

# **MANAGEMENT RESEARCH JOURNAL**

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## Editorial

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The Management Research Journal, Volume 10, Issue 2, comprises 10 articles that present current issues in human resource management, behavioral management, performance management, competency management, change management, educational management, and leadership. Six articles that frame human resource management, educational management, and leadership are from Malaysia. An article that focuses on behavioral management, performance management, and change management from respective countries namely, Philippines, Indonesia, China, and United Arab Emirates are also presented.

The first article was written by Mohd Shariff, with the title “Integration of Workplace Readiness Skills into Tourism Educational Curriculum for Graduates’ Employability” focuses on the values of employability skills of future tourism graduates as essential workplace readiness skills. The curriculum highlighted the six domains for workplace readiness skills namely, basic skills, technology skills, practicality skills, business orientation skills, planning, and organizing skills, and self-management skills. The findings revealed that the six domains are essential elements that need to be incorporated in designing and preparing tourism education curriculum institutions and industry in Malaysia.

In the second article titled “Towards a Value Creation Model of Consumer Buying Behaviour in the Philippines Pop Music Industry”, Li highlighted the need to investigate the increased demand in the music industry, which portrayed the influence of inner and outer stimuli on consumer buying behavior in 284 music stores in Philippines. The findings revealed that value creation exists in the consumers’ decision-making process, the satisfaction of product choice combination which would enhance the consumers’ self-value. In other words, consumers’ behavior is also influenced by marketing stimuli, environmental stimuli, and self-identity which would contribute to the gross value creation for the society. Thus, Li recommended future research be focused on social-economic factors, which include the expansion of environmental factors, and construct marketing factors as well as additional variables to show the distinct features of samples or participants.

Musa and Md Akhir’s, article “The influence of teacher leadership on the success of form six students in Form Six Colleges in Central District of Perak” urge that teacher leadership has greatly influence on student achievement in Form Six Colleges in the Central Perak District. This statement is supported by the findings of the study that showed parallel achievement between teacher leadership and student achievement at a high level. Hence, the finding implies that teacher leadership needs to be polished for improved academic achievement in Form Six Colleges in the Central Perak District, Malaysia.

How and Ishak’s article titled “Empowering Teachers’ Commitment: How Do Six Dimensions of Sustainable Leadership Play A Role?” determine the relationship between the six dimensions of the school administrators’ sustainable leadership practices with teachers’ commitment in the Lahad Datu district, in Sabah. The findings reveal that school administrators’ sustainable leadership practices had a positive and significant relationship with teachers’ commitment to realizing schools’ vision and mission. It also contributes to the development of sustainable leadership theory and organizational commitment in an educational settings.

In the following article which was written by Weiwei, Maelah, and Jantan titled “Performance of Commercial Banks in China Based on Data Envelopment Analysis (DEA)” examine bank performance management initiatives and efficiency in the financial market in

China based on data gathered from selected banks. Data from the year 2010 until 2019 was employed using the Data Envelopment Analysis (DEA) method to calculate the performance score of the selected 29 commercial banks and identify the influencing factors in managing their performance. The findings reveal that big commercial banks have higher performance management scores as compared to joint-stock banks and city commercial banks.

In the sixth article, “A case study of distributive leadership among academic administrators at a public university in Malaysia”, Musa affirmed that a balanced form of leadership is needed in leading change in public universities in Malaysia. 15 respondents consists of deans, deputy deans, and heads of academic departments who took part in the case study. The findings reveal that leading change involve leadership practice dimension, followed by the shared responsibility, vision, mission, organizational goals, and organizational culture dimension. The study had proven that distributive leadership had widely practiced in adapting change initiatives in public universities in Malaysia.

Further, Abu Bakar, and Whab article titled “Enhancing the Royal Malaysian Navy Effectiveness Through Competency Management” provides insights in human resource management and alternative competency paradigm shift for advocating the organization's expected responsibilities, talents, and activities. Potential roadblocks in establishing a multi-dimensional approach of Human Resource and Training Division's approach takes into account the concept of meaning and the internalization of the Royal Malaysian Navy's core principles (RMN) in a specific setting. Hence, the study proposed a well-developed model, as well as a competency management method to improve promotion, development, selection, and reward procedures to meet both organizational and individual goals.

Hasan, and Nita Putri's article, “Islamic Banking in Indonesia and Globalization in Era 4.0” highlight on Islamic banking sector in Indonesia in adapting to an increasingly sophisticated era of globalization particularly in economic competition between the countries' traditional system and the sharia system. The existence of the sharia system in every economic activity will lead to changes in values, attitudes, the advancement of science and technology, as well as a higher standard of living.

Alshaddi AlMansoori, and Mohd Rosdi's article, “ Allowances, Appreciation and Promotion Influencing Employee Performance Management” reflect on motivation as the most important components for management to ensure that employees contribute positively to the organization's goals. Employee performance has been demonstrated in previous studies to be less efficient if they are not motivated. Hence, the study proposes a set of recommendations namely, allowance, promotion, and praise as the most important motivation factors to enhance employee performance at Khalifa University.

Balasundran, Yunus, Pandian, and Pandi propose the usage of WhatsApp as the most effective communication platform to be practiced in public university education management in Malaysia in their article titled “The Factors of Using WhatsApp Application in Public University Education Management: Conceptual Paper”. They explore the elements that influence the usage of WhatsApp in education management at a public higher learning institution. The inter-relation between the elements and the WhatsApp application is also examined.

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**Fanny Kho Chee Yuet**

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