

## THE STAKEHOLDER INFLUENCES ON ENVIRONMENTAL CONCERNS IN MICRO ENTERPRISES

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### ABSTRACT

*Environmental protection is important for adding value to micro enterprises. However, only few micro enterprises owners have successfully implemented green initiatives in their business operation. Therefore, this study aims to examine the level of environmental concern among micro enterprises. Furthermore, this study explores stakeholders' influence on environmental concerns. The influences of stakeholders to micro enterprises encompass of (i) consumer's influence, (ii) employees' influence, (iii) suppliers' influence and (iv) competitors' influence. A total of 200 questionnaires were distributed to service sector micro enterprises in Pahang. The result of this study shows that only suppliers are able to influence the environmental concern among respondents. This result is important to help consumers, employees and competitors to put more initiatives in supporting the creation of a new entrepreneurship paradigm focusing on how to conduct business in an environmentally responsible manner.*

Keyword: environmental concerns, stakeholder, micro enterprise, Pahang.

### 1.0 INTRODUCTION

Nowadays, most enterprises have realized that business is beyond generating profit (Sui, 2012; Puppim & Jabbour, 2017), hence it is crucial for them to connect with the environment around them. However, according to Mior (2001), enterprises will only contribute to the environment if they are profitable, socially responsible and environmental friendly. Ahmad and Khrisnan (2017) added that in most cases, environmental issues have been regarded as a burden to business operations, instead of a significant and direct contributor towards business revenue. In this light, Malaysia was ranked at number 63 out of 180 countries in the Environment Performance Index 2016, compared to number 54 in 2014. This shows that environmental issues have become more serious compared to the last two years. Consequently, the Malaysian government has outlined its initiative to pursue green growth for the purpose of sustainability in the 11<sup>th</sup> Malaysian plan. However, there is still a lack of discussion on environmental concern among micro enterprises.

Small and Medium Enterprises (SMEs) including micro enterprises, are part of the supply chain which cater the needs of larger organizations, and in some cases, deliver products and services directly to the end customers. They hold the accountability to ensure their products are suited to meet the present demands of various stakeholders (Ahmad and Khrisnan, 2017). The stakeholders of micro enterprises mainly comprise of consumers, competitors, suppliers, employees, the public and government agencies. In this light, employees bring certain level of impacts towards the environment in an enterprise (Abdul & Fauziah, 2014). It is argued that employees can potentially breach their duty in order to act in the best interest of their stakeholders (Aaron & Yong, 2008) and an enterprise's profitability might increase with its employees' endeavor to care for the environment, (Aaron & Yong, 2008). Meanwhile, a competitor could detect problematic companies, such as those losing customers because of fraud, and will take a chance to overtake such companies (Smith, 2012). Consequently, competition among enterprises can be the reason for micro enterprises' involvement in their environmental protection activities (Timothy, 2015).

Hence, the main interest of this study is to identify the environmental concerns among micro enterprises. This study was conducted to explore these factors; consumers' influence, employees' influence, suppliers' influence and competitors' influence, on micro enterprises' environmental protection practices in selected districts in Pahang, Malaysia.

### 2.0 LITERATURE REVIEWS

#### 2.1 SMEs in Malaysia

SMEs comprise of micro, small, and medium enterprises. These enterprises are grouped based on the number of employees or the annual sales or revenue generated in a year (National SME Development Council, 2005). Furthermore, the definitions of SMEs differ across different sectors. Table 1 summarizes the definitions for the SMEs categories for two respective sectors:

Table 1. SME Definition.

CATEGORY	MICRO	SMALL	MEDIUM
Manufacturing	Sales turnover of less than RM300,000 OR employing less than 5 full-time employees	Sales turnover of more than RM300,000 and not exceeding RM15 million OR employing 5-75 full-time employees	Sales turnover of more than RM15 million, and not exceeding RM50 million OR employing from 75 to 200 full-time employees
Services & Other Sectors		Sales turnover of more than	Sales turnover of more than

		RM300,000 and not exceeding RM3 million OR employing 5 to 30 full-time employees	RM3 million, and not exceeding RM20 million OR employing 30-75 full-time employees
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Source: Guideline for New SME Definition (2013). October 2013, 2-3. SME Corporation Malaysia. Retrieved November 29, 2014, from <http://www.smecorp.gov.my/vn2/sites/default/file>

## 2.2 Environmental concern

Kurzyna (2014) referred to environmental aspects as the sustainability practices that promote the preservation and conservation of the environment. Environmental aspects that involve business enterprises include market environment, public environment, area of employment and environmental protection. In this light, environmental problems can seriously affect the external economic activities of business enterprises, hence, enterprises practice ecological management, which includes activities based on the adopted law, supports environmental consciousness in the given surrounding and generates its own solutions to reduce the harmfulness of their core business to the environment. This is a good, isolated practice to create a model of economic management to control the use of natural resources (Kurzyna, 2014).

