surrogacy to be void and unenforceable. In the sight of FSC, the surrogacy contracts are invalid on the grounds of their unlawful proposal and object. The laid out judgment of FSC hypothesized the object of surrogacy contract could either satisfy a woman who is hesitant of marrying or does not want to experience labor pain. The object could be the desire of any gay couple to have a child.

In the case under consideration, the advertisement of surrogacy contract made by the petitioner was called a proposal by the FSC and in the views of the court, that proposal was unlawful and invalid although, in *Ishrat Jabeen v Multan Development Authority*, the court conceded that advertisement is not a proposal it is an invitation to the proposal or invitation to treat. (Ishrat, 2007) Hence, the advertisement discussed in the present case was not a proposal but an invitation to the proposal. It is a fundamental principle of Contract Law that "where there is no proposal there is no contract" (Taymour, 2015). Pragmatically, when no proposal was made by the petitioner then how it would be unlawful. The infertility of the spouse of the petitioner was the object of their surrogacy contract. FSC considered it void without giving reasons. Here, it is pertinent to define infertility along with its causes and effects. Infertility is a disease that makes an individual incapable of reproduction. (WHO, 2018) It occurs equally both in males and females. An infertile female is unable to conceive a pregnancy after constant unprotected sexual intercourse or in some cases she is unable to carry pregnancy owing to certain medical complications. (Sembulingam, 2010).

Male and female gonads produce sperm and eggs respectively. (Ganong, 2001) The abnormality in gonads including ovaries, uterus, sperm countdown, or absence of ovulation leads to infertility. (Sembulingam, 2010) Infertility is a natural phenomenon and according to WHO reports 2020 it has affected nearly 48 to 186 million couples worldwide. Infertility is deemed as ominous for married couples as it is a source of hopelessness, tension, stress, anxiety, embarrassment, guilt feeling, depression, despondence, loss of societal status, and bad of all they are socially labeled as incomplete (Cousineau, 2007).

Infertility is a result of a natural phenomenon; it is not a man-made thing. Every human being has a desire to promote its lineage for the continuity of the human race. Consequently, in this era of technological advancement, surrogacy has proved a silver lining for infertile

couples to enjoy the blessing of children. Contracts of surrogacy are the only reliable way to achieve their ultimate desire. The intention of involved parties is nothing, but to help in making the dreams of infertile couples true. So, the invalidation of surrogacy contracts needs a proper discussion and debate. Such sensitive decisions cannot be made by a single stroke of the pen of a judge.

The FSC decision, no doubt, is valid in the case of Commercial Surrogacy. Commercial Surrogacy is unacceptable for a certain class of society including Human rights activists and essentialist feminists etc. Given that, it is considered as a sort of child trafficking. Parallel to this, in the case of altruistic surrogacy their point of view is opposite (Rothman, 2014). FSC declared the contract of surrogacy illogical, cruel, and absurd because it violates the rights of surrogate mothers. This is a valid point made by the FSC. What if a surrogate mother enters into a contract of surrogacy with her free will and consent? Moreover, she accepts the proposal of the commissioning couple and is given with consideration in the form of money. So in the wake of such measures the FSC decision is invalid.

### **Constitution Protection to Surrogacy**

While considering the surrogacy contract unenforceable the FSC had ignored the basic provisions of the 1973 Constitution. Article 35 of the 1973 Constitution deliberates the protection of marriage, family, mother, and child. Arguably, the words mother and child in Article 35 protect all the mothers either actual or surrogate and all the children including surrogate because Article 35 of the 1973 Constitution has not repealed either expressly or impliedly surrogate mother or child. Hence, not only the surrogate mother or child is under constitutional protection but the surrogacy contract is protected by the 1973 Constitution. So, FSC cannot deprive anyone of their constitutional rights.

### **Violation of United Nations Convention on Rights of Child 1989**

FSC in the present case had disregarded and overlooked the “rights-based approach” and it had also ignored the “welfare of the surrogate child.” The decision of the court does not sit well with the United Nations Convention on Rights of Child 1989 (1989 Convention hereinafter) to which Pakistan is a signatory. Article 8(1) of the 1989 Convention protects the identity and nationality of the child while Article 7 of the 1989 Convention never encourages any kind of discrimination to the child regarding his birth. The 1989 Convention provides the right to the child to know his parents and encourages parents to take care of their offspring while Article 9 of the Convention 1989 forbids the unlawful separation between the parents and the child.

Article 16 of the 1989 Convention strictly prohibits the state from interfering in the private life and privacy of a child, family, house, or dignity. Moreover, Article 3 of the 1989 Convention says that the state is encouraged to legislate any necessary laws for the administration of rights of the child and his family, and the state is obliged to consider the welfare and best interest of the child. The court stated that a surrogate child carries no legal paternity and the court denies the rights of claim of paternity, maintenance, and inheritance. The court remained unsuccessful in recognizing the welfare and best interest of surrogate children and had disregarded the International Human Rights Laws protocols.

## **Violation of Privacy**

It can be observed that the invalidity of surrogacy restricts the fundamental rights of a surrogate child by uncovering its identity. The surrogate baby can face societal exploitation, mistreatment, and abuse when its privacy is alienated by the state. Article 14(1) of the 1973 Constitution protects the privacy rights and dignity of an individual. Moreover, Article 8 of the European Convention for the Protection of Human Rights (ECHR hereinafter) guards the rights of private and family life. Article 8 ECHR declares no one should interfere in the private and family life of individuals as well as no one should interfere in the home and correspondence of an individual. Article 8 discourages the intrusion of government or public authority in the private life of an individual. In this way, Article 8 of ECHR protects the rights of children produced by surrogacy either internationally or nationally.

## **Federal Shariat Court beyond its Jurisdiction**

FSC made a policy decision in the case and utilized its jurisdiction beyond its limits. FSC considered the contract of surrogacy invalid and illegal as this evaluation is not legislated by the state. FSC stated that the social contract of Nikkah is the only legitimate way for the reproduction of a child and the child produced by the surrogacy contract is illegitimate and the maternity and paternity of such child become irrelevant. The full-fledged "*conception of adoption and acknowledgment*" of a child might be invoked to validate the enforceability of surrogacy. Islamic Law's "*doctrine of acknowledgment*" gives the legal rights to an adopted child and this doctrine permits assimilation of the adopted child as a part of the family. Supreme Court of Pakistan in *Asma Naz v Younas Qureshi*, affirmed that an adopted child is legitimate when it obtains the right of paternity under the principle of acknowledgment. Further in *Allahdad v Ismail*, court conceded that the acknowledged son or daughter is the legitimate offspring of the acknowledger.

Considering surrogacy invalid sits well with the approach of the majority of Sunni School of thought and in views of these Sunni jurists, surrogacy disrupts the concept of genealogical lineage. Additionally, it affects the rights of children regarding identity and inheritance. (Ruaim, 2016). The ijthād done by FSC was based on the views of Sunni Jurists however; the point of view of Shi'a school is opposite to the Sunni school of thought as Shi'a School considered surrogacy and its contract legal and binding. This point will be discussed under the head of Iran's perspective in recognition of surrogacy and surrogacy contracts. The court suggested that the legislature should legislate a law to criminalize surrogacy. The court stated that:

"Pakistan Penal Code be also amended and suitable section of law be added regarding definition of surrogacy. The same be declared as an offence punishable with imprisonment as well as fine. Further amendment be made in the Pakistan Penal Code that the couple who arranges a surrogate mother would be liable to punishment along with surrogate and the doctor who carries on the surrogacy procedure. Another amendment be made in Pakistan Penal Code to provide punishment of the doctor who maintains the sperm bank or egg bank for using in future, which should include imprisonment and fine. It must also be provided that any doctor involved in the procedure of surrogacy shall lose his license."

Here the questions arise whether the legislature is bound to act upon the directions of FSC? Whether FSC has to direct the legislature to add new provisions in PPC?

Article 203 B (c) gives clear answers to these questions. Under Article 203 B (c) FSC cannot direct or bound the legislature in any case. Consequently, the legislature is not obliged to follow the directions made by the FSC to criminalize surrogacy. If any law is legislated regarding surrogacy or enforceability of surrogacy contract whether FSC has the power to review that law? FSC is incompetent to review the law on surrogacy because FSC has no jurisdiction to review Muslim Personal Law and surrogacy falls in the domain of Muslim Personal Law. In *Mehmood v Pakistan*, Muslim Personal law is defined as the law of each sect of Muslims based on the interpretation of the Quran and Sunnah by that Sect. This shows if any law is relating or dealing with the sectarian affliction of Muslims that law will be called Muslim Personal Law and under Article 203 B (C) FSC is not able to deal with that deal as it falls beyond the jurisdiction of FSC. The reason behind the rationale that why FSC has no jurisdiction to deal with the Muslim Personal Law is that FSC is a non-sectarian judicial institution and FSC is not bounded to follow any specific sect for interpretation of Islam. However, Muslim Personal law acknowledges the interpretation of every jurist of a particular sect.

### **Enforceability of Surrogacy Contract**

This segment discusses the enforceability of surrogacy in various countries including the US, Israel, and Iran. This part demonstrates which standards are used by the aforementioned countries in concluding surrogacy contracts and what prerequisites are required to enter into the contract of surrogacy. By following the footsteps of the aforementioned countries the Pakistan Courts might find very reasonable grounds for evaluating surrogacy contracts.

### **United States Perspective**

In the US, the contract of surrogacy was not enforced at once. It was evolved step by step. The contract of surrogacy was invalidated by the courts during the 1980s on the ground that surrogacy entails the sale of a child. The Baby M case can be cited in this regard. The main motivations for considering contract of surrogacy void were as follows:

“The surrogacy contract conflicts with: 1) laws prohibiting the use of money in connection with adoptions; 2) law requiring proof of parental unfitness or abandonment before termination of parental rights is ordered or an adoption is granted; and 3) laws that make surrender of custody and consent to adoption revocable in private placement adoptions.”

“The surrogacy contract guarantees permanent separation of the child from one of its natural parents. Our policy, however, has long been that to the extent possible, children should remain with and be brought up by both of their natural parents.” “The whole purpose and effect of the surrogacy contract was to give the father the exclusive right to the child by destroying the rights of the mother. This is the sale of a child, or, at the very least, the sale of a mother's right to her child, the only mitigating factor being that one of the purchasers is the father.”

The judicial attitude of US courts changed when the concept of gestational surrogacy was introduced in the late 1980s. The cause for the change in the attitude of the US judiciary was the scientific novelty of embryo transfer. In *Baby M case* recognition of the birth mother was decided while in *Johnson v Calvert*, the court conceded that the genetic

provenience of the ovum plus intention to procreate made the baby belong to the genetic mother, while the birth mother was declared not a natural mother. However, in *Baby M case*, the principle “*best interest of the child*” was applied, and the custody of Baby M was given to the intended parents because the intended parents were financially more stable than the birth mother. This decision was not good for the birth mother as she claimed custody of Baby M but she received only the right to visit Baby M.

The principle “*best interest of the child*” was internationally recognized by the 1989 Convention. In *Johnson v Calvert*, the court utilized the principle of “*best interest of the child.*” The Supreme Court of California by its decision had opened the doors for the surrogacy industry and the contract of surrogacy was considered legal and enforceable. In the final judgment, the court stated that:

“We conclude that although the Act recognizes both genetic consanguinity and giving birth as means of establishing a mother and child relationship when the two means do not coincide in one woman, she who intended to procreate the child that is, she who intended to bring about the birth of a child that she intended to raise as her own is the natural mother under California law.”

The contract of surrogacy is enforceable and is legal in California and was first validated in 1993 in *Johnson v Calvert*. In 2013 the California Uniform Parentage Act and Law on Surrogacy was introduced, approved, and propagated in California. In California traditional and gestational surrogacy both are legal. (Stephanie, 2015). Consequently, for enforceability of surrogacy contracts, the principle “*best interest of the child*” can be utilized although there is a question of what will be the best interest of the newly born infant. This approach can be followed by Pakistani courts. The attitude of Pakistani Courts towards surrogacy is rigid and they don’t have any lawful justifications for considering the surrogacy contract unenforceable although when surrogacy in the US was illegal the courts of the US had some reasonable reasons for it as can be seen in the decision of Baby M case. So Pakistan Court should evaluate the surrogacy contract in the “*best interest of the child.*”

### **Israel Perspective**

Israel has propagated an act called Embryo Carrying Agreement Act in 1996. (KELLY, 2005) Under this Act, a committee evaluates the agreements of surrogacy. The Act approves the surrogacy agreement if fertile father and infertile mother resident of Israel apply for it. The surrogacy agreement requires the surrogate mother to be unmarried and the Committee approves the compensation for her. While the commissioning parents and surrogate mothers also are evaluated by a psychologist and a social worker. On the birth of a surrogate infant, the temporary custody of this child is given to intended parents in presence of an agent of the state. During this time the welfare agent of the state is the legal guardian of the surrogate infant until the court decides otherwise. The intended parents are obliged to initialize the proceeding within a week of the birth of the infant for getting a Parenthood Order otherwise the state’s agent initiates these proceedings. In the end, the court decrees unless the best interests of the child are demanded in the favor of the intended parents. (Shakargy, 2013). Like Israel, a committee for evaluation of surrogacy contracts can be made in Pakistan that should assist the court to evaluate the surrogacy contract. The committee should protect the rights of surrogate children, surrogate mothers, and commissioning parents.

## **Iranian Perspective**

Iran is the only Islamic country that has legalized reproductive technologies, surrogacy, and surrogacy contracts. (Muhammad, 2008) Article 10 of the Iranian Civil Act, 1928 (1928 Act) considers the contract of surrogacy legal, valid and enforceable. ( Serour GI, 2008) The object is to save the families and rights of infertile couples. (Sadeghi , 2005). However, the contract will be valid when its essentials are fulfilled. The essential includes the free consent of contracting parties and for surrogacy contracts, the consent must be in written form. The surrogacy contract requires the competent parties to have the legal capacity to enter into the contract. The contract will be void and cannot be enforced if it breaches public order or peace. While evaluating the surrogacy contract, the court prefers to verify the balance in terms of the contract and inspect its legal requirements. (Amir, 2011). The surrogacy contract contains the rights and responsibilities of the infertile couple that are going to be the legal guardian of the child. The contract of surrogacy requires that all the medical expenses should be borne by the commissioning parents as well as the surrogate mother must carry the fetus and give the new infant to the intended parents. (Gader, 2014)

The fertility clinic is the basic requirement of the contract of surrogacy. It requires providing all the information to surrogate mothers and infertile couples regarding the procedure of surrogacy. All of them must know about the techniques that would be utilized during the surrogacy including various screening, medicinal tests for confirmation of couple's sterility, psychological test, then in the end reasonable counseling will be provided to the parties about the medical protocols to avoid unnecessary medical risks. (Behjati, 2015) Article 2 of the Act concerning Embryo Donation to Infertile Couples 2005 requires the complete examination of the physical and mental health of surrogate mothers. (America, 2004).

In Iran, there is no requirement like in Israel that surrogate mothers should be unmarried. If the surrogate mother is married then she has to get the consent of her husband for entering into the contract of surrogacy. Certain duties and rights of husbands of surrogate married women are also recognized. Under Articles 1117 and 1103 of the 1928 Act husband of a married wife has the right to forbid or allow his wife to enter into the surrogacy contract. Consent of the husband of the surrogate mother is also necessary to avoid any kind of disputes in the social life of the surrogate mother as such disputes can affect the infant which is carried by the surrogate mother. FSC could utilize these grounds for scrutinizing the enforceability of surrogacy contracts. In the future, Pakistani Courts must use these basic requirements for evaluating the enforceability and validity of the contract of surrogacy.

