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VC Research Digest provides updates on current and ongoing research projects of Villa College staff and students, and provides fresh research ideas and snippets to help expand the horizon of research and inquiry

EDITORIAL

Research Significance: Assessing the Relevance of the Study in the Broader Context of the Subject Matter

Dr Ahmed Shahid, Editor

As researchers, we are naturally keen to appreciate the significance and knowledge contribution of our research projects. It is also often a requirement for research articles and dissertations to stipulate the scope and significance of the research in order to position its knowledge contribution within the existing knowledge domain. Whether it is exploring uncharted territories or delving into well-trodden paths with a fresh perspective, the significance of our research lies in its ability to contribute to the understanding of the world around us. Hence, one crucial aspect of any research endeavour is the assessment of its relevance within the broader context of the subject matter.

The first step in assessing the significance of a research is understanding the context in which it is situated. Every research project sits within a larger framework of existing knowledge, theories, and practical applications. This context provides the foundation upon which the study is built and gives researchers insights into the gaps or areas that need further exploration. It is imperative to acknowledge the existing body of literature, theories, and empirical evidence related to the subject matter to establish the groundwork for the research. Once the context is established, researchers need to identify the specific gaps or unanswered questions within the subject matter. These gaps become the focal points of the study, representing opportunities to contribute valuable insights to the existing knowledge base. Therefore, assessing the relevance of the research involves a critical examination of these gaps to determine their significance in terms of theoretical, practical, or social implications.

Research that addresses real-world problems or challenges holds a particular significance in terms of its potential impact on society, industries, or policy-making. Assessing the broader implications

and applications of the research enhances its significance and highlights its potential to bring about positive change. A study that challenges existing theories, proposes innovative methodologies, or introduces novel concepts adds a layer of intellectual significance to the research. This aspect of relevance involves considering the scholarly contributions of the study and evaluating how it may shape or reshape the discourse within the field. Research that fosters intellectual growth and stimulates further inquiry contributes not only to the specific subject matter but also to the broader landscape of academic thought.

The process of assessing research significance also requires a careful examination of the research methodology employed. The rigor and appropriateness of the research design, sampling techniques, data collection methods, and analysis procedures play a crucial role in determining the trustworthiness of the findings. A well-designed and executed study is more likely to produce reliable results, enhancing the overall significance of the research. Furthermore, interdisciplinary perspectives can enrich the significance of a research study by providing a more comprehensive understanding of the subject matter.

In conclusion, assessing the significance of a research study within the broader context of the subject matter is a multifaceted process that involves understanding the existing literature, identifying gaps, evaluating theoretical and practical implications, and considering the societal and intellectual contributions. The significance of research lies in its capacity to advance knowledge, address real-world challenges, and foster positive change.

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Exploring the Dynamics: Analysis and Projection of Employment Ratio in the Maldivian Tourism Sector

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EXECUTIVE SUMMARY

This study aimed to assess the viability of sustaining the existing employment ratio in the tourism sector. Utilizing secondary data from publicly available sources, primarily derived from the 2022 Census, the study recommends a ratio of approximately 30:70 (local to expatriate). This is considering the demographic challenges affecting the labor market in the Maldives over the next five years, compared with the industry's growth rate.

As per the Census 2022 data, Maldivians employed in the tourism industry stands at 22,244. The National Skills Development Corporation, in its report titled "Developing a National Skills Development Master Plan," forecasted a growth rate for the tourism industry ranging from 25% to 35%. Applying this growth projection, the anticipated job opportunities in the tourism sector over the next five years (2022–2027) range between 14,461 and 20,245 new positions.

Based on the demographic data from Census 2022, the present working-age population (18-64 years) stands at 248,207. Looking ahead to 2027, the retirement of individuals aged 60-64 and the influx of new entrants from the 13-17 age group will contribute an additional 18,658 Maldivians to the workforce. Given that the tourism industry constitutes 13.07% of the overall workforce, as indicated by Census 2022 data, it is projected that 2,439 individuals will join the tourism sector as new entrants.

Therefore, by the end of 2027, the aggregate of existing and newly created job opportunities is projected to reach 78,087. Nonetheless, the local workforce, encompassing

both existing (22,244) and new entrants (2,439), stands at 24,683. This results in a substantial gap of 53,404 jobs that necessitate fulfillment by expatriates. Consequently, the anticipated local to expatriate ratio is projected to be 32:68.

OVERVIEW OF THE STUDY

This project was undertaken to understand the intricacies of the varied employment challenges and issues found within the Maldivian tourism sector. A robust methodology was adopted, combining primary and secondary data through a triangulation approach. The study employed an explanatory quantitative design, aiming for 70 responses but obtained 53 through cluster sampling. Simultaneously, an exploratory qualitative study involved 16 HR department representing 80 tourist establishments were interviewed to delve deeper into operational complexities. This methodological synthesis sought to capitalize on the strengths of both approaches, providing a comprehensive understanding of the tourism operations' perspectives.

A SNAPSHOT OF MALDIVIAN TOURISM SECTOR

The Maldives' tourism industry serves as a primary driver of the country's GDP, contributing significantly through employment creation. While the tourism and hospitality sectors have exhibited consistent annual growth, a substantial shortage of local manpower for tourism services persists alongside the growing number of tourists. According to the Ministry of Tourism, as of 16th January 2024, Maldives has welcomed 96,077 tourists,

representing a growth of 10.2% compared to 2023. According to a publication by the Asian Development Bank, in 2022, the tourism industry directly constitutes for over 20% of the country's GDP and have had a projected indirect contribution of 79%. This underscores the pivotal role of the industry in the Maldivian economy. This aligns with the conclusions drawn in the Training Needs Analysis for Tourism Sector published by Ministry of Higher Education in 2020. According to this report, tourism-related activities form a comprehensive spectrum, including transportation, accommodation, food and beverage services, diving, water sports, entertainment, handicrafts, and organized leisure activities within the Maldives' tourism value chain.

