INTERNATIONAL JOURNAL
OF ACADEME AND INDUSTRY RESEARCH

INTERNATIONAL JOURNAL OF ACADEME AND INDUSTRY RESEARCH

ISSN 2719-0617 (PRINT) 2719-0625 (ONLINE)

Volume 4 Issue 2 │ June 2023

ISSN 2719-0617 (Print)

2719-0625 (Online)

This journal is published quarterly every March, June, September and December.

For more information, visit the website **https://iiari.org/journals/ijair**.

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Influencing Factors on the Selection of Language Learning Centres: Empirical Evidence from Myanmar

Aye Mya Mon

Abstract

This study aimed to analyse the factors considered by the learners in choosing a language learning centre in Myanmar as an overview of the competitive advantage in the rapidly transforming cutthroat and globalised market competition. Deductive approach was applied as the base of conducting the study with exploratory research design using survey questionnaire in which the related quantitative and qualitative questions distributed to 108 students. The qualitative and quantitative data interpreted revealed two prominent factors, TV advertising and financial factor, have no impact on the students' selection decision. However, the other three factors, social media advertising, academic quality, and social influence, have significant impact on the students' decision of selecting a language institute. The competitive advantages based on the user experience have been identified as well. Because the research area is limited to only five influential factors, the number of variables can merely cover the narrow scope of the research area to foreground the whole resemblance of the students' selection behaviour and attitude. However, the results imply that competitive advantage in the highly competitive market requires strategic formulation of marketing strategies.

Suggested Citation:
Aye Mya Mon (2023). Influencing Factors on the Selection of Language Learning Centres: Empirical Evidence from Myanmar. *International Journal of Academe and Industry Research*, 4 (2), 1-30. DOI: **https://doi.org/10.53378/352978**

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1. Introduction

The vast number of choices are likely to overwhelm the customers to heave between the states of compelling the disposal and making purchase decision while shopping (Hanaysha, 2018). To gain market share, providing variety of products attempting the individual customers' needs leads to beneficially satisfy the customers (Khadka & Maharjan, 2017; Afroz, 2019). The ultimate customer's buying behaviour is influenced by various factors of specifications, and thus, the purchase decision is generated as the reflective result of those factors (Oke et al., 2016; Stankevich, 2017). The marketer's capability of identifying and understanding the influencing factors on the targeted customers' purchase decision, is an asset to set the strategies and meet the needs of the customers, enabling the efficiency and effectiveness of the organisation's benefits (Brata et al., 2017; Al-Huwaishel & Al-Meshal, 2018). Knowing exactly what to allocate is key to winning the customers (Ramees & Safeena, 2016). Therefore, the knowledge-based analyses on what customers need, expect and decide to choose certain institution are dominant to persuade students' decision (Punj & Staelin, 1978; Kotler, 1997 as cited in Florenthal, 2011). For instance, the institutional resources should be allocated accordingly to leverage organisational strengths and weaknesses (Mullins & Walker, 2013). Similarly, the execution of the strategic marketing plan can be smooth by anticipating the customers' needs and wants; the consequences lead to potential customer loyalty and reputation of the organisation (Rudhumbu et al., 2017; Abiodun & Kolade, 2020).

In the educational context, it is highlighted that an institution should be set out by identifying and understanding its customers. Lancaster and Massingham (1998 cited in Lancaster & Massingham, 2011; Ogbeide, 2015) suggest that it is based on the notion of the customers' sovereignty so that the marketers can create the satisfaction of the customers along with the fulfilment of consumer needs. Kotler (2003 cited in Apuke, 2016) and Kalimullin and Dobrotvorskaya (2016) argue that an institute adopts customer-oriented policies and strategies to acquire the competitive advantages in the cutthroat marketplace and to take greater attentions of the customers.

Language institutes are highly demanded in Myanmar, in which English, Japanese, and Korean languages took the wide portion of the market because of the firms' globalised expansion worldwide. With the recent projection of the government, the massive transformation of the country's economy and the entry of the foreign investments hold high

possibility of the skilled labours employability (Dahm, 2017; Myanmar Investment Comission, 2018). Hence, communication and language skills become prominent in the international workplaces. This also equates to the rise in the language institutes leading to increase in the number offering similar courses to potential customers and intense competitions in the local market (Myanmar Centre for Responsible Business, 2018; Ministry of Education, 2019; Seth, 2020). With a number of institutes offering similar programmes, changes in consumers' buying behaviour seems to drive the marketers to track down the customers' interest and needs on the account of the demographic composition complexities (Kumar, 2019; Qazzafi, 2020).

Although English language is included as a major subject in state schools, the students are not trained enough to communicate fluently. Similarly, all the test systems in schools are only focused on the reading and writing skills. This is primarily the reason for taking language courses especially English. The students taking English language courses believe that it is necessity to get well-paid at the international organization and demanded as one of the essential skills (Tin, 2013; Phyu, 2017; Cameron, 2018). While Myanmar's education system still cannot fill the gap of industrialised knowledge and experience of the fresh graduates to the workplace (Win, 2015; Japan International Cooperation Agency, 2016; International Labour Office, 2017; The World Bank, 2018; Seth, 2020), language learning institutes fill the gap of skills development to address employability of graduates. The school fees charged at the institutes, which are accredited internationally and guarantee the standardised and customised curriculums and course systems taught and trained by academically strong faculty members, are much more than the other language classes run by local language teachers. While there are more options to choose from in the market (Eusafzai, 2015; Imaniah & Gunawan, 2017; Nguyen & Dang, 2019), the dramatic increase in the number of institutes offering English language lead to the game of proper marketing.

There is a need to understand the reasons customers choose specific products to manage offerings effectively and efficiently (Padhy & Sawlikar, 2018; Poturak & Softić, 2019). The ultimate customer's buying behaviour is influenced by various factors (Oke et al., 2016; Stankevich , 2017). It is the marketer's capability to identify these factors in order to formulate strategies and meet the needs of the customers (Brata et al., 2017; Al-Huwaishel & Al-Meshal, 2018). For instance, it is found out that social media nowadays influence

customers' buying behaviour and digital marketing strategies deliberately work to some extent (Ashley & Tuten, 2015; Pütter, 2017). As an aggressive marketing technique, persuasion is needed to initiate decision (Schivinski, et al., 2016). In terms of the language institutes, providing detailed information through the proper marketing channel fits students' standard criteria (Kwame & Kweku, 2019).

While there are several studies on the influencing factors on the customers' purchase decision in the different industries (Ramya & Ali, 2016; Indriani, 2016; Kumar, 2016; Hanaysha, 2018; Rachmawati et al., 2019; Al-Ghaswyneh, 2019), local researches in this research area and institution have not been undertaken in Myanmar. Hence, these study addressees this gap by identifying key factors affecting the students' selection of language institute and the proper marketing integrated.

2. Literature Review

2.1. VRIO Model and Purchase Decision

VRIO Model. It is generally acknowledged that Barney (1991 cited in Barney & Hesterly, 2015) is the very first scholar who developed the theoretical tool explanatory of resource-based view (RBV). The original VRIN framework suggests that the identifying resources can be the sources of the sustained competitive advantage. The scholar argues that the non-substitutability of valuable, rare and imperfectly imitable resource is essential for making that resource to be a source of the sustained competitive advantage. Barney (1995, 1997) later replaces the non- substitutability dimension of VRIN with the organisation embeddedness dimension, and then the VRIO framework is introduced. However, it does not mean the scholar diminishes the VRIN framework; it is supposed to look inside for the competitive advantage (Marinov & Marinova, 2012; Gong, 2013). Barney (1991) repeatedly claims the term "resource bundle" resulted from the consolidation of resources. The main emphasis is on the resource level in VRIN, but in VRIO, the functionality and the usefulness of the resources are down-streamed focus. Nevertheless, both VRIN and VRIO analyse the resource unit. Furthermore, Barney (2001) states that if the resources are not rare or difficult to imitate, then those resources cannot be used as the source of the competitive advantage (Sanchez, 2008; Boyes, 2011; Pathak, 2020). The integration of the two existing theoretical frameworks: the positioning perspective and the resource-based view forms the mechanism called VRIO which is the primary tool to accomplish the internal analysis. The four main

components: value, rarity, imitability, and organisation, are included to determine the competitive potential of a resource or capability of a firm owing to VRIO framework (Gupte, 2007; Farinha, et al., 2020). The dimension "V" stands for the valuable resource which enables a firm's conceivability of and implementation strategies improving efficiency and effectiveness. Rare representing the dimension "R" is to measure if a firm's resource has the virtue of rarity as the competitive advantage so that it is impossible for the others to obtain. In the dimensions "I" and "O", the imitability and organisation, a firm's valuable and rare resources are tended to be more difficult to imitate; if not, the potential for the competitive advantage might disappear. On the same hand, the competitive advantage is also derived from how a firm operates and interrelate strategies to resources to exploit the organisational processes (Peng, 2009; Afuah, 2014; Barney & Hesterly, 2015). This study aimed to apply this model to identify which resources of the language institute are helpful to take competitive market advantage.

Purchase Decision. Consumer behaviour is always the core area to study in business because customised and strategic marketing plan is structured towards the pattern of customer behaviour; how a customer or a group of customers select, buy, use and dispose ideas towards the goods and services that satisfy the individuals' needs and wants (Wright, 2006; Khan, 2007; East et al., 2017). Purchase decision involves a sequence of choices contrived by the customers to fulfil the needs: (1) problem recognition, (2) information search, (3) evaluation of alternatives, (4) purchase decision, and (5) post-purchase behaviour. The customer's decision-making process can be described as the phase that the customer buys goods or services in the market making the final purchase decision through three segments of timeline: before, during and after (Havaldar, 2005; Ferrell & Hartline, 2008). The most important task of a marketer is to focus on the whole decision-making process instead of solely on the purchase decision, and it is because the customer experiences different junctures before reaching a conclusion (Vinayagamoorthy, 2005; Verma, 2007; Ingram et al., 2008).

The first stage is the need or problem recognition in consumer buying decision process. It comes up with the basic need or might be a step ahead of it (Govindarajan, 2007). The second stage information search is germane to the customer's past experience with the products or services used or perceived to choose the same products or search the information

of the new products (Tyagi & Kumar, 2004; Liu, 2007). After collecting the information of the products or services, the customers contemplate the grades of products, services or brands, and then this is the third stage, evaluation of alternatives (Pride & Ferrell, 2006). The fourth stage, purchase decision, is affected by the surrounding environment, and the consumer completes the buying process when the highest ranked goods or services are purchased. Post-purchase decision is the fifth stage of the process, and in this stage, the customers' perception have to be analysed because those customers can inform the others about the use of the products or services. It might also create the retention or loyalty if the result leads to the customers' satisfaction, otherwise, the dissatisfaction of the customers may cause the negative consequences to the organisation (Havaldar & Cavale, 2007; Stokes & Lomax, 2008; Pride & Ferrell, 2010). Comprehending the consumers' behaviour is still not a simple quest as there are several factors which influence the consumers' purchase decision. Having knowledge of what really the customers' characteristics and preferences are, can enable the marketers to foster the competitive advantage for the long-term survival (Prasad, 2009; Tyagi & Kumar, 2004).

