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Book Summary and Review

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Earth Community, Green Women, and People-Centered Altruistic Economies, Politics and Cultures: A Book Summary and Review of 'The Great Turning from Empire to Earth Community' (2006)

By Dr. Kazi Abdur Rouf
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Abstract- David Korten, in his book 'The Great Turning from Empire to Earth Community' (2006), presents a well-researched summary of human socio-cultural history over the past 10,000 or so years. Before 3000 BC, he argues, human society was organized on the basis of relationships in a form of social organization he terms "Earth Community". Human needs and values were paramount; cooperation was the basic principal of interaction; the earth was respected, and the needs the individual were humanely balanced with the needs of the group. Before Empire, spiritually, gods were generally female, representing the givers of life and sustenance. In human society, women enjoyed a status of full participation, with a voice in all family and village affairs. However, in different periods of empire, women's egalitarian status transformed and was lost to patriarchal male domination.

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Earth Community, Green Women, and People-Centered Altruistic Economies, Politics and Cultures: A Book Summary and Review of 'The Great Turning from Empire to Earth Community' (2006)

Dr. Kazi Abdur Rouf

Abstract- David Korten, in his book 'The Great Turning from Empire to Earth Community' (2006), presents a well-researched summary of human socio-cultural history over the past 10,000 or so years. Before 3000 BC, he argues, human society was organized on the basis of relationships in a form of social organization he terms "Earth Community". Human needs and values were paramount; cooperation was the basic principal of interaction; the earth was respected, and the needs the individual were humanely balanced with the needs of the group. Before Empire, spiritually, gods were generally female, representing the givers of life and sustenance. In human society, women enjoyed a status of full participation, with a voice in all family and village affairs. However, in different periods of empire, women's egalitarian status transformed and was lost to patriarchal male domination. To eradicate injustice, inequality and exploitation from society, it is important to revive the earth community in order to restore justice and equality in the contemporary society.

Significance of the book review: This book creates new knowledge, thoughts and strategies that inspire people to organize them against exploiting empires and to develop partnerships among marginalised people for their well-being in the community. It tells us how to use human potential for creative cooperation and share resources for the creation of community-driven economies that are green, smart, and promote the well-being of all people. This book review promotes a bio-diverse green economy and green women development based on Korten's 'Earth Community' approach. The reviewer of this book thinks this book summary and review provide readers with a synopsis of the book and share David Korten's 'Earth Community' features that might help researchers think and find out ways of making better altruistic community life in the contemporary world.

I. SUMMARY AND REVIEW OF THE BOOK

In the book, Korten uses two terms: 'Empire' and 'Earth Community'. These two terms are opposite to each other. The first term means to dominate people and the other refers to cooperation among people for

the benefit of community well-being. Empire organizes human society through domination at all levels and gives fortune to only a few people. Korten mentions that "Earth Community . . . organizes by partnership, unleashes the human potential for creative cooperation, and shares resources and surpluses for the good of all." (p.33). Then, in ancient Mesopotamia and Egypt, a new basis of organization arose: the Empire state, which was hierarchical and controlled by a relatively small elite and their entourages. The great majority of individuals were impoverished, with their needs being subordinated to the needs of the ruling elite. In Korten's words "Empire organizes by domination at all levels, from relations among nations to relations among family members. Empire brings fortune to the few, condemns the majority to misery and servitude, suppresses the creative potential of all, and appropriates much of the wealth of human societies to maintain the institutions of domination" (p.20).

During this period and after, spiritually, gods were more often male, and represented rulers and controllers. Most earthly rulers were also male. The role and the powers of women were diminished. Below, Part A provides a summary and Part B is the review of the book.

a) Part A : Summary

The book 'The Great Turning from Empire to Earth Community' has twenty-two chapters in five parts. In the first part of the book, called 'Choosing Our Future', Korten uses two terms: 'Empire' and 'Earth Community'. 'Empire' dominates at all levels of society from ancient time to today. In contrast, 'Earth Community' features partnership organizations and unleashes the human potential for cooperation. This 'Earth Community' is the reflection of collective human creativity and collective choice. However, individual choice is limited in Empire.

Chapter two discusses cultural and spiritual consciousness-raising through socialization in society. Although Empire suppresses development of human

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consciousness and creates a self-fulfilling prophecy, humans are the architects of their own nature and future. In Chapter three and four, Korten explains that although Empires dominate the society, they have reached the limits of social and environmental exploitation because recent global communication technologies break down imperial domination and allow the Earth Community to prosper.

Part two of the book gives us information about the history of different empires such as Mesopotamia, Rome, Egypt, and Greece. It is important to understand the dynamics of empires and the consequences of their destruction because this knowledge can help us to liberate ourselves from the brutality of empires. Chapter five is about feminism in empires. Empires denied women power, and they were aggressive, often assaulting women. The new rulers robbed public wealth and discriminated against women. Chapter seven mentions that there is a democratic challenge to the power of these modern empires. The Empire's ruling classes maintain their control over the lives of ordinary people and the resources through allocation of money to different communities.

In part three, Korten highlights citizen challenges even in democratic America. America's imperial legacy hampers the Earth Community. Black people and women are struggling for justice in society. Although Earth Community is characterized by deep democracy, justice to all people is difficult to realize.

Chapter ten is titled 'People Power Rebellion'. Here the author describes an empire's victory where colonial elites win. The focus then shifts to security and the interests of industrialists and bankers. The landed aristocracy have their imperial privileges put at risk as the oppressed revolt against them. The emperors create stories in their own interest that help them perpetuate their own politics, economy, and power. Retelling new stories of the new Empire make new hierarchies of domination. The people need to organize themselves and force the few exploiters to distribute their wealth more fairly.

To escape Empire's control, Korten mentions in Part four that it is time to put the sorrows of the Empire behind in favour of the Earth Community. He urges use of contemporary knowledge, technology, religion, and science, building the Earth Community through mutual cooperation. Korten says that these challenges can create an epic journey of self-discovery (chapter sixteen). This determination can open doors to living communities and living economies with diverse and mutual benefits to common people.

According to chapter seventeen, the Earth Community is an alternative to the alienation and sorrows of Empire. It places life values ahead of financial values, and organizes by the principles of partnership rather than principles of domination. Here, deeper mutual relationships affirm all people. This Earth

Community bonding helps people to challenge the Empire's power and privilege. Chapter eighteen gives us life-denying stories of the Empire which cannot compete with the life-affirming stories of the Earth Community. The new stories of the deep human yearning for a healthy community can create a new era for the Earth Community.

The last part of the book, titled 'Birthing Earth Community', talks about leadership for birthing the great new era. This new turning makes the choice for life, gives expression to the higher potential of nature, and restores families and community power. Here leadership comes from below through a process of mutual empowerment. To liberate ourselves from domination by empire, we need to make wise and creative choices. This will give birth to the Earth Community, and liberate our minds from tyranny and the belief that there is no alternative to the Empire. It allows us to move forward and glimpse the possibilities of human capacity. The process of change begins through consciousness-raising. Korten believes that in this process people can easily find one another, share their insights, and celebrate the possibilities of Earth Community and cultural balance.

b) Part B: Review

As empires rose and fell and technology became more complex, economic power eventually became concentrated in the corporations of the Western World, and human values were subordinated to the bottom-line profits of corporations. Over the past century or two, technology has helped corporations create vast wealth unimagined by earlier human standards. Especially in the past century, the production of vast wealth and the power that accompanied it have been based on the availability of cheap energy, chiefly from petroleum. Americans have benefited so much from inexpensive petroleum that it has helped the U.S. become the dominant world power, the center of a new world empire based on the corporate state. In the early years of the 21st century, the world system based on the American corporate state faces a devastating collapse. Korten predicts there are three conditions, occurring more or less simultaneously, that will cause this collapse: (1) Petroleum production will peak and then decline, and its prices will rise, (2) Global warming and climate change, already evident, will ravage much of the earth, and (3) Military force can no longer be used to take resources from weaker nations (pp.70-71). While no one can predict with accuracy when each of these events will occur, most analysts agree this devastation will happen within the next few decades. And there are other potentially destructive processes at work. The entire world is marked by gross and growing inequity between rich and poor nations, and between rich and poor people within the nations. Poverty promises massive unrest and civil strife. Further, the world empire

is based on a corporate system that has no role for the satisfaction of human needs and the nurturing of human values. The Empire system bottom line is to rule people. Employees, even at the top of corporate structures, are required to perform amorally, and they are unaccountable to an alarming degree. Governments, now controlled by corporate interests, are allowed to cater to human needs up to a point, keeping the myth of democracy alive. The corporate bottom line is profit for shareholders/stockholders. This creates great inequality in the society. Korten's dire analysis is based on careful research, and its main conclusions echo those of other perceptive analysts. A catastrophic collapse of the American empire, and consequently the world socio-economic system, seems certain within the next few decades. Yet Korten offers an inspiring vista of hope in his Earth Community. He argues that there is a healthy alternative to collapse and ruin as the world begins to build a new Earth Community, marked by close interpersonal relationships, adherence to such human values as mutual caring and cooperation, respect for the earth, and commitment to peaceful living. This he calls 'The Great Turning', and he believes it is already underway, on a limited scale, in the civil rights, feminist,

environmental, peace, and other social movements. Individuals active in these movements can be buoyed by the knowledge that recent polls reveal a profound consensus among Americans - rich, poor, liberal, conservative - on basic principles. Korten says, "83% believe the U.S. is focused on the wrong priorities." (Lecture at York University, October 16, 2007). In Korten's words, huge majorities want "... greater priority given to children, family, community, and a healthy environment, as well as a world that puts people ahead of profits, spiritual values ahead of financial values, and international cooperation ahead of international domination." (p.327). Korten ends his appeal by urging that all activists who share these values, whatever their political persuasion work harder to mobilize the people of the world to work together to build a new Earth Community. He points out that the new revolution in communication and transportation will facilitate this cooperative endeavour which offers the only hope for averting disastrous collapse.

Korten also differentiates Empire and the Earth Community by their cultural consciousness and organizes them into five orders (p.54):

Empire	Earth Community
Hostile and competitive	Life is supportive and cooperative
Humans are flawed and dangerous	Humans have many possibilities
Order by domination and hierarchy	Order through partnership
Compete or die	Cooperate and live
Love power	Love life
Defend the rights of the self	Defend the rights of all
Male dominant	Gender balanced

(Source: Table 1.1, p.33).

- *First Order:* Magical Consciousness: Dreamers live in an Other World and place their faith in magical protectors.
- *Second Order:* Imperial Consciousness: Power Seekers live in My World, play up to the powerful, and exploit the oppressed.
- *Third Order:* Socialized Consciousness: Good Citizens live in a Small World, play by the rules of their identity group, expect a fair reward, and comprise the swing voters.
- *Fourth Order:* Cultural Consciousness: Cultural Creatives live in an Inclusive World and see the possibility of creating inclusive, life-affirming societies that work for all.
- *Fifth Order:* Spiritual Consciousness: Spiritual Creatives live in a complex, evolving Integral World, which they engage as evolutionary co-creators.

The third order is the dividing line between the Culture of Empire and the Culture of Earth Community. When people move through the Third Order to the later

Orders they join the Culture of Earth Community. According to Korten, the transformation of Empire to Earth Community has three turning points: cultural turning, economic turning, and political turning (p.322).

Corporate businesses and institutions get enormous power and expand their wealth by turning the human race into cog-labour. Therefore, corporations are powerful engines of wealth concentration. 85% of the resources of the planet are appropriated by 20% of the world's people. 20% are the poorest people and exist on 1%, and 60% are the middle class people and exist on 14% of resources (Korten lecture at York University, October 16, 2006). the Empire's capitalist dehumanization process creates this disparity in the world. Korten says, "It is also impacted through oil price skyrocketing. It is the 'Peak Oil Impact' "(p.61).

This wealth disparity affects human-centered ecological economics and results in air pollution, global warming and climate change. To change peak oil economics, the credit-card debt economy and the corporation-dominating economy, the author suggests an alternative economy which can turn human crises to

human opportunities and enhance domestic markets. Korten termed it 'the perfect economic storm' (p. 70). Through this perfect economic storm, imperial power turns to community power, and develops human enterprises (p. 34). However, he did not mention any paths for ending exploitation of people by corporations, although community caring benefits and supports people's prosperity (p. 298). Korten did not identify how empire can end for the betterment of people-centered economic development. He raised the issue of imperial domination with historical evidence. Many corporate stories show that the world is still ruled by the plutocracy (p.161), autocracy and colonial imperial power. However, Korten hopes that the three turnings—cultural turning, economic turning, and political turning—can effect a positive change to Earth Community.

i. *Cultural Turning*

Here the Great Turning begins with a cultural and spiritual awakening—a turning in cultural values from money and material excess to life and spiritual fulfillment, from a belief in limitations to a belief in possibilities, and from fearing differences to rejoicing in diversity. It requires reframing the cultural stories by which we define our human nature, purpose, and possibilities.

Global Empire	Local Living
Global Imperial Economy	Local Living Economies
The defining purpose is to make to increase their power	To secure fulfilling livelihoods for all
The guiding mantra is to create global monopolies to eliminate local choice	The guiding mantra is to create beneficial local options
The rules favour absentee owners, monopoly-scale enterprises and central planning by Global Corporations.	The rules favour participating owners, human-scale enterprises, wealth creators, rights of people, and self-organization by people and communities.
Denying responsibility for public interests	Recognizing the need for all living entities to protect and balance individual and community interests

Although the above local living economies are people-centered and have multiple effects in Earth Community, the benefits are wiped away by the powerful and hegemonic global imperial economy. Hence Korten suggests four strategies for Turning to Earth Community (p. 316): (1) Accelerate the awakening of cultural and spiritual consciousness, (2) Resist empire's assault on children, families, community and nature, (3) Form and connect communities of congruence, (4) Build a majority political base.