The most recent data relating to employment in the tourism industry is derived from the 2022 Census conducted by the Maldives Bureau of Statistics (MBS). MBS employs the International Standard Industrial Classification of All Economic Activities (ISIC, Rev 4) to define the tourism industry, which is described as 'provision of short-stay accommodation for visitors and other travelers & longer-term accommodation for students, workers & similar individuals'. In the Maldivian context, this definition encompasses resorts, hotels, guest houses, tourist vessels, yacht marina.

The subsequent section of this report presents research findings in a tabular format.

Table 1 is the breakdown of the total number of the employees and the corresponding ratio.

Industry	Total number of employees			Local to Expatriate Ratio	
	Maldivian	Expatriate	Total	Maldivian	Expatriate
Tourist resort	19975	32744	52719	37.9	62.1
Tourist hotel	558	835	1393	40.1	59.9
Guest house	1445	1912	3357	43.0	57.0
Tourist vessel	220	91	311	70.7	29.3
Yacht marina	46	16	62	74.2	25.8
Total	22244	35598	57842	38.5	61.5

Table 1: Snapshot of the Maldivian tourism industry

employment (Source: Census Data 2022)

The table delineates the sub-sectors within the tourism industry, providing a breakdown of local and expatriate numbers in each segment. Notably, the local ratio is markedly higher in the tourist vessel and yacht marina categories. Conversely, in resorts and hotels, the local ratio falls below 40%.

Table 2 is the distribution of the local-to-expatriate workforce in the Maldives.

Total	Expatriates	Maldivians	Ratio Expatriate	Ratio Local	% of total local workforce
57,842	35,598	22,244	61.5	38.5	13.07

Table 2: Local-to-expatriate workforce (Source: Census Data 2022)

Presently, the Maldivian-to-Expat ratio is at 38.5:61.5, with the tourism sector constituting 13.07% of the total workforce in the Maldives.

Table 3 is a summary of the age-wise distribution of the local workforce.

Locality	Resident Population 2022		
	Total	Maldivians	Expatriate
Age	Both sexes	Both sexes	Both sexes
13-17	32,556	32,036	520
18-59	358,454	229,549	128,905
60-64	13,977	13,378	599
Working Age Group (18-64)	372,431	248,207	129,504
Forecasted Entrance	18,579	18,658	-79

Table 3: Availability of Local Workforce Age-wise

The total working population in the Maldives comprises 372,431 individuals aged 18 to 64, with 248,207 being Maldivians and 129,504 foreigners. The anticipated growth in the workforce is influenced by individuals aged 13 to 17, who could potentially fill positions vacated by the retiring 60 to 64 age group in five years. In 2027, the projected net increase of Maldivian entrants is 18,658,

calculated as the difference between 32,036 (ages 13 to 17) and 13,378 (ages 60 to 64).

Derived from the projected net entrants of locals, the study anticipates that 2,439 individuals will enter the tourism industry by 2027. This calculation is grounded in the current percentage of the total local workforce, as depicted in Table 2.

Therefore, based on this data, Table 4 shows the anticipated growth in the tourism sector projected over a span of five years.

Base Line Data: 2022 Actual			2027 Projection	
Total	Expatriates	Maldivian	Lower Bound	Upper Bound
57,842	35,598	22,244	72,303	78,087

Table 4: Estimated growth - 5-year projection for 2027

The table outlines the 2027 growth rate projection, incorporating a 95% confidence interval to accommodate a potential 5% margin of error in growth rate calculations. It establishes both lower and upper limits, accounting for possible fluctuations or errors in predictions. The data indicates that, for the tourism industry, potential new job opportunities by the end of 2027 could range between 72,303 (lower limit) and 78,087 (upper limit).

To break this down further, Table 5 is a summary of the annual increase in employment opportunities in the tourism industry.

Base Line Data: 2022 Actual			Yearly growth		2027 Projection	
Total	Expatriates	Maldivians	Per year increase in total employment: Lower Bound	Per year increase in total employment: Upper Bound	Lower Bound	Upper Bound
57,842	35,598	22,244	2,892	4,049	72,303	78,087

Table 5: Per year growth in employment opportunities in tourism industry

The table above shows the yearly expansion of employment opportunities in the tourism industry,

fluctuating between a minimum of 5% and a maximum of 7%. This rate is taken from Maldives National Skills Development Authority Analysis published in the report Developing a National Skill Development Master Plan (2020). This translates to an annual increase in employment opportunities within the tourism sector, ranging from 2,892 to 4,049.

Table 6 displays the projected representation of local and expatriate employees.

Local Availability	Requirement (upper bound)	Required Expatriates	Expatriates Ratio	Local Ratio
24,683	78,087	53,404	68	32

Table 6: Per year growth in employment opportunities in tourism industry

The above table explains the anticipated local-to-expatriate ratio by the end of 2027. Computed from the upper-bound data on new job opportunities in the tourism sector and the projected Maldivian entrants, it reveals that out of the 78,087 potential new positions, only 2,349 Maldivians are expected to join, resulting in a local-to-expat ratio of 32:68.