VRIO-driven Competitive Advantage. "All assets, capabilities, organisational processes, firm attributes, information, knowledge which are controlled by it and allowing it to implement strategies that are not met by current and potential competitors" are defined as the firms' resources (Barney, 1991 cited in Barney & Hesterly, 2015). To provide the materialisation of the organisational objectives, the possession of specific resources, the distinctive capabilities, and the strategic and combined progesssion of both perspects are in need as the fundamental basis to create the strategic organisational asset (Flanagan et al., 2007). Exceptational acceptance to those being capable of idenfying and developing the competence of the organisation, every resource cannot be regarded as the neither strategic assets nor critical resources. Owing to Teec et al. (1997 cited in Helfat et al., 2007), "the collective knowledge of the organisation, and coordination skills to produce products and intergration of the different technological levels" relate to the distinctive competencies of the firm.

Building up an opportune system in a firm is a must to ensure effective changes and reconfigure the internal resources and competencies in a dynamic external environment; and such kind of ability is regarded as "dynamic capabilities", the factor to process strategic

resources in VRIO framework and competitive advantage Peteraf (1993) cited in (Barney & Clark, 2001). The areas of market, technology, innovation, organisational and managerial competencies as functional competences are defined as "zero-order opportunities that ensure the company's operational efficiency". Those competencies play a role of mediator between dynamic apabilities and performance (Barney & Hesterly, 2005 cited in Marichova, 2018).

Accordingly, resources determining competitive advantage are classified into two theoretical concepts: the first is based on the recoginition of the firm's adaptability to the external environment in accordance with Porter (1980 cited in Porter, 1990) and the second is the originated phenomenon of the internal resources and capacities to defend the superior performance of the organisation – claimed by Barney (1991 cited in Pathak, 2020). These are derived from the three sources: (1) targeted market size, (2) primary access to resources or consumers, and (3) competitors' choice limitation (Ghemawat, 1986 cited in Ariyani et al., 2018).

To take competitve advantages over current and potential competitors, any firm should develop dynamic capabilities and regarding to this basis, the dimensions of VRIO – high value, rarity, difficult to immitation and organisation, are major fators to consider to acquire competitive advantages and performance (Gong, 2013). Consequently, the sustainable competitive advantage is generated as a function of the stimultanous execution of the firm's resources measured by VRIO framework (Hussain et al., 2020). In addition, Ciftci and Zhou (2016) indicate the fact that the intangible assets such as brand equity and marketing innovation which improve the market performance of the organisation, are the main sources for the sustainable competitive advantage of the firm.

Gap in Literature. Previous studies have examined the students' purchase decision on the selection of the institutes to study; the area mostly focused is on the tertiary level institutions. The deep-down analysis on the former researchers' works indicates that the several factors are observed as the factors influencing the students' purchase decision to choose the proper institutes. However, the reviewed findings and literatures in which the argumentative and contradictive facts are mentioned, still have the research gap to be addressed. Therefore, it is identified that there is no record of previous studies on the factors influencing on the students' purchase decision on the selection of the language institute in the context of Myanmar Education Sector, and the influencing factors: financial factor, social

influence, academic quality, and advertising (Social Media and Television) on Myanmar students' purchase decision on the selection of a particular language institute.

2.2. Theoretical Background and Conceptual Framework

Stimulus Response Theory. Stimulus response theory sees the human behaviour as the reaction to the stimulus, stimulus to response. Stimulus response theory in its origins, was developed as a laboratory theory of the contributions of the psychologists: Ivan Pavlov, John B. Watson and Edward L. Thorndike in 1927 (Quinn, 2000). The experiment of Ivan Pavlov proved that food as a biologically significant stimulus (the unconditioned stimulus) consistently followed a bell as a neutral stimulus (the conditioned stimulus), and then, the salivation of dog gradually started upon the perception of the initially natural stimulus. This process was termed as the "classical or Pavlovian conditioning" (Wallace et al., 2007). J. B. Watson then combined the ideas developed with the Pavlov's principle of conditioning, and presented the position called behaviourism (Unger et al., 2010). Meanwhile, Edward Thorndike highlighted that the prominence of reward and the punishment in the process as the "law of effect" which became the modern learning theory (Johnson, 1956). It is supposed that "the learner responds to the conditioned stimulus as if it is the unconditional stimulus" (Osselaer, 2008). This view of associative learning is implicitly or explicitly taken in many consumers learning studies (Blythe, 2013; Sethna & Blythe, 2019). Therefore, this concept is applied in this study to measure the impacts of the influencing factors (financial factors, social influences, academic quality and advertising – social media and television) as stimuli to the purchase decision (response) of the English language students.

Figure 1

Conceptual Framework of the Study
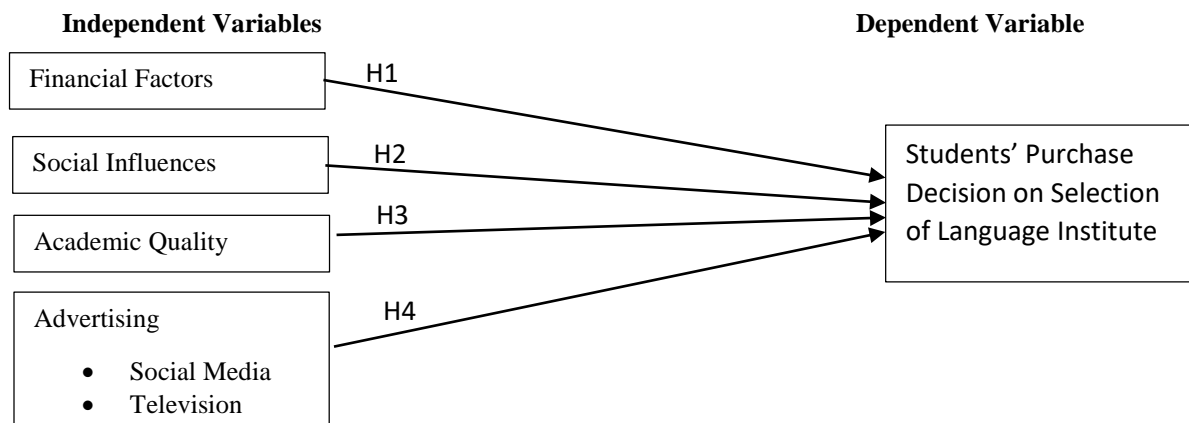
Source: The Studies published by Rika (2016); Mustafa et al. (2018); Sokoli et al. (2018) & Tukur et al. (2019)

Conceptual Framework. The conceptual framework is constructed based on the relevant empirical studies and literatures. The three independent variables: financial factor, social influences, academic quality and advertising are regarded as influential factors on the dependent variable, students' purchase decision on selection of the language institute as shown in figure 1.

2.3. Hypothesis Development

Impact of Financial Factor on the Students' Purchase Decision. The direct and indirect costs and the income of the family members have a significant impact on the students' purchase decision. Obligatory and voluntary cost can be included in the direct costs, expenses which are directly related to the studies. In addition, direct cost can differ from the discipline from one institute to others. Indirect costs become the fact when the one does not have income during the study period. This kind of cost have negative effect on the students' purchase decision in the consideration of long-term or short-term studies, because it is rather difficult for the students who do not have another option related to financial resources or support if it comes to repeat the academic or module (Frimpong & Kofi, 2014; Gyamfi et al., 2016; Kotler et al., 2019; Baker, 2019). As a result, those students prefer to start the academic journey by choosing an easier discipline. Baker et al. (2017) argue that the high cost has significant negative influence for the students who are working for some basic needs but Frenette (2005) claims that the cost is not counted for the students from high-class community. Baker and Montalto (2019) confirm that the cost as one of the influencing factors on the students' choice to institution, additionally, the cost, location, facility and academic quality are conducted as the factors influencing on the students purchase decision.

Accordingly, this study hypothesized that:

H1: Financial factor has a significant positive impact on English Language students' purchase decision at the Language Academy.

Impact of Social Influences on the Students' Purchase Decision. Social factors affect the students purchase decision significantly because someone around is always influencing every individual's purchase decision (Rika, 2016). The recommendation of the experienced students of the certain university significantly influences the decision of the potential students' enrolment because these kinds of aspirational groups aspire the students to choose the institution. Guilbault (2016) and Krezel and Krezel (2017) find that the social

influences such as peer-to-peer communication through social communication mediums are imperative having a significant impact on the students' choice to the institute. Familial, social and personal factors are resulted as the highly significant influencing factors towards the students' decision-making process to choose the institute (Domino et al., 2006; Jabeen & Rafiuddin, 2015). Family members, moreover, take the role of forming the values, developing and shaping the personality, in such way, the family members create the first perception of the students on products or services (Hegna & Smette, 2017). Based on these studies, the current study argues that:

H2: Social influence has a significant positive impact on English Language students' purchase decision at the Language Academy.

Impact of Academic Quality on the Students' Purchase Decision. Academic quality is assumed as the prioritised fact of the students to consider before the enrolment to the institute (Hill, 2015). The reputation of an institute related to the academic quality: faculty members' qualification, teaching styles, methods and visible development of the students after graduation are contemplated by the potential students (Ivy, 2017). The quality and reputation of the institute, and the recognitions of the academic credibility are the most important factors to the students (Hill et al., 2013) and (Galloway, 2015). The studies of Cubillo et al. (2016) say that the academic image of institute, qualified faculties, and admission restrictions and requirements have a significant positive impact on the students' choice to the institution. The research of Price et al. (2013) and María Cubillo et al. (2016) affirm the finding expresses that the factors such as personal attitude, value-added expectation and development related to the academic quality provided by the institute are distinct in the students' decision-making process on the selection of institution. Based on the previous studies, hypothesis of the study is:

H3: Academic Quality has a significant positive impact on English Language students' purchase decision at the Language Academy.

Impact of Advertising on the Students' Purchase Decision. Advertising is the activation form of interaction which urges the customers to respond the evidence for the addressee (Hansen et al., 2007). Students' attitude towards advertising and the influence of the effectiveness of the advertising forms either positive or negative impact to the purchase decision. Cognitive ability of the students towards advertising reflects the individuals'

thoughts and feelings. In the research of Jan and Ammari (2016), the advertising persuasiveness through ad attractiveness, ad recall and attitude towards floor ads creates ad effectiveness making a significant positive contribute to the students' purchase decision. Moreover, the critical findings of Harikumar (2015) and Ogunyombo et al. (2017) predicate that the students' intention to purchase the certain products or services offered by institutes is significantly impacted through the advertising channels: billboard advertising, television advertising, and celebrity endorsement. Hence, the hypotheses developed are:

H4: Social Media Advertising has a significant positive impact on English Language students' purchase decision at the Language Academy.

H5: TV Advertising has a significant positive impact on English Language students' purchase decision at the Language Academy.

3. Methodology

The research framework is developed in the concept of positivism and interpretivism. If the positivism and interpretivism are combined together in the research, it can provide both the causal "what" and the causal "how", thus, this combination can lessen the weaknesses overcoming the limitations of quantitative and qualitative research analyses (Grix, 2002; Mukherji & Albon, 2010). It is considered that the deductive approach is suitable with this study because the existing and previous literatures, theories and related research studies are firstly reviewed and analysed before the conceptual framework development. Hypotheses are tested to prove the fact that the reviewed theoretical concepts are verifiable or not.

The study utilises mixed method approach; apart from collecting the required quantitative data to achieve the research objectives, the respondents' personal perceptions which are openly described in individuals' languages without limitations were also collected. In such way, the study exposes the findings of the research derived from both numerical and non-numerical data.

