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An Evaluation of the Nature of Public Spaces in the Private Realm over the Examples of Privately Owned Public Spaces in NYC

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Abstract

The designing and implementation of public spaces have a crucial role in the development of cities. A city's success is generally based on the quality of its public spaces and it is a fact that public space is an elementary aspect of urban life. Moreover, one mandatory standard for big cities to function well is there to be a welcoming public space, where a number of urban activities can take place. According to the general notion, parks, streets, city squares, sidewalks, etc. can be included in public spaces. In addition to these, some indoor spaces such as below ground stories, plaza entrances and places like waterfronts or elevated structures with new functions have been considered as public space nowadays. In order to create, design and finance public spaces, sometimes private organizations and public governmental bodies cooperate. However, a game changer in the public and private realm was the 1961 zoning program of New York City Department of City Planning. This program gave permission to private developers build more floor space than they were allowed in exchange for supplying public spaces. As a result of this act, privately owned public spaces (POPS) were created blurring the definition of public space. Today there are more than five hundred POPS in NYC including indoor and outdoor spaces. This study will try to provide an analysis and general view of POPS as public spaces questioning the issues about their use, control and ownership. The criteria of successful urban design for public spaces and the role of governmental authorities in regulating and planning the public spaces will be discussed along with the boundaries and scope of public activities that can take place in public spaces. Finally, the question of whether the ownership of public space by private harms the concept of public space and the rights of citizens will be approached via different perspectives. After looking at the conceptual definitions of public space in literature and analyzing specific examples of POPS, this paper will attempt to come up with a functioning definition of public space in the private realm.

Keywords: public space, new york city, privately owned public spaces, urban planning

Introduction

Individuals of a city use public space to gather, interact with each other and to simply be and express themselves. Since before the time of the Greek Agora city life has in many ways been defined by its public space (Wilshire, 2012). Due to political and economic benefits, these public spaces are in a delicate position of privatization, which can lead to the end of public space as we know it. Public spaces are symbolic "places" that can be scenes for conflict between contradicting actors or stages of marketing for the business sector. Especially after globalization has accelerated, big cities are facing the consequences of privatization of public space due to their increasing population and economic significance as well as being a political platform.

New York City, being the capital of world financial markets, is one of the biggest and most important metropolises of the world. Consequently, it has also been a city that was majorly affected by the privatization of public space. In 1961, the zoning plan gave permission to land owners and developers to build more floors in exchange of providing public space in their own property for the public. Blurring the limits and the definition of public space, the questions of who these public spaces are for and whether they are venues for free speech or just a landscape for specified people were raised. Occupy

Wall Street in Zuccotti Park in 2011 was a reflection of this confusion and it was a demonstration of how these privately owned public spaces (POPS) can actually be used by random people, that it wasn't originally intended for corporate people only.

The privatization of public spaces is a controversial issue and this paper will be examining the situation by discussing specific examples of privately owned public spaces in NYC and try to understand if this system is actually working.

Public Space

In order to discuss the current issues about the topic it is important to understand what public space is. Space points out to a more abstract area defined only by physical means whereas place gives a meaning to space in the context of social and economic purposes as well as ownership matters. Public space, on the other hand, is a completely different concept. It is a "place" where the community can access no matter what their gender, economic class or race is. They are for everybody and they are also venues of free speech, protest, social interaction and spontaneous activities. *"In the parks, plazas, markets, waterfronts, and natural areas of our cities, people from different cultural groups can come together in a supportive context of mutual enjoyment. As these experiences are repeated, public spaces become vessels to carry positive communal meanings"* (Carr, Francis, Rivlin and Stone, 1992). A space cannot be considered public unless it is generally occupied by the community members (Kimmelman, 2012).

Public and private spaces co-exist rather than having very definite boundaries with each other. They have different levels of accessibilities and they usually do intersect. It is very uncommon that a space is either private or public but generally interfered physically and politically. From this perspective, the ownership and property issue raises: who owns and determines how resources are used, and what then is truly public? (Gieseking, Mangold, Katz, Low, & Saegert, 2014). Mitchell mentions "the right to inhabit", as the sum of diverse ways an individual or a group can occupy a public space, is an essential human right (Purcell, 2003). In this context, public should be perceived within the concept of commons, resources which are available to all community members (Blackmar, 2006).

City parks, squares, plazas, market areas, piers, areas within public buildings, airports, some lobbies, etc. are some examples of public spaces. Nevertheless, the concept of public space has evolved and changed in the second half of 20th century due to private-public cooperation. POPS is an example to this. As a matter of fact, it wouldn't be such a wrong action to say that public spaces are transforming into private spaces. Cities are malleable, pliable, and constantly changing, and as such the experience we have of urban spaces is always a negotiation between various powers and influences (Gieseking, Mangold, Katz, Low, & Saegert, 2014).

Privatization of Public Spaces

The reason behind privatizing the public spaces is mostly economic. Providing public space can be an economic burden on public authorities, which they cannot always fulfill. Besides, the private organizations cherish the chance to get more income and have some control over urban space. In 1970's, the idea of private sector contributing to public institutions became a popular answer to the incompetency of public authorities in the name of creating more efficiency. It was a win-win solution.

One of the consequences of this approach was the private sector having a bigger act in society. In this way, private organizations gained high social reputation by contributing to public. Socially responsible commitments draw more people's attention as this is a popular issue in the modern age. Giving back to community by creating a public space attached to business structures bring more consumers to these organizations. Additionally, they are also given the opportunity to expand their use of land such as building more floors. If this trend continues, it will eradicate the last remaining spaces for democratic practices, places where a wide variety of people from different gender, class, culture, nationality and ethnicity intermingle peacefully (Low, Taplin and Scheld, 2005).

New York City has the biggest urban area in the US with its metropolitan area and almost twenty million population and it is the leading city of United States. Therefore, it sets an example with its public space privatization moves to other cities not only in the US but in the world.

Privately Owned Public Spaces in New York City

New York City has limited funds for improving its public spaces as well and the regulations encourage the private organizations to get involved in privatizing public spaces. In 1961, NYC zoning plan granted the permission to build 20% more to developers who promised a contribution of creating a public space. The developers gained even more floor area depending on their contributions. For example, an indoor public space gave 12:1, meaning that the developer had the right to build twelve times the indoor public space he provided.

These privately owned public spaces, POPS, had some criteria according to the law. The developers had to create public spaces with useful and aesthetic utilities such as plants, benches, tables, etc. for public use. POPS are generally located in urban areas that are crowded and dense by buildings for the purpose of maintaining breathing space, air, greens and light to the residents. The Department of City Planning set some design rules for POPS such as being welcoming and inviting, accessible and giving the message of openness to public, safe, well-lit, comfortable and having seats. NYC has 530 privately owned public spaces in various forms such as sidewalks, arcades, urban plazas, parks, etc. adding up to more than three million square feet (Dimmer, 2013).

As a result, a huge number of public spaces were created mostly in Manhattan but the quality of these places is not so good. Some of them are being actively used but some of them are inaccessible or unusable. 16% of these POPS are actively used, 21% are simple resting places, 18% are circulation bound but 41% of POPS in NYC are in an unusable condition (Helleman, 2016). Thanks to Harvard Professor Jerold S. Kayden, all of these privately owned public spaces are spotted, presented and evaluated in his book of "Privately Owned Public Space: New York City Experience" (Privately Owned Public Spaces, 2007). This way, the public will be more aware of what they own as a public space and the owners will be more in the light to pursue their responsibilities. Later in 2002, Mr. Kayden established APOPS (Advocates of Privately Owned Public Spaces) and is working with NYC Department of City Planning and The Municipal Art Society of New York to activate POPS.

Zuccotti Park

Zuccotti Park is a POPS in Lower Manhattan. In fact it was once known as Liberty Plaza Park and it was the result of an agreement between New York City and US Steel in 1968. US Steel provided this park to public in memory of the protests in 1770's against UK taxes for tea in exchange of more floors for its building, One Liberty Plaza. However, in the 9/11 incident, the park was badly damaged but thanks to John Zuccotti, the chairman of the company who owns the land, pioneered a fundraising for the renewal of the park. After that, the park's name was changed to Zuccotti Park.



Figure 1 Zucotti Park Restrictions (Woodward, 2012).

In September 2011, the park was used as the base for protests of Occupy Wall Street due to its closeness to New York stock exchange and it being actually a public space. The protesters symbolically wanted to reclaim the name "liberty" in the park in opposition of its name after a businessman. Fitting the scene, Occupy Wall Street was a protest against capitalism

and inequity with the slogan of “We are the 99%” regarding the economic system that only benefits the richest 1%. The protesters stayed in the park constantly for almost a month and police had no chance of interfering because it was a public park which had to be open 24 hours a day. Occupy also called attention to the co-opting of the public commons by the moneyed individuals and groups (Ulam, 2013).



Figure 2. Occupy Wall Street (Helleman, 2016).

In October, owner of the park, Brookfield Properties, claimed that the park needed to be sanitized in spite of protesters cleaning the park every day and giving access to pedestrians. Continuous arguments of Brookfield Properties saying that the park was threatened led to the forcible eviction of protesters by NYPD on November 15th. Even though the protesters were legally allowed to return to Zuccotti Park after the cleaning, New York Supreme Court didn't let them back and the park was closed until January 2012.

Trump Tower in Manhattan

With the 1961 zoning plan in NYC, the developer of Trump Tower had the privilege of adding twenty extra floors to the building in exchange of a public atrium with a bench, restrooms and two upper-level public gardens. Twenty floors are almost the one third of the building equaling to more than \$500 million today (Chaban, 2015).



Figure 3. Trump Tower (Mahony, 2016).

Nevertheless, the agreement was breached many times until now. The main issue was mostly the promised bench in the atrium, sometimes disappearing and sometimes mysteriously being replaced. In 1983, when Trump Tower was opened, the bench was in the atrium but it was covered with planters and in a situation that couldn't be used. Trump explained the situation to the Department of City Planning as: "We have had tremendous difficulties with respect to the bench—drug addicts, vagrants, et cetera have come to the atrium in large numbers. Additionally, all sorts of 'horrors' had been taking place that effectively ruined the beautiful ambience of the space which everyone loves so much." Later on, the planters were removed anyways due to the POPS agreement (Rosenberger, 2016)

In the coming years, the agreement was breached again resulting in fines from the department of city planning. In July 2016, the bench disappeared again and Trump Tower Commercial LLC had to pay a fine of \$10,000 for not showing up in the court regarding the case of the bench. Later in August 2016, new metal benches were placed in the atrium but they still had to pay the fine due to their prior violation. However, the corporation neglected the agreement and inserted large counters of Trump Merchandise sellers into the atrium resulting in a \$4000 fine by the city (Mahony, 2016).



Figure 4&5. Trump Tower Atrium With/Without Bench (Rosenberger, 2016).

Other POPS in Trump Tower are not functioning properly as well. There are reports of users stating that guards of Trump Tower are discouraging people to enter public gardens on the fourth and fifth floor. Despite the well-observed signs of Trump Ice Cream Parlor, Trump Grill and Trump Store, the signs to these POPS gardens are not very visible. Sometimes the gardens deny access with a velvet rope for no reason or when they are open, they lack the required tables and the agreed trees in the gardens are almost dead (Rosenberger, 2016).

Additionally, Trump uses the public atrium improperly for his press conferences and campaign rallies from time to time but the agreement of POPS in 1970's indicates that the atrium can only be used four times a year with a prior permission from the city. The Trump Organization made an explanation to The Wall Street Journal about this issue stating that there is no such agreement to limit the use of the atrium as Trump pleases (Mahony, 2016). According to Kayden, these kinds of

violations of POPS agreements such as denial of access, implementation of sales counters, removal of garden furnitures, etc. are not uncommon in most POPS.

Le Parker Meridien Hotel

Le Parker Meridien is at West 56th Street in Manhattan and it is a leisurely hotel with an upscale lobby. This lobby is one of the many POPS of NYC due to the agreement of the building and the city in 1970's. Even though the lobby is a privately owned public space, there is a café called Knave in this lobby with the price of \$8 for a coffee and \$23 for a cocktail. In 2015, Chaban from The New York Times decided to make a small test for the publicness of this place by bringing a pizza and some friends to hang out in the lobby. The bartender politely asked them to leave because outside food was illegal and if they wanted to eat, they had to buy from the Knave. The question of what happens to homeless residents wanting to rest in this POPS remains a mystery (Mahony, 2016).

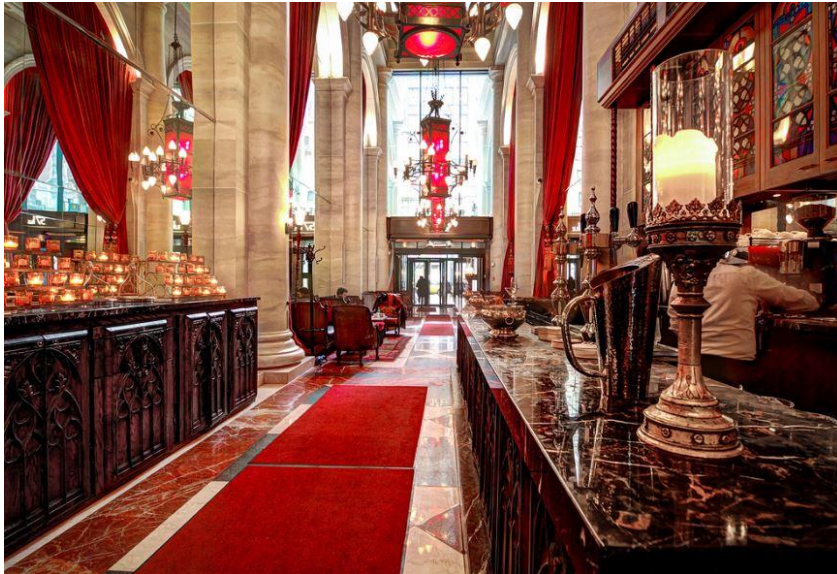


Figure 6. Le Park Meridien Lobby, Knave Cafe (Mahony, 2016).

Hotel lobbies are relatively easier urban areas to satisfy the POPS requirements due to their very nature being open to strangers. However, the above-mentioned incident shows that only passers-by are welcome in this privately owned public space. There are no other indications of being public other than the small sign next to the entrance of the lobby, not to mention the high ceiling, the concierge desk and the luxury café. It is certainly less inviting for the every day community. The inherent cruelty involved is something that affects us all, whether or not we happen to have the price of a coffee to spare by way of paying a half-hour's rent on a place to sit (Greenfield, 2013).

The Effects of the Privatization of Public Space

The goal of privatizing public space was to conserve parks and provide the residents an area for expressing themselves but the turn out of events seems like this approach is changing the notion of public space. The purpose in the beginning was to create public space for everyone, not just for the wealthy. This is a disconcerting fact given that the present economic situation of other cities is also pointing them to this direction for the maintenance of public spaces as well. To sum up, it can be stated that the privatization of public space deepens the gap between the poor and rich. big urban projects on the drawing boards in New York still tend to be the products of negotiations between government agencies anxious for economic improvement and private developers angling for zoning exemptions.

At first glance, parks and public spaces are not strictly crucial public amenities like fire and police stations. Therefore, the government struggles to allocate funds for public spaces and gives this opportunity/duty to private organizations which lead the public spaces become luxury spaces used only by the luxury class.

Over the years, the most consistent victims of POPS have been the homeless (Mahony, 2016). The indoor privately owned public spaces generally resemble shopping malls rather than public parks. Consequently, the retail organizations renting space from these POPS are not fit with the public space character and they often see the homeless as threats to the customers. This result in efforts to push them out of the public spaces and the homeless usually rely on public space for basic functions such as eating, resting and surviving cold winter months. Those without shelter are generally considered a threat to public sometimes due to their small contribution to the consumer economy. Sometimes this is the reason behind their "removal" from the "public" atriums by the private organizations who own these public spaces.

The above examples show that POPS are supervised by more authoritative manners and they restrict the users' acts within these spaces putting an important social dimension at stake. "*When space is controlled, and especially when the public is unclear about what the legal or acceptable boundaries of activity are, we tend to police ourselves, to monitor our behaviour and to limit our interactions, especially after embarrassing confrontations with security*" (Garrett, 2015). Even though they are accessible and usable by public, they usually have small nuances of capitalism giving public the feeling that the privately owned public space only belongs to certain people. They use surveillance cameras, generally a security guard is present and the atmosphere is very corporate due to the architectural elements and existing logos. Additionally, POPS encourage consumption more.

According to the New York City's zoning resolution, privately owned public spaces' owners are not obliged to be detected by the government about their rules and regulations for the POPS. This means that they are almost free to do or restrict anything on privately owned public spaces decreasing their accountability. Private ownership harms the concept of public space, where a collective memory should be formed. Due to the freedom of control over public space, which is granted to private organizations, social and individual rights are destroyed. The freedom to make and remake our cities and ourselves is one of the most precious yet most neglected of our human rights (Harvey, 2008).

Conclusion

Public spaces need to be considered as philosophical entities as well as physical places. They need to be spaces of free speech, expression and gathering for the public and the public should have a say in defining the requirements of a public space. At the most basic level, if a city isn't furnished with a well-developed fabric of public spaces of different sizes and shapes and types, there is no place to simply *be* if you are not actively consuming (Greenfield, 2013). Public spaces should cherish cultural diversity and equity even if they use private financial means to maintain the space. Designers, architects and urban professionals need to be fair when measuring how public these spaces are. Increased control over public spaces hinders the creation of a welcoming space.

Public authorities have the responsibility to provide public spaces for the community interaction and city social life as public spaces contribute essentially to the urban quality of life. Privatized public spaces are not public any more because the government does not have a vital say in the context of public spaces. Even though there are not enough funds to create equal public spaces all over the city, the public authority should be responsible for providing public space and ideally guard them. Public spaces are too fundamental to be placed in private hands even for the sake of efficiency and capital. Private sector can also have a role in this setting but only along with public authorities and community participation.

In this situation, our cities are turning into environments of surplus only and they provide for the wealthiest and strongest. Public spaces transform into pseudo-public spaces that are actually private properties far from civic formations. Civilization means that each citizen has the right to grow and to become who they are, and it also means that the city is designed and structured in a way that helps them do so (Greenfield, 2013). People should have a right to the public space with absolute accessibility and the permission to use the space spontaneously. The Occupy protests and the APOPS are results of an emerging awareness about the fundamentality of public space. Though it is unlikely to have publicly controlled spaces rather than privately owned spaces in the near future due to the financial situation, this awareness will lead to a better understanding of the importance of public spaces when it comes to the richness of city life.

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Specialized Foster Care as System Approach, Deinstitutionalization of Social Protection in Case of Adults with Developmental Difficulties in the Republic of Srpska - A Case Study

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Abstract

Bosnia and Herzegovina, and thus its entities, has ratified the Convention on the Rights of Persons with Disabilities. In spite of that fact, adults with developmental disabilities daily face stigma and barriers in exercising their fundamental rights. Due to the inability of independent functioning, as well as the inability of the family to care for adults with developmental disabilities, a big number are placed in residential care. Foster care as a form of care in System of social protection can be functional for avoiding institutionalization, insurance of social inclusion of adults with disabilities, and enable them to function independently. Specialized foster care is one of the possible solutions in the deinstitutionalization of adults with developmental disabilities who are placed in residential care. This paper is focused on the particularities of specialized foster care for adults with developmental disabilities in the Republic of Srpska, which is regulated by the Social Protection Law and the foster care Rule book. Foster care, in terms of the Law, implies taking care of the care users in the family that provides fulfillments of basic needs, family that takes care of the person and helps in the rights exercise and the obligations fulfillment. This normative definition of foster care opens space for adults and the elderly foster care, which is not developed nor sufficiently represented in the countries of the region, Europe and the world as well. Foster care for adults with disabilities in the Republic of Srpska is performing through a form of specialized foster care. This paper presents case study of the specialized foster care as a possibility for adequate care of adults with developmental disabilities, with special points to the ability of supporting deinstitutionalization through specialized foster care. This case study is an example of a systemic approach to deinstitutionalization of adults with developmental disabilities. The study and results that were presented in the case has shown that it is possible to perform the deinstitutionalization of persons with developmental disabilities after twenty years spent in an institution.

Keywords: foster care for adults, specialized foster care, social work, deinstitutionalization.

Introduction

It is estimated that more than a billion people, or 15% of the world's population are living with different disabilities. Existing data on persons with disabilities are incomplete. This situation can be explained by a number of factors including: stigmatization, isolation, low rate of registration of births, families hide children with disabilities, which is the main reason why children and later adults are not covered by the research, and remain in the sphere of "dark number". Adults with developmental disabilities are one of the most vulnerable groups, despite the fact that Bosnia and Herzegovina with its entities ratified the Convention on the Rights of Persons with Disabilities, many of the rights listed in the Convention are not implemented in practice. The aim of this Convention is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms for persons with disabilities, and promote respect for their dignity. The basic principles of the Convention are: respect for the dignity, individual autonomy including the freedom to make personal

choices, independence, non-discrimination, full and effective participation and inclusion in society; Respect for difference and acceptance of persons with disabilities, equal opportunities, accessibility, equality, respect for the evolving capacities of children with disabilities and respect for the right to preserve his or her identity (United Nations, 2006).

Through the centuries persons with disabilities faced stigmatization, significant problems and obstacles in exercising their basic human rights. Due to the inability of independent functioning, and the families inability of caring for persons with disabilities, many of them are placed in residential care. Those institutions continue to operate on the principles that impose depersonalization. In these conditions and cultural heritage, which has promoted concealment and isolation of persons with disabilities we can talk about social exclusion of these persons, especially when it comes to adults. Protective measures and involvement in the community through various programs and activities that take place through the support system for children and juveniles ensures a certain level of participation and inclusion in society, which is a prerequisite for equality of rights.

By entering adulthood persons with disabilities are becoming more socially excluded. It is evident that the interest of society for persons with disabilities to their age decreases.

If we looking the problems in the functioning of persons with disabilities from social work prospective, we can start from the very definition of social work as a professional activity. According to the definition of the International Federation of Social Workers (IFSW, 2014), social work as a profession promotes social change, problem solving through interpersonal relationships and the empowerment and liberation of people to enhance their well-being. In accordance with theories of human behavior and social systems, social work intervenes at the points where people interact with their environment. Principles of human rights and social justice are fundamental to social work. With this definition of social work on mind, undoubtedly it can be concluded that social work as a profession, is able to ensure optimal social functioning, participation and the implementation of the rights of persons with disabilities. Foster care as a form of care in Social protection system is one of the features for avoiding institutionalization and for social inclusion of persons with disabilities, as well as their training for the daily activities at the level that their condition allows. The process of deinstitutionalization is demanding and requires a systemic approach, especially when it comes to adults with developmental disabilities who placed in residential care in high percentage.

Foster care in the Republic of Srpska

Due to frequent political and social upheavals which have resulted in a large number of conflicts, that inevitably led to the need for care of children and adult persons who cannot take care of themselves, Republic of Srpska and Bosnia and Herzegovina as well as the region has a long tradition of foster care. Foster care as a form of care and protection in the Republic of Srpska is applying since the establishment of the state. In 1993, Republic of Srpska brings the Law on Social Protection. In the context of the social protection rights this document defines the right to accommodation in another family (Official Gazette of the Republic of Srpska no. 5/93). The development of the social work profession, monitoring of global trends in the field of social work and social welfare, Republic of Srpska developing foster care. This kind of approach is particularly reflected in the positive legislation that Republic of Srpska established with adoption of the Law on Social Protection in 2012, after which were defined a number of by-laws that more closely regulate different areas in Social protection system. Significant contribution in the area of developing foster care was given by the Local communities as founders of centers for social work that are in their jurisdiction. Foster care in the Republic of Srpska is governing by the Law on Social Protection ("Of. Gazette of the Republic of Srpska", no. 37/12) and the Foster care Book of rules ("Of. Gazette of the Republic of Srpska", No. 27/14), which created the formal legal prerequisites for the development of foster care. Foster care, in terms of the Law, implies taking care of the beneficiaries in the family that provides fulfillments of basic needs, family that takes care of the person and helps her in the rights exercise and the obligations fulfillment. (Article 42, paragraph. 1 of the Law on Social Protection of the Republic of Srpska). Some authors define foster care as humane mission of the community and especially humane people-foster parents, through which foster family provide care,

protection, education, training and requirements for the optimal development of children who, for various reasons, cannot live with their natural parents (Jugović, Pejaković, Stevanović., 2013: 7). Family placement is an organized form of social and family-legal protection for children without parental care who are entrusted with other specially selected, motivated family in the care and custody, who received financial compensation for its work (Vidanović, 2006: 301). The foster family is a family with one or more adult persons who engages the services of care for children or for adults, which has been evaluated and training for foster care, which meets prescribed conditions and charges a fee for their work (Article 42, paragraph 2. Law on Social protection the Republic of Srpska). Normative framework of foster care in the Republic of Srpska defines the conditions and procedure for obtaining the status of a foster family, types and forms of care in foster families, beneficiaries, procedure of disposing the user rights in foster care, termination of foster care, as well as the manner of implementation of foster care. Thus, the Law on Social Protection stipulates that the right to care in a foster family can accomplish any child or adult who meets the requirements for placement in a social care.

Due to the fact that this paper focuses on adults with developmental disabilities, we will present conditions for their care as prescribed by law. Law on Social Protection of the Republic of Srpska in Article 18 defines the beneficiaries of social protection and makes distinction between children and adult persons as beneficiaries of social protection. When it comes to adult persons, in accordance with the Law, the beneficiaries of social protection are adults who do not have the necessary means of subsistence, unable to work and cannot provide funds for life on other grounds (Article 18, paragraph b. Paragraph 1. Law on social Protection of the Republic of Srpska), adults in which as a result of injury, disease or birth defects occurring loss or restriction of ability to perform activities that are necessary for everyday life (Article 18, paragraph b. Paragraph 2 of the Law on social Protection of the Republic of Srpska), adults who due to permanent changes in psychosocial and health cannot meet their basic needs (Article 18, paragraph b. Paragraph 3 of the Law on social Protection of the Republic of Srpska).

This normative definition of foster care opens space for adults and the elderly foster care, which is not developed nor sufficiently represented in the countries of the region, Europe and the world as well, while in a few countries in which it is represented is not developed sufficiently, as it is a case in Republic of Srpska. Usually when we talk about foster care, having in mind the care of children who are unable to live in their biological family, because of various circumstances. Foster care for adults and the elderly in the Republic of Srpska, existing as foster care segment, which is governed by the Low and subordinate legislation. This opens opportunities for specific care for persons with disabilities, which creates a presumption of the exercise of rights, social inclusion and their optimal functioning in society. Specialized foster care for adults should have especially important role at the deinstitutionalization of adults with developmental disabilities.

Book of Rules on fostering in the Republic of Srpska defines three different forms of foster care: standard, specialized and urgent foster care. Standard foster care is provided for children, adults and the elderly through the foster care that provided family life and fulfillment the everyday needs related to the age of the beneficiaries who have difficulties in psycho-physical development, so they need extra care and support. Specialized foster care is provided for children, adults and elderly with disabilities, abused and neglected persons and persons with socially unacceptable behavior. Emergency foster care is ensured to children, adults and the elderly in various types of emergency situations (abandoning the child, inability of parents to care for the child, natural disasters, lack of or interruption of family care for persons with disabilities, etc.). In addition, the Regulations on fostering regulate the procedure and method of placing of the child or the adult and the elderly person in a foster family, as well as the process of acquiring the status of a foster family. Particularly important part of the administration process through which families obtain the status of foster families. This process includes the assessment of the fulfillment of conditions for acquiring the status of a foster family, which is done by summing several elements: an insight into the prescribed documentation, interviews with potential foster parents, interviews with family members and members of the household of potential foster family, home visits and comprehensive treatment of teamwork. After a positive opinion on the assessment of the requirements for foster care, every potential foster parents are obliged to undergo training

program for foster care, followed by family and officially became foster, which formalizes a certificate for foster care for a period of four years.

Case study

In the focus of our research were two twin sisters who are adults with developmental disabilities. Specifically, research is about persons of whom one is with mild mental retardation, while the other is a person with multiple problems. Ever since the early years of childhood, they are placed in residential care because of inadequate parental care. The main reason for separation from the family was neglect due to lack of capacity for the care of the parents. Throughout their life, sisters were kept in an institution for children without parental care, then in institution for adults and the elderly, and later in an institution for people with disabilities. The total number of years spent in institutions is 20. Last institution of social care in which sisters were placed is the institution for female persons with disabilities. In this institution sisters stayed 6 years.

Methods and techniques of research

To collect the data used in the displaying case study, we used test method through interview techniques, analysis of document method and methods of observation. By analyzing the content of the documents we analyzed the sisters personal files in social work center that made an accommodation for sisters, documentation analysis which was conducted at the institution for accommodation for persons with disabilities, analysis of medical and other relevant documents concerning the documentation was conducted the school they attended, and documentation related to family functioning.

Research results

Based on the assessment that is in the best interests of the beneficiaries to change the form of social protection, issued by the team of professionals for placement and care in the Center for social work. The team carefully planned change in accommodation establishments of social protection care in a foster family. This process included finding adequate foster family, preparing them for the acceptance of this category of beneficiaries of social protection, empowerment and preparation of beneficiaries to leave the residential facility, and to change the very form of protection and support as well as help in the adaptation of the beneficiary to live in a foster home after years spent in an institution of social protection for accommodation.

