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YOUNG PROFESSIONALS' HOUSING AFFORDABILITY THROUGH HOUSING PREFERENCES IN KUALA LUMPUR AND A REVIEW ON THE MEANS-END CHAIN MODEL

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Abstract

In a broad-spectrum, housing affordability issue is interrelated to young professional's well-being. However, this paper deliberated on young professional's housing preference in affordability context by taking into account some attributes of housing preference criteria. Data was obtained through questionnaire survey among 50 respondents aged between 25 and 35 years old and working in various professional fields in Kuala Lumpur. Descriptive analyses were then undertaken on the data from the survey. The study found that security criterion is the highest priority in housing preferences among the respondents. Having Wi-Fi is the second most important criterion. Additionally, this paper also provides a conceptual review on the Means-End Chain model.

Keyword: Housing preferences, affordability, young professional, Means-End Chain model

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INTRODUCTION

A house is beyond a shelter. It also plays important role in the design of psychological significance and economic well-being and individual wealth (Bourne, 1981). Due to this reason, a house has evolved from a mere shelter to a preference. Housing affordability among the young generation has become precarious circumstances. Youth Access (2007) views that young people struggle over housing affordability issues, as they are more likely to experience rented housing and homeless issues as compared to other groups. In dealing with housing preferences, young professionals also experience housing affordability limitation.

RESEARCH OBJECTIVE

Firstly, the study aims to identify young professionals' housing preferences through descriptive analysis. Secondly, the study aims to provide a conceptual review on the Means – End Chain (MEC) model.

LITERATURE REVIEW

Young Professional

In Malaysia, young professionals are referred to as graduates who have a Diploma or Bachelor Degree qualification. To elaborate the young professional cohort, age is another criterion that should be emphasised, although from international point of view, there is no consensus on the definition of youth based on age. The United Nations suggest that youth cohort refers to people aged 15 to 24 years while other studies have defined youth age is not later than 35 years old (Ministry of Youth Affairs and Sports India, 2014). On the contrary, from Malaysia's perspective, youth are those aged between 15 and 40 years. Because of the large range of the age, some scholars suggested the youth category is further divided into early youth comprises those 15-20 years old, middle youth 21-24 years old and late youth 25-35 years old (Hamzah et.al., 2007).

Overview of MEC Model in Housing Preferences

A review of housing affordability literature is considered voluminous. However, young professionals' affordability was not measured in these studies, but they were asked directly about affordable housing prices. When they make a decision to buy a house, they need to consider the housing preferences since it could be reflected on affordability.

Initially, MEC model has been applied to consider user's motives and found widespread application in marketing and consumer behaviour studies to identify consumer's value based on the choices made (Gutman, 1982). It has also been accepted broadly in various fields for its versatility (Zachariah & Mohd Jusan, 2011). Even though MEC model adaptation in housing study is considered

still at the infancy stage, it has been found to be a worthy method to identify housing preferences.

The MEC model was introduced by Gutman (1982), and its function is to understand value of product or service. The key point of MEC model is that consumer's option for achieving the desired consequences and minimalising the undesirable consequences. In a similar vein, some scholars posit that MEC is associated with attributes of good to achieving objectives and values (Coolen, Boelhouwer & Kees, 2002). The "means" in the model are product or service in which consumers employ such as buying, consuming and reading. Meanwhile, "end" is valued states of being such as satisfaction, happiness, etc.

The MEC model structure associates attribute (A), consequences (C) and values (V) as shown in Figure 1. The theory is accepted in the study of housing preferences as it depicts how a house buyer makes a decision based on housing attributes and the consequences of the usage of prospect housing and finally the buyer's value.