3.1. Research Strategy

Survey. The purpose of survey method is to produce the statistical, quantitative, numerical, qualitative data and description in the aspects of the targeted population. Using formal list of questions, this method is comprehensive and easy to assess using large sample size while the respondents remain anonymous. However, there are still inconvenient issues to

manage; for instance, the respondents lack of related knowledge and interest, and the researcher cannot control the respondents for not giving the honest answers on the questions (Hymel, 2006).

Time Horizon. According to Saunders et al. (2009), time horizon in the study can be defined as being cross-sectional and longitudinal. At one point in time, examining many cases to gain information related to the research area is called cross-sectional study. Otherwise, across more than one point in time, attempting to collect required information from many units or cases is described as longitudinal study. Starting from September to the end of December in 2020, the study was conducted within time constraint. Therefore, the study is cross-sectional because the researcher has to collect the data in the timeline only and complete a fixed image of the phenomenon under the study at that time.

3.2. Research Instruments

The questionnaires of the study are designed as following:

Section A. 7 questions are asked related to demographic profile, financial information and the perspective of the respondents' gender, age, occupation, the factors driven to choose the institute and financing modes to join the programme.

Section B. 38 quantitative and 8 qualitative questions are included in this section designed to analyse the students' level of satisfaction and opinion on the individual influential factors: financial factors, social influences, academic quality and advertising (TV and social media) after purchasing the services or products.

Section C. 6 quantitative and 2 qualitative questions identify the most and the least significant factors among financial factor, social influences, academic quality and advertising (TV and social media) to the students' purchase decision.

Five-point Likert scale is applied in the questionnaire rating with 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) and 5 (Strongly Agree). Close-ended questions are asked for the quantitative data collection and open-ended questions on qualitative data. The questionnaire is modifications from the questionnaires of Liaw (2012), Yakaboski et al. (2017) and Kumar (2018).

3.3. Population and Sampling

Either individuals or groups of people having the set of specialised characteristics which the study targets are the population of the study (Banerjee & Chaudhury, 2010). Knowing the exact data of the target population, the study uses Yamane (1967) formula at 95% of confidence level and 5% margin of error. Among the total number of 120 students from August, September and October 2020 batches, 108 students of the learning centre are targeted to become sample. These particular groups of students were chosen because they are the currently active recent enrollees and they are opinionated in terms of customer experience after post purchase period. Since the definite population is known, the study uses probability sampling frame. The sample size of 108 students are proportionally calculated and selected according to simple random sampling technique which enables the selection without bias (Thomson, 2012). Sampling design is basically the groundwork of the selection stage of the specific audience. The final decision on choosing the data collection method and the calculation of the appropriate sample size is carried out in this stage (Lohr, 2010).

Table 1

Sample Frame of the Research

Teams	Number of Population	Number of Sample
Students from August (2020) Batches	56	32
Students from September (2020) Batches	49	35
Students from October (2020) Batches	29	27
Total	**120**	**108**

Source: Language Learning Centre

3.4. Data Collection & Procedure

Pilot Test. After the questionnaire is developed, five respondents who have the previous experience in the research field are requested to answer the questionnaire. The errors identified and feedbacks given are considered for the amendments of the questionnaire under the supervision of the research supervisor.

Survey. As to the first stage, the researcher requests the approval of the learning centre to conduct the survey. In compliance with the social distancing rules, the researcher distributes the questionnaires in the Google Form, which is ethically structured and arranged to be anonymously answered by the respondents. The form link is distributed to the

respondents with the help of the student service manager through the school's portal. A total number of 108 questionnaires are answered by 108 selected respondents; thus, a response rate of 100%. The contact information such as researcher's phone number and email address are provided for the inquiry.

3.5. Ethical Consideration

Ethical consideration takes essential role of the dissertation because it might lead disruption to the research project if this part is missing (Saunder et al., 2012; Bell et al., 2018). The three rules of ethical consideration: confidentiality, reliability and validity are strictly followed by the study. The researcher asks the learning centre's permission for the data collection. The main aim of the data collection is initially explained to the participants in comprehensive way and it is ensured that the consent and ethics forms are secured. It is allowed that the respondents are able to quit from the process time. Furthermore, the answers and feedbacks of the respondents are kept confidentially and the questionnaire structure is set up to be answered anonymously as well. The researcher assures to keep away from bias whilst in the research process and data report. The researcher cares to mention the scholars' previous works, participants, and the supervisor who have involved and helped to accomplish the research project. The researcher prioritises the fact that the discrimination and the irritation to the participants have to be forbidden. The information is only used for the study purpose.

3.6. Data Analysis

The evaluation on the collected data is assessed to check whether those are reliable or not. The process is done following the advice of the experienced researchers and supervisor. The finalised quantitative data are coded and inputted using the SPSS statistics tool version 20. The qualitative data are interpreted and supposed to minimise bias by peer checking.

4. Results

In Table 2, the calculation of the level of agreement shows that academic quality takes the highest rank of 94.0% as the most satisfying factor on the students' purchase decision and social influences, advertising (social media) and advertising (television) follow in the second (90.2%), third (87.0%) and fourth (73.5%) places sequentially. The least satisfying factor (61.5%) is financial factor in fifth place. Interview results show that students

accept internationally recognised programmes, influence of family, public influencers, friends and relatives, and academic quality/competency of teachers and staff as unique factors of the learning centre which made the students to choose over others.

Table 2

Overall Agreement Level of the Respondents on the Influencing Factors

Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agreement Level (%)
Financial Factors	0.0	1.4	37.1	60.0	1.5	61.5
Social Influencing Factors	0.0	1.5	8.3	70.2	20.0	90.2
Academic Quality Factors	0.0	0.0	6.0	72.2	21.8	94.0
Social Media Advertising Factors	0.0	4.6	8.4	77.0	10.0	87.0
TV Advertising Factors	0.0	5.2	11.3	73.5	10.0	73.5
Students' Purchase Decision	0.0	0.0	2.8	72.5	24.7	97.2

Source: Survey Data of Aye Mya Mon (2020)

Table 3
Multiple Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	St. Error	Beta		
(Constant)	2.586	0.55		4.76	0.000
Financial Factors	0.064	0.115	0.062	0.44	0.67
Social Influencing Factors	0.345	0.106	0.440	3.27	0.002
Academic Quality Factors	0.452	0.170	0.287	2.78	0.008
Social Media Advertising Factors	0.391	0.120	0.489	3.359	0.001
TV Advertising Factors	0.150	0.076	0.310	1.990	0.060

Source: Survey Data of Aye Mya Mon (2020)

Table 3 shows the multiple regression analysis to test the research hypotheses.

The critical value of t with 64° of freedom and significance (α) value = 0.05 is 1.9977 as for two-tailed test.

H1: Financial factor has a significant positive impact on students' purchase decision.

The t-test value of the financial factor is 0.44, smaller than the critical value, while the significant value is 0.67. Therefore, the null hypothesis is accepted while the alternative one is rejected.

H2: Social Influence has a significant positive impact on students' purchase decision.

The t-test statistic value of social influence is 3.27 larger than the critical value while the significant value is 0.002. Therefore, the null hypothesis is rejected while the alternative one is accepted.

H3: Academic Quality has a significant positive impact on students' purchase decision.

The t-test value of academic quality is 2.78, larger than the critical value, while the significant value is 0.008. Therefore, the null hypothesis is rejected while the alternative one is accepted.

H4: Social Media Advertising has a significant positive impact on students' purchase decision.

The t-test value of academic quality is 3.359 larger than the critical value of 1.9977, and the significant value is 0.001. Therefore, the null hypothesis is rejected while the alternative one is accepted.

H5: TV Advertising has a significant positive impact on students' purchase decision.

The t-test value of TV advertising is 1.990 smaller than the critical value, and the significant value is 0.060. Therefore, the null hypothesis is accepted while the alternative one is rejected.

Social media advertising has the largest beta coefficient value of 0.489, which is affirmed as the most significant factor impacting on the students' purchase decision. The second most significant factor is social influence with its beta coefficient value of 0.440 followed by academic quality with the beta coefficient value of 0.287. Despite having beta value of 0.062 and 0.310, the significance values of financial factor and television advertising are larger than 0.05. Therefore, those factors have no impact on the students' purchase decision.

Accordingly, the study proposes the formulated the multiple regression equation following:

PD = A + SIF(X1) + AQF (X2) + SMA (X3)

PD = 2.586 + 0.345SIF + 0.452AQF + 0.391 SMA

Where:

PD = Purchase Decision

SMA = Social Media Advertising Factor

AQF = Academic Quality Factor

SIF = Social Influence Factor

A = Value of Y when X equal Zero (constant value)

X = Dimension of Purchase Decision

Table 4

VRIO Analysis on Competitive Advantage

Resource/ Capability	Is it valuable?	Is it rare?	Is it hard to imitate?	Is the firm organized around?	What is the result?
Alumni Association/ Friends/ Relatives/ Colleagues	Yes	Yes	No	Yes	Realised Competitive Parity
Social Media Presence	Yes	No	No	Yes	Realised long-term competitive advantage
Financial Support	Yes	Yes	No	Yes	Realised Temporary Competitive Advantage
Internationally recognized programmes	Yes	Yes	No	Yes	Realised Competitive Parity
Academic Faculty Members	Yes	Yes	Yes	Yes	Realised Sustainable Competitive Advantage

Source: Survey Data of Aye Mya Mon (2020)

The results of the VRIO analysis in table 4 shows that the realized sustainable competitive advantage of the language learning centre is the academic faculty members.

5. Discussion

In the context of the study, the most influencing factor on the students' purchase decision is academic quality. In the composition of multiple aspects: perception on quality of faculties or teaching standards, public recognition on the academic reputation of the institute, academic quality takes the vital role to be advantageous to the implementation of marketing strategies which aim to attract and attain both current and potential customers. The growth of expectation on the better performance in teaching and efficient production of competent students is identified (Mcghee, 2003; Hazelkorn et al., 2018), and high-quality assurance of

the institute is one of the key facets the students ponder before the enrolment – the standardised academic policies, structured curriculum, assessment standards, entry restrictions and tuition are all criteria measured for this feature (Kahveci et al., 2012). Competitive admission as entry restriction is a reputable characteristic of an institute, attracting the potential intention as the institute' recruitment put focal point on those whose aptitude is the same with that of the institution standards and policies (Machumu & Kisanga, 2014). Sokoli et al. (2018) denote that the quality of the academic faculty members is one of the influencing factors on the students' decision of the institutional choice.

The second most influencing factor on the students' purchase decision is social influences. Reference group, family, role and status are regarded as the important social factors which highly impact on the students' purchase decision as a simple and direct classification (Davignon, 2016). Rika (2016) raises the finding that positive influences are occurred when the students' decision is influenced by friends and alumni. Taking the recommendations of alumni and current students diminish uncertainty and perceived risk. In the research undertaken by Ruhi Sarpkaya (2010) and Vergolini and Vlach (2017), the parents' academic knowledge and financial support has some extent of power, and the mature level of the students strongly sway the decision. The study of Agrey and Lampadan (2014) find that students are not affected by friends and teachers while making purchase decision, which is not consistent with the findings of the current study.