Korten says, "Local living economies liberate the creative potential of the people." (p. 342). He believes that the characteristics of living economies are as follows:

- * Economic Democracy
- * Local Preference – local needs met by local businesses
- * Human Scale – foster face-to-face human relationships
- * Fair-share Taxation

ii. *Economic Turning*

The values-shift of the cultural turning leads us to redefine wealth—to measure it by the health of families, communities, and the natural environment. It leads us from policies that raise those at the top to policies that raise those at the bottom, from hoarding to sharing, from concentrated to distributed ownership, and from the rights of ownership to the responsibilities of stewardship.

iii. *Political Turning*

The economic turning creates the necessary conditions for a turn from a one-dollar, one-vote democracy to a one-person, one-vote democracy, from passive to active citizenship, from competition for individual advantage to cooperation for mutual advantage, from retributive justice to restorative justice, and from social order by coercion to social order by mutual responsibility and accountability.

The above three turnings do not take place in the same order in all societies. Korten mentions the following critical distinguishing features in the economics of Global Empire and Local Living (p.343).

- * Responsive Markets – businesses respond to self-defined needs of the people
- * Responsibility for Harms Caused
- * Information and Technology
- * Economic Self-Determination – citizens must control their own economic future
- * Fair and Balanced Trade – prices must reflect full costs

Korten also mentions two other terms in the book: living politics and living culture (pp.345-349). He feels that living politics feature independent media, an open political process, the right to vote, public financing (of elections), voting integrity, non-partisan election administration, direct election based on one-person-one-vote, media access, open debates, equal representation and political rights for people. Moreover, Korten's idea of living cultures is one of the Great Turning's most important challenges. The four primary institutions of imperial culture – family, education, media and religion – are institutions of living culture supportive of

authentic cultural expression and the higher orders of consciousness.

Korten writes this book (the Great Turning) from his contemporary life experience growing up in a homogeneous white middle-class Christian community in the U.S., and residing and working in Africa and Asia. He finds modern models of economic development increase exclusion of most people, create an inequality and gap between rich and poor, and destroy the environment. Korten explains in this book that the current devastation is rooted in historical imperialism that started in ancient empires, and created turmoil in the Middle Ages, and feudalism in Byzantine, Islamic and Western Christian empires (p.122). Empires have passed these exploitations to the modern industrial capitalist society. Ruling groups denied humanity and put many people into positions of servitude (Korten lecture on October 16, 2007) to maintain the domination of the York University, through propaganda. This oppression will continue as long as empire exists. This exploitative process runs through the modern democratic society. Korten suggests that global corporate empires need to negotiate with the state to end corporate power and privileges (p.125). This process can enhance feminism—valuing women and egalitarian structure in the society. Korten calls it the 'Earth Community Model'- the way to transition to a people partnership (p.5).

Now corporations influence and rule the world, and are increasing their exploitative power. David Korten (2006) points out that post-corporate hegemonic globalization processes are expanding all over the world and increasing corporate profits. North America has had a significant role in creating the monumental mess. Contemporary corporate globalization is far more dominant than local living economies and healthy communities. To move toward local living economies, Korten suggests an open political process that includes all citizens' rights to vote and unbiased media access to open political debates (p.347-349). Through these processes, unbiased political representation can counter corporate money-making power.

However, it is not easy to break corporate power and turn it to people-centered power, but we can start the process by creating some people-centered action-oriented institutions like Grameen Bank, World Women's Bank, Business Alliance for Local Living Economics (BALE) and Green Belt movement, etc. in all countries. These collective activities could counter multinational corporations and make for people, centered development.

The underlying message of the book, The Great Turning is that humanity has come to the end of a long destructive, era, and it is time for us to implement people-centered development that promotes social justice, environmentalism and inclusiveness (Korten 1995a). We need to break down the profit-motivated

capitalist structure and restructure it through Earth Community dialogues which would create healthy communities and recognize the interdependence of all life.

II. POLICY IMPLICATIONS

This book review analysis has revealed that the 'Earth Community' refers to cooperation among community people for the benefit of a people-centered community and a life of well-being. Korten's thoughts on 'Earth Community' help people devise alternative notions that are most suited for the development of a people-centered sustainable green economy, including the participation of different community stakeholders at all levels in the society. For example, according to Korten, in human history women were pioneers of gender equality and generators of a sustainable green gift-economy. His 'Earth Community' term emphasises and ensures collective human creativity, collective choice and collective voice in an egalitarian agricultural economy, as well as equal resource distribution among community people. Korten's pre-historic earth community condemns male domination in the family. His notion of 'Earth Community' provides us with ideas for working towards an altruistic green economy and gender equality that could increase the opportunity for improving justice and equal accessibility for marginalized people in the society.

Moreover, the book review observes that, due to their nurturing nature, (Kazi Rouf) women's participation in a green economy impacts significantly in protecting deprivation of vulnerable people of the community. Korten's 'Earth Community' not only empowers disadvantaged groups, but also cares for and nurtures the environment and the ecology, and results in stronger communities for facing disasters, and in greater sustainability and green growth of our current society. Korten's book gives us evidence that shows earth communities are empowering marginalised people to create a living economy, living politics and living culture in the world. Moreover, Korten's ideas have great implication for our modern democratic society, where he suggests global corporate empires can even enhance and contribute to altruistic society, valuing local people, local resources, promoting feminism, and fostering egalitarian people-partnerships and structures in the society. He gives us ways for developing consciousness and processes for breaking corporate power, domination and deprivation, and means to start the process of developing people-centred unbiased political representation, community collective programs and actions. In addition, we can develop an earth community that would generate smart altruistic sustainable economics, politics and cultures if we strive to establish justice and implement an 'Earth Community Model' that is suitable to the wellbeing of local people as well as to restoring the ecology of the world.

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Praise, Flattery: Common Cosmopolitan

By Kuang-Ming Wu

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Common, Cosmopolitan- Surprisingly, things common can have cosmopolitan import, such the praise-flattery pair in a common commercial deal and beyond. Flattery is for us, praise is to others, and both appreciate to move the world. It is a common oiling of our business deal all over the globe, in “sale” in “free” in every store, to promote our win-win deal, as buyers satisfy their need to profit sellers.

Doctors also do healthcare in “bedside manners,” and as scholars do so to inter-enrich. As flattery praises much, so praise prizes a person; as babies cannot be spoiled, so no one can be praised too much. Thus “flattery gets anyone anywhere,” even by “I know you’d never accept flattery!” Such joy goes around coming around; we are all in smile, cosmopolitan.

Praise gives someone credit; flattery praises very much, if not too much. The flatterer usually knows it, while the flattered one seldom notices (till later, if at all), as praise and flattery feed the ego, and the more the ego is fed, the better it feels. In this situation, being given praise or flattery, “Yes” naturally results, the deal clinches, and negotiation is accomplished. If flattery or even praise fails to please, negotiation tightens, and often fails. But it is well nigh impossible to displease with praise boosting egos. Thus praise and flattery are virtually fool-proof deals.

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Praise, Flattery: Common Cosmopolitan

Kuang-Ming Wu

I. COMMON, COSMOPOLITAN

Surprisingly, things common can have cosmopolitan import, such the praise-flattery pair in a common commercial deal and beyond. Flattery is for us, praise is to others, and both appreciate to move the world. It is a common oiling of our business deal all over the globe, in “sale” in “free” in every store, to promote our win-win deal, as buyers satisfy their need to profit sellers.

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The reason is simple but important. Each of us has my self, for me alone; no one creates it for me. Not even gods can eat my meal, sleep my sleep, feel my feeling, or prize my prize. My praise prizes you, and flatters you to enrich you, and you are pleased. You instinctively prize me back, as I am pleased at you smiling. Feeling for you, I am felt back; feeling inter-feels to inter-enrich our very selves. Praise prizing is thus the win-win concord that spreads cosmopolitan.

Such felt inter-activities in “sale” and “free” are two buzzwords of commerce, but oddly they do not always flatter or praise. Or rather, they may flatter our (selfish) desire to gain something for less cost than required (“sale”) or even for nothing (“free”), but neither praises. This is where flattery differs from praise. But perhaps praise and flattery are ways of appreciating someone, often more shrewdly than sincerely, though sincerity is often the best policy. Policy-consideration is behind “sale” and “free,” of course.

Policy is to profit most by selling, and selling also profits buyers, though profiting buyers is often not part of selling-policy, as buyers do not think of sellers, either. Everyone for oneself redounds to win-win ubiquity. For-oneself is for-everyone; it is an odd reversal of “feeling for others is not for others,” and Jesus’ “loving neighbor as myself” turned “loving myself to love my neighbor.” Such is business deal, winning for one’s own self resulting in everyone winning. Is Adam Smith’s “invisible hand” here?

II. REAL, INVINCIBLE

The “invisible hand” works by praise and flattery natural unobtrusive, to let her-flower blossom,¹ letting her feel well; it is the best inducement of real Yes. And then the “flower” would blossom back into us, as the deal is amicably clinched. Such is what is commonly practiced in commerce, with “sale” to reduce the cost of the buyer’s need-satisfaction, even giving them extra-benefits “free,” as sellers *thereby* make profit. This is to “give in” to gain on *both* sides.² We today actualize, in praise and flattery, Sun Tzu’s total “victory” in his *Chapters*³, to capture the whole enemy with their hearts.

Praise is flattery at its minimum; flattery is praise overflowing. All this is needed as business deals are a mixture of praise and flattery, both invincible tactics none can withstand, as well-known Norman Vincent Peale and Dale Carnegie sell their skills this way. We cannot do without either, as both are indispensable unavoidable, and yet we cannot do with them, either, as either can backfire. Praise and flattery are tools of our ideal management of product and personnel; they must not be false, lest seen through to turn people off, and yet they must not be baldly true, either, to turn people off again.

Sales transactions are an exciting activity of win-win deal among us, where praise and flattery are constantly at work, our verbal cosmetics to astutely sell our ideals and desires, and “skill” in managing facts to suit the deal here now is the essential here. Now, is this notice itself on praise and flattery praise or a flattery? In

¹ This is my literal translation of a beautiful Japanese phrase 花を持たせる, to mean giving them credit.

² This is to *oppose* negotiation that gets YES “without giving in,” proposed by Roger Fisher and William Ury of the Harvard Negotiation Project, *Getting to YES: Negotiating Agreement Without Giving In* (1981), NY: Penguin Books, 1987.

³ 孫子兵法, Sun Tzu’s *Art of Soldiery*, usually wrongly translated as *Art of War*. See 孫子讀本, 臺北三民書局, 民87, pp. 17-23.

any case, we are so intent on praise and flattery because they are powerful essential tools for life's win-win game, to make profit everywhere for everyone.

III. NOT NEGOTIATION

Nothing moves people as by amicably agreeing with them, and praise and flattery are the most powerful means of agreement; "flattery gets you anywhere" because flattery agrees. All communications advertise, all advertisements strive to offer subtle praise and flattery, so, all communications praise and flatter. Our business must manage praise and flattery to manage living well together. Praise and flattery are a part of universal art of living, and cannot be squarely put into capsules of how-to regimen, but their parameter can be gauged as above intimated. All this is indispensably valid, inter personally and internationally, economically and ecologically.

This is how negotiation succeeds in all cases. "Negotiations" of all sorts from court litigation to daily ongoing remain the cold facts of our cold world. Still, the fact that negotiations cover all sorts of human intercourse that is also taken as business deals of all sorts, brings "negotiations" into actual synonymy with "deals." Deals are most effective in win-win amity, so negotiations must also be infused with pleasant inter-appreciations of praise and flattery in good humor the world over.

IV. IN GOOD HUMOR

Humor the vitamin of life initiates pleasure, novelty, and revolution of perspective. Humor is often an effective persuasion, by comically putting the world upside down, pointing out the unsuspected utility of ordinary matters, to sell precisely those things that humor pleasantly nudges us to see. Humor needs not make us laugh, but must pleasantly open our eyes to surprising features of the commonplace.⁴

In this respect, the manual of "Getting to YES"⁵ has failed for lack of vivacious humor. Humor is essential to vivify all advertisements that appeal continually. The more humorous the seller is, the more appeal he turns. Selling in good humor is the pleasantest agreement to have in the world where everyone wins. We never negotiate to agree; we humor to inter-sell to inter-buy. That is joy.

Praise prizes as its etymology tells us,⁶ appreciating others, giving credits to them, and flattery is an extreme way to praise. In fact, praise must flatter to sell stuff, singing bouncing, simple and packed. Joy praised-prized inevitably spreads as joy is simple, as it is natural. Flesch⁷ urges us to write Chinese way to write effectively, as China has long simplified expressions, ridding of grammar, using the simplest most concrete words, and using metaphor on concrete words to generalize, all irresistibly fresh vivid.

Pidgin English is how the Chinese do business, as Yinglish is how the Jews do their business, both peoples using simple natural mother tongues into world-experts in business. Simplicity packs to punch to persuade, to sell, "Baby your skin," "Sunsweet prune juice," "MiraLAX (miracle laxative)," "long time, no see (to buyers)," and the list goes on. Commercial genius has no limit to its ingenuity to pack, punch, and sell afresh, each week in new simplicity. Simplicity is a win-win tactic for both sellers and buyers.