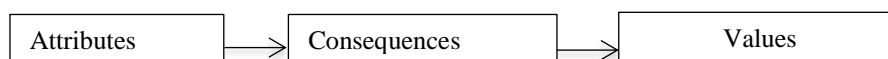


Figure 1 MEC Model Structure

Briefly, attributes in the chain explain the product or services' features, which some argue that attributes are signified as perceptible characteristics of a product (Veludo-de-Oliveira, Ikeda & Campomar, 2006). Meanwhile, consequences are referred as effects of product use or, in other words, consumer's positive or negative responses towards product consumption (Lin, 2002). Values are viewed as life's drives, which motivate people to function in their actions (Gengler, Mulvey & Oglethorpe, 1999). Adaption of the MEC model in measuring housing preferences has been extended from the original approaches by using quantitative method namely the laddering interview instead of depending merely on depth interview.

METHODOLOGY

The review of the MEC model was based on information from published previous studies, which was obtained through literature review. The housing preference of young professional, on the other hand, involve the use of questionnaire survey to obtain primary data from respondents. For the survey, young professionals aged between 25-35 years old (late youth) in various professional fields such as academic, architecture, engineering, banking and legal practice in Kuala Lumpur were given a self-administered questionnaire. The respondents were required to rate the housing attributes that they desire. The housing preferences attributes considered in this study comprises locational attributes which are access to the public transport and proximity to the places of occupation, shop and community services, parklands, and friends or family. Availability of facilities were also

considered including having a garden, shopping mall, Wi-Fi, self-service laundry, religious facilities, restaurant and sports facilities. Neighbourhood attributes such as a sense of community, security, privacy and quietness were also considered. A 5-point Likert scale, ranging from “Not Important” to “Critically Important” was used. Additionally, the affordable housing price or rent was also asked to identify their affordability.

The convenience sampling technique was applied in the survey. Initially, one hundred survey forms were handed out but only 70 were returned. Out of this 70, 20 were incomplete, leaving only 50 questionnaires for analysis.

RESULT AND ANALYSIS

Respondents Background

Table 1 illustrates the respondents' characteristics in this survey. In terms of living quarters, the analysis found that a majority of the respondents (52%) lives in an apartment, followed by terraced house (30%) and other type of houses (10%). Over half of them (62%) are renting and about 24% live in their parents' house. Only 10% of the respondents own a house. In addition, about 68% of respondents have three-bedroom home, regardless of renting or owned.

Table 1 Characteristic of Respondents

	Frequency	Percentage
Gender		
Male	17	34
Female	33	66
Age		
25-30	19	38
31-35	31	62
Marital status		
Single	25	50
Married	24	48
Divorced	1	2
Education level		
Bachelor Degree	24	48
Master Degree	22	44
Doctor of Philosophy	1	2
Other	3	6
Professional Level		
Undergraduate degree	23	46
Postgraduate degree	25	50
Professional qualification	2	4

Housing Affordability

In terms of affordable housing price, 41% of the respondents agreed that they can afford a house priced between RM150,001 to RM200,000. Meanwhile, 27% of them felt that they can afford a house priced between RM200,001 to RM250,000,

8% can afford a house priced between RM250,001 to RM300,000. 10% of them agreed that they can afford a house priced between RM300,001 to RM350,000. For a house priced more than RM350,000, less than 10% of the respondents felt that they can afford it. On the other hand, 4% of the respondents felt that they can only afford a house priced RM150,000 and below.

In terms of affordable rent, 35% of the respondents are willing to pay RM501 to RM700 rental monthly. The percentage became lesser as the rental rate becomes higher.

Housing Preferences

Almost all of the respondents (98%) desired to buy a house. Only 2% preferred to rent. Additionally, 82% of the respondents intended to buy a house to live and only 18% intended to buy a house for investment. Based on current affordability, most of the respondents responded that they live in an apartment, regardless of owned or rented. However, they desire to stay in a terraced or semi-detached house in the future.

The respondents were also asked about their preferences for house size. 44% of them wished to have spacious house (more than 1,100 sq. ft.), 28% preferred to stay in a house of 701 – 900 sq. ft. and 901 – 1100 sq. ft. respectively. Houses with less than 700 sq. ft. was not preferred by any of the respondents (Figure 2).