Advertising (social media) is the third most influencing factor on the students' purchase decision. Brand reputation influences the sales in today's competitive market. Moreover, it helps develop the company's marketing strategy for the continuous brand evolvement. It provides the marketers make insights of own brand compared to rivals (Kapferer, 2008). Building brand reputation as well as brand investment besides product development should be accessed through advertising. Advertising helps to attract the institutional preference allowing to establish future reputation of the institute as well; if the information provided by the institute is truthful and reflect the actual experience, the trust can be gained from the prospective customers (Ordinario et al., 2018). Advertising is convenient and beneficial to provide the information reflecting the characteristics and opportunities which the students can be advantageous to receive by joining the institute. Being aware of the perceived academic quality can elevate the students' purchase decision (Büyükdoğan, 2015).

The last two factors, advertising (television) and financial factor have no impact on the students' purchase decision at the language learning centre. It agrees with the study of Frenette (2005), which claims that the cost is not counted for the students from high-class community. However, it is against the studies of Frimpong and Kofi (2014), Gyamfi et al. (2016), Baker et al. (2017), Kotler et al. (2019) and Baker (2019) which state that financial factor is one of the main factors students consider before making decision to choose the proper university. The result of the study is similar to that of Simoes and Soares (2010) and Rika et al. (2016) in which students spend more time on the social media rather than watching TV programmes so that the brand awareness cannot be achieved through TV channels.

5. Conclusion and Recommendation

This study found that the influential factors on students' selection of English language learning centre are academic quality, social influences and advertising through social media. The research focuses only on five influencing factors on the students' purchase decision apart from other influencing factors such as location and career opportunities and the context of the research neglects other institutions within the location of the English language learning centre. Therefore, the students' perception, attitude and behaviours towards the provided influencing factors are limited and the comprehensive observation on the respondents' emotion while selecting the institution is neglected. Accordingly, the responses of the selected respondents may not represent all the students attending at learning centre. Hence, future research can focus on other influencing factors such as campus location, facilities and so on to explore the wider research area and compare the students' perception on the institution with other competitors.

After the research findings have been reviewed, the recommendations aligned with the results of VRIO analysis are suggested to the management of the language learning centre.

The unique teaching styles, methods, and qualifications of the academic faculty members attract the students' trust on the English programmes provided. Therefore, it should structure the consistent teaching styles aligned with the standardised curriculums, and support the lecturers and trainers to enhance the personal and professional development so that the quality and capability can be upgraded to sustain the unique strength of the school in

the market. More activities such as debate competitions, field trips, workshops, and exchange programmes should be designed and arranged for the sake of the students' better improvement in logical thinking skills, competency and career-oriented professional improvement. As consequences, the performance of the qualified academic members is polished to attain the students' trust and satisfaction. Furthermore, the satisfied students would deliver the positive feedback (word-of-mouth referral) to friends, peers, colleagues, relatives and the closed ones.

The language learning centre has strong business and alumni network the motivates students to register. Hence, the learning centre utilise this strength to promote the school's brand reputation to engage with the potential consumers through marketing platforms. The consumers' attention can be achieved by arranging public events through partnership which the outsiders can participate and gain positive brand awareness. The feedback of the alumni matters towards the students' purchase, therefore, the testimonials and experience-sharing video and talk show about success story would be effective to share positive insight to the current and potential consumers, and the public. The relationship can be built up and maintain with the current, potential and previous customers, and the efficient performance can be tacked down in the market development. The learning centre should promote the brand awareness through traditional advertising media with the combination of the digital marketing, which gain positive feedback from the students.

6. Declaration

The author hereby sincerely declare that the paper is her own work. The adapted sources and reference are explicitly acknowledged and mentioned in the work and any part of my work has not been copied or written by another person.

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The Effect of Adversity Quotient and Self-Efficacy on Health Lecturer Performance

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Abstract

As health officers face various challenges during the performance of their duties, students in the academic training at Health Colleges are expected to be trained by their lecturers with the same amount of high endurance. While the performance of the lecturers highly impacts on the agility of the students, their own performance is highly dependent on several factors. Hence, this study analyses the direct and indirect influence of adversity quotient and self-efficacy on lecturer performance at selected Health Colleges in West Java, Indonesia. With a sample size of 180 lecturers, data analysis was carried out using path analysis with the help of Smart-partial least squares software. The research data analysis requirements include tests of normality, homogeneity, and linearity. There are four significant research test results: the direct influence of adversity quotient on academic achievement and self-efficacy on lecturer performance, the self-efficacy on lecturer performance, and the indirect impact of adversity quotient on lecturer performance through self-efficacy. The results affirm that a good performance of lecturers in the Health Colleges is necessary to encourage students to graduate on time.

Keywords: *academic achievement, adversity quotient, path analysis, self-efficacy*

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1. Introduction

The poor population in Indonesia increased to 27.55 million people (10.19%) in 2020 (BPS, 2020). A large number of these poor people get their health services from the government. As many poor people need a sufficient ratio of health workers (Peters et al., 2008), an adequate number of health workers will provide a better life expectancy (Septian Pradana, 2021). In the worldwide phenomenon during the Covid-19 pandemic, many health workers and doctors died, which added pressing concerns to the health sector to almost all countries in the world, not only in Indonesia. However, studies showed that many health workers and doctors died during the Covid-19 pandemic in Indonesia due to inadequate personal protection (Fadli et al., 2020). With these alarming scenarios, domino effects cascaded to the different stakeholders, including the academic sectors supplying the health workers.

The duties and functions of the health worker are cumbersome; that is, the task independently is the work for which he is responsible, and the dependent task is the work of helping the medical doctor (Dowie, 2017). While the performances of the health works around the world are related to many factors (Salehi Zalani et al., 2016; Sharma et al., 2014; Kiani et al., 2017; Shenje & Wushe, 2019; Singh et al., 2018; Worku et al., 2019; Ojakaa et al., 2014; Chmielewska et al., 2020; John et al., 2020; Rong et al., 2022), there are studies that link the work quality of health professionals to their educational background (Norcini et al., 2010; West et al., 2011; Joyce et al., 2007; Muthaura et al., 2015). According to Gibbs and McLean (2011), medical education has the accountability to the society. Hence, the biggest social accountability lies on the medical teachers providing the knowledge, honing the skills and developing the attitude of the students to become health workers.

People who work in hospitals, medical personnel or health workers face tedious routine job (Aronsson et al., 2021; Dahlke et al., 2018; George et al., 2017; Curtis Breslin et al., 2007) requiring strong appropriate personality and attitude more than the skills. While hospitals need health workers who have reliable misfortune, health workers are expected to have high adversity quotient (AQ) in serving patients (Li et al., 2022; Wang et al., 2021), which can describe a person's ability to survive facing difficulties (Sigit et al., 2019). A person who can solve life difficulties will shape one's character, become strong and not give up easily (D. Yazon & Ang-Manaig, 2019). Hence, AQ predicts performance and success reasonably well (Stoltz, 2017).

The role of medical schools in the development of the health workers is crucial to the success of the healthcare sector. According to Gibbs and McLean (2011), the medical schools provide the quality of work through their graduates. While there were numerous studies associating the performance of teachers to the academic achievement of their students (Kim et al., 2018; Luo & Zhan, 2021; Osagie & Akinlosotu, 2017) Tukiman Hendrawijaya, 2020; Kunter et al., 2013), the crucial role of medical lecturers on the future performance of their students is not an overstatement. Lecturers who have misfortune affect the success of academic performance (Safi'i et al., 2021). Therefore, to produce health workers with high AQ requires lecturers with high AQ as well (Bautista, 2015). The lecturers provide an example to students so that students develop high AQ as prospective health professionals (Tian & Fan, 2014; Bingquan et al., 2019). A lecturer must have self-efficacy and be able to support success in the academic field of his students, which will only reflect when students begin to work as health professionals. Moreover, the lecturers with high self-efficacy affect the students' academic achievement (Hayat et al., 2020; Mehmood et al., 2019; Ahmad & Safaria, 2013).

With the crucial role of health lecturers on the success of their students and the lack of studies focused on the AQ and self-efficacy of health lecturers, this research aims to test the following research questions:

1. Is there a direct influence of adversity quotient and self-efficacy on lecturer performance?
2. Is there a direct influence of adversity quotient on self-efficacy?
3. Is there a direct influence of adversity quotient through self-efficacy on lecturer performance?

2. Literature Review

2.1. Lecturer Performance (LP)

The achievement of lecturers' work is an activity of the psychological work process involving cognitive, affective, and psychomotor aspects in a work period (Kasyadi & Virgana, 2022). Performance is related to all the work efforts of lecturers in achieving the performance measures and indicators (Suendarti & Virgana, 2022; Yeh et al., 2019). Each individual achieves work results differently (Keller et al., 2022); lecturers' work achievement can be measured through access to various variables (Marks & O'Connell, 2023). While the performance can be a result of conducive work environment (Bimaruci Hazrati Havidz &

Mujakiah, 2023), the measurement of lecturers' work consists of education or training, implementation of research, implementation of community service, and supporting activities (Regulation of the Republic of Indonesia, 2013). Moreover, the mastery of ICT competencies in the 21st century is necessary for teachers (Rivalina, 2014) to increase performance effectiveness (Mislia et al., 2021). In congruence with the Regulation of the Republic of Indonesia (2013) and the required 21st century ICT competencies, this study posits that lecturer's work performance is manifested by indicators such as educational activities, training, research activities, community service, ICT support and mastery.

2.2. Adversity Quotient (AQ)

Resilience is a person's resistance to obstacles that hinder the work process in achieving goals, which can be manifested through AQ. Researchers argue that the AQ is a pinup of cultivating a person's ability to be responsible in the face of difficulties (Manzon, 2021). It is a person's ability to solve challenges (Ra et al., 2023; Safi'i et al., 2021) that can turn challenges into opportunities because it determines survivability and overcoming adversity (Hanifah et al., 2021). In the actual work, health professionals, whether in the industry or academe, do not distinguish between patients from racial or ethnic groups, and they work based on assigned tasks (James & Armstrong, 2023). Hence, they are tasked to perform in according with what is required not whether easy or hard in order to provide solutions to the problems. With the different qualities associated with AQ, this study posits that the manifestation of AQ includes steadfastness, discipline, hard work, patience, and self-mastery.

2.3. Self-efficacy (SE)

Research provides empirical evidence on the value of self-efficacy in teaching various disciplines (Garvis & Pendergast, 2016; Lu et al., 2023; Phan & Locke, 2016; Zhou et al., 2020; Ritchie & Laura, 2016; Peciuliauskiene et al., 2022; Bjerke & Solomon, 2020; Macatangay & Callo, 2022; Reyes & Del Valle, 2023). Regardless of the discipline, the status of a lecturer requires authority and confidence that fosters trust on his ability to carry out activities and functions in the performance of the responsibility. Self-efficacy is an individual's self-confidence in activities (Hassan & Ibourk, 2021; Virgana, 2019; Senler, 2016) that makes one professional in the performance of the job (Kasalak & Dağyar, 2020). It is also a person's decision because of his ability to organize and act to achieve his job's demands (Batubara et al., 2021). In this context, the lecturer with high self-efficacy knows

what to do (Cabir Hakyemez & Mardikyan, 2021) and with high self-efficacy will quickly work on something new (Hardianto et al., 2023). Hence, this study posits self-efficacy to do something through its competencies as indicated by confidence, competence, responsibility, positive thinking, and eagerness.

3. Methodology

3.1. Participants

The research used quantitative method with a population size of 500 lecturers from a College of Health in West Java, Indonesia. The least possible sample size of the survey is 180 with 95% efficiency (Adam, 2020) that is enough to prove the hypothesis (Andrade, 2020). The study used random sampling that provided an equal opportunity to become a sample representative of the population (Etikan & Bala, 2017). The demographics of the respondents are shown in table 1.