Tim assessment was based on analysis of the situation and monitors the functioning of the beneficiaries in institution of residential care in which they are placed, with the help and cooperation of the professionals from the residential institution. The research showed that the beneficiaries placed in an institution for children without adequate parental care at age 7 and 9. Placement is made after that team from Center for social work estimate that the sisters were neglected by the mother and her current partner, that parents do not have the competencies required for the care of children, that children are in neglected state of health, are not included in basic education, and that they compromised sisters growth and development. During this period, team has made a detail examination of all the circumstances in which children lived, and it was decided that is in their best interest to temporarily relocate the children. During the time sisters were placed in residential care, professional team from Center for social work worked with the family on individual parental skills improvement, and the preparation and training of family for the return of children from institution. They were also ensured financial security for the family. The children were returned to their family after a year and three months. During this period, children are included in the education system and monitored their health. From the documentation that was available it was not possible to conclude how the family functioned as there were no traces of monitoring family in the period after the children were returned from residential care. After more than four years, at a time when children were 13 and 15 years old, due to the inability to function within the family sisters are again placed in residential care. Health condition in both sisters deteriorated, with the appearance of pronounced mental health problems, during the period in which the children are staying with biological family. The children were educational, hygienic and developmentally neglected. No matter what kind of neglect that has been

present consequences in physical, psychological, emotional, social and spiritual development in children remains. (Delaney, 1998; Brooks and Siegel, 1996). Nonetheless, it is important to emphasize the fact that the parents addressed to the Center for social work with a request for children's placement because they were not able to take care of them anymore. Children are placed in residential care for children without parental care, where they have been placed in the past. The analysis of the documentation shown that the family has been extended in period when the children were staying in the biological family. Mother of the sisters gave birth to two sons. The files that were analyzed in Center for social work had no detailed data on younger male children, but we conclude that there were no problems regarding care for two boys in family, based on the data we were collected from interview with one of the social workers that earlier was working on the case. Functioning of twin sisters in residential care is monitored by an expert team from Center for social work, which was documented in their files, noting the progress that has been made in their functioning. The older sister was attended school under a special program, while the younger attended classes in the ordinary course of secondary education. Upon completion of secondary education in the three-year duration, given that both sisters were adults, but that were not in the full-time education, there was no legal possibility for an extension of their stay in the residential care. Because of this fact the sisters were moved to an institution for adults and senior citizens, where they faced with the serious difficulties in their functioning. Sisters shown resistance to the new environment where they did not belong, taking into account their characteristics and their age. Living in residential care was followed by a series of problems which are primarily reflected in a variety of unacceptable forms of behavior, deterioration in mental health, several attempts arbitrary leaving the institution and attempted suicide one of the sisters. During this period, the sisters have been repeatedly hospitalized at the clinic for psychiatry. Sisters were staying in an institution for adults and senior citizens for a period of about five years, which was marked by frequent absences from the institution for medical treatment. The expert team from Center for social work made a decision to change the residential institution. The sisters were moved to a social care facility for persons with disabilities, which was located in another city. Period of adaptation to life in the new institution passed satisfactorily. Data shows that in this period expert team from Center of social work resided in the institution several times, so that together with the expert team from the institution provide support and adaptation to life in an institution for twin sisters. The sisters have accepted the environment in which they are found, and they began to actively participate in all activities of the institution. During they stay in the institution for placement of persons with disabilities they are constantly expressed desire to return to the city where they were born and lived, as well as the desire to establish contact with mother and other members of their biological family. Expert team from Center for social work considered the possibility of moving sisters to a foster care. After decision was made to move sisters to a foster family, in cooperation with the expert team from institution, and in collaboration with sisters, individual care plans were draft. That included activities related to several segments: the establishment and maintenance of adequate mental health, activities related to mastering the skills needed to function independently (maintaining personal hygiene and space hygiene, cooking, washing, handling electrical equipment necessary for the functioning of the household, etc.), activities related to the improvement of social skills, re-establish contact with their family. At the same time while the process of preparing for deinstitutionalization were taking place, in Center for social work was started a process of identifying, preparing and training foster family for the care of the sisters. Expert team from Center for social work has targeted the family, which is estimated to have the capacity to work with people with developmental disabilities. Aggravating factor was that the family had no intention to engage in foster care for adults. This obstacle was successfully overcome in a series of interviews with family, accentuating all the challenges and benefits of foster care for adults, especially specialized foster care for adults. The foster family was presented with the family and personal history of sisters. Plan for training and education of family care for adults with developmental disabilities was made and foster family has started the educational process. The education of foster family was conducted by expert team from Center for social work. According to information obtained in structured interviews with the professionals from Center for social work and professionals from institution where sisters were placed, we concluded the following: preparations for deinstitutionalization proceeded in accordance with the individual plan for each sister. The one with mild mental retardation has adopt planed skills within the given time frame, while the other one, with multiple problems had difficulties in the implementation of planned activities, and the adoption of different skills. She also had repeatedly deterioration in mental

health. When it comes to contact with the biological family, the expert team of the social work center has made contact with the brothers who responded to the call for the cooperation and join into a support network at the meso level. Foster family has also established contacts with sisters as well as their brothers. In the process of deinstitutionalization foster family has repeatedly visited the sisters in the institution. After a year, sisters spent weekend in a foster family. After that expert team extensively worked on their departure from the institution. Before placement in a foster family, all the conditions for a change of placement are acquired. After two years from the beginning of the process, sisters were formally placed in a foster family. Foster family monitoring and providing professional support initially was carried out twice a week. After two months professional support and monitoring was conducted four times a month. A significant contribution to the functioning of the sisters within the foster family gives the brothers who have been involved in the support network and actively cooperated with the expert team from Center for social work. Foster parents have been involved in working with a group of foster parents, while the sisters has been included in the Day care Center for persons with disabilities for a period of three hours per day. The active support of an expert team lasted a year, after which the sisters started to led quality life in a foster family.

Conclusion

Foster care as a concept in the protection and care for adult beneficiaries of social protection is not sufficiently developed, although there are all the legal requirements for the development of foster care for adults. There is as well need to reduce the number of adults who are placed in residential care due to various causes.

Particularly vulnerable categories of care users are persons with disabilities, who are rejected, discriminated against, denied the realization of basic human rights and institutionalized. Due to the inability of independent functioning and the families inability of caring for persons with disabilities, many of them are placed in residential care that continue to operate on the principles that impose depersonalization. In these conditions and cultural heritage, which has promoted concealment and isolation of persons with disabilities social exclusion of persons with disabilities is continuing, especially when it comes to adults. One of the potentials for improving this situation is the specialized foster care for adults with developmental disabilities. In relation to the level of difficulty we can certainly speak of a successful integration of people with disabilities that are not classified in the category of severe mental retardation. Specialized foster care can provide a stable environment for these persons and their functioning in the family, the higher the level of rights, but also participation in all spheres of life, which would lead to a higher level of equality and inclusion of adults with disabilities in the local community and the society in which they live. Our case study speaks in favor of specialized foster care for adults. In order to sufficiently provide the ability to care for adults with developmental disabilities in specialized foster families, it is necessary to carry out the recruitment and training of new foster families. In addition, an essential element is the promotion of foster care, but also the promotion of specialized foster care. To help with this type of care, and promote all the opportunities it brings, both for beneficiaries and potential foster families, we have to introduce with it wider public. Although financial motivation may not be crucial to foster care, cannot be excluded, especially if we keep in mind the high unemployment and very limited possibilities for securing their own existence.

In addition to promoting foster care for adults, recruitment and training of foster families, the professional social work is facing the challenge of improving foster care training programs to be developed separately for each of the forms of foster care are in accordance with positive legislation.

For this type of fostering improvements, systematic approach that would ensure the adequate development of fostering through the improvement of professional skills of social workers and other professionals included in fostering, continuing education of foster families and the promotion of foster care in general, is necessary.

Foster care, in terms of the Law, implies taking care of the care users in the family that provides fulfillments of basic needs, family that takes care of the person and helps in the rights exercise and the obligations fulfillment. Although placement in a foster family is preferred to institutional placement, it is still far greater number of adults and elderly people placed in

residential care. According to the Ministry of Health and Social Welfare of the Government of the Republic of Srpska, placement in foster care as a right was achieved in 1% of the total number of beneficiaries of social protection, while the right to placement in an institution achieved 2.5% of users (Bulletin of the social, family and child protection, 2015). In real terms, in 2015, 830 adults were placed in social care institutions, while only 125 adults were placed in foster homes. Caring for people with disabilities, compared to the normative definition is done through a form of specialized foster care. This type of care provides special services for adults with disabilities, which is due to psychological and physical health status or need extra care and support. In the Republic of Srpska there are no unique data on the number of adults with developmental disabilities cared for in foster families. This type of data collected by the Centers for social work, and there is no unique database.

Social work as a professional activity, can greatly contribute to the development of foster care for adults, and therefore specialized foster care for persons with developmental disabilities. Keeping in mind that foster care is realized only through social protection, the largest burden of responsibility for promotion, development and implementation of foster care is precisely at the social work. Positive regulations make it possible to approach the development of foster care for adults, especially specialized foster care, keeping in mind that in the Republic of Srpska are two placement institutions for persons with disabilities. Professionals agree that we have strong need for deinstitutionalization in Republic of Srpska that can be conducted through the concept of specialized foster care for persons with developmental disabilities. According to unofficial data, in the Republic of Srpska are only few foster families specialized in foster care for adults with disabilities. These families have successfully undergone the procedure of assessing the requirements for foster care, as well as a training program for foster care. All families have their place of residence in the city of Banjaluka.

Challenge for social work, as well as social workers and other professionals in social protection, at the local and at the national level, is recruitment families to become foster families, as well as their training for work in foster care. The Ministry of Health and Social Welfare in collaboration with UNICEF in 2014 was organized and conducted training of professionals who are trained to work with foster families, especially in the segment of their training for foster care. The training involved professionals from several regions of the Republic of Srpska who are employed in the centers for social work. This should thereby ensure that the profession of social work in the Republic of Srpska can meet the requirements of applicable legal regulations.

When we talk about the training program for foster care, it should be noted that training for foster families for adults is specially adapted by professionals who have been carrying out. During training, foster families processed contents related to the development of competencies foster parents, the needs of adults and the elderly, the continuity of life of adults and the elderly and their identity, the importance of family environment, cooperation of experts with foster families, modes and types of communication with adults and elderly people from different category of users, neglect and abuse of adults and the elderly, grief and losses as inevitable in the life process with special emphasis on ways of support depending on the categories of beneficiaries, preparing to begin the process of establishing foster care. All of these topics educators adapt to the group with which they work, especially caring about the form of foster care for families to be empowered, on the basis of which the elected approach to developing a theme. Special challenge for social workers is targeting and attracting families to engage in specialized foster care for adults, as well as their follow-up to the provision of the necessary kind of support.

Specific challenges for social workers are support that professionals need to provide to foster families on a daily basis. This correlates with a large number of working obligations and tasks that any professional worker in the center for social work has. One way to support foster families is group work with foster families, with dominant method of counseling, and capacity for development of self-help groups.

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Conceptual Usage of Systems Dynamics in Patients Rehabilitation Management

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Abstract

The essence of social sciences is well encompassed in Green's (2006) quote "People were created to be loved. Things were created to be used. The reason why the world is in chaos is because things are being loved and people are being used." For this reason, social sciences are important, as major research paradigm on how and why individuals interrelate. The aim of the actual research is to look for a conceptual approach activity, as part of a larger project focused on individual rehabilitation. The brain is trained to react to the stimulus and command a behavior. The premise, for the considered approach, is understanding the social sciences as revealing the individuals interests for self conscience, well being and moral values and drawing the line to it's importance for governments authorities, policy makers or NGO's.

Keywords: conceptual, usage, systems, dynamics, patients, rehabilitation, management

Introduction

Needs and requirements for rehabilitation.

The need of assistance and rehabilitation is expected to increase in the near future in order to fulfill demands and requirements for physiotherapy and rehabilitation, (Simson 2005, Stein 2012). To provide a wider access to patients, especially due to aging populations and disperse geographic locations, the current demand for physiotherapy concerns the need to have user-sited therapy for motion training and rehabilitation with customized systems for specific patients.

A demand is already well understood as related to the demographic change. The OECD predicts an enlargement of the population of the over-65s to twice as many as the under-65s in 2050. Additionally, life expectation will increase. According to the European Commission, the population of the over-80s in the EU will grow from the current 21.8 million to 61.4 million in 2060. With this trend it is predicted that the number of therapists will decrease while the demand increases, thus the possibilities of having a personal therapy as today will be less available. To meet these changes, new ways of medical therapy will have to evolve. One of these kinds is user-sited therapy for motion training and rehabilitation.

The research is focused on the triggering factors that influence the people's behaviour and predisposition for change and their success in rehabilitation after accidents that may be caused by a variety of factors. As the behaviour of the individuals influences and changes our world, in a similar manner the environment (techno-natural and cultural-social and/or spiritual one) is influencing the individuals generally through standard ways like education, generation of the values map, professional competition, economical performance or as the actual ultimate goal the degree of satisfaction or happiness.

The conducted research is considered to belong to the change management methodology necessary for the permanent present duality: Homo Faber - Homo Sapiens. On one side the individual activity in direct correlation with its meanings is defined by the "owned tools" and on the other side the wish for understanding how to place the projection of the individual's self development is captured as a "desire support" defined by the "managerial capability".

Therefore, Engineering and Management approach and competences seem to be the right and important task force in promoting and enlarging the area of social-science, for competences oriented on the individuals well being and not only. In

our era, the first (Homo Faber) dimension is strongly influenced by the evaluative trend of "Digital-age", where the wonder tools - the computers- in which mathematics, algorithms, electronics, physics and material science transform processes and knowledge in DDF (Digital Data Form). All this engineering process is leading to humans' new behaviour in creating models, scenarios and digital products for the everyday life aspects.

The second dimension (Homo sapiens) is represented by the capacity to organize structures of knowledge and use all the available DATA to create the most convenient environment combination (real + virtual) and forecasting the next status of an individual based on the actual behaviour structure and social living environment. This process may be considered to be based on the psycho-social development management where the technological culture and the change management can be used to create a guided impact on individual and collective well-being.

The individual's change is a result of the interaction between the micro and macro factors that at a certain scale of details enables the modeling of the "human subsystems" that are functioning in parallel: processes and functions. The implication of the induced change is the generation of a new function (that replaces a disappeared, or altered one) as an induced response to different social, politically correct integration, technological and economical external components.

The subjects for the research are considered as BITs (Brain Injury Thrivers) as beneficiaries of much more customized functionality of the treatments and technologies implementations by considering the systems dynamics in the concept.

Any BIT destined activity is targeting the remained functionality potential of the system components and therefore can be treated as a system which flexibility is defined by the capacity of partial readjustment and "reprogramming". The components identification, correlation and adaptation through induced tasks must be a customized process where the most important factors are the triggering ones.

When working with a system driven by fluxes, sensitive to triggering factors, a plausible way to get a defining conceptual edge for the change is similar to enclose its impact and effects upon the holistic vision of the change management, as Heda and Nagrath (2007) for a customized rehabilitation activity. The same opinion shares Holden (2008) through his statement: „Research on organizational change and innovation, technology implementation and macroergonomic redesign has converged on two important meta-principles for change management: adopting a systems approach and considering the dynamic properties of change. ”

The theory of systems dynamics was the starting point in generating a Dynamic Model of the Change, due to the overlapping of its scope with the present paradigm of change management: "the subject confronts with extreme complex matters, very dynamic or contains a large number of feedbacks. A model of the ...system dynamics focuses on the primary attributes of the system and allows encompassing of the variables with a high uncertainty level". (Thompson and Bank, 2010).

In the context of modeling the change management process, the system dynamics theory has created a suitable background for us to generate a tool for planning, integration and consolidation of the change through using the control of both scope and dimension of the change demand.


First we generate a short description of the elements of systems dynamics which characterize the change process in order to obtain the dynamic model of the change process. Second, the methodology of modeling the change is emerging from the perspective of the systems dynamics.


We are considering the Homer and Hirsch (2006) defined model, elaborated and generated through the theory of systems dynamics as "a set of algebraic differential equations, developed in a large spectrum of relevant measurements and empirical data." Systems dynamics enables a set of tools that allows the change agent visualizing and processing the interaction of the elements of the analyzed system. Hence a deeper understanding of the system is created.


Defining elements of systems dynamics


As main instrument for visualize and analyze the systems dynamics are the resources and flows diagrams to enable interdependencies and feedback through the accumulation of conventional accepted units whose value can raise or fall during different time frames depending on various factors of influence.

The resources and flows diagrams consist of the following structural elements:


1. Resources () are accumulations of capabilities (tangible or intangible) concrete or abstract which can vary in time. The resources are **the substantives** of a system and they can only be modified through induced flows.

2. Flows () are actions or processes which act over different system components to carry available resources for them, contributing at the altering of the dimension of the resources, through adding (inflow) or taking (outflow). A functionality quality is depending on a specific resource minimization or maximization. A flow is always a rate and is defined through units of considered resource per units of time. The flows are **the verbs** of a system and their names should always reflect this.

3. Convertors () are parts of knowledge, carrying data or information about the system which effects the flows or the value of another convertor.

4. Connectors () help to bring the data or information from an element of the system to another. The origin is the place where the information is taken and the final point is where the information is delivered.

The entire concept is based on the capacity to extend the model as much as our actual knowledge allow and to create correlations, interconnections, and scenarios generation for elements that may look so distant that are little considered or even ignored in the customization of the rehabilitation process

5. The limit of the system is represented like this: .

Any systems may come to an end. The end may be the reach of the maximum potential for desired resources, the saturation in resource accumulation due to known or unknown factors or even the unrecoverable collapse of the system.

The design process of resources and flow diagrams, together with the computerized modeling starts by identifying of the critical resources followed by naming the most important flows and finalized through the identification of the elements which alter the rates of the flows. This method of resources and flows was considered the most appropriate for the dynamic modeling of the change process because it suggests both the steps of the change management process and its dynamic potential.

The modeling of the change

Resources, rates of the flows and change convertors

As previously mentioned the actual research contributes to the conceptual approach of using a system dynamics management in the rehabilitation process.

The modeling and simulations capability is enabling a larger extension of the process customization and combine the main factors that are acting during the process time: social (family, friends, civil society...) politically correct integration (clinic, employer, government, ...), technological (available devices, materials and technologies) and economical (private and societal capacity).

The scope of simulating the change management process is the potential estimation of the dimension of the expected change from the resources of change accumulation and determining the way of change development in a specific horizon of time.

For designing the simulation, the elements of The Dynamic Change Model (DCM) have been defined:

9 resources:

The Physical capacity

The Physical integrity

The Existing strategic functionality

The Awareness

The Availability of Integrated Methodology (AIM)

The Stability

The Stable elements

The Elementary needs

The Accumulated planned resources

16 rates of flows:

The Decrease of the Change from the physical capacity
 The Decrease of the Change from the physical integrity
 The Physical capacity indicators impact over the needs
 The Physical integrity indicators impact over the needs
 The Decrease of the existing strategic functionality
 The Needs increasing by adopting Change Indicators Values (CIV)
 The Unplanned needs increasing
 The Needs increasing due to stability rate
 The Needs decreasing due to AIM
 The Decrease of AIM due to apposed resistance to change
 The Decrease of the AIM due to increase of stability
 The Accumulated stability
 The Accumulation of the planned change
 The Decrease of the planned change
 The Stability loss fraction
 The Accumulated Planned Change
 9 convertors:
 The Rate of adoption initiative and needs
 The Saturation impact of the needs change
 The Rate of resistance to the AIM
 The Rate of motivating the needs of the AIM
 The Integration rate of the planned change
 The Assimilation rate of physical capacity
 The Altering rate of the physical integrity
 The Tolerance at methodology deviations
 The Strategic efficiency of the methodology

Considering the defining differential equations of the Dynamic Change Model and the causality diagrams, which put into light the relations and interactions of the mentioned resources with the other components of the model like convertors and rates of flows, a logic iterative scheme was built which consists of the following elements:

Table 1. The Elements of the Dynamic Change Model

Notation	Abbreviation	Type	Interval/Value
Time Units	TU	Variable with real values	[0, 54]
Change Units	CU	Variable with real values	[0, 50]
The time of the total simulation	[T]	Total simulation time	54 TU
The instantaneous time of the	[t]	Real simulation time, TU Variable with real	[0, 54]
The time of one time step	[dt]	TU interval	0. 25 TU
The physical capacity	[0]	Accumulation resource of CU	[0, 20]
The physical integrity	[0']	Accumulation resource of CU	[0, 20]
The Existing strategic	[1]	Accumulation resource of CU	[0, 40]
The Decrease of the Existing strategic functionality	[1']	The transit time of the decrease of the resource	0. 5 TU
The Physical capacity indicators impact over the needs	[2]	Rate of flow CU / TU	[0, 20]; dt
The Physical integrity indicators impact over the needs	[2']	Rate of flow CU / TU	[0, 20]; dt
Awareness	[3]	Accumulation resource of TU	[0, 40]
Elementary needs	[3']	Accumulation resource of TU	[0, 40]
The Accumulation of planned	[3'']	Rate of flow CU / TU	[0, 20]; dt

The Decrease of the planned change	[3 ^{'''}]	The transit time of the decrease of the resource	0. 25 TU
The Needs increasing by adopting Change Indicators	[4]	Rate of flow US / TU	[0, 20]; dt
Unplanned needs increasing	[5]	Rate of flow CU / TU	[0, 20]; dt
Needs increasing due to stability	[6]	Rate of flow CU / TU	[0, 20]; dt
Needs decreasing due to AIM	[7]	Rate of flow CU / TU	[0, 20]; dt
The AIM	[8]	Accumulation resource of CU	[0, 40]
The Strategic efficiency of the methodology	[9]	Predefined variable after diagnosing the state of the enterprise through The Scorecard of the	(1; 2; 3; 4)
The Tolerance at methodology deviations	[9]	Predefined variable after diagnosing the state	(1; 2; 3; 4)
Decrease of AIM due to apposed resistance to change	[10]	Rate of flow CU / TU	[0, 20]; dt
The Decrease of the AIM due to increase of stability	[11]	Rate of flow CU / TU	[0, 20]; dt
The Accumulated stability	[12]	Accumulation resource of US	[0, 40]
The Stability loss fraction	[12]	Leakage fraction	0. 193
The Decrease of the change from the physical capacity	[13]	Rate of flow CU / TU	[0, 20]; dt
The Decrease of the change from the physical integrity	[14]	Rate of flow CU / TU	[0, 20]; dt
Rate of adoption initiative and needs	[15]	Variable with real values	[0, 1]
The Saturation impact of the needs change	[16]	Real variable represented as function of [1]	[0, 1]
Rate of resistance to the AIM	[17]	Real variable represented as function of [9]	(0. 1; 0. 2; 0. 3; 0. 4)
Rate of motivating the needs of the AIM	[18]	Real variable represented as function of [19] and [17]	[0, 1]
The Integration rate of the planned change	[19]	Real variable represented as function of [9]	(0. 55; 0. 7; 0. 85; 1)
The Stable elements	[20]	Accumulation resource of CU	[0, 40]
The Accumulated stability	[20']	Rate of flow CU / TU	[0, 20]; dt
Accumulated planned resources	[20'']	Accumulated resource of US	[0, 40]
The Accumulated planned	[20''']	Rate of flow CU / TU	[0, 20]; dt
The Assimilation rate of physical capacity	[21]	Real variable represented as function of [0]	[0, 1]
The Altering rate of the physical integrity	[22]	Real variable represented as function of [0']	[0, 1]

The resources of the DCM (Dynamic Change Model) tend to enclose change as a quantity of social, politically correct integration, technological and economical elements which combined, influence a need of resources in order to plan, integrate and consolidate the change. The needed resources are used as the function of the change quantity and so variations of the resources types in the different stages of the administration process can be observed and consulted. This model enables an overall image to the change agent of what is happening, where is it happening, and what, when and how is it to be done.

Considering the elements mentioned above, the logic diagram of the Dynamic Change Model which describes the

conditions and the limits of the process is depicted:

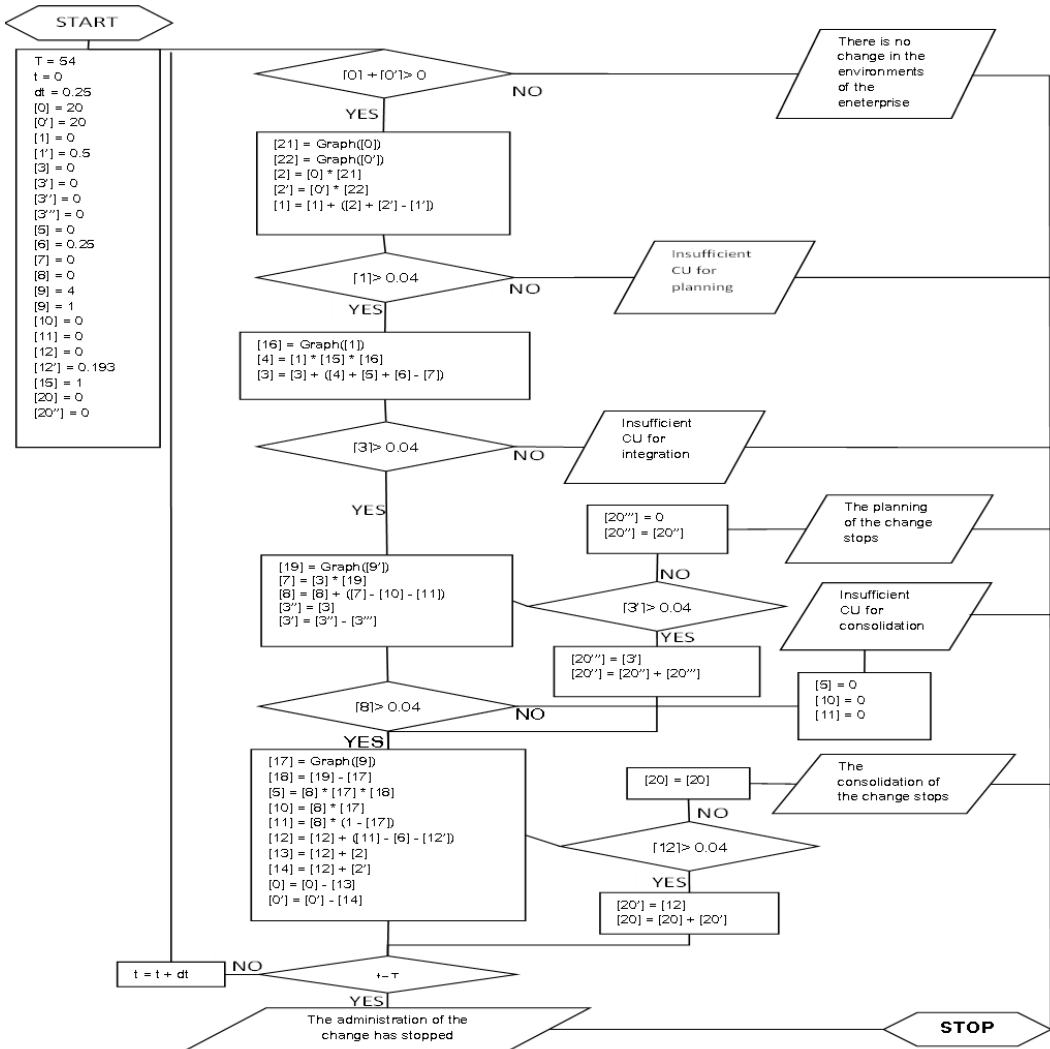


Diagram 1. The Logic diagram of the Dynamic Change Model

It is to mention that the conceptual notations of the change process are based upon some vast theoretical and empirical data processing. The representing of the change flows in this manner is a concept of novelty and interdisciplinary approach both the engineering point of view and the managerial one. This way of enclosing the change management process through the theory of systemic thinking enhances the prospects for more effective integration to the continuous and rapid changes.

Hence, the use of technology though the computerized simulation of the change process eases the managerial activities and practices providing a favorable environment of managerial technical and communicational growth. The dynamic modeling of the change offers not only guidelines of respecting and applying policies and deadlines but also it provides the control function without which the consolidation of the change would be futile.

Premises of simulating the dynamics of the change

In building the Dynamic Model of the Change (DCM), following considerations are to be taken into account:

Change has a certain degree of incertitude which derives from its complex nature.

This is a result of the fact that change occurs and interacts from and on four separate environments (social, internal politics, technological and economical). Therefore, it can be concluded that two of the most important characteristics of the change are: change has an iterative character and it requests continuous adjustment;

The presented modeling and simulation concept follows the principle of the Kemmis and McTaggart's (2000) **Action Research Spiral**, whilst the administration of the change is considered a continuous and endless process of adjusting the present functionality to the strategic one. It is considered the fact that if the decision of adopting a change is taken, there is no turning back;

The composition elements can be partially represented through the **change indicators**;

Change management implies **two different kinds of control: of the scope and of the dimension**. Considering the scope means in change management, the strategically approach which allows the change agent maintaining the administration plan and meeting the imposed or proposed deadlines.

The scopes of the DCM are:

Permitting a dynamic modeling environment through considering the strategy of the enterprise from a normative point of view and which allows the understanding of the change process through its steps;

The presentation of a proactive mechanism of command and control of the change;

A change management model based on systems dynamics which facilitates the viewing of the process and offers support during its side activities of detection, planning, implementing, consolidating and control of the change.

The dynamic system, which allows visualization of the change management process, is built on the following principles:

The resources characterize the "quantity" of change which has to be administrated;

With this scope, the "**quantity of change**" – **QC**, will be evaluated by the change agent through considering all the steps of the process and allocating the degree of the needed resources to make the change happen.

$$\mathbf{QC} = (\mathbf{HR} + \mathbf{FR} + \mathbf{SIR} + \mathbf{HIR}) / \mathbf{TR}$$

where every one of this resource types can take values from this aggregate: {1, 2, 3, 4, 5}

HR: Human Resources

FR: Financial Resources

SIR: Soft Infrastructural Resources

EIR: Equipment Infrastructural Resources

TR: Time Resources

Explanation: if the numerator of the fraction is constant than the quantity of the change grows with the decrease of the available execution time. If the execution time is constant, the quantity of the change grows with the quantity of needed allocated resources:

$$\mathbf{CQ}_{\max} = (\mathbf{HR}_{\max} + \mathbf{FR}_{\max} + \mathbf{SIR}_{\max} + \mathbf{HIR}_{\max}) / \mathbf{TR}_{\min} \quad \mathbf{CQ}_{\min} = (\mathbf{HR}_{\min} + \mathbf{FR}_{\min} + \mathbf{SIR}_{\min} + \mathbf{HIR}_{\min}) / \mathbf{TR}_{\max}$$

The flows are built and influenced by specific change indicators depending of the change quantity and the needed or imposed administration time resource

The convectors modify the flow rates of the change quantity both through the influence of the factors of the physical integrity but also through those from the physical capacity.