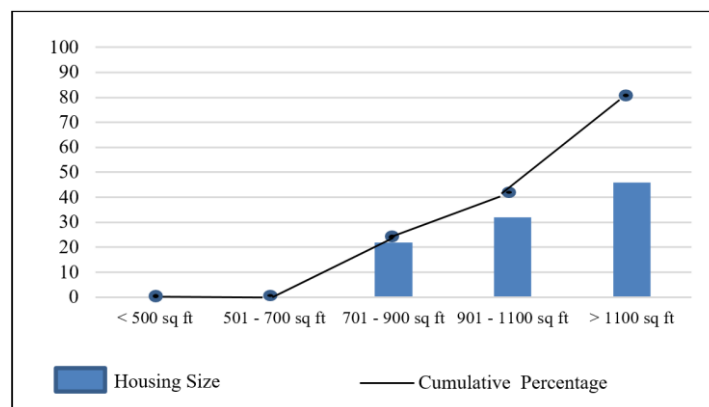


Figure 2 Housing Size Preferences

Additionally, the respondents were required to indicate the importance of housing criteria as illustrated in Figure 3. Number 1 to 16 in Figure 3 represent the house criteria. Whereas, number 0 to 4 is the axis to measure the degree of importance of the housing criteria, where four (4) is the highest degree of importance and zero (0) is the least degree of importance. In this analysis, the preference on the housing criteria is explained based on respondents' salary category.

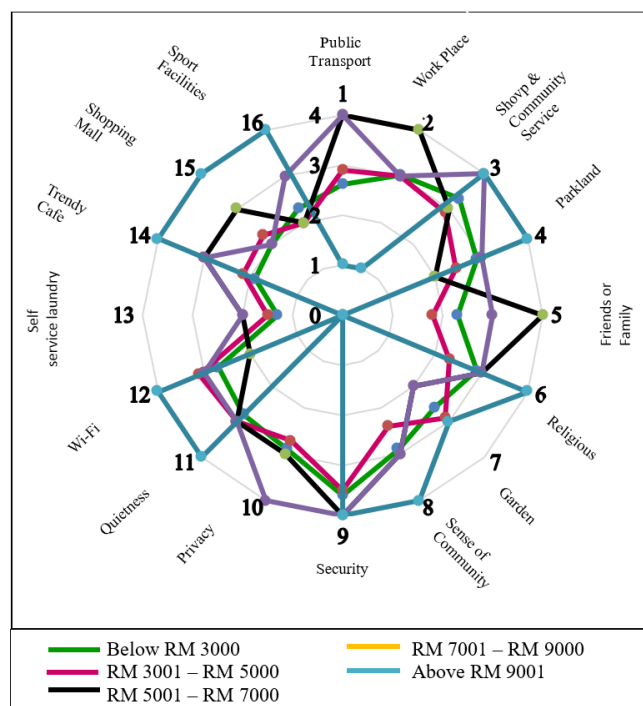


Figure 3 Importance of Housing Criteria

In overall, security criterion is the most important criterion among the respondents from all salary categories. However, respondents from three salary categories (RM5,001-RM7,000, RM7,001-RM9,000, and RM9,001 and above) have highest preference on security criteria at level 4 degree of importance while the respondents from other salary categories rate security at level 3.5 degree of importance.

Besides security, respondents also preferred houses with proximity to the shop and community service. Respondents with salary of RM7,000 and below have strong preference on this matter at about level 3 degree of importance, but those with salary of more than RM7,000 rated this criterion at level 4 degree of importance.

Availability of Wi-Fi was also important among the respondents. Respondents from all salary categories, except the RM5,001-RM7,000 category, indicated that Wi-Fi is important to them at level 3 to 4 degree of importance. The importance of Wi-Fi was almost identical to the proximity to the workplace criterion, where most of the respondents also rated it as important criteria at level 3 to 4 degree of importance. Only respondents with salary of RM9,000 and above did not rated this criterion as important in choosing a house.