Therefore, table 7 provides a summary of the study's key findings.

Maldivians in tourism Industry: 2022	22,244
Forecasted New entrants to all industries: 2027	18,658
Forecasted New entrants to tourism industry: 2027	2,439
Forecasted Maldivians in tourism industry: 2027	24,683
Total employee requirement in tourism industry: 2027	78,087
Expatriates' requirement in tourism industry: 2027	53,404
Projected local to expatriate ratio	32:68

RECOMMENDATIONS

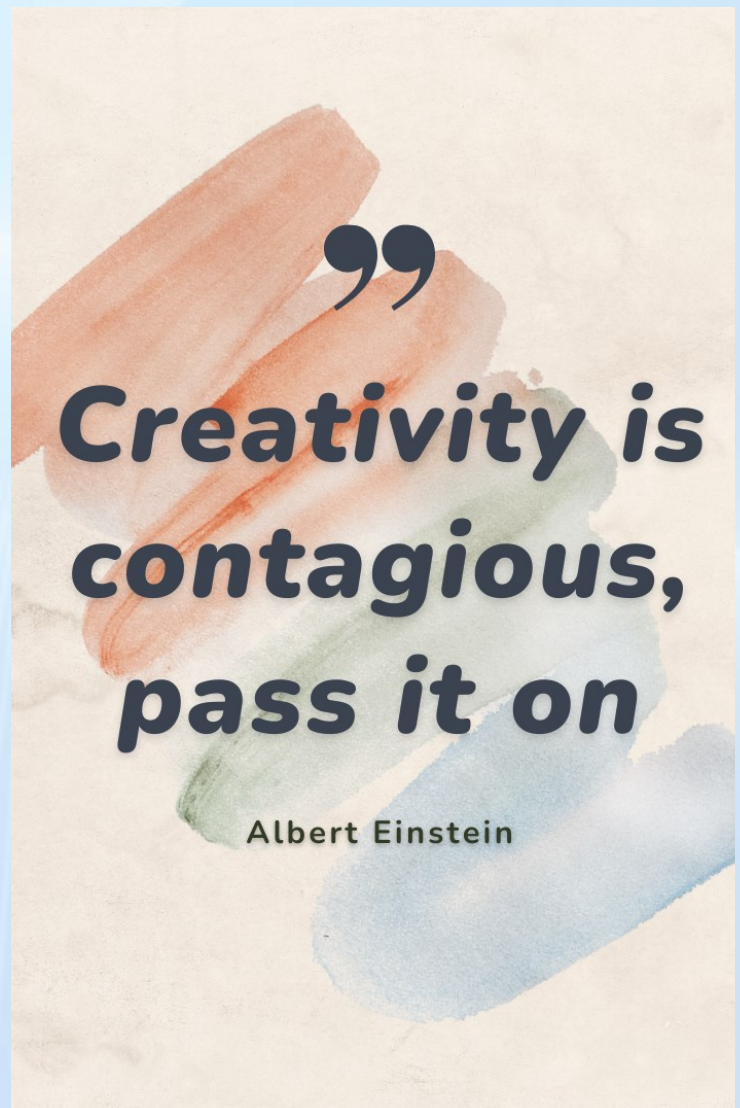
Considering the study's findings, the subsequent recommendations are put forth for the tourism sector to incentivize greater local participation. These align with the recommendations in the Maldives Fifth Tourism Master Plan (2023 – 2027).

1. Change the local-to-expat ratio based on the findings.
2. Devise, implement and monitor strategies to attract and retain locals in the tourism and hospitality sector.
 - a. Vocational training institutes, schools, and higher education institutions to offer training and development opportunities to enrich the skill set of employees. These initiatives must focus on cultivation of technical and soft skills, as well as providing knowledge enhancement and training in behavioral and attitude development.
 - b. The relevant government authorities to establish scholarship and fellowship programs, providing eligible students and employees with opportunities to pursue higher education and gain practical experience in the field.
 - c. To investigate alternative work arrangements, such as freelancing, contracting, and gig economy principles with a particular focus on encouraging women to join back-of-the-house departments like finance, HR, marketing, and sales. This initiative involves the adoption of digital platforms that facilitate a hybrid working model.
 - d. Establishing an all-encompassing digital platform that serves as a one-stop destination for industry-related job listings and comprehensive skill and career development information.
 - e. Incorporate tourism and hospitality values, concepts, and knowledge into the school curriculum.

CONCLUSION

This study employs various methods to delineate the existing and potential local-to-expatriate ratios in the tourism sector, projecting insights for 2027. The findings underscore the unsustainability of the current ratio in the Maldives, urging a revision to align with evolving labor market dynamics.

Future studies in this domain could concentrate on analyzing the impacts on the tourism sector resulting from the observed ratio changes in this study. Additionally, as the study delves into the employment of locals, it becomes crucial to understand the challenges associated with attracting, developing, and retaining local talent in the tourism sector. Finally, exploring gaps in the skills, knowledge, and expertise of locally available workforces, encompassing their attitudes and work ethic, holds equal significance as it directly influences employability.