## **CONCLUSION**

The unenforceability of surrogacy contract on grounds of unlawful proposal and object was a passive assumption by FSC. Pakistani Courts should evaluate such contracts in the view of human rights; protection of privacy rights and protection of rights of infertile couples, surrogate mothers, and, welfare and best interest of the surrogate child. The drafting and enactment of surrogacy law will be considered as an incredibly welcome initiative that will surely revive Pakistan's soft image across the globe as a progressive country. Along with the promulgation of surrogacy law, the courts must ponder their retrogressive approach regarding surrogacy. The act of FSC to direct the legislature to criminalize surrogacy was beyond its jurisdiction. FSC being a non-sectarian judicial body cannot try the matter of Muslim Personal Law and surrogacy is a matter of institution of marriage so falls in the realm of Muslim

Personal Law.

The court while concluding the contract of surrogacy must use the yardstick maintained by the US, Israel, and Iran to give friendly decisions for infertile parents. The Pakistani judicial outlook will be changed by following the doctrine of welfare and best interest of the child as followed by the US for surrogacy contract. Furthermore, the participants of contract surrogacy must obey certain terms and conditions as followed in Israel and Iran. For the sake of an effective regulatory framework and basic requirements for entering into surrogacy contracts, Pakistan should follow in the footsteps of its neighbor Iran.

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## Impact of Business and Management Studies on Students’ Intentions to Become an Entrepreneur

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### ARTICLE INFO

#### Article History:

Received:	July	25, 2021
Revised:	August	20, 2021
Accepted:	September	25, 2021
Available Online:	September	30, 2021

#### Keywords:

Entrepreneurial Studies, Entrepreneurial Intentions, Entrepreneurship.

#### JEL Classification Codes:

O15, O47, R13

### ABSTRACT

*Entrepreneurship has been considered a way to enhance economic welfare and to provide employment opportunities. Entrepreneurial studies help in polishing the entrepreneurial skills. However, there is a need to understand which factors affect students’ perceptions of becoming entrepreneurs and the relationship between their entrepreneurial education and their attitudes (or intentions) towards entrepreneurship. Some of the students start their business studies without any intentions of becoming entrepreneurs while others do so to become entrepreneurs. They want to start their own business may be because they have a family business background or because of other intrinsic or extrinsic interests. This paper seeks to contribute towards finding whether obtaining a degree in business education affects students’ attitudes and subjective norms (the perceived social pressure to engage or not to engage in a behavior) about entrepreneurship, and whether these, in turn affect their motivation towards becoming an entrepreneur or not. In doing so, it enhances the understanding of how education can affect students’ attitudes toward entrepreneurship, specifically in Peshawar. This study was carried out by employing a quantitative approach i.e. an OLS regression model. TPB (Theory of Planned Behavior) and EES (Entrepreneurial Event Model) were used to check the intentions and behavior of students towards entrepreneurship. For this purpose, the final year students of BBA (Bachelor in Business Administration) and MBA (Master in Business Administration) are selected at random from Institute of Management Studies (University of Peshawar) and Institute of Management Sciences. The analysis of results showed that there is a positive relationship between entrepreneurial studies and intentions to become an entrepreneur, and that these two variables are more important than the others.*



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## **INTRODUCTION**

Adults of today have much more concerns towards entrepreneurship because of many reasons. They may want to become entrepreneurs either because of some business background, because of earning higher profit, simply because risk lovers they are, or because they lack job opportunities. So some of them may want to learn how to start a new business or others may want to know how to innovate existing one. Creativity and innovations are the main factors in a business whether a start-up venture or already existed one. Creativity covers start-up ventures while innovations cover already existed ventures. How the creativity comes in a person depends on the motivational factors which influence each person differently. There are some intrinsic and extrinsic motivational factors which have further different types that lead to a specific behavior of a person towards entrepreneurial creativity. The purpose of the study is to investigate whether these studies change the intentions of students to become entrepreneurs and whether entrepreneurial education affects students' attitudes and perceived behaviors towards entrepreneurship and or not. Attitude towards entrepreneurship can also be altered by the surrounding environment and the culture of the society (the extrinsic factors) i.e. some students may wish to be entrepreneurs but they are not allowed because of their social norms and culture. E.g. a women entrepreneurship in Peshawar is highly discouraged either because of religious constraints or because of the societal culture prevailing in Peshawar. The study of Roomi and Parrott (2008) has witnessed gender based differences in this regard. So even after getting degrees of business studies, very less number of female students become entrepreneurs. Institutional (Educational) environment may also play vital role in becoming entrepreneurs. This paper does not deal intentions across the gender but it focuses on overall intentions regardless of males' or females'. If across the gender is dealt, it may ruin females' efforts because men possess very much influential positions than women.

In practical world, it may happen that some students start their entrepreneurial studies without any intentions to become entrepreneurs. This paper examines the impact of the entrepreneurial studies on intentions of students and analyzes whether such studies ended up with motivating students to practically start their own business or not.

Academic universities play a vital role in affecting the concerns and attitudes of the students regarding starting their own businesses (Honig 2004; Solomon and Matlay 2008; Small Business Administration's Office of Advocacy 2009; and Levi, Hart and Anyadike-Danes 2009). Most of universities offer entrepreneurship courses today but little is known about the relationship between the chance of students taking courses in entrepreneurship and their intentions of becoming entrepreneurs. If there are well reputed business universities, they not only motivate their students to start their own business who are interested to do so but also they change the intentions of those who had no intentions to start their own businesses.

University students seem potentially suitable for directing their capabilities towards entrepreneurial actions however we cannot predict who will become an entrepreneur. It depends on everyone's personal traits, values, attitudes and motivational factors (intrinsic or extrinsic). But both entrepreneurship and the educational system are important for economic growth however the importance of education for entrepreneurship has been acknowledged only recently (Kuip and Verheul, 2004, e Ali, M. S et., al 2021, Adeem, M. A et al. 2019) which is being presented in this paper in order to consider motivation towards entrepreneurship among students of business studies.

Business studies can have a great impact on the attitude of the students for business

development after their graduation (Roudaki, 2009). University education should not only teach students theoretically but also should train them in such a way that they may carry out their own businesses. It is demonstrated that the universities' graduates who have taken entrepreneurship courses, are more likely to select careers in entrepreneurship, work in small business and develop patented inventions or innovative processes, services or products (Honig 2004; Solomon and Matlay 2008; Small Business Administration's Office of Advocacy 2009; and Levi, Hart and Anyadike-Danes 2009), among others. This piece of paper checks intentions of students towards entrepreneurship. If students are not motivated and encouraged even after their business studies, there may be a chance of errors in educational institutes that they are not providing some successful entrepreneurs to the society.

This paper aims to check the intentions of students of business studies to become entrepreneurs. Students of final semesters of BBA and MBA are surveyed. Their intentions are examined whether they became interested and able to start their own business or not. This paper explores and evaluates entrepreneurial intentions of the students of Peshawar. A sample of 80 students was selected from two universities, 40 from each. Universities being selected were Institute of Management Sciences, Institute of Management Studies (IMS) University of Peshawar. In doing so, it contributes to our understanding of whether, and if so, how education can affect students' attitudes toward entrepreneurship and their entrepreneurial self-efficacy (the extent or strength of one's belief in one's own ability to complete tasks and reach goals). It also examines the role of subjective norms in affecting attitudes and intentions of students towards entrepreneurship.

After introducing the research study, the paper includes aim of the study, hypothesis to be tested, literature review in this specific area, methodology, and, results and conclusions drawn on the research study. The academic and economic implications of the study are also presented at the end of the paper. Limitations and further suggestions are also provided at the end of this research study.

### **Aims of the Study**

- To check whether the intentions to become an entrepreneur are independent of their studies or not.
- To check the impact of entrepreneurial studies on students' intentions towards entrepreneurship

### **Hypothesis**

Ho: Intentions of students are not related with business studies

H1: Intentions of students are related with business studies

### **LITERATURE REVIEW**

There is a vast research done on entrepreneurship. For this paper, such researches are taken under considerations which shows analysis for entrepreneurial intentions after taking entrepreneurial studies. Some literature show positive impact of entrepreneurial studies on attitudes of students towards entrepreneurship while very less show no (or even negative) effect on intentions of students. They are discussed as follows:

A study was conducted by Luthje and Franke (2003) on engineering students, to explore their personal dispositions and perceptions for starting their own businesses. Covariance structure model was tested on 512 students at MIT (Massachusetts Institute of Technology) School of Engineering. The study concluded that intentions towards self-employment are indirectly effected by personality traits while directly affected by the perceived barriers and support factors. The perceptions may be altered and improved by either using positive role models in teaching, establishing entrepreneurial support networks, or by arranging business plan competitions whereas personality structure can be established and improved by policy makers and university faculty by identifying these students and encouraging them to take part in entrepreneurship programs. The study of Luthje and Franke is considered useful to be referred for this research paper because it shows that intentions to become an entrepreneur are affected by multiple factors, including personality traits, which can be modified through entrepreneurial studies.

According to Babu and Rathnakumari (2013), there are many factors that motivate students/general public to become entrepreneurs. These can be economic, social or political factors. Some people become entrepreneurs inherently as they are left with the businesses by their parents or forefathers. Some have main motive of earning more money. So one may get motivated to undertake ventures either because of ambitious factors or because of compelling factors. Such piece of work is included for this research paper because people's intentions may change because of motivational factors towards entrepreneurship. The study of Smith, Fund and Petersen (2006) shows that there were some entrepreneurial leaders in education who wanted to check present public educational system and the role of such entrepreneurial education in transformation of the whole economy of Aspen and Colorado in 2030 Sibte-Ali et al. (2018) e Ali, M. S et al. (2021). An entrepreneurial leader in education is one who guide the concerned people to become successful entrepreneurs and to benefit the whole economy by reforming entrepreneurial studies. The study shows so much importance of entrepreneurial leaders. It found two different perspectives of why educational entrepreneurs (who focus on the educational system for performing a better role in future entrepreneurship) matters. One was "disruptive technologies" approach which suggested that the entrepreneurs are the crucial change agents, to push the current system toward the developed version that necessarily needed the knowledge age. 2<sup>nd</sup> view was that educational entrepreneurs may bring "dynamic equilibrium" in the economy which will be a permanent level and a desired necessity rather than a temporary change. They analyzed that both these can be met if there is successful implementation of entrepreneurial studies among public schooling systems. These perspectives are discussed in this paper because they are important to be considered and to be targeted for successful entrepreneurial studies.

Croitoru (2012) gave the reference of Schumpeter (1934) in his journal paper and said that he saw entrepreneur as the major agent of economic development by carrying out of new combinations, which in turn means the competitive elimination of the old. Schumpeter differentiated invention from innovation. Entrepreneurs may be inventors, but the birth of an innovation does not require any invention so an entrepreneur is not therefore an inventor, but an innovator. He gave the idea of "creative destruction" which means changing the pre-existing sources to take maximum benefit of it. Once some innovation is done, does not mean to become an entrepreneur. The process of creative destruction must be going on all the time for incessantly operating and shaping the economic environment forcing the different firms to face a competition.

In this sense, the creative destruction processes are identified as the driving forces of the

market and in general of the economic development. Schumpeter's view is going to be checked in a way that whether entrepreneurial education may help students to bring creative destruction in their existing or new ventures or not.

Peterman and Kennedy (2003) conducted a research on the students enrolled in the Young Achievement Australia (YAA) enterprise program. Students were analyzed before and after this program for their desirability and feasibility of starting their own businesses. Desirability here means have desire or wish while feasibility means ease and convenience for starting new business. They showed positive results and provided empirical evidence. Their intentions were affected positively towards entrepreneurs. Same positive results were drawn from another research study on students' intentions towards entrepreneurship of Souitaris, Zerbinati and Al-Laham (2007). Such studies are supporting this research study in analyzing the intentions of students after completion of their entrepreneurial studies.

A study was conducted by Maki (1999) on MBA students and graduates for their entrepreneurial skills after completing their studies. Enterprise representatives were also considered as sample for this study. According to enterprise representatives, the students intend positive towards entrepreneurship during their entrepreneurial studies but only few start their own enterprises in practical life, and the reason provided was that the students actually get the Business idea and market know how after practical involvement. Researcher concluded that universities providing Business knowledge should involve their students practically in some business projects presenting challenges, which may train them and provide them self-confidence to deal with entrepreneurial dynamics. Maki's study is presented in literature here to show that students' intentions may change because of entrepreneurial studies but only practical involvement in some project may lead them to become successful entrepreneurs.

But not every study could find positive impact of entrepreneurial studies on the intentions towards entrepreneurship. One of such research studies was conducted by Oosterbeek, Praag & Ijsselstein (2010) that analyzed the impact of entrepreneurship education program on college students' entrepreneurship skills. The program was offered to the students at one branch of a school but not at another branch of the same school. The result of which was insignificant and the effect on the intentions to become an entrepreneur was even negative. So for this research study is concerned, it can be said that intentions may exist in a person by his own wish/will, his ability or may be inherited but not because of entrepreneurial studies. An evolutionary study was conducted by OECD (2009); a working Party on SMEs (small and medium enterprises) and Entrepreneurship. They found that different research studies showed no control on groups under consideration (lack of pre-test/post-test techniques) and a very few have longitudinal dimensions. Many studies' evaluation showed that some entrepreneurial programs seem successful in making the students successful entrepreneurs but there is no proper longitudinal check on same students whether they practically do so or not. There is a need to take evolutionary process under consideration for such business studies, as there can be no improvement in entrepreneurial studies for students without evaluating such businesses' success/failure. The piece of work is considered for this study because it shows that intentions may change because of entrepreneurial studies but how much students have learnt to run a successful business can only be checked in long run.

This is not only intentions but the students have to learn the implement of the rules in different circumstances accordingly to achieve the optimal output. There is a very less proportion of graduates who start their own businesses or become self-employed after their entrepreneurial studies (Maki, 1999). Moreland (2006) suggested Higher Education particularly to review and

develop opportunities available to students to enable them to start their own ventures and become self-employed although it cannot guarantee the outcomes but can provide better chances. He further suggested to recognize distinction between Entrepreneurship (becoming self-employed) and Intrapreneurship (innovation and creating activities by employees) as both of these can be encouraged through Higher Education. Moreland's suggestions to Higher Education are kept under consideration for this research study because these suggestions are helpful for further improvements and for providing chances to the students practically in changing their attitudes towards behavior.

## **METHODOLOGY**

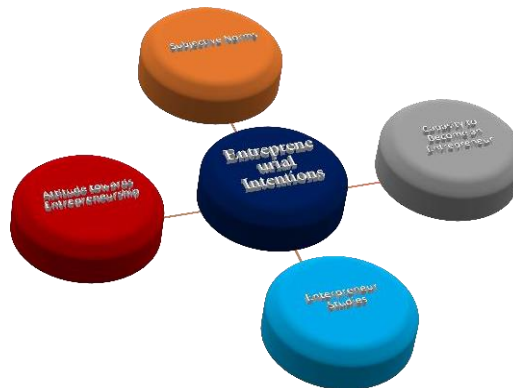
### **Research Design**

This study was carried out by means of a survey research. Attitude, subjective norms, business education, and capacity to become entrepreneur have been posited to influence entrepreneurial intention. The aim of this study was, therefore, to generate and expand knowledge about entrepreneurial intention of students in Peshawar. To achieve the aim, this correlation and regression study was performed. Correlation describes, in quantitative terms, the degree to which two or more terms are related while regression describes the relationship between dependent and independent variable. Figure 1 shows the research framework for this study in the next section.

### **Research Framework**

As this research study analyzes intentions of students towards entrepreneurship, so TPB (Theory of planned behavior) and SEE (Shapero and Sokol's model of Entrepreneurial Event) are best fitted models. SEE predicts intentions on the basis of perceived desirability, perceived feasibility and propensity to act. All these factors alter one's intentions and they generally show the capacity of students. While TPB predicts human behavior on the basis of subjective norms, perceived behavior control and attitudes towards the behavior. Subjective norms are social pressures on one's mind to change his attitude while perceived behavior is sense of self- efficacy. Both the models are interrelated here as intention itself is a good predictor for human behaviors to act.