V. OUR FINDS

We have found that praise even in flattery is how joy spreads, that metaphor spreads specifics to generality concretely, that the spread is simple sparkling, punchy to convince, as the essence of selling advertising, and that this spread is the dynamo of cosmopolitan concord common, ubiquitous, and heartfelt. All this is never a calculated "negotiation." The reason is simple and obvious. "How to negotiate" is cold calculation; agreement must be heartfelt, for which praise and flattery, subtle tacit, is needed, as acts of pro-attitude to others that comes back to us, for both parties to win.

Lasting agreement is concord heartfelt, reachable only by prizing the other party praised flattered, never by cold-blooded negotiation. There can be no how-to manual on "prizing you." The prizing-praising heart has reason unknown to the how-reason. Praise, even flattery, however tacit, also differs from connivance, conformism, fanaticism, and/or propaganda, all of which impulsively lead to cruelty or torpor, totally opposed to "prizing you" in praise in flattery to spread ubiquitous cosmopolitan, violence-free, in all smiles. Politics is an offshoot of business deal; injustice melts away in our win-win deal.

Interestingly, concord vast homo-cosmic is *within* our heart of inter-feeling. The wealthier one is, the more can one afford to give credit to others and, conversely, the more credit one gives to others, the wealthier one becomes. Thus the richer one is, the richer one turns, and the "one" here is "one another." Feeling for others is then not just for others, as giving is as blessed as receiving,⁸ as both are one, and this I-you identity spreads from here now to there then into cosmopolitan concord.

Giving credit to others praises, and extreme praise flatters; praise and flattery are ways of giving to others to redound to giving wealth to one's own self. Praise flattering is the royal road to turning win-win wealthy to cosmopolitan concord heartfelt. Common commerce leads the way here. Are you surprised? I am, too. But isn't all this just common sense?

We must remember. Life consists in selling me to buy you into us win-win; failing it vainly negotiates in cold blood. Criminals "I against you" turn senseless

when both you and I gain inter-prizing giving in, to give smile to justice giving dues to each person. Inter-gaining commerce fulfills money-capitalism and food-communism, to turn even exclusive Nazism to co-thrive with Jews “the Chinese in Europe” with Chinese “the Jews in Asia.” Everyone wins in deals praising flattering, in global concord just, common, and cosmopolitan.

⁸ The feeling-statement is my English translation of Japan's “Compassion is not for other-people 情けは人の為ならず⁸”; the giving-statement twists Paul's report of Jesus' words, “Giving is more blessed than receiving” (Acts 20:35). Both expressions practice intercultural cosmopolitanism to win-win.



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Networking with Business Chambers: Empirical Study on the Factors of Participation of the Indigenous Small Business-Owners in Malaysia

By Siti Sarah Omar & Rohaizan Ramlan

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Abstract- It has been recognized that small and medium enterprises (SMEs) facilitate economic growth worldwide especially in the developing and developed countries. To remain viable SMEs are required to create network and relationships with various parties in the business environment, including clubs/associations or chamber of commerce. Despite the fact that SMEs in Malaysia are supported with numerous assistance and facilities from the government agencies and business chambers at the regional and national level, however, the exploration of their roles and duties in contributing to the SMEs success are still under researched. Furthermore, the extent to which these business chambers provide support to SMEs has been less explored. Therefore, this paper is going to answer these objectives; to identify the business chambers that the entrepreneurs have connected to, to explore the factors for the connections, and to study the extent to which these business chambers provide support to the SMEs. This qualitative research employs in-depth interviewing technique that has been carried out with 15 owner-managers of SMEs in the Southern Region of Malaysia.

Keywords: *SMES, business chambers, network, indigenous (bumiputera) entrepreneurs.*

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Abstract- It has been recognized that small and medium enterprises (SMEs) facilitate economic growth worldwide especially in the developing and developed countries. To remain viable SMEs are required to create network and relationships with various parties in the business environment, including clubs/associations or chamber of commerce. Despite the fact that SMEs in Malaysia are supported with numerous assistance and facilities from the government agencies and business chambers at the regional and national level, however, the exploration of their roles and duties in contributing to the SMEs success are still under researched. Furthermore, the extent to which these business chambers provide support to SMEs has been less explored. Therefore, this paper is going to answer these objectives; to identify the business chambers that the entrepreneurs have connected to, to explore the factors for the connections, and to study the extent to which these business chambers provide support to the SMEs. This qualitative research employs in-depth interviewing technique that has been carried out with 15 owner-managers of SMEs in the Southern Region of Malaysia. The findings of this study have implications for the owner-managers and provide useful insights to the management of the clubs/associations and the policy makers.

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I. INTRODUCTION

The number of establishments of small and medium enterprises (SMEs) in Malaysia is thriving regardless of the economic conditions nowadays. As reported by the Department of Statistics Malaysia (2012), there are 645,136 SMEs operating their businesses that range from services, manufacturing, construction, agriculture, mining and quarrying sectors that shows an increase of 24 per cent from 2003 to 2011. SMEs play significant roles in the development of Malaysian economy that contribute to the employment opportunities, instigating improvement, increasing competition and supporting large firms (Siti Sarah, Arokiasamy, Ismail, 2010). Recent evidence indicates the increase of SMEs contribution to the gross domestic product from 29.4 per cent to 32.5 per cent in 2011 (Department of Statistics Malaysia, 2012). Given this rise, the government would be able to achieve its vision

to be fully developed and become a high-income economy by 2020. The government with the launch of new economic plan documented in The Master Plan 2012-2020 and Economic Transformation Plan is expected to bring the country to become an industrialized nation in the near future.

The government has been intensifying the involvement of indigenous or Bumiputera entrepreneurs by providing them with a vast number of supports and facilities in conjunction with the new economic model. The government through their agencies and clubs/associations offer supports to entrepreneurs that would enhance their new venture creation as well as the business development. Nevertheless, these aids and assist-ances were not properly and fully tapped (Hakimin and Rafi, 2010). While many studies have been looking at the government agencies roles and their effectiveness, the clubs/associations' functions and responsibilities have been ignored. Although the total numbers of clubs/associations (chamber of commerce) are increasing, however their existences and functions are not being well-acknowledged by the indigenous entrepreneurs thus hampering their aspirations to success. Elfring and Hulsink (2003), Hite (2005) and Jack (2005) emphasize that being diligent in developing network relationships with various stakeholders in the business environment including with clubs/associations, entrepreneurs will find a pathway to increase their firms' performance eventually gaining success.

Therefore, this issue is worth exploring in identifying the clubs/associations they network with, and the factors associated with the participation of indigenous entrepreneurs in Malaysia with the various clubs/ associations. This would hopefully nurture the interest of the indigenous entrepreneurs to initiate their efforts to develop and maintain the relationship with this party and gain advantages out of the relationships. Not only that, suggestions will be provided to the associated parties for the implementation of improvement agenda. Hence, this paper is going to answer these objectives: to identify the clubs/associations that the entrepreneurs have network with, to study the factors of the participation, and finally to explore the extent to which these clubs/associations provide support to indigenous SMEs.

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II. LITERATURE REVIEW

a) *Network and the Factors of Participation*

According to the entrepreneurship perspective, networks may be referred to as all the relationships or ties an entrepreneur establishes around himself or herself in obtaining resources (Aldrich and Zimmer, 1986, Birley, 1985, Casson and Della Giusta, 2007) and gaining information (Steier and Greenwood, 2000) to succeed in the pursuit of business (Brüderl et al., 1992, Jack and Anderson, 2002). It involves forming and maintaining relationships with other actors in the business environment. The benefits include; aid in the process of business formation (Johannisson, 1986), support business growth and the development process (Elfring and Hulsink, 2003, Hite, 2005, Jack, 2005), useful in recognition, organisation, acquisition and exploitation of resources (Hite, 2005, Jack et al., 2008), and vital in opportunity discovery and market organisation (Casson and Della Giusta, 2007, Dubini and Aldrich, 1991). Entrepreneurs can gain an advantage through the flow of information in the networks such as market situations, strategic locations and competitors' positions, and these alert firms to embark on the choices available. Developing network relationships are not limited to the actors that perform economic or business transactions only, such as customers and suppliers; rather they encompass a wider set of network parties such as government agencies, banks, consultants, business advisors, business clubs/associations and even competitors.

Network relationships between indigenous (Bumiputera/son of soil) entrepreneurs and government agencies in Malaysia have been discussed to a great extent by many scholars such as Khairudin (2007), Hakimin, Dahlan Rafi (2009), Hakimin and Rafi (2010). The term that is widely used in articulating the support system of the government agencies is the Government Business Support Services (GBSS), for example MARA (People Council of Trust), SME Corporation, National SMEs Development Council, SME Bank and Credit Guarantee Corporation (CGC) (Hakimin and Rafi, 2010). Previous studies found that although the GBSS have been existed for more than four decades, their utilisations by SMEs were very poor (Hakimin et al, 2009; 2010; Foziah, Aziz and Sudin, 2006; Norliya, SitiMashitah and SitiZaharah, 2010). To some extent, the services were not being acknowledged by SMEs which subsequently caused to a low take up rate (Hakimin and Rafi, 2010). Researchers revealed two main issues that cause to the underutilisation of the GBSS, namely: the entrepreneurs and the services providers. The factors that are associated with entrepreneurs are the loss of control, reluctant to attend training and lack of awareness, whereas, the factors that are related to services providers are stringent and rigid conditions, bureaucracy and the GBSS representatives (Hakimin and Rafi, 2010).

Although the clubs/associations are not characterised as the GBSS, they perform fairly similar roles to GBSS. What makes them differ are that their establishments are not available in the Malaysia's economic policy in thriving the government strategic roles to enhance the SMEs development, rather they are a voluntary and charitable position to provide supports to SMEs. Thus, the number of clubs/associations is flourishing in various business sectors. Nevertheless, some clubs/associations are reinforced by the government to provide funding to the events and activities such as seminars and training programs. Links with them are in voluntary principle where entrepreneurs can choose to become members or not (Julien, Andriambeloson and Ramangalahy, 2004).

While relationships with customers and suppliers are compulsory in nature, for which they are the actors for economic transactions, building a network with clubs/associations is optional for they are not directly involved in business dealings. However, these clubs/associations provide a ground for entrepreneurs to meet others to start networking with various parties in the business environment such as government agencies, consultants, other entrepreneurs, new customers and suppliers. Generally, being members of clubs/associations, entrepreneurs will gain numerous advantages. They are given updates on the events organized, as well as served as a stop center for entrepreneurs to ask for help and supports. In addition, the voices of clubs/associations are usually being heard by responsible parties in comparison to an individual voice. Although their roles are well recognized by the entrepreneurs who become their members, however none has attempted to document the factors of participation as well as the extent to which they provide support to SMEs.

b) *Overview of Main Bumiputera Clubs/Association in Malaysia*

In Malaysia, the clubs/associations are established at various levels namely the district, state and national level. There are vast numbers of Bumiputera national level business associations, among the most popular are; Malay Chamber of Commerce Malaysia (MCCM), *DewanPerniagaan Islam Malaysia* (DPIM), *DewanUsahawanIndustriDesa* (DUID), Association of Bumiputera Women Entrepreneur Network of Malaysia (WENA), *Persatuan Pedagangdan Pengusaha Melayu Malaysia* (PERDASAMA).

Malay Chamber of Commerce Malaysia (MCCM) is also known as *DewanPerniagaanMelayu Malaysia* (DPMM) which is a national level association. It has been established since 1956 by TengkuRazaleigh Hamzah and was very active in supporting Malay Bumiputera entrepreneurs (Noraini, 2007). The main aim of the establishment is, "To bring together all the Malay entrepreneurs in enhancing their economic" (MCCM

Newsletter, 2011). In its first congress in 1961, this chamber embarked on its members' suggestions in formation of *Bank Bumiputera Malaysia* and the change of name of People of Trust from RIDA to *Majlis Amanah Rakyat* (MARA). Then, in 1970's, it contributed to the development of *Bank Pembangunan* and *Lembaga Pembangunan Bandar* (UDA). These units namely MARA and UDA as well as the Bank have been playing vital roles in providing funds as well as developing entrepreneurial skills for indigenous small business owners (Noraini, 2007). For thirty years, this chamber has been leading many successful projects in helping indigenous entrepreneurs, and being recognised internationally, particularly among the Islamic countries. Nevertheless, since 1990's until nowadays, MCCM has been dormant and has disappointing its members for being inactive. Noraini (2007) reported that the reasons for this were due to ineffectiveness and incompetence of the leaders who were being resting and only providing seminar-based activities. This is in line with an exclusive report in Utusan Malaysia Online (2012) which stated that MCCM failed to perform efficiently due to its internal political issues and the leaders' lack of business skills and experiences. Utusan Malaysia Online (2012) further doubted on its ability to support the indigenous entrepreneurs and help solving their problems.