A Review on the Formation of False Memories

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Though the importance of memory is apparent and significant, the reality is that memory is highly prone to errors such as the formation of false memories (Lampinen et al., 1997; Loftus & Pickrell, 1995; McEvoy et al., 1999, Slotnick & Schacter, 2004). False memories are defined as memories of incidents that occurred differently from reality (Palma et al., 2017). False memories are also referred to as illusions of memory or pseudo-memory, which emerge from bias, distortions, and suggestions, and are considered a natural phenomenon of daily life (Okado & Stark, 2005). Contrary to lying, individuals with false memories truly believe the imagined experiences to have taken place.

False memories can exhibit in different forms, such as alteration in the context of a memory (e.g., believing one heard the news from a friend when in reality it was heard from the news) and alterations in the content of a memory (e.g., believing one saw someone carry a weapon was imagined at a place of a crime) (Okado & Stark, 2005). Although false memories may be entirely harmless, on other occasions, they can lead to severe consequences as it is one of the main contributors to wrongful convictions (Loftus, 2003). The reliability of the reports and/or testimonies of such individuals can be jeopardised by the production of false memories as these individuals can enunciate events in a way different from reality and distort facts unknowingly (Garrett, 2020; Gudjonsson, 2021, Read, 2005; Wang et al., 2018;).

Before the development of research on memory, many individuals believed memory worked like a video recorder, explicitly archiving and collecting every detail one witnessed precisely (Simons, & Chabris, 2011). Research conducted by Elizabeth Loftus and her colleagues in the late 70s questioned this belief and developed the misinformation effect paradigm (Loftus & Hoffman, 1989), providing evidence of memory being malleable and influenced quite easily. The misinformation effect is defined as the impairment in memory as a result of exposure to post-event information/misleading information

(Loftus, 2005). Loftus's research revealed that individuals are at risk of having their memories influenced via misinformation especially when the misinformation is initiated after a course of time has passed for the original incident's memory; thereby weakening one's memory (Loftus et al., 1978). Loftus and colleagues explained the reasoning for this occurrence is that over time, the original incident's memory becomes vague, hence, when the misinformation is introduced the chances of noticing an inconsistency with the original memory are improbable (Loftus, 2005).

There are various causes for the formation of false memory due to misinformation, with one being age. Whilst people of all ages are susceptible to false memories, studies show that young adolescents are more vulnerable than older adolescents and adults (Ceci & Bruck, 1993). Research also suggests older participants (65-85 years of age) are more prone to false memories than young adults (Loftus et al., 1992; Karpel et al., 2001). Another factor that affects one's ability to distinguish inconsistencies between the misinformation and the original incident is altering an individual's state of mind, such as through placebo alcohol consumption (Assefi & Garry, 2002) and hypnosis (Scoboria et al., 2002).

Is one's memory reliable when an individual is in a positive mood? This question was answered via a study by Storbeck and Clore (2005) who discovered that positive moods can also enhance the formation of false memories by using a positive song and a negative song as affective cues preceding the memory task.

If memories formed in favourable conditions are susceptible to distortions and mistakes, what eventuates to memories formed in unfavourable conditions, for instance, throughout a stressful situation? To answer this, Pardilla-Delgado et al., (2016) investigated the effect of psychosocial stress on memory by using neutral stimuli, and the results demonstrated that stressed subjects recalled more false words than true ones and had a liberal

response bias towards false memories. While stress is beneficial to the memory for emotional conditions (Smeets et al., 2008), stress is known to impair the memory for neutral stimuli (Dominique et al., 2009). This is because the brain hemispheres concerned with emotional and neutral memory consolidation are affected contradictorily by inflated cortisol and stress (Payne et al., 2007)

Despite the abundant number of literature available on the formation of false memories (Lampinen et al., 1997; Loftus & Pickrell, 1995; Okado & Stark, 2005, Slotnick & Schacter, 2004,), there are opponents from the clinical, legal, and academic contexts who refute the production of false memories and instead claim that individuals recover repressed memories (Albach et al., 1996; Benton et al., 2006; Brand et al., 2018). Repressed memories, diagnostically referred to as dissociative amnesia, state that memories regarding traumatic events may be retained in a 'nonconscious zone', concealed from regular conscious memory. In other words, when an individual is exposed to a highly stressful situation, memories of the situation are forgotten and locked up by the brain in an area where the memories are unable to be retrieved easily. While it may be possible that certain individuals are recovering repressed memories, research also shows that certain therapeutic methods escalate the possibility of developing false memories (Pezdek, & Hodge; 1999; Rubin & Boals, 2010).

To conclude, this short review highlights the complex nature of human memory, emphasizing its susceptibility to errors such as the formation of false memories. The phenomenon of false memories, rooted in bias; distortions; and suggestions, poses significant challenges to the reliability and accuracy of eyewitness testimonies which in turn contributes to the potential for wrongful convictions. The groundbreaking work of researchers, specifically Elizabeth Loftus, has shown to the world that memory does not work as a video recorder, by revealing its malleability and susceptibility to external influences through the misinformation effect paradigm. This review paints a comprehensive picture of the complexities surrounding memory and calls for continued research in the field of false memories.

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The Impact of Motivation to Transfer on Employee Job Performance: A Study on an SOE of Maldives

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Research background and problem statement

In today's dynamic and complex operational environment, organizational performance often relies on how quickly employees learn and apply new knowledge on the job. While learning may occur during a training sessions, the application of this acquired knowledge in the workplace is crucial for actualizing results (Celestin & Yunfei, 2018). Research indicates that the effectiveness of workplace Transfer of Training can vary significantly. Some studies have shown that only 40% of training knowledge is retained six months after training, while others suggest a low rate of 10% after a year. Other studies indicate there may be specific workplace constraints or behaviour characteristics that can delay behavioural changes for up to a year (Celestin et al., 2022). In the case of this SOE, the Assistant Human Resources Manager (2023) reported that roughly 12 to 14 million Maldivian Rufiyaa (MRF) is spent yearly to train their full workforce of 1247 employees. This is about MRF 9623 invested per employee per year, or about MRF 800 invested per employee per month. This is a considerable amount of money spent on employee training alone. Thus, as the Manager reiterated, Transfer of Training has been a concern and a goal for the company's HR department.