**Figure 1:**



### **Sample:**

The population of this study was the students of BBA and MBA from two universities of Peshawar who had studied entrepreneurship. These students were selected as a sample because they were most likely to start their own businesses after getting their degree. They were suitable for this research study on intentions towards entrepreneurship. A sample of 80 students (40 from

each) was obtained from IMS (Institute of Management Studies, University of Peshawar) and IMS Sciences (Institute of Management Sciences) using convenience and purposive sampling methods. Data was collected by researcher from easily available population and from the targeted population that helps in attaining the purpose of study. Questionnaires were distributed among students to be filled who were agreed voluntarily.

## **Data Collection**

### ***Questionnaire design and measures***

The questionnaire used in this research study comprises 40 items. The used entrepreneurial intentions questionnaire was designed and used by Michael Lorz (2011) in his thesis *The Impact of Entrepreneurship Education on Entrepreneurial Intention*. Most of the questions consisted five-point Likert scale (1=totally disagree and 5=totally agree) and others are nominal scaled. Main analysis is on five-point Likert scale while binary questions are just supportive. Different variables consisted different number of items. Intentions are used as dependent variable, entrepreneurial studies as independent variable, while others are controlled variables including subjective norms, attitude towards entrepreneur and capacity of students to start their new business. Two items were asked related to Subjective norms, four for entrepreneurial study, four for attitude towards entrepreneurship, five for intentions and five for their capacity. The reliability of the measuring instrument was tested by means of Cronbach's alpha. To ensure reliability of the results the questionnaire was also pre-tested on five students from the targeted population. The study is mainly concerned with the relationship between the entrepreneurial studies and intentions to become an entrepreneur.

***Distribution of questionnaires:*** Data was collected randomly through distribution of questionnaires among students of both the mentioned universities. They were asked to fill the questionnaire in presence of researcher and return them immediately. They were informed about the purpose of the research and were asked to participate voluntarily in the study by completing questionnaires.

### **Data Analysis:**

Data was analyzed by means of the SPSS using descriptive statistics, regression and correlation analysis. Descriptive statistics were used for the frequencies of the sample. The association between business studies and entrepreneurial intention was tested using regression analysis. Pearson and partial correlation coefficients were used to check relationship between variables either including or controlling its covariates.

## **RESULTS AND DISCUSSION**

Under this section, the results found using SPSS are presented. All the related tables are specified and an analysis is done. They are discussed as follows:

### **Descriptive Statistics of the Samples**

Tables under this head are presented to show characteristics of selected sample. Description is given along with each table.

#### **Table 1: Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	54	67.5	67.5	67.5
Valid Female	26	32.5	32.5	100.0
Total	80	100.0	100.0	

This study involved 80 students from two universities of which 67.5% were males and 32.5% were females, shown in Table 1.

**Table 2: Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
20 to 24 years	68	85.0	85.0	85.0
Valid 25 to 29 years	12	15.0	15.0	100.0
Total	80	100.0	100.0	

In terms of age, 85% of the students were in age category of 20 to 24 years while 15% were in age category 25 to 29 years shown in Table 2 pertaining to the Subjective Norms.

The three items/questions shown in table 3, 4 and 5 show subjective norms of an individual. These show the social pressure that may change one's behavior towards entrepreneurship.

**Table 3: Perceived Entrepreneur**

	Frequency	Percent	Valid Percent	Cumulative Percent
1	48	60.0	60.0	60.0
2	25	31.3	31.3	91.3
Valid 3	4	5.0	5.0	96.3
4	3	3.8	3.8	100.0
Total	80	100.0	100.0	

In terms of their own entrepreneurial understanding for the question in Table 3, 60% of students showed their understanding of entrepreneur as an innovator, 31% as a risk-bearer, and 5% as a resourceful person while 3.8% mentioned other options i.e. starting a new business with a new idea.

**Table 4: Family Member as Entrepreneur**

	Frequency	Percent	Valid Percent	Cumulative Percent
no	38	47.5	47.5	47.5
Valid yes	42	52.5	52.5	100.0
Total	80	100.0	100.0	

Table 4 shows subjective norms in terms of social pressure from the society. 52.5% of the sample have their friends or family member who are entrepreneurs that makes them to behave accordingly.

**Table 5: Self-Employment**

	Frequency	Percent	Valid Percent	Cumulative Percent
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no	66	82.5	82.5	82.5
Valid yes	14	17.5	17.5	100.0
Total	80	100.0	100.0	

Table 5 shows that only 17.5% of the sample has experienced self-employment while 82.5% of the students have not experienced self-employment.

**Relationship between Entrepreneurial Studies and Intentions**

This part of the analysis shows the model’s significance, the regression, and the correlation between different variable(s).

**Table 6: Significance of the Model**

**(A) Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 <sup>a</sup>	.659	.654	.58818461

a. Predictors: (Constant), business studies

**(B) ANOVA**

Model		Sum of Squares	df	Mean Square	F	Significance
1	Regression	51.443	1	51.443	148.696	.000 <sup>b</sup>
	Residual	26.639	77	.346		
	Total	78.082	78			

a. Dependent Variable: entrepreneurial Intentions

b. Predictors: (constant) business studies ...

Table 6, A & B are given to show the significance of the model. Business studies variable is the independent variable while entrepreneurial intentions variable is considered a dependent one. Results showed the model's significance for two variables (studies and intentions) when attitude, subjective norms and capacity were dropped. Under table 6(A), we can see the closer values of R square and Adjusted R square, which is because the sample size is large enough. The Adjusted R square obtained for this sample is quite significant. Adjusted R square on 0.654 is considered to be large which indicates that the current study has 65.4% practical significance. It means that 65.4% of all the variability in entrepreneurial intentions is accounted for the business studies students choose. Apart from it, Table 6(B) also shows the model significance which is less than 0.05 (5%). It can be stated as  $F(1,77)=148.696, p=0.000$ . Here, the value of  $p < 0.05$  that means the model is highly significant and the business studies is the best predictor of the entrepreneurial intentions. Significance value is also obtained in Table 9 i.e.  $p=0.000$ .

**Table 7: Pearson Correlation Coefficient**

**Correlations**

		entrepreneurial Intentions	business studies
entrepreneurial Intentions	Pearson Correlation	1	.812***
	Sig. (2-tailed)		.000
	N	79	79
business studies	Pearson Correlation	.812**	1
	Sig. (2-tailed)	.000	
	N	79	80

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 7 shows the correlation between entrepreneurial studies and intentions of students. Pearson correlation coefficient is used which shows  $r=0.812$ . The two variables have a very strong and positive correlation i.e. both the variables move in same direction and have strong relationship with each other. It is highly significant at 1% Alpha (as  $p=0.000$  which is less than for a two-tailed test) based on 79 observations, showing there is a high chance for students to become entrepreneur after their business studies.

**Table 8: Partial Correlation**

Control Variables		entrepreneurial Intentions	business studies
	Correlation	1.000	.692
	entrepreneurial Intentions		.000
	Significance (2-tailed)		
attitude towards entrepreneurship & capacity to become an entrepreneur & subjective norms	Df	0	74
	Correlation	.692	1.000
	business studies		.000
	Significance (2-tailed)		
	Df	74	0

**Correlations**

Partial correlation is also used to check correlation specifically between two variables controlling rest of the variables. Results in Table 8 shows again a positive and high correlation between the two variables entrepreneurial studies and intentions of students. Partial correlation coefficient is  $r=0.692$  which is also more than 0.50 so it shows still a strong relationship between these two variables, but less than the Pearson correlation coefficient. The results are again highly significant as  $p=0.000$  i.e. less than 0.01. Pearson correlation coefficient  $r=0.812$  while partial correlation coefficient  $r=0.692$ . The result of Pearson correlation is greater than partial correlation i.e.  $0.812 > 0.692$ . It means there is strong effect of business studies on intentions of student i.e. 0.812 is nearer to 1 (strong positive relationship) while if we control rest of the variables, the relationship becomes 0.692 (though still a strong positive relationship and greater than 0.50, but less than before). So the Pearson correlation coefficient is more useful here and we should not control rest of the three variables; attitude towards entrepreneurship & capacity to become an entrepreneur & subjective norms, as they are also important to affect the dependent variable of the study.

**Table 9: Regression Coefficients and Entrepreneurial Intention**

**Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.003	.066		-.052	.959
business studies	.804	.066	.812	12.194	.000

a. Dependent Variable: entrepreneurial Intentions

Table 9 is represented to show relationship between business studies and intentions. It demonstrates that the independent variable namely *business studies*, has significant effect on the entrepreneurial intentions (Beta=0.804,  $p < 0.05$ ). The value of standardized Beta is 0.812 which is close to 1, means that there is a strong positive correlation/relationship between entrepreneurial intentions of students and the business studies. The unstandardized beta contains 0.03, a constant which is the y-intercept, and the slope of the regression model which is 0.804 which means that if the students get involve in business studies, there are 80.4% chances for the students to become entrepreneurs. Regression results are also highly significant at  $p = 0.000$  i.e. less than 0.05. Regression analysis were done using a 5% Alpha by default.

**CONCLUSION AND IMPLICATION**

The objective of this research was to find out the impact of entrepreneurial studies on intentions of students towards entrepreneurship in Peshawar. In this study, data was collected from 80 students. The majority of the students were between 20-24 years old. According to the results ( $p < 0.05$ ), it can be concluded that entrepreneurial studies has a direct effect on intentions of students. On such basis, our null hypothesis is rejected and alternative hypothesis is accepted. It means there is sufficient evidence of existence of relationship between business studies and intentions of students. As far as the correlation is concerned, the correlation coefficient results showed that correlation is significant at 1% Alpha. The results can be helpful for the Government (as two selected universities were public sector universities) and university policy makers who try to motivate students towards entrepreneurship. It is suggested that universities should involve their students in some practical trainings, workshops and projects to let the students learn things practically. The business studies play a very important role in changing one's mind towards entrepreneurship. The implications of the results can assist educators, policy makers, as well as students to understand the importance of the most significant factors as the key pre-requisites of entrepreneurial intention and behavior. Students may become successful entrepreneurship if they are provided an active and feasible platform. All such can further lead to massive economic benefits such as the growth of the whole economy, reduction in unemployment and ultimately development of economies.

## **LIMITATION OF THE STUDY**

The data was collected from two universities of KP (Khyber Pakhtunkhwa) by the researcher. It did not find gender differences regarding intentions but analyzed the overall intentions of students towards entrepreneurship. Also, only two universities were chosen as it was convenient for the researcher, however, the same study can be extended for more universities of KP.

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## Migrant and Ethnic Malay Marginalization in Tanjung Putus Village, Langkat Regency, Sumatra Province, Indonesia

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### ARTICLE INFO

#### Article History:

Received:	July	30, 2021
Revised:	August	25, 2021
Accepted:	September	25, 2021
Available Online:	October	1, 2021

#### Keywords:

Malay, marginalization, migration, local government

#### JEL Classification Codes:

O15, O47, R13

### ABSTRACT

The purpose of this study is to describe the migration of migrants to Tanjung Putus Village, Langkat Regency, North Sumatra Province which has an impact on the marginalization of the indigenous population. The local government seems to support the marginalization of the indigenous people, namely, Malays who come from the coast of Sumatra. This study uses ethnographic research, meaning that the researcher will act as an anthropologist to find and describe the factors of migration and the efforts of the Malay community to maintain their identity. Data was collected by means of observation, interview data and document study. The implication of marginalization is that there are differences in rights and obligations that are socially formed. The process of marginalization of ethnic Malays forms social patterns which are manifested in the attitudes and behaviors they embody in their daily lives and these conditions will be very vulnerable to conflict.



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### INTRODUCTION

Malays are a tribe originating from the coast of the island of Sumatra. The Malay ethnicity is one of the ethnic groups in the province of North Sumatra (Damanik, 2018). Ethnic Malays in North Sumatra are still in one unit with ethnic Malays in Riau, Riau Islands and even Malaysia, Brunei is also still a unit. Ethnic Malays in Malaysia, Singapore, Brunei Darussalam have dialects and characteristics that are almost similar. A kinship system that uses the impal system, dances, traditional food. At the present time, according to the author's attention, Malay culture is experiencing an unequal ritual in perpetuating its culture or civilization.

Tanjung Putus Village is a village located in the Langkat district. The original inhabitants of Tanjung Putus village are ethnic Malays and are currently a minority population. They lived side by side with immigrants from Toba who came from the Lake Toba area, the Banjar tribe from the banjar and the Javanese from the Javanese contract laborers. Migration that occurred in Tanjung disconnected village occurred around 1970 where at that time the area of Tanjung Putus disconnected village was an area that was still empty of residents where Malays were still inhabited. Because at that time the population was still small and the distance between houses was still far apart, immigrants from other tribes began to come to live and grow crops in this village.

The number of Toba, Banjar and Javanese tribes who began to settle in the village of Tanjung Putus was influenced by the willingness of the landlords where at that time the Malays owned a lot of land and the need for workers in the Malay gardens and began to allow them to build settlements and cultivate crops. Currently the Malays who live in the village of Tanjung Putus are approximately 75 heads of families. Some are second generation and third generation. Even so, they still remember their former vast land and still recite the Malay language very fluently and continue to carry out the Malay tradition. The constitution mandates that the earth, water and state assets are controlled by the state and used as much as possible for the prosperity of the people (Triningsih, 2020).

State policies related to nature must be populist with an emphasis on the distribution of the results of natural wealth to the holders of power, namely the people. However, the government tends to seek profit by exploiting natural resources without humanizing the indigenous population (Asmuni, 2014). Meanwhile, to explain the phenomenon of local population marginality in relation to globalization as a movement, one can borrow the explanation of dependency theory. Gunther Frank (in (Yuwana et al., 2015) introduced dependency theory in 1967 by taking advantage of Paul Baran's thesis which states that third world exploitation was not only more widespread after the end of the colonial era, but also more effective.

Underdevelopment is the result of economic exploitation of disadvantaged areas by newcomers in an area (Mulyadi, 2016; Kustanto & Sholihah, 2020). Frank provides an interesting phrase with the development of retardation. According to him, development and underdevelopment are not only relative and quantitative but also rational and quantitative. The concept of marginalization in the context of individuals or groups who are isolated or incompatible with the dominant society and culture and is considered a fringe in society or social units, including minority groups with detrimental implications (Muttaqin, 2014). On the other hand, the marginal from an administrative point of view is seen as important if it leaves the main direction close to the center of power and control needed (e Ali, M. S. et al. 2021, Khan, U. et al. 2021, Sibte-Ali, M. et al 2021).

Marginalization of ethnic Malays which in some ways is a socially marginalized group. The implication is that there are differences in rights and obligations that are socially formed. The process of marginalization of ethnic Malays forms social patterns which are manifested in the form of attitudes and behaviors that they manifest in everyday life. Therefore, the purpose of this study is to describe the presence of immigrants and the marginalization of ethnic Malays in Tanjung Putus Village, Langkat Regency, North Sumatra Province.

## **RESEARCH METHODS**

In this study, the researcher uses ethnographic research, meaning that the researcher will act as an anthropologist to find and describe the factors that occur in migration and the efforts of the Malay community to maintain their identity (Firdaus & Shalihin, 2021). Ethnographic research is a qualitative research strategy in which researchers investigate a cultural group in a natural environment for a long period of time (Windiani & Rahmawati, 2016). Main data collection, observation data, interview data and document study (Hasanah, 2017, Taqi, M. et al. 2021, Shah, S. Z. A. 2021). Ethnographic research is considered capable of digging in-depth information with extensive sources using participant observation techniques. As part of anthropology, ethnography usually consists of detailed descriptions of aspects of ways of behaving and ways of thinking that have been standardized on what is learned, in the form of writing, photos, pictures or films containing the report or description. In other words, the object of this research is humans or people who develop in different cultures, different religions and ethnic groups. Spradley (1997) reveals about the steps of conducting ethnographic interviews as a step in seeking conclusions for ethnographic research.