Dewan Usahawan Industri Desa (DUID) or Chamber of Rural Entrepreneurs was established in 1998. It is focusing on developing the rural Malaysian indigenous entrepreneurs by providing training courses and seminars. It has been set up as a national level association with all the activities being carried out by the state level. Its President, Datuk Zubir Zabidi mentioned that the implementation of the government policies in improving the rural industry, especially the villagers micro businesses needed to be enhanced to improve their economy (Utusan Online, 13/9/2013). Besides that, the Federation of Manufacturer Malaysia (FMM) is one of the popular business associations that provide support to all manufacturers in Malaysia. The membership of FMM is opened to all entrepreneurs regardless of their ethnicity. It was established in 1968 and has consistently steered the Malaysian manufacturers in fronting the economic growth. The services offered range from training seminars and conferences; advertising opportunities; advisory services; import and export and so on. The advisory services are related to customs procedure, human resources and industrial relations and application for the certificate of origin (COO).

III. METHODOLOGY

Given that the research problem is exploratory in nature, and it is intended to investigate rich data that looks at the extent to which the clubs/associations provide support to Bumiputera SMEs, which requires a fine-grained understanding of a complex phenomenon, an interpretivist approach is deemed the most

appropriate paradigm for this study. Thus, qualitative methodology is employed for it lends itself to the interpretivist paradigm (Sekaran, 2003). The subjective nature of this study is impossible to acquire through quantitative methodology (Hammersley, 1992; Patton, 2002). For this reason, inductive reasoning is employed rather than deductive logic. An inductive approach, which aims at gaining understanding of the meanings of human activities rather than explaining causal relationships through hypothesis testing, is most relevant for this study. As Patton (2002) stresses that an inductive reasoning is appropriate as the research problem is not completely explained by existing models, and it is intended to increase the chance of "discovering the unexpected".

This qualitative research employs in-depth interviewing technique that has been carried out with 15 indigenous entrepreneurs of small businesses who are the manufacturer of food and beverage in Johor Malaysia. Malay Bumiputera (indigenous) people are one of the major ethnic groups that comprise of 50.4 per cent out of the total population. This study is embarked on this particular segment for they were found of having lack of networking, and this has resulted to the underdevelopment of Malay entrepreneurship in Malaysia (Hamidon, 2009). Consequently, Bumiputera entrepreneurs were claimed for being less competitive against Chinese's entrepreneurs (the non-Indigenous people of Malaysia). Eventually, this has affected their ability to mobilise resources for growth of their entrepreneurial venture (Hamidon, 2009). The food and beverages industry is chosen as it is ranked the second highest in the manufacturing sub-sector list with the total number of companies is 5,664 after the textile and apparel (Department of Statistic Malaysia, 2006). This study is only concentrated on businesses operate in the southern part of Malaysia (Johore) as it has the largest concentration of manufacturing companies compared to the other states in Malaysia (Saleh and Ndubisi, 2006).

The researcher used digital voice recorder to record the interview conversations so that any missing points could be avoided, while taking notes for further understanding of the points discussed. Data triangulations have been attempted to be conducted by interviewing the chambers and clubs/associations for data validation. Researcher only managed to interview the President of DUID Johor, for others were refused to give cooperation and involved a high level of bureaucracy. The data has been analysed using NVIVO 9.0 software, and employed thematic inductive analysis. The findings of this study have implications for the owner-managers and provide useful insights to the management of the clubs/associations and the policy makers.

IV. FINDINGS AND DISCUSSION

a) Participation of Bumiputera Entrepreneurs in Clubs/Associations and the Associated Factors

Table 1 below shows detailed accounts of the connections of the entrepreneurs with the clubs/

and their factors of participation. Out of 15 of the total firms that have been interviewed, there are 11 entrepreneurs claimed that they have connections with the clubs/associations while the others have not. The associated factors of participation are shown below.

Table 1 : Background of Respondents, their connections and the factors of participation with clubs/associations

No.	Entrepreneurs' Gender, Age, Products	Connections	Factors of Participation (Quotations)
1.	Male, 48, Maz, Chilli Processed	Yes – Member of MCCM	Factor 1: Enlarge network variations “I got involved with MCCM when it is being introduced by my friend...I believe that having connections with these clubs/associations would enhance my networking with lots of other entrepreneurs and government agencies” Factor 2: Gain Benefits from Training Programs and Seminars “My firm gained advantages from the training and seminar programs offered”
2.	Female, 52, Mjah, Frozen Food	Yes – Member of MCCM	Factor 1: Personal Reason “My spouse being one of the Committee of MCCM, so he introduced my firm to the Chairperson, so by chance I involved in the activities that was promoted by my husband”
3.	Male, 38, Malinja, Kebab	Yes – Member of MCCM, <i>KoperasiIbadah-Qurban Selangor Berhad</i> and <i>KoperasiIbadahQurban Johor</i> .	Factor 1: Gain Benefits from Training Programs and Seminars “I am actually a sleeping member of MCCM, I attended the seminars only but not so often, they have many seminars, and one of them that I attended was a joint venture with MARTRADE. At that time, my firm did not have the capacity and we were yet to have VHS (Veterinary Health Services) Certificate...”
4.	Male, 55, Sernan Spices	Yes – Member of MCCM	Factor 1: Gain Benefits from Training Programs and Seminars “MCCM offers promotional programs, courses, talks, seminars and also business matching programs. I attended once and gained valuable knowledge in managing my business. It also has a newsletter that advertises their events and activities throughout the year.”
5.	Male, 54, Doner, Kebab	Yes – A member of DewanUsahawanIndustri Desa (DUID) Johor, <i>PersatuanUsahawanKilangIndustriMakanan MARA</i> Kuala Lumpur, and <i>Persatuan Usahawan Melaka Halal Hub</i> .	Factor 1: Enlarge network variations Factor 2: Awareness “Being an entrepreneur, relationship with the associations, could increase network relationships with various parties and individuals... not only that, being responsive to the business environment makes me aware of the need to be a member of these clubs.”
6.	Male, 55, BumiH, Ketchup	Yes – Member of MCCM, Federal of Manufacturing Malaysia (FMM)	Factor 1: Gain Benefits from Training Programs and Seminars Factor 2: Knowledge and Information “I look for information regarding exporting procedure from the FMM, and business advice from MCCM, as well as attending their training and seminars”
7.	Male, 42, Azad, Ketchup	Yes – Member of MCCM, <i>PersatuanPengguna Islam</i> , <i>PersatuanPeniagaBatuPahat</i> .	Factor 1: Knowledge and Information “For me, joining clubs/association at the national level provides better advantages to the business in comparison to the district level... I am extremely busy, so I join these clubs to get information as business needs information to grow further.”
8.	Female, 43, Norli, Biscuits	Yes – Federal of Manufacturing Malaysia (FMM),	Factor 1: Knowledge and Information Factor 2: Meeting Point with other entrepreneurs “These clubs and associations are like a hub for me to get information, and get together with other entrepreneurs to exchange ideas and information”

9.	Female, 48, Zainab, Biscuits	Yes – Member of 'PersatuanPelancong Malaysia'	Factor: Strategic Business Marketing and Networking "I develop network relationships with the tourism club of Johore and Singapore for my marketing strategy and networking strategy to increase my sales, because they are the people who bring the tourist especially from Singapore to my outlets."
10.	Male, 55, Qfis Frozen food	Yes – Member of <i>PersatuanPeniagaMelayu Muar</i> and MCCM in Johor (State Level)	Factor 1: Ethnic Community Factor 2: Gain Benefits from Training Programs and Seminars "The reason for why I join the PersatuanPeniagaMelayu Muar is because I am a Malay and live in the Malay community. I feel awkward if I don't become one of the members, because all of my business friends are, so I just join... but for MCCM the State level, I join because it has seminars program that I could attend."
11.	Female, 47, Roha, Spices	Yes – Member of <i>Persatuan Pengilang Malaysia</i>	Factor1: Network Broker "This club has introduced me to an agent that brings my products as to introduce to the Middle East Countries".
12.	Male, 44, Armiya, Frozen Food	No	NIL
13.	Male, 63, Salleh, Crisps	No	Factor 1: Clubs/Association Being Dormant "I was one of the members a few years back, now I do not join any because they are inactive"
14.	Female, 44, Patmah, Buns and Biscuits	No	Factor 1: Being low-profile "I am still new in the business, so I don't want to get involved in the clubs/associations".
15.	Male, 43, Hijrah, Mineral Water	No	Factor 1: Avoiding Non-Related Matters "I only get involve with the parties that have related business activities, but clubs/associations sometimes don't"

Table 2 below shows the summary of the factors of participation and the themes that have been created of the entrepreneurs with the clubs/associations of their choice. This study produces results which corroborate with the previous research by Aldrich and Zimmer (1986), Birley (1985), Steier and Greenwood (2000) and Casson and Della Giusta (2007); who found that the need to network among SMEs is to gain knowledge and information as well as resources to enhance their business performance. Nevertheless, the findings of the current study regarding the benefits gain from training programs and seminar, and the awareness of the need do not support the previous research. A study by Hakim and Rafi (2010) showed that indigenous entrepreneurs were not alert on the training programs offered by the government agencies and refused to attend those. This contradictory result might

be explained from the context of the influence of the community and acquaintances. In this regard, the other network actors who possibly are the friends, whom also participating in the clubs/associations programs and activities influence the decision taken by the entrepreneurs whether or not to join in.(Refer Quotes in Table 1).

This study reveals significant and interesting results that have not been documented elsewhere which are related to the other two main factors of participation, that are social needs and enhancing network capability. The social needs could be further categorised into ethnic community, personal reason, a meeting point with other entrepreneurs as well as the awareness of the need to get involve in clubs/association. While the latter are to enlarge network variations, to perform strategic business marketing and networking and acquire a facility of the network broker. (Refer Quotes in Table 1).

Table 2 : The Summary for the Factors of Participation with the Clubs/Associations

Themes	Factors of Participation
Acquire Intangible Resources	1 Knowledge and Information
	2 Gain Benefits from Training Programs and Seminars
Fulfill Social Needs	3 Ethnic Community
	4 Awareness of the need
	5 Personal Reason
Enhance Network Capability	6 Meeting Point with other entrepreneurs
	7 Enlarge network variations
	8 Strategic Business Marketing and Networking
	9 Role of Network Broker

b) The Extent to which the Clubs/Associations Provide Support to SMEs

The in depth interview data shows a number of issues that have been explored regarding the extent to

which the clubs/associations provide support to the SMEs. Firstly, the existence of the clubs and associations are basically based on the geographical area of certain location. Thus, they are divided into three levels,

namely the national level (*Kebangsaan*) i.e. Malaysia, state level (*Negeri*) i.e. Johor, and district level (*Daerah*) i.e. BatuPahat. The district level clubs/associations are frequently claimed as weak services provider for they do not receive full support from the community around the geographical area. Consequently, in return they could not provide the best support services to the members. As one of the entrepreneurs said that,

"For me, joining clubs/associations at the national level provides better advantages to the business in comparison to the district level... I joined for few months but then the club was suddenly being dormant and silent without providing any activities." (Respondent 10)

In relation to the quote above, this was also the reason for one of the respondents decided to withdraw from the relationship due to the club being dormant. As he mentioned that *"I was one of the members a few years back, now I do not join any because they are inactive"* (Respondent 13). The triangulation data validate these statements by providing the reasons for why the clubs/associations especially the district level being dormant after its establishment. The president mentioned that it is the common practice that the president and the committee members of the clubs/associations are also entrepreneurs; who are very busy and committedly engaged in the business activities. Therefore, the chance for the person to neglect his secondary commitment (being the president) is very high. Besides that, the teamwork of the committees were lacking due to the same reason and needed to be exchanged often which is at least once a year. These have affected the performance of the clubs/ associations.

Secondly, one respondent claimed that this chamber failed to provide support in solving his company's problem when he was extremely in need. As the entrepreneurs pointed out that;

"DPMM(MCCM)is just providing training courses, but when we come to ask them help to solve our problem, they could not do anything...I met the president but still he could not do anything to solve my problem... how exactly they can help us (small businesses) are still unclear...I don't understand what actually their purpose of establishment, I can't see how they can help us to get what we want, I just pay the fee, they are supposed to provide a strong back-up or endorsement especially when we make any application to the government agency."(Respondent 1)

When asked about the problems the firm encounters, he replied that his factory was built in a neighboring area which is located in a village. Therefore, due to the unsuitable location, his application for most of the government supports and grants have been rejected by the government agencies. When he asked for endorsement from the clubs/association to support his application, he was not getting support as he wanted although the factory is in the process of moving out to the other industrial location. He is frustrated for the way he was being treated. This is consistent with Noraini

(2007) who claimed that MCCM failed to perform efficiently due to its internal political issues and the leaders' lack of business skills and experiences. Thirdly, it has been claimed that some of the training and seminars programs were not adequately address the need of the indigenous entrepreneurs' firms. Some of them mentioned that they still do not have the capability to join the programs they organized, such as the business matching and exporting activities.

V. CONCLUSION

The plausible explanations on the factors of participation and the extent to which clubs/associations provide support to small businesses, that emerge from the empirical findings have been made carefully by the researcher. This study found three important themes in describing the factors of participation of small business entrepreneurs in the clubs/associations, namely acquiring intangible resources, fulfilling social needs and enhancing network capability. It can also be concluded that some of the chambers fail to perform their roles effectively especially when the members are in need of help. Therefore, this study has implications to the clubs/associations in improving their support and facilities to the entrepreneurs. Clubs/associations need to be more attentive towards the needs of their members so the network relationship would be maintained and developed.