## 2.2 Hypothesis development

This study has developed four hypotheses based on the literature review. The hypotheses developed for this study are as follow:

H1: There is a significant positive relationship between consumers influence and the environmental concerns of micro enterprises

This hypothesis was formulated based on Byung and Pervez (2014)'s work that stated consumers is an important group of stakeholders' in micro enterprises. This is due to their concerns on whether the enterprises are protecting environment or not. Nowadays, consumers prefer to consume products or services from a brand that promotes environmental protection and support environmental activities (Du et al., 2010). This opinion is also supported by Mishra and Suar (2010) whereby the researchers also believe that the consumers will have a good perception and opinion towards an enterprise that protects the environment. Besides that, consumers' concern on environment issue can have positive effects on consumer-company identification and product quality (Ho, Ding & Lii, 2017).

H2: There is a significant positive relationship between employees' influence and the environmental concerns of micro enterprises.

The second hypothesis was formulated based on Mohamed and Mustafa (2011) that posits that employees in micro enterprises include staff that are in-charge of the administration, business operations or both, and consequently, the employees' views on the environmental concerns will affect their behavior and attitude in the workplace (Schuler & Cording, 2006). Moreover, Barnett (2007) also stated that employees play an important role in enterprises' implementation of green initiatives within their business operations. This statement is also supported by Norton, Zacher, Parker, and Ashkanasy (2017) who found that corporate environmental strategy is positively related to green psychological climate among employees.

H3: There is a significant positive relationship between suppliers' influence and the environmental concerns of micro enterprises.

According to Byung and Pervez (2014), suppliers are the vendors that may have either positive or negative impact towards enterprises' realization of their objectives. Local suppliers are also known as an influential stakeholder because of their commitment and local responsiveness towards environmental protection practices (Cruz & Boehe, 2010). Furthermore, suppliers also contribute to the business operations of enterprises, as without the supplier, enterprises will not be able to achieve their objectives. Supplier evaluation and selection are also parts of an enterprise's significant strategic decisions for reducing operating costs and improving organizational competitiveness to develop business opportunities (Yazdani, Chatterjee, Zavadskas, and Zolfani, 2017).

H4: There is a significant positive relationship between competitors' influence and the environmental concerns of micro enterprises

The fourth and final hypothesis was formulated based on Cruz and Boehe (2010) stated that an enterprise's environmental concerns may differentiate the enterprise from its competitors. In this regards, competitors are the ones who operate the same business with the same products or services to the consumers (Laudal, 2011); competitions are rigid, even for micro-enterprises. Due to the sheer volume of entrepreneurs involved in micro enterprises (Mohamed & Mustafa, 2011). In this regards, Suman (2011) stated if an enterprise protects the environment within their business operation, the enterprise may enhance its competitive advantage in the industry. Barney and Hesterly (2010) also added that an enterprise that is able to enhance its competitive advantage will be able to create more economic values, compared to its competitors.

For the theoretical framework, the schematic diagram has been constructed to illustrate the relationship between the independent and dependent variable.

Figure 1: Schematic Diagram

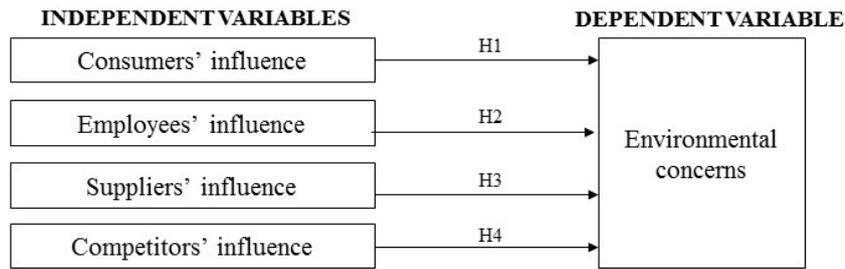


Figure 1 shows the schematic diagram of this study. The independent variables for this study are consumers' influence, employees' influence, competitors' influence, and suppliers' influence. The dependent variable refers to the level of environmental concern in micro enterprises while the independent variables and dependent variable are used to describe whether there is any relationship among variables.