Table 1

Demographic Characteristics

No	Component	Male	Female	Total
1	**Gender**	70 (38.89%)	110 (61.11%)	180 (100%)
2	**Qualification**			
	Bachelor degree	23(12.78.56%)	30(16.67%)	53 (29.45%)
	Master degree	46(25.27%)	78(43.33%)	124 (68.89%)
	Doctor degree	1(0.56%)	2(1.11%)	3 (1.67%)
3	**Teaching experience**			
	0 – 8	20 (11.11%)	48 (26.67%)	68 (37.78%)
	9 - 15	24(13.33%)	18 (10.00%)	42 (23.33%)
	16 - 22	16 (8.89%)	18 (10.00%)	34 (18.89%)
	23 - 29	6 (3.33%)	21 (13.33%)	27(15%)
	>29	4 (2.22%)	5 (2.78%)	9 (5.00%)
4	**Age**			
	< 25	20(11.11%)	25(13.89%)	45(25%)
	26 - 35	18(10.00%)	30(16.67%)	48(26.67%)
	34 - 45	22(12.22%)	22(12.22%)	44(24.44%)
	46 - 55	12(6.67%)	18(10.00%)	30(16.67%)
	54– 65	5(2.78%)	6(3.33%)	11(6.11%)
	> 65	1(0.55%)	1(0.55%)	2(1.11%)

Based on the demographic characteristics, the representative samples consist of various lecturers' attributes. The difference in respondent status is to obtain multiple impressions and get a global analysis. Similarly, it brings numerous opinions to get a comprehensive analysis. The investigation needs variation in respondent status research (Szabo, 2020) while the interpretation of respondents give consistent answers (Bais et al., 2020).

3.2 Data Collection

This research is a quantitative survey to observe exogenous variables' direct and indirect influence on the endogenous variable. The data collection was administered from October 2022 to February 2023 with data retrieval via questionnaire using a Likert scale of three variables: AQ, SE, and LP. Each variable has five indicators; each indicator has four questions. The respondents answered the entire questionnaire with five options: 1 (powerfully differ) to 5 (powerfully coincide). The total number of the experiment was 60 items.

The study compiled research investigation based on variable indicators determined by researchers. Before writing a statement for a device, researchers first created a master plan for the device as a guideline to regulate the three variables of the device. There were two sections of the instrument: section one, demographic data of the respondents, and section two, the items of the research instrument. Each variable has 20 items, and the total number of the investigation was 60 items.

3.3 Research Design and Analysis

This study used statistical path analysis with Smart-PLS tools while repositioning instrument indicators through Exploratory Factor Analysis with SPSS 24 stone tools.

Figure 1

Path analysis Research Design
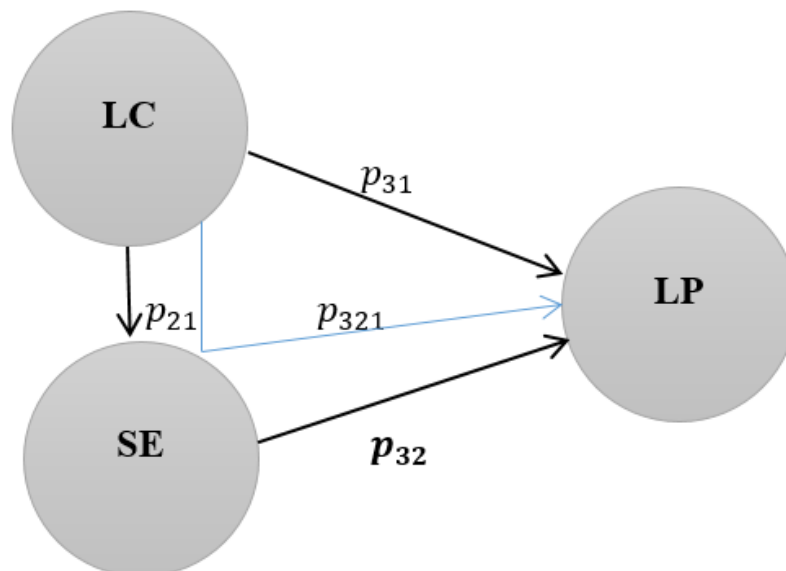
Entrenched the research design to answer the research question by analyzing hypothesis research is as follows:

H_1: There is a significant influence of AQ on LP directly

H_2: There is a direct positive influence of AQ on SE

H_3: There is a considerable influence of SE on LP directly

H_4: AQ has a substantial impact on LP indirectly through SE.

4. Findings and Discussions

4.1. Exploratory Factor Analysis

After completing the research instrument, the Exploratory Factor analysis (EFA) was conducted to identify natural factors based on the items' similarity in the variables to be measured (Wetkin, 2018). EFA is a consistent method of instrument development (Wetzel, 2012). The EFA analysis collected a repositioning of items, resulting in new variable dimensions. The Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) > .50 with a compelling value at < 05. The adjustment in the number code of sizes on a variable is in table 2.

Table 2

Final Result of New Dimensions Instrument Composition

No	Variable	Number of dimensions before EFA	Number of dimensions after EFA	Info
1	AQ	5	3	Encoding items exchange to new dimensions
2	SE	5	5	Encoding items exchange to new dimensions
3	TP	5	3	Encoding items exchange to new dimensions

Initially, the dimensions in each variable amounted to five. After the EFA analysis, there was a change in the number of dimensions as shown in table 2. Moreover, there was also a repositioning of items given with a new code.

Table 3 shows the instrument composition description of the indicator deployment in the dimension before and after EFA.

Table 3

Reposition Instrument Item Composition before and after EF

No	Item Distribution before EFA	Dimension before EFA	Item Distribution after EFA	Dimension after EFA
		Adversity Quotient		Adversity Quotient
1	AQ11	Steadfastness	AQ11 = V111	Steadfastness
2	AQ12		AQ12 = V112	
3	AQ13		AQ13 = V113	
4	AQ14		AQ14 = V114	
5	AQ21	Discipline	AQ32 = V115	
6	AQ22		AQ21 = V121	Discipline
7	AQ23		AQ22 = V122	
8	AQ24		AQ24 = V123	
9	AQ31	Hard work	AQ31 = V124	
10	AQ32		AQ32 = V125	
11	AQ33		AQ33 = V126	
12	AQ34		AQ44 = V127	
13	AQ41	Patience	AQ54 = V128	
14	AQ42		AQ34 = V131	Self-mastery
15	AQ43		AQ41 = V132	
16	AQ44		AQ42 = V133	
17	AQ51	Self-mastery	AQ43 = V134	
18	AQ52		AQ51 = V135	
19	AQ53		AQ52 = V136	
20	AQ54		AQ53 = V137	
		Self-Efficacy		Self-Efficacy
21	SE11	Confidence	SE23 = V211	Confidence
22	SE12		SE33 = V212	
23	SE13		SE43 = V213	
24	SE14		SE52 = V214	
25	SE21	Competence	SE54 = V215	
26	SE22		SE11 = V221	Competence
27	SE23		SE14 = V222	
28	SE24		SE34 = V223	
29	SE31	Responsibility	SE12 = V231	Responsibility
30	SE32		SE22 = V232	
31	SE33		SE31 = V233	

No	Item Distribution before EFA	Dimension before EFA	Item Distribution after EFA	Dimension after EFA
32	SE34		SE42 = V234	
33	SE41	Positive Thinking	SE51 = V235	
34	SE42		SE24 = V241	Positive Thinking
35	SE43		SE32 = V242	
36	SE44		SE53 = V243	
37	SE51	Eager	SE13 = V251	Eager
38	SE52		SE21 = V252	
39	SE53		SE41 = V253	
40	SE54		SE41 = V254	
		Lecturer Performance		Lecturer Performance
41	LP11	Educational Activities	LP11 = V311	Educational Activities
42	LP12		LP13 = V312	
43	LP13		LP21 = V312	
44	LP14		LP23 = V314	
45	LP21	Research Activities	LP31 = V315	
46	LP22		LP32 = V316	
47	LP23		LP43 = V317	
48	LP24		LP12 = V321	Research Activities
49	LP31	Community Service	LP22 = V322	
50	LP32		LP24 = V323	
51	LP33		LP33 = V324	
52	LP34		LP34 = V325	
53	LP41	Education support	LP41 = V326	
54	LP42		LP51 = V327	
55	LP43		LP14 = V331	ICT Mastery
56	LP44		LP42 = V332	
57	LP51	ICT Mastery	LP44 = V333	
58	LP52		LP52 = V334	
59	LP53		LP53 = V335	
60	LP54		LP54 = V336	

4.2. Validity and Reliability

This study requires calculating the validity and reliability of data through the PLS algorithm, and the data is declared valid if it meets r >.70. Based on invalid data, calculations

is V233 = .687, and V253 = .683 or < .70, the data is omitted, not used in the analysis. While a reliability value of Cronbach's Alpha and Composite, r > .70 and Average Variance Extracted (AVE), has a value of r > .50. Based on table 4, all indicators are consistent in measuring their construction so that the research can continue.

Table 4

Reliability data

No	Variable	Cronbach's alpha	Composite Reliability	AVE
1	AQ (V1)	.962	.970	.610
2	SE (V2)	.964	.968	.620
3	TP (V3)	.968	.964	.592

The results of bootstrapping analysis on Smart-PLS produce coefficients in each substructure that determine the direct and indirect effects of independent variables on dependent variables. Figure 2 is the result of bootstrapping on Smart-PLS.

Figure 2

Bootstrapping of Smart-PLS
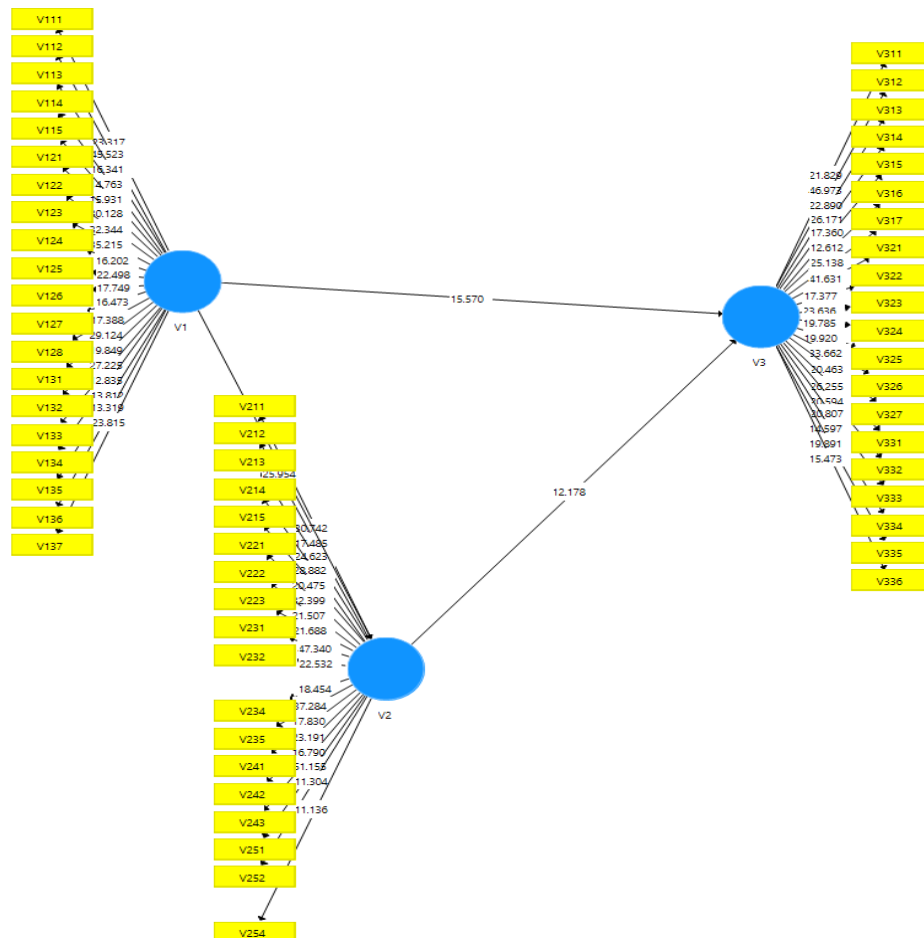
The resume results bootstrapping Smart-PLS is shown in table 5.