Considering these elements of composition, the map of the DCM takes the following shape:

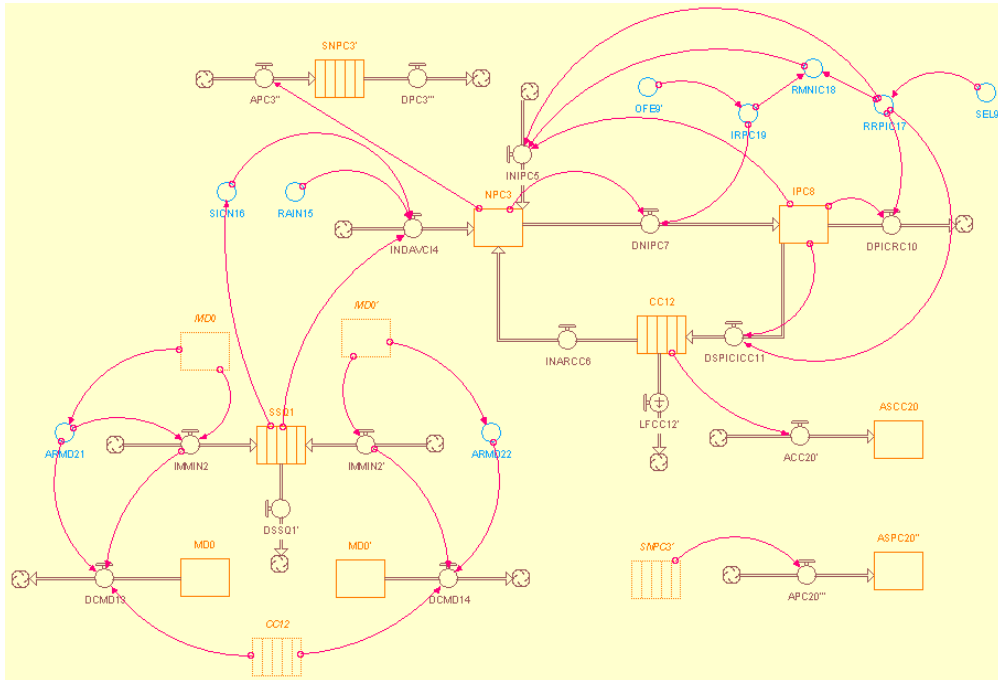


Diagram 2. The Dynamic Change Model Map

As a result of the DCM, generated through the software *iThink*¹, a set of elements were observed which are further on considered as inputs and that enable the adjustment of the change quantity as follows:

The Rate of adoption initiative and Needs¹⁵ = X_{15} , established after the decision of the physicians board to adopt the quantity of the change after consulting the change indicators which populate the columns "real value" and "desired value" from the SCC; it takes values between 0 and 1 and it is measured by available resources for the consolidation of the planned change.

The Saturation Impact of the needs change¹⁶ = X_{16} , are data generated automatically by the graphic function of *The Strategic functionality*¹ and it expresses the grade of openness for the change in general. X_{16} takes values in the interval [0, 1] and denotes the capacity to materialize a change necessity through its planning and later consolidation.

The Strategic efficiency of the methodology⁹ determines the rate of resistance to the planned integrated change Y_{17} through the GRAPH (*The Strategic efficiency of the methodology*) as follows: (inexistent¹, 0.4), (small², 0.3), (medium³, 0.2), (high⁴, 0.01).

The Tolerance at the methodology deviation⁹, determines the rate of integration of the planned change Y_{19} through the GRAPH (*The Tolerance at the methodology deviation*) as follows: (flexible¹, 1), (relatively flexible², 0.85), (little flexible³, 0.7), (inflexible⁴, 0.55).

The change quantity from The Physical capacity⁰ = X_0 , where x belongs to [0, 1] and is established by the change specialist as a result of a discussion with the physicians board, depending on the necessary resources for the consolidation of the planned change.

¹<http://www.iseesystems.com/Softwares/Business/iThinkSoftware.aspx>

The change quantity from **The Physical integrity** $0' = X_0$, where x belongs to $[0, 1]$ and is established by the, change specialist as a result of a discussion with the physicians board, depending on the necessary resources for the consolidation of the planned change.

Conclusions and implication of the change administration from an enterprise.

The Accumulated Needs of the Stability (named **SASC**²⁰) has to be discussed depending on *The Accumulation resources of the Planned Change* (named **SASP**^{20'}); both resources are output data. Taking this into consideration following adjustment propositions and conclusions can be carried out whilst analyzing **X₁₅, X₁₆, Y₁₇, Y₁₉, X₂₁, X₂₂**:

The calculation of the correlation coefficient for the values of **SASC**²⁰ and **SASP**^{20'} has given a strong relationship (~ 1) of the evolution in time of this two resources through considering the permanent condition **SASP > SASC**.

The necessary time for the change administration shrinks with the growth of the values for Strategic efficiency of the methodology and the decrease of the values of the Tolerance at the methodology deviations. This will be established through dividing the interval $[0, 54]$ of time units through the number of hours, days, months needed for consolidating the planned change. So the change quantity of the needed planned change will be established in order to induce a potential consolidated change.

The simulation with maximal input data for **X₁₅, X₁₆, Y₁₇, Y₁₉, X₀** and **X_{0'}** has a 100% accumulation of change in *The Stable elements*²⁰.

In the case of the simulation with minimal input values for the **Y₁₇** and **Y₁₉** holding the premise of maximum change occurrence, *The Stable elements*²⁰ has an accumulation of 28.25%. From this can be concluded that **The Strategic efficiency of the methodology**⁹ and **The Tolerance at methodology deviations**⁹ are very important during executing change management. DCM delivers, after the simulation of the administration process, the change quantity which is to be consolidated in a specific period of time.

After the simulation one can make valuable recommendations over:

The execution time of the change and the change quantity which has to be planned in order to report an efficient consolidation.

Which composition elements can be improved?

The potential of consolidation of the planned change

The degree of resistance to change

The possibility of improving the capacity of assimilating and adapting to the change.

Acknowledgement

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The Importance of Music in the Development of the Child

Iilir Ramadani

Abstract

Music has tremendous power, fascinate, relaxes, entertains. Imagine the power that can play in a child's development in the womb. It is a given that in no way should not be neglected. The cry of child, the vocals of his first knowledge of the most recognizable voices, those who feel that in the womb or heartbeat of the mother, all this makes it clear that every human being has an innate sense of rhythm and musicality. According to a survey conducted by Disney for the relationship between music and educational process of the children, it was found that music is essential for the development of imagination and creativity of children, being a universal language, and representing a tool indispensable for development the least towards a more multi-racial. The importance of music in a child's development is demonstrated in different studies, research etc. These studies show that what music is and how capable is it affect the welfare of a child, from an emotional point of view, social, linguistic and motor.

Keywords: Music, children, development

Introduction

Music is a way to recognize. According to Harvard psychologist Howard Gardner (1983) music intelligence is the same importance by the logic¹ (mathematical intelligence, linguistic intelligence) with intrapersonal and interpersonal intelligence.

Even television helps children to learn about music, in fact, although they don't want to watch television, many children have found a series of cartoons Disney called "Little Einsteins" and in which four children between 4 and 6 years (of different ethnicities) joined with a great love for music.

In each episode the four children decided for a mission aboard a spaceship named Rocket music, discovering a world of classical music, art and natural beauty, experiencing unforgettable experience every time.

By adding a simple text - which follows the adventure of the day - to the music of classic songs, the same parts become attractive and easy to learn from children who find themselves singing to the house, without realizing it.

We help then, dear mothers and fathers, our children turn to music, maybe just to teach those old songs or to repeat what they have learned in kindergarten, so that we spend with our children our leisure time, nice and different.

By Thomas Armstrong (1994. 5) "Intelligence is galvanized² by participation in certain types of occupations culturally important and what characterizes the growth of the individual through such activities follows a certain pattern of development, meet and experience a period of growth and very important development during early childhood. "

Making music is an important skill base as walking or four. Peery and Peery (1987) suggest that it is desirable for children to be exposed to music, being associated with the experience and education. This is a fundamental right for all people to be able to sing in tune and go with the pace³ (and Levinowitz Guilmartin, 1989, 1992, 1996). To ensure a complete experience of learning music should be brought in early childhood.

¹ Gardner, H. *Frames of Mind*. New York; Basic Books, 1993.

² Armstrong, T. *Foundations of the Theory of Multiple Intelligences*. New York: Basic Books, 1994.

³ K.K. Guilmartin. *Music and Your Child: A Guide for Parents and Caregivers*. Princeton, NJ: Music and Movement Center, 1989, 1992, and 1996

In practice, the idea that learning music is just a frill, is objectively unsustainable.

The importance of music education for the development of musicality in early childhood years has been widely studied since World War II.

Studies Pillsbury (1937 - 1958) (Moorhead and Pond, 1977), have taken a first look at the pre-school children's musical life and informed us about the nature of their spontaneous musical behavior. Their typical musical performance provides a window through which the music psychologists and educators are able to understand the sequence of development of musical abilities of children.

In general, we learned that children from birth to the age of about six years did not express music as adults. Early childhood - a period of rapid change and development - is the most critical period in the development of musical child and has been identified in the literature as phase "stuttering music"¹ (babble music) (Moog 1976, Gordon, 1988) or The main musical development (Levinowitz and Guilmartin, 1989, 1992, 1996).

Besides small child absorbs music and discriminate differences between frequencies, melody, and pulses² (Bridger, 1961; Trehub et al, 1990; Standley and Madsen, 1990; ZENTNER and Kagan, 1996).

The years from birth to six years of learning are critical for decoding the images that come from listening to music and to develop mental representations to organize music in the culture of reference (Holahan, 1987, Davidson, 1985). This process is similar to what unfolds to speak during "babble language. "

The body of knowledge gained so far through research supports the idea that, as language development, children develop musicality them through a sequence of predictable, to obtaining a basic musical competent, which includes singing tone and then the pace ³ (Levinowitz and Guilmartin, 1989, 1992, 1996).

Let's consider this analogy; satellite television, visual images are available for each channel; However, to see them you need a decoder to decode the signal. During primary musical development, children create a "box" or mental representation to decipher the music sound images.

Thinking is important, because it is necessary for all kinds of musical thought. Without experience, can not be developed any musical growth.

Early childhood is the time when children learn things about their environment mainly through the magical process of the game. The essence of the game for very young children is generally formed by surrounding objects and experiences to which they were exposed

Edwin Gordon⁴ has identified early childhood as a period of evolution in music (1988). In recent years, position or musical potential, which is based on the complex structure of thought is in the process flow. For this reason, the child's musical attitude is susceptible to positive or negative impacts occurring through education or through the context.

Like all children are born with the ability to learn to speak and understand their native language, all children are born with the potential to learn how to make music and to understand their culture.

When a child has developed the ability to mentally represent typical music of his culture (audiation), this will allow him to be more accurate in expressing themselves musically.

¹ Levinowitz, L.M., P. Barnes, S. Guerini, M. Clement, P.D'April, and M.J. Morey. "Measuring Singing Voice Development in the Elementary General Music Classroom." *Journal of Research in Music Education*, 46:1 (1998): 35-48.

²Zentner, M. and J. Kagan. "Perception of Music by Infants." *Nature*: 383 (1996).

³ Ibidem

⁴ Gordon, E.E. *Learning Sequences in Music: Skill, Content, and Patterns*. Chicago : G.I.A., 1988.

Research conducted by Geringer (1983) and Apfelsratt (1984) suggests that there is no correlation necessarily between internal understanding of music culture and the ability to accurately execute them.

The ability of a correct execution of the musical phrase can be attributed to two factors.

The first is audiation (acquisition and image processing sound). Next is the technical knowledge "means" singing and movement (Weikart, 1987; Bertaux, 1989)¹.

Therefore, in addition to developing a mental representation or music audiation, early childhood years are also essential for the development of physical skills of singing and rhythmic movement.

Babies can imitate and experiment with their vocal instruments: they are able to play notes mostly in early childhood. The singing of intent can begin when the child is about twelve months. At this time, adults can recognize fragments of songs to which young people are exposed.

By this and through constant exposure to live singing, playing loud, children can develop their use of vocal skills during the remaining years of early childhood. If the environment has supported the development of their speaking, most children enter kindergarten when they already had a good hand of their vocal abilities. Unfortunately, a recent study (Levinowitz et al. 1998) showed a decrease in the ability of students to use these skills during the last two decades.

Modern research shows that two traditions of many cultures have shown a deep bond between rhythm and movement. Study of rhythm can be thought of as the study of all aspects of the music flow through time. We experience the pace as the course of our movement through space.

From the perspective of development, children need to experience the rhythm in their bodies before they can think (audiation). Early childhood years are crucial for using the body as a musical instrument, to react differently to different types of music.

Parents, teachers and others can do much to ensure the necessary stimulation through music experiences to cultivate musical abilities² of children. In fact, the importance of relational environmental factors in the development of musicality is supported by case studies undertaken by Kelley and Sutton-Smith (1987).

They studied three girls from their birth up to two years, the increase in households with three very different musical backgrounds. Some parents, professional musicians, a professional group but not another musical direction, and the third group without musical orientation - and therefore less oriented musical elements in their educational practices. Differences between family was not musical and directed by two other families were surprising because two little girls who have experienced the rich musical environments were significantly more advanced.

Similarly, it seems that this philosophy can actually be put into practice in music education for young children. Establishing partnerships between adults who care for young children and understand the specific processes of early childhood learning will contribute significantly to the overall growth and development of children.

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Theoretical Considerations to Improve a Good Questionnaire on Tolerance

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Abstract

The need for tolerance or buttressing existing tolerance is very important for the cohesion of our pluralistic society hence the measuring of tolerance is very helpful in considering intelligent ways to foster tolerance in a specific context. Theoretical considerations about the meaning of tolerance and the factors involved in obtaining tolerance are crucial in building a good measuring tool. A sustained good theoretical effort is appraised here in evaluating some aspects of one such good tool, a questionnaire developed to measure the tolerance of last year students of education. But we also can see how a certain understanding of tolerance with regard to relativism can improve this questionnaire to not filter out some tolerant people with exclusive views of truth.

Keywords: Theoretical, considerations, improve, good questionnaire, tolerance

Introduction

Albania and interreligious tolerance: The occasion for this inquiry

Albania, where five differing religious traditions of Muslims (Sunni and Bektashi) and Christians (Orthodox, Catholic and Protestant) have lived side by side peacefully, ¹ is a refreshing case in the gloomy situation of many parts of the world suffering from inter-religious strife and violence. ² On the other hand, Albania is not immune from the evils of extremism experienced in other parts of the world not least because Albania has been opened wide to the world with its various influences for the last 25 years and there are reports of Albanian Muslims fighting in the ISIS ranks. ³ In order to protect the peace and promote tolerance in Albania I found it important to understand the factors contributing toward this desired outcome and measure the status of such factors today in order to more effectively focus on the areas needing improvement. In considering one questionnaire to measure tolerance in Albania it was very helpful to consider the process described for developing of this tool. ⁴

Theoretical considerations in measuring tolerance:

Some key factors related to having a tolerant environment between individuals in a society include awareness of specific beliefs at variance with one's own and exercise of freedom with respect in interaction. Recognizing the need to define well the important factors making for tolerance in order to look for them in a certain social environment we need to start with a good understanding of tolerance itself and develop a working definition, which would control the work to clarify the specific components required for acquiring tolerance.

The authors of the questionnaire I evaluated for use in Albania were transparent about their goals and theoretical underpinnings of their understanding of tolerance and it was evident that a lot of good thinking had gone into preparing this questionnaire. They start with saying: "Tolerance, therefore, is intimately connected to the affirmation of the most basic dimension of freedom – the freedom of belief and conscience." ⁵ In the second section of their article we find outlined the

¹ Giovanni Cimbalò, *Pluralizmi i besimit dhe komunitetet fetare ne Shqiperi*, Studime te se drejtes se krahasuar. E drejta kishtare dhe te drejtat njerezore. (Tirana, Albania: Naimi, 2013).

² "The Discrimination and Persecution of Christians: The 50 Worst Countries. Draft for Comment by Consultation Delegates." (International Institute for Religious Freedom commissioned by Global Christian Forum. October 15, 2015).

³ Fatjona Mejдини, "Drop in Albanian ISIS Fighters Reflects 'Low Demand,'" Interview, *BalkanInsight*, (August 11, 2016), <http://www.balkaninsight.com/en/article/the-decline-of-albanians-fighting-with-isis-related-mostly-with-low-demand-08-11-2016>.

⁴ Nico A Broer et al., "Measuring Religious Tolerance among Final Year Education Students. the Birth of a Questionnaire.," *International Journal for Religious Freedom (IJRF)* 7, no. 1/2 (2014).

⁵ *Ibid.*, 77.

understanding of tolerance that guides the authors in preparing the questionnaire. Starting with what tolerance is not, gleaned from several thinkers such as Furedi,¹ Boersma,² Saulius,³ they believe that "tolerance is not a disinclination to judge or to have strong views," "not a superficial signifier of acceptance and affirmation of anyone and everyone," "not a form of detached indifference or... automatic acceptance," "not 'a necessary but passive act of putting up with someone else's view'... deemed wrong or inferior," "does not mean that one has to respect those lifestyles, or even regard them as morally equal to one's own practice."⁴ Positively then, the concept of freedom is put forth including "the principle of non-interference towards the way people develop and hold beliefs and opinions"⁵ affirming individual autonomy basically affirming what I believe to be an important feature of robust tolerance, namely freedom of conversion. I especially appreciate emphasizing of the necessary "context of difference (s)" saying: "Tolerance comes into play when different individuals and groups have conflicting beliefs and/or act in unacceptable ways (morally, politically or in a religious sense)."⁶ This aspect will come into play in our analysis below when we discuss relativism which here, assuming differences are perceived as real and important, it appears to be excluded from serving as the context for tolerance. Respect is helpfully qualified in different ways including "regard[ing] one another as moral equals... [holding that] tolerance always also calls for judgment, evaluation and discrimination."⁷ Important as well is the authors' emphasis of "a person's values or ethical system"⁸ which I would broaden to include or at least imply awareness of specific beliefs important in one's own worldview as well as in the worldview of the others toward whom tolerance is extended. They end their survey of seven aspects of tolerance with defining it as: "... that respectful, meaningful and empathetic attitude of people or groups which in a context of differences, acknowledges and defends the right of individuals and groups of people to cherish freely certain beliefs and values while accepting that others possess the freedom and right to evaluate and judge those same beliefs and values in terms of their own value systems."⁹

I could not agree more with this conclusion that exploring concepts of freedom, of convictions, of respect for people, of the importance of beliefs and practices and of evaluation of ideas with which one disagrees or finds unacceptable, providing for a space where everyone can hold his views freely and openly, including also the need for engagement of the other in a free, meaningful and understanding way, are all valuable discussions to inform our pursuit of measuring tolerance. I also agree that tolerance can be seen as a quality of attitudes expressed in interactions between people of different persuasions, allowing for commonalities to enable living together in the same social space so that different parties progressively grow toward ever increasing cooperation for the good of all in that society. They say it well: "The future of society and the maintenance of a peaceful *modus vivendi* in a diverse society depend to a significant extent on the tolerance of individuals and groups."¹⁰

Attitudes as internal states of consciousness or dispositions can be described and put in a specific way to be indicated clearly in a questionnaire for outsiders to understand. Interactions qualifying as tolerant, evidencing respect, freedom or understanding and empathy, can also be defined and described in a questionnaire as evidentially recognizable in somebody's life. Differing persuasions are assumed to be inherent in identifying with differing religions or world and life views, which can simply be identified as such in a questionnaire. What I found very helpful in the article by Nico Broer and his coauthors introducing the questionnaire was the presenting of the work done to translate these categories and more¹¹ into items of a questionnaire explaining their correspondence to such factors as "value of own religion," "respect," as illustrated in the table below.

¹ Frank Furedi, "On Tolerance," *Policy* 28, no. 2 (Winter 2012): 30–37.

² P. Boersma, *Personal Communication* (The Netherlands: Besturendraad, 2012).

³ T. Saulius, "What Is 'Tolerance' and 'Tolerance Education'? Philosophical Perspectives," *Ugdymas. Kuno Kultura. Sportas. Socialiniai Mokslai* 89, no. 2 (2013): 49–56.

⁴ Broer et al., "Measuring Religious Tolerance among Final Year Education Students. the Birth of a Questionnaire.," 83.

⁵ *Ibid.*, 84.

⁶ *Ibid.*

⁷ *Ibid.*, 85.

⁸ *Ibid.*

⁹ *Ibid.*, 86.

¹⁰ *Ibid.*

¹¹ Valuable discussions on the inculcation of values and the role of education figure prominently in the framework of the questionnaire through p.87-88, but I am reducing the discussion here to a more general view of tolerance.

In the context of this overwhelming agreement with the work reviewed here I want to draw attention to two aspects I wish were better reflected in the questionnaire.

Conversion as one explicit aspect missing in the questionnaire:

Basic categories of tolerance, as we have already said in different ways, include awareness of one's own specific beliefs and bearing with or endurance of another whose beliefs are at variance or contradictory to one's own. But I also believe it should include the freedom of conversion to either of the view points as a right of the individuals in the common social space they live in. My working definition for tolerance therefore is: "Tolerance exists between two people or groups when intentionally or knowingly one respects the other who holds and practices opposing views to the point of having both parties endure, without unjust hindrance, even the free conversion of anyone to the other's point of view."¹ I believe similarly to the authors of this questionnaire, that for tolerance to appear there needs to be some level of personal conviction, interpersonal interaction, and respected personal freedoms.² But I would like to emphasize that a robust tolerance includes refraining from hindering unjustly the free conversion of anyone to the other's idea implying positively also freedom for conversion.³ This is in agreement with the often quoted Furedi, who writes: "... tolerance can be measured in relation to the extent to which people's belief and behaviour is not subject to institutional and political interference and restraint."⁴ But this aspect of tolerance, namely the freedom for conversion, doesn't seem to feature clearly in the questionnaire and I wonder if it would have helped to include some item in this regard. Not making explicit some aspect is not necessarily a problem while positively filtering out as intolerant a tolerant person's answer may be a problem and this is the second more serious issue to discuss.

Tolerance and Relativism in the questionnaire:

I will take issue here with only one of the questionnaire items, which seems to contradict one aspect of my view of tolerance, namely the incompatibility of relativism and tolerance. Analyzing the relationship of relativism and tolerance I have come to the conclusion that we need to detect and expose the relativistic stance because it actually removes the conditions for tolerance to exist.

Jay Newman writes: "Tolerance, after all, does not demand that one believe that every other person's metaphysical views are as true or as reasonable or as profound as his own. Indeed . . . *tolerance is possible only because we are capable of putting up with things that we do not like . . . or agree with.*"⁵ Relativists who adjust the meaning of tolerance to make it more of a propositional attitude, which considers respecting another's religious beliefs as being of equal truthfulness to the truth claims of one's own convictions, is nonsensical. This is so because a person could end up holding as equally true both propositions: his own, and at the same time and in the same respect that of the another, even if they are obviously contradictory. It should be clear that a tolerant person, meaning a respectful person toward others who hold contradictory views to one's own, does not need to hold "that all religions lead to one and the same truth."

Considering this understanding then, item 33 in the questionnaire indicating as respectful "I believe that all religions of life and world views in the end lead to one and the same truth"⁶ could filter as intolerant by lacking in respectfulness some tolerant but nonrelativistic people. This statement of item 33 seems to assume that following any of the religions leads to the same ultimate truth and that believing this reflects respect for the religious other. I recognize that this item could be simply one way to identify those who would not fit the intolerant category even for the wrong philosophical reasons, namely

¹ I have developed these ideas in a paper pending publication.

² Nico A Broer et al., "Measuring Religious Tolerance among Final Year Education Students. the Birth of a Questionnaire.", 83. Referring to Potgieter et al (2014:3) writes that tolerance 'involves decision-making based on a certain value system, ethical behavior, reasonable argument, difference, as well as a spectrum of behavior.'

³ Thomas Schirmacher, *Human Rights. Promise and Reality*, ed. Thomas K. Johnson, trans. Richard McClary, vol. 15 (Bonn: Verlag Für Kultur und Wissenschaft. Culture and Science publ., 2014), 72–75. Here is a good discussion of the meaning of religious freedom indicating the legitimate limitations in light of other human rights and pointing out illegitimate ones while emphasizing "a famous ruling by the European Court of Human Rights (ECHR) dated May 25, 1993...[saying] 'The freedom of thought, conscience and religion is one of the foundations of a democratic society'".

⁴ Furedi, "On Tolerance," 31.

⁵ Jay Newman, *Foundations of Religious Tolerance* (Toronto: University of Toronto Press, 1982), 61.

⁶ See table with selected items and notice item 33 in the category measuring respect. In the published article presenting the questionnaire it was item number 35.

relativistic people who nevertheless are tolerant, but I would disagree that it necessarily reflects respect because it may also reflect patronizing some people with irrelevant ideas.

I would have modified this question into something like: "Even if my neighbor's religion would lead to a different ultimate truth than mine, I would respect him and his right to believe differently." I believe it is more helpful to correct question 33 to fit better with the view of tolerance as defined by rejecting relativism, thus removing the small but still incorrect measuring with item 33 of the attitude of some tolerant people as intolerant because of their rejection of relativism. It is not a major measuring problem for the questionnaire as a whole but being one of seven items measuring respect, it is not irrelevant.

In spite of my one serious reservation explained above, for all practical purposes, the questionnaire is very well suited to measure tolerance and I recommend it to everyone. I conducted this questionnaire with last year students of education at the University of Shkodra, Albania, in June 2016.

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[10] Appendix: Selected questionnaire items (out of 50) for each measuring factor relevant to tolerance

Respect
24. I think that I am contributing to the wellbeing of my fellow human beings when I respect their ideas and beliefs.
33. I believe that all religions of life and world views in the end lead to one and the same truth.
41. I am convinced that I am able to participate in society taking into account the values and norms which are important to me.
43. I am convinced that people despite the differences between them should seek a peaceful co-existence.
44. I am convinced that people should pay so much respect to one another that peaceful co-existence between them can be possible.
45. I am convinced that people should seek ways to overcome the differences that exist among people in society.

46. I am of the opinion that people should respect the differences that exist among different people in society.
Empathy
07. I am on friendly foot with people who adhere to another religion or life and world view.
08. I do not feel threatened by the world around me.
38. I respect the religious beliefs of people with convictions quite different from mine.
48. I respect and do not condemn people whose beliefs are different from mine.
50. I feel free to respectfully socialize with people who hold beliefs quite different from mine.
Value of own religion
15. The values and norms, which are important to me, all stem from my religion or life and world view.
16. The values and norms, which are important to me, cause me to be quite different from other people.
31. I believe that my own religion or life and world view is the only correct one.
32. I think that people can arrive at the truth only via my religion or life and world view.
36. I am convinced that people should adhere to principles contained in a holy scripture.
Sens of freedom
09. I can comfortably get along with someone who adheres to norms and values different from my own.
10. All people should be able to get along with one another, regardless of which norms and values are important to them.
11. There are norms and values which should be important to all people, regardless of their own religion/life and world views.
13. In my encounters with people who adhere to another religion or life and world view I always remain faithful to my own norms and values.
20. I am able to explain to others those values and norms which are important to me.
Sensibility to differences
06. I do not care what people who adhere to another religion or world view think, find or do.
22. I do not care what other people think, find and do based on their own religion or life and world view.
25. I find it easy to accept other people's behaviour which I myself do not find acceptable.
40. I do not care whether my country is governed by Christians, Muslims, Hindus, Buddhists or New Age followers.
Origins of own values
18. The values and norms which are now important to me were imbued to me by my parents.
19. The values and norms which are now important to me were imbued to me by the school (s) that I attended.

Improvement of Sports Technique Based on Biomechanical Indicators of Yurchenko Handspring Vault in Women's Artistic Gymnastics

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Abstract

The main purpose of this paper is the biomechanical analysis of the kinematic and dynamic indicators of sports technique used in Yurchenko handspring vault by means of the macro methods for exercises learning during the training basic specialization stage. This scientific approach led to the organization of an experimental study, using the research methods as follows: 1. Method of theoretical and methodological analysis of literature related to artistic gymnastics. 2. Method of evaluation of gymnastics exercises sports technique using the algorithmic analysis of the motion. 3. Video computerized method, using "Pinnacle Studio", "Kinovea" and "Physics ToolKit" programs. 3. Method of movement postural orientation and evaluation of key elements of sports technique with complex coordination of movement structure. 4. Method of linear-branched programming of gymnastics exercises learning and improving. 5. Statistical method, by means of "KyPlot" program. The research was conducted from 2012 to 2014, when gymnasts' performances were monitored in three national competitions - handspring vaults event; a number of 7 athletes aged 12 to 15 participated in these competitions, all of them members of junior national team of Romania. The results of the research highlighted and identified the kinematic and dynamic characteristics of sports technique key elements of Yurchenko vault in women's artistic gymnastics. The implementation of the macro methods of learning in young gymnasts' training contributed to the improvement of sports technique and the effective experimental distribution of the difficult and highly difficult basic vaults.

Keywords: kinematics, key elements, dynamics, technical training, performance, vault.

Introduction

Modern artistic gymnastics develops in line with the rules and trends of the world sport. The concept of artistic gymnastics development and improvement, the argumentation of methodology were created throughout the preparation of Olympic cycles, enabling the efficient management of multi-annual sports training (Arkaev & Suchilin, 2004).

In artistic gymnastics, technical training must be very demanding, because the primacy in competitions is determined by the accuracy of movement (amplitude, expressiveness, fluidity of movement a. s. o.). The analysis of technique reveals the following components: *technical element, technical procedure, style and basic mechanism of technical procedure*. Learning any technical procedure is based on models established by specialists following up numerous and thorough studies of biomechanics. The study of technique and the determination of its rules lead to increasing speed of execution, optimal coordination, identification of mistakes etc. (Dragnea & Mate-Teodorescu, 2002).