**3.0 METHODOLOGY**

Data were collected through a questionnaire, which was adapted from Byung and Pervez (2014). The questionnaire contained 28 items measuring four independent variables and one dependent variable. There are six questions that probed on the respondents' demographic profile, four questions to measure their environmental concerns and four questions for each independent variables-employees' influence, consumers' influence, suppliers' influence and competitors' influence. The 5 point Likert scale was used in the questionnaires and the scale include, 1 (strongly disagree), 2 (disagree), 3 (neither agree nor disagree) 4 (agree) and 5 (strongly agree). Meanwhile the final questionnaire was adjusted based on the feedback from the pilot test done before the distributing the questionnaire to the respondents. .

The variables and their measurements used in this research are summarised in Table 2:

**Table 2. List of Empirical Variables.**

VARIABLES	MEASURES
<b>Dependent variable - Environmental Concerns</b>	
Environment	Environmental friendly product, environmental friendly resources, Environmental policies, environmental protection.
<b>Independent variable - Stakeholder Influences</b>	
Employees' influence	Increase corporate value, improve the economic benefit, contribution to the country, help to implement.
Consumers' influence	Concern about environmental protection, alert to some social issues, choose product, help to implement.
Suppliers' influence	Responsible to society, cooperate with business, good business relationship, help to implement.
Competitors' influence	Pressure on social perspective, pressure on environmental perspective, pressure on ethical policies perspective, compete with the competitors.

The sampling method used in this study is convenience sampling, due to first, the difficulty to obtain the list of Small Medium Enterprise from SMEs Corporation, MARA and Companies Commission of Malaysia (CCM), and the number of SMEs obtained from Statistic Department being was not the latest. Hence, the respondents comprise businesses from the services industry in Pahang, and the final sample size is 200.

**4.0 RESULT & FINDINGS**

Table 3 presents the results for the frequency analysis of the respondents involved in this study:

**Table 3: Frequency Analysis**

Demographic	Items	Frequency	Percent	Valid Percent	Cumulative Percent
Position of respondents	Manager	67	33.5	33.5	33.5
	Employee	133	66.5	66.5	100.0
Number of full time employee	1 Employee	35	17.5	17.5	17.5
	2 Employees	69	34.5	34.5	52.0
	3 Employees	56	28.0	28.0	80.0
	4 Employees	21	10.5	10.5	90.5
	5 Employees	19	9.5	9.5	100.0
Annual Sales Revenue	Less than RM 250,000	153	76.5	76.5	76.5

	RM250,000-RM500,000	47	23.5	23.5	100.0
	More than RM 500,000	0	0.0	0.0	100.00
Capital providers	MARA	13	6.5	6.5	6.5
	PRIVATE	138	69.0	69.0	75.5
	AIM	9	4.5	4.5	80.0
	SME CORP	12	6.0	6.0	86.0
	FAMA	5	2.5	2.5	88.5
	Others	23	11.5	11.5	100.0
Year of Establishment	1-3 Years	69	34.5	34.5	34.5
	4-6 Years	56	28.0	28.0	62.5
	7-9 Years	28	14.0	14.0	76.5
	Less than 10 years	47	23.5	23.5	100.0

**Table 4: Descriptive Statistics Analysis**

	N	Minimum	Maximum	Mean	Std. Deviation
<b>Statistics</b>					
<b>ME</b>	200	1.00	5.00	3.15	0.92
<b>MEM</b>	200	1.00	5.00	3.09	1.05
<b>MCU</b>	200	1.00	5.00	3.12	0.85
<b>MSI</b>	200	1.00	5.00	3.38	0.84
<b>MCT</b>	200	1.00	5.00	3.12	1.04

Where: Mean for Environment, MEM = Mean for Employees' Influence, MCU = Mean for Consumers' Influence, MSI = Mean for Suppliers' Influence, MCT = Mean for Competitors' Influence.