Table 5

Mean, STDEV, T Values, P-Values

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
V1 -> V3 (p31)	0.565	0.563	0.034	16.713	**0.000**
V1 -> V2 (p12)	0.835	0.833	0.029	28.955	**0.000**
V2 -> V3)p32)	0.446	0.448	0.34	13.046	**0.000**
V1 -> V2 -> V3 (p321)	0.372	0.373	0.028	13.144	**0.000**

The statistical analysis results listed in table 5 answer the research questions of the study. Based on the bootstrapping analysis, Smart-PLS confirmed five significant direct and indirect influences of free variables on bound variables. That is, it has a p-value sig. < 0.05.

First, to answer the direct influence of adversity quotient and self-efficacy on lecturer performance, the results of the statistical test from the first proof of hypothesis prove that AQ has a positive influence directly on lecturer performance based on the t-statistical test obtained a t-statistical value of 16.713, on the sig. p-value $0.000 < 0.05$. In other words, the test results show that an increase in AQ will increase the performance of lecturers in the health colleges. The result is congruent with other studies that AQ significantly influenced performance (Hanifah et al., 2021; Safi'i et al., 2021; D. Yazon & Ang-Manaig, 2019).

The third hypothesis is an evidence on the significant direct influence of self-efficacy on lecturer performance, based on the t-statistical test obtaining a t-statistical value of 13,046 on the sig. p-value $0.000 < 0.05$. The test results show that an increase in the self-efficacy will also increase the performance of lecturers. It affirms that self-efficacy significantly influenced performance (Muliati et al., 2022; Batubara et al., 2021) and teachers' self-efficacy affects students' academic performance (Mwivanda & Kingi, 2020; Palomino et al., 2023). Comparing the influence magnitude of p31 = 0.3192 and p32 = 0.1989, then p31 > p32 with the value of t-statistic p31 = 16,317 > p32 = 13,046, this indicates that the magnitude of the influence of AQ on lecturer performance is greater than self-efficacy.

The second research question on the direct influence of AQ on self-efficacy was supported by the statistical test results from the second proof of hypothesis. The results proved that AQ has positive influence directly on self-efficacy based on the t-statistical test obtaining a t-statistical value of 28.955 on the sig. p-value 0.000 < 0.05. While the magnitude of the AQ on self-efficacy is $p21 \times p21 = 0.6972$ or 69.72%, it tells that the lecturer's AQ is closely related to the self-efficacy. This confirms that a positive AQ influences teacher self-efficacy (Astri & Latifah, 2017).

The third research question on the indirect influence of AQ through self-efficacy on lecturers' performance is supported by the statistical test results from the fourth confirmation of the hypothesis. It proved that AQ has significant influence indirectly on the lecturer's performance via self-efficacy based on the t-statistical test at the value of 13.144 on the sig. p-value 0.000 < 0.05. By comparing direct and indirect influences, it will obtain the magnitude of influence $p31 = 31.92\%$ while the magnitude of the influence of $P321 = 0.835 \times 0.446 = 37.24\%$. Thus, the magnitude of $p321 > p31$ means that self-efficacy as an intervening variable effectively influences the lecturers' performance. Other studies also stated that self-efficacy as an intervening variable contributes to performance (Tuti & Anasrulloh, 2022; Prima Melyana & Pujiati, 2023).

5. Conclusion

Based on the hypothesis testing, this study concludes that AQ and self-efficacy influence lecturers' performance at the college of health either directly or indirectly. The study showed that the magnitude of influence of AQ on lecturers' performance is greater than the influence of self-efficacy indicating that AQ fostered in the health college's working environment contributed to the positive performance of the lecturers. With the high AQ, lecturers can withstand the difficulties and challenges caused by organizational problems. Moreover, there was an indirect influence of AQ towards lecturers' performance through self-efficacy.

The results suggest a priority program to increase the lecturers' AQ at the health college in West Java, Indonesia. Similarly, Hence, the human resource department address the lecturers' capacity building through programs and initiatives in keeping their professional educational services to the students. The study also suggests the potential admission policy on prospective students at the college of health through AQ and self-efficacy evaluation

intended to obtain medical health employees with endurance to serve patients and fulfil health services to the community optimally.

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Analysis of Green Marketing Practices: A Micro and Small Enterprises Perspective

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Abstract

Green marketing is a growing concept connecting sustainable internal business operations and corporate social responsibilities. Hence, the study explored the green marketing practices of selected micro and small enterprises in Cavite, Philippines. The descriptive-causal research design was utilized, and the 20 legally-registered micro and small enterprises were purposively selected. MSEs in Cavite are dominated by sole proprietors with 1-9 employees, have an estimated asset size of Php3,000,000 or less, have been in operation for 1-3 years, and have an average monthly revenue of Php20,000 and below. They employ green marketing practices such as providing safe products and services, implementing more environment-friendly ways of pollution prevention, advertising green awareness and attraction, and utilizing vehicles that consume less energy. MSEs' green marketing practices in production, packaging, advertising, and operation are highly effective, while distribution is less effective. Business profiles and MSE have no significant difference, excluding the difference between the number of employees and the perceived effectiveness of green marketing practices in terms of operation. MSEs faced difficulties in distribution due to safety protocols and lack of resources. Thus, the study recommends personalized marketing designs to engage wider customers and social-based marketing approaches to address diverse customer preferences.

Keywords: *green marketing, green marketing practices, micro and small enterprises, descriptive-causal*

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1. Introduction

Micro, small, and medium enterprises (MSMEs) provide a significant contribution to the Philippine economy. In 2019, according to the United Nations Philippines, MSMEs comprise the majority of business establishments in the country, generating about 63 percent of the country's workforce. Various MSMEs adopt various strategies to operate and sustain their enterprise such as green marketing. Tadeo et al. (2021) explains that adjustments are required in today's society to pave the way for more environmentally conscious business practices relating to environmental protection and conservation. Hence, green marketing is becoming increasingly popular, a rising concept relating to internal business functions that are sustainable and corporate social responsibilities. The process of selling products and/or services that are environmentally friendly is known as green marketing. Enterprises should provide environmentally sustainable products or services (Jain, 2018). Considerably, green marketing entails a variety of actions, including changes to the production process, packaging, and advertising.

Many businesses have adopted green marketing as a strategy to gain a competitive advantage. However, in developing countries, the significance of this strategy is underappreciated (Agustini et al., 2019). Even while consumers are aware of environmental problems such as global warming and the impact of pollution on the environment, one of the most difficult challenges for businesses is to grow and retain customers while preserving environmental safety. Product diversifications and purpose-driven products such as in some of agricultural products (Mendoza et al., 2023) and environment sensitive enterprise designs are usually implemented. The difficulties connected with green companies are also dependent on cost analysis, which is highly expensive for developing economies to achieve the beginning cost due to a lack of fundamental technologies. Developing countries must acquire modern technology and technical knowledge from other countries because they lack their own technology and technical abilities (Mendon et al., 2019). Furthermore, according to Virola (2019), the primary barrier to restaurant businesses adopting green marketing strategies is the expenses associated with implementing the strategies. Hence, these rose a query of status quo and sustainability especially at the time of pandemic-market environment.

This study attempted to explore the green marketing practices of selected MSEs in various areas in the province of Cavite in the Philippines to give emphasis on the status quo and provide platforms and avenues for further exploration of effective execution of green marketing practices among these enterprises. The study aimed to determine the enterprises' green practices using production, packaging, advertising, distribution, and operations as study variables. Additionally, perceived effectiveness of these practices were determined and analyzed to further provide in-depth perspective. Moreover, significant difference analysis was employed to provide inferential analysis between enterprises profile and their perceived effectiveness in employing green marketing practices. Finally, this study employed challenge identification to substantiate a status quo analysis and bring forth robust and relevant conclusion and research pathway in the future. The results of the study could become baseline information among persons in authority to further understand the status quo and provide a pathway for policies and implementation on an environment-sensitive enterprise.

2. Literature review

2.1. Green marketing practices as a strategy of MSMEs

Tien et al. (2020) define green marketing as a set of actions that include modifying products, methods of production, packaging, and advertising. Green marketing strategies are becoming increasingly important as a feasible strategy, particularly in developing countries. It has gained wide acceptance within the business world as a viable competitive strategy (Nguyen et al., 2019) and strengthening the brand image (Sharma & Kushwaha, 2019) of businesses to grab and win the attention of customers in the marketplace. The increased inclination of customers to buy ecologically friendly products shows that a lot more people are concerned about environmental protection. As a response to this push for the environment and business, companies are attempting to become more inventive by implementing green marketing tactics.

The study of Bestari et al. (2020) discovered that green marketing strategies, consumer, and purchase intention all significantly impact the purchasing behavior of environmentally friendly products for green customers. Nguyen et al. (2019) discovered that green marketing practices of food stores significantly enhance the actual purchase behavior of customers. Consequently, Han et al. (2019) found that businesses with higher

environmental ethics are more likely to implement green marketing programs, including green production, pricing, distribution, and promotion to improve business performance.

Agustini et al. (2021) emphasized that companies can take advantage of green products by differentiating products based on their characteristics. According to Ambarwati et al. (2019), technical measures such as replacing plastic materials with recyclable materials, assuring the absence of harmful and poisonous elements in the raw materials, picking coloring supplies free of toxic and hazardous compounds, selecting a third party to supply the product, and using domestic raw materials may help MSMEs of Ikat woven fabric retain competitiveness. In the local setting, Tadeo et al. (2023) found that MSEs in Cavite ensure that the products they sell are free from potentially harmful substances.

Consumers today place a higher value on the convenience, reusability, and protective features of green packaging (Hao et al., 2019). According to Sharma and Kushwaha (2019), eco-labeling is one of the important tools in green marketing as it helps to distinguish green products from non-green products. Through customer awareness and knowledge, eco-labeling is a key factor in determining consumer trust and intention to purchase green products. Although most customers lack specific information about green packaging, they are often quite eager to pay for it. While green product marketing depends on realistic and consumer-focused green advertising (Luo et al., 2019), the message of green products to customers should be clear so that customers can understand the products' health and environmental protection features, the benefits of green products outperforming other products, and avoid hype or exaggeration (Tien et al., 2020). However, some customers do not appreciate the quality of the products and are wary of green marketing since there are many dishonest and deceptive businesses (Tien et al., 2020).