Observations and in-depth interviews with informants are part of one of the methods that researchers use when discovering social phenomena in the field. Armed with the theories and concepts studied, the researcher obtains as much information as possible and understands the social facts in the field in accordance with the actual reality to be used as data analysis. The researcher uses this ethnographic research with the aim of describing the experience of the Malay community who migrated to Tanjung Putus and the efforts of the Malay community to bring up their identity, so that later data will be obtained regarding their perspective on migration and the identity of the Malay community in Tanjung Putus. Of course, the involvement of researchers is very possible because in terms of language and culture there are no obstacles with the people of Tanjung Putus (Sibt-e-Ali, M. et al 2021, e Ali, M. S. et al. 2021 and Taqi, M. et al. 2021).

### **Research Location**

This study was conducted in Tanjung Putus Village, a village whose native population is Malay and therefore the “host population”. Tanjung Putus Village is one of the villages in Padang Tualang District, Langkat Regency. Tanjung Putus village was chosen as the research location because the village is a Malay settlement. At this time, the Malays who live in Tanjung Putus Village reach approximately 90 families. Tanjung Putus Village is now one of the plantation centers in Langkat Regency.

### **Data Collection Technique**

Data collection technique is a primary data procurement process for research purposes. The data in this study were collected using three techniques, namely: The observations made by the author in this study were in the form of participant observation (McGrath & Laliberte Rudman, 2019). In this study, the object of observation is to see firsthand the various activities carried out by the Malay community in Tanjung Putus with the aim of knowing how people live and social relations in Tanjung Putus from various aspects such as social, economic, behavioral, cultural and religious. In-depth interviews were conducted by researchers before the research was conducted and at the time the research was carried out (Rutakumwa et al., 2020). This interview or conversation was carried out with people who were considered informants and key informants, in this case the key informants were Malay traditional leaders in Tanjung Putus village, elders in the

Malay community, Javanese ethnic communities, and informants namely religious leaders, educational leaders, economic figures and entrepreneurs. With the involvement of researchers and informants, they can understand and explain what they do in their daily lives as well as train researchers to be closer and adapt quickly to informants. In-depth interviews were conducted with key informants and informants were more focused on what factors influence the marginalization of Malays in Tanjung Putus Village and how the Malays try to maintain their ethnic identity as a separate ethnic group in Tanjung Putus Village.

Document Study, that is, researchers will explore various data from books, scientific journals and various archives related to research. In this study, the researchers explored various data from books, scientific journals and archives related to the marginalization of Malays in Tanjung Putus.

### **Data Analysis Technique**

Data analysis in research is a view of the author to be objective towards the data obtained in the field (Sutton & Austin, 2015). All data obtained from the results of the field research will be re-examined or re-edited, in the end this activity aims to re-examine the completeness of field data and interview results. This study uses an ethnographic data analysis model. Spradley (1997) explains that includes ethnographic data analysis models, namely, domain analysis, taxonomic analysis, component analysis, and analysis of cultural themes. Domain analysis is an investigation of units of larger cultural knowledge called domains. Here, the researcher will look for cultural symbols that belong to a larger category (domain) based on similarities. So domain analysis is generally carried out to obtain a general and comprehensive picture of the social situations to be studied.

### **Data Validity**

This study uses triangulation to check the validity of the data. Denzin (in Jespersen & Wallace, 2017) states that triangulation is a data collection technique that combines various data collection techniques and existing data sources. Triangulation technique is a data collection technique in which researchers use different data collection techniques to obtain the same data. The researcher used several qualitative data collection techniques such as participant observation, in-depth interviews, and document studies for the same data source simultaneously. Meanwhile, source triangulation is a data collection technique where researchers use the same technique to obtain data from the same source (Adeem, M. A. et al. 2019, Sibte-Ali, M. et al. 2018).

## **RESULTS AND DISCUSSION**

### **Literature Review**

Literature that discusses the Malay ethnicity in North Sumatran society has been done by many domestic and foreign researchers. One of the scientists who discusses the Malay ethnicity is Tome Pires. Ethnic Malay and Batak emerged as concepts in the 15th century in the writings of foreign ethnographers who visited North Sumatra. For the first time, the Batak concept appears in the writings of Pires (in Cortesão, 2017) and (Pinto, 1991) to refer to the people who live in the interior of Aceh and North Sumatra. Meanwhile, Malay was called Polo (1958) to refer to the settlers on the coast. The history of foreign ethnographers' trips to Northern Sumatra was compiled by Reid (1995). The inaccuracy concerns the homogenization of inland society into a category

called Batak and the categorization of coastal society called Malay. It must be understood that these two concepts are not intended to refer to ethnic groups but instead refer to general characteristics settlers in the interior (inland) and the coast (coastal).

Perret (2010) mentions that a group of people living in the Bukit Barisan mountains north of Panyabungan Mandailing Natal called the Lubu or Siladang people do not fall into this category. In fact, in the Indonesian Anthropology literature, including in North Sumatra itself, the existence of this community group is rarely mentioned. The Lubu people settled in Padanglawas and Mandailing in 1891, with a population of 2,033 people. In 1984 the population was only 1600 people (Butar-Butar et al., 1984) while in 2008 the population reached 2011 people (Matondang & Lubis, 2018).

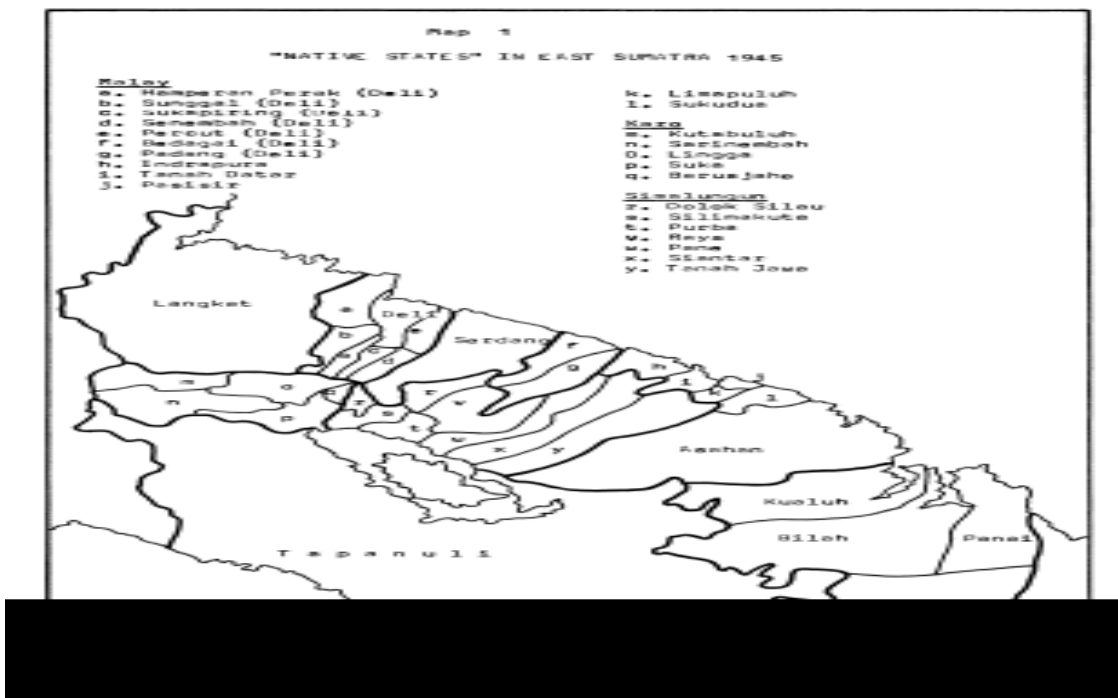
Likewise, the uniformity of the Malay ethnicity in North Sumatra. If you base yourself on ethnograph writing, then this concept is not actually intended as a mention of ethnic names, but rather as a characteristic of people who live on the coast or the coast and have embraced Islam. along the coast of Lhokseumawe as called by Pires (1944) in 1515 were Malays, the same thing was also called Polo in 1290 that the settlers on the coast of northern Sumatra were Malay. Some writers from the XIII to XIX centuries AD said that the settlers on the coast were Malay while those in the mountains were Batak (Reid 1995). Writers such as Sinar (1986) said that people in Langkat, Binjai, Deli, Serdang, Asahan, Batubara, Labuhan Batu even in Riau is Malay. The writer Lah Husny (1978), Said (1961) Pelly (2005) and others did the same thing.

Uniformity as Malay in North Sumatra raises crucial questions about its relationship with Malays in Riau, Kalimantan, Sulawesi and even in Malaysia. In Kalimantan, for example, they can identify their ethnic origin as Iban or Banjar, even though they call themselves Malay. Likewise in Sulawesi where ethnic Malays can identify their ethnic origins, such as Mandar and Bugis and others. Malays in North Sumatra are like Malays in Riau and Malaysia who cannot show their ethnic origin. Likewise, North Sumatran Malays. Who is the Malay ethnic membership? Although they mention one people, for example, the Malays in Deli do not want to be equated with the Malays of Langkat, Serdang, Batubara, Asahan and Labuhan Batu. And vice versa. Of course, rejection will arise if North Sumatran Malay is equated with Riau Malay, Bugis Malay, Iban Malay especially Malaysian Malay. Actually they are quite different in terms of objective boundaries as Royce (1983) called. Likewise, they differ subjectively, such as the rejection of the Deli Malays who are equated with Langkat Malays.

A number of recent studies have tried to reject the mention of Malays as ethnic. A number of authors explicitly mention such as Miksic (1979), Milner (1978), Reid (1979) and Langenberg (1977). Even Perret (2010) explicitly mentions that the Malays in Deli and Langkat are Karo people who converted to Islam. This fact was seen in Guru Patimpus (supposed to be the opening of the Medan village), Datuk Sunggal of the Surbakti clan, Datuk Brayan, Datuk Denai, Datuk Senembah, Datuk Kota Bangun and others and all of them were from the Karo tribe. Likewise, the name of the village in Deli tends to indicate the mention of the karo tribe such as Sukapiring, ten two Kuta, Sunggal and others. Likewise, the Malays in Serdang came from the Simalungun and Karo people who converted to Islam. The history of Serdang as Sinar (1986) cannot be separated from Simalungun which is located in Dolok Silau. Furthermore, the Malays in Serdang Bedagai, Tebing Tinggi to Asahan are Simalungun people who converted to Islam.

## Results

In the village of Tanjung Putus, the ethnic Malay community still applies the customs and habits of the ethnic Malay community where they still use the local language in communicating with each other, namely Malay from children to adults all passively use Malay, but outside the Malay community they use Indonesian in interacting with outsiders. The series of Malay customs are carried out by the ethnic Malay community in the village of Tanjung Putus, where traditional ceremonies can be considered as an opportunity to refresh primordial loyalty, they can enjoy the splendor of their noble culture even though they are far apart physically from the cultural center. The village is also an ethnic stronghold where the Malay ethnic community is free to keep pets, they raise a lot of goats and buffalo for their needs, these pets can be a defense for them. The ethnic Malay community in Tanjung Putus village maintains their culture in their daily life. Ethnic Malay groups use Malay in their daily lives, from children to parents using Malay in communicating, they still occur in the village, traditional ceremonies are also often performed in Tanjung Putus village, such as during births, weddings and death.



**Figure 1.** Langkat in 1945 (van Langenberg, 1982)

Maintaining their culture in their own area makes their primordialism not disappear and their identity as Malays is clearly visible. Although there is cross-marriage between ethnic Malays and immigrant ethnic communities, the cultural assimilation is not clearly visible because ethnic Malays who have married ethnic immigrants will follow Malay culture and enter the religion believed by the Malay ethnic community, namely Islam, this makes people ethnic Malays who marry ethnic immigrants will stay away from their ancestral culture and enter and learn a new culture, namely Malay culture (NEO, 2006; Herlina, 2014; Atmaja & Kurnanto, 2018). Paying attention to the Tanjung Putus village area and other areas where the majority of the population is

Malay, the distribution of power has slowed down due to cultural factors and low levels of education. Indeed, there are some people who can develop but the correlation has not been able to cover the inter-ethnic ties in the Malay tribe in Tanjung Putus.

Sanusi (2017) discusses the globalization of Malays, actually what is called the Malays is not an ethnic or ethnic community as understood today. Ihsan Sanusi then explained that the Malays collectively fix their views on Malay collectively fixing their views on different paradigms at the horizontal level through a perspective that is not narrowly localized, because Malay is not something that localism in identification and revitalization of Malays actually requires support both intellectually and physically. experts so that in the context of modernity, Malay civilization which has found its identity will become more advanced and will be able to influence the world's great civilizations (Chalid, 2016).

The habits of the Malays in Tanjung Putus which are very close to being intimate in coffee shops are very entrenched from generation to generation. They discussed various things there, both in terms of politics, economics and socio-religious. Because of this tradition and culture is very attached and even known by other ethnic groups. Ihsan Sanusi explained the current context, the real results of the long process of modernization will continue to be secularization and globalization. Globalization causes political, economic and cultural integration (Ferdiansyah et al., 2016; Estuningtyas, 2018). The principle of deterritorialization is important because it becomes a turning point in contemporary civilization that has broad implications in social and cultural processes. Deterritorialization has resulted as a result of globalization causing people from various backgrounds to be integrated into a community (Ernawam, 2017; Dewi, 2019).

The Malays have a reference to the composition of family members, such as Yong, calling the first child, the second child as Ngah, and the youngest child as Uncu. Ethnic Malays adhere to a parental system where the position of the father and mother is the same (Wahyuni & Nurman, 2019; Hardian, 2021). That's why there is no clan or lineage, either from the father or the mother. In relation to social change and alternative theories about the dynamics of social life, it is emphasized that society can be seen as a continuous process. Society (groups, communities, national organizations, states) can only be said to have social change if something happens in it, there are certain actions taken, there are certain changes and there are certain processes that are always working. Social change will have different meanings between the state of a particular society and the state of society in different periods of time (Sztompka, 2000).

The migration of the Malay ethnic community is also influenced by the knowledge already held by each nomad, where if their knowledge increases, the motivation to migrate will be even greater because they want to get better prosperity that they do not get in their hometown. The knowledge of the ethnic Malay community turned out to be an adaptation strategy for the ethnic Malay community to interact socially with the ethnic Malay community, whose knowledge at that time was not yet widely developed, especially with regard to environmental management because the ethnic Malay community mostly worked in the water sector as fishermen rather than farming (Andaya, 2001; Yeoh & Yeoh, 2015; Ihsannudin et al., 2019).

## **CONCLUSION**

Based on the descriptions of the research results found earlier, the following conclusions can be drawn: 1) Migration of ethnic Malays in Tanjung Putus village was carried out in the 1960s

because of the push factor and pull factor. The push factor is an effort to improve the situation to save themselves from political and economic conflicts and the pull factor is because it is caused by the interest of the community in an area because it is able to provide a source of life and good facilities for the ethnic Malay community. The motives and reasons for self-preservation and the economy are the most dominant factors in the purpose of wandering. 2) Efforts made by the ethnic Malay community to maintain their identity in their overseas areas continue to use Malay as the everyday language of their fellow ethnic Malays and non-Malays, carry out traditional ceremonies of birth, marriage and death which are carried out as an effort to maintain their identity. 3) The local government needs to prepare regulations to regulate the lives of ethnic Malays and immigrants so that a harmonious, peaceful life can occur and can work together to advance in Tanjung Putus Village, Padang Tualang District, Langkat Regency, North Sumatra Province. Conflicts often occur in many areas, due to conflicts of interest between indigenous people and migrants who are unable to manage this diversity by local governments.