In this context, it is clear that each one of the modern sports is based on exercises that vary depending on general volume of the material and on specific structure; the problem of motor skills transfer is highlighted differently (Gavardovskij, 2002, 2007). Biomechanical researches in artistic gymnastics can be performed using biomechanical methods and also methods taken from other fields of knowledge (pedagogical, mechanical, physiological, psychological, medical ones etc.), mainly intended to highlight the features of movement on various apparatus by selecting the means of recording, processing and analyzing the data obtained (Potop, 2007).

In order to group the gymnastics elements into parts, several criteria can be used, such as pedagogical, psychological, physiological, biomechanical ones etc. The increase of objectification level goes from the pedagogical criteria towards the biomechanical ones. That is why the biomechanical criteria are used for dividing the gymnastics elements into parts. Thus, the technical structure of gymnastics elements contains three levels – *periods, stages and phases* (Suchilin, 2010). Technique analysis relates to the highlighting of biomechanical characteristics and to motion parameters. The biomechanical characteristics are divided into kinematic (spatial, temporal and spatial-temporal) characteristics and dynamic characteristics (force and energy). (Arkaev & Suchilin, 2004).

Numerous studies and researches are scientifically applied for understanding and classification based on the clearly defined field of biomechanical study of gymnastics movements. Bruggmann, 1994, taken after Hochmuth and Marthold, 1987, made the most recent classification of movements in gymnastics. Handspring vaults represent the event with a single basic technical structure and variants of this one. The authors B. Bajin, 1979; G. P. Bruggmann, 1984; Y. Takei, 1984, 1990, 1991, 1992, 1996, 1998; Y. Takei and L. K. Kim, 1992; Li and J. Krug, K. Knoll and Zoher, 1998, examine the elastic parameters of the springboard, the parameters of contact with the floor, the handspring and landing parameters, also the correlation of mechanical variables and the score of the vault (Crețu, Simăr & Bărbuceanu, 2004).

Handspring vaults are the event with a single basic technical structure and variants thereof, the handspring rollover. That is why in most numerous studies and researches on the biomechanical issues of handspring vaults the authors (Boloban & Potop, 2014; Penitente, Sands, & McNeal, et al., 2010) examine the elastic parameters of the springboard, the parameters of contact with the floor, the handspring and the landing parameters, also the correlation between the mechanical variables and the score of the vault. In terms of Yurchenko vaults, most authors (Elliot & Mitcheli, 1991; Kashuba, Khmel'nitska & Krupenya, 2012; Koh, Jenning, Elliot & Liroyd, 2003; Penitente, Memi & Fantozzi, et al., 2007; **Potop & Timnea, 2012, Potop, 2015**) address various biomechanical aspects regarding the biomechanical comparison of Yurchenko vault and two associated teaching drills, the improvement of sports technique key elements based on biomechanical analysis, the kinematics of springboard phase, the e-learning by computer video analysis of the key elements of sports technique etc.

In terms of structural relations, existing between movements, we emphasize two aspects of these relations – biomechanical and didactical ones. Researches have shown that there are several types of structural relations of movements, which can pass from an exercise to a similar one during the learning process ("intra-profiles" and "inter-profiles"). These "intra-profile" exercises refer, for example, to 4th group vaults – Yurchenko, while the "inter-profile" exercises are the relations of vaults belonging to different groups (Smolevskij & Gavardovskij, 1999).

The purpose of the paper is to highlight the dynamics of the kinematic and dynamic indicators of Yurchenko-type handspring vault at 12 to 15 years old gymnasts in training basic specialization stage.

Hypothesis of the paper. We consider that the biomechanical analysis of Yurchenko-type handspring vaults based on the achievement of the macro methods of learning in the case of young gymnasts aged 12 to 15 will contribute to the development of sports technique key elements and to the improvement of movement dynamic and kinematic characteristics.

Methodology

The methodological character of this research consists of the generalization and systematization of the large number of scientific data and the practical experience related to knowledge formation. Thus, the macro methods for learning the gymnastics exercises are presented as a modern dynamic system that includes and integrates the technological, didactical, biomechanical and motor structures of the exercises to be learnt. The objective practical-scientific argumentation for elaborating the macro methods to learn gymnastic exercises with increased difficulty was possible thanks to the use of modern theories (Potop, 2015).

This scientific approach entailed an experimental study made within the pedagogical experiment of the post doctoral thesis of the first author, selecting - from the final stage of the research - the dynamics of the biomechanical characteristics of handspring vaults. The research was conducted throughout the period 2012 – 2014, monitoring gymnasts' performances in three national competitions in handspring vaults event. The subjects of the study were 7 athletes of 12 to 15 years old, members of junior national team of Romania. Research methods used: 1. Method of theoretical and methodological analysis of literature related to artistic gymnastics. 2. Method of evaluation of gymnastics exercises sports technique by using the movement algorithmic analysis (Gavardovski, 2007). 3. Video computerized method, by means of "Pinnacle Studio", "Kinovea" and "Physics ToolKit" programs. 3. Method of movement postural orientation and evaluation of key elements of sports technique with complex coordination of movement structure (Sadovski, Boloban & Nizhnikovski, et al., 2009; Boloban, 2013). 4. Method of linear-branched programming of gymnastics exercises learning and improving (Potop, 2015). 5. Statistical method by means of "KyPlot" program.

To highlight the dynamics of the biomechanical characteristics of Yurchenko-type handspring vaults, a number of 11 Yurchenko-type handspring vaults (7 vaults YSS and 4 – YSS 360°) were analyzed in the competitive conditions of the Romanian National Championships, Onești 2012 and other 11 Yurchenko-type handspring vaults (3 handspring vaults YSS, 4 – YSS 360° and 3 – YSS 720°) during the Romanian National Championships, Bucharest 2014.

The phasic structure of the control routines within the research focused on the biomechanical analysis of key elements of Yurchenko round-off vault with backward stretched salto, taking into account the functional structure and the causes as a whole. The biomechanical analysis was made by means of Physics ToolKit Version 6. 0 program, monitoring the key elements of sport technique in preparatory phase – launching posture of the body (LP1), flip off of the springboard (preparatory movement) and multiplication of posture of the body – the 1st flight, half back rollover (MP1) and handspring on apparatus, flip off of the table (LP2); in basic phase – multiplication of posture of the body (MP2), the 2nd flight that highlights the shape of salto and the momentum of maximum height of GCG (1½ stretched salto backwards, 1½ stretched salto backwards with 360° and 720° turn); and in final phase – concluding posture (CP) of the body, moment of landing damping and freezing (fig. 1).



a) Round-off, flic-flac on – stretched salto bwd with 1/1 turn (360°) off b) Round-off, flic-flac on – stretched salto bwd with 2/1 turn (720°) off

Note: LP1 – launching body posture 1, MP1 – multiplication body posture 1, LP2 – launching body posture 2, MP2 – multiplication body posture 2, CP – concluding body posture, landing.

Fig. 1. Key elements of Yurchenko vault sports technique

This case study is part of the pedagogical experiment of the post-doctoral thesis; it is included in the research plan in the field of National University of Physical Education and Sport from Ukraine, with the subject matters: 2. 11 (Dynamic static stability as a basis for technical training of those involved in sports gymnastics views), 2. 32 (Technical training of qualified athlete based on competitive exercises technique rationalization) and plan of research for 2016 - 2017 of the Faculty of Physical Education and Sport, Ecological University of Bucharest.

Results

The method of video-computerized analysis of Yurchenko-type handspring vaults consistent with the method of movement postural orientation allowed highlighting and identifying the key elements whose assimilation deepens the understanding of sports technique of acrobatic and gymnastics exercises and makes possible the development of modern programs for their learning.

Table 1. Gymnasts' anthropometric and biomechanical indicators necessary for the analysis of sports technique in Yuchenko-type handspring vaults (n = 10)

No.	HS	Statistical indicators*	½ body weight (kg)	½ body height, arms up, (m)	IR (kg·m ²)	RM – GCG, (m)		
						Toes	Shoulders	arms
1	YSS n = 3	\bar{x}	17.78	0.93	15.64	0.732	0.420	0.517
		S	2.04	0.05	3.52	0.07	0.03	0.08
		Cv%	11.46	5.29	22.51	9.70	6.05	14.66
2	YSS 360° n = 4	\bar{x}	19.06	0.96	17.81	0.684	0.368	0.462
		S	1.86	0.05	3.37	0.03	0.02	0.02
		Cv%	9.78	4.75	18.92	4.95	4.98	4.19
3	YSS 720° n = 3	\bar{x}	19.17	0.97	18.29	0.677	0.382	0.469
		S	2.62	0.05	4.25	0.07	0.02	0.03
		Cv%	13.65	5.46	23.32	10.03	4.51	7.35

Note: *indicators were compared with the initial results of the ascertaining experiment of 2012; IR – inertia of rotation = $\frac{1}{2} m \cdot \frac{1}{2} r^2$ (½ body weight x ½ body height arms up²)

In table 2 are listed the results of the biomechanical analysis indicators which characterize the kinematic structure of the key elements of sports technique in Yurchenko-type handspring vaults according to joints angles data (by means of «Kinovea» program), executed in conditions of competition during the Romanian National Championships, Bucharest 2014 and the Romanian National Championships of Artistic Gymnastics, Onești 2012.

Table 2. Indicators of angular characteristics of body segments during execution of sports technique key elements in Yurchenko-type handspring vaults

Nr. Crt.	Handspring	Statistical indicator*	LP1, (deg)		MP1, (deg)		LP2, (deg)		MP2, (deg)		CP, (deg)	
			TI	TF	TI	TF	TI	TF	TI	TF	TI	TF
1	YSS 2012, n = 7 2014, n = 3	\bar{x}	97.57	98.0	92.86	121.0	83.43	66.67	133.7	143.67	126.0	139.33
		S	4.97	5.57	5.87	11.36	3.99	5.51	7.61	2.08	15.17	3.06
		Cv%	4.91	5.68	6.32	9.39	4.78	8.26	5.69	1.45	12.04	2.19

2	YSS 360° 2012, n=4 2014, n=4	t_{f}	0.12		5.35		5.49		2.16**		1.46**	
		p	>0.05		<0.001		<0.001		>0.05		>0.05	
		\bar{x}	96.75	100.75	90.5	109.0	79.25	72.5	156.5	166.5	97.75	135.25
		S	1.5	2.06	5.45	3.27	7.54	2.08	10.02	7.77	21.53	3.59
		Cv%	1.55	2.05	6.02	3.00	9.52	2.87	6.40	4.67	22.03	2.66
		t_{f}	3.13		5.83		1.72*		1.58		3.43	
		p		<0.05		<0.01		>0.05		<0.05		
3	YSS 720° 2014, n=3	\bar{x}	-	101.33	-	99.67	-	71.00	-	161.67	-	125.00
		S	-	1.53	-	2.52	-	7.21	-	14.43	-	5.00
		Cv%	-	1.51	-	2.53	-	10.16	-	8.93	-	4.00

Note: t_f - Unpaired Comparison for Means; * $p < 0, 05$; ** $p < 0, 01$ (F – Fisher); LP1 – launching body posture 1 – angle between joints of ankle – shoulders; MP1 – multiplication of body posture 1 – angle between toes - shoulders; LP2 – launching body posture 2 – angle between hand joint – foot 2; MP2 – multiplication body posture 2 – angle between hip – torso; CP – concluding body posture, landing – angle between hip – torso

Figure 2 shows the spatial characteristics of the key elements of sports technique used in Yurchenko-type handspring vault according to the data of joints movement trajectories of gymnast O. A-M., 15 years old, executed under the conditions of the Romanian National Championships of Artistic Gymnastics 2012-2014.

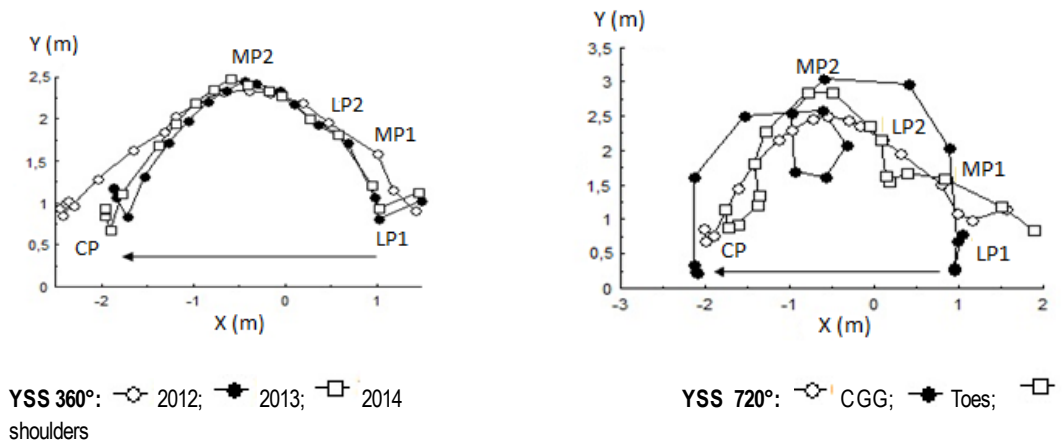
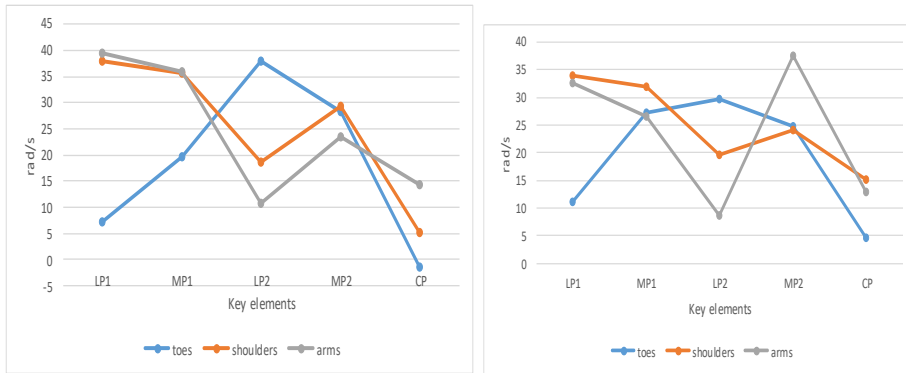


Fig. 2. Graph of body segments trajectories during execution of Yurchenko-type handspring vault, gymnast O. A-M.

Note: LP1 – launching body posture 1, MP1 – multiplication body posture 1, LP2 – launching body posture 2, MP2 – multiplication body posture 2, CP – concluding body posture, landing



2012

b) 2014

Fig. 3. Graphs of body segments angular speed during execution of Yurchenko handspring vault with stretched salto backwards with 1/1 turn (360°), YSS 360°, gymnast O. A-M

Note: LP1 – launching body posture 1, MP1 – multiplication body posture 1, LP2 – launching body posture 2, MP2 – multiplication body posture 2, CP – concluding body posture, landing

Figure 3 shows the graphs of body segments angular speed during the execution of Yurchenko handspring vault with stretched salto backwards with 1/1 turn (360°), of the gymnast O. A-M., 15 years old, executed under the conditions of the Romanian National Championships of Artistic Gymnastics 2012-2014.

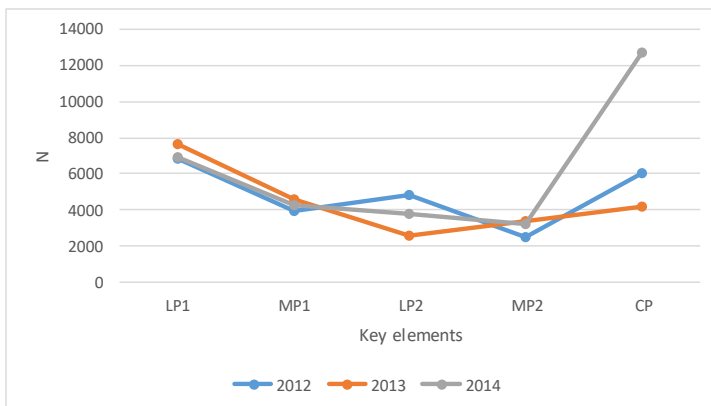


Fig. 4. Graph of GCG force resultant during execution of Yurchenko handspring vault with stretched salto backwards with 1/1 turn (360°), of the gymnast O. A-M., 15 years old

Figure 4 shows the force resultant of GCG displacement during execution of Yurchenko handspring vault with stretched salto backwards with 1/1 turn (360°) of the gymnast O. A-M., 15 years old, under the conditions of the Romanian National Championships of Artistic Gymnastics 2012-2014.

In table 3 are listed the results obtained in competition by the young gymnasts during the Romanian National Championships of Artistic Gymnastics Onești 2012 and Bucharest 2014, handspring vaults event – all around finals and apparatus finals (n = 7).

Table 3. Results obtained by young gymnasts at handspring vaults– Romanian National Championships of Artistic Gymnastics, (n =7)

Statistical indicators	All-around finals, (points)						Apparatus finals, (pts)	
	difficulty		execution		score		results	
	TI	TF	TI	TF	TI	TF	TI	TF
\bar{x}	4.74	5.08	8.911	8.475	13.64	13.56	13.36	13.28
S	0.32	0.70	0.15	0.38	0.36	0.87	0.22	0.16
Cv %	6.76	13.78	1.68	4.52	2.61	6.41	1.67	2.62
t_f	1.18**		2.803		0.221**		0.57*	
p	>0.05		<0.05		>0.05		>0.05	

Note: t_f - Unpaired Comparison for Means, * $p < 0.05$; ** $p < 0.01$ (F – Fisher)

Table 4. Results of the correlative analysis between the biomechanical indicators of Yurchenko vault and the competitive results in 2014 (n = 7)

Ne	Indicators	Indicators												
		1	2	3	4	5	6	7	8	9	10	11	12	
1	IR (kg·m ²)		0.558	0.216	0.394	0.691	-	0.444	0.318	0.174	0.403	0.076	0.358	
2	RM, (m)	toes		0.811	0.884	0.374	0.589	0.120	-	0.512	-	-	-	
3		shoulder			0.833	-	0.670	-	-	0.757	-	0.089	-	
4		arms				0.144	0.702	0.081	-	0.805	-	-	-	
5	KE, (degr ees)	LP1		-0.020	-		-	0.669	0.38	-	0.339	-	0.094	
6		MP1	-0.132	-	-	-0.463		-	-	0.568	-	0.168	-	
7		LP2		-0.393	-	-	-0.237		0.735	-	0.507	-	0.234	
8		MP2	-0.341	-0.802	-0.419	-	-0.538	-		-	0.781	-	0.597	
9		CP				-0.230	-	-0.300	-0.557		-	0.161	-	
10	AA, (point s)	difficulty		-0.449	-0.661	-0.408	-	-0.701	-	-	-0.264		0.183	0.788
11		execution		-0.057	-	-0.078	-0.407	-	-0.397	-0.075	-	-		0.469
12		score		-0.387	-0.493	-0.363	-	-0.491	-	-	-0.142	-	-	

Note: IR – inertia of rotation, RM – radius of movement of body segments, AA – all-around, r- Pearson's correlation coefficient, $p < 0.05$, $r = 0.786$

Table 4 presents the correlative connections between the biomechanical indicators of Yurchenko-type handspring vaults and the results achieved in the Romanian National Championships, Bucharest 2014.

Discussions

According to the Code of Points, in women's artistic gymnastics the handspring vaults are divided into 5 groups (***FIG, 2013); the round-off stretched salto backward vault (Yurchenko) belongs to group IV. All handspring vaults have one thing

in common, determined by the phases that compose their full development, namely: *running, hurdle onto springboard, first flight, support with hands on table (handspring), second flight and landing* (Vieru, 1997).

One made the analysis and gave the comparative score of sports technique improvement depending on the kinematic and dynamic indicators of Yurchenko-type handspring vaults under the influence of the macro methods of exercises learning during the basic specialization stage (end of the pedagogic experiment 2014) and made the comparison with the beginning and the intermediate stage of the ascertaining experiment and the results achieved in competitions.

The macro methods of learning difficult acrobatic and gymnastics exercises of coordination, also the logical-structural diagram for achievement in sports training are well presented by Prof. V. Boloban (1988). Structurally, the macro methods introduce the functional assembly of long-term programs for learning the exercises of "movement school", the basic level of specialization, of the arbitrary and final programs, also the development of physical qualities consistent with the technical training based on the influence of key concrete goals of gymnasts' sports training (Boloban, 2013).

Results of anthropometric indicators. For the handspring vault (HVT) YSS ($n=3$), result of the mean (\bar{x} ; S) $\frac{1}{2}$ of body weight is equal to 7.78; 2.04 kg; $\frac{1}{2}$ of body weight, arms up – 0.93; 0.05 m; at HVTYSS 360° ($n=4$) – $\frac{1}{2}$ of body weight – 19.06; 1.86 kg; $\frac{1}{2}$ of body weight, arms up – 0.96; 0.05 m; la HVTYSS 720° ($n=3$) – $\frac{1}{2}$ of body weight 19.17; 2.62 kg; $\frac{1}{2}$ of body weight, arms up – 0.97; 0.05 m (table 1).

Results of biomechanical indicators, necessary for analyzing the sports technique of Yurchenko-type handspring vault (HVT): the inertia of rotation (IR kg·m²) of the subjects submitted to research during handspring vaults (HVT) YSS (\bar{x} ; S) is equal to 15.64; 3.52 kg·m² – increased by 1.13 kg·m² ($p>0.05$) in comparison with the data of 2012; HVTYSS 360° – 17.82; 3.37 kg·m² – increased by 3.03 kg·m² ($p>0.05$); HVTYSS 720° – 18.29; 4.25 kg·m². The radius of movement (RM) of foot joint (ankle) (RM – toes) of the gymnasts during HVTYSS (\bar{x} ; S) is equal to 0.732; 0.07 m – increased by 0.026 m ($p>0.05$); HVTYSS 360° – 0.684; 0.03 m – increased by 0.006 m ($p>0.05$); HVTYSS 720° – 0.677; 0.07 m. The radius of movement of shoulder joint (RM – shoulders) at HVTYSS is equal to 0.420; 0.03 m – increased by 0.001 m ($p>0.05$); HVTYSS 360° – 0.368; 0.02 m – reduced by 0.028 m ($p>0.05$); HVTYSS 720° – 0.382; 0.02 m. The radius of movement of hand joint (RM – hand) at HVTYSS is equal to – 0.517; 0.07 m – is reduced by 0.041 m ($p>0.05$); HVTYSS 360° – 0.462; 0.02 m – is reduced by 0.054 m ($p<0.05$); HVTYSS 720° – 0.469; 0.03 m (table 1).

Handspring vault YSS type ($n=3$). The result of the mean (\bar{x} ; S) of the angle between ankle and shoulders joints in body launching posture (LP1) 1 is equal to 98.0; 5.57° – is diminished by 0.43° ($p>0.05$) compared to the data of 2012; during multiplication of posture (MP1) of body 1, the angle between ankle and shoulders joints is equal to 121.0; 11.36° – increased by 28.14° ($p<0.001$); in launching posture (LP2) of the body 2, the angle of the hand and ankle joints is equal to 66.67; 5.51° – reduced by 16.76° (the execution of "Corbett" was improved) ($p<0.001$); in posture multiplication (MP2) of body 2 – angle between hip and torso is equal to 143.67; 2.08° – increased by 9.96° (F ; $p<0.01$) which characterizes the correction of gymnast's body posture in the concluding posture (CP) of the body – the angle between hip and torso is equal to 139.33; 3.06° – increased by 13.33° (F ; $p<0.01$), which led to the improvement of vault landing (table 2).

Handspring vault YSS type 360° ($n=4$). The result of the mean (\bar{x} ; S) of the angle between shoulders and ankle joints in the launching posture (LP1) of body 1 is equal to 100.75; 2.06° – increased by 4.0° ($p<0.05$); in the multiplication of body posture (MP1), the angle between ankle and shoulders joints is equal to 109.0; 3.27° – increased by 18.5° ($p<0.01$), which characterizes the high-long flight of the gymnast; in the launching posture (LP2) of the body 2 the angle between hand and ankle joints is equal to 72.5; 2.08° – reduced by 6.75° (F ; $p<0.05$); in multiplication of posture (MP2) of the body 2, the angle between hip and torso is equal to 166.5; 7.77° – increased by 10.0° ($p>0.05$); in the concluding posture (CP) of the body – the angle between hip and torso is equal to 135.25; 3.59° – increased by 37.5° ($p<0.05$), which characterizes the improvement of landing quality (table 2).

Handspring vault YSS type 720° (n=3). The result of the mean (\bar{x} ; S) of the angle between shoulders and ankle joints in the launching posture (LP1) of the body 1 is equal to 101. 3; 1. 53° (the gymnasts-subjects of this research did not execute this vault in 2012); in the multiplication of posture (MP1) of body 1, the angle between ankle and shoulders joints is equal to 99. 67; 2. 52°; in the launching posture (LP2) of the body 2, the angle between hand and ankle joints is equal to 71. 0; 7. 21°; in multiplication of posture (MP2) of the body 2, the angle between hip and torso is equal to 161. 67; 14. 43°; in the concluding posture (CP) of the body – the angle between hip and torso is equal to 125. 0; 5. 0° (table 2).

Out of 10 handspring vaults, the gymnasts had 3 vaults with steady landing, 4 vaults with hopping at landing and 3 vaults with unsteady landing.

The results of the comparative analysis indicators of spatial-temporal characteristics of sports technique key elements used in Yurchenko-type handspring vaults (YSS 360° and YSS 720°), according to the data of joints movement trajectories of the gymnast O. A-M., aged 15, executed under the conditions of Romanian National Championships of Artistic Gymnastics 2012-2014, are shown in figure 2, duration of the handspring vault YSS 360° – equal to 0. 5 sec ± 0. 033 sec. In the case of YSS 360° vault, during the execution of launching posture (LP1), the body posture before flipping off of the springboard has the torso inclination backward smaller by 5° than the inclination in 2014 (ankle-shoulders angle - 101°), as in the same vault – 2012; multiplication of posture (MP1) of the body 1 in ½ backward rolover higher and farther – GCG – 1. 816 m, in 2014; the launching posture (LP2) of the body 2 – has extension of the torso for legs braking for the supporting Corbett (from handstand) – angle – 70°, in 2014; multiplication of posture (MP2) of body 2 – raising of body GCG by 0. 086 m (2. 479 m) more than in 2012, the angle between hip and torso is equal to 157° (2014); concluding posture (CP) of the body – farther landing in 2012 – 1. 905 m, with improvement of body posture CP in 2014 by 47°, the angle hip - torso is equal to 131°.

In the case of YSS 720° vault (figure 2), during the body posture LP1 execution, the body inclination backwards before flipping off of the springboard is 101° (angle between ankle and shoulders); multiplication of posture (MP1) of body 1 (positioning of body GCG) in ½ rolover backwards lower and longer – 1. 513; 0. 784 m, in comparison with its execution in apparatus finals in the second handspring vault YSS 360° in 2014; launching posture (LP2) of the body 2 – posture with slight extension of the torso for legs braking in the supporting Corbett (from handstand) – angle – 77°; multiplication of posture (MP2) of body 2 – raising of body GCG higher by 0. 020 m (2. 499 m), that the YSS 360° in 2014, the hip-torso angle is equal to 180°; concluding posture (CP) of the body – farther landing – 2. 096 m, compared to YSS 360° in 2014, the hip-torso angle is equal to 109°.

Results of the individual indicators of angular speed and force resultant of the gymnast OA-M (fig. 3 and 4). In 2014 the force resultant of GCG at LP1 during handspring vault (HVT) YSS 360° is equal to 6920 N – increased by 90 N, in comparison with the indicators of 2012, YSS 720° - 8920 N; the angular speed at LP1 YSS 360° in ankle joints is equal to 11. 168 rad/s – increased by 3. 953 rad/s, YSS 720° – 8. 204 rad/s, the angular speed at LP1 YSS 360° in shoulders and hand joints decreased by 6. 748 and 3. 723 rad/s, YSS 720° – 33. 426 and 38. 79 rad/s; MP11 at YSS 360° – the force resultant of GCG in ½ rolover backwards is equal to 4270 N – increased by 310 N, at HVTYSS 720° – 3180 N; the angular speed in ankle joint at HVTYSS 360° – equal to 27. 188 rad/s – increased by 7. 416 rad/s, at HVTYSS 720° – 26. 189 rad/s, the angular speed helped the gymnast to guide effectively the Corbett part LP2; the key element LP2 – posture of gymnast's body for flipping off of apparatus (force resultant of GCG) at HVTYSS 360° and YSS 720° was improved – 3750 and 4350 N; the angular speed at HVTYSS 360° in ankle joint is equal to 29. 816 rad/s – decreased by 8. 051 rad/s, in all vaults the gymnast has the hand joint indicators – 8. 634 – 10. 792 rad/s; the key element MP2 – maximum height of GCG raising (force resultant) was recorded at the gymnast who executed HVTYSS 360° equal to 3200 N – increased by 700 N and in HVTYSS 720° – 3320 N; the angular speed in ankle joint at HVTYSS 360° – 24., 886 and 29. 058 rad/s, in shoulders – 24. 164 and 26. 142 rad/s (the bigger angular speed in angle joint in both HVT allowed a more effective execution of the rotation and preparation for landing); the force resultants of GCG in the key element (CP) at HVTYSS 360° and YSS 720° are – 12700 and 10300 N; the angular speed in shoulders and ankle joints in HVTYSS 360° has the indicators 4. 751 and

15. 289 rad/s, which help to complete the rotation effectively in the salto and to take the comfortable concluding posture for landing; in HVTYSS 720° these indicators are almost similarly equal to 5. 101; 5. 841 rad/s which enabled the gymnast to have a steady landing.