This study has a number of limitations in relation to its methodology. Since this is a qualitative study, it might not be generalised to other population. However, the value of the research will not eventually depend on how widely it can be generalised, as asserted by Flyvbjerg (2006); *"That knowledge cannot be formally generalized does not mean that it cannot enter into the collective process of knowledge accumulation in a given field...the force of example is underestimated"* (p. 227-228). The exploratory nature of this study opens up a new prolific research area.

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Corruption in Electricity Stealing According to Article 2 Paragraph (1) of Law Number 31 of 1999 on Corruption Crime Eradication

By Dr. Wahyu Wiriadinata

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Keywords: stealing, electricity, corruption, loss, finance.

GJMBR-G Classification: JEL Code: D73



CORRUPTION IN ELECTRICITY STEALING ACCORDING TO ARTICLE 2 PARAGRAPH (1) OF LAW NUMBER 31 OF 1999 ON CORRUPTION CRIME ERADICATION

Strictly as per the compliance and regulations of:



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I. INTRODUCTION

Corruption, collusion, and nepotism are one of the reasons for the fall of Soeharto's new order regime. The collapse of the *new order* regime gave a way to *reformation order*. In the *reformation order* the rulers have been pursuing a political will of eradicating corruption. Given that corruption is a crime hard to eradicate, it is called as an extraordinary crime, and thus it needs extra measures in eradicating it.

Corruption crime is a legacy of both old order and new order, and even long before them, i.e., during VOC (*Verenigde Ost Indische Company*) era. The underlying causes were tributes and ceremonies. These are the classic reasons for the proliferation of corruption in Indonesia. However, after the independence, especially since the New Order era, there have been some contemporary reasons of corruption crimes worth emphasizing, among them: *Legislation, law enforcer, citizens' legal awareness/compliance, and role model aspects*. The four aspects are perceived as having weak points and consequently the eradication of corruption till now has not achieved a significant result yet.

Diverse ways of corruption crimes have been practiced by corruptors, such as manipulations in National/Regional General Revenue and Expenditure Budget, marks up, reductions of working volume either in quality or in quantity, actual implementation of construction deviating from the specifications, payment of

briberies to public authorities, and stealing of the state's wealth. The corruptions by stealing state's wealth were committed among others by electricity stealing.

Electricity stealing has currently been a phenomenon with an increasingly higher frequency. In 2013, Indonesia's State Electricity Enterprise (PLN) has suffered a financial loss of Rp12.2 trillion.¹ Electricity stealing is a crime hard to eradicate, as indicated by a fact that year by year the losses PLN suffered were steadily increasing. This is because the phenomenon of electricity stealing involves diverse aspects, not only legal aspect but also political, economic, social and cultural ones.

From the description above, two problems could be formulated: *Can electricity stealing be qualified as a corruption crime and to the extent of which electricity stealing can brings about losses in state's finance?*

The research method used in this writing was a juridical-normative approach method, i.e., by studying legislations related to corruption and electricity stealing. Then, the result in a form of juridical and sociological aspects was then written down in a descriptive-analytical way.

II. DISCUSSION

This paper was based on a thought that Indonesia is a state that upholds a rule of law as explicitly contained in Article 1 paragraph (3) of Indonesia's 1945 Constitution. As a consequence, anything related to the implementation of statehood and social affairs, including on breaches of laws, has to be based on law rather than on force. This is intended to realize the goal of law, that is, the existence of legal certainty, in addition to realize justice.

a) *The Qualification of Electricity Stealing*

The scope of the norms of criminal law is limited in consideration of *nullum delictum nulla poena sine praevia lege poenali* principle and the adherence of legality principle in the application of criminal law. Thus, criminal law can not be applied to every act occurring in community.

Nullum delictum nulla poena sine praevia lege poenali principle causes criminal law can not be imposed as such. That is, an act not provided for in the

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criminal law before its occurrence can not be criminalized and punished.

The rationale of *nullum delictum nulla poena sine praevia lege poenali* principle is that if criminal law were applied without a limitation on which acts may be punished and which ones not, it will lead to legal uncertainty. People would be worried, being unable to recognize which acts may be criminally punished and which ones not. Therefore, for the sake of legal certainty, criminal law must explicitly stipulate and contain in its written provisions the acts prohibited and punished.

Another consideration is *legality principle*, particularly on the prohibition to apply analogy in interpreting the formulation of provisions in criminal law. This is because an interpretation analogically presents a metaphor of the words of criminal stipulations, so that the actual occurrence that really can not be deemed as a crime becomes deemed as a crime in accordance to the words of the criminal stipulations. Such interpretation leads to legal uncertainty.

More worse is if the criminal law allows its application retroactively. That is, if an act were initially not prohibited and not threatened with a criminal sentence and afterwards it becomes prohibited and threatened by a criminal sentence, then if such a new provision is applied to an act in the past when the criminal law has not yet provided for and prohibited it formally, it will lead to community worry and legal uncertainty.

Concerning the consumption of electricity without using an official electricity meter from State Electricity Enterprise, qualified as a stealing in Article 362 of KUHP (Indonesia's Criminal Code), it is an extension of the definition of the whole Article 362 KUHP.²

Basically, the provisions of KUHP, particularly those of Article 362, is applied in cases of consuming electricity without using an official electricity meter from State Electricity Enterprise, before the enactment of Law Number 15 of 1998 on Electricity Power Affairs, was applied by an extensive interpretation.

Therefore, Law Number 15 of 1998 on Electricity Power Affairs can not be applied to electricity stealing cases. Particularly, Article 18 of Law Number 15 of 1998 doesn't regulate explicitly criminal sanctions against electricity stealing. Moreover, in Article 362 of KUHP there has been an official comment declaring that consuming electricity invalidly or illegally is also stealing.³

Thus, the relation between KUHP and enactment of Law Number 15 of 1998 is not a special and general relation in nature. This is because, in one hand, Law Number 15 of 1998 doesn't separately provide for provisions on electricity stealing and, in the other hand, KUHP itself has explicitly determine that Article 362 of KUHP is also applicable to electricity stealing. Accordingly, the adage *lex specialis derogat legitimasi generalie* is not proportional to apply in electricity

stealing with respect to the two legal rules contained in KUHP and Law Number 15 of 1998.

In the time of the codification of KUHP, electricity was not invented and acknowledged, so that it was not formulated in the KUHP articles.

Nowadays, electricity has been valued as a goods on a basis of jurisprudence, and so anyone who intentionally connects electricity without an approval from the authority is included as committing an illegal act, i.e., stealing crime.

If A taps B's electricity illegally, such a concrete occurrence must be interpreted in a legal language, that is, must be qualified, so that it becomes a legal occurrence by seeking its legal provisions. In this case, its legal provisions are contained in Article 362 of KUHP. The qualification contained in the Article 362 of KUHP us stealing. So, such a concrete occurrence where A taps B's electricity must be interpreted in a legal language to be a legal occurrence of stealing.

b) Corruption As A Crime

Word 'corruption' is derived from Latin 'corruptio', or 'corruption' in English and French, 'korruptie' in Dutch, and 'korupsi' in Indonesian language.

Corruption crime is one of the types of crime that may relate to human rights, ideology, state, economy, state's finance, national morality, etc., which is immoral and hard to overcome. The difficulty in overcoming corruption crime is indicated by the many defendants in corruption cases acquitted or punished by a minimum of sentence which is disproportional to what they have committed. It is very damaging to the state and hampers national development⁴.

If this takes place continuously in a long time period, it may erode the sense of justice and sense of trust of people on laws and legislations. Barda Nawawi Arief in his book Criminal Law Selection suggests that:⁵

"Corruption problems are related to some complex problems, such as moral/mental attitude, life style and socio-cultural environment, economic needs/demands, socio-economic prosperity, economic structure/system, political system/culture, developmental mechanism, and weakness in administrative bureaucracy and procedure (including supervisory system) in financial and public service areas".

Meanwhile, Sudarto delineates the elements of corruption crime, namely:⁶

- Committing an act of enriching himself or herself, others, or any corporation. "Act of enriching" means committing whatever, e.g., appropriating, book transferring, contract signing, etc., so that the doer becomes enriched.
- The act is unlawful in nature. "Unlawful" is meant here as formal and material. This element needs to be proved because it is stipulated explicitly in the delict formulation.

- c. The act is either directly or indirectly damaging state's finance and or national economy, or it is known or reasonably suspected by the doer that it is damaging state's finance or national economy.

The existence of an act that is directly or indirectly damaging state's finance or national economy should be proved objectively. In this case, the judges, if necessary, may hear the opinions of expert witness or the testimony of more than one person to ascertain when the "damaging" condition is present. From the formulation it seems that the delict is a material one.

More overtly, it can also be said that one of the elements of corruption crime is the existence of an act damaging to state's finance and or national economy. It is also stipulated in Article 2 paragraph (1) of Law Number 31 of 1999 on Corruption Crime Eradication that:⁷

"Anyone who unlawfully commits an act of enriching himself or herself, others, or any corporation that may be damaging state's finance or national economy shall be punished by a life sentence or imprisonment for no less than 4 (four) year and a fine of no more than Rp1,000,000,000,- (one billion rupiah)".

Furthermore, Law Number 20 of 2001 on Amendment of Law Number 31 of 1999 on Corruption Crime Eradication in its consideration letter a states:⁸

"That the currently widespread corruption crimes are not only damaging to state's finance, but also have been a violation of social and economic rights of broad community, so that they should be classified as a crime the eradication of which has to be conducted in an extraordinary way".

As described above corruption presents multiple, complex problems due to diverse, multidimensional factors. Therefore, the handling of corruption problems, including the punishment of anyone who has allegedly committed a corruption crime should, if possible, be targeted not only in the interest of legally justice enforcement but also from economic aspect, including state's finance.

c) *Corruption Delict in Positive (Applicable) Law*

The definition of corruption according to Law Number 3 of 1971 includes all the infringements that violate Articles 2-16 of Law Number 31 of 1999 and Articles 5-12b of Law Number 20 of 2001.

Therefore, the cases that violate the elements of the articles' above are ones that are corruption crimes.

The formulations of corruption delict may be divided into two sources, namely:

- Sourced from the makers of Law of Corruption Crime, that is, Articles 2 -16 of Law Number 31 of 1999 and Articles 5-12b of Law Number 20 of 2001.
- Articles of KUHP drawn into Law of Corruption Crime as contained in Article 1 paragraph (1) sub c and Article 32 of Law of Corruption Crime.

The articles of KUHP drawn and included into the articles of Law of Corruption Crime are articles 209,

210, 387, 388, 415, 416, 417, 418, 419, 420, 423, 425, and 435 of KUHP.

Law Number 31 of 1999 stipulates in Article 2(1) that:

"Anyone who unlawfully commits an act of enriching himself or herself, others, or any corporation that may be damaging state's finance or national economy is criminally punished by a life sentence or imprisonment for no less than 4 (four) year and no more than 20 (twenty) year and a fine of no less than Rp 200,000,000.00 (two hundred million rupiah) and no more than Rp 1,000,000,000,- (one billion rupiah)"

This article is a corruption delict that is damaging state's finance. The subject of the corruption delict is anyone, regardless whether he or she is a civil servant, public officer, authority, or one with a political position. That is, private persons are also included as the subject of the crime.

Furthermore, in Article 3 it is stipulated that:

"Anyone who, in favor of himself or herself or any other or corporation, abuses his or her authority, chance, or position that may be damaging state's finance or national economy shall be criminally punished by a life sentence or imprisonment for no less than 1 (one) year and no more than 20 (twenty) year and a fine of no less than Rp50,000,000.00 (fifty million rupiah) and no more than Rp1,000,000,000,- (one billion rupiah)".

This article is a corruption delict that is damaging state's finance. The subjects of the corruption delict are only those who are civil servant, public officer, authority, or one with a position of practical politic (such as the memberships of central and regional parliaments. That is, private persons are also excluded as the subject of the crime.

Corruption delict Law Number 20 of 2001 is formulated in Article 5 paragraphs (1) and (2), Article 6 paragraphs (1) and (2), Article 6 paragraphs (1) and (2), Article 7 paragraphs (1) and (2), Article 9, Article 10, Article 12, and Article 12B.

d) *Electricity Stealing Delict As A Corruption Delict*

Stealing delicts in general have been provided for as contained in Article 362 of KUHP:

"Anyone who appropriates any goods that is wholly or partially owned by other, intended to possess it unlawfully shall be punished due to stealing, by an imprisonment of no more than five year or a fine of no more than Rp.900".

This (ordinary) stealing delict contains the following elements: *anyone, appropriates, a goods, wholly or partially owned by other, intended to possess, and unlawfully.*

The meanings of each element are as follows:

Anyone: Meant by 'anyone' in the delict is the legal subject. We know that legal subjects may be legal entities (Ltd., CV, Foundation) and human individuals. For the purpose of the delict, meant by 'anyone' is a human individual who is liable for his or her act.

Appropriates: For the purpose of the delict, 'appropriates' is meant to take something to be

possessed unlawfully. Moreover, in the time of the appropriation, the goods is not under the control or being possessed by the wrongdoer; otherwise, it is not called stealing, but rather embellishment. The meaning of appropriates in the delict is a transfer of any goods from one original place to another by an effort of the wrongdoer. Thus, the element of appropriates is said as complete if the goods has been displaced. Just holding the goods cannot be said as a stealing, but instead it may be conceived as a trial of stealing.

Any goods: For the purpose of the delict, meant by 'any goods' is anything tangible, with or without economic value, including animals (excluding human being). Meant by 'without economic value' is any object that can not be valued nominally with an exchange medium (currency), and accordingly a woman's one or two strings of hairs may be considered as an object. Also included as object are *electricity* and *gas*. They are an exception from the requirement of a tangible object and based on jurisprudence.