Objectives

This study was conducted to determine the Ability of trainees to impact Employee Job Performance, and whether the factor of Motivation to Transfer mediates this relationship. Furthermore, since the Ability is determined from four constructs, it was also an objective to determine which of the constructs are significant and have an impact on Employee Job Performance.

Research hypothesis

H1: There is a significant relationship between the variable Ability and EJP

H2: There is a significant relationship between the Motivation to Transfer and EJP

H3: There is a significant relationship between the variable Ability and EJP when Motivation to Transfer mediates the relationship

H4: There is a significant relationship between the constructs that make up Ability and EJP

Literature Review

Training and Trainability

In today's competitive landscape, an organization's viability hinges on its workforce performance. HRD interventions, such as training, play a pivotal role in enhancing employee capabilities (Baldwin & Ford, 1998). Supported by various studies, training remains a widely adopted approach for fostering employee knowledge, skills, and abilities, (KSA) crucial for organizational success (Park et al., 2017).

Motivation to Learn and Motivation to Transfer

A concept that is connected to both training and Transfer of Training is the motivation to learn. Noe and Schmitt (1986) explain that motivation to learn is a particular drive on the trainee's part to learn the training program's content. On the other hand, motivation to transfer, sometimes referred to as transfer motivation is often regarded as an antecedent to Transfer of Training in many studies. This is the trainee's desire to apply the knowledge and skills learned in the training on the job (Noe, 1986).

Transfer of Training (ToT)

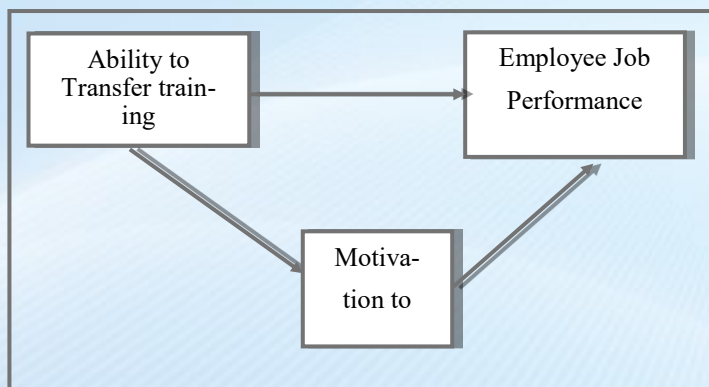
Baldwin and Ford (1998), pioneers in the field define Transfer of Training as the ‘trainees’ ability to effectively apply acquired knowledge, skills, and attitudes on the job and maintain the application over a given period’.

Factors Affecting Transfer

Transfer of Training is a crucial aspect of the training effectiveness criteria that assists both employees and organizations in enhancing their performance. Past research has determined a number of factors that influence training transfer effectiveness. In this context, Baldwin and Ford (1988) discovered that trainee, training design, and work environment characteristics all contribute to maximizing the Transfer of Training at the workplace.

Conceptual Framework

This framework is adopted from the Learning Transfer System Inventory (LTSI) model developed by Holton and Bates (2000). From the original model, this study focuses only on the ‘Ability’ variable which has been constructed by opportunity to use learning, personal capacity to transfer, perceived content validity, and transfer design. Ability and Motivation to Transfer are theorized to impact Employee



Job Performance. At the same time, the Motivation to Transfer variable by the trainees is also considered to be a mediating variable between ability and employee job performance.

Methodology

This study employs a deductive approach, utilizing quantitative analysis. As the nature of this study is to explore the intricate relationship between two variables (Ability and EJP) and to discern evidence of causality or its absence, a cross-sectional case study research strategy was

adopted. The population of the study comprised all full-time employees of the SOE based in the Greater Male’ Region;; about 900 employees are full-time (The President’s Office, 2023). The sampling frame for this study is all full-time employees of the SOE who had completed any mandatory in-house training program between March and September 2023. The sampling technique is non-probabilistic convenience sampling due to the organization's reservations to provide a staff list. Thus, the sample size of the study is 69. The instrument used for data collection was a self-report questionnaire administered through the online survey medium Google Forms. The instrument used is the LTSI version II questionnaire, developed by Holton and Bates (2000). The objectives of the study were tested using regression analysis in SPSS.

Findings

Objective 1:

Does the ability to use training predict Employee Job Satisfaction (EJP)?

H1: There is a significant relationship between the variable Ability and Employee Job Performance (EJP)

Simple linear regression

- Ability was a *significant predictor* of Employee Job Performance (EJP), $\beta=0.137$, $t(67) = 5.818$, $p<0.05$, accounting for 34% ($R^2 = 0.336$) of the variance in Employee Job Performance (EJP) scores.
- \hat{Y} Employee Job Performance (EJP) = $7.423 + 0.137$ (ability)
- The $R^2 = .336$ indicates that 34% of the variance in Employee Job Performance (EJP) scores can be accounted for by knowing Ability scores, representing a large effect.