Respondents in the highest salary category, which is RM9,000 and above, have high preference in many criteria such as proximity to shop and community service, parkland, religious facilities, sense of community, security, quietness, Wi-Fi, trendy cafés, shopping malls and sports facilities. They rated all these criteria at level 4 degree of importance.

Other criteria such as such as parkland and open space, religious facilities, quietness, a sense of community, privacy and proximity to public transport cannot be ignored as these are also needed by young professionals. All of these criteria averaged level 3 of the degree of importance. On the other hand, respondents rated facilities such as shopping mall, sports facilities, trendy cafés and garden or yard were only proved as moderately important house criteria. Other criteria such as proximity to friend or family, and self-service laundry were even less important, averaging about level 2 degree of importance.

CONCLUSION

In conclusion, this paper has explored the young professional's housing preferences. Young professionals have been chosen as the respondents since their contribution in human capital is considered significant and potentially affect the nation's economy growth. On that note, affordable housing is vital to improve the wellbeing of young professionals. Home is no longer perceived as only a shelter, but also importantly, with the right criteria it provides comfort and good quality of life.

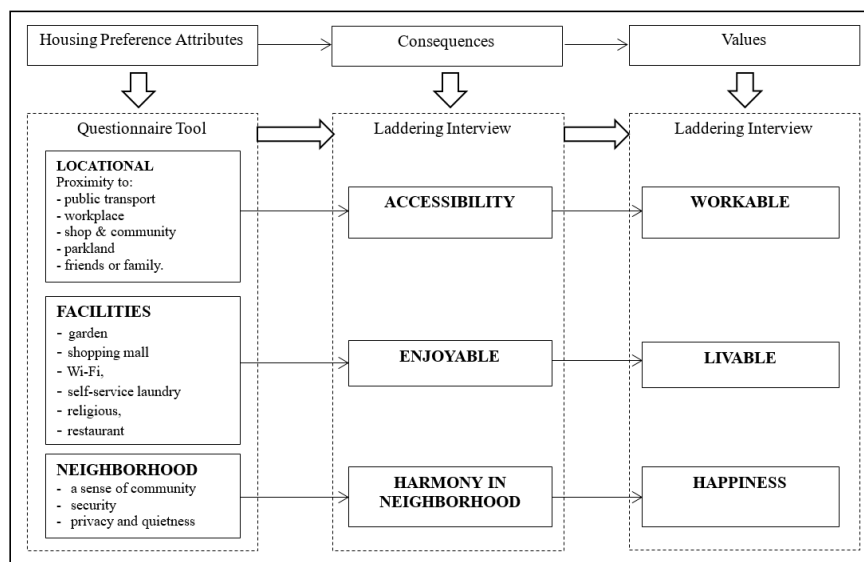


Figure 4 Proposed Extension of MEC Model on Housing Preferences Study

This paper also provided a brief review on the MEC model. It is suggested that the model be employed in further housing preferences research. Even though the MEC model was established quite a while ago, it is still considered to be at infancy level in housing research (Zachariah & Mohd Jusan, 2011). Coolen's (2002) study on housing preference was probably the first attempt to adapt the MEC model to housing preference studies. The MEC model is also recommended to be expanded by applying the laddering technique, since the technique is useful for studying the complexities of consumer's cognitive structures. By expanding the model technique, it can be combined with survey question by asking the housing attributes, before proceeding with the laddering interview (Figure 4). Previous scholars also highlighted that the MEC approach is able to divulge the unseen choice behaviours (Zachariah & Mohd Jusan, 2011). Therefore, the MEC model is well suited as a method for determining both objective and subjective features of housing environments and consumers' choice behaviours respectively.