Wholly or partially owned by others: an example of "Partially owned by others" is as follows: A and B bought a bicycle, and thus the bicycle is jointly owned by both A and B. Afterwards, it is stored in A's house, but then stolen by B. Other example is: A and B together received a heritage from C. The heritage was subsequently stored in A's house, but then stolen by B. Moreover, an object owned by nobody can not be said as stolen, e.g., wild animals in nature and those objects that have been "thrown away" by their owner.

The "appropriation" should be intentional and intended to be possessed. Taking "erroneously" other's goods is not a stealing. If someone "found" a goods on road and then he or she took it, it is a stealing if he has had an intention "to possess" the goods when he took it. Contrarily, if in the time of taking the goods he has had an intention to deliver it to police but then after arriving at home he or she appropriates it (not delivered to police), he or she is wrong of embezzlement (Article 372), because he or she has held the goods before appropriating it.

Unlawfully: it can also be meant as illegally. That is, an act of appropriating in violation of norms. Such appropriation should be made without a prior approval by the owner; otherwise, there is no norm/right infringed.

Can an electricity delict (where the object is electricity) be qualified as a stealing delict? Can electricity be considered as goods? As described above, the inclusion of electricity into a category of goods is based on jurisprudence, i.e., a decision of Dutch Supreme Court date of May 23, 1921 on electricity stealing in relation to the application of Article 30 of Dutch Criminal Code (N.S.W) that is also provided for in Article 362 of Indonesia's KUHP. In the decision, the Hoge Raad (Supreme Court) extends the meaning of "goed" in the articles to include both tangible goods and intangible goods (power/energy). The decision was contained in

Weebblad van Recht (w) Number 10728 and in Nether - landsche Jurisprudence (N.J) of 1921 Number 564, and also based on interpretation of electricity as a goods.

Extensive Interpretation. An extensive interpretation method is an interpretation by extending the meaning of the words contained in a law so that an occurrence can be included within it. For example, a Jurisprudence in the Dutch: "connecting" or "tapping" electric current can be threatened by Article 362 KUHP so that the jurisprudence extends the meaning of element of goods (object) in the article.

Decision of Hoge Raad on "electricity stealing": Hoge Raad used an analogy in defining an object relating to an electricity stealing.

In the history of legal practice, a well-known, widely published application of analogy is made in *arrest HR* date of May 23, 1921 where electric current/power is analog as that of in Article 362 KUHP. The meaning of object in the crime, according to the remark in MvT concerning the construction of Dutch's Article 310 WvS (article 362 of KUHP) is limited to movable, tangible objects. Appropriating, that is, doing something by transferring a control over an object into one's possession can only usually be made on a tangible, movable object.

Electricity is, from such a viewpoint, not an object. However, so as to realize justice, HR used an analogy by define a new meaning of object, i.e., "in a form of something of human wealth". By the definition, energy/electricity can be made as an object of stealing. Energy/electricity is part of the wealth with economic value.

From the description above we can draw a conclusion that clearly electricity, in spite of being an abstract, invisible object, may be conceived as a goods/object, that is, a goods/object with economic value, and even it may be of strategic value.

Electricity stealing delict is a corruption delict. This can be applied among others based on Article 2 paragraph (1) of Law Number 31 of 1999 on Corruption Crime Eradication that reads:

"Anyone who unlawfully commits an act of enriching himself or herself, others, or any corporation that may be damaging state's finance or national economy is criminally punished by a life sentence or imprisonment for no less than 4 (four) year and no more than 20 (twenty) year and a fine of no less than Rp 200,000,000.00 (two hundred million rupiah) and no more than Rp 1,000,000,000,- (one billion rupiah)"

The preceding article contains the elements as follows:

- Anyone.
- Unlawfully.
- Enriching himself or herself, others, or any corporation.
- May be damaging state's finance or national economy.

The meanings of each element are as follows:

- Anyone

The meaning of 'anyone' in the delict is nearly the same as that of 'anyone' in a stealing delict. Meant by "anyone" is any legal subject. We know that legal subjects may be legal entities (Ltd., CV, Foundation) and human individuals. For the purpose of the delict, meant by 'anyone' is a human individual who is liable for his or her act

- Unlawfully

What really the meaning of term "unlawfully" according of doctrines or scholars' opinions is? Mr. Drs. H. J. van Schravendijk and J.B. Wolters suggest 3 different meanings of the term 'unlawfully', namely:

- 1) Unrightfully: with no one's right.
- 2) Unrightfully: in contradiction to others' right.
- 3) Unrightfully: in contradiction to laws in general.⁹

The majority of scholars prefer the 3rd meaning and therefore Schravendijk restated that term "unlawfully" is more appropriate than "unrightfully". The term "unlawfully" is wider in meaning than term 'committing with no one's right' or "in contradiction to others' right". Every act that is conducted "with no one's right" or "in contradiction to others' right" is an "unlawful" act. Conversely, not all "unlawful" acts are conducted 'with no one's right' or "in contradiction to others' right. An example is provisions on prohibition of gambling (Article 303 of KUHP). Therefore, in the remaining discussion the author will use only term "unlawfully", except for quotes that use term "unrightfully".

For the purpose of this delict, the element of "unlawfully" can be explained, that is, materially and formally unlawful.

Material unlawful according to this doctrine is one of the absolute elements of a crime. According to *Memorie van Toelichting*, the character of "unlawfully" is one of the elements of crime. In some Articles, term "unlawfully" is explicitly included in the formulation, because without the inclusion of the term, it is may well that someone who actually simply uses his or her right but punished, just because of fulfilling the formulation of the Article.

According to the doctrine of "materially unlawful":

- 1) Although the character of "unlawfully" is one of the absolute elements in a crime, it is not required to prove it. It should not be proved if it is not included.
- 2) If the character of "unlawfully" is not formulated, being tacitly assumed, except the suspected proves otherwise.

The doctrine of "materially unlawful" itself may be divided into two:

- i. *Negative*

The act meets the elements of the delict, but its character of "unlawfully" is disproved and so the suspected can be acquitted. There are some jurispru-

prudences that uphold the doctrine of negative "material unlawful".

One of them is Decision of Supreme Court No. 42K/Kr/1965, date of January 8, 1966. In the case, ME, a public servant, misused his authority and position to commit a violation. Initially, ME had been found guilty. However, Supreme Court annulled the court decision. According to Supreme Court, in general, the character of "unlawfully" of an act may be ignored not only by any provisions of laws, but also on a basis of justice or unwritten legal principles such as: (1) state is not damaged; (2) public interests are served; and (3) the suspected himself or herself received no favor.

- ii. *Positive*

Acts not meeting the elements of a delict, but unlawfully, may be punished. Though many don't agree on this creed, because it is in contrary to legality principle (Article 1 paragraph (1) of KUHP), there are some jurisprudences that uphold a positive "material unlawful" creed, such as a decision of District Court of Mataram date of October 29, 1987 in the case of incest between a father and his adult daughter. According to KUHP, the act can not be punished, because KUHP recognizes only incest between a father and his under-age (minor) daughter. However, the judges decided to apply a customary delict "*gamia gamana*" and the suspected accepted it.

Formal Unlawful: According to this creed, unlawful acts are only ones that breach law. The character of "unlawfully" is not always an element of crime, but only if an Article includes it. Therefore, the element of "unlawfully" in a delict should be meant in a formal way, i.e., breach of law. Any exception of the character of "unlawfully" should also be provided for by law. Some decisions of corruption cases that Supreme Court made recently used an approach of formal "unlawful".

- Enriching himself or herself, others, or any corporation

Regarding an element of "enriching himself or herself, others, or any corporation", the Explanation of Law Number 3 of 1971 states that terms "enriching himself or herself", "others", or "any corporation" in this paragraph may be connected to article 18 paragraph (2), where the suspected is obliged to reveal the sources of his or her wealth such that a wealth disproportional with his or her income or addition of the wealth may be used to substantiate other witness that the suspected or defendant has enrich himself or herself (by corruption crime).

Accordingly, Andi Hamzah in his book suggests as follows:

"..... that where it is evident that the defendant is proved to has appropriated or embezzled some moneys so that state's finance is damaged, then there is no a need to connect it with Article 18 of UUPTK (Law Number 3 of

1971) on whether his or her wealth is proportional to his or her income or revenue. Second, whether the money appropriated is used to buy property or not, according to the author's opinion, does not matter in this element. Thus, an act of corruption for self-enrichment needs not be meant that the doer has actually become rich in a sense that he or she owns a lot of properties".¹⁰

Disagreeing on Andi Hamzah's opinion on the element of "self-enrichment", Oemar Seno Adji wrote as follows:

The interpretation of self regarding the meaning of an act of "self-enrichment", often seen in some legal cases by disconnecting it from Article 18 of Law Number 3 of 1971, is essentially beyond the context of legislation and its official explanation".¹¹

Prof. Oemar Seno Adji questioned whether a defendant/suspected may be said as having enrich himself or herself without connecting it to Article 18 of Law Number 3 of 1971 as can be seen in some legal cases that had been decided, including Natalegawa case.

In relation between an element of "enriching himself or herself, others, or any corporation" with Article 18 of Law Number 3 of 1971, the Explanation of the Law itself uses a term of 'may be connected', meaning that such connection is not a must. Thus, where there is a sufficient evidence that the defendant/suspected, or others, or any corporation "has get" some fortune (money/goods) as a result of the suspected/defendant's unlawful act then the proofing of the element has been sufficient. Quotation mark is attached to term "has get" because the yields of corruption as intended in Article 1 paragraph (1) a are not limited to the results of an act of "appropriating/embezzling" but also from other sources such as "receiving some yields of a fictive responsibility other committed". Likewise, where a fortune can not be longer traced but the crime has been completed, the existence of the element can also be proved.

- May be damaging state's finance or and national economy

Regarding the element of "directly or indirectly may be damaging state's finance and or national economy, or it is reasonably suspected by the doer that it is damaging state's finance or national economy", some examples are as follows: an example of "directly" is when one without an intermediary corrupts public moneys. Whereas an example of "indirectly" is when one corrupts some moneys of a corporation that received subsidy/facility/exemption from the government, and thus the state is damaged by an intermediary of the private corporation. For this purpose, intended by public moneys (as contained in Explanation of Law Number 3 of 1971) is as follows:

- State's finance as intended by this Law also includes regional finance or a legal person that uses capital or exemptions from the state or community

and the funds gained from the community are expended in the interest of society, humanity, etc. Meanwhile, intended by an act that may be damaging national economy is any infringement against regulations that the government issued as intended in the Declaration of MPRS XXIII/MPRR11966 that essentially "has been considered as damaging national economy if the act may directly or indirectly disturb the smoothness of national development in a broad meaning; for example, disturbing production/distribution, stimulating inflation, etc.

- Regarding the damage of state's finance, it is evidenced by the many fatwa (Guidance) of Supreme Court that may be made as a model. Still rare is what is intended by "damaging national economy". Therefore, from the case of convicted Tony Gozal, Supreme Court issued a *fatwa* on the acts damaging national economy, as quoted below:

"that the defendant's act is unlawful because he built above it without a right/permit from the authority and, as a consequence of his act, part of the area of Ujung Pandang waters can no longer used for public interest". (Decision of Supreme Court No. 1164/K/Pid./1985).

From the Supreme Court's *fatwa* above it could be concluded that the occurrence of damage to national economy is because the area of waters which once used as a harbor to serve the public interest (navigation activities) can now be used as such for the defendant used it illegally. In determining the amount of damage as normally applied in determining the amount of damage of state's finance, the determination of total damage of state's finance needs not be concreted.

From the description of the elements of corruption delict or corruption above, it could be concluded that electricity stealing delict or crime can be qualified as a corruption crime.

- e) *Electricity stealing may be inducing any damage of state's finance:*

Electricity stealing commonly occurring in Indonesia certainly induces some damage to State Electricity Enterprise (PLN), *notabene* one of state-owned corporations whose revenues form its electricity marketing should go to state's finance. Given that the electricity stealers don't pay to PLN/State for the electricity they consume, it certainly incurs damage to state's finance. Accordingly, electricity stealing can be qualified as a corruption crime as stipulated in Article 2 paragraph (1) of Law Number 31 of 1999 on Corruption Crime Eradication.

The damage incurred to the state resulting from corruption crimes in 2013 is estimated Rp 12.2 trillion.¹² Jakarta and Tangerang PLNs have suffered Rp14.225 billion due to electricity stealing in 2013. Whereas for Indonesia as a whole the damage of PLN resulting from electricity stealing was Rp1.4 trillion in 2013.¹³ Part of the Rp1.4 trillion worth of corruption was due to corruption in

2013 (based on the result of investigative audit by Financial and Development Inspector Agency (BPKP).

III. CONCLUSION

Based on jurisprudence, although an electricity stealing can not be deemed as a concrete object, it may be deemed as an abstract object. Thus, in this case, electricity can be deemed as an *object*.

Therefore, an act of electricity stealing may be qualified as an ordinary stealing, as stipulated in Article 362 of KUHP.

Electricity stealing commonly occurring in Indonesia certainly induces some damage to State Electricity Enterprise (PLN), *notabene* one of state-owned corporations whose revenues form its electricity marketing should go to state's finance. Given that the electricity stealers don't pay to PLN/State for the electricity they consume, it certainly incurs damage to state's finance. Accordingly, electricity stealing can be qualified as a corruption crime as stipulated in Article 2 paragraph (1) of Law Number 31 of 1999 on Corruption Crime Eradication.