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## Leadership Behaviour in Initiating and Managing Organizational Change Literature Review and Case Study of Poultry Cooperatives, a Rural Enterprise of Jharkhand, India

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### ARTICLE INFO

#### Article History:

Received: August 15, 2021  
Revised: September 20, 2021  
Accepted: October 10, 2021  
Available Online: October 15, 2021

#### Keywords:

Leadership behaviour, Managing organizational change, poultry cooperative - a rural enterprise

#### JEL Classification Codes:

O15, O47, R13

### ABSTRACT

The study is done to look into different organizational change models and leadership behaviours in the change process. The case of poultry cooperatives of Jharkhand India is studied to look into the aspects of initiating and managing the organizational change process. A mixed approach of literature review and mapping behavioural aspects through unstructured interviews with the group of leaders and managers was done. The exploratory study helped find the crucial behaviours and role play by the governing board members and managers of the case cooperatives in organizational change management. Further research is needed to establish the leader's behavioural contribution in collective enterprises run by the rural community of India. The study provides ample opportunity to do a detailed study of the subject matter.



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## INTRODUCTION

Change is a must to remain relevant in general, the same as in the case of an organization. Organizational change may get triggered by the need for business expansion, acquiring new technology that may have the compulsion of business environment out here or the choice of internal organizational requirements. "Organizational change refers to the actions in which a company or business alters a major component of its organization, such as its culture, the underlying technologies or infrastructure it uses to operate, or its internal processes" (Tim Stobierski, Harvard Business School).

Organizational change management depends on leaders and managers involved in the process (Sibt-e-Ali, M. et al 2021). Organizational change in cooperative like business setup, where bringing consensus for change is addon perhaps to make it a more complex process. Leaders play a crucial role in change management. Leaders have to have a thorough understanding of the need for change, a detailed strategy to roll out the change process and be ready to address any crisis that arises due to it. There are several models of organizational change. The paper tried to include as many such models of organizational change as possible to accommodate in the limited time frame. Also, the research studies so far have been done about the behaviours of leaders in initiating change management in mainland business entities. The study of leadership behaviours in collective enterprises for organizational change management is limited, specifically for rural cooperatives e (Ali, M. S. et al. 2021, Khan, U. et al. 2021).

The current paper is divided into multiple sections, like literature review for various organizational change models, leadership behaviours in change processes, and the reference case study for leadership behaviours of rural poultry cooperative of Jharkhand, India for the organizational change process.

### **Research questions and objective of the study**

Rural collective enterprises of Jharkhand have undergone a shift, as discovered when working on an earlier paper on tribal women leadership in Jharkhand. As a result, a study topic arose:

- ❖ Does leadership behaviour play any effect in the organizational change process?
- ❖ Does leadership behaviour in rural firms have a similar impact on initiating and managing organizational change?
- ❖ To bring specific knowledge from rural enterprise leadership's behavioural impact on the change process to the existing subject arena.

### **METHODOLOGY**

An exploratory research technique is used to examine the literature on related topics and map behavioral features via unstructured interviews with managers and leaders of the rural collective enterprise of Jharkhand. Following that, there is a conclusion section that also contains the research areas that need to be explored further.

### **Limitations of the study**

Because of the restrictions imposed under the Covid-19 pandemic, only a few interviews were conducted, therefore the interpretation is confined to those interviews. The interpretation is based on a single case, which may have cross-verification constraints. The subject matter's prospects may also be stymied by researchers' biases.

### **LITERATURE REVIEW**

#### **Organizational change models**

The term "organizational change" refers to a set of actions that result in a shift in directions and/or processes that alter how organizations operate. It could be used to define their success narrative, as well as any other form of event or failure.

Organizational changes can be planned or unplanned. The planned adjustments are more related to management, in which management makes a conscious effort to achieve a goal (Hage, 1999). Organizations require changes to improve their internal and external functionality, and this is a demand of time (Caetano, 1999). An organization that cannot adapt to change will not be able to compete for long (Boston, MA, 2000 Taqi, M. et al. 2021, Shah, S. Z. A. 2021, Sibte-Ali, M. et al 2021, e Ali, M. S. et al. 2021). Organizational changes have a variety of substantial advantages, including improved competitiveness, improved financial performance, improved employee and customer happiness, and most importantly, it leads to ongoing improvement and sustainability.

According to the nature of the organization and its environment, some organizations adopt small changes (incremental changes), while others may go deep into organizational transformation, also known as corporate transformations (radical changes), which necessitate large-scale changes and are difficult to manage (Boston, MA, 2000). The term "organizational change" refers to a company's transition from a known (current state) to an unknown (desired future state) state. Because the future of this change is unpredictable and may affect people's worth, coping capacities, and competency, the organization's people do not support change unless they are convinced that the status quo is unacceptable (Cummings & Worley, 2003, Taqi, M. et al. 2021, Adeem, M. A. et al. 2019, Sibte-Ali, M. et al. 2018).

Kurt Lewin's model is one of the first fundamental planned change models, Unfreezing, Changing, and Refreezing is the three phases of Lewin's three-step change model. In the framework of Kurt Lewin's three-step change process, a model of organizational change highlights critical stages in the change implementation process. According to Lewin's research, successful organizational change can be planned, but it requires that the system be unfrozen. According to Lewin, forces working for the status quo will cause less resistance and stress than forces working for change, and this strategy will be more effective. To shift the "quasi-stationary equilibrium" stage, one can increase the forces striving for change, decrease the forces maintaining the status quo, or combine both forces for proactive and reactive organizational change through knowledge sharing and individual willingness with the help of stimulating change leadership style.

"Change management," according to Moran and Brightman (2001), is "the constant renewal of an organization's direction, structure, and skills to meet the ever-changing needs of external and internal customers." Regardless of the size or age of the company, change is a constant. Because the world is changing at such a rapid pace, businesses must adapt quickly to expand and survive (Alvesson & Sveningsson, 2008). Internal and external environments influence how organizations change. There are two types of organizational change, according to Pierce, Gardner, and Dunham (2002): reactive and proactive change. Reactive change happens when an organization is forced to change due to internal or external pressures, whereas proactive change occurs when the organization decides that change is wanted.

The paper "The determinants of organizational change management success: Literature review and case study" by Abdelouahab Errida and Bouchra Lotfi (2021) published a complete literature evaluation for organizational change models. It states that multiple "Change Management models" have been developed over time employing diverse theories and principles from various disciplines. And, according to Parry et al., there are two types of change management models: processual and descriptive. A processual model specifies the steps for implementing and managing change, whereas a descriptive model specifies the primary variables and aspects that influence the success of the change.

In addition, Abdelouahab Errida and Bouchra Lotfi have compiled a list of 37 different Change management models in both categories. They've included 18 different Processual models and 19 different Descriptive models under Processual models. Abdelouahab Errida and Bouchra Lotfi divided these into 12 categories based on meaning resemblances and redundancies, as well as sub-factors.

1. Clear and shared vision and strategy of change
2. Change readiness and capacity for change
3. Change team performance
4. Activities for managing change management
5. Resistance management
6. Effective communication
7. Motivation of employees and change agents
8. Stakeholder engagement
9. Leadership and sponsorship
10. Reinforcement and sustainment of change
11. Approach and plan for change
12. Monitoring/measurement

The implementation of change entails changing the current condition of the organization to the intended state, however, this will not happen rapidly, but rather concurrently. Activity planning, commitment planning, and change management structures were described by Beckhard and Harris (1987) as three actions for implementing change. For a successful change, activity planning creates a road map or path for organizational change, events, and specific activities. The specific activities consist of integrated change tasks that are temporally oriented and expressly tied to the organization's change priorities and goals.

Employee involvement is the oldest and most effective technique for overcoming resistance to organizational change when creating and executing change. According to Pierce et al. (2002), to stimulate the process, employees must be informed about the change. Leaders must educate, communicate, participate, involve, task support, provide emotional support and incentives, control, co-opt, and persuade staff to accept change. In a nutshell, organizational transformation is an intentional effort made by the organization's leader/leadership/manager to improve the organization. The change process could be driven by a variety of sources, including external or internal pressures for change, technological, social, or economic issues. Furthermore, an organizational leader's/vision leadership and new ideas can be a driving force behind organizational change.

### **Leadership behaviours in change processes**

A "vision" must be the starting point for any change attempt or initiative. Creating a vision will clarify the direction for change, whether it is motivated by external (political, economic, social, or technological) or internal (policy, systems, or structure) factors. Furthermore, the vision will aid in motivating people who are impacted to take appropriate action (Ugur Zel, 2016). In his paper "Effective Leadership Behavior: What We Know and What Questions Need More Attention," Gary Yukl, a Professor in the School of Business at the University of Albany (Dec 2012), describes four meta-categories of leadership behaviours with their component behaviours that are used to influence the performance of a team, work unit, or organization. Those are

- I. Task-oriented – includes component behaviours such as clarifying, planning, monitoring operations, and problem-solving;

- II. Relationship oriented – includes component behaviours such as supporting, developing, recognizing, and empowering; and
- III. Change oriented – includes component behaviours such as advocating change, envisioning change, encouraging innovation, and facilitating collective learning.
- IV. External - this category comprises networking, external monitoring, and representing component behaviours.

These meta categories have different primary aims, but they all include performance elements.

The primary objectives for

- ❖ Task-oriented behaviour - to do tasks efficiently and consistently
- ❖ Relationship-focused behaviour — to boost human capital
- ❖ change-oriented behaviour — to boost creativity, group learning, and external environment adaption.
- ❖ External leadership behaviour — promoting and defending the team's or organization's interests.

These meta-categories also involve distinct specialized behaviours for achieving the goals. Gary Yukl goes on to mention that the success of each component behaviour in terms of results is dependent on the circumstances.

Kotter's 8-step change model (Kotter & Rathgeber, 2006) is used to explain the leader's roles during a change process. To achieve success, John Kotter's change model consists of eight crucial steps, each of which requires the leaders to play their role effectively.

- Step 1: Create a Sense of Urgency
- Step 2: Build the Guiding Team
- Step 3: Get the Vision Right
- Step 4: Communicate for Buy-In
- Step 5: Empower Action
- Step 6: Create Short-Term Wins
- Step 7: Don't Let Up
- Step 8: Make Change Stick

#### Step 1: Create a Sense of Urgency

The leaders must describe how the change issue will affect the organization to members of the organization in precise terms. The motivations and factors motivating a change endeavour must be communicated to management and employees. Combating complacency, resistance, and fear of the unknown requires a candid discussion of the organization's existing situation. Leaders must maintain and reinforce their belief that change is required for the organization's survival and growth throughout the transition process.

#### Step 2: Build the Guiding Team

A leader must assemble a team of participants with sufficient power to initiate and drive change at the start of a change endeavour. For a change project to succeed, one leader, no matter how powerful or charismatic, requires cooperation and active support. Individuals from diverse levels within the organization must be chosen for a guiding coalition to be effective. They must be chosen for their great leadership talents, expertise, and relationship-building ability. Their strong leadership must target and overcome individuals who appear to be resistant to change.

### Step 3: Get the Vision Right

This step focuses on demonstrating how to deliver a relevant vision and make it work for the change initiative. The stakes have been raised, and leaders are ready to take charge... But in which direction should we go? People frequently believe that a vision is irrelevant to business reality and that it is a waste of time. It is the vision that will lead them in the right direction.

### Step 4: Communicate for Buy-In

Many people are resistant to change because they may not comprehend why it is necessary. Leaders must convey the change vision to all individuals who will be affected by and participate in the change as they prepare to implement it. Leaders must remind their followers of both the goal and the rationale for change regularly.

### Step 5: Empower Action

This step is all about motivating a large number of individuals to act. It's not just about the motivation for change; it's also about the possibilities for change.

### Step 6: Create Short-Term Wins

Change is a never-ending process. While completing a milestone is important, it does not ensure the change initiative's ultimate success or entire validation. Throughout the transformation, must track progress, examine goals, and re-evaluate the organization's path to ensure success. Maintaining the sense of urgency with which the process started. Most importantly, ensuring the long-term success and viability of the endeavour.

### Step 7: Don't Let Up

Accomplishment is due until the change has become ingrained in the organization's culture. Wave after wave of change must be made until the vision becomes a reality.

### Step 8: Make Change Stick

Change is a continuous cycle. Must foster the steering coalition's strong, long-term leadership, and must use them to personify the new ideas, behaviours, or attitudes. This can be done by predicting the consequences of the change project and devising strategies for integrating the change into supporting systems, processes, and practices.

Even though leadership and management are two completely different systems, an organization may be astonished to learn that there is no single system that perfectly matches its demands. Management is a system that emphasizes planning, budgeting, and oversight. Leadership is more concerned with guiding people and leading them on the right path by the organization's vision and objective, as well as interacting with and inspiring them to perform their tasks. Aside from that, the contemporary business environment necessitates an organizational change to stay up with the fast-paced changes. If the company does not alter to adapt to the market, it will not be able to survive.

Leadership is responsible for giving a clear vision and a methodical approach to achieving that vision because without leadership, there will be no change in the management of the business (Atkinson, 2015).

### **The Case of rural enterprise for the organizational change process**

Jharkhand women self-supporting poultry cooperative federation limited (JWSPCFL), Ranchi, Jharkhand - One of the largest smallholder poultry production integrations, the only enterprise in Jharkhand with three hatcheries, five feed mills, a parent broiler breeder farm, and a layer farm for commercial egg production with broiler poultry production. The company employs around 130 people in several departments such as production, marketing, accounting, and finance, as well as hatchery and feed mill management. Almost 300 skilled para-veterinary personnel support and provide essential services to producer members at their doorstep. Rural women in Jharkhand own and run the business completely. Because Mondragon is a well-known cooperative network around the world, the women poultry cooperative federation in Jharkhand must also be recognized as a federated cooperative. Women's cooperatives' democratic process of rotational leadership engagement is just the tip of the iceberg in terms of their leadership potential and talents (Bhaskar et al., 2022).

By 2016, the JWSPCFL had limited its focus to broiler chicken production and supporting hatcheries and feed mills operation. It has been in operation as a broiler poultry production firm since 2002-03. To mitigate the risks associated with a single-activity business, the management began looking for ways to diversify the firm. There were many reasons for organizations to consider organizational transformation, including the changing market landscape, stiff competition from larger market participants, and stagnant member returns. Together with the company's executives and top management, they began looking into the prospects of diversifying while still contributing to the company's present production system. To do so, they held a series of brainstorming meetings, consulted industry experts to understand future trends, and enlisted the help of experts to assess the industry scenario. They also shortlisted three potential diversification areas (breeder farms, commercial layer farms, and retail outlets for dressed chicken).

It was shown in unstructured interviews with JWSPCFL leaders and managers that they were truly professional during the organizational change process. The transition was well-planned. The current state of the transition that began in 2018 (data by JWSPCFL)

- I. The Breeder farm - It has a capacity of 45,000 birds and the ability to produce 18,000 hatching eggs per day, which fulfils fifty percent of the total Day-Old Chicks (DOC) required by the cooperatives for chicken production.
- II. Commercial Layer farm - It has 300 units of 400 birds each with a capacity of about 1,20,000 birds, producing 85,000 table eggs per day.
- III. Dressed chicken retail outlets — the operation is closed and there are no transactions at this moment.

JWSPCFL's complete organizational change process is mapped out using Kotter's 8-step change model, which reveals a step-by-step engagement approach.

#### **Step 1: Create a Sense of Urgency**

Leaders and Senior managers conferred among themselves and sought advice from specialists to arrive at a consensus for the transition process. They emphasized their confidence in the necessity for transformation to ensure the enterprise's future security and viability.

### Step 2: Build the Guiding Team

On the initiation, a team of senior managers, technological experts, and staff representatives was formed. They defended and persuaded other stakeholders to start the change process. The leaders expressed trust in the diversification team that had been put together.

### Step 3: Get the Vision Right

The leaders and managers stated their need for finance, technical assistance, political backing, and other resources to begin the three identified diversification operations.

### Step 4: Communicate for Buy-In

The leaders made quite an effort to persuade and alienate other members of the group about the necessity for change. They continue to address it in all relevant internal meetings and have informed the affected employees. The reluctant members were given ample time to consider the situation.