Comparative analysis of the performances achieved in competition (table 3). In 2014 the competitions were attended by 7 gymnasts who executed four types of handspring vaults: YSS, YSS 360°, YSS 720° and Tsukahara with stretched salto – their difficulty corresponds to 4. 400 points, 5. 000 points, 5. 800 points and 4. 600 points. The average difficulty score (\bar{x} ; S) in the all-around competition is equal to 5. 086; 0. 70 points – it increased by 0. 34 points (for comparison, in 2012 is equal to 4. 743; 0. 32 points). In 2014 the average score for execution – 8. 475; 0. 38 points, it decreased by 0. 436 points, because the gymnasts performed more difficult handspring vaults, but there are significant differences ($p < 0. 05$); in 2014 the general score – 13. 561; 0. 87 points, decreased by 0. 08 points (F ; $p < 0. 01$), compared with the year 2012, which also certifies the execution of handspring vaults of high difficulty and the omission of technical mistakes. The analogical results obtained in the apparatus finals event. The gymnast O. A. -M. shared the 3rd place with the gymnast SŞ – 13. 312 points; the gymnast CA who executed two vaults belonging to groups of different difficulty (YSS 360° and Tsukahara) was ranked the second, the gymnast ZS – was ranked the 6th. In this competition, the first place was taken by the finalist in the Olympic Games, the gymnast L. I.

Results of correlative analysis (table 4): there were recorded strong connections of the indicators at $p < 0. 05$ between the radius of movement (RM) of ankle joints and the RM of shoulders and hand joints; the RM of shoulders and RM of hand; the RM of hand and the hip-torso angle in the concluding posture (CP); the RM of shoulders and the angle of ankle and shoulders joints in MP1; hip-torso angle and the score for difficulty of vault; the vault difficulty and the final score of the vault.

Conclusion

The method of video-computerized analysis of Yurchenko-type handspring vaults, consistent with the method of movement postural orientation, helped to highlight, identify and evaluate the key elements of sports technique and the development of modern programs for their learning.

The results of the biomechanical indicators required by the analysis of sports technique specific to Yurchenko-type handspring vault reveal the increase of the value of rotation inertia and the diminution of movement radius in the joints of ankles, shoulders and hands.

The comparative biomechanical analysis of the angular characteristics of sports technique key elements used in Yurchenko-type handspring vaults executed by gymnasts of 12 to 15 years old highlights modifications of the angular values of body posture within movement phasic structure and significant differences between tests.

The introduction of the individual indicators regarding the increase of force resultant of GCG displacement and the angular speed of rotation movement of ankle, shoulders and hands joints compared to the initial values led to a more correct and effective execution of the key elements, which contributed to the improvement of sports technique used in Yurchenko-type handspring vaults.

The comparative analysis of the performances achieved in competitions reveals the type of executed vaults, the increase of the score for vaults difficulty, the diminution of the score for execution and the average score; even if the gymnasts executed more difficult vaults, the ratio between difficulty and execution did not influence positively the final score.

The biomechanical analysis of the Yurchenko-type handspring vaults based on the macro methods for teaching the young gymnasts aged 12 to 15 contributed to the development of sports technique key elements and to the improvement of the kinematic and dynamic characteristics of the movement, which confirms the proposed hypothesis of the paper.

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The Concept of Moderation within the Context of Leadership in Malaysia

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Abstract

Leadership is an important aspect in a country's development and shaping of its society. The advancement of a nation is dependent on its leadership. With that in mind, this article aims to shed light on the concept of moderation from the perspective of the leadership of Malaysia's Prime Ministers. The main focus of this study is the concept of moderation utilised by Dato' Seri Mohd Najib Tun Razak's leadership through aspects such as politics, economy and social. The methodology used in this study is document analysis and historical research, which enabled us to obtain complete data. The results of this study show that the concept of moderation does indeed exist in his leadership, in his quest to bring the nation on par with other developed countries.

Keywords: *moderation, leadership, Malaysia, Prime Ministers*

Introduction

The ultimate mandate of a leader is to provide an environment conducive for his people in a fair and just manner, preventing any untoward circumstances so that the nation and its people will remain in a state of well-being. Malaysia is a multi-racial country with over 200 ethnicities; with Malays, Chinese and Indians being the majority of the country's population (Abdul Rahman, 2010). With that said, each leader has his own way of propelling the country towards achievements on the political, economic, social, education and safety front, and this indirectly harmonizes racial relations through the concept of moderation. This is down to the fact that the concept of moderation is responsible for providing balance in all aspects of human life and can be implemented in activities of daily living for the betterment of the nation's development.

Good leadership is one which is thorough and intelligent in carrying out responsibilities especially with regards to racial sensitivities. Otherwise, disunity will occur and tarnish the nation's reputation. Leadership and management responsibilities at the individual, family, society and national level are all borne by the leaders. The success and advancement of a nation relies heavily on its leadership style (Abd Ghani, 2011). Successful leadership has the ability to influence an individual's behaviour; with the purpose of giving out orders, providing guidance, and maintaining the strength and unity of an organization with solid competency.

Definition of Leadership

Leadership is a vital aspect in the development of a nation and is given great value, both by the Islamic and Western communities alike. Muslim scholars agree that leadership is one of the pillars of religion. A task is deemed as incomplete without the presence of leadership (Hamzah, 2010). So much so, that the Prophet Muhammad PBUH has urged that a leader be appointed even in a group of few persons, as evident in his Hadith: *When three persons set out on a journey, they should appoint one of them as their leader.* Apart from that, Islam also lays out a leadership hierarchy and mandate as follows:

Surely! Every one of you is a guardian and is responsible for his charges: The Imam (ruler) of the people is a guardian and is responsible for his subjects; a man is the guardian of his family (household) and is responsible for his subjects; a woman is the guardian of her husband's home and of his children and is responsible for them; and the slave of a man is a guardian of his master's property and is responsible for it. Surely, every one of you is a guardian and responsible for his charges.

In Islam, leadership is a mandate given to an individual to manage a group or an organization (Haddara & Enanny, 2009). A leader neglecting that responsibility will ultimately have a negative impact towards the governing of his nation. With that being said, leadership is not something special that should be fought over because it is in its essence, a mandate. The Prophet Muhammad PBUH once reminded Abu Dhar al-Ghifari (whom had asked for a position of leadership), which translates to:

Abu Dhar, thou art weak and authority is a trust. And on the Day of Judgment it is a cause of humiliation and repentance except for one who fulfils its obligations and (properly) discharges the duties attendant thereon (Muhamat, 2010).

Leadership is not something to take lightly because it involves an enormous responsibility put by the people on an individual's shoulder to govern the country towards becoming a developed Muslim nation. Islam outlines 5 major responsibilities in leadership which are: upholding Islamic principles, protecting the *Karamat al-Insan* (human dignity), prospering the earth, upholding justice and *Islah* (reform) which is essentially the improvement of society via appropriate means.

According to *Kamus Dewan* (the official Malaysian authorized dictionary for the Malay language), the meaning behind leadership is *the ability to lead*, where the term 'lead' is synonymous with 'guide', 'direct', and 'propel'. Meanwhile, the term 'leading' is synonymous with 'guiding', 'captaining', 'heading' and 'propelling' (Baharom, 2007).

On the other hand, the Western world defines leadership as the process by which an individual influences a group of people to achieve a common objective (Northouse, 2011). There are a number of scholars whom shed light on the meaning of leadership, including Charles Handy. He defines leadership as having vision and mission, and awards points for the tasks accomplished (Karimi, 2007). Furthermore, quoting Joanne Ciulla (2004), leadership is not actually a person or a position, but rather a complex moral relationship amongst humans based on shared trust, commitment, emotions and vision.

Leadership can be further defined as follows:

The effort of influencing an individual or a group of individuals to complete a task in order to achieve a certain objective.

An individual's behaviour when he is instructing a group activity towards a common aim.

The art of forming relationships between individuals with multiple groups of people which directs them towards a planned objective.

An effective and influential leadership style (*al-Qiyadah al-Mu'assirah*) is shown through its leader's actions. Its effect and influence is not prominent through debates and discussions, but rather through the behaviour and attitude of the leader themselves. The end result is an accomplished endeavour which leads to productivity that is worthwhile.

The Concept of Moderation in Each of the Nation's Leaders' Approach

The advancement of a nation is dependent on the leadership style of its head of state. Only the best policies and agendas are handpicked by the leaders to allow the country to continue prospering without conflict. The best approach is utilized to ensure that the citizens' rights are protected, in accordance with evolving circumstances. Such is the approach taken by the first Prime Minister of Malaysia, Tunku Abdul Rahman Putera Al-Haj, to realize the dream of turning Malaysia into a developed nation that is able to keep up with the times. The affectionate nickname 'Father of Independence' is more than relevant considering the undertaking that he spearheaded which earned Malaysia's freedom as an independent and sovereign nation. The talks which he participated in spared any bloodshed. Truce was achieved with the British, and Malaysia gained its independence on 31st August 1957. As the Prime Minister, his hope for the people in preserving of the nation's independence is captivated as follows:

All people must feel that there is room for them in our country and that we can all live in peace with one another, provided of course that we respect one another's rights, and provided, too, that we realize we owe duties to one another for the good and well-being, the progress and happiness of our country, Malaysia.

That speech given by him shows how much he valued peace and harmony. He urged the Malaysian people to always work together and help each other despite contrasting backgrounds. Furthermore, he emphasized tolerance and respect to encourage harmony within a multi-ethnic community (Abdul Rahman, 2010). Racial relations became the core of all his future undertakings where the nation's growth and development were concerned.

After achieving independence on 31st August 1957, racial unity was stronger than ever. Needless to say, it is evident that Tunku Abdul Rahman, the nation's highest ranking leader at the time, played a key role in terms of racial unity. This is echoed by Tan Cheng Lock whom commended Tunku as being 'a leader of the people' despite his royal heritage. As the nation's leader, Tunku realized that independence could only be achieved through cooperation between all the races in Malaysia. Hence, he formed a political party known as the Alliance Party which comprised UMNO, MIC and MCA. The alliance of these 3 political parties convinced the British to end its colonization of the Malayan Union. This early racial unity initiated by Tunku became the basis for future post-independence racial relations in Malaysia. This would later on become the core of the leadership of his predecessors (Hussin, 2009).

The tenure of the second Prime Minister, Tun Abdul Razak Hussein who was in office from 1970 until 1976, brought forth many developments for the nation, especially with regards to education. ¹ He was a leader willing to serve the people and his nation with a lifetime of servitude. This was evident in his life principle to 'serve the people and country at all times.' From those words alone we can conclude that he was a leader who always put the people first, and his decisions always took into account their interests without jeopardizing their rights.

In the years leading up to independence, a consensus arose amongst all the nation's leaders that a comprehensive national education system was necessary to fulfil the needs of the country. Thus, the National Education Policy was born through the 1956 Razak Report and was made a part of the 1957 Education Ordinance. ² Then, a committee was appointed to study the policy to ensure that it was adequate enough to nurture a united and disciplined people; so that skilled manpower would be available to enhance the nation's development. It was also a means of inculcating national unity and integration (Abdullah, 2008).

Apart from prioritizing education, Tun Abdul Razak also put great emphasis on racial relations due to the nature of the nation's demographics. To maintain harmony and peace within the country, especially after the May 13th 1969 incident,³ he took drastic action such as suspending Parliament, declaring a state of emergency and founding MAGERAN to govern the nation on a temporary basis. He also introduced policies which strengthened ethnic relations such as the New Economic Policy, the mandatory use of Bahasa Malaysia in the education system and the National Principles (Rukun Negara), among others. All those policies had one common goal: to protect the racial sensitivities of the citizens so that such an incident will not repeat itself.

After Tun Abdul Razak's term in office ended, he was replaced by Tun Hussein Onn. ⁴ He was a strict but fair leader, and continued to implement Tun Abdul Razak's policies starting from 1976. He was also the brainchild of a number of important

¹ He was a nationalist, political leader, elite member of the Malay community and a diplomat whom embodied the Malay spirit. Throughout his 7 years governing Malaysia, many efforts were done for the prosperity of the people. Among the aspects that he emphasized include stabilizing the economy by introducing the New Economic Policy. Hence, he is referred to as 'The Father of Development' for the many changes which he brought upon the nation for the sake of its advancement. See Faridah Jaafar, 2007, *Perdana Menteri dan Dasar Luar Malaysia 1957-2005 (Prime Ministers and Malaysia's Foreign Policies 1957-2005)*, Kuala Lumpur, Penerbit Universiti Malaya, p.55.

² The objective of the National Education Policy is to fulfil the nation's needs and encourage the growth of culture, social, the economy and politics. See Zabri Zakaria, 2010, *Peralihan Dasar Perdana Menteri (Transition of the Prime Minister's Policies)*, Kajang, Time Edition, p.4.

³ On the ill-fated date of May 13, 1969, a tragic event took place, considered as a dark cloud over the nation's history. The racial conflict that broke out led to the loss of lives and property. It was associated with the 1969 General Election and was the peak of racial disunity in Malaysia. During that year's elections, many sensitive issues were brought up such as the national language, the special rights of the Malays and citizenship of the non-Malays. In the 1969 General Election, the Alliance Party failed to gain a two-thirds majority in the House of Representatives, while DAP and the Malaysian People's Movement Party (Parti Gerakan), whom had won 25 seats, held a demonstration in the streets of Kuala Lumpur which insulted the Malays. This offended the Malays deeply, and UMNO retaliated by holding a demonstration of their own to oppose the insulting actions of DAP and Gerakan. In those tense and emotional moments, the incident of May 13, 1969 took place; a breaking point for the years of suppressed conflict dating back even before 1969. See Abdullah Md. Zin & Khairil Annas Jusoh, 2012, *Pendekatan Wasatiyyah dalam Menghayati 1Malaysia (A Wasatiyyah Approach in Embracing 1Malaysia)*, Kuala Lumpur, Kasturi Jingga Sdn. Bhd., p.19; Mohd Fitri Abd Rahman & Mohd Foad Sakdan, 2013, *Konflik Politik Perkauman: Strategi dan Penyelesaian Cara Malaysia (The Conflict of Racial Politics: Malaysia's Strategy and Solution)*, Kuala Lumpur, Dewan Bahasa dan Pustaka, p.53.

⁴ Tun Hussein Onn was known for his emphasis on unity. He also gave a lot of importance towards respecting the law. Starting out as a practitioner of law, he then switched to politics. As the Prime Minister, he protected the people's interests especially in combating bribery

changes that helped shape the nation's development and protected the people's interests. In a speech he said, *I am not necessarily an important person for the country, but what is important is what I do for the country*. This clearly proves how highly he values the people and country which he serves, and he always took into consideration the input of others before finalizing a decision.

Among the many efforts undertaken by Tun Hussein Onn is instilling among the people the mentality of being thrifty with their spending and saving money. He knew that this would certainly be the backbone of the country's economy via the New Economic Policy. Production of raw material such as palm oil, rubber, timber, tin ore and petroleum increased dramatically. The Third Malaysia Plan (*Rancangan Malaysia Ketiga*) gave much emphasis on agriculture and industrialization, aside from using education as the propelling force for the nation's advancement. Like the Prime Ministers before him, Tun Hussein Onn also gave utmost importance to the rights of each race in Malaysia. In other words, national unity is vital for the country's future aspirations to transpire. Bearing that in mind, the Board of National Unity founded in 1974 was revamped and refocused to create a united, fair and progressive community in line with the National Principles. He also gave a lot of attention to the concept of *Rukun Tetangga* (literal translation: Neighbourhood Association), which he believed could close the gap between citizens of different backgrounds and religion.

He also made Bahasa Melayu the official language, a move which was said to be the stepping stone towards the formation of the nation. He believed that language could be used as a tool to unite rather than divide. Aside from implementing domestic policies, he did not neglect to set in motion many plans to strengthen international bonds. Being at the helm of leadership, he continued the Non-Aligned Policy in the context of Malaysia's Foreign Affairs; and he always emphasized the Principle of Common Peace (*Prinsip Keamanan Bersama*), which is essentially to respect the rights and sovereignty of a state, being non-aggressive, not meddling with the affairs of a state, achieving common benefit and common peace (Abd. Hamid, 2006).

Tun Hussein Onn's steadfast approach can be clearly seen through his efforts to ensure inter-ethnic unity, political stability and the everlasting of the nation. It is only fitting that he was given the affectionate nickname of "Father of Unity" due to his strong emphasis on the spirit of nationalism.

After Tun Hussein Onn's time in office for almost 6 years, the nation's leadership was then continued by Tun Dr. Mahathir Mohamad whom held his position for an unprecedented 22 years as the fourth Prime Minister of Malaysia.¹ Under his tutelage, Malaysia progressed towards an era of being a developed nation. Tun Dr. Mahathir was known as the "Father of Modernization" because ever since the beginning of his term in office, he propelled the nation towards achieving the status of a developed nation. Many efforts were taken to bring Malaysia on par with other developed nations. In terms of economic growth, he introduced a clear paradigm shift which transformed Malaysia from an agriculture-based nation to an industrialized nation with global trading power. According to this new policy, each state was instructed to initiate industrial programs by providing sites for light and medium industries, finding external investors and upgrading the infrastructure. This environment made it possible to develop those areas and provide many jobs for the local and international workforce.

Among the many accomplishments of this innovation magnate is founding the nation's very own car manufacturer, Proton. As of today, Malaysia is capable of creating new car models via collaboration with the Japanese. The introduction of the Multimedia Super Corridor emphasized IT as an asset for the people that ensured the future-proofing of the nation. The construction of Putrajaya, the Petronas Twin Towers and others is proof of his commitment towards the development of the nation and its people. The incremental use of technology directly improved the nation's income generation capacity.

As a developed nation, Tun Mahathir Mohamad planned an agenda to transform Malaysia into a fully industrialized nation by introducing Vision 2020.² Vision 2020 not only covers the aspect of economy but also politics, social, spiritual,

to ensure that the nation's legislature and development are accounted for. See Hamidin Abd. Hamid, 2006, *Tun Hussein Onn: Bapa Perpaduan (Tun Hussein Onn: Father of Unity)*, Kuala Lumpur, Arkib Negara Malaysia, pp. 138-139.

¹ He became the fourth Prime Minister of Malaysia on July 18, 1981. A prominent political figure, nationalist and international leader, known for his intuitive ideas, controversy and strict principles. During his leadership, Malaysia was heralded as a rising power in international politics trying to advance with a global-based industrialized economy, as well as knowledge of science and technology. See Ramlah Adam, 2004, *Pemikiran Tun Dr. Mahathir Mohamad (The Mind of Tun Dr. Mahathir Mohamad)*, Malacca, Institut Kajian Sejarah dan Patriotisme Graha (*Graha Institute of Historical Study and Patriotism*), IKSEP, p. 17.

² The nine objectives of Vision 2020 are: to create a united people; to create a people whom are free, devoted to their nation, believe in themselves and admired by others; to form a mature democratic society; to construct a society which can be modelled after in terms of

psychology and national unity. It aims to create peace, protect racial pride and prevent oppression. Within Vision 2020, he outlined nine main objectives that have to be constantly achieved without fail.

Being tasked with spearheading a multi-ethnic society, Tun Dr. Mahathir was very adept in matters concerning unity. He was quite worried with the racial divide that was occurring where the people would only stick with their own kind and would think lowly of others from a different group. Thus, he encouraged the abolishment of these ethnic groups by organizing public events that gave a chance for the people to mingle and interact. He saw that the situation was still under control and was in good shape.

This effort to cultivate racial unity was continued by Tun Abdullah Ahmad Badawi.¹ Since the beginning of his leadership, he emphasized the importance of ethnic relations and made it a national agenda with the belief that good ethnic relations would serve as a strong foundation for the nation's development. He made evaluations based on the concept of moderation. He believed that being moderate and respecting others would go a long way towards solving any problem (Anon, 2009). He called upon all parties to play their part in bringing life to the spirit of nationalism in order for all conflicts to be resolved and the development to be achieved.

Apart from focusing on the aspect of unity, he also gave emphasis on economy-related issues. The national mission under the Ninth Malaysia Plan (Rancangan Malaysia Kesembilan) shows the attention he gave towards improving the citizens' quality of life in the midst of domestic and foreign competition. In one of his speeches he said:

The institutes of Wakaf (religious endowment) and Zakat (Payment made annually under Islamic law on certain kinds of property and belongings and used for charitable and religious purposes) should work hand in hand as a vital mechanism to ensure the prosperity of Muslims, especially to release them from poverty.

Despite prioritizing Muslims, he did not neglect the rights of the other races such as the Chinese, Indians and others who dwell in this country. Fairness and justice is the core of the responsibility held by a nation's leader.

Another transformational agenda brought forth by Tun Abdullah Ahmad Badawi is "Islam Hadhari" which aims to convince the Malaysian people that Islam should be the epicenter of future undertakings to ensure the nation's success. It was also used as an approach to repair the stigma that the global community had towards Muslims post-September 11, 2001 (Pandian, 2007). The stereotype of Islam being violent and inhumane was successfully abolished through debates and talks which allowed the Western world to familiarize themselves with Islam on a deeper level. This undertaking certainly proves that he was a man of moderation in carrying out his role as the nation's leader, despite holding the post for only three years.

After Tun Abdullah Ahmad Badawi resigned in April 2009, Malaysia was then spearheaded by Dato' Seri Mohd Najib Tun Abdul Razak. He introduced the 1Malaysia Concept (*Gagasan 1Malaysia*). This concept is actually a continuation from his two previous predecessors, Tun Dr. Mahathir Mohamad and Tun Abdullah Ahmad Badawi, whom focused on transforming Malaysia into a developed nation through the formulas of Vision 2020. The already prevalent unity of this nation needs to be strengthened to create an environment of progressiveness, peace and security. Ensuring national security and political stability will encourage the birth of a more dynamic economy for the country. Mutual respect needs to be inculcated within the people, while negative values such as suspicion, doubt and discontentment should be eliminated; because the truth of the matter is each and every race is already given their due rights.

To realize the 1Malaysia Concept that was introduced in April 2009, he also launched another agenda: the concept of *Wasatiyyah*, which means balance, justice and moderation. This was done to repair the negative perception that outsiders

ethics and attitude; to create an advanced and scientific society; to create a loving society; to create a society whom are economically fair; and to create a dynamic society capable of competing with others. See Harlina Ismail, 2008, *Wawasan 2020 (Vision 2020)* in Yusof Ismail (ed.), *Dasar-dasar Utama Kerajaan Malaysia (Major Policies of the Malaysian Government)*, Kuala Lumpur, A.S. Nordeen, pp.203-204.

¹ Tun Abdullah Ahmad Badawi was appointed as the fifth Prime Minister of Malaysia on October 31, 2003, replacing Tun Dr. Mahathir Mohamad. His leadership lasted three years. In one of his first speeches as the Prime Minister, he said, "I am deeply humbled by this responsibility which requires me to carry out my duty with trust, honesty, efficiency and fairness. I am aware that I will be evaluated by dignitaries, by the people, and most importantly, by Allah the Almighty." See Chamil Wariya, 2004, *Abdullah Ahmad Badawi: Perjalanan Politik PM ke-5 (Abdullah Ahmad Badawi: The Political Journey of the Fifth Prime Minister)*, Kuala Lumpur, Utusan Publications & Distributors Sdn. Bhd., p.237.

had about Islam, and indirectly create a mutually respectful society regardless of faith (Zakaria, 2010). Such an effort is vital in preventing division amongst the people which would allow outside parties to meddle with the country's affairs.

It is therefore evident from the efforts of the nation's top brass that they always put the people's interest first and foremost. They assume the path of a moderate approach so as to protect the sensitivities and rights of each race to avoid unwanted incidents. The concept of moderation existing throughout each Prime Minister's leadership showcases Malaysia as a nation governed with good judgment calls. In one of his speeches, the President of the United States of America heaped praise on how Malaysia is able to stay on course as a developing and progressive Muslim country while still maintaining its integrity. This serves as proof that Malaysia's leaders are actually very responsible in carrying out the people's mandate, while governing and propelling Malaysia to be on par with other developed nations. Most of the agendas and policies put in place by the Prime Ministers are for the purpose of uniting and nurturing the community to ensure a smoother path for future developments to be implemented. The political stability and economic growth has enabled Malaysia to be at the forefront of all aspects of development rather than playing catch-up behind other nations.

The Concept of Moderation in the Current Malaysian Leadership

Malaysia is a country blessed with political stability, economic growth and a harmonious socio-cultural environment. As a developing nation heading towards the status of a developed nation, Malaysia remains steadfast in its mission by strengthening diplomatic relations with foreign countries to ensure more stability for itself. Currently, Malaysia is being led by a leader who puts great emphasis on the needs and wants of the country. This leader is none other than Dato' Seri Mohd Najib Tun Abdul Razak himself.

Since being appointed as the nation's highest-ranking official, he has been focused on the major issue at hand: unity; without neglecting other aspects of the country's governance. Amongst his agendas are the 1Malaysia Concept which outlines the principle of "People First, Performance Now", the concept of "*Wasatiyyah*" and others. The 1Malaysia Concept was a strategic plan introduced to instigate a united Malaysian race comprising of diverse ethnicities, religion and culture.

Through the implementation of the 1Malaysia Concept, the people's interests will always be protected regardless of religion or faith. Positive core values and mutual respect must be evident in society to avoid suspicion and doubt, more so because each race has the benefit of receiving equal rights and opportunities. However, the status of Islam as the official religion must not be questioned. This protects Islam as the official religion of this country, while giving freedom to citizens from other religions to practice their faith freely in a peaceful environment without restrictions.

The same holds true for the concept of *Wasatiyyah*, where Islamic norms are not neglected and devotees of various other faiths are given a chance to see that Islam is a truly universal religion. This gives security in all aspects of life within a society, more so when other races are involved. In line with the slogan 'People First, Performance Now', the concept of *Wasatiyyah* will bring forth more a comprehensive and universal Islamic teaching that is well-balanced in its quest to meet the country's diverse needs; which will ultimately turn Malaysia into a developed, tolerate Muslim nation to be modelled after by others (Abdul Razak, 2010).

Dato' Seri Najib also mentioned in a speech that according to verse 134 of *Surah al-Baqarah*, Muslims are deemed to be a people of moderation (Ummatan Wasatan), i. e. moderate in his approach, not being overzealous or extreme in the practice of his faith, virtues and deeds concerning both this world and the hereafter. Islam teaches its devotees to be balanced in all regards, controlling oneself not to indulge too much or too little. Thus, the concept of *Wasatiyyah* or moderation is very much applauded and encouraged by Islam, where doing too much is considered extravagant and doing too little is considered careless. Muslims must also not be too rigid or extreme, nor can they be too free without any self-restraint.

¹ The 1Malaysia Concept is based on eight core values which are: a culture of excellence, resilience, humility, acceptance, loyalty, meritocracy, education and integrity. See Ismail Ibrahim, 2013, 1Malaysia Dari Perspektif Agama: Islam dalam Perlembagaan dan Aman Umat Islam Malaysia (*1Malaysia from a Religious Perspective: Islam in the constitution and the practices of Malaysian Muslims*) in Mohd Sohaimi Esa, Ismail Ali, Dayu Sensalu & Lai Yew Meng (eds.), *Gagasan 1Malaysia: Isu dan Cabaran (1Malaysia Concept: Issues and Challenges)*, Kota Kinabalu, Universiti Malaysia Sabah, p. 1.

Furthermore, the Government Transformation Program has been continually improved in a mission to create a developed society with high income by the year 2020. This program is implemented through 7 National Key Result Areas which put the people's interest first, by means of reducing crime rate, improving infrastructure in rural areas and increasing the income of the poor. As a result, the people's quality of life and standard of living has improved, the nation's economy has grown exponentially and the country's finances strengthen by the day.

Dato' Seri Najib Tun Abdul Razak also strengthened diplomatic relations with "trading partner" countries such as China, Singapore and the United States of America. Such a policy was carried out to protect the nation's political, security and economic interests, among others. It also encouraged tolerance and cooperation between Malaysia and its foreign counterparts, which led to a more structured relationship with the international community. Among the other efforts which he masterminded include, but are not limited to:

Malaysian Education Development Plan.

1Malaysia People's Aid (Bantuan Rakyat 1Malaysia).

1Malaysia Book Voucher.

1Malaysia People's Housing Program (PR1MA).

Urban Transformation Center (UTC) and Rural Transformation Center (RTC) (Omar & Mukhtaruddin, 2010).

Implementing short, medium and long-term strategies that were outlined for the sake of the people's prosperity is no easy task. Many challenges had to be overcome before the plans became reality. Among the challenges faced include having to deal with a small minority of the population whom were religious extremists, unwilling to accept racial diversity, intolerant leaders within certain racial groups and the difficult task of creating an atmosphere of tolerance between different racial groups under the same political party.

Despite those obstacles, Dato' Seri Mohd Najib managed to carry out his duty as the leader of the nation and found effective solutions for those problems. For example, he himself along with the President of the Philippines, Benigno Aquino III, became important witnesses during the signing of the peace treaty between the Philippines government and the Moro Islamic Liberation Front (MILF), an event held in Malacanang Palace, Manila. That treaty is the epitome of Malaysia's success as the gatekeeper during talks between the Philippines government and MILF. Even so, humanity has now entered a modern era of globalization and a world without borders. The instantaneous flow of information technology has changed the way society thinks and acts, which directly affects efforts to solidify the nation and its people. Whatever the case may be, with meticulous planning and proper execution, all challenges can be overcome, one step at a time.

The core of this formula is cooperation between all parties involved regardless of position and embracing the spirit of moderation. This mentality does not intend to create a society of mediocrity and conformity, but rather a society that is well-balanced and fulfils its potential. Any problems or hurdles must be tackled head on with that concept in mind, for the sake of strengthening the state of the nation as well as formulating policies that have a clear direction with respect to the governance of the country in terms of politics, social and economy.

Conclusion

Each leader has their own unique leadership style when it comes to implementing policies that determine the nation's path. Even though policies are renewed and revamped with the change of each new leadership, the agenda of transforming Malaysia into a developed country by the year 2020 remains the same. Based on this study, each of those leaderships embodied the spirit of moderation and succeeded in creating a nation of peace, harmony and cooperative citizens.