Not all who
wander are lost

J.R.R. TOLKIEN

Objective 2:

Does the ability to use training predict motivation to transfer?

H2: There is a significant relationship between the ability to use training and the Motivation to Transfer

Simple linear regression

- Ability was a significant predictor of motivation to transfer, $\beta=0.063$, $t(67)=2.983$, $p<0.05$, and accounted for 12% ($R^2=0.117$) of the variance in motivation to transfer scores.
- \hat{Y} Motivation to Transfer (Mot2trans) = $14.01 + 0.063^*$ (Ability)
- the $R^2 = 0.117$ indicates that 12% of the variance in motivation to transfer scores can be accounted for by knowing Ability scores, representing a small effect.

Objective 3:

Does the ability to transfer and mediator motivation to transfer predict Employee Job Satisfaction (EJP)?

H3: There is a significant relationship between the variable ability (to transfer training) and Employee Job Performance (EJP) when the motivation to transfer mediates the relationship

Multiple linear regression

- The regression was significant, $F(2, 66) = 34.01$, $p<0.05$, $R^2 = 0.508$. Of the predictors investigated, both ability ($\beta=0.101$, $t(66) = 4.657$, $p<0.05$) and motivation to transfer ($\beta=0.564$, $t(66) = 4.799$, $p<0.05$) are significant. This means, that both these variables account for a significant number of unique variances in the Employee Job Performance (EJP) scores.
- \hat{Y} Employee Job Performance (EJP) = $-0.473 + 0.101$ (Ability) + 0.564 (Motivation to Transfer)
- The $R^2 = 0.508$ indicates that 51% of the variance in Employee Job Performance (EJP) scores can be accounted for by knowing Ability and Motivation to Transfer scores, representing a large effect.
- Sobel Test: The p-value is 0.011, which is in the range of +/- 1.96, indicating the mediation effect.

Objective 4:

Which of the ability constructs contributes most to Employee Job Performance (EJP)

H4: There is a significant relationship between the constructs that make up ability and Employee Job Performance (EJP)

Multiple linear Regression

- Overall, the regression was significant, $F(2, 66) = 16.931$, $p<0.05$, $R^2 = 0.339$. Of the predictors investigated, both Content Validity ($\beta=0.249$, $t(67) = 2.486$, $p<0.05$) and Opportunity to Use ($\beta=0.155$, $t(67) = 2.119$, $p<0.05$) are significant. Personal Capacity and Transfer Design are not significant predictors of Employee Job Performance (EJP) scores.
- \hat{Y} Employee Job Performance (EJP) = $10.494 +$ Content Validity (0.249) + Opportunity to Use (0.155)
- The $R^2 = 0.339$ indicates that 34% of the variance in EJP scores can be accounted for by Content Validity and Opportunity to Use scores, representing a large effect.

Conclusions

Simply conducting training programs in an organization does not guarantee lasting learning and transfer. After all, based on empirical findings, it has been reported that 40% of trainees fail to apply acquired knowledge and skills immediately after training, and this percentage increases to 70% one year after the training (Chauhan & Rai, 2017). This study had four objectives set to understand the relationship between the ability to transfer, motivation to transfer, and employee job performance. The results confirm that there is a positive relationship between these variables, with Motivation to Transfer mediating the relationship between Ability and Employee Job Performance.

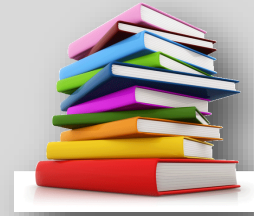
Our lives begin to end
the day we become
silent about things that
matter

-Martin Luther King Jr

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FROM THE WORLD OF RESEARCH



The Rise of Hybrid Practice Creative Institutional Design as Arts Entrepreneurship

Amy Whitaker

ABSTRACT

This paper redefines hybrid practice as a form of creative institutional design rooted in the problems of dealing with multiple forms of value, an area in which the arts offer pioneering cases for general theory-building around external amalgamation of existing legal forms, internal design within hybrid legal forms, and field-building across communities and economic systems. Informed by, but distinct from, implicitly neoliberal and social-impact literatures on institutional entrepreneurship, hybridity, and agency, this framework extends theories of effectuation to argue for a view of arts entrepreneurship as a laboratory for complex problem-solving both within and well beyond the arts.

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Case Study on Wastewater Treatment in Fabric Manufacturing Industry in Sri Lanka

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Research Assistant, Institute for Research and Innovation, Villa College

Requirement for the wastewater treatment

The textile dyeing industry is a significant consumer of water, generating substantial volumes of wastewater throughout various stages of the dyeing and finishing processes. Effluent water from printing and dyeing units is frequently characterized by its vibrant color, housing remnants of reactive dyes and chemicals. These chemicals often encompass complex components, numerous aerosols, high chroma, and elevated concentrations of COD (Chemical Oxygen Demand) and BOD (Biochemical Oxygen Demand), alongside other challenging-to-degrade materials (Babu et al., 2007).

The adverse impacts of dyestuffs and other organic compounds, along with acidic and alkaline contaminants originating from industrial establishments, on the public are widely acknowledged. The repercussions include potential toxicity and detrimental effects on the environment and human health (Castillo-Suárez et al., 2023).

Textile printing and dyeing processes encompassed pre-treatment, dyeing, printing, and finishing stages. The primary pollutants originate from organic substances, arising during the pre-treatment process involving pulp, cotton gum, cellulose, hemicellulose, alkali, as well as additives and dyes utilized in dyeing and printing procedures.