Consumers' purchasing decision will be significantly influenced by an effective distribution strategy since they cannot purchase green products if it does not exist in an accessible distribution channel or if the volume is limited. For this, Tien et al. (2020) suggest that green products are often suitable for modern distribution channels such as supermarkets and major shopping centers. Moreover, enterprises can use their distribution channels or cooperate with other partners committed to protecting the environment by utilizing environment friendly materials and shipment of green products that consume less fuel and emissions. For example, most manufacturing businesses in India use the railway mode of transportation to reduce vehicular pollution (Samar Ali et al., 2019).

2.2. Effectiveness of green marketing

In the Indian context, Samar Ali et al. (2019) evaluated the green practices' effectiveness in the manufacturing sector using CHAID analysis. The study showed that the manufacturing industry has effectively implemented waste reduction measures such as waste recovery, recycling, and conservation through internal recycling and selling to outside organizations. Similarly, Nekmahmud and Fekete-Farkas (2020) found that Bangladesh consumers believe green products as highly beneficial for health and the environment as they do not harm health. With the prices of green products higher than conventional products, the consumers are more likely to modify their lifestyle and buy environmentally friendly items if they are less expensive. Hence, concerns over packaging's effects on the environment are growing among consumers. For this, governments and customers are putting pressure on businesses to use eco-friendly packaging for their goods. Meanwhile, Malaysian consumers are more concerned with the quality of green packaging (Rajendran et al., 2019). However, in Bangladesh, most consumers are not concerned about green marketing but are aware of eco-friendly products (Nekmahmud & Fekete-Farkas, 2020).

According to Mukonza and Swarts (2020), green marketing strategy improves both business reputation and performance. In addition, Maziriri (2020) asserts that green packaging and advertising improved businesses' competitive advantage and performance. For example, the study of Shabbir et al. (2020) on the United Arab Emirates (UAE) customers behavior found important elements, including eco-labeling, green products, premiums, and pricing, that positively impact customers' perceptions of the environment. For this, Tien et al. (2020) suggest conveyed messages need to adhere to the brand positioning that helps the consumer distinguish the business's green product from other normal products to increase communication effectiveness and consistency.

2.3. Challenges in green marketing

In Vietnam, Tien et al. (2020) found modifying business model as the biggest challenge for entrepreneurs as they need to formulate an idea to combine the needs of consumers and the protection of the environment. Implementing a green marketing strategy is difficult for marketers since it requires modern science and technology and expensive raw materials that would result to high product and investment costs. Nekmahmud and Fekete-Farkas (2020) found consumers willing to pay and purchase green products as well as change

their lifestyle only if they are less expensive. Because the green issues were mostly connected to a lack of consumer understanding and awareness (Valenzuela et al., 2022) and acceptance of the products, Agustini et al. (2021) found several selected enterprises investing in customer education.

2.4. Conceptual framework

Figure 1

Study framework
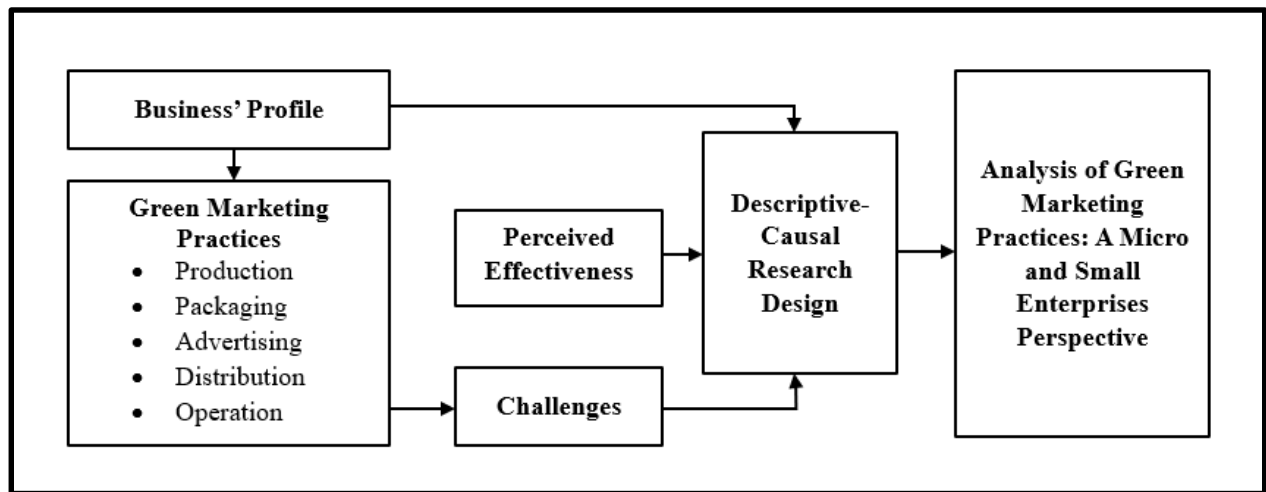
Figure 1 shows the conceptual framework for understanding and analysis of green marketing practices of MSEs in selected areas of Cavite in the Philippines. First, a descriptive approach was used to determine the business profile, green marketing practices employed, and its perceived effectiveness. Moreover, the challenges encountered by the participants in employing green marketing practices were also identified. An inferential analysis was used to investigate whether there was a significant difference between the business profile and the perceived effectiveness of green marketing practices.

3. Methodology

This study utilized descriptive causal research design. Descriptive design was used to describe profile identification of green marketing as well as its perceived effectiveness and the identification of challenges. Causal design was utilized to provide the significant difference analysis between enterprises' profile and their perceived effectiveness.

This study was conducted in the province of Cavite, Philippines. Enterprises from Imus City, General Trias City, and the municipality of Tanza were considered the population

of the study. The study used purposive sampling technique with 20 enterprises. This study opted non-probability technique due availability and confidentiality of data as enshrined in the Data Privacy Law in the Philippines. This study also used screening criterion of participant wherein they should be legally and duly registered MSEs under the Department of Trade and Industry.

Table 1

Business Profile

Category		Frequency	Percentage
Type of Ownership	Sole proprietorship	52	86.67
	Partnership	6	10.00
	Corporation	2	3.33
Length of Operation	Below 1 year	17	28.33
	1 to 3 years	24	40.00
	4 to 6 years	10	16.67
	7 to 9 years	5	8.33
	10 years and above	4	6.67
Number of employees	Below 9 employees	55	91.67
	10-40 employees	3	5.00
	40-70 employees	2	3.33
Average asset size	Below Php 3,000,000.00	54	90.00
	Php 3,000,001.00 to 15,000.000.00	6	10.00
Average monthly revenue	Below Php 20,000.00	31	51.67
	Php 20,000.00 - 40,000.00	11	18.33
	Php 40,001.00 - 60,000.00	6	10.00
	Php 60,001.00 - 80,000.00	3	5.00
	Above Php 100,000.00	5	8.33

Table 1 presents the business profile of the participating enterprises. This reveals that 86.67 percent of the respondents are sole proprietors, 40 percent are operating for 1 to 3 years, 91.67 percents have 9 employees, and below, 90 percent or 54 of the total respondents have an average asset size of Php 3,000,000.00 and below, and 51.67 percent are having an average monthly revenue of below Php 20,000.00 It shows that most of the respondents are sole proprietorships with a percentage score of 86.67. This implies that most respondents are considered microenterprises operating under the introductory phase of their business.

This study used researcher-constructed questionnaire to gather information from the participants. The questionnaire was validated by experts and were distributed through Google forms because of limited research activities brought by pandemic. Cronbach alpha of the instrument was calculated 0.93 which proved validity. The first part of the questionnaire dealt with the profile of the participants consisting of type of ownership, length of operation, number of employees, average asset size, and average monthly revenue. The second part consisted of questions determining green marketing practices of MSEs. The third part consisted of the perceived effectiveness of green marketing practices employed by enterprises and the last part focused on the identification of challenges experienced by the participants. To consider ethical issues of confidentiality and anonymity of the participants, the research instrument contains terms and conditions that should be agreed upon before data collection.

4. Findings and Discussion

Table 2

Green Marketing Practices Employed in terms of Production

Category	Frequency	Percentage
Providing safe products and services that are manufactured from clean resources and have high productivity.	51	19.32
The reduction should be designed in such a way that the production can minimize the input materials.	36	13.64
Eliminate inefficient production phases, spend a lot of energy, and have negative effects.	33	12.50
Using natural materials and conserving energy.	43	16.29
Recycled materials are repurposed to create a unique product.	39	14.77
Investing in emerging technologies is required for green production.	11	4.17
Creating products by hand to serve the needs of customers without the use of a machine	7	2.65
Including safety precautions in product production, such as sanitizing goods after picking them up from the supplier.	42	15.91
Others	2	0.76
Total	**264**	**100**

* Multiple responses

Table 2 demonstrates the green marketing practices employed in production. It is shown that 19.32% or 51 of the participants manufacture from clean resources and have high

productivity, whereas creating products by hand to serve customers' needs without using machines has the least response of 7 or 2.65 percent. The use of all-natural raw material and selling products at a low price, has a percentage of 0.76 percent. It indicates that the most used green marketing practices of MSEs in selected areas of Cavite in terms of production were providing safe products and services made from clean resources and having high productivity. This confirms the study of Agustini et al. (2021) that green businesses in the Philippines ensured that the ingredients and processes used were safe and environmentally friendly. This is also similar to Tadeo et al. (2023) that offering ecologically safe products by ensuring them without potentially harmful and poisonous ingredients was commonly implemented green activity of MSEs in selected areas of Cavite. In addition, the utilization of recyclable and harmful-free materials may help retain the competitiveness of businesses (Ambarwati et al., 2019).

Table 3

Green Marketing Practices Employed in terms of Packaging

Category	Frequency	Percentage
Implementing more environmentally friendly ways of pollution prevention, such as recyclable and biodegradable packaging	46	16.55
Utilization of packaging that is non-toxic, safe, and has a low environmental impact.	45	16.19
Designing packaging that is compact and appropriate for the product saves money and space.	41	14.75
Develop a packaging suitable for cleaner production of goods and services.	34	12.23
The product is marketed in the shape of a small and handy.	19	6.83
Packaging materials used to conserve and protect natural resources and the environment for future generations.	31	11.15
Minimizing the use of hard-to-decompose packaging.	35	12.59
The green packaging issue is often used to demonstrate the company's commitment to the environmental.	27	9.71
Total	**278**	**100**

* Multiple responses

Table 3 exhibits green marketing practices employed in terms of packaging. It indicates that 16.55% implement more environmentally friendly ways of pollution prevention, such as recyclable and biodegradable packaging, while the product marketed in the shape of a small and handy has the least percentage of 6.83 percent. It shows that MSEs in selected areas of Cavite have employed more ecologically friendly pollution avoidance

methods, such as recyclable and biodegradable packaging. According to Hao et al. (2019), consumers give more importance to the recyclability, convenience, and safety features of green packaging. However, in the Malaysian context, few consumers preferred to purchase products that were packed sustainably and could be easily recycled or composted (Rajendan et al., 2019).