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Table 4 presents the results of the descriptive statistical analysis on the dependent and independent variables in this study. The dependent variable, environmental concern, shows the mean value of 3.15 (neither agree nor disagree) for the scale of 1.00 (strongly disagree) to 5.00 (strongly agree). This indicates that most of the respondents neither agree nor disagree with the statement that every year, their enterprises use some part of their profits to help fund community environmental protection activities. In the meantime, enterprises neither agree nor disagree that environmental policies need to ensure effective CSR activities and programs.

Table 4 shows that the mean values of the independent variables; the variable employees' influence' shows the mean score of 3.09 (neither agree nor disagree) for the scale that ranges from 1.00 (strongly disagree) to 5.00 (strongly agree). This shows that most of the respondents neither agree nor disagree that the enterprises have to contribute towards the country to increase their corporate value and economic benefits. Besides that employees' willingness to contribute to environmental protection is very discouraging. Meanwhile, for the second dependent variable, 'consumers' influence', the mean is 3.12 (neither agree nor disagree) for the scale which ranges from 1.00 (strongly disagree) to 5.00 (strongly agree). This result shows that the respondents neither agree nor disagree on whether the consumers are alert to green initiatives in the business operation. Likewise, they are more likely to choose products that will contribute to the environment surrounding them.

In regards to suppliers' influence, the mean value is 3.38 (neither agree nor disagree) for the scale ranging from 1.00 (strongly disagree) to 5.00 (strongly agree). The respondents neither agree nor disagree that suppliers always support businesses that implements CSR in their operations. On the other hand, a majority of the suppliers tend to cooperate more with businesses that are perceived to give more benefits to them. The last dependent variable for this study is competitors' influence, which shows the mean value of 3.12 (neither agree nor disagree) for the scale ranging from 1.00 (strongly disagree) to 5.00 (strongly agree). Accordingly, most of the respondents neither agree nor disagree that competitors are concerned with environmental issue. However, they believe that the competitors will always compete to add value for their enterprises by practicing environmental protection in order to increase their competitive advantage.

**Table 5: Reliability Statistics**

Mean	Cronbach's Alpha	No of items
<b>ME</b>	0.843	4
<b>MEM</b>	0.924	4
<b>MCU</b>	0.873	4
<b>MSI</b>	0.833	4
<b>MCT</b>	0.948	4

Where: ME = Mean for Environment, MEM = Mean for Employees' Influence, MCU = Mean for Consumers' Influence, MSI = Mean for Suppliers' Influence, MCT = Mean for Competitors' Influence.

Table 5 presents the reliability results of the questionnaires, based on the reliability statistics, the most reliable mean is the mean for competitors' influence (p-value = 0.948), which shows the highest Cronbach's Alpha value of mean and closest to 1.000. Meanwhile, the Cronbach's Alpha for mean for environment (p-value = 0.843) is the least reliable compared to other variables,

but, it is still considered reliable. This is because the Cronbach’s Alpha value of more than 0.50 is still considered as highly reliable (Sekaran & Bougie, 2014).

**Table 6: Results of Spearman’s Rank-Order Correlation**

		MCSR	MEM	MCU	MSI	MCT
ME	Correlation coefficient	1.000				
	Sig. (2-tailed)					
	N	200				
MEM	Correlation coefficient	0.113	1.000			
	Sig. (2-tailed)	0.110				
	N	200	200			
MCU	Correlation coefficient	0.142*	0.582**	1.000		
	Sig. (2-tailed)	0.000	0.000			
	N	200	200	200		
MSI	Correlation coefficient	0.247**	0.368**	0.439**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
	N	200	200	200	200	
MCT	Correlation coefficient	0.068	0.379**	0.384**	0.311**	1.000
	Sig. (2-tailed)	0.336	0.000	0.000	0.000	
	N	200	200	200	200	200

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Where: ME = Mean for Environment concern, MEM = Mean for Employees’ Influence, MCU = Mean for Consumers’ Influence, MSI = Mean for Suppliers’ Influence, MCT = Mean for Competitors’ Influence.

Table 6 presents the results of Spearman’s Rank-Order Correlation. The highest r value is at 0.582 (less than 0.6), and the variables do not show any multicollinearity issue associated with all the variable since the r-value did not exceed 0.582 (De Vaus, 2002).