Such is also the case with Dato' Seri Mohd. Najib Tun Abdul Razak's current leadership. He is also imposing the concept of moderation when executing his policies. His policies lean toward the formation of an identity and culture for the society without neglecting the nation's interests in all aspects of life. Despite heavy opposition and challenging obstacles, he utilized the concept of moderation as the gist of his approach without diminishing Islamic principles and still protecting the rights of non-Muslims. The development of the nation will remain well-balanced if it continues to be incorporated with religion and positive virtues. Religion will play a major role in preventing the nation, especially its Muslim citizens, from being easily influenced and intoxicated by the sea of development, modernization, globalization, nationalism and patriotism up to a point where it becomes extreme, extinguishes the positive core values and oversteps religious boundaries.

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Managing Diversity and Capabilities

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Abstract

As a powerful driver, small and medium enterprises (SME) has a huge contribution to the German economy. The shortage of skilled workers underlines an emerging and resilient German economy. However, the future prospects of SME depend on creative employees as key actors. Nevertheless, demographic change is perceptible so that the labour integration of resident immigrants becomes more important. But several studies investigated inequalities especially discrimination in the labour market intensifying brain drain. Social discrimination has great impact on the capabilities of people, particularly in labour. Disadvantages are exposed to a lack of opportunities with the result of a capability gap. Diversity management offers competitive advantages but is mostly a management tool of bigger enterprise performances. This paper will present a process of enabling and empowering management process of capabilities. It is presented by the example of the solution cycle which will be called a *participatory process design* contributing to the lack in the classic management of diversity.

Keywords: Labour, inequalities, managing diversity, empowering, participatory process design.

Introduction

The technical potentials and the shift to a new economy have effects on social values and thus, when regarding workplaces, preferences and roles are changing. The German Federal Ministry of Labour and Social Affairs (BMAS 2015) contributes the term 'work 4.0' in this respect. In the special case of German economy, its driving force is attributed to the powerful position of small and medium enterprises (SME) as the engine, of the German economy. About 99 per cent of the companies in Germany are SME which highlights their great significance for the economy (Destatis 2010). There are strong industries and successful services which are in demanded worldwide. Their special feature is that entrepreneurial actors and stakeholders take responsibility and are liable for the company's obligations with their assets. This follows the intention of Adam Smith (Cannan 1976, Eckl and Ludwig 2005). The study of Florida (2002) drew big attention on regional development by innovative promoters, viz. technology, tolerance and talents. According to Jacobs (1969) and Glaeser (2000), talents are the stimulators of economic development and innovation. In this context, a resilient economy resp. organization as well as their future prospects depend on an innovative development by key actors and creative employees. The rise of human creativity and diversity becomes a driving force and a key factor in the economy and society. In practice, however, rural and regiopolitan areas are suffering from brain drain movements. Following an OECD (2013) survey, nearly 90 percent of SME report shortage at medium skill areas and 65 percent in high skill areas. Both areas are expected to increase in the future which leads to the next challenge that is about retaining highly skilled staff and recruiting qualified employees.

Considering these circumstances, labour integration of disadvantaged groups, these are mainly women and resident immigrants resp. (new) Germans with migration background, become more important. However, several studies still highlight ethnic and gender inequalities especially discrimination and disadvantages in the labour market faced by women and migrants by unequal employment opportunities and career prospects. Women are still minorities in top positions (Holst, Busch-Heizmann and Wieber 2015). They hit the glass ceiling, an invisible barrier set up consciously or unconsciously by traditionally male-dominated ruling class, with the result that the German government introduced a 30 percent-quota for

women on boards in 2016. Both mentioned groups do not have the best possible opportunities for development as they are not valued equally with the dominant groups in labour market.

Studies light out less success of particularly low-educated applicants especially in the case of migrants in the German labour market. In their study, Granato and Kalter (2001) describe the impact of the endowment with human capital to the job market position. Skilled staff with migration background seem more likely to be vulnerable experiencing discrimination than native applicants, especially in SME (Kaas and Manger 2012). Social and human capital of migrants has changed and their educational skills open up further opportunities in new markets. In Germany, approximately every fifth person is a migrant (Stadt Siegen 2013). To exclude people from labour according their capabilities would mean an expensive undertaking for a country like Germany.

Companies and organizations respond to the problem of discrimination and inequalities with a management strategy which is called Diversity Management. Diversity in organisations is concerned to different dimensions of human diversity and raised its significance in terms of becoming multicultural in a global world. It is claimed to change the organisational culture. Nevertheless, diversity management has the disadvantage to make differences of human beings visible. Now, the challenge consists of rethinking an approach that shows how management can enable human diversity and capabilities in companies. For that reason, this paper will present a process of enabling and empowering management process of capabilities. This is called managing capabilities and will be introduced by the process design of the so called Solution Cycle. The *participatory process design*, presented in this paper, contributes to the lack in the classic management of diversity that can be used by SME, too.

The rest of the paper is structured as follows: Inequalities in the labour market, diversity management, management in dynamic complexity and finally, conclusions.

Inequalities in the labour market

Discrimination is more than a distinction. It is mostly associated with unequal treatment or disadvantage. The influence to define social norms and codes, at least how discrimination is to be understood, may be described as the definitory power of a social system. Belonging to a particular social group flows in formation of a social identity.

There are two conducting neoclassical theories of discrimination which can be described as forms of hidden discrimination experiences of ethnic minorities. Firstly, discrimination is based on tastes or personal preferences (Becker 1971). All labour market actors try to maximize their profits and benefits, i. e. they ignore interactions with other economic actors with the result of paying costs. Secondly, discrimination is the result of employers' incomplete information (Phelps 1972) so that false group beliefs are imputed instead, e. g. competences of migrants are considered to be lower (Liebig and Widmaier 2009). "The notion of discrimination involves the additional concept that personal characteristics of the worker which are unrelated to productivity are also valued on the market. Such personal characteristics as race, ethnic background and sex have been frequently adduced in this context" (Arrow 1971, p. 1).

Despite of the previous theories, institutional mechanisms (e. g. trinomial German school system) have also negative impacts on the educational success of migrants which is described as institutional discrimination (Gomolla and Radtke 2009). Furthermore, structural discrimination arises from institutional regulated and formal policies and practices.

Ethnic inequality in the labour market has been investigated in various studies such as Kaas and Manger (2012), Damelang (2011), Granato (2003), Heath and Cheung (2007) and Platt (2011). It is commonly described that migrants have less success in the labour market.

Regarding *gender*, Agócs (2002) points out that female migrants deal with discrimination affected by sex and their ethnicity. With respect to ethnicity, a survey underlines that people with Turkish and Vietnamese origins face discrimination more often than people with Italian, Serbian and Croatian origin. Hence, it turns out to be difficult finding reasons for a

disadvantage by a higher endowment of migrants with human capital (Plahuta 2007). An OECD study confirms that tertiary educated migrants are less successfully placed in the labour market than nationals especially in SME (Liebig and Widmaier 2009).

Self-fulfilling-prophecy. Considering the results of stereotypes and assumptions about members of a group release expectations that in turn may affect the behaviour of group members toward them, finally causes expectations to be fulfilled (Rosenthal 1995; Merton 1968; Watzlawick 2006). The risk of confirming negative stereotypes is called *stereotype threat* and impairs cognitive performance (Steele, Spencer and Aronson 2002). In various studies, the impacts of stereotypes have been investigated (e. g. Myers 2008; Bosson, Haymovitz and Pinel 2004).

To protect employees against discrimination, political reactions in Germany led to the introduction of a General Equal Treatment Act in 2006. A few years later, the Federal Anti-Discrimination Agency in Germany started an experiment with anonymous job applications with positive effects for applicants with different origins. Researchers picked up this result and developed a suitable system platform working with software which evaluates the competences of applicants (Bohlouli et al. 2013). Nevertheless, in the field of antidiscrimination and gender equality policy, Germany ranks 22nd on MIPEX (British Council und Migration Policy Group 2011). There are no available calculations about the costs of discrimination but economic costs by under-utilisation of human resources and brain waste can be assumed. Brain drain is an additional cost factor as well. The implementation of diversity promoting and including management strategies could save 21 billion Euro (Berger 2011) - this outcome should be handled with great care as the calculation of the number is not transparent.

Gender inequality and discrimination make it more difficult for women to participate in political, social and economic life. The International Labour Organisation (ILO 2012) reports that women worldwide are more affected by unemployment. Precarious employment of women has increased (Bispinck and Schulten 2011; see also Fudge and Owens 2006). The equality of opportunities between men and women in Germany lags behind its Scandinavian neighbours and Switzerland as countries with a high degree of gender equality (World Economic Forum 2013). In technology, women still belong to disadvantaged groups (Hewlett et al. 2008) and even in the Silicon Valley, there are diversity problems in terms of gender discrimination (Leas et al. 2015).

Steadily increasing part-time jobs are occupied by women with children. Women's policy of its neighbours is more active and progressive according to better compatibility of family and work (Luci 2011). Even if oppression and disadvantaging of women is older than capitalist systems, the whole economy with its top positions produces male monocultures (Holst and Busch 2010). Initiated by Dalla Costa (1973), feminist researchers emerged and brought the debate into the field of unpaid care and domestic work. The term of double socialization of women addresses the conflict between paid employment and unpaid and caring work at home (Becker-Schmidt 2002). As a result, women are discriminated in multiple ways, most of all in their ethnicity and the existence of family ties reducing flexibility.

Diversity Management

A widely known management tool to handle diversity and prevent discrimination in organizations is called *Diversity Management* (DiM). Its strategy is defined by promoting the implementation of diversity and heterogeneity in organizations. DiM is a part of the change and development in the organisation. Generally, diversity is characterised by four areas (Gardenswartz and Rowe 2002):

personality (e. g., traits, skills and abilities),

internal factors (e. g., gender, race, ethnicity, sexual orientation),

external factors (e. g., culture, nationality, religion, marital status),

organizational (e. g., position, department).

In the 1980s, this approach was first used in the United States. Historically, it is rooted in the social unrests of the 1950s (Brazzel 2003). With the subsidiaries of US conglomerates, the idea came to Germany in the middle of the 1990s. The diversity of employees, cultures, strategies, functions etc. are used as a strategic resource to develop and solve complex challenges. Focused dimensions are visible features (e. g., gender, ethnicity, dress, age, race, physical attributes) and invisible ones (e. g., religion, skills, education, socioeconomic status, political views). Over the years, the following main concepts of diversity management have been developed (Thomas and Ely 1996):

Fairness and discrimination approach.

Access and legitimacy approach.

Learning and effectiveness approach.

All three concepts are not yet pleasing. The first and the second approach try to adapt the organization to changing environments but disregard the management view and internal integration. The third approach manages diversity internally. Actually, research projects about diversity management mostly reflect bigger companies' performances (Maxwell 2004, McDougall 1996, Suß and Kleiner 2005 and Köppel et al. 2007). According to the results of Klaffke (2008), DiM is not yet known extensively at Hamburg's SME. In a study, the European Commission (2008) explored the creation of diverse workplace of SMEs across Europe. It is stated that SME are too small and consequently don't have the financial conditions for diversity management. Finally, DiM is a strategy mostly used in bigger organizational performances than SME. These findings appear to be consistent with the case study of SME in Siegen, a regiopolis in Germany (Özdemir 2014). DiM is not directly implemented resp. an unknown management strategy, however there is respect to gender, older and younger employees.

Positioning DiM as a part of the changing and developing process in organizations, there are various approaches discussed in management and organisational literature so far, among them Morgan (2006). Bolmann and Deal (2013) reframe the organization with the focus on four distinctive frames: structural (focusing on goals, effectiveness and task), human resources (behaviour and action), political (power, conflicts, influence) and symbolic or cultural (social interactions and symbols). On the political frame, the question of power and its distribution in organizations is emphasized here which is blinded-out in the conventional literature of DiM. According to further critical perspectives on DiM, Purtschert (2007) states that instead of considering social justice, DiM is much more focussing on maximizing the profits and thus, it is mainly reduced to economic efficiency variables (cost/benefit ratio).

The following part introduces this paper will present a process of enabling and empowering management of capabilities.

Management in dynamic complexity

DiM is known as a strategy to promote diversity and reduces disadvantages in organizations. Actually, it is seen in a critical light due to fact that diversity is recognized for economic reason and finally, to lift the corporate profits (*business case*). Bührmann and Schmidt (2014) propose to reform and change the frameworks in the company to fulfil the requirements of a good workplace. Newer management and organisational developing discussions especially for small and medium enterprises are less focussing on productivity increasing methods rather than the goal to develop a human and democratic management (Sattelberger, Welpel and Boes 2015). This approach will be affiliated so that in the following another way of management will be introduced that promotes peoples' capabilities. In their study of human capability reported in New Zealand workplaces, Byson and O'Neil (2008, 2009) point out various drivers and barriers of human capability in workplace that covers management as barriers, too. They produce a model of human capability development. Empowering people in terms of enlarging peoples well-being and agency will increase the opportunity to enlarge their achievements.

Developing human potentials vs. capabilities is the managers resp. leaders responsibility by creating supportive conditions and frameworks in the organizational context. Companies are subject of a dynamic complexity so that these turbulent

systems can be characterized as organically, spontaneously and self-organizing. The main features of structures in this context are self-organisation and heterarchy. Organizations have to rethink about their future vitality that is a continued existence and further development by trying to design a manageable future in defining diversity as a chance. Conventional management approaches interpret companies as easy handling machines with obvious behaviour. With respect to the accelerated economic dynamism, the pressure for companies to innovate and change and to use human capital resources more effectively intensifies.

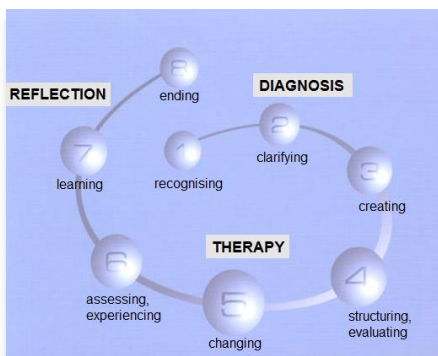
In this context, monocultural companies are past-orientated, too rigid and less able to learn from experiences and adapt accordingly with a lack of creativity and innovation. The particular challenge of management lies in a change of perspective to self-discovery, self-distance, empathy and xenophile (Bergmann and Daub 2012).

Following Ashby's law, also known as Law of Requisite Variety, we know that "The larger the variety of actions available to a control system, the larger the variety of perturbations it is able to compensate" which creates challenges for the management (Ashby 1958). Following Lewin (1951), organizations can only be changed if their people also changes. To change an organisation is a process and all change is part of a learning process. DiM as a widely known management tool to handle diversity and prevent discrimination in organizations was presented. However, it is mostly used in bigger organizational performances than SMEs. It may offer competitive advantages but it is mainly reduced to economic efficiency variables.

This paper presents a concept to handle diversity beyond DiM in workplace. It is called the *Solution Cycle* (SC) and evolved from the systemic approach of management and several consulting works of Bergmann and Daub (2008) which primarily focuses on plurality and the integration of all actors in its first steps. Hence, the SC will be called a *participatory learning process design* towards a changing culture in organizations. According to Luhmann (1975), all organizations form social systems and constitute themselves by communicative actions which have decisive influence on the corporate culture of the systems. Effective and successful communication comes from within by active engagement in a *dialogical corporate culture* leading to corporate results. The contextual preconditions have to be created by the management and following the model of the SC it makes reaching decisions in dialogues more likely.

This theory is a process consisting of eight stages (Bergmann 2014): (1) recognizing, (2) clarifying, (3) creating, (4) structuring/evaluating, (5) changing, (6) assessing/experiencing, (7) learning and (8) flow. Managers can use this methodology in order to open their corporate culture to a diversity and capability friendly one.

Figure 1: The Solution Cycle as a Process Design



Source: Bergmann 2014, p. 23

Every interaction of people begins with special occasions, a salutation or a welcoming speech. The first steps are defined by diagnosis of the current space and defining a common ground. It starts with recognising team members and relevant participants, a common description of the problem and arrangement on issues. Members of the same team might have different backgrounds and opportunities. On this account the manager has to place great importance on generating different views explained by diverse socio-demographic characteristics of team members at the beginning. That supports the project with a great deal of commitment.

Creating a common perspective on the task is possible by jointly clarifying the context and working on common rules. The second step is called the diagnosis constitution of a common ground which is the agreement on common goals, competences, visions and problems. Visions and guidelines serve the purpose of identification, orientation and development. Given the importance attached to this issue, the first steps require time and space (Bergmann and Daub 2006). Step three is about creating more opportunities, solutions and differences. Promoting creativity is likely by abduction; free zones causing team members to dissociate from the problem (Bergmann 2005). Well known creativity methods are e. g. usability, brainstorming, mind mapping, brainwriting, method 635, morphological boxes. After developing forward-looking ideas, team members evaluate and plan possible solutions together and come to common decisions.

Realizing a change in step five, one can intervene in the context, in actors or institution which is possible by changing 1. language/images (e. g., concerned and respectful interaction, positive expressions by changing the words), 2. design/architecture (e. g. pleasant working atmosphere), 3. structures in organization (e. g. flat hierarchies) and 4. managing of time (e. g., idleness, flexible working hours) (Bergmann and Daub 2008). Project members are invited to report and evaluate the results and praise or complain at the next stage. In the best-case scenario connection, participation and common decisions allow experiencing flow which leads at stage seven to patterns by reflecting and learning. Finally, the project comes to an end where all participants give final feedback. Team organization is founded on the motivation of the members by decentralized and participatory nature promoting success. The main task of the manager or facilitator is to provide new impulses and irritation, generating a framework by interactively developing standards and goals and creating fearless atmosphere where vitality and the overall development are gently enhanced. The development of a shared culture and conducive atmosphere for dialogues (Böhme 1995), communication, engagement, lasting relationships become more likely. People in flow are more friendly, cooperative, generous and happier (Csikszentmihalyi 2015). This management approach provides the possibility to integrate the heterogeneity in organizations. Particular importance is given to the manager in the role to guide a changing process and to form and create relationships to other actors, to the environment and other things such as products. Managing means creating and forming the context by intervening in the (a) language, images, culture, (b) time, (c) organization and rules, (d) rooms and spaces and (e) people (Bergmann and Daub 2012).

In conclusion, contextualizing capabilities in organizations depends on the caring commitment of people for other people and their environments. It is not possible to change people but a different behaviour of people is more likely. This can be reached by intervening in the frameworks and working conditions. Changes of images and language, design or architecture, structures in organization and flexibility in time increase the possibility for a different behaviour of people and their relationships. That is the message of the systemic approach (Baecker 2005; Simon 2004; Foerster 2002; Luhmann 2000) which is closely linked in this work.

Conclusion

This paper outlined that there are inequalities especially in the highly-skill section in the German labour market. Disadvantages are realized very often, recently demonstrated by two judgments of the European Court of Justice (ECJ Judgements 2011, 2012). Transferring Ashby's law, companies have to face impacts of pluralisation of life-styles with variety in order to stay attractive employers (Ashby 1958). The contingent world requires companies to raise the heterogeneity. Cultural mixed teams increase multiple perspectives in knowledge and learning exchange. Concerning the

various challenges for companies and the shift to work 4. 0, labour integration, empowerment and promoting potentials are considered to be of big importance for resilient and innovative companies.

Diversity Management as a widely known management tool to handle diversity and prevent discrimination in organizations was presented. However, it is mostly used in bigger organizational performances than SMEs. It may offer competitive advantages but it is mainly reduced to economic efficiency variables (Krell 2015). For that reason, this paper presented a process of enabling and empowering management process of capabilities towards a changing culture in organizations that is based on the idea of cooperation and participation. Managing capabilities is compared with the idea of the systemic approach of management. In conclusion, contextualizing capabilities in companies depend on the caring commitment of people for other people and their environments. It is not possible to change people. However, the possibility becomes more likely by changing the framework and working conditions in the institutional and organisational context. Changing the context frameworks leads to a behavioural change of people and their relationships. The *participatory process design* presented in this paper contributes to the lack in the classic management and diversity management literature.

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Measurements of Standby Power Consumption of Domestic Appliances in Albania

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Abstract

Nearly all modern domestic appliances used in typical homes consume some energy when they are left on standby mode or even switched off. I investigated the variation in standby power consumption in five homes in Korça city. The typical standby energy loss for studied homes ranged from 8–115 W, with an average of 37 W. This corresponded to 3%–20% of the homes annual electricity use. This loss and the associated cost are not high enough to get noticed by the consumer. However, when such power losses of all domestic appliances are aggregated at the level of a country, the amount becomes significant and cannot be ignored. The appliances with the largest standby losses were coffee machines, televisions, set-top boxes and printers. They account for a significant proportion of the electricity consumption in more and more Albanian households. The wide variation in the standby power of appliances providing the same benefits indicates that producers are able to reduce standby losses without degrading performance. The standby power consumption of various domestic appliances was determined using an energy smart meter and data-logger connected with a computer. The purpose of this paper is to estimate how much power is wasted in a typical Albanian home due to household appliances being in the standby mode.

Keywords: Standby power consumption, energy loss, vampire power, leaking electricity, domestic appliances, appliance efficiency.

Introduction

Standby power, vampire power, phantom load, or leaking electricity are general terms commonly used to describe the energy consumed by the electric appliances when they are not performing their principal function. In the beginning of 1990, standby power loss was a phenomenon for electronic devices rather than for electric appliances. Whereas now, almost every household appliance like air-conditioners, freezers, refrigerators, microwave ovens and washing machines, need a small amount of electricity to maintain signal reception capability i. e. remote control, monitoring temperature, powering internal clock and continuous display. A significant number of studies have been conducted in developed countries, such as in Germany (Rath et al. 1997), Netherlands (H. Siderius 1998), and the United States (A. Meier, K. Rosen, 1999). Those studies have found that standby power accounts for as much as 10% of national residential electricity use. The typical electricity loss for an appliance can range from as little as 1 W to as high as 30 W (B. Mohanty 2001). At first glance, the loss of such kind seems to be low, but the combined effect of all appliances, the power consumption of which varies from less than 1 Watt to 30 Watts, is having significant impact on total household electricity consumption. For instance, in the United States, standby losses account for about 5% of total residential electricity while 15% in Italy (Camilleri et al. 2002). The standby energy for all households in the EU-27 countries amounts to about 43 TWh in total, and it is responsible for about 19 million tons of CO₂ per year. The standby power consumption of all the office equipment used in EU-27 countries is estimated to be about 9TWh (Bertoldi et al., 2009). Altogether, standby power use is roughly responsible for 1% of global CO₂ emissions. According to the International Energy Agency, by 2030, 15% of the total appliance electricity consumption in Europe could be due to standby functions. Figure 1 shows that the standby power loss of developed and developing countries varies up to 10% due to various social and technological factors.

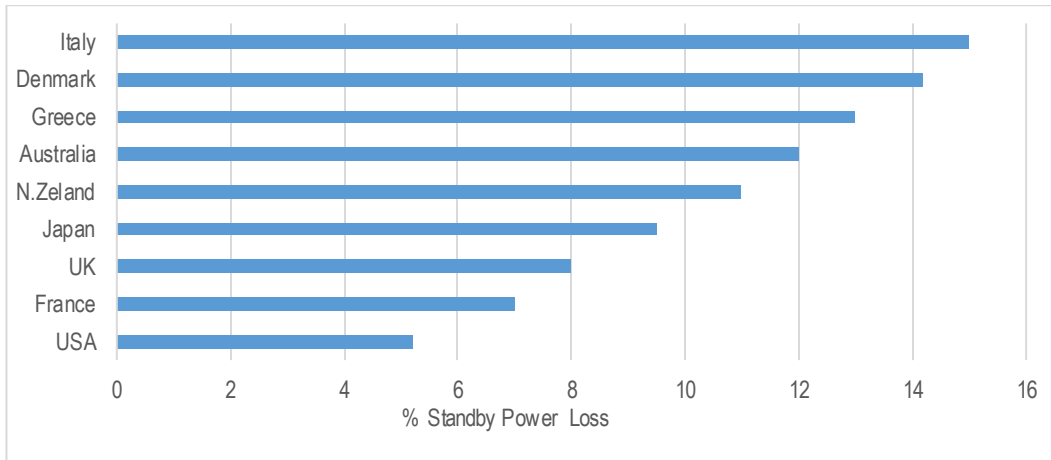


Figure 1. Share of standby power losses in total electricity used in the residential sector. (M. Violet, S. Iwisi, 2009)

The objectives of the study were to measure the standby power losses of household appliances and estimate potential savings from reductions in standby power use. I have examined the energy use by domestic appliances in five typical homes in Korça city, Albania. The standby power consumption of various domestic appliances was determined using an energy smart meter. The experimental results show that the standby power for various office appliances is a real concern. The results from this study can also help to formulate policies and programs to reduce standby power in Albanian homes.

Methodology

A sample of five homes was recruited from a range of different income levels. This group of five homes is too small to accurately represent the standby losses for every home, but it involves a great diversity of appliances and situations. In each home, I measured each appliance's power consumption, while the appliance was in use, in standby (passive and/or active) where applicable, and briefly measured the house's total electricity consumption, with all appliances switched off. I tried to perform as many measurement modes as possible in order to achieve the maximum information about products power consumption. I used a common measurement methodology and the same equipment in all measurements. Appliance standby power was measured at the lowest level with a watt meter equipment model EKM-OmniMeter 1 v. 3. The meter was connected to the mains and to the computer (it can export data to computer in excel format through EKM Dash software). Then the product was plugged into the power cable connected to EKM meter through current transformer (CT) and the measurement could be started. The total standby power for each home was calculated by summing the individual appliance measurements.

Results

About 75 domestic appliances were investigated from five houses studied. Table 1 summarizes those measurements.

The majority of these appliances are classified in 3 main levels: entertainment, ICT, and miscellaneous.

Table 1. Measurements of standby power consumption by type of appliance

Domestic Appliance	Minimum (Watt)	Maximum (Watt)	Average Load (Watt)
Entertainment			
TV	2	6	4.3
CD player	3	7	4.7
VCR	4	30	10.3

Digital receiver	2.8	10	7.2
ICT			
Desktop tower	1.5	8	4.2
Monitor	2	10	3.2
Laptop	2.3	16	4.3
Printer all in one	2.1	13.5	5.1
Cordless phone	1.2	2.3	1.3
Modem	3	7	4
Miscellaneous			
Oven + cooktop	2	6	4.2
Microwave	1	7	3.2
Coffee-espresso	4	60	25
Dishwasher	1	4	3
Air conditioner	2	6	4

The ranges of standby in this study are also similar if compared to other compilations of measurements such as Meier et al. 1999 and Huber 1997. The households had an average of 19 appliances with standby power, ranging from 1 to 60 W. Standby accounted for 3% to 20% of total annual electricity consumption. The appliances with the largest standby losses were coffee-espressos, televisions, and printers. Each home's annual electricity consumption was also displayed (based on utility monthly bills). Average annual electricity use was 4110 kWh/yr. All five homes used wood stoves and natural gas for space heating.

Table 2. Measurements of annual standby power consumption in the surveyed houses

Home	Annual Electricity Use (KWh/yr)	Standby Power (W)	Relative Standby Power (KWh/yr)	Standby Power as % of Annual Electricity Use
1	2591	15	132	5%
2	4945	115	1009	20%
3	1212	8	70	6%
4	7852	25	219	3%
5	3950	22	193	5%
Average	4110	37	325	8%

Conclusions

The survey conducted in five houses is too small to accurately represent the standby losses for every house, but it involves a great diversity of appliances and situations, and can provide new insights to the scope of the problem and the opportunities for reducing it. According to the resulting measurements, the biggest attention regarding standby losses must be paid to the following appliances: coffee-espresso, TV, VCR, printers, computer monitors, and even laptop chargers. The device should be switched off when it is not in use, especially at night or at weekends, when possible, and looking to the future we should consider choosing equipment with class A++ (low standby) energy efficiency, in order to reduce standby energy

consumption for the benefit of individuals and of the whole nation. Consumer awareness about standby power consumption should be increased by launching publicity campaigns and with energy efficiency labeling schemes to be initiated by the Ministry of Energy and Industry.

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The Perception and Attitudes Towards City Garbage Management: A First Analysis

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Abstract

The main aim of this paper is to explore the perception and attitude of people toward an important issue like the City Garbage Management. A new Survey Questionnaire to measure the perception and attitudes towards city garbage management has been developed by the Authors, in order to realize a very first analysis of compatibility of the Comprehensive Action Determination Model - CADM (Klöckner, 2013) with City Garbage Management issues. To test the application of the CADM model to City Garbage Management, a simple linear regression was calculated to predict the dependent variables based on predictor variables according the CADM model. The linear regression analysis shows a first confirmation of the CADM model applied to the perception and attitudes towards city garbage management.

Keywords: environmental psychology; Regression analysis; city garbage management; attitude

1. Introduction

People exercise influence on the environment and - at the same time - this same environment influences people who are interacting with it. As Gifford (2012) states: "Environmental psychology is the study of transactions between individuals and their built and natural settings".

Today people have to facet with several environmental problems and, usually, they don't act in a correct way to prevent environmental risks for the following reasons: low attitude and preparation to prevent the risks, the hasty and sometimes inappropriate responses to mitigate the risks and a misperception of them. National and international efforts are needed to counteract the big number of global environmental challenges that we must face (Klöckner, 2013).

The environmental psychology is a research field focused on the understanding of the keys and processes which are carrying these environmental challenges, to prevent them and minimize their negative responses (Hertwich, 2005). As important factors to get this mission we found the technologic development, the national and international policies and the individual behavior, especially the household behavior highlighted by Hertwich (2005). Dietz, Gardner, Gilligan & Stern (2009) underlined several aspects that can reduce the negative impact of the human behaviors on the environment.

Around the environmental psychology there are several theoretical frameworks, due to the number of factors influencing the interaction people-environment (Gifford, 2012; Newell, McDonald, Brewer & Hayes, 2014).