The pH level is an additional critical factor in dyeing wastewater. Preceding the dyeing process, the pH of the wastewater typically ranges between 10 to 11. The pH of dyeing wastewater remains between 10 to 11 when treated by alkali at high temperature around 90°C in the process of scouring and mercerization (Babu et al., 2007; Uddin et al., 2023).

Maintaining Standard of the Wastewater treatment plant in Fabric Industry

The health and safety of employees are of prime concern and ensuring that they minimize the adverse impact they

make on the environment is also of high importance. They have followed on the safe and responsible operation and maintenance of wastewater treatment plant (WWTP) (Singh et al., 2023).

Scope of Wastewater treatment plant in Fabric Manufacturing Industry

Every operational step in wastewater treatment is meticulously detailed in its devoted manual, overseen by highly skilled technicians. This approach ensures the optimal quality of the treated discharge, adhering to the BOI/CEA standards (Gunawardana & Buraeu, 2018).

Operation and Maintenance conditions

As an illustrative instance of existing plants, some wastewater treatment plants (WWTP) exhibit an overall capacity of 4000m³ per day, yet their operational utilization ranges between 2500-3500m³ per day (Gunawardana & Buraeu, 2018). The plant undergoes operation and maintenance within a 12-hour shift. Operators responsible for chemical handling receive both necessary supplies and training in proper chemical management. Material Safety Data Sheets (MSDS) for each chemical are conveniently stored within the WWTP, facilitating easy access.

Key parameters such as color, pH, TDS, BOD, COD, and microbial conditions undergo daily monitoring, emphasizing the plant's dedication to the regular assessment of these decisive factors (Castillo-Suárez et al., 2023).

Process Flow Chart of Wastewater Treatment Plant

In most plants, a combination of physical, chemical, and biological methods is employed. The primary unit processes comprise screening, coagulation, flocculation, sedimentation, activated sludge, and sludge treatment.

Typically, wastewater from industrial, human, and cafeteria sources in fabric manufacturing companies is gathered in the incoming manhole.

The influent then navigates through an aqueduct to a manual bar screen designed to capture larger particles. Simultaneously, an oil skimming pipe addresses coarse matter and floating oil removal before the wastewater enters an equalization tank. Aeration is facilitated by aerators within the equalization tank, maintaining the wastewater in an aerobic condition and the solids in a suspended state. This ensures the equalization of temperature, pH, and nutrients for micro-organisms. Workers separate larger particles and oil, which are subsequently stored in sand beds for drying (Babu et al., 2007; Singh et al., 2023).

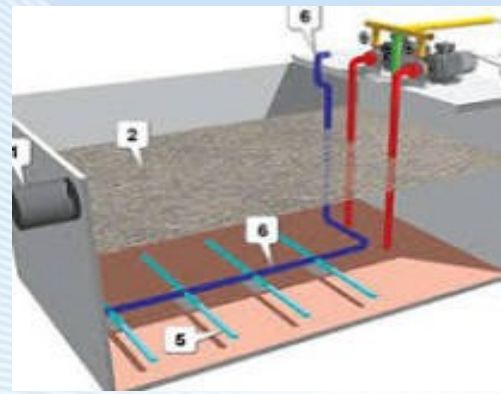


Figure: Equalization tank^[4*].

In the chemical mixing tank, the pH is adjusted to 7 by introducing Poly-Aluminum Chloride (PAC) and lime. Afterward, the water is directed into the Dissolved Air Flotation system (DAF), where the coagulation and flocculation processes take place. Here, PAC and bentonite are employed for adsorption by involving adherence of pigments, and coagulation, while decolorates are also utilized to absorb chroma (Wongcharee et al., 2020)

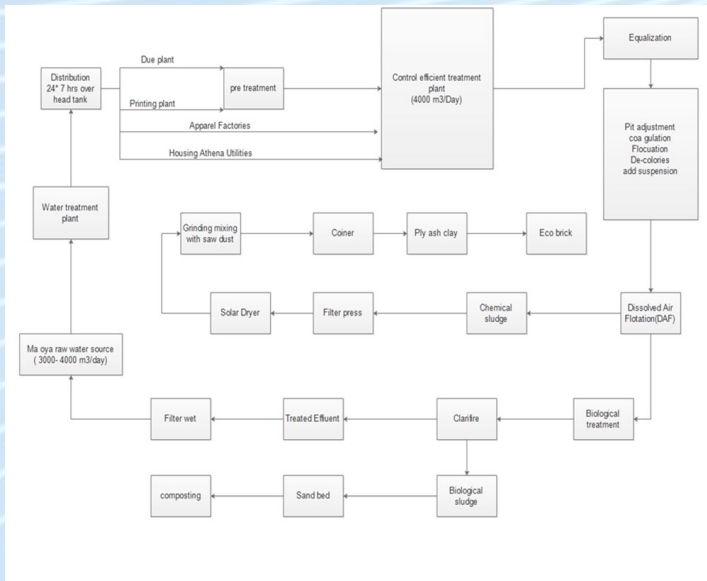


Figure 1 Flow chart of wastewater treatment plant



Figure: Chemical treatment Dissolved Air Flotation system (Fluence Corporation 7135 Madison Ave. West Golden Valley, 2024).