### Step 5: Empower Action

The leaders encouraged everyone to provide all technical intricacies of new activities, problems, funds needed, precautionary measures to take and to guarantee that the change process is successful and achieves the goal for which it was started.

### Step 6: Create Short-Term Wins

They took one step at a time and progressed accordingly. After persuading the members, they worked to bring in the resources they needed, then filled it with additional members and locations of activities.

### Step 7: Don't Let Up

While executing, they faced a variety of challenges, including developing new skill sets for staff, hiring additional relevant professionals, harassment by local influential people with nefarious motives, financial constraints, and a shift in the political landscape, among others. Despite these obstacles, they maintained a steadfast focus and concerted efforts to make the change a reality.

### Step 8: Make Change Stick

The success of two of the three projects has provided enough confidence to revamp the retail outlets that have failed. They are attempting to find the venture's missing linkages and gaps in preparation. They intend to make another attempt to make retail outlet activities a success.

## **CONCLUSION**

Change is required for an organization to remain relevant. The need for strategic change due to new technology which may be by the business environment out here, or the choice of internal organizational requirements can all induce organizational transformation. Leaders and managers who are active in the process are critical to the success of any organizational change process.

Organizational change in a cooperative, where gaining consensus for change is an add-on, may make it a more complex and time-consuming process. Research on Leadership behaviours in Organizational change management in collective enterprises is scarce, particularly in rural cooperatives. The case of poultry cooperatives in Jharkhand, India, is investigated to know the characteristics of initiating and managing organizational transformation. The literature reviews and behavioural mapping with leaders and managers, in this case, find that cooperative leaders and managers have the component behaviours of supporting, developing, recognizing, and empowering along with advocating change, envisioning change, encouraging innovation, and facilitating collective learning. This set of components behaviours is a combination of Relationship orientation and Change orientation, discussed in Gary Yukl's four meta-categories of Leaders' behaviour in the change process.

In Kotter's 8-step of the organizational change process, the case analytics reveals how a group of rural collective enterprise leaders has approached a step-by-step engagement in the change process. They have succeeded in two out of three activities identified for the change process and they are reworking on third activity to look into the reasons for failure. This clearly states how professionally the change process has been initiated and managed.

## **FUTURE RESEARCH DIRECTIONS**

Further research is needed to establish the detailed leader's behavioural overall contribution in collective enterprises run by the rural women of India. The study provides ample opportunity to do a detailed study of the subject matter.

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## An Exploratory Study on Recent Inclusive Approach under MGNREGS for Underprivileged Women, Tribal Community & Smallholders Becoming Self-reliant (Atmanirbhar) in Jharkhand State in India.

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### ARTICLE INFO

### ABSTRACT

#### Article History:

Received:	August	20, 2021
Revised:	September	25, 2021
Accepted:	October	15, 2021
Available Online:	October	20, 2021

#### Keywords:

Horticulture Orchard, MGNREGA, Rural Jharkhand, Small Holders, Tribal Women.

#### JEL Classification Codes:

O15, O47, R13

MGNREGA enacted in 2005 as a social safety net based on right based framework to provide unskilled wages and employment to the needy households has gradually incorporated innovative schemes for creation of long-term durable assets to enhance the livelihoods of the participating households and making them self-reliant. This paper attempts to explore the impact of Horticulture initiative on small holders, underprivileged women & Tribal Households, which was initiated by Government of Jharkhand in 2016. Initially the scheme was named as Birsa Munda Baagwani Yojana (BMBY) but in the year 2020 it was renamed as Birsa Harit Gram Yojana (BHG) and made more comprehensive.

The exploratory study of the impact of Horticulture is based on literature review of relevant published papers, reports, and related reference documents. The secondary data has been accessed from the official website of MGNREGA for further analysis. A questionnaire-based interview of sampled beneficiaries of Horticulture Scheme from two Districts of South Chhotanagpur division of Jharkhand has been conducted for primary information. Case studies have been incorporated for creating support evidence for the study.

The study reveals that the Horticulture Scheme under MGNREGA, "Birsa Munda Baagwani Yojana" (BMBY) has significant impact on the life of unskilled workers who became the beneficiaries of this scheme. BMBY has ensured the inclusion of women beneficiaries as 72.56% women respondents claimed to get the access to this Scheme. Inclusion of Scheduled tribe and schedule caste to this scheme is significant. From both category the coverage is 83.76%. It has accommodated the marginal landholding households to be the beneficiaries. 43.59% respondents belong to such categories who got the benefit of the scheme. Provision of associated training and support from NGOs, CBOs and Administration have increased the coverage and inclusion of the marginal section and also ensured the technical assistance to most of the beneficiaries. BMBY has been effective in stopping distress migration in half of the respondent's

*family. Almost one fourth respondents accepted that this income has helped them repay their loans. Almost 50% beneficiaries facing difficulties in selling mangoes from their orchard. One-fifth of total respondents are clueless about the market price of mangoes. A major income of the involved families has come from intercropping in their Horticulture orchard and it has created the additional avenues to retain the people in the village. Whereas almost 40% beneficiaries have not been able to take intercropping.*

*Findings of the study will help the policy makers, program implementers to incorporate the required changes in the program for its coverage and sustainability. The report will add information and knowledge to the existing one.*



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## INTRODUCTION

The Government of India has been bringing various programs to address the issues related to poverty and unemployment in the country. During the eleventh five-year plan of the Government of India, the decision was taken to raise the level of socio-economic status of rural India. The planning initiative got its result when the landmark legislation passed by the parliament of India and got notified on 7th September 2005 as National Rural Employment Guarantee Act (NREGA). It gives the right to every interested rural person above 18 years to get registered and demand 100 days of guaranteed wage-earning employment. In the first phase of implementation, 200 rural districts of India started from 2nd February 2006. It was extended to an additional 130 rural Districts in 2007-08 and finally got notified effect from 1st April 2008 for entire rural districts of India. In 2009, it got amended as Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA).

Since then, it has been the largest wage-earning opportunity for rural masses in India under the Government program. It mainly focuses on enhancing the livelihood security of rural households by providing a guarantee of at least 100 days of wage employment in a financial year to each registered household of rural India. It is provided to the adult members of the household who are voluntarily willing to do unskilled manual work in the village. It is different from all the wage employment programs run earlier as it is a right based and demand-driven program. Dr. Darshana Das reports in her study that the initiative of implementing schemes by the Ministry of Rural Development, Government of India under MGNREGA to enhance the socio-economic status of rural masses has been one of the pertinent and effective initiatives. It is also paving a path for empowering women in various aspects of rural India. MGNREGA is one of the initiatives by the government that goes beyond its objective of poverty alleviation by employing rural working mass, it ensures empowering rural women. The provisions under this act and the scale of operation with flexibilities allow women to earn without gender discrimination. Being inclusive is another favouring aspect for women, as it specifies ensuring women beneficiaries a minimum of one-third of women registered and demanded work. It has provisions like worksite facilities of child care is another support for women to work under it.

The state government and Panchayati Raj Institutions play a crucial role in planning, implementing, and monitoring all the schemes under MGNREGA. The Effective States and Inclusive Development Research Centre (ESID) reports in their study, 'Success and failure in MGNREGA implementation in India verify, there is a variation in the provision of employment works under the act between the states. The effectiveness of the implementation of MGNREGS depends on the supply of work, political competition, local power relations, the commitment of the state and its capacity, and the role of lower-level authorities determine the difference in the supply of work. The state government also keeps adding to the central allocation of 100 workdays and other benefits under the project. It also gets various newly crafted schemes to make it more effective for their respective rural households.

Jahangir A Bhat and Dr. Pushpender Yadav writes in the paper MG-NREGA: - A pathway for achieving sustainable development that the schemes taken under MGNREGA revitalize the natural resources in addition to addressing the causes of chronic poverty like drought, deforestation, soil erosion, floods, poor rural connectivity, etc. Further, they report that it addresses the issues related to climate change, food security, water security, energy security, and manages urbanization. MGNREGA is not only effective against unemployment but is effective for the betterment of overall sustainability. It includes the sustainability of the economy, agriculture, forest, income, health, and many more ideals and principles of sustainable development.

### **Small holders in Agriculture**

A study of the World Programme of Census of Agriculture (WCA) 2000 reports that the Asia and Pacific region has the smallest size of holdings in the world. The average holding size in Asia is only one hectare. Whereas, in India, 86.2% of total farmers hold less than two hectares of land, so they are smallholders and marginal farmers.

Agriculture is a primary source of livelihood for most of the rural people in Jharkhand. Jharkhand's total geographical area is 7.9 million hectares, out of which nearly 2.6 million hectares are cultivated. Most of the farmers are small and marginal in Jharkhand, about 83% of operational holdings are less than 2 hectares, and about 70% of farm households in Jharkhand own less than one hectare of land, out of which, about two-thirds of the land is under cultivation and rest are mostly not suitable for cultivation. In reality, the landholdings get further fragmented, and the number of small land holding families are increasing because of distribution of land among family members. The state falls under the Agro-climatic region known as the eastern plateau and hills region. It lacks a perennial river, so Agriculture is dependent on the monsoon. The rural families of Jharkhand traditionally have been cultivating crops like Paddy, few pulses, minor millets, and oilseeds like Niger, linseed, and rapeseed cover almost 92% of the cropped area. The productivity of these crops is relatively low.

Smallholders' cultivation is aimed to fulfil the primary need of the family and it banks on engaging family labour for production and family consumption first, and input investment is also based on limited financial resources available at household. Women in small and marginal families farming play a crucial role, whereas they do not hold land ownership due to the traditional social system of asset ownership distribution.

Scheduled Tribe does reasonably better in terms of land ownership among all disadvantaged social categories, but the quality of land they hold is probably lower. Even after accounting for the quantity and quality of land owned by underprivileged classes, their access to information, marketing, credit, input and services provided publicly are inferior.

## **Horticulture a vocation for smallholders**

Horticulture is modern agriculture methods of growing perennial fruits and their management. The promotion of horticulture is one of the contributors to the requirements of employment generation programs, poverty alleviation and assuring the country's nutritional security. Employment generation happens not only in the orchard field but also in Agro-industries. It is a vocation where significant research has happened and successfully influenced the policy requirements for its development in India. India has a wide range of soil, climatic conditions, a strong network for research and development for high-yielding varieties, proven technologies, and financial support under various government programs for horticulture. Even small and marginal farmers of India can venture into horticulture as a vocation for their upliftment.

Saeed Ahmad and Malik Mohsin Abbas in his paper on "Establishment and Management of Modern Orchards" refer (Bal 2007), which describes detailed information of management practices such as training, pruning, fruit thinning, and nutrition of plants, weed management, insect pest management and protection of orchard plants. Establishment of a fruit orchard is a long-term investment, and any fault or carelessness at early stages can affect productivity and net returns over a long period. Therefore, expertise and knowledge about planting and post-planting care are mandatory for successful fruit production. Every fruit cannot be grown successfully in all types of climates and soil. The proper combination of climate and soil is the most important factor in succeeding in the fruit plantation. The selection of a suitable kind of fruit for a particular region is the primary requirement in the development of an orchard. After the selection of site, an indication of actual places for fruit plants in the field at the proper plant to plant and line to line distance is referred to as layout. The layout plan is the first step in the establishment of a successful fruit orchard.

The commercial orchards should be planted in localities where such crops have already established themselves as commercial enterprises.

## **About Birsa Munda Baagwani Yojana (BMBY)**

Birsa Munda Baagwani Yojana, instituted under Category – A works of MGNREGA in Jharkhand. It is designed to strengthen the positive synergy between MGNREGA and agriculture & allied rural livelihoods. Specifically, owing to the Climate of Jharkhand being subtropical, it is suitable for general horticulture. Mango plantation is an activity for creating long-term assets, which can provide income to the beneficiaries in 3-4 years of gestation, and can sustain for 25 to 30 years. Jharkhand is familiar with horticulture. The activity is women-friendly too. Perhaps, for all these reasons, the Horticulture Scheme was launched in Jharkhand, whose main objective was to create a long-term asset for the people from the wastelands.

## **Model of Mango Plantation under MGNREGA:**

An acre of mango plantation, under MGNREGA, is estimated with three years of support, and recently the State Plantation Advisory Committee has decided to support the activity for up to five years. It has provision of 112 grafted mangoes of Amrapali and Mallika variety in one acre of land along with 96 to 100 high-value timber plants in the border of the

orchard as a wind-breaker plant. Apart from the input material of planting mango saplings, the horticulture scheme has provision for fencing, watering and interculture operation which not only ensures the protection of plants from grazing but also provides round the year wages to the beneficiary. Additionally, the scheme gives the flexibility to develop live-fencing and cattle-proof trench (CPT), which is required to protect the plantation from cattle.

Coverage of BMBY:

The pilot of 'Birsa Munda Baagwani yojana', Horticulture Scheme under MGNREGA was started in the year 2016 covering 4 districts, and gradually it was scaled up in all 24 districts of the state in 2018-19. As per nrega.nic.in, till 2019 total 7741 beneficiaries with 5972.35 acres of individual land are covered under the scheme.

### **Self-reliance of rural smallholders**

Self-reliance is nothing but relying on Self-Power and Resources. At one end, it looks so simply but in the context of the poor, weaker section of society, and people with limited resources struggle for self-reliance. The small and marginal holders among rural masses, tribes, women are the most struggling community in India for self-reliance. Government policies and programs are the hope for them towards making themselves a self-reliant community.

Mahatma Gandhi is portrayed mainly as the leader of freedom fighters of India, but he has always been advocating Grassroot self-reliance i.e., Atmanirbhar Rural Area. Now in the recent past, many countries like Thailand, Tanzania, Nepal, etc., and India are discussing and putting the Gandhian Model of Grassroot Self-Reliance in their developmental policies. Mahatma Gandhi's concerns and association for the poor, underprivileged, and downtrodden of the society are known to everyone. His thoughts were always for the betterment of the poor masses in society and the reconstruction of the rural milieu where they stay. He wanted to give rural masses enough self-respect and self-confidence to assert their economic and political rights. In Gandhian thoughts, the village has always been the nucleus of economic growth. He emphasized the integrated rural development in the local self-reliance concept i.e., the local area economy be self-reliant.

Dr. Subhasis Mandal, a Principal Scientist of ICAR, presented during July 2020 at a National conference on Agriculture Resource Management for Atmanirbhar Bharat with small holders' perspective - "self-reliance agriculture is essential for other sectors (industry and services) too". He further presented that 32 out of 37 states and UTs having average landholdings below two hectare, and small and marginal farmers constitute around 40% of the marketable surplus.



What hinders small holder's self-reliance in Rural India are:-

- ✓ Economies of scale - farm size and income
- ✓ Farmer's distress - high input cost
- ✓ Climate, production, policy and market - risk and uncertainty
- ✓ Financial inclusion and Viable vocation - Capital inadequacy
- ✓ Lab to land technology - access to technology
- ✓ Market linkages - disposal of marketable surplus
- ✓ Grassroots institutions - effective functional aggregation of farmers

### Rural Jharkhand and Tribal women of Jharkhand

Jharkhand is the 28th state of India. It got separated from the state of Bihar in the year 2000. The meaning of Jharkhand is a land full of Jhar (bushes), the forested geography. Jharkhand's geography is part of the Chhotanagpur plateau. The landscape is undulating and hilly. It has been almost two decades since Jharkhand was a separate state for generating opportunities and development for various Tribal communities residing in the region. Many developmental initiatives have been taken since then and the economy is improving, but small, marginal, and women especially from the economically weaker community are yet to get their due in pursuit of development. Jharkhand is the habitat of 30 notified Scheduled tribes. Santhal (34%), Oraon (19.6%), Munda (14.8%) and Ho (10.5%)<sup>1</sup> are majority in numbers. Jharkhand is home to 9 primitive tribal groups (PVTGs). All of them live with different socio-cultural practices, yet they are identified as Scheduled tribes of Jharkhand together.