2. The theoretical background

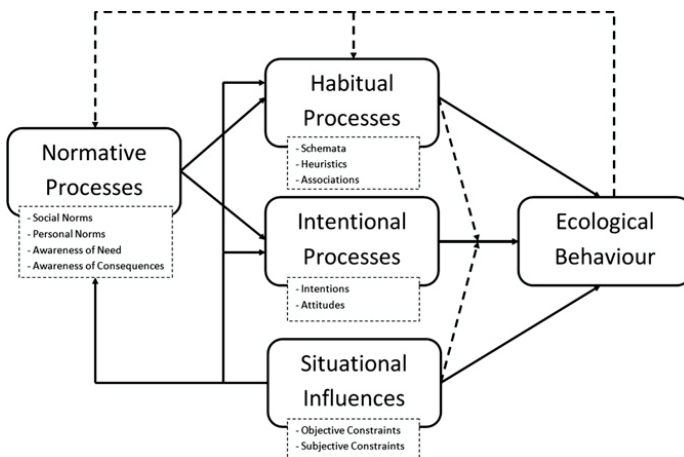
Lots of psychological theories have tried to shed light on the interaction between people and environment, but is it difficult to find a exhaustive model that explains and represents the overall human behavior in connection with the environment, due to the already named complexity and variety of behaviors and the amount of factors that influence them (Dubois & Dubois, 2012; Uzzell & Rätzsch, 2009).

An interesting attempt to provide such a general model is the Comprehensive Action Determination Model (CADM) (Klöckner, 2013; Klöckner & Blöbaum, 2010).

CADM model is consistent with the theory of Planned Behavior (TPB) of Ajzen (1991), a general model of deliberate behavior; the Norm Activation Model (NAM) of Schwartz (1977), that focuses on the personal norms as determinants of human behaviors; the Value Belief Norm Theory as adapted by Stern (2000), that explore the relation between general values, environmental beliefs and human behaviors; the Ipsative Theory of Behavior of Tanner (1999), that considers the situational characteristics, both objective and subjective, as behavior's predictors.

The most important assumption of CADM model is the three sources of direct influence on the individual behavior: intentional, situational and habitual. In addition, we find the normative processes that influence of indirect form. These four processes interact of complex form and cannot be considered of independent form (Klöckner and Blöbaum, 2010). Unlike the previous models, the influence of the personal and social norms takes form of normative processes together with the awareness of need and the awareness of consequences (fig 1.). These processes are able to generate intentions and habits (Klöckner & Blöbaum, 2010).

Figure 1. The Comprehensive Action Determination Model (CADM) by Klöckner & Blöbaum (2010).

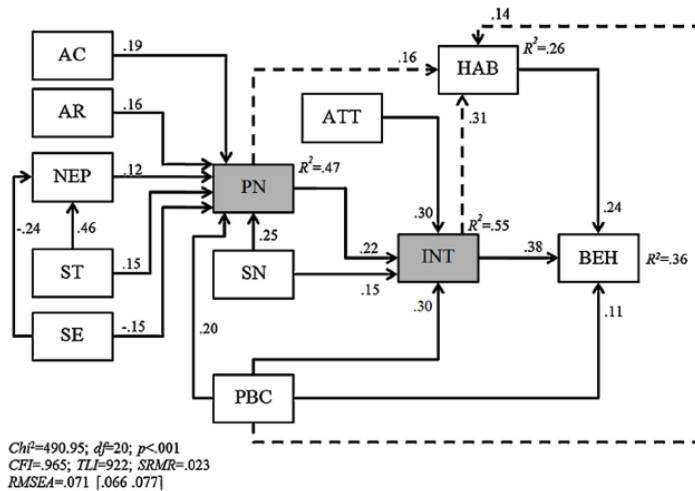


The model was used by Klöckner (2010) to predict the behavior of travel model choice, conduct considered important for the impact that it exercises on the environment and the results obtained were significant demonstrating a good adjustment between the model and the empirical data.

But in spite of the goods empirical results, this model showed several limitations. First, the limitations of the situation, because it only considers the car access, leaving of side other possible situation influences. Secondly, the limitation of the used population since one gave a strong process of self-selection, since those who took part in the study were the persons who had more interest in the topic (Klöckner and Blöbaum, 2010).

Klöckner (2013) developed a new general model introducing some changes. The intention of this new adjustment is that the new model could be applied to a wide range of environmental situations and behaviors.

Figure 2. The Comprehensive Action Determination Model (CADM) by Klöckner (2013) shows the results of the meta-analytical structural equation modelling based on the pooled correlation matrix.



Notes. AC, awareness of consequences; AR, ascription of responsibility; ATT, attitudes; BEH, behavior; HAB, habit; INT, intention; NEP, new environmental paradigm; PBC, perceived behavioral control; PN, personal norm; SN, social norm; ST, self-transcendence values; SE, self-enhancement values.

Klößner (2013) includes in this adjustment three new variables that activates the Personal Norms: the New Environmental Paradigm (NEP) and the Self-transcendence and Self-enhancement values, that at the same time influences in the ecological worldview (NEP), the first one in a positive way and the second one in a negative way. More in details, the self-transcendence value will increase the altruist behaviors, while the self-enhancement value will decrease it, and it will be more selfish. He also adds the Attitudes like a predictor that influences the intentions and the influence of the Habits on these Intentions.

The main aim of this paper is to to explore the perception and attitude of people toward an important issue like the City Garbage Management. A new Survey Questionnaire to measure the perception and attitudes towards city garbage management has been developed by the Authors, in order to realize a very first analysis of compatibility of the Comprehensive Action Determination Model (Klößner, 2013) with City Garbage Management issues.

In fact, as underlined by Larose & Pontonthe (2000), the problem of the increasing quantity of domestic garbage dumped in the environment, as a principal source of pollution, is assuming a growing importance in the scientific literature. The lack of an effective domestic garbage collection and management system in some European cities put in great evidence the negative impact of such human behavior on environment (Kortland, 1997).

3. Materials and Methods

3.1 Participants

This first study is based on the analysis of the perception and attitude of a high school group of students towards environmental issues, who are participating in an awareness campaign on the environment and ecological behavior organized by a management waste Company in an Italian Municipality. The questionnaire was then administered to 45 secondary school students aged between 15 and 17 years.

3.2 Procedure

To test the application of the CADM model to City Garbage Management, due the low number of subjects involved in the research, a simple linear regression was calculated to predict the dependent variables based on predictor variables according the CADM model (Klößner, 2013).

3.3 Measures

To test the robustness of the CADM model if applied to City Garbage Management, a Survey Questionnaire to Measure the Perception and Attitudes towards City Garbage Management has been developed by the Authors. It consists in 40 items measured on a likert scale ranging from 1 to 5 (1 = strongly disagree, 5 = strongly agree) that includes all the 12 CADM's factors (Klößner, 2013). The content of the items have been adapted to the topic of our current study. More in details, the items of the questionnaire explore the three main city garbage topics as describing the relationship between people and their local environment: recycle and reuse, garbage on the street and the overflowing of landfills.

The following are the 12 factors of the proposed Survey Questionnaire to Measure the Perception and Attitudes towards City Garbage Management:

F1: *Awareness of Consequences (AC)* refers to the perception of a causal relation between the own behaviors and its consequences with the environment. The factor is made up of 3 items. An example is the item: "If I recycle all my refusals I improve the quality of life of the future generations".

F2: *Personal Norms (PN)* is about the feelings of moral obligation that directs the conduct to an ecologically positive behavior. The factor is made up of 3 items. An example of these items is: "For my values, I feel in duty to recycle all the refusals that I produced".

F3: *Intention (INT)* we define like the will to do an effort to demonstrate a certain behavior like recycle. The factor is made up of 2 items. An example of these items is: "I'm immediately strongly determined to recycle".

F4: *Perceived Behavioral Control (PCB)* consists on the degree in which persons we perceive that we have control at the moment of realizing certain environmental behaviors, like recycle or not throw garbage on the street. The factor is made up of 3 items. An example of these items is: "The circumstances make me very difficult to recycle".

F5: *Habits (HAB)* consist in the descriptions about the habitual behaviors related to two different areas of environmental behavior, the recycling and the fact of throwing garbage on the street. The factor is made up of 6 items. An example of these items is: "Recycling is something that I automatically do without almost thinking it".

F6: *Behavior (BEH)* is the conduct or conducts that are realized in response to a set of internal and external factors. The factor is made up of 3 items. An example of these items is: "In the last week, how many times have you happened to throw refusals on the street?".

F7: *Ascription of Responsibility (AR)* we can described like an acceptance of a consequences with environment has the own actions. The factor is made up of 3 items. An example of these items is: "To protect the environment is my personal responsibility".

F8: *New Environmental Paradigm (NEP)* consists in the people ecological worldview about topics like the overfilled of landfills, the steady increase of the residues, the limits of the natural resources and the environmental protection in itself. The factor is made up of 6 items. An example of these items is: "We cannot keep on throwing the refusals in the landfills".

F9: *Self-Transcendence Value (ST)* consists on the altruist or ecologic values, which mean accept the others like equals and there are orientated to the common good and to be care about the nature. The factor is made up of 3 items. An example of these items is: "Recycling improves the quality of the life and the comfort of the people that surround us".

F10: *Self-Enhancement Value (SE)*, opposite the previous factor, consists in selfish values that are focusing on the own benefit over of the others. The factor is made up of 3 items. An example of these items is: "Recycling serves only to the fittings of harvest owners that get rich".

F11: *Social Norms (SN)* consists on the belief of the expectations that others have about how they expect us to behave in a respectfully way to environmental issues. The factor is made up of 3 factors. An example of these items is: "The people who I'm tied up expect that I don't throw the refusals on the street".

F12: *Attitudes (ATT)* consists on the sum of beliefs that the persons possess towards recycling, throwing garbage in the street, the overfilled of the landfills and the environmental care in general. The factor is made up of 2 items. An example of these items is: "Recycling is something very positive for everybody".

4. Results

The first result refers to the descriptive statistics for the 40 items of the survey questionnaire (tab 1).

We decided to delete the item 27 since all subjects have answered assigning always value 1. This happens because item 27 refers to a specific garbage management behavior that is unusual for teenagers (Item 27: In the last month, noticing piles of rubbish or bulky waste abandoned on the street, did you reported the fact to those involved in the collection of such waste?).

Table 1. Descriptive statistics of the survey questionnaire items.

Variable	Min	Max	Mean	SD	Variable	Min	Max	Mean	SD
V01	2	5	4,38	,747	V21	1	5	3,69	1,104
V02	2	5	4,47	,661	V22	1	5	4,38	1,029
V03	3	5	4,62	,535	V23	1	5	3,04	1,445
V04	1	5	3,33	1,187	V24	1	5	3,60	1,053
V05	1	5	4,51	,787	V25	1	5	2,87	1,290
V06	1	5	3,40	1,136	V26	1	5	4,16	1,021
V07	1	5	4,11	,935	V27	1	1	1,00	0,000
V08	2	5	3,80	,869	V28	2	5	4,47	,869
V09	1	5	3,40	1,176	V29	1	5	4,22	1,020
V10	1	5	3,80	1,014	V30	1	5	3,93	,986
V11	1	5	3,13	1,179	V31	1	5	4,07	1,009
V12	1	5	4,16	1,065	V32	1	5	3,11	1,369
V13	1	5	1,93	,915	V33	2	5	4,31	,793
V14	1	5	4,07	,915	V34	1	5	3,29	1,058
V15	1	3	1,67	,739	V35	1	5	3,56	1,139
V16	2	5	4,53	,661	V36	1	5	2,98	1,055
V17	1	5	4,18	,984	V37	1	5	4,24	,830
V18	1	5	4,53	,842	V38	1	4	2,07	,889
V19	1	5	2,91	1,104	V39	1	5	3,71	1,199
V20	1	5	4,16	1,086	V40	3	5	4,56	,586

The following are the results of the simple linear regression to predict the dependent variables based on predictor variables according the CADM model (Klößner, 2013). All the relationships between independent and dependent variables as depicted in the CADM model (Klößner, 2013) have been statistically verified.

Causal Relationship # 1: AC PN ---->

A significant regression equation was found ($F(1, 43) = 7, 528, p < .009$) with a R^2 of .386. Participants' predicted Awareness of Consequences (AC) is equal to $8, 101 + 0, 357$ of Personal Norms (PN) value.

Causal Relationship # 2: AR PN ---->

A significant regression equation was found ($F(1, 43) = 27, 050, p < .000$) with a R^2 of .621. Participants' predicted Ascription of Responsibility (AR) is equal to $7, 802 + 0, 439$ of Personal Norms (PN) value.

Causal Relationship # 3: NEP PN ---->

A significant regression equation was found ($F(1, 43) = 9, 111, p < .004$) with a R^2 of .418. Participants' predicted New Environmental Paradigm (NEP) is equal to $6, 785 + 0, 256$ of Personal Norms (PN) value.

Causal Relationship # 4: ST PN ---->

A significant regression equation was found ($F(1, 43) = 16, 158, p < .000$) with a R^2 of .523. Participants' predicted New Self-Transcendence Value (ST) is equal to $7, 283 + 0, 430$ of Personal Norms (PN) value.

Causal Relationship # 5: SE PN ---->

A significant regression equation was found ($F(1, 43) = 17, 311, p < .000$) with a R^2 of .536. Participants' predicted New Self-Enhancement Value (SE) is equal to $15, 869 - 0, 542$ of Personal Norms (PN) value.

Causal Relationship # 6: ST NEP ---->

A significant regression equation was found ($F(1, 43) = 14, 653, p < .000$) with a R^2 of .504. Participants' predicted New Self-Transcendence Value (ST) is equal to $14, 812 + 0, 677$ of New Environmental Paradigm (NEP) value.

Causal Relationship # 7: SE NEP \longrightarrow

A significant regression equation was found ($F(1, 43) = 6, 693, p < .013$) with a R^2 of .367. Participants' predicted New Self-Enhancement Value (SE) is equal to $26, 948 - 0, 606$ of New Environmental Paradigm (NEP) value.

Causal Relationship # 8: SN PN \longrightarrow

A significant regression equation was found ($F(1, 43) = 10, 677, p < .002$) with a R^2 of .446. Participants' predicted Social Norms (SN) is equal to $9, 304 + 0, 311$ of Personal Norms (PN) value.

Causal Relationship # 9: PBC PN \longrightarrow

A significant regression equation was found ($F(1, 43) = 11, 700, p < .001$) with a R^2 of .462. Participants' predicted Perceived Behavioral Control (PCB) is equal to $9, 891 + 0, 312$ of Personal Norms (PN) value.

Causal Relationship # 10: PN INT \longrightarrow

A significant regression equation was found ($F(1, 43) = 38, 442, p < .000$) with a R^2 of .687. Participants' predicted Personal Norms (PN) is equal to $-2, 048 + 0, 768$ of Intention (INT) value.

Causal Relationship # 11: PN HAB \longrightarrow

A significant regression equation was found ($F(1, 43) = 24, 910, p < .000$) with a R^2 of .606. Participants' predicted Personal Norms (PN) is equal to $5, 217 + 1, 374$ of Habits (HAB) value.

Causal Relationship # 12: SN INT \longrightarrow

A significant regression equation was found ($F(1, 43) = 33, 793, p < .000$) with a R^2 of .663. Participants' predicted Social Norms (SN) is equal to $1, 968 + 0, 518$ of Intention (INT) value.

Causal Relationship # 13: PBC INT \longrightarrow

A significant regression equation was found ($F(1, 43) = 21, 250, p < .000$) with a R^2 of .575. Participants' predicted Perceived Behavioral Control (PCB) is equal to $3, 735 + 0, 433$ of Intention (INT) value.

Causal Relationship # 14: PBC BEH \longrightarrow

A significant regression equation was found ($F(1, 43) = 17, 062, p < .000$) with a R^2 of .533. Participants' predicted Perceived Behavioral Control (PCB) is equal to $3, 916 + 0, 352$ of Behavior (BEH) value.

Causal Relationship # 15: PBC HAB \longrightarrow

A significant regression equation was found ($F(1, 43) = 26, 542, p < .000$) with a R^2 of .618. Participants' predicted Perceived Behavioral Control (PCB) is equal to $13, 985 + 0, 944$ of Habits (HAB) value.

Causal Relationship # 16: ATT INT \longrightarrow

A significant regression equation was found ($F(1, 43) = 78, 256, p < .000$) with a R^2 of .803. Participants' predicted Attitudes (ATT) is equal to $0, 250 + 0, 985$ of Intention (INT) value.

Causal Relationship # 17: INT BEH \longrightarrow

A significant regression equation was found ($F(1, 43) = 9, 662, p < .000$) with a R^2 of .428. Participants' predicted Intention (INT) is equal to $4, 280 + 0, 375$ of Behavior (BEH) value.

Causal Relationship # 18: INT HAB \longrightarrow

A significant regression equation was found ($F(1, 43) = 30, 804, p < .000$) with a R^2 of .646. Participants' predicted Intention (INT) is equal to $12, 600 + 1, 311$ of Habits (HAB) value.

Causal Relationship # 19: HAB BEH \longrightarrow

A significant regression equation was found ($F(1, 43) = 61, 449, p < .000$) with a R^2 of .767. Participants' predicted Habits (HAB) is equal to $-0, 352 + 0, 331$ of Behavior (BEH) value

5. Discussion

Basing on the analysis of the results, we can underline the role of all the 12 factors proposed by Klöckner (2013), used with regard to measuring the behaviors in that we were interested and we can affirm that the sample proves is showing his concern as the ecological topics about which were asked and also, they show worry about the importance of taking care of the environment.

The regression analysis shows a confirmation of the CADM model applied to the perception and attitudes towards city garbage management.

As already underlined, the main limitation of this research is the low number of subjects involved.

Further research have to deeply verify the perception and the attitude of people toward an ecologically important topic like is the management of the urban residues, more concretely on garbage recycling, not throwing garbage on the street and the management of the overfilled landfills issue.

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Sustainability Symbol of Justice

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Abstract

Quality of life has very much to do with being sustainable. In a country where development and money is the means of progressing making profits, are unavoidable. But does the quest for progress hamper sustainability? Sustainability is important because it reflects a balance between freedom and power, independence and authority, rich and poor, justices and oppression. We have seen much oppression that emerges from exercising public power. Despite the formation of institution like integrity bodies, separate organizations to combat corruptions, tribunals and the like, yet public oppression never subside. Rudeness, unwillingness to treat the complainant as a person with rights; refusal to answer reasonable question; neglecting to inform complainant on request of her entitlement; knowingly giving misleading or inadequate advice; ignoring valid advice or overruling consideration which would produce an uncomfortable result for the overruler; offering no redress or manifestly disproportionate redress; showing bias on colour or whatever ground; refusing to inform adequately the right of appeal; failure to mitigate the effect of rigid adherence to which it can produce manifestly inadequate treatment are all forms of malfeasance of the modern days. The focus of this paper thus is to look at the possible ways of combatting bad administration via judicial review of administrative action. What's interesting is the ability of the court to tease out the complicated issues so that justice could be delivered. Justice is far-reaching if it can be exercised beyond merely the judicial scrutiny. Being able to address the lack of justice is in fact a reflection of sustainability and high quality of life.

Keywords: Justice; sustainability, abuse of power, judicial review

Introduction

What constitute justice?

Justice can be achieved by many means. One way is manifested by way of putting things in a rightful place as well preventing all kinds of oppression. Since justice cannot exist without a transparent legal system, the main components of which must embrace clear set of laws that are freely and easily accessible to all, strong enforcement structures, and an independent judiciary to protect citizens against the arbitrary use of power by the state, individuals or any other organization. That being said accountability is no exception. It is also associated with justice. R Mulgan for instance saw accountability in protecting the public's rights. He asserted accountability provide opportunities for otherwise weak and defenseless subjects to impose some control on powerful organizations and individuals who are supposed to be serving their interest (R Mulgan, 2005). Gaudron J in the case of *Corporation of the City of Enfield v Dev Assessment Commission (2000) 199 CLR 135* saw limiting the government power as part of accountability. He asserted accountability can be taken to refer to the need for executive government and administrative bodies to comply with the law and in particular, to observe relevant limitations of their power. For Dawn Oliver, accountability is about requiring to explain and justify against criteria of some kind, their decisions or acts and then to make amends for any fault or error whether by reversing the decision or paying compensation or in some other way- even resigning from office (Dawn Oliver, 2003). Thus the lists are by no means exhaustive.

In another word how the courts interpret the laws to translate justice give rise to the above said results (Shad Saleem Faruqi, 2008). This can be seen among others from how the court defines the law on power to regulate and prohibit as exhibited in the Australian case.

Power to Regulate and Prohibit

Cases have shown how the authorities should exercise the power to regulate and prohibit. It is through these powers that court can identify whether the authorities have exceeded their power in prohibiting and in regulating the rules. Order of prohibition cannot be exercised freely without control. Such act may amount to abuse of discretionary power. This is implied in the case of *Swan Hill Shire v Bradbury* (1937) HCA 15; 56 CLR 746. Under the Local Government Act 1915 Swan Hill Council, sec 198 (1) stipulated that the council can make by-laws to regulate and restrain the construction of buildings, fences on or within ten feet of any street road. So the Swan Hill Council made by-laws in clause 4 conferring power to restrict the building of shops, houses etc unless with approval of the council. The following provisions also confer powers to consider the situation of the building like the plan, materials and estimated cost and 'any such particulars (necessary)' to enable the council or its surveyor to determine whether all the provisions in the by-law are complied with. The Supreme Court of Victoria held that clause 4 of the by laws as invalid. The Council appeal. On appeal the Full Court affirmed the decision of the earlier court and dismissed the appeal.

Dixon J justified that there is no express limitation on the discretion upon the council to approve or disapprove proposal to build. If understood properly the clause intended to give wide discretionary power to the council to the extent that the council can restrict and determined in advance whether the building is fit to be constructed. There is nothing to show that the restriction to build shop buildings was not intentional. Abuse easily occurs where power is wide and undefined. This worsens when compliance with the by law include not only intention to build but extend further to estimating the cost of building, planning etc. This type of by-law is silent on whether due reason is needed for the council to withhold approval to build. The object of framing such a clause was not to make it an exceptional privilege lying in the special grace of the council. There are reasons why discretionary power is given to the council, maybe legislature distrusts itself to formulate in advance standards that would prove sufficient in all infinite circumstances. Thus when a provision of this kind is made, it is incumbent on public authorities to exercise the discretion with bona fide consideration and without intention to achieve other ends and purpose other than what it is supposed to uphold. The duty may be enforced by mandamus.

Court has to be careful with discretion that was almost without definition. If it were valid, the aggrieved person would be entitled to insist that his application would deserve the council consideration and if it was refused and he was able to prove such refusal was not bona fide or was prompted by motives which fell out of the scope and purpose of the by-law, he would still be entitled to claim its reconsideration. But if the council plainly restricts them, the right of the aggrieved will end there.

Dixon J beautifully stated that unless and until the opportunity is open to the aggrieved to challenge the council, he would never be able to compel the council to decide reasonably in his favor. And until such approval is given, the aggrieved would be committing an offence against the by-law should he continue to construct the building. Moreover, to show the reason for refusing his application would be no easy thing. Every explanations relating to the development of community locale amount to reasons. Dixon J justified, no reason would be held outside the scope and purpose of by laws except it has no link with municipal government. In other word all public reasons are amendable to review unless it has no relevance to authorities concern. Furthermore, although the construction of the building is regarded as a form of activity which maybe unregulated and as a result, expose to abuse and exploitations but that itself is not a thing to be repressed.

Dixon's forceful criticism in terms of regulating and prohibiting public activities is amazing. The power to regulate and prohibit may become evil in itself because if it is interpreted widely, it can authorize complete suppression or conditional prohibition within the power while the same expression can produce startling result if understood in different sense or in bona fide sense. The court concluded that clause 4 was invalid and the appeal should be dismissed.

The power to regulate and prohibit can also be looked at, from the proportionality perspective. The principle formulated by Jeffrey Jowell and Lester require the administrator, to maintain a proper balance between any adverse effect which its decision (may have on the rights, liberties or interest of persons and the purpose which it pursues (Jeffrey Jowell. 1995).

The concept of reasonable proportionality can be a test of validity to see whether the authorities' conducts are ultra vires or not. *Davies v Commonwealth* (1988) 166 CLR 79 thus laid out the guideline for proportionality test. First even if the purpose of law is to achieve an end within the scope of what is incidental to the main power it will not fall within the scope unless it is capable of being considered proportionately with the end of power? (And secondly, to see whether the law satisfied the reasonable proportionality requirement, it is important to determine the scope of law, does it go beyond what

is necessarily desirable for the achievement of legitimate object meant to be attained? (By so doing the adverse consequences related to the goal can be avoided.

Courts approach to justice in UK

In UK discharging the constitutional ideals of justice is made by refining the policy choices. The UK has outlined the criteria of accountability in making policy choices. The standard requires for policy choices to be just and fair, there must be rationalization and prioritization of matters. Accountability lies largely in how choices are made. How can decision makers be made accountable for the wrong policy choices they made especially when it severely affect the public? (The people have a share in deciding the best policies that should govern them. This freedom is not without basis. This freedom in fact is rooted in the constitution. The essence of constitution lies in the assurance that these fundamental freedoms should be allowed to develop actively as long as it is not insulting and offensive to others. But government always curtails this freedom when they make policy choices. Policy choices are made without regard to public cry. Policy choices are made without ordering priority accordingly and often sidestepped those seriously affected by it (Diane Longley, 1999). Government often perceives public participation a nuisance and constantly ignores public protest. Because of this, courts through constitutional principle of fundamental liberties had to protect the people's freedom via its careful scrutiny.

Assessing values are hard because adopting policy choices depends on considerable connotations and interpretations. Such being the case, values are often left unarticulated. Priorities are put at the wrong place. Wrong solutions are made and compromises, always marginalized fundamental principle like fairness. Law J asserts court must understand this otherwise it is incapable of guiding the government against arbitrary policy making.

"Discretionary power is not about simple irrationality and failure to consider relevant matter but it is more concerned with how decision maker ordered his priority" (Law J, 1999).

Thus ordering matters based on priority will give rise to accountability. Prioritizing policies to benefit and support the public is what makes it just. Governmental choices therefore must be properly guided as essence of discretionary power actually lies in the ability to choose which among the important matters are most instrumental and to order them accordingly so that justice can be delivered (Diane Longley, 1999).

This substantive fairness is in line with the concept of constitutionalism. Even though the court must not to go beyond the procedural rule but one must bear in mind that such exclusion is subject to upholding the just values which constitutionalism summon. Constitutionalism is nothing but restraints of government arbitrary power. As Thomas Paine forcefully asserted, "government without a constitution is power without rights" (Thomas Paine, 2008). Eric Brandt too asserted that government that truly upholds the constitution is a democratic government and vice versa. The court too stressed that as long as these are observed, it will not be hostile to the authorities (Eric Brandt, 1998).

Acting according to the law does not mean blind submission to the unjust law but the opposite. In other words, "government according to law" means that it is repugnant for government to abuse its power. This strong call for justice also meant that, court could review not only procedural but substantive power of the government (Mark Elliot, 2001).

RH Hickling expanded it further, for man-made law to claim recognition, it must be in harmony with God's law otherwise it will indeed be unjust and arbitrary;

The notion of law emerges at first sometimes so closely identified with the supernatural that it become so formidable as to become rigid like the ten commandment brought down by Moses and the old constitution of Johor, it could no way be changed, it was clothed with divinity, it represented the word of God and no human authority was competent to alter or revoke it. Philosopher began to consider the nature of truth and justice and to claim that the law of man must strive to be just and in harmony with the law of God (RH Hickling, 2001).

Sources of Justice.

Speaking of justice, the sources thus need to be highlighted. Indeed, courts' basic powers are mostly found in the constitution that derives its sources from the divine law. These powers are implied and inherent and because of the rich constitutional foundation, no expressed exclusion of courts power can discard and eliminate this inborn status. RH Hickling concurred with this notion and strongly claimed that fundamental of the divine law must accompany man made law in order for it to be just. If the divine law is sacred so are the constitutional principles because constitution possesses the energy

derivable from divine root not accessible by ordinary human being. The revelations of the holy testament to Prophet Musa a. s and Prophet Muhamad s. a. w are not the making of human principles but of God the All Mighty. As RH Hickling said no human power are competent to override these as they are the words of God. Thus human made law must be in harmony with the divine law to be acceptable. In fact, RH Hickling said it is from this root that other branches of justice started to grow and develop continuously to suit the changing time and circumstances.

He compellingly justified;

When powers are assumed by the ruler it still has a natural content that is sacred, then by instinct men realized that it must be tempered with wisdom. All Malay rulers understood this. Wisdom seeks righteousness and righteousness seeks stable values and principles to aspire justice (RH Hickling, 2001).

He further reinforced the necessity of law arise not only from the divine law but must corroborate with it;

A well behave society can reject letters of thousand of laws but for the rest of us, some rules for the avoidance of physical and emotional collision are necessary. It is in the evolution of these rules that the history and rationale of our legal system can be found; and they themselves have grown out of the truths of religion (RH Hickling, 2001).

He further reinforces that law must uphold justice and moral standards as in such absence corruption and exploitations are bound to happen. He quotes what Devlin said that

If law is out of touch with the moral consensus of the community whether by being either too far below it or too far above it, the law is brought into contempt. Virtue cannot be legislated into existence but non-virtue can be if the legislation renders excessively difficult the struggle after virtue. Such situation can have an eroding effect on the moral ethos of the community in question. The ultimate justification of law is that it serves moral ends (RH Hickling, 2001).

Courts approach to justice in Malaysia

In Malaysia likewise other countries, portray justice more in a legal context rather than outside it. This can be seen in the cases of constitutional supremacy which denies the omnipotence of parliament and the state of assemblies as well as submitting to the principles of fundamental liberties. These fundamental liberties include right to livelihood, freedom of assembly, freedom against retrospective punishment and right to property.

In *Nordin Salleh v DUN Kelantan (1993) 3 MLJ 344*. An amendment to Kelantan constitution requiring an assemblyman who 'crosses the floor' to vacate the seat and seek re-election was held to violate the fundamental right of association under art 10 as assemblyman are free to cross the floor as set under art 10 of Malaysian Federal Constitution.

Whilst in *Govt of Sel vs Sagong Tasi (2005) Sagong Tasi & 6 Ors vs Kerajaan Negeri Selangor & 3 Ors (2002, 2 AMR 2028)*. The Aborigines Act 1954 must be brought into conformity with right to property in art 13 (2) of the constitution requiring compensation when acquiring customary land.