Process of Wastewater Treatment Plant

The equalized water is capable of being pumped either to aeration tanks via a pH adjustment tank or directly to a flash mixing tank. The verdict on the treatment process—whether it proceeds from biological to chemical or vice versa—is ultimately determined by the authorities. The equalized water is capable of being pumped either to aeration tanks via a pH adjustment tank or directly to a flash mixing tank. The verdict on the treatment process—whether it proceeds from biological to chemical or vice versa—is ultimately determined by the authorities (Lagerblad, 2010).

The wastewater undergoes pH adjustment, and essential nutrients such as nitrogen (N), phosphorus (P), and potassium (K) are introduced into the pH-adjusted tank. Chemical dosing for pH correction and nutrient addition is precisely executed using a dosing pump. Following these steps, the wastewater is prepared for entry into the aeration system, where bio-treatments take place. Nutrients are dosed according to the concentrations determined by the chemical analyst (Meenakshipriya et al., 2008).

The key to success is failure

Michael Jordan



Figure: Biological Aeration Systems and Secondary Clarifier (Rumbaugh, 2023).

Following the biological treatment, aeration is conducted, and the treated water undergoes final polishing in a wetland before being discharged into wetlands. The Biological Oxygen Demand (BOD) level in the treated water typically ranges between 20-30 mg/l, a standard accepted by the Sri Lankan Central Environmental Authority.



Figure: Final Treated Discharged water after wetland polishing

Sludge Treatment Process

There are basically two methods for sludge treatment: biological sludge treatment and chemical sludge treatment. In biological sludge, approximately 95-97% consists of water. Initially, dewatering is conducted using sand bed and filter press methods, achieving about 70-80% and 70% dewatering, respectively. The remaining material undergoes drying through solar heating (approximately 20%) and rotary drier. Subsequently, it is blended with biological matter and enters the composting process, culminating in the production of compost through piling and turning. In the chemical sludge treatment process, after drying with solar and rotary driers, the sludge retains 20-40% water. The dried sludge serves as fuel in biomass

boilers through co-incineration. The residual fly ash is then utilized in the production of eco bricks, wherein quarry dust, chips, cement, and fly ash replace sand. This eco-friendly process ensures zero landfill, converting sludge into valuable eco products (Aziz & Mustafa, 2022).



Figure: Separated Sludge Slurry Filter Pressed



Figure: Sludge to Eco Product

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FROM THE WORLD OF RESEARCH

Considering species functional and phylogenetic rarity in the conservation of fish biodiversity

Li Lin, Yang Liu, Hungdu Lin, Bin Kang

ABSTRACT

Aim: Rare species make substantial contributions to coastal ecosystem functions. Functional rarity (FR) and phylogenetic rarity (PR) are important features for biodiversity conservation. This work aimed to discuss the necessity and reasonableness of conserving fish FR and PR in coastal seas.

Location: China.

Methods: By compiling historical fish investigation data, joint species distribution modelling (JSDM) was applied to model fish communities in coastal China Seas. Biogeographic patterns of FR and PR were explored, and the effectiveness of current MPA networks in terms of match/mismatch with the hotspots of rarity was assessed.

Results: A total of 44 functionally rare species and 22 phylogenetically rare species were identified. Six of these species were both functionally and phylogenetically rare, and only one was listed as endangered on the Red List of the International Union for Conservation of Nature (IUCN). Functional rarity hotspots covered 10.27% of the coastal areas, which geographically converged in the southern and eastern coast of Taiwan, the Yangtze River Estuary and the Yellow River Estuary. Phylogenetic rarity hotspots only covered 3.06% of the coastal areas, which were sporadically distributed in the coastal East China Sea, the Bohai Sea and the northern Yellow Sea. Current marine-protected areas (MPAs) only represented 16.16% of the FR hotspots and 20.48% of the PR hotspots, indicating substantial mismatched areas between the MPAs and the hotspots of FR and PR.

Main Conclusions: Only considering threatened species in conservation practices will omit functionally and phylogenetically rare species because FR and PR are not necessarily correlated with species threat status on the IUCN Red List. Functional rarity hotspots do not necessarily overlap with PR hotspots, and current MPAs mismatch the majority of these areas. We therefore advocate that conservation prioritization and expansion of MPA networks should account for FR and PR both at the species and site levels.

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SCAN ME

WELL DONE IS
BETTER THAN WELL
SAID

BENJAMIN FRANKLIN

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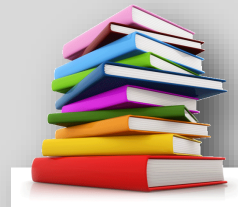
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FROM THE WORLD OF RESEARCH



The Arts and Individual and Collective Agency: A Brazilian Favela Case Study

Neda Moayerian, Desirée Poets, Max Stephenson Jr., Cathy Grimes

ABSTRACT

Brazil's favela residents have long challenged the dominant media and social narrative that has, for decades, described them via discourses of criminality. This article examines the work of Redes da Maré, a civil society organization that offers cultural spaces and services for community-based creation and diffusion of the arts in its namesake favela. We employ the concepts of the social imaginary as well as individual and collective agency to investigate whether and in what ways a service-providing civil society organization that has adopted a cultural development approach encourages participants' democratic attitudes and behaviors at the organizational and community level to challenge existing systemic social oppression by fostering participation in the development process and offering a platform for the expression of the voices of those it engages. Our analysis is based in part on interviews with 4 lead organizers and participants in Redes' Free Dance School of Maré. Our analysis contributes to a more nuanced understanding of the roles the arts can play in encouraging democratic agency and possibility among favela citizens despite adverse political and social conditions exacerbated by neoliberal beliefs and policies.

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