Furthermore, because electricity stealing crime can be qualified as a corruption crime, where one of the elements of corruption crime is the existence of any damage of state's finance, it is certain that an electricity stealing may incur a damage of state's finance.

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Understanding Fans Loyalty in Brazilian Soccer

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Introduction- No other cultural phenomenon appears to represent the 'Brazilian Soul' better than soccer. Due to its popularity, soccer can be seen as part of the national identity. People in general are very proud of the FIFA World Cup that was won five times by the national team. Independently of gender, religion, ethnicity or social class, most Brazilians are encouraged to adopt one soccer team as part of their own identity. During childhood, people are influenced to choose a team to support according to their parents commitment. Parents try to influence their children's preference exalting the glories of their preferred teams, depreciating the adversaries' success or dressing themselves and the children with the teams' colors.

Identification with a sports team resembles two marketing subjects: brand image and brand loyalty. Brand image refers to the cumulative associations about a product in customers' imaginary (Bauer, Sauer & Exler, 2008). Brand attributes like sincerity, sophisticateon, competence, excitement and ruggedess, presented in brand personality (Aaker, 1997) can also be seen in team symbols.

Brand loyalty presumes a deep commitment to buy the same brand (Oliver, 1999; Bell, Auh & Smalley, 2005).

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Understanding Fans Loyalty in Brazilian Soccer

Gustavo Da Rosa Borges ^α, Renata Gonçalves Santos Silva ^σ & Edar Da Silva Añaña ^ρ

I. INTRODUCTION

No other cultural phenomenon appears to represent the 'Brazilian Soul' better than soccer. Due to its popularity, soccer can be seen as part of the national identity. People in general are very proud of the FIFA World Cup that was won five times by the national team. Independently of gender, religion, ethnicity or social class, most Brazilians are encouraged to adopt one soccer team as part of their own identity. During childhood, people are influenced to choose a team to support according to their parents commitment. Parents try to influence their children's preference exalting the glories of their preferred teams, depreciating the adversaries' success or dressing themselves and the children with the teams' colors.

Identification with a sports team resembles two marketing subjects: brand image and brand loyalty. Brand image refers to the cumulative associations about a product in customers' imaginary (Bauer, Sauer & Exler, 2008). Brand attributes like sincerity, sophistication, competence, excitement and ruggedness, presented in brand personality (Aaker, 1997) can also be seen in team symbols.

Brand loyalty presumes a deep commitment to buy the same brand (Oliver, 1999; Bell, Auh & Smalley, 2005). According to East, Gendall, Hammond and Lomax (2005), loyalty can be both attitudinal and behavioral: attitude refers to the rational action (i.e. to recommend a brand) and behavior reproduces the act itself, not necessarily rational (i.e. buying the same brand). In sports loyalty it is more than that: it is quite devotion that evokes an emotional commitment (Mahony, Madrigal & Howard, 2000).

Nowadays customers' base comprises one of the most important sources of income in all business structures, and therefore it is very important to focus on branding strategies to improve their satisfaction. Satisfied people tend to patronize the same brand in order to avoid risk of dissatisfaction and strong brands represent competitive resource in all businesses, including sports (Brodie, Glynn & Little, 2006).

In the field of sports loyalty can also be constructed along with satisfied events (i.e.: success in winning successive championships), but it is not only restricted to this. Parents or friends may influence people to develop positive attitude to a team despite bad

results. Affinity, in this case, is a kind of passion that does not depend on any objective reward.

Sportive marketing seeks to attract public recognition, enlarge team fan bases and improves brands' credibility (Zunino, 2006). According to Couvelaere and Richelieu (2005), team's performance is extremely important for fans satisfaction; therefore an efficient positioning strategy may reduce financial instability when the team fails in winning important competitions.

Marketing professionals involved in creating brand equity in sports must understand the relationships between teams image and fans loyalty. Fun emotional attachment to clubs' brand may help sports managers to improve trust, loyalty and profitability (Holt, 1995). This work explores relationships between image and fans loyalty in some Brazilian soccer teams, in order to understand if the way fans evaluate a sports brand can influence their loyalty, and how that can be achieved.

II. LOYALTY

For Oliver (1999), loyalty presumes a deep commitment to buy the same brand regardless the situation and/or competitors efforts. Loyalty is primarily characterized by repeated buying (Day, 1969; Keller, 2001) including a psychological assurance of commitment for the same brand. According to Bell *et al.* (2005), loyalty represents a commitment by the customer to purchase more and varied products from the focal organization and to help it succeed (e.g., through word-of-mouth recommendations).

Loyalty encompasses two important components: attitude and behavior (Day, 1969; Dick & Basu, 1994; Grisaffe, 2001; East, et al., 2005; Kainak, Salmam & Tatoglu, 2008). Behavior is represented by buying the same product/brand during a certain period of time. Attitude refers to a psychological assessment about one's commitment to a brand or to its related meanings (Day, 1969; Grisaffe, 2001; Kainak et al., 2008; Koll and Wallpach, 2009).

Loyalty to the strong brands tends to be higher than the loyalty to the weaker ones (Keller, 2001). For that reason companies are encouraged to research within their customer's base to improve knowledge about their brand images.

III. BRAND IMAGE

Brand image can be conceptualized as cumulative associations consumers do in their minds about a product (Bauer et al., 2008) or what the brand is characterized by and should stand for in the mind of

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consumers (Keller, 2001). By those associations, consumers credit some characteristics to the brands and those attributes influence choices and buying behavior (Porter & Claycomb, 1997). Brand image is the way the consumer recognizes brand identity (Aaker & Joachimsthaler, 2000), and for that reason organizations need to invest in developing good images (Fatt, 1997) to create strong brands.

According to Koll and Wallpach (2009), organizations must know how to improve brand strength, since attitude and behavior reflect perceptions about the brand. Strong brands improve organizations' competitive advantage and contribute to encourage repetitive buying or patronizing behavior (Porter & Claycomb, 1997).

IV. BRAND IMAGE IN SPORTS

Sports constitute an interesting market always. According to Morgan and Summers (2005), the activity of people watching or listening sports is called 'sports consumption'. "Sport can be consumed directly – through watching a game played live or by participating in a sport – or indirectly – through watching a game on television, listen to it on the radio or reading about it in a newspaper or magazine" (p. 15). Sportive clubs tend to adopt professional management practices to take advantage of fans loyalty and to improve their brand performance (Bauer, Sauer & Schmitt, 2005).

Team image can be understood as the result of management efforts to build a common view of team reality among a social or cultural group (Bauer et. al. 2008), and its image tends to be more favorable during the time the team succeeds in high level competitions than during the falls (Garcia, Pérez & Rodríguez, 2008).

Abosag, Roper & Hind (2012) shows that supporters accept their club as a brand, what supports brand extension assumption, since there is a clear link between this acceptance of branding activity and supporters' emotional involvement within the club. Santini, Ladeira & Araujo (2013) confirmed that the club's image increases the possibility of a fan's purchase intention of their sports products what indicates that marketing tools can be used to motivate the fan base to support the team's competitiveness in many ways: buying and/or using club's original products and symbols; patronizing club's services (i.e. fitness, beauty parlors, dieting); cheering for the team during the games; etc.

Sportive management challenges must go beyond the team itself: besides the team performance, it is imperative to care about the club brand (Bauer et al., 2005), and to explore the fan base emotional attachment to improve confidence and loyalty (Holt, 1995).

Sportive clubs must improve brand's wealth since strong brands intensify fans attachment with the club (Zunino, 2006) and therefore contribute to the club prosperity.

V. LOYALTY IN SPORTS

Sportive marketing can be understood as an exchange process that encompasses a set of activities specially conceived to satisfy sportive consumers (Contursi, 1996). According to Morgan and Summers (2005, p. 25), "similar to services encounters in other industries, consumers' satisfaction with sporting events is largely determined by the quality of their experiences", and these experiences are impacted by other consumers, by the physical surroundings (servicescape) and by the consumers' mood or feelings. Besides some recent improvements, loyalty in sports still requires some advances (Kaynak et al., 2008). Brazilian soccer, for example, is famous for the players' talent and competitiveness; the "national sport" is very popular among people of all ages and social classes. But besides the recognition and pride that people assign to soccer in Brazil, marketing strategies are still scarce among clubs across the country.

Loyalty in sports can be conceptualized as an allegiance or devotion to a team based on the spectator's attachment to that team over time (Sumino & Harada, 2004). "Sports fans are emotionally committed to consumers of sporting events" (Mahony et al., 2000, p. 15), displaying a much greater propensity to watch and attend games.

Loyalty to sportive organizations may differ from loyalty to other type of business, since fans do not necessarily depend on any objective reward. Fans are unique consumers because their interest in a brand is self-sustaining (Pimental and Reynolds, 2004); "they voluntarily engage in behaviors beneficial to the relationship he or she shares with the brand, such as spreading positive word-of-mouth, protecting the brand, and ensuring the brand's continued existence and legacy" (Chung, Farrelly, Beverland & Quester, 2005, p. 43). But for exploring sports fans' brand loyalty, rational factors are not sufficient to explain their attitudinal and behavioral brand loyalty. The phenomenon needs to be explored from the aspect of "fans' emotional attachment". Factors influencing fans' brand loyalty have a more psychological dimension, such as habits and long history, social and emotional identification, brand symbolism and self image (Lin & Lin, 2008).

VI. BRAND IMAGE AND LOYALTY

According to Aaker (1992) and Keller (2001), brand's wealth contributes to improve customers' loyalty to the brand; and in sports a good team's image improves loyalty among the fan base (Holt, 1995; Fortunato, 2008). For Bauer, Sauer and Exler (2005), soccer brand image contributes to loyalty in two aspects: by attitudes (psychological commitment), and by behavioral loyalty. Therefore we expect that:

H₁ - Image influences positively fans' psychological commitment to the team.

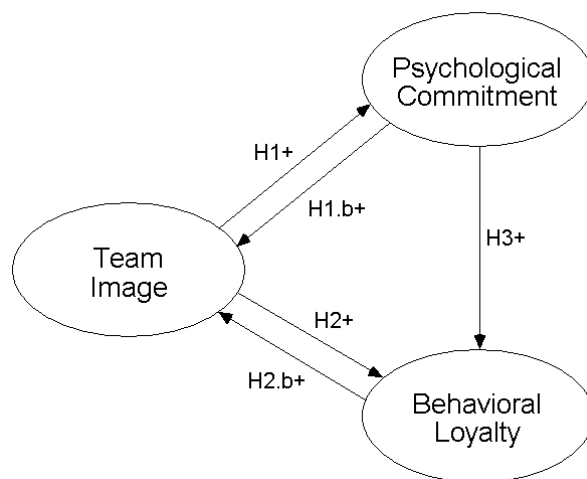
Behavioral loyalty can be interpreted as customers' predisposition to buy the same brand over time (Rundle-Thiele, 2005). In sports fans behavioral loyalty can be assessed in terms of past and future behavior (Bauer et al., 2005).

In professional soccer, team image and positive attitude are important antecedents of fans loyalty (Bauer et al., 2005; Couvalaere & Richeliu, 2005); brand image

can also improve satisfaction and therefore expand tickets sales (Beccarini & Ferrand, 2006). In consequence we expect that:

H₂ - Brand image influences positively behavioral loyalty in sports.

Customers' commitment intensifies loyalty to a brand (Larán & Espinoza, 2004; Prado, 2006). In service industries, like leisure and amusement, involvement may be more important to loyalty than the service quality itself (Lee, Graefe & Burns, 2007).



*Figure 1 : Theoretical Model
(adapted from Bauer et al., 2008)*

In sports, psychological commitment and behavioral loyalty may vary from low to high. High levels of commitment and conscience generate more faithful loyalty (Bauer et al., 2005, 2008). These assertions permit us to expect that:

H₃ - Psychological commitment influences behavioral loyalty in sports positively

Our theoretical model derives from Bauer et al. (2008), to evaluate possible relationships between brand image and soccer fans loyalty to their preferred teams. Brand image can be conceptualized as the cumulative associations consumers make on their minds about a product (Bauer et al., 2008). In consequence, it is also possible to speculate about reverse relationships between image and loyalty (attitudinal and behavioral); in other words, it is also possible to conjecture that fanatic fans tend to evaluate the team image more generously than the "average" fans do, since fans use team colors to express part of themselves (Belk, 1988). Therefore it is possible to set up the following alternative hypothesis:

H_{1.b} - Psychological commitment influences the team image positively

H_{2.b} - Behavioral loyalty influences the team image positively

VII. SAMPLE AND MEASURES

A sample was collected among undergraduate students involved with soccer, living in Recife metropolitan area – one of the greatest capital cities in northeast Brazil. The preference for undergraduate students was decided based on the convenience (easy to collect samples) and taking into consideration that most of the young Brazilians are prone to be involved in sports in general.

Team image was measured by nine (of ten) variables suggested by Beccarini and Ferrand (2006): XX is a great club (IM1); XX has a good team (IM2); XX is an ambitious club (IM3); XX is brave (IM4); XX is well managed (IM5); XX was not impacted by scandals (IM6); XX player could demonstrate a lack of combativeness (IM8); XX management is not always competent (IM9); and XX results could be better (IM10).