The court held that the plaintiffs were entitled to be adequately compensated for their customary land, compulsorily taken by the defendants to build the highway linking the federal capital with the KL International Airport (KLIA).

The brief facts, seven plaintiffs, Sagong and the six others, are members of the Temuan tribe. The first defendant, the Selangor State Government, evicted them and their families from their land in Kampung Bukit Tampoi in Dengkil, Selangor.

The judge concluded that the plaintiffs' rights under common law and the 1954 Act are proprietary rights protected under Article 13 of the Federal Constitution, and that compensation paid to them under the 1954 Act was not adequate within the meaning of Article 13 (2).

Justice also demands in punishing offences it must not be enforced retrospectively. All laws should be prospective, open and clear. As in the case of *PP v Mohamed Ismail [1984] 2 MLJ 219*, where the defendant was charged with drug trafficking which was punishable with life imprisonment or death under sec 39B (1) of the Dangerous Drugs Act 1983. While his trial was pending, the law was amended to provide for a mandatory death penalty. At the close of the trial, the public prosecutor invited the court to impose the enhanced penalty. In refusing the request, the judge held that the amendment could not apply to the defendant's case as it was enacted after the offence was committed.

Whilst in *Lee Gee Lam v. Timbalan Menteri Hal Ehwal Dalam Negeri, Malaysia & Anor [1993] 3 MLJ 265*, the order of detention stated a number of grounds on which the detainee was apprehended, with the word 'or' and not 'and' in between. The court held that the statement of grounds in the alternative denied the detainee his constitutional right to know precisely the reason why he was being arrested thus unjust.

Whilst definition of "Life" in *Tan Tek Seng v Suruhanjaya Perkhidmatan Pendidikan [1998] 3 MLJ 289* was define widely so as to give justice to the aggrieved. Tan Tek Seng (was charged with CBT and found guilty by High Court. Johor Education Department wrote to Education Service Commission (ESC), recommending Tan to be reduced in rank and salary. However, ESC decided to dismiss Tan and Tan appealed. It was held by the court that the Word 'Life' in Art 5 (1) not only refer to mere existence of someone but extends to all integral part of life itself and matters which form the quality of life including right to livelihood.

In *Coelho v The Public Services Commission [1964] MLJ 12* wrongful dismissal was found by the court as unjust. In this case, the Respondent tried to terminate the Coelho based on the reason that the Coelho was appointed on probation. Then Coelho applied for certiorari to quash the dismissal. The Respondent advertised in the Malay Mail inviting applications for the post of an assistant Passport Officer. The applicant made an application and was subsequently accepted for a permanent post and letter of appointment was given on an unconditional basis. The appointment of the applicant was considered as an acceptance. Thus, there was a valid contract of employment. The termination of the applicant on probation thus was illegal as it was supposed to be unconditional offer.

All the above cases, reflects that to uphold justice the right and proper standards must be followed, absence of which can nullify the law and public actions.

Conclusion

The framework of justice has been depicted. The better it is implemented the stronger the quality of life of the people. This paper is pertinent as it has underlined how justice can prevent abuse of power that ultimately improves the quality of life of all walks of people. The upshot is that rigorous application of justice principles generates higher and better quality of life. Many tools and guidelines are constructed to combat bad governance as illustrated above. The cases in Australia and UK have shown that apart from procedural justice, substantive justice is also equally important. It lies in the domain of morality. The role of divine law in disciplining the positive law should be noted too. As power corrupts; absolute power corrupts absolutely. Due to that the courts were not hesitant to strike out laws which are oppressive and manipulative. The effectiveness of these tools though depends on how serious the concern authorities work to transform them. Sustainability thus can only materialize, in the context of justice manifested in the whole spectrum of life, legal and beyond.

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Leadership as Important Factor for Agricultural Development in Albania

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Abstract

An important challenge for the development of the Albanian agriculture remains the small surface and farm fragmentation. A chance for enhance with a sustainable impact is the agriculture development based on the principles of collective action. The objective of the study is measurement of the importance of leadership perceived by farmers and farmers' willingness to cooperate among main agricultural activities in Albania. The study will investigate farmers in two important agricultural sectors – vegetable production in greenhouses and apple production. Study measures the impact of leadership as a factor which increases farmers' potential for collective action, illustrated by vegetable producers in greenhouses and apple producers. Results of the research show that leadership is an important factor for development of collective action in Albanian agriculture. The results are especially important for agricultural sectors of vegetable production in greenhouses and apple production, but they can also be useful for undeveloped agricultural regions. Promotion of leadership in farming communities will have benefits beyond agriculture by promoting good management and maintenance of common resources.

Keywords: collective action, greenhouse vegetable producers, apple producers, community

Introduction

During the past 20 years, Albania has transformed from an agricultural oriented economy to a service oriented economy. However, the high mobility of workforce within and outside the country has created a number of issues in the area of employment, land and capital associated with the use of resources. Due to these developments new urban centres have developed. However, the national fund of farmland has been reduced and irrigation and drainage canals were damaged, hence hampering even more the farming activities. Consequently, in some rural areas with deteriorating features and lack of resources, the unemployment and the overall migration indicators has been increased. The development of agriculture would reduce these effects and it would have sustainable impact. But the development of agriculture in Albania faces the problem of consolidation of agricultural farms. The consolidation would be an opportunity to simultaneously increase agricultural production and access to the market, which would fulfil the main objective of the farmers - maximization of the profit. Given the small size of the farms this is still a challenge. Albania has approximately 350 000 farms, with size ranges between 1 and 1.2 ha. Structurally, the farms are quite fragmented as the pieces of land, even of the same family members, are not connected to each other.

Farm size has grown very slowly from 1.04 ha to 1.2 ha in year 2000. Land fragmentation combined with small farm size represents the structural problem which is resulting in low competitiveness of the sector (Skreli and McCalla 2013) (Skreli et al. 2011). Important alternative for overcoming this structural problem is cooperation among farmers based on principles of collective action (Kola et al. 2014). Interdisciplinarity of the collective action is represented in an extensive literature sources (Olson 2002, Agrawal et al. 2009; Ostrom and Ahn 2007; Kurosaki 2005; Ostrom 2003; McCarthy et al. 2002; Meinzen-Dick et al. 2002; Johnson 2000; Baland and Platteau 1997; White and Runge 1994).

Olson believes that the development of relations at individual level or on a group basis simply by following the general theory upon which the logic of collective action is based including factors such as the personal and public interests, the leadership from rationality or the impact of emotional nature, not only cannot be too simple – but in special cases can perhaps be even completely impossible (Olson 2002). Ostrom and Ahn have an opinion that political and economic performance of companies based in rural areas depends critically on the way how the community members are solving the problem of collective action (Ostrom and Ahn 2007).

Moreover, the issues of collective action and cooperative agriculture face a particularly complicated problem in Albania. However, because of the small farm size and land fragmentation, farmers encounter many difficulties while improving technology at the farm level, providing inputs, selling their farm products and facing unfair competition from input suppliers and traders. Hence, there is no better alternative than cooperation among farmers (Skreli et al. 2011).

The asymmetry of information, limited sanctions, enforcement mechanisms and lack of monitoring create conditions through which the opportunistic behavior can dominate. Banaszak explained that the same forms of cooperation in collective action in the similar environment can bring different results (Banaszak 2008). The question is why certain cooperation agreements on agricultural markets are successful, while others are not. The main purpose of these agreements is to organize joint sale of products that were individually produced by the members of the agreement. Some of the groups of producers are effective, while others are not. Banaszak states that variables such as the strength of leadership, previous knowledge in the field of business, the initial selection of members and the number of members have a significant positive impact on the chances of success in the analyzed groups of producers (Banaszak 2008).

For the promotion and the development of collective action economic and social factors, such as the level of wealth or farmland size, income and employment, as well as human and social capital, are crucial. Krishna says that there are communities that are more cooperative, where members care for each other and are prepared to act collectively for a common purpose, while in other communities there is internal war, disagreements, jealousy and selfishness (Krishna 2004). The concept of social capital has the focus on these differences in groups as they influence the results that the group can achieve in practice. Krishna raises the logical question, which is why a certain community has a higher profit when it has the same program as the other, especially when the two communities receive the same overall level of resources (Krishna 2004). A number of different reasons, such as quality of leadership and effectiveness of the human resources, can explain the observed differences. Leadership in this context represents a defining factor that goes beyond agriculture. The quality of decision making in farming communities is directly related to the use of resources in rural areas.

This study will examine importance of leadership as a determining factor for stimulation of collective action for farmers in two important and growing agricultural sectors in Albania - vegetables production in greenhouses and apple production.

MATERIALS AND METHODS

Vegetables producers in greenhouses — case study I

Vegetable production in greenhouses has become one of the most important export activities for Albanian agriculture. The export of vegetables from greenhouses has increased 9 times between the year 2001 and 2011 (UN ComTrade, 2013). With a rather high labor to land ratio of Albanian agriculture, labor intensive industries are economically justified alternative (Skreli and McCalla 2013). Leadership is an important determinant for cooperation. Banaszak (2008) summarizes the relevant studies with regards to the role of leadership for cooperation from the perspective of game theory and states that in coordinated games, leaders economize the choice by one of multiple balances and in social dilemma games the leadership increases the levels of individual contributions giving an example to the other players and changing the profit structure by introducing penalties for free-riding (Banaszak 2008). The determinants of collective action are grouped into players' and environmental characteristics. Environmental characteristics are measured as perceived by individual producers, which are farmers represented as players. Socio-demographic profile of the sample is given in the Table 1.

Table 1. Socio-demographic profile of the sample (N=200, frequency, percentage in brackets)

Country	Gender		Age (years)					
	N (%)	Female	Male	≤24	25-34	35-49	50-64	≥65

	200	15	185 (92.5)	0 (0)	5 (2.5)	130 (65)	64 (32)	1 (0.5)
Albania	(100)	(7.5)	5)					

Source: Own calculations

Hypothesis: *Farmers' perception over leadership presence increases the chances over collaborative actions.*

The questionnaire is constructed to measure several variables. The data are collected through a survey of 200 questionnaires. The choice method is based on random selection. The sample of 200 respondents is considered sufficient to ensure a precision level of 7% and a confidence level of 95% (Israel 2012).

Perception on leadership is measured by the dummy variable.

Given the fact that the dependent variable is a quality variable dummy, to assess the determinants of collective actions in the case of the vegetables producers in greenhouses the binary logistic model is used. This model uses the maximum likelihood estimation for assessing the parameters of the regression equation.

Binary logistic model can be described by the following equation:

$$\ln\left(\frac{P}{1-p}\right) = a + b_i x_i + c_i z_i + e$$

Where P_i is the probability that a person participates in a collective action; $1-P_i$ is the probability that a person does not participate in a collective action; a is a constant; x_i and z_i are respectively the variables that represent the characteristics of individual players and the perception of players for the environment and b and c are vector parameters to be measured. The equation is:

$$\frac{P}{1-P} = e^{a+b_i x_i + c_i z_i}$$

The change of one unit in the stock of social capital leads to an increase e^{b^1} of the chances that the farmer will participate in collective action, against the probability that the farmer won't participate. Binary logistic regressive model is preferred against the linear probability model, binomial or multinomial. Other regression models assume that the marginal effect of independent variables over the dependent variables is constant for different levels of the independent variables. Since we have no evidence that this may be a case, the regressive logistic model comes as a solution, because it does not include this assumption. Regarding the possible marginal effects, we may say that linear regressive model is just a special case of the logistic model.

Based on the model results, leader has a strong influence on farmers to undertake collective actions in greenhouses in Albania. Leadership ratio (4, 166) shows that farmers are 4 times more likely to cooperate than not to cooperate if there is a reliable and competent leader among them.

Apple producers — case study II

The apple production is important for Albanian agriculture. The production of apples in Albania has grown from 12. 000 to 54. 000 tons from the year 2000 to 2010 (FAOSTAT 2010) and from the demand point of view, the expenses for apple consumption are the highest (FAOSTAT 2010). A number of studies (Meinzen Dick-et al. 2002; Kurosaki, 2005; Banaszak 2008) identify leadership as an influential factor in the decision-making connected to collective action in farming community. Other authors (Skreli et al. 2011) have found a positive impact of leadership on the collective action in Albania. In the last two decades farmers have experienced role of leadership and learned whom to trust and whom not. Determinants of collective action are grouped to measure factors connected to farmer's perception. There are individual and environmental characteristics. The leadership is measured as part of environmental characteristics. Leadership is a dummy variable and it is taking the value 1 for farmer's perception on the presence of leadership and value 0 for farmer's perception that there is lack of leadership. Socio-demographic profile of the sample is given in the Table 2.

Table 2. Socio-demographic profile of the sample (N=220, frequency, percentage in brackets)

Country	N (%)	Gender		Age (years)				
		Female	Male	≤24	25-34	35-49	50-64	≥65
Albania	220 (100)	20 (9.1)	200 (90.9)	0 (0)	7 (3.2)	141 (64.1)	69 (31.4)	3 (1.4)

Source: Own calculations

Hypothesis: *The perception of farmers on the presence of leadership increases the opportunities for collective action.*

The questionnaire was constructed in order to measure the factors and the leadership variable. The data are collected through a survey of 220 questionnaires. The choice method is based on random selection.

The econometric model that was build was the linear probability model, which transformed the average in a qualitative binary variable (dummy). The linear probability model, known as the method of least squares, is presented as follows:

$$Y_i = aX_i + bZ_i + e$$

Thus, the probability (Y_i) is equal to the sum of two systematic factors $aX_i + bZ_i$ and e is the error term. Moreover, a_i is the coefficient before the individual's features X_i that represents a partial probability, while b_i is the coefficient before the environmental features Z_i . Thus, summarizing, aX_i include the individual characteristics and bZ_i the environmental features.

Results interpretation

Based on the model results, leader has a strong influence on farmers involved in apple production in Albania to undertake collective actions. With the presence of capable leader there is increase of approximately 19,3% of a possibility that farmers will participate in collective action.

CONCLUSION

In the both cases results show that variable leadership is a determinant factor for participation in collective action of farmers who are involved in vegetables production in greenhouses and farmers who are apple producers. Results for both case studies are also clear evidence that farmers' perception of good leadership in rural community increases the possibility of involving in collective action. The results are very important for production in greenhouses and production of apples, but also for other agricultural activities in terms of their development potential in the future.

The statistical significance of leadership suggests that development of economic factors and rapid growth, as illustrated in two case studies, can overcome the lack of confidence from the past between the members in the community, and provide opportunities. On the other hand, it can also contribute to the agricultural regions with lower index of development, encouraging and promoting a credible and competent leadership as a new option to improve the conditions for common actions while increasing initial forms of cooperation with reciprocal interest between members. This would help policymakers and public bodies, as well as agricultural business operators to better understand and address further investments.

The growth and strengthening of the role of leadership in the farming communities would also be useful for the promotion and development of agriculture. Furthermore, it would bring positive effects, such as raising awareness for degree of competence and quality of decision-making concerning the use of resources and rural development. The scale and intensity of the use of resources, such as land, forests and rivers for economic development and growth, implicates costs and requires quality of agricultural products.

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The Challenges of Collective Action for Olive Growers in Albania

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Abstract

Despite a considerable increase of surfaces with new olive cultivars during last two decades in Albania, the yields have not followed the expected trend. Participation of farmers in common activities would have benefits for costs cutting and efficiency as well as for the commons in a broader economic and social aspect. An opportunity for reducing costs and increasing farmers' income is the organization of farmer's production by the principles of collective action. The research objective is to find factors affecting the olive growers (farmers) participation in collective actions in Berat area, the second largest olive production area in Albania. A questionnaire was designed in order to measure several variables. Interviewing took place from October 2015 to February 2016. Education, access to markets, income and leadership have statistical significance and influence olive producer's participation in activities based on collective action. The research results can be useful to policymakers, public bodies and researchers. The fact that with farm size increase, decrease the possibility of farmer's participation in collective action activities is important finding that helps in understanding the critical financing limits and optimization of the public funds used in creation of public policies.

Keywords: agriculture, farmers, Berat, participation

Introduction

The olive cultivation represents an important traditional agricultural activity in the rural area of Albania concerning the economic, social and environmental impact. This is particularly evident in hilly and mountain areas, where horticulture in general and olive production are among the major agricultural activities. The fact that Albania has about 300 sunny days and abundant hydropower potential provides another argument that meets typology of this agricultural crop. Olives and derivate products, especially olive oil, represents important category of food products for the diet of Albanian families in terms of nutritious food with significant energy value. On the other hand, the production of olives represents a vital activity with economic interest for farmers involved in growing olives. Olive cultivation is related to the tradition and knowledge of farmers in many agricultural areas. One of the most important areas for olive production in Albania is Berat (Table 1). Farmers in this area are among the most important olive growers on national level. Berat area, which is located in southwest Albania and known for centuries for the traditional olive production, is on second place for the number of cultivars on national level (INSTAT 2015).

Table 1. The number of olive trees by prefectures in Albania, thousand trees

Prefectures	Olives
Berat	1.679
Fier	2.193
Vlore	1.548

Source: INSTAT 2015

During the last 2 decades, olive cultivation has expanded as the number of planted trees and yields increased (Table 2). Between 1998 and 2014 the number of planted cultivars has been between 3. 468 million and 8. 620 million trees, while production was between 46 800 tones and 98 000 tones (INSTAT 2015).

Table 2. Number of trees, production and yield of the olive culture over the years in Albania

Olives	1998	2000	2002	2004	2006	2008	2010	2012	2014
Totally (thousand trees)	3. 468	3. 611	3. 809	4. 092	4. 497	5. 011	6. 255	8. 000	8. 994
Production (thousand tonnes)	46. 8	36. 2	27. 3	58. 7	40. 2	56. 2	70	108	98
Yield (kg/plant)	14. 6	11. 1	8. 3	17. 1	11. 2	15. 8	16. 3	25. 9	16. 9

Source: INSTAT2015

Despite the above indicators yields during the same period were more stable - between 14. 6 kg/trees and 16. 9 kg/trees. A similar trend represents the production of olive oil. Olive production indicators can be justified by the fact that a large proportion of planted young trees have not yet entered the production phase. On the other hand this is explained by rising costs, including input prices over the years, affecting the level and quality of their use by farmers, including agro technical efficiency of operations. A number of chemicals that are used for olive cultivation oblige organization at level group farmers to spray large surfaces for effective protection against diseases and pests. Reducing costs and encouraging positive impact in terms of farmers participation in activities based on the principles of collective action would be a way to overcome this problem. Participation of farmers in common activities would have benefits for costs cutting and efficiency as well as for the commons in a broader economic and social aspect. Organization of farmer's production by the principles of collective action would be an opportunity for reducing costs and increasing farmers' income. Spraying with insecticides and chemicals is important for pest's protection, but marketing, selling of production and the organization at the level of producers is crucial, especially since it is represented in the framework of future integration in the European Union. Structuring based on the functional organization of agricultural producers can serve for buying inputs at low prices as it could give opportunity to use benefits of subsidies, training, new technologies in order to increase production and efficiency in the cultivation of olive trees, all of which in the aim of creating conditions for the increase of farmers income.

A broad framework of the theory of collective action is developed. The first critics of the theory were Bentley and Truman. They believed that individuals with common interests will act voluntarily to achieve these interests (Bentley 1949; Truman 1958). Olson substantially transformed the debate with his new approach that groups will aim to be involved in collective action whenever individuals see benefits (Olson 2002). Moreover, whether appropriate instruments will enable the individuals to manage resources, they will tend to respect and follow the rules (Larson and Ribot 2004). Researchers have agreed that the characteristics of resources are affecting tendencies of individuals to participate in the organizations (Ostrom et al. 1994; Araral 2009). Ostrom and Ahn believe that economic performance in rural communities critically depends on how community members solve problems of collective action. The approach to social capital links the causes and results of collective social behavior (Ostrom and Ahn 2007). Krishna supports the view that in groups of producers there is more disagreement with increasing and strengthening of social capital and that this can contribute to formalize solutions and overcoming differences between members (Krishna 2004).

Banaszak investigates determinants of successful cooperation in agricultural markets and finds that variables such as social capital, power of leadership and previous knowledge in the field of business are crucial regarding the opportunities for success in organizations included in the study (Banaszak 2008). Meinzen-Dick, Raju and Gulati found that organizations with highly educated and influential leaders are more likely to be formed faster and to have more significance (Meinzen-Dick et al. 2002). Krishna believes that the quality of leadership influence the effectiveness of employees to the degree to which members can be involved in collective actions (Krishna 2004).

Considering the discouraging experience of the models of cooperation during communism period and the lack of incentive programs for collective action in the post-communist period, the farmer community in Albania still has a tendency for the relatively low participation in collective actions. There is empirical evidence concerning the lack of collective action in

Albania. Leonetti was expressing skepticism if Albania can have farmers organizations formalized as functional level farmers groups (Leonetti 2009). Situation has changed due to increased production and access to the markets through the years. Skreli and Musabelliu have researched the problem of collective action in Albania (Skreli 1994; Musabelliu 1997). Skreli, Kola and Osmani (2011) were evidencing the importance of leadership and found that the perception of a capable and credible leader particularly affects opportunities of farmers who are apple producers to participate in collective action (Skreli et al 2011). Kola, Skreli, Osmani and Tanku found that there is strong influence of social capital (trainings), human capital, leadership and supply of inputs on collective action (Kola et al. 2014).

MATERIALS AND METHODS

The study has objective to investigate determinants that affect the opportunities for collective action of olive producers (farmers) in one of the main agricultural production areas in Berat in southwest of Albania. In order to achieve the goal hypotheses have been designed (Table 3). Determinants shown in the table (Table 3) will be measured by the perception of farmers.

Table 3. Determinants of collective action

Determinants of collective action	Hypotheses
Social Capital	With increase of social capital stock the possibilities for collective action are increasing
Wealth	With increase of wealth the possibilities for collective action are increasing
Education	With increase of level of education the possibilities for collective action are increasing
Leadership	With increase of farmers perception for leadership the possibilities for collective action are increasing

Source: Own elaboration

The questionnaire has been created to provide the data and measure a number of variables. Data were collected through a survey that included separate interviews with 220 farmers (Table 4), which was sufficient to provide a confidence level of 95% (Israel 2012). The method of choice is based on a random choice. The data has been subjected to the verification of preciseness.

Table 4. Socio-demographic profile of the sample (N=220, frequency, percentage in brackets)

Country	N (%)	Gender		Age (years)				
		Female	Male	≤24	25-34	35-49	50-64	≥65
Albania	220 (100)	13 (5.9)	207 (94.1)	1 (0.5)	10 (4.5)	80 (36.4)	113 (51.4)	16 (7.3)

Source: Own calculations

Model was determined after the data were collected and measured. In order to measure hypotheses determinants, method of measurement and the respective symbols are presented:

- Y = whenever people have collaborated (channel maintenance, livestock preservation, road construction) they have come up with benefit (binary variable; No = 0, Yes = 1);
- X1 = education (categorical variable measured by scale of 1 = no elementary school, 9 = higher education);
- X2 = wealth based on the number of olives (quantitative variable);
- X3 = training for cooperation (binary variable; No = 0, Yes = 1);
- X4 = institutions as perceived by the farmer concerning functioning of the market (categorical variable measured with scale from 1 to 5: 1 = totally disagree, 5 = strongly agree);
- X5 = the level of income (quantitative variable);
- X6 = leadership (binary variable; No = 0, Yes = 1);
- X7 = participation in activities (social capital).

In order to measure the degree of participation in social activities the data were organized as follows:

1 = None;

2 = (Group of parents, school committee, sports groups, other);

3 = (Religious group, cultural association, political group, youth group, women's group);

4 = (Savings and credit association, irrigation association, informal quarter union (or village), civil association – free engagement, non-governmental association);

5 = (Farmer group, trade associations, group of businesses, professional associations, syndicates).

Since the dependent variable is a dummy qualitative variable, for evaluation of the determinants the binary logistic regression model was used. Binary logistic model has the following form:

$$\ln\left(\frac{P_i}{1 - P_i}\right) = \beta_0 + \beta_1 \cdot x_{i1} + \beta_2 \cdot x_{i2} + \dots + \beta_k \cdot x_{ik} + e$$

Where P_i is the probability that farmer i finds interest in participation in collective action as a profit opportunity; $1 - P_i$ represents probability that the farmer do not find interest in participation in a collective action as a profit opportunity; x represents respective variables concerning the characteristics of the individual players and their perception; and β represents parameters that are going to be measured. Equation is given in the form:

$$\frac{P_i}{1 - P_i} = e^{\beta_0 + \beta_1 \cdot x_{i1} + \beta_2 \cdot x_{i2} + \dots + \beta_k \cdot x_{ik} + e}$$

And the probability is:

$$P_i = \frac{e^{\beta_0 + \beta_1 \cdot x_{i1} + \dots + \beta_k \cdot x_{ik} + e}}{1 + e^{\beta_0 + \beta_1 \cdot x_{i1} + \dots + \beta_k \cdot x_{ik} + e}}$$

RESULTS AND DISCUSSION

For obtaining the results SPSS program was used and forward Wald method was chosen because more variables were included in the model. The program stopped in the step number 7 (Table 5) and the variables that had significant results by a level of importance 10% are shown in Table 6.

Table 5. Model indicators

Model Summary			
Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
7	102.853 ^b	.541	.725

Source: Own calculations

Table 6. Statistically significant variables

Variables in the Equation							
	B	S. E.	Wald	df	Sig.	Exp(B)	
	Educ.	.299	.144	4.310	1	.038**	1.349
	Nr_olives	-.004	.002	3.023	1	.082*	.996
	Training_coop.	1.918	1.013	3.585	1	.058*	6.809
Step 7g	Market_funct.	1.116	.286	15.248	1	.000***	3.052
	Incomes	.502	.140	12.868	1	.000***	1.653
	Group_leader	4.266	.816	27.317	1	.000***	71.213
	Particip. in activities	.297	.173	2.960	1	.085*	1.346
	Constant	-10.970	2.675	16.812	1	.000***	.000

* significant for the level of importance 0. 10
** significant for the level of importance 0. 05
*** significant for the level of importance 0.001

Source: Own calculations

Model results show that the measured variables have a positive impact for increasing the possibilities for cooperation as an instrument that increase farmer profits. In the case of farm size this impact is negative, meaning that with increase of farm size decreases the possibility that cooperation would be used as a tool for profit increasing. This finding represents an important element in the research concerning the large farms, because farmers do not see the cooperation as an opportunity they could benefit from. Another crucial result of the research is very high impact that leadership (measured as Group_leader) has as an opportunity for participation of farmers who are olive growers in co-organizations based on the principles of collective action. In this case, the farmer's possibility to see it as an opportunity for cooperation is 71. 213 times higher than not to see it as such opportunity.

Conclusion

The research has achieved the goal by enabling an analytical presentation of the factors that affect the opportunities for increasing the cooperation between farmers who are olive growers in Berat area in the southwest of Albania. The findings of the research are confirming hypothesis and they are in line with previous studies. The results can be useful to interested policymakers, public bodies and researchers who are offering a framework of knowledge concerning opportunities for reducing costs and increasing income for farmers who are olive growers as well for the general agricultural and regional development. From a theoretical perspective the study supports findings that the size of the farm and trust in leadership affect the farmers' perception and their behavior to participate in the collective action activities. The results can serve as a theoretical basis for future research in this area.

The impact of education (measured as educ.) is important for the participation of farmers in functional activities according to the principles of collective action. This finding supports a broad theoretical framework. The negative impact of farm wealth (measured as nr_olives), also represents an important finding. The fact that with increase of farm size decreases the potential for collective action is not a surprise. In previous studies on collective action similar evidences have indicated that the readiness of farmers for collective action differ not only for different activities (apple growers, vegetable growers in greenhouses), but it can also differ within the same activity concerning the size of the farm (Skreli et al. 2011; Kola et al. 2014). This evidence requires attention, especially from policymakers and public bodies that finance agriculture, in order to understand the limits of financing and for finding the balance that optimize the efficiency of public funds used in the case of policies or increasing incentives efficiency. Meanwhile, increased importance of the leadership role represents a crucial factor for farmers. The role of competent leadership concerning complicated agricultural issues of production and marketing is very important for increasing of trust and cooperation between stakeholders in rural community.

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Hardiness and Resilience Versus Personality Work in Visually Impaired

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Abstract

Personality, trauma, research last 20 years showed that people in crisis are not only injured, suffering, but able to resist, withstand also solves life problems: not only adapt, but take courage to overcome difficulties, to love, to work, to construct, to let personality grow? Theoretically described in activity-meaning approach, focusing on positive aspects of extreme situation and meaning personality work with a traumatic experience (M. Magomed-Eminov, 1990, 2009) so that demonstrate resilience, coping, overcoming and hardiness. The study was aimed at identifying resistance in extreme situations by the comparative analysis of discourses of people with normal vision and impaired people with its various etiologies (blind from birth and have lost their vision due to injury). We tested manifestation of resistance in people with visual impairment (congenital or acquired as a result of injury), and sighted by a "Test of hardiness" (S. Maddi) and developed life situation interview. The sample (90 people) of three groups: 1) with intact vision, 2) loss of vision due to trauma, 3) with congenital visual impairment. The overall level of viability, control and risk taking). The third group demonstrated the highest score of hardiness. Comparative analysis showed statistically significant differences in these parameters between people with congenital impairment and two other groups, differences between people who lost vision due to trauma, and sighted are not significant. Qualitative analysis of crises experience showed that in traumatic loss the fact of blindness becomes one of the central problems in life experience and possibility of positive transformation and integration is less probable because loss of vision "completely changed their lives, former life meaning". People with congenital visual impairment, showing similarities with sighted in allocation of types of loss and crisis situations (loss of a loved one, family breakdown, etc.), but in description of effects and what they do with experience - more active and positive view on situation, future perspective and own efforts to overcome difficulties, to care of others, fulfill personality work which actually makes it possible to transform the hardiness into resilience, positive outcome of the disaster.

Keywords: Hardiness, resilience, personality, work, visually, impaired.