**Table 7: Regression Results for Relationship between Stakeholder influence and Environmental concerns**

$$E_{ijt} = \alpha + \beta_1 EI_{it} + \beta_2 CU_{it} + \beta_3 SI_{it} + \beta_4 CI_{it} + \varepsilon_{it}$$

	Coeff.	t-ratio	Sig.
(Constant)	2.395	0.318	0.000
MeanEI	-0.029	0.078	0.705
MeanCU	0.108	0.097	0.266
MeanSI	0.196	0.087	0.025*
MeanCI	-0.051	0.070	0.466
R Square : 0.042, Adjusted R-Square: 0.023, F-Value (Sig. value) : 0.000 (2.153), n: 200			

\*. Correlation is significant at the 0.05 level (2-tailed).

Table 7 shows that this model is significant with  $f(3, 200) = 2.153$  and p-value of less than 0.001. As the p-values are less than 0.05, it can be proven that at 95% confidence level, there is a significant linear relationship between stakeholder influence and environmental concerns. The adjusted r-squared for this model is 0.023, indicating that 2.3% of the variation in environmental concern is explained by the variation in the employees’ influence, consumers’ influence, suppliers’ influence and competitors’ influence.

Only one independent variable was found to have a significant influence on the environmental concerns (dependent variable), which is supplier influence. This can be explained by the result of regression analysis. The t-value for supplier influence is at 0.087 and p value is at 0.025 ( $p < 0.05$ ). Thus, the coefficient shows a positive sign. This provides a sufficient evidence to conclude that there is a significant positive relationship between supplier’s influence and environmental concern. Therefore, H3 is accepted. According to Byung and Pervez (2014), a good relationship with supplier is essential for enterprises to be aware on the importance of environmental protection. A good supplier can influence the enterprises to protect the environment successfully (Byung & Pervez, 2014). This is because both supplier and enterprises are connected through legal concern. The establishment of business relationship will be impaired, if the other party disobeys the standard regulation such as environmental protection.

However, regression analysis shows that there is no significant influence between employees’ influence, consumers’ influence and competitors’ influence on environmental concern. Therefore, H1, H2 and H4 are rejected. The possible reasons for these results is the influence of company characteristics; micro enterprises could have a low level of institutional pressures

(Zyglidopoulos, 2002). Delmas and Toffel (2004) claimed that multinational corporations often have higher standards for environmental responsibility because they are subject to the additional pressure of stakeholders. However, micro enterprise may subject to different pressures even though they are within the same industry. This might influence employees', consumers' and competitors' reaction to environmental initiatives taken by micro enterprises.

## 5.0 Conclusion

The objective of this study is to examine the level of environmental concerns in micro enterprises in Malaysia. The level of environmental concerns was determined through descriptive analysis. The result shows that the micro enterprise has demonstrated a moderate level of environmental protection practices. The second objective of this study is to explore the factors that influence the level of environmental concerns among micro enterprises in Malaysia. The factors explored in this study are employees' influence, consumers' influence, suppliers' influence and competitors' influence. Based on the results of Spearman's Rank-Order Correlation, only suppliers' influence has significant relationship with the enterprises. This shows that supplier is able to influence their customer to protect the environment in their business operations, thus, the government and capital providers (i.e.: MARA, SME Corp., SME Bank) need to inculcate awareness among entrepreneurs and stakeholders on the benefits of implementing green initiatives in their business operations. More courses/training should be provided to change their mind set. Furthermore, the general consensus amongst the government, capital providers and entrepreneurs could become an important management tool that will support the creation of a new entrepreneurship paradigms in urban spatial development, which aligns with the 11<sup>th</sup> Malaysia Plan that reflects the country's push to pursue green growth for a sustainable and resilience nation.

On the other hand, this study is not without its limitations. The first limitation is the lack of access to the latest updated list of SMEs which should be provided by government agencies such as Companies Commission of Malaysia (CCM) which caused difficulties to obtain the latest population of samples. As a result, this present study was only able to obtain samples from a few selected areas and therefore, its conclusion cannot be generalized to all of the population, and it may only be applicable to the selected areas. In this light, government agencies need to update the information or statistics available in their website such as data on the number micro enterprises according to the sectors and states. This can help future researchers to obtain updated information and assist them to make a better decision for sample selection in their research, for instance, future researchers can obtain samples from all regions in Pahang instead of certain selected areas.

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