Table 4

Green Marketing Practices Employed in terms of Advertising

Category	Frequency	Percentage
Encourage consumers to embrace a green lifestyle through using social media advertising.	29	13.18
Advertising to increase awareness and attraction in the marketplace	47	21.36
Different programs and discounts to encourage people to buy green products	23	10.45
Green marketing messages combine verbal and visual affirmations than only using verbal affirmations.	23	10.45
Conveys messages that comprise ecological, sustainability, or eco-friendly	26	11.82
Advertising that focuses on how products or services are related to the natural environment support	24	10.91
Advertising image-based emotional appeal focuses on transferring the environmental, and emotional positioning	14	6.36
Advertising which inspires consumers to purchase activities towards products that ensure no or less harm	25	11.36
Others	9	4.09
Total	**220**	**100**

* Multiple responses

Table 4 displays the green marketing practices in advertising. It shows that 21.36 percent or 47 responses mentioned advertising to increase awareness and attraction in the marketplace, while advertising image-based emotional appeal focuses on transferring the environmental, emotional positioning has the lowest responses of 25 or 11.36 percent. In addition, other responses which include "advertising eco-friendly products could protect the customer as well," "encourage customers to plant and walk for physical and mental health," "using eco bags of their own," and some mentioned that their advertisements do not promote a green lifestyle which has a percentage of 0.76 percent. It implies that MSEs in selected areas of Cavite employed green marketing in their advertising to raise awareness and attract

consumers. According to Tien et al. (2020), to guarantee consistency and boost the communication effectiveness of green marketing, all messages must comply with the brand positioning that enables consumers to distinguish green products from other normal products. In addition, Hossain and Khan (2018) concluded that consumers' buying decision was influenced by green product and green promotional activities; thus, marketers should maintain promotional campaigns to increase knowledge regarding greening.

Table 5

Green Marketing Practices Employed in terms of Distribution

Category	Frequency	Percentage
Green distribution has set the pace for managing the speed of vehicles	23	11.73
Have an only store that distributes green products, committed to using environmentally friendly materials	21	10.71
Businesses can choose to do indirect distribution in which they sell through intermediaries	30	15.31
Companies can design their distribution channels by determining the number of intermediaries	22	11.22
The green distribution also includes an internal aspect, which refers to the internal Environment of the company	21	10.71
Companies are looking at partnerships with the government to add support to their initiatives	20	10.20
Reconfiguring logistics arrangements to make them environmentally efficient	22	11.22
Using regular vehicles and not specific vehicles that consume less energy or that produce minimal carbon	33	16.84
Others	4	2.04
Total	**196**	**100**

* Multiple responses

Table 5 illustrates the green marketing practices employed in distribution. It reveals that 16.84 percent or 33 respondents answered that they use regular vehicles and not specific vehicles that consume less energy or produce minimal carbon, while companies looking at partnerships with the government to add support to their initiatives have the least responses of 20 or 10.20 percent. Other responses, including delivery by motorbike, biodegradable packaging, and others, mentioned that it is not applicable since they provide services which have four responses or 2.04 percent. It implies that, in terms of distribution, the most commonly used green marketing practices of MSEs in selected areas of Cavite were using

conventional automobiles that consume less energy or emit less carbon. In addition, in the Indian context, manufacturing enterprises are utilizing rail transportation to cut down on the pollution emitted by vehicles (Samar Ali et al., 2019). However, Tadeo et al. (2023) stated that only a few of the MSEs in Cavite utilize greener and alternative fuels.

Table 6

Green Marketing Practices Employed in terms of Operation

Category	Frequency	Percentage
Showcasing the dedication to improve operations while meeting certain environmental, social, and governance requirements.	41	16.21
It will certainly prove to be beneficial, cost-effective, and indispensable in the long run.	30	11.86
Minimizing waste and using 30% less water and 25% less electricity during manufacturing processes.	37	14.62
It saves money in the long run, although the initial cost is more.	28	11.07
A green strategy supports the enterprise's existing business operations and asset strategies, which are frequently well-articulated and well-understood.	27	10.67
Promote environmentally responsible ways of operating a business.	39	15.42
Greening processes can result in efficiency gains by improving operational efficiency.	26	10.28
Ensure its operations are respectful of the Planetary Boundaries.	25	9.88
Others		
Total	**253**	**100**

* Multiple responses

Table 6 showcases green marketing practices employed in operation. It shows that the majority showcase the dedication to improve the operations while meeting certain environmental, social, and governance requirements with 16.21 percent or 41 responses, whereas ensuring its operations are respectful of the planetary boundaries has the least responses of 25 or 9.88 percent. It indicates that showcasing the dedication to improve the operations while meeting certain environmental, social, and governance requirements was the most employed green marketing practice of MSEs in selected areas of Cavite. According to Agustini et al. (2021), Filipino green entrepreneurs guaranteed that they followed all the legal

requirements, particularly those pertaining to the environment, and that all production operations were waste-free.

Table 7

Perceived Effectiveness of the Green Marketing Practices Employed by the Participants

Category	Mean	Descriptive Values
Production	4.28	Highly Effective
Packaging	4.43	Highly Effective
Advertising	4.30	Highly Effective
Distribution	4.13	Effective
Operation	4.32	Highly Effective

Legend: 4.21-5.00 Highly Effective; 3.41-4.20 Effective; 2.61-3.40 Neutral; 1.81-2.60 Not Effective; 1.00-1.80 Highly Not Effective

Table 7 showcases the perceived effectiveness of the green marketing practices employed by the MSEs in selected areas of Cavite. The results show that packaging, operation, advertising, and production are all highly effective, with mean values of 4.43, 4.32, 4.30, and 4.28, respectively. In addition, it demonstrates that only distribution has a mean value of 4.13 which corresponds to effective green marketing practice. This indicates that all green marketing practices in terms of production, packaging, advertising, and operation are all highly effective except distribution. The study of Kaur et al. (2022) assert that green promotional activities significantly influence consumers' buying intention toward green products. Moreover, Maziriri (2020) also conclude that green packaging and advertising increased enterprises' competitive edge and their business performance.

Table 8 presents the significant difference between the business profiles and the perceived effectiveness of green marketing practices. First, the results implied that all levels of perceived effectiveness of green marketing practices in terms of production, packaging, advertising, distribution, and operation have no significant difference in the type of ownership of the participants. Hence, the null hypothesis was retained. Second, the findings showed that all levels of perceived effectiveness of green marketing practices in terms of production, packaging, advertising, distribution, and operation have no significant difference to the length of operation of the participants, hence, retaining the null hypothesis. Third, the result of the analysis found that all levels of perceived effectiveness of green marketing practices in terms of production, packaging, advertising, and distribution have no significant difference to the number of employees of the participants, hence, retaining the null

hypothesis. However, the number of employees has shown significance between the perceived effectiveness of green marketing practices, thus rejecting the null hypothesis. The result coincides with the study of Eneizan et al. (2019) indicating that enterprises with significant number of employees have more competitive edge than smaller enterprises with few employees.

Table 8

Significant Difference Between the Business Profile and Perceived Effectiveness of Green Marketing Practices

	Category	Significance	Decision
	Production	0.094	Retain the null hypothesis
	Packaging	0.314	Retain the null hypothesis
Type of ownership	Advertising	0.718	Retain the null hypothesis
	Distribution	0.908	Retain the null hypothesis
	Operation	0.515	Retain the null hypothesis
	Production	0.160	Retain the null hypothesis
	Packaging	0.314	Retain the null hypothesis
Length of operation	Advertising	0.718	Retain the null hypothesis
	Distribution	0.908	Retain the null hypothesis
	Operation	0.515	Retain the null hypothesis
	Production	0.562	Retain the null hypothesis
	Packaging	0.267	Retain the null hypothesis
Number of employees	Advertising	0.924	Retain the null hypothesis
	Distribution	0.867	Retain the null hypothesis
	Operation	0.040	Reject the null hypothesis
	Production	0.156	Retain the null hypothesis
	Packaging	0.559	Retain the null hypothesis
Average asset size	Advertising	0.093	Retain the null hypothesis
	Distribution	0.062	Retain the null hypothesis
	Operation	0.177	Retain the null hypothesis
	Production	0.499	Retain the null hypothesis
	Packaging	0.407	Retain the null hypothesis
Average monthly revenue	Advertising	0.531	Retain the null hypothesis
	Distribution	0.635	Retain the null hypothesis
	Operation	0.861	Retain the null hypothesis

Asymptotic significance as to Kruskal-Wallis Test (non-parametric). Critical Level set at 0.05

Fourth, the results implied that all levels of perceived effectiveness of green marketing practices in terms of production, packaging, advertising, distribution, and operation have no significant difference to the average asset size, retaining the null hypothesis. Finally, result of the analysis showed that all levels of perceived effectiveness of green marketing practices in terms of production, packaging, advertising, distribution, and operation have no significant difference to the average monthly revenue, hence, retaining the null hypothesis.

Table 9

Challenges Experienced in Employing Green Marketing

Category	Frequency	Percentage
Changing their business models in order to adapt to this changing Environment.	27	9.75
Difficulties in distribution because of limited action due to safety protocols.	40	14.44
Lack of resources that is needed to sustain green practices.	37	13.36
Educating the customer to understand the need and benefits of green products, especially in times of pandemic	33	11.91
Majority of the consumers are not willing to pay a premium for green products due to the crisis.	34	12.27
Marketing tactics are being affected because of the pandemic.	35	12.64
Costly in providing personal protective equipment, hand sanitizer, and so on.	33	11.91
Maintaining the sustainability of green practices in the midst of the pandemic.	37	13.36
Others	1	0.36
Total	**253**	**100**

* Multiple responses

Table 9 shows the challenges encountered in employing green marketing practices in distribution. It presents that 14.44 percent, or 40 among the 271 multiple responses, mentioned difficulties in distribution because of limited action due to safety protocols, 13.36 percent, or 37 of the total responses answered lack of resources that are needed in sustaining green practices and maintaining the sustainability of green practices in the midst of pandemic and the respondents also mentioned majority of the consumers are not willing to pay a premium for green products due to crisis and marketing tactics being affected because of the pandemic with the frequency score of 34 or percentage score of 12.27. This is supported by

Rashid and Ratten (2021) that, due to the pandemic, the government-imposed restrictions on businesses to follow important guidelines, which were difficult to maintain due to the financial burden.

5. Conclusion

Through data facilitation, processing, analysis, and discussions, the study concludes that the MSEs in selected areas of Cavite were dominated by microenterprises, which employed green marketing practices, including providing safe products and services that are manufactured from clean resources and have high productivity, implementing more environmentally friendly ways of pollution prevention, such as recyclable and biodegradable packaging, advertising to increase awareness and attraction in the marketplace, utilization of regular vehicles and not specific vehicles that consume less energy or that produce minimal carbon, and showcasing the dedication to improve the operations while meeting certain environmental, social, and governance requirements. Moreover, the perceived effectiveness of green marketing practices of MSEs in production, packaging, advertising, and operation are all highly effective, whereas distribution is found to be less effective. All business profiles and the perceived effectiveness of green marketing practices of MSE have no significant difference, excluding the difference between the number of employees and the perceived effectiveness of green marketing practices in terms of operation. Finally, the challenges experienced by the MSE are difficulties in distribution because of limited action due to safety protocols followed by the lack of resources needed to sustain green practices and maintain the sustainability of green practices in the midst of the pandemic.

The study recommends entrepreneurs to expand and explore dimensions where they can improve business operations whilst engaging in green marketing practices. Considerably, direct and personal marketing strategies can be employed with sensitivity to the psychographic profile that engages in environmental-aware target clients. This can be considered as an expanded target market. In addition, entrepreneurs may engage in social-based motive advertisement to capture a wide array of customers. With the limits of the current study, further studies can explore the possible association of green marketing activities and enterprises' growth and sustainability.

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