Psychological Commitment and Behavioral Loyalty were surveyed through scales proposed by Bauer, Sauer and Exler (2008). Psychological Commitment was represented by eight variables: I am a real fan of my favorite club (PC1); I am very committed to my favorite club (PC2); There is nothing that could change my commitment to my favorite club (PC3); I will not change my affiliation from my favorite club to another club in the future just because it is not successful

anymore (PC4); I would defend my favorite team in public even if this caused problems (PC5); I will not change my affiliation from my favorite club to another club just because my friends try to convince me to (PC6); It is really important to me that my favorite club continues playing in the major league (PC7); and The long-term success of my favorite team is important to me (PC8). Behavioral Loyalty was represented by eleven (of twelve variables): I have often attended games of my favorite team live in the stadium (BL1); I will often attend games of my favorite team live in the stadium (BL2); I have watched games of my favorite team on TV (BL3); I will watch games of my favorite team on TV (BL4); I have often followed reports about my favorite team's players, coaches, managers etc. in the media (BL5); I have purchased a lot of club-related merchandise (BL7); I will purchase a lot of clubrelated merchandise (BL8); I often wore the colors and/or the logo of my favorite team (BL9); I will often wear the colors and/or the logo of my favorite team (BL10); I have often participated in discussions about my favorite team (BL11); and I will often participate in discussions about my favorite team (BL12).

The questionnaire was developed and hosted at Google Docs and answered on-line. Students were invited to participate both personally and/or via e-mail by the teachers that accepted to cooperate. A sample of

240 valid questionnaires was received and processed.

VIII. RESULTS

The sample was predominantly masculine (75.4%), 53.5% of them were fans of Sport Club Recife, 27.9% declared preference for Santa Cruz and other 19.6% pointed Náutico as their preferred team. One item (IM7) failed to pass in the test (skewness < 3; curtosis < 10) (Kline, 2011) and had to be excluded.

a) Complete model

The measurement model and structural relationships between latent variables were estimated altogether in a complete model. All the manifest variables showed significant relationship with the latent variables they were attached to; the latent variables confirmed composite reliability over 0.9 and extracted variance over 0.89, which exceeds the minimum recommended (0.7 and 0.5). The model showed acceptable levels of fit according to Kline (2011, p. 133-145): Chi-Square Test of Model Fit = 790.5; DF = 329; Chi-Square/DF = 2.40; P-Value = 0.0000; CFI = 0.911; TLI = 0.898; RMSEA = 0.076. For convenience measurement and structural models are presented separately: the measurement model is listed in Table 1 and the structural model in Table 2.

Table 1 : Measurement Model

Latent Variables	Manifest Variables	Estim.	S.E.	Est./S.E.	P-Value	Composite Reliability	Explained Variance
Image	IM1	0.383	0.061	6.279	0.000	0.94	0.89
	IM2	0.772	0.034	22.706	0.000		
	IM3	0.684	0.042	16.286	0.000		
	IM4	0.572	0.051	11.216	0.000		
	IM5	0.655	0.044	14.886	0.000		
	IM6	0.463	0.057	8.123	0.000		
	IM8	0.729	0.038	19.184	0.000		
	IM9	0.63	0.045	14.000	0.000		
	IM10	0.663	0.043	15.419	0.000		
Psychological Commitment	PC1	0.789	0.027	29.222	0.000	0.98	0.95
	PC2	0.883	0.017	51.941	0.000		
	PC3	0.718	0.034	21.118	0.000		
	PC4	0.375	0.057	6.579	0.000		
	PC5	0.689	0.036	19.139	0.000		
	PC6	0.466	0.052	8.962	0.000		
	PC7	0.687	0.036	19.083	0.000		
	PC8	0.739	0.032	23.094	0.000		
	BL1	0.705	0.035	20.143	0.000		

Behavioral Loyalty	BL2	0.82	0.023	35.652	0.000	0.98	0.90
	BL3	0.473	0.052	9.096	0.000		
	BL4	0.519	0.049	10.592	0.000		
	BL5	0.828	0.022	37.636	0.000		
	BL7	0.852	0.02	42.600	0.000		
	BL8	0.881	0.017	51.824	0.000		
	BL9	0.879	0.017	51.706	0.000		
	BL10	0.833	0.022	37.864	0.000		
	BL11	0.779	0.027	28.852	0.000		
	BL12	0.799	0.025	1.960	0.000		

Results confirmed that team image is an important antecedent of psychological commitment, what reinforces H1, but its capacity to influence behavioral loyalty directly (H2) is fairly limited. As we can see in Table 2, team image influences behavioral loyalty positively, but the significance of this relationship is somewhat peripheral ($P < 0.1$). Results also confirmed

that psychological commitment strongly and directly influences behavioral loyalty (H_3). In other words, results confirmed that psychological committed fans are significantly more inclined to attend the games, to buy branded merchandise, to dress in team's colors, etc., what is in accordance with H_3 .

Table 2 : Structural Model

Antecedent		Consequent	Estimate	Standardized	S.E.	Est./S.E.	P-Value
Psychological Commitment	→	Behavioral Loyalty	1.140	0.940	0.107	10.65	0.000
Image	→	Behavioral Loyalty	0.217	0.072	0.131	1.66	0.099
Image	→	Psychological Commitment	1.352	0.543	0.278	4.86	0.000
Image → Psychological Commitment (indirect effect)	→	Behavioral Loyalty	1.540	0.510	0.333	4.631	0.000

The indirect effect of team image in behavioral loyalty is also an important finding. As we can see in Table 2, the indirect effect of team image through psychological commitment accounts 0.510 for the behavioral loyalty, what means that psychological commitment is not only an important antecedent of behavioral loyalty itself but also a mediator for team image what strongly reinforces H_3 .

b) Alternative (reverse) model

The supposed influence of loyalty (attitudinal and behavioral) in the image perception (reverse way)

found no significant relationship ($P < 0.05$), however some interesting insights can be extracted from that. Besides not achieving the required significance the estimates indicate that image perception may be influenced by different factors according to the loyalty degree (attitudinal or behavioral). As we can see in Table 3, team image goes high when behavioral loyalty increases and goes down when psychological commitment improves, what means that behavioral fans are more prone to recognize good attributes on team image and that the attitudinal ones, in opposition, tend to be more critical about that.

Table 3 : Alternative Model

Antecedent		Consequent	Estimate	S.E.	Est./S.E.	P-Value
Behavioral Loyalty	→	Image	0,403	0,268	1,504	0,133
Psychological Commitment	→	Image	(0,260)	0,319	(0,815)	0,416

c) *Insights from the alternative model*

Due to the lack of significant results, the alternative model may be taken only as an indication that the “truly fans” (the ones who spend money to support the team actions) differ from the psychological committed ones (people that love wearing the team’s colors and/or watching the matches on television, but are not openhanded enough to support the team expenses during the lean times) in terms of image perception. Fans that usually attend the matches or that in some way support the team’s expenses may fill as “extra players”, and adopt the team as part of themselves. Once in the stadium, they feel as part of the match, as they help the team with their incentive, are rewarded with team’s victories and suffer with their idols when defeated. This unconditional loyalty may bias positively customer perception according to his or her passion and not objectively.

The psychological commitment is a kind of loyalty that expresses the importance consumer ascribes to his/her relationship with the team. According to the results, this loyalty is somewhat egoistic: the more committed a fan is with a team, more critical he or she is about the team management and performance. This result suggests that higher levels of psychological commitment in sports, when taken alone, may not favor team’s interest; if managers fail in converting this psychological commitment into behavioral loyalty, this passion can damage the team image instead of improving it. For this reason it is very much important that team management try at the maximum to encourage fans (people that feel rewarded in wearing team’s colors in the streets) to convert themselves into stadium habitués.

IX. DISCUSSION

This work evaluated the influence of the team image in fans loyalty both, attitudinal – the psychological commitment – and behavioral. Results suggest that the image customers have about their preferred soccer teams is an important determinant for attitudinal loyalty, but its ability to improve behavioral loyalty directly is fairly limited. On the other hand, psychological commitment is an important antecedent of behavioral loyalty; therefore sports management may explore team image to attract sympathizers and subsequently convert them into stadium habitués to improve financial support for the team activities.

Results suggest that attitudinal loyalty is strongly dependent on the team image, but a good image alone does not guarantee any behavior implying in money spending. In Brazilian soccer context, for example, it is not rare to find people that never attend a match, passionately stating their commitment to a “club of the heart”. Sports magazines frequently survey soccer enthusiasts to estimate the size of the teams’ fan bases and managers of the top ranked ones use these results

as a sign of success. According to our understanding, this is a risky assumption, once not all the declared “lovers” are really consumers of team products or events. People in this condition are “egoistic lovers” that expect to be rewarded with team’s victories but do not commit themselves to support its expenses. It is possible to speculate, for example, that people in this condition may be more susceptible to use false branded products (with team colors) than the “true lovers” do. This way, the task to convert the sympathizers (the simply committed fans) into team supporters is still an endeavor for sports managers.

Tests of the alternative model suggest that loyalty has no significant impact on team image. But besides the lack of significance, the opposite signs of the loads suggest that attitudinal and behavioral loyalty may influence image perception in different ways: higher levels of behavioral loyalty tend to improve image evaluation; and higher levels of attitudinal loyalty tend to decrease image evaluation. In managerial terms these findings suggest that campaigns to enlarge games audience on TV, for example, may be less worthwhile to the team image than marketing initiatives involving entertainment or leisure activities at the stadium before or during the interval time. Taking into consideration that behavioral loyalty tend to be more beneficial to the team image and that attitudinal loyalty tend to improve fans criticism about that, it is possible to infer that investment to capture sympathizers attention can be senseless unless the managers find a way to convert these “fans” into real devotees in a reasonable period of time. Although in a different context, for evolving passion and emotion, our findings suggest that brands in general tend to be better evaluated when consumer is psychologically committed to it. This assumption addresses two important points: (a) in managerial terms our findings suggest that strengthening emotional links with consumers can be an interesting strategy for the brands in general; (b) in social terms it is possible to say that the improvement of links connecting people to the local and national teams – in particular to the soccer teams – may turn this practice more competitive and pleasing to the professional players and therefore more attractive to the socially excluded youths.

This work is limited by respondents’ characteristics, since we employ a non-probabilistic (convenience) sample, composed exclusively by undergraduate students living in the same city. Although the city where the sample was collected from is one of the greatest metropolises in Brazil, we can’t assure that the same will occur in other capital cities.

Other studies are deeply encouraged to check possible needs of scale or sample enlargement, and professional soccer managers are deeply encouraged to explore the emotional attachment to the team to intensify behavioral loyalty as found by Lee, Graefe and Burns (2007).

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- Reason of the study - theory, overall issue, purpose
- Fundamental goal
- To the point depiction of the research
- Consequences, including definite statistics - if the consequences are quantitative in nature, account quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

Approach:

- Single section, and succinct
- As a outline of job done, it is always written in past tense
- A conceptual should situate on its own, and not submit to any other part of the paper such as a form or table
- Center on shortening results - bound background information to a verdict or two, if completely necessary
- What you account in an conceptual must be regular with what you reported in the manuscript
- Exact spelling, clearness of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else

Introduction:

The **Introduction** should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable to comprehend and calculate the purpose of your study without having to submit to other works. The basis for the study should be offered. Give most important references but shun difficult to make a comprehensive appraisal of the topic. In the introduction, describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will have no attention in your result. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here. Following approach can create a valuable beginning:

- Explain the value (significance) of the study
- Shield the model - why did you employ this particular system or method? What is its compensation? You strength remark on its appropriateness from a abstract point of vision as well as point out sensible reasons for using it.
- Present a justification. Status your particular theory (es) or aim(s), and describe the logic that led you to choose them.
- Very for a short time explain the tentative propose and how it skilled the declared objectives.

Approach:

- Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done.
- Sort out your thoughts; manufacture one key point with every section. If you make the four points listed above, you will need a least of four paragraphs.



- Present surroundings information only as desirable in order hold up a situation. The reviewer does not desire to read the whole thing you know about a topic.
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Materials:

- Explain materials individually only if the study is so complex that it saves liberty this way.
- Embrace particular materials, and any tools or provisions that are not frequently found in laboratories.
- Do not take in frequently found.
- If use of a definite type of tools.
- Materials may be reported in a part section or else they may be recognized along with your measures.

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- Report the method (not particulars of each process that engaged the same methodology)
- Describe the method entirely
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures
- Simplify - details how procedures were completed not how they were exclusively performed on a particular day.
- If well known procedures were used, account the procedure by name, possibly with reference, and that's all.

Approach:

- It is embarrassed or not possible to use vigorous voice when documenting methods with no using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result when script up the methods most authors use third person passive voice.
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What to keep away from

- Resources and methods are not a set of information.
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- Leave out information that is immaterial to a third party.

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The principle of a results segment is to present and demonstrate your conclusion. Create this part a entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Carry on to be to the point, by means of statistics and tables, if suitable, to present consequences most efficiently. You must obviously differentiate material that would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matter should not be submitted at all except requested by the instructor.



Content

- Sum up your conclusion in text and demonstrate them, if suitable, with figures and tables.
- In manuscript, explain each of your consequences, point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation an exacting study.
- Explain results of control experiments and comprise remarks that are not accessible in a prescribed figure or table, if appropriate.
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What to stay away from

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Approach

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- Try to present substitute explanations if sensible alternatives be present.
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- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

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- Submit to work done by specific persons (including you) in past tense.
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