The customary systems and laws of tribal communities in Jharkhand “include the social norms which extend to regulate the whole community system, including the livelihood

<sup>1</sup> Census of India, 2011

resources they use for their subsistence. The customary laws of the tribal groups in Jharkhand, help them to use for the governance and management of their resources. The important aspect of these communities to be realized is that their social practices have embodied democratic social practices, egalitarianism, and an eco-centric culture”<sup>2</sup>.

Tribal community perceived aborigine, regressive, unskilled, engaged for bodily work. Being a woman of a tribal community adds another complicated dimension to the perception. Womenfolk in these communities play a vital role in the livelihood & sustainability of families. Tribal women work at farm fields, collecting forest products and firewood, grazing cattle, bringing things of daily use for the household from the market in addition to routine household chores. Yet, they are not allowed to participate directly in the traditional governance system of respective tribes. Women are never considered leaders of their village and society. Even after India gained independence and a separate state of Jharkhand was formed for the betterment of the tribal, no shift in the role played by women in tribal societies at large is evident.

The livelihood of the forested and forest fringe families is based on rainfed monocropping agriculture, NTFP collection, keeping small ruminants, and working as seasonal migrant laborers across the country for brick kilns and construction works mainly. Almost all the villages in the entire state across Jharkhand are having mostly landscapes with very undulating topography. They have limited strips of the cultivable piece of land. Limited irrigation facilities are another big constraint to bank upon agriculture for round the year livelihood engagement for the families in the villages.

The soil of Jharkhand has low water retention capacity and is by and large acidic with low fertility. The land type of Jharkhand is found to be suitable for horticulture, especially for Mango, Litchi, Cashew-nuts, and other similar hardy fruits plants.

Lack of employment opportunities in villages pushes distress migration for a large number of youths across the state. A study done by JSLPS in the year 2015 found that “only one-fourth of the households in rural Jharkhand have an annual income of above Rs 75000 and more than half of the households have an annual income of less than Rs 50000”.

The same study also reveals that only 5.3% of women legally own some fixed asset or property in their study area.

From the rural livelihood framework which includes natural, human, physical, financial, and social assets, an average rural household of Jharkhand is in a disadvantaged position concerning access and control of assets.

### **Significance of study**

The study will help generate evidence of impact on ground for Birsa Munda Baagwani Yojana (BMBY) under MGNREGS in Jharkhand. Currently the scheme is being implemented under Birsa Harit Gram Yojana (BHG Y). It will help Government and policy makers to improvise the program for further course of action needed. The facilitating and implementing agencies and bodies will get the impact status and direction of change in engagement methodology. The knowledge domain of MGNREGA will be contributed from the findings of the study too.

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<sup>2</sup> On the future of Indigenous Traditions- the case of Adivasis of Jharkhand, India, Mundu Bineet J, (Autum 2006), University of Tromso, Norway.

### **Objectives of study**

1. To assess the impact of horticulture activity named Birsa Munda Baagwani Yojna (BMBY) taken under MGNREGS in Jharkhand.
2. To gather the responses of the beneficiaries and understand the impact of the BMBY Scheme under MGNREGS in two districts (Gumla and Khunti) of Jharkhand.
3. To examine the direct and indirect benefits and impact of BMBY Scheme under MGNREGA on women, Scheduled Tribes, small and marginal holders in these districts.

### **METHODOLOGY**

The exploratory study of the impact is based on literature review of relevant published papers, reports, and related reference documents from the Government of Jharkhand. The secondary data is also accessed from MGNREGA MIS. A questionnaire-based interview of sampled beneficiaries for primary information has been conducted. Case studies are also done for creating support evidence for the study.

#### **Reference period and geography of the study**

The reference period for this study is during 2016 and 2017, as the BMBY horticulture orchard scheme was initiated in the year 2016 by the government of Jharkhand in four districts namely Khunti, Gumla, Pakur, and Latehar.

#### **Sampling Design**

The initial phase of the scheme was done in four districts of Jharkhand. This exploratory study is focusing on two of the first phase districts of implementation; Gumla and Khunti.

Total 1407 beneficiaries were sanctioned for the BMBY horticulture orchard Scheme for Khunti and Gumla districts of Jharkhand during the year 2016 and 2017.

Sample Size using convenient sampling of 322 beneficiaries of BMBY from Gumla and Khunti districts, whose contact numbers were collected from various sources.

Due to prevailing COVID restrictions and pandemic situations it is decided to interview respondents over phone. For capturing the questionnaire-based interview responses and data, the KoBo tool box has been used. The data captured in the KoBo toolbox was retrieved in excel sheet and analysed using Stata software.

#### **Data Analysis:**

Out of 322 samples, responses could be generated from 117 respondents. Other respondents are not able to get connected over the phone either for poor network situation or change of respondents' phone numbers.

Table -1 Respondents (primary source)

District	No of Respondent	Percentage
Gumla	77	65.82
Khunti	40	34.18
Total	117	100.00

Data shows that 65.82% respondents are from Gumla and 34.18% respondents are from Khunti district.

**Table-2** Outreach of MGNREGA in Gumla and Khunti (secondary source MGNREGA MIS)

Financial Year__	Gumla		Khunti	
	2015-16	2016-17	2015-16	2016-17
Job Card	181644	190110	103863	110326
Person Days	2260880	2805669	1438756	1492894
Total Expenditure (lakh)	5507.56	6510.12	3039.57	4015.12

**Table-3 and 4** (Gender and Marital Status of Respondents)

Gender	No. of Respondent	Percentage
Male	47	40.17
Female	70	59.83
Total	117	100.00

Marital status	No. of Respondent	Percentage
Married	108	92.31
Unmarried	7	5.98
Widow/Widower	2	1.71
Total	117	100.00

59.83% respondents are female beneficiaries whereas male respondents are 40.17 %. Almost all respondent is married and only 5.98% are unmarried and only 1.71% respondents are widow or widower.

**Table 5 & 6 Educational qualification and Social Category of Respondents:**

Educational qualification	No. of Respondent	Percentage
Graduation and above	9	7.69
Matric	32	27.35
Non-Matric	37	31.62
Illiterate	39	33.34
Total	117	100.00

Category	No. of Respondent	Percentage
General	4	3.42
OBC	15	12.82
SC	3	2.56
ST	95	81.20
Total	117	100.00

From data it is evident 33.34% of the respondents are illiterate, and 31.62% are non-matric. Whereas 81.2% respondents belong to Scheduled Tribe, 2.52% from Scheduled Caste, 12.82 % from OBC, and 3.52% from general category.

**Table 7 & 8: Sources of Livelihood and Land holding**

Main source of livelihoods	No. of Respondent	Percentage
Agriculture & wages	113	96.58
Services & Remittance	2	1.71
Petty Business	2	1.71
Total	117	100.00

Land holding in (Acres)	No. of Respondent	Percentage
More than 5 Acre	20	17.09
3-5 Acre	46	39.32
1-3 Acre	46	39.32
Less than 1 Acre	5	4.27
Total	117	100.00

Data in Table 7 reveals that dominant livelihood source for all the respondents are agricultural and wages. Whereas 78.64% respondents hold land ranging from 1 to 5 acres.

#### Other information from primary data

- 72.56 % Horticulture orchard schemes were sanctioned in the name of women beneficiaries.
- Role of NGOs and CBOs was noticeable in providing information and awareness about the Scheme. As data reveals that 84.62% respondents got the information about

Horticulture orchard schemes from NGO/CBOs, whereas 11.97% got informed by Gram Sabha, and 3.42% by block administration.

- Timely payment of wages and material under BMBY to beneficiary was ensured for 74.36% respondents.
- Training received and linkage with stakeholder's facilitation reported by 88.89% respondents, other did not get such support.
- 42% responded share that they are able to sell the mango easily in local market, and 3.28 % sold at their farmgate. Whereas 13.93% beneficiaries sold their produce in local market with difficulties.
- 29.55% respondents shared that they could sale their produce on expected price whereas 50% could not sell as per their expected price.
- 20.45% respondent shared that they can't say about the price realization of the mango as they are not sure about the market price.
- 63.56% respondents claimed that they did the intercropping in the mango orchard during non-fruiting years and gained income.
- 53.7% respondent said that after taking Horticulture orchard no one migrates from their family, whereas 46.3% responded that still there is migration happening from their family.
- 50.85% respondents shared that the income from horticulture orchard under MGNREGA has helped in improving education, health and nutrition intake of the households whereas 34.74 respondents are not sure about it.
- 32.2% respondents accepted that due to income gained from horticulture orchard they have been able to repay their loan, whereas 67.8 % respondents said no.
- 94.92% respondents shared that Horticulture orchard has helped increase their social status.

## **LIMITATIONS**

The study has certain limitations that may be correlated with the finding and recommendations. The study is limited to Khunti and Gumla districts only whereas the first phase of the program was implemented in Latehar and Pakur districts also. The decision of conducting an interview based on a questionnaire was done over phone under covid restrictions. The contact numbers were availed from various sources and only a limited number of beneficiaries could be contacted to complete the interview. Due to prolonged covid situation only two cases were captured from the field. The failure cases under scheme could not be captured.

## **FINDINGS:**

The study reveals that BMBY has significant impact on the life of unskilled workers who have got the long-term durable assets. BMBY has ensured the inclusion of women beneficiaries as 72.56% women respondents claimed this. Inclusion of Scheduled tribe and schedule caste to this scheme is significant. From both category the coverage is 83.76%.

It has accommodated the marginal landholding households to be the beneficiaries. 43.59% respondents belong to such categories who got the benefit of the scheme.

Provision of associated training and support from NGOs, CBOs and Administration have increased the coverage and inclusion of the marginal section and also ensured the

technical assistance to most of the beneficiaries. BMBY is effective in stopping distress migration in half of the respondent's family.

BMBY has impacted the life of the half of the respondents in improving education, health and nutrition need of the family. Almost one fourth respondents accepted that this income has helped them repay their loans. Hence BMBY has paved the way for economic self-dependence in rural areas for the marginal section of society.

The Scheme has helped almost all families enhancing their identity and social recognition and thus enhanced their social status in the villages.

Almost 50% beneficiaries facing difficulties in selling mangoes from their orchard. One-fifth of total respondents are clueless about the market price of mangoes.

A major income of the involved families has come from intercropping and it has created the additional avenues to retain the people in the village. Whereas almost 40% beneficiaries have not been able to take intercropping

## **RECOMMENDATIONS**

Training and capacity building of all the beneficiaries with the help of NGOs/CSOs/CBOs may be ensured enhanced effectiveness of the scheme. For marketing arrangement of the produce from Orchard is identified biggest gap in the scheme so adequate arrangement of such assurance may help the beneficiaries get better economic gain.

Intercropping in the Horticulture orchard for more than 60% of the families has been economically attractive which requires to further explore the possibilities of all the beneficiaries of the scheme. The role of Traditional Gram Sabha in ensuring the inclusion of large number of small and marginal families may be explored.

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## Cybercrimes and Role of Law Enforcement Agencies A Critical Analysis

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### ARTICLE INFO

### ABSTRACT

#### Article History:

Received:	August	25, 2021
Revised:	September	25, 2021
Accepted:	October	20, 2021
Available Online:	October	25, 2021

*Cybercrimes and the role of law enforcement agencies are so important that in media every day we are intimated that real offenders are being acquitted from the courts and FIA (law enforcement institutions) not playing a vital role along with criticism on the criminal justice system in Pakistan. To eradicate the flaws which are hindrances in the conviction of real offenders? This study is beneficial to point out the causes of lacking confidence of the public at large and that of gaining its confidence in the system of Pakistan regarding awarding sentences to criminals. The role of the FIA investigation agency in the criminal justice system is not a fairy tale but one needs utmost struggle to obtain the desired results to provide justice in the society to achieve the herculean task of peace and search of what further efforts are needed to obtain the desired results is the significance of the study.*

#### Keywords:

*Performance, Cybercrimes, Administration, significance, Emerged,*

#### JEL Classification Codes:

O15, O47, R13



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## **INTRODUCTION**

In Pakistan people has less confidence in its criminal justice system. In cybercrimes, people have no knowledge and lack of training in modern devices as for these real culprits get their acquittals due to different reasons while using different techniques. In Media, there are many cases that are being reported that have adverse effects on the opinion of citizens. There are many cases of cybercrimes the real culprit acquitted due topoor investigation, lack of modern devices training, Theunderlying theme of this study is to make some further suggestions for improving the capacity of the criminal justice system and eradicate the causes which adversely affects criminal justice system of Pakistan. This study will further help to understand the problems and their solutions for restoring the confidence of the public at large in this system of Pakistan. But our criminal justice system does n to support white-collar crimes fully, like cyber-crimes. Cyber-crimes mean crimes that are committed through computer devices for use on the internet. Panda Security (2018) divided two categories of cybercrimes i.e. Crimes that target devices and networks and crimes that use different devices to take part in criminal activities. Major types of cybercrimes are. The internet and digital media technology are rigorously used by drug smugglers to email illicit drugs encoded. Some drug dealers or traffickers negotiate on online shopping sites, sell or purchase the formula in the visitor rooms or chat rooms with talking messengers and Internet facilities. There could also be a rise in online drug purchases orexchanges without close or personal word exchanges. These companies do not exist at random markets. The internet and digital media technology are rigorously used by drug smugglers to email illicit drugs encoded. Some drug dealers or traffickers negotiate on online shopping sites, sell or purchase the formula in the visitor rooms or chat rooms with talking messengers and Internet facilities. You may also attribute a rise in internet drug purchases or exchanges. Hostile content and harassment. Data may not be appropriate, deceptive, or contrary to several reasons on blogs and other digital media. Such letters must also be deemed illegal once in a while. In the center of international locations and even within countries, the volume of these illicit trades varies dramatically. Digital torments are used to damage others deliberately and hastily through the Internet and other creative technologies. The owners of the copyrighted material have been increasingly concerned about such robberies. "The Software Publishers Association notes that the Internet has stolen or hacked billions of dollars in programmers. Like this, before it was released, a pirated copy of James Bond's new film "The World is insufficient" was free online.

Computerized extortion is a kind of advanced terrorism that includes dismissing repetitive administrative acts or strikes by insidious software engineers who ask for cash to guarantee that the embassies are prevented. In the hope that such strikes will become the routine in future battles between nations, the concept of the use of the Internet affects and is balanced later by battling military leaders out of the region.

### **Types of cybercrimes**

There are some different types of cybercrimes

- Fraud<sup>1</sup> related to Email and Internet

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<sup>1</sup>*Riley v. California, 134 S.Ct. 2473, 2485 (2014)*

- Personal information sstolefraud
- Data theft to reloaded and card payment or financial statements
- Sale and stolen of corporate data
- Cyber extortion blackmailing hackers for demanding money <sup>2</sup>
- Ransom-ware attacks
- Crypto-jacking hackers mine crypto-currency using resources they do not own).
- Cyber espionage when hackers take access to government data or government company data
- **Modern Trend of Cybercrimes**
- As per the report of the World Economic Forum, the modern trend of cyber-crimes is two billion data was compromised in 2017 and approximately, 4.5 billion data in 2018. Here are some trends of cyber-crimes.

## **Cyber Attacks**

- **1 Phishing**  
Phishing<sup>3</sup> is an unlawful practice through which an email representing a well reputed MNC is sent to the user in to get all the personal data of users. It is fraudulent practice. For use of this method, users get trapped easily and making phishing one of the most successful cybercriminal attacks. Such types of sites are open for just a few hours.
- **Remote Access**  
Remote access is an attack that targets one or more than one computer which is connected through networks. The cyber attackers find a vulnerable access point to take access to a computer. The main purpose of remote access is to steal data and leave the virus for damages of remain system and system data.
- **Crypto Jacking**  
Crypto-jacking in which hackers targeted the crypto-currency owners. Computers<sup>4</sup>, smartphones, and some other digital and electronic devices take easy access<sup>5</sup>
- **Smart Phones Attacks**  
Smart is a very common phone for use. Someone attacks common phones and steals the data as well as takes access and operates its programming apps by own purpose. Due to smartphones, 80% of fraud is done by us of smartphones apps by the hackers. Hackers<sup>6</sup> use online apps and normally, take access to the victim's money account and steal the money. When some time phones lost the blackmailers, blackmail and take financial advantages.

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<sup>2</sup> 2010 YLR 1822 Kar

<sup>3</sup> Sec. 19 (Restricting or blocking access to computer data)

<sup>4</sup> Sec. 19 (Restricting or blocking access to computer data)

<sup>5</sup> 2011 CLc 150 Kar

<sup>6</sup> 2010 SCMR 1221

## Artificial Intelligence

This is the ability of the computer to think and learn. Artificial intelligence uses the biggest industries in the world. It's a piece of attack for hackers<sup>7</sup> because it's cheap and easy to use.

## Cybercrimes data snatching

- Any crime which is committed through and use of the internet and computer is called cybercrimes.
- There are some most common types of cybercrimes are as under
- **Hacking**  
Hacking<sup>8</sup> is a type of cybercrime. Through this hacker, hack the personal data through broken of the computer. Hacking is an offense in which hackers trace the IP addressed and accessed the private information. Hacking is a felony crime in the USA and punish heinously, this type of crime is different from ethical hacking. Such a type of hacking involves big organizations and mastermind hackers who hack the system and access sensitive data. Hacker uses different types of software for such type of crimes. Hackers develop the different types of heavy software for as accordance and also develop the different types of programming to take access. Such type of cases was detected in the era of ninety. Hacking is a developing shape of technology.
- **Theft**  
In simple words, theft means to take things dishonestly from the possession of one person to another. In cybercrime, theft<sup>9</sup> mean when a person violates the copyright and download dishonestly music, games, and many other such types of programmers which has copyrights under the responsibility of the private person. Even there are websites and some other programs which has copyright called theft. Cybercrimes thief<sup>10</sup> use a different type of technological tools and theft data. Such type of offence investigates the FBI and FIA with the use of the latest technology.
- **Cyber Stalking**  
Cyber-stalking<sup>11</sup> means online harassment. Users use the internet to stalk the victim and harass through email and use of different type of internet messages. Internet stalking is very common offence.
- **Identity Theft**

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<sup>7</sup>U.S. v. Jones, 132 S. Ct. 945, 949 (2012)

<sup>8</sup> 2010 SCMR 1221

<sup>9</sup>The Prevention of Electronic Crimes Act, 2016

<sup>10</sup> 2011 CLC 150 Kar

<sup>11</sup>AR H 1128

Status: Enacted, Act 149

Now days this has a major problem that people using internet for banking and cash transaction. All online digital transaction made through internet. In such type of cyber crimes people use internet and made transition through debit card, credit card, banking online ATM transaction with the name of victim. Identity theft crime is increasing day by day due to lack of use of technology as per standard. Hackers hack the victim IP addresses, PIN Codes,<sup>12</sup> and some other security codes which is useful for digital transaction .identity theft crimes are main financial losses of victim.

- **Child abuse and soliciting crimes**

This is also heinous offence of cyber crimes. In these crimes people made contact through chat rooms and play with the child psycho for the purpose of pornography FIA and FBI using lot of time for searching and monition of such types of chat rooms and prevent the child abuse and soliciting crimes.

These types of offence are more in our country. People made pornography videos and pictures of child and use to blackmail.<sup>13</sup> There are number of cases in Pakistan like Qasoor pornography and child abusing case etc.

- **Case Study:**

United States VS Kevin Mitnick

In fact this case is great significance in this case dew a lot crowd internationally and nationally. He is a expert American computer programmer and he belong to America.<sup>14</sup> He born in California and got education from Piece College. In American Security Company this man worked. When he was young he loved computer and electronics. He was expert hacker he hacked well famous companies and caused damage to it resulting in millions of dollars. He was expert hacker<sup>15</sup> and accused of computer trespassing and intrusion to system of well know and beg companies in commercial sector. Such type of companies was in millions of its worth.

- **Cyber crimes investigation power**

- Only authorized officer who are authorized on behalf of federal government<sup>16</sup> may investigate<sup>17</sup> such types of offence.
- Federal government<sup>18</sup> has power to make one or more joint team for investigation of cybercrimes cases and any other act which is according to law at this time being enforce.
- For this procedure authorized officer may give notice to the person who control of the information system and required to provide that data which is using for offence and to

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<sup>12</sup> The Prevention of Electronic Crimes Act, 2016

<sup>13</sup> 2011 CLc 150 Kar

<sup>14</sup> First, there is the Computer Fraud and Abuse Act of 1986 (CFAA), codified in 18 U.S.C. Sec. 1030

<sup>15</sup> 2009 P.Cr.L.J 1192 Kar

<sup>16</sup> FIA act 1974

<sup>17</sup> 2006 SCMR 373

<sup>18</sup> 2010 YLR 1822 Kr

ensure that the data in the notice be preserved and the integrity of the data is maintained for a period not exceeding 90 days as which is specified in notice.

- According to this authorized officer immediately not later than twenty four hours bring the notice of court. All facts of the acquisition of data and the court on receipt of information may pass such order as deemed which is appropriate the circumstances of the case including warrant for retention of data or otherwise.
- The period which is provided in section 1 for data preservation may be extend by the court. If the court thinks fit and take the necessary action upon receipt of application from authorized officer in this behalf.

## **ROLE OF FIA AS INVESTIGATION IN CYBER CRIMESERVICE**

A law enforcement<sup>19</sup> authority that battle cybercrime offers state-of-the-art forensic services, enjoys recognition in society for its professionalism, professional competence and impartiality.

### **STRIGHT**

To achieve excellence through the promotion of a culture of merit, the implementation of technology-based law, continuous vocational training, effective internal transparency, technology use and an effective feedback mechanism

### **FORENSIC MOBILITY**

The increased usefulness of mobile devices like smart phones has made it possible for criminals to connect and use digital apps and thereby save massive amounts of data on the computer. For a variety of operations, criminals use smart telephones, such as theft over email, abuse via text messages, child porn trafficking, drug communications, etc. For forensic investigators the data stored on smart phones are extremely useful during investigation<sup>20</sup>. Digital forensics is the forensic collection, examination and display of stored data on mobile devices.<sup>21</sup> NR3C has since its establishment treated several mobile forensic cases and also makes such technical assistance easier through other government facilities.

### **Forensic Recording Video**

Video cameras can provide an account of crime in real time; eyewitnesses<sup>22</sup> can watch or hear what has happened. For example, a monitoring video records a bank robbery

### **Professional Service**

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<sup>19</sup> 2009 P.Cr.L.J 1192 Kar

<sup>20</sup> 2006 SCMR 373

<sup>21</sup> *First, there is the Computer Fraud and Abuse Act of 1986 (CFAA), codified in 18 U.S.C. Sec. 1030*

<sup>22</sup> 1999 P.Cr.L.J 994

Human resource creation increases the productivity of organizations. Instant information sources, instruction, seminars and workshops are providing practitioners with the ability to learn and exemplify in their fields. Over the years NR3C has educated some thousand scholars, law enforcement, judicial, police, intelligentsia etc. Training on digital forensic understanding of forensic interpretation, methods of collecting evidence and law specific to judicial communities was disseminated. The NR3C was qualified to reduce cyber-crimes 12, 458 people from all walks of life from 6 to a decorated Officer.

### **Technology use for investigation in cyber cases**

Common offences are often used for the purposes of allowing criminal activity in computers or networks. - Became the hub of industry, entertainment and government as a machine. The importance of cyber-crime has increased internet Crime.<sup>23</sup>

Examples: The Federal Minister's email account has been compromised. The unprecedent amount of fraud in credit cards. CEOs of global companies that are visiting receive threatening emails. The preferred targets of Cyber criminals<sup>24</sup> are the financial institutions the most significant impact on e-commerce technology development. Internet Crime<sup>25</sup>

Legal questions related to the use of communication technology, particularly cyberspace, i.e. the Internet.

- The convergence of several fields of law
- Intellectual property The Protection of

### **Cyber-crime and different prospective in Pakistan**

In Pakistan cyber stalking, cyber, harassment, spoofing,<sup>26</sup> spamming, extortion, kidnapping, terrorism is a very big problem. In 2016 the "Prevention of Electronic Crime Act"<sup>27</sup> was legislated by the government. It indeed helped the Federal Investigation Agency (FIA)<sup>28</sup> a lot. In the 90's, the internet was laid out. Pakistan ranks among the top countries on the Internet. The WebIt has made life easier and takes less time, but has also led to theft, fraud, childhood Pornography, externalization and so on. In Pakistan, the Internet and extreme criminal use are misused and acts which have been illegal (Mohiuddin, 2006). There have been reports of about 7500000 internet users Pakistan in 2004. 2004. We had no adequate cybercrime research scheme a couple of years away neither expertise. Neither expertise. The procedure was unsuitable and the offenders were often freed. National Government under the control of the Federal government has

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<sup>23</sup> 2009 P.Cr.L.J 1192 Kar

<sup>24</sup> Computer trespassing in a government computer, 18 U.S.C. 1030(a)(3)

<sup>25</sup> 2009 P.Cr.L.J 1192 Kar

<sup>26</sup> 2009 PLD 366

<sup>27</sup> 2010 SCMR 1221

<sup>28</sup> FIA act 1974

set up the cybercrime center. FIA (Forum of Investigation). The primary objective of its creation was to stop internet abuse. This is what we are talking about. The agency has expertise in cyber security, cyber fraud,<sup>29</sup> technical research, digital security. Pakistan's first ever case of cybercrime.

### **What are the classification and type of cyber-crime?**

Computer as the target: theft of the intellectual property, theft of marketing information (for instance customer list price information or marketing plan) and blackmails based on information obtained from computer file material (for example, medical information, personal background or sexual preference)

The purpose of this analysis was to examine the PECA by taking it into the constitutional system of Pakistan and determining those dispositions that are most likely to contravene basic rights imposed on it by the Constitution of the Islamic Republic of Pakistan.<sup>30</sup> While many clauses in the PECA<sup>31</sup> are problematic, only a few are the subject of this study. Second, in the light of the provisions of the due process of the Constitution the PECA is studied. Secondly, it analyses the constraints imposed by the PECA on freedom of expression. Finally, this analysis outlines Pakistan's definition of the right to privacy and the possible damage to this region caused by the PECA

### **What are different types of cyber-crime?**

There's plenty of ways of cybercrime, so fighting is difficult.

- Cybercrime Popular Types
- Popular cybercriminal forms include.<sup>32</sup>
- Phishing: to use counterfeit e-mails to obtain personal information from web Users; misuse (identity theft) of personal information.
- Hacking: <sup>33</sup>websites or networks that are taken down or abused<sup>34</sup>.
- Hatred spread and extremism incitement.
- Disclosure of pornography for children.
- Grooming: making strides for minors in sexual matters.

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<sup>29</sup> 2010 SCMR 1221

<sup>30</sup> Constitution of Pakistan 1973

<sup>31</sup> Prevention of electronic crimes act

<sup>32</sup>First, there is the Computer Fraud and Abuse Act of 1986 (CFAA), codified in 18 U.S.C. Sec. 1030

<sup>33</sup> 2010 YLR 1822 Kar

<sup>34</sup>*The Prevention of Electronic Crimes Act, 2016*

Today, the internet is connected to all digital devices (including computers, tablets and smart phones). In principle, a great deal of Netherlands could be avoided by cyber criminals. The government is very serious about cybercrime and we are working hard to combat it.

## **REASONS, SUGGESTION, RECOMMENDATION**

### **Reasons of the crimes increase**

The main reason of crime particularly crime against persons in the subcontinent remained Zan, Zar and Zamin. The fact of this aspect in crime will also be discussed.

The budget provided is also not comparative with the needs of the. To curb the rate of crimes in the Crime against property is increasing day by day in the. As per data of the City Police Officer, Multan is analyzed which provided the results that crime against the property is alarming increasing in the People are passing their lives below the poverty lines these simmering condition of the people enhance the crimes rate. Inflation is not matching with the rise of income of the populace.

### **Misuse of Technology**

Technology is going to modern and complex. General user does not know the complexity of complications .Hackers<sup>35</sup> take the benefit of this and play with the innocent users. As regard of this government has no check and balance as per the standards of technology.<sup>36</sup>

### **Securitization of Data**

Latest apps users use different types of computer and android apps. Software engineer develop anti software<sup>37</sup> and code breaking programmer and use them against computer hacking. Government has much time of department who securitized the data and breaks such types of access. There are many disputes occurring due to free and independently use of modern <sup>38</sup>devices and apps.

### **Control over access of users**

Government has no access<sup>39</sup> over users. Hackers use the own apps and got access over innocent users and steel the data.

There are many issues happening due to uncontrolled and limited access of the law enforcement agencies.

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<sup>35</sup> 2010 SCMR 855

<sup>36</sup> 2011 CLc 150 Kar

<sup>37</sup> *United States v. Dennis Collins, et.al., No. CR 11-00471 DLJ*

<sup>38</sup> *The Prevention of Electronic Crimes Act, 2016*

<sup>39</sup> 2011 CLc 150 Kar

### **Banned unregistered apps**

Government should ban unregistered apps. Hackers use unregistered and self made software which are the main reasons of cyber crimes. There are many hackers they use their own made program and commit the cyber crimes.

### **Lack of access of FIA**

Cyber crimes investigation agencies are not at tehsil level. Moreover cyber courts are not at district level. Relief of the aggrieved persons is very tough and complicated. For this government should spread and established at tehsil level and command of FIA<sup>40</sup> should be over roots level.

### **Lack of training of FIA and use of Modern Devices**

In Pakistan cyber crimes investigation agencies is FIA.As compare of another countries like UK and USA even in India our FIA investigation is not fit for cyber crimes. There are number of new devices develop daily and monthly when huge offence commits then after FIA go and take access for such type of digital devices.there should be proper training centre for advancement of technology .With the passage of time and modernization of the world technology took place the oldest one and people use the network and computer. All of this cyber criminal produce and commit the cyber crimes like hacking, banking fraud, stalking, etc.

### **Inadequacy of legislation**

Time has revealed that many weaknesses are in laws and because of these weaknesses it has made very difficult to accommodate administrative machinery in legislation. In order to meet out expanding need of develop economic and social matters, administrative law has been grown as a new branch of law

### **Inadequacy of Courts**

Contemporarily court has too much rush of work and overburdened with lot of work. It is almost impossible for courts to meet out the rush of work. To solve this big problem administrative law<sup>41</sup> has emerged as new branch of law.

### **Inadequacy of judicial system**

For settlement of disputes and decisions, judicial system is slow and time consuming procedure. To solve this problem different tribunals are made by state

### **Easy and Simple procedure.**

Courts in Pakistan have complex procedure and advocates are hired but other hand for administrative tribunals and ombudsmen offices the procedure is very simple and easy. Procedure

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<sup>40</sup> FIA act 1974

<sup>41</sup> 2002 SCMR 282

is not very technical. In administrative tribunals cases are mostly manually registered on prescribed format along with relevant documents and evidences while in ombudsmen offices online complaint can be registered with relevant attached documents. This procedure in ombudsmen and administrative tribunal can be adopted an educated person. Help of advocates are not required. Due to its simple procedure administrative justice is getting famous.

## **RECOMMENDATION**

Cyber-crimes are most sensitive and advance as per their nature due to this following recommendation for good investigation are necessarily for FIA

- Investigation Officer for cyber-crimes must be educated as per technology
- Investigation Officer for cyber-crimes must be trained for use of modern devices
- Investigation Officer for cyber-crimes must be select on merited basis
- Investigation Officer for cyber-crimes must be me trained
- Training for such type of modern investigation device necessarily
- Investigation Officer for cyber-crimes must be free and separated from pressure at the time such offences
- Investigation department provided all such of equipment which are necessarily for such offences investigation
- There are huge lack of training and must be start training even in outside of Pakistan training program

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