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LOCAL LEADERSHIP MODEL TOWARDS A RESILIENT CITY IN SEMARANG MUNICIPALITY

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Abstract

This study assessed local leadership necessary for developing city resilience in the phase of more escalating, complicated and critical disaster phenomenon. The study departed from an assumption of the need for an effective and creative model of local leadership in order to transform risks into resilience, so that the city possesses a local capacity to develop Semarang as the resilient city. Leadership competency can be taught and trained by a leadership education and training under the Center for Education and Training of the Provincial Government of Central Java. Learning premise and practice of the leadership education and training in this study was formulated as follows: (1) Why was the leadership of Semarang Mayor unable to improve effectiveness of state internal bureaucracy towards city resilience?; (2) How was the model of local leadership necessary to develop Semarang city resilience?; and (3) What learning model of leadership education and training was effective to educate and to train the effective and creative bureaucratic leaders? Using a case study based qualitative approach, this study resulted in as the followings: (1) the mayoral leadership concerning hazard and city resilience issues was proven effective, but was unable to improve the effectiveness of the state internal bureaucracy due to structural conflict; (2) local leadership model related to disaster and city resilience issues that can be applied to Semarang Municipality is a congruent model with public-private partnership approach; and (3) the effective learning model that can be applied to the leadership education and training is a constructivist learning model with an intuitive approach.

Keyword: Local leadership, city resilience, constructivistic, leadership training and education

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INTRODUCTION

Semarang Municipality is a city familiar with disasters due to its geographical condition. The city is unique and specific, composed of coastal area at the “lower city zone” and highland at the “upper city zone”. The coastal area is prone to such disasters as elevation of sea level, tidal flood, abrasion, and erosion, to mention some. Whereas, the highland has been identical with landslide, land movement, hurricane, drought, and flood due to high rainfall.

Previous studies (2009-2011) have proven that prior to 2010, effort from the municipal government of Semarang to overcome the disastrous conditions were technical, short-termed, and not integrated within medium- and long-term city planning. A study by Bisrie, Salim and Suroso (2011) revealed that Semarang became the coastal city in Indonesia with the most vulnerable of disaster. The Resilient City 2015 workshop identified shocks and pressures faced by Semarang. The determination of priority was done according to the 100RC tools by considering risk levels and probabilities. The workshop identified six major shocks currently faced by Semarang (Table 1):

Table 1 Disaster-Related Conditions in Semarang Municipality and Their Impacts

No.	Shock	Major sub-mover	Main dimension
1.	Heavy flood	Ecosystem and asset management	Leadership and strategy
2.	Fire	Ecosystem and asset management	Environment and infrastructure
3.	Landslide	Ecosystem and asset management	Leadership and strategy
4.	Dengue hemorrhagic fever (DBD)	capacity and facility of public health service	Health and social welfare
5.	Drought	Ecosystem and asset management	Environment and infrastructure
6.	Stability of raw material supplies	Provision, storage, and distribution	Economy and social

Strategies and actions promulgated within the City Resilience Strategy had been performed under the co-ordination of the Working Group for the Resilience of Climate Change of Semarang Municipality, an *ad hoc* and multi-stakeholder team formalized by the Mayoral Decree of Semarang Municipality. The success of managing risk, adapting and mitigating disasters in a sustainable manner is affected by leadership, in particular the municipal leader (the mayor) and his or her municipal bureaucratic staff. Etzioni and Gross (1985) explain that a leader can be divided into two categories: formal and informal. Informal leaders are individuals with ability to control the others/followers by attribute, characteristic, and leadership capital derived from his or her personal strength. On the other hand, informal leaders are those having power due to his or her position, which, in turn, becomes the leadership requirement to influence the others, differing his or her from the “non leaders”.

Leadership is an art/way and/or ability to influence the others, to direct attitudes of subordinates or groups, to have particular abilities or proficiencies as required for obtaining organizational or group objectives (Kartono, 2003). Leadership refers to three important aspects namely (1) leading process, (2) all leading activities or behaviours, and (3) ability to influence the others to perform particular duties determined by the leader for the group or organization objectives (Williams & Cudjoe-Braithwaite, 2012).

In case of the current study, local leader is defined as a formal leader's leadership due to his or her strategic role and function in determining city (urban) development. By positional authority, formal leader is capable of mobilizing participation and collaboration of informal leaders and civil society to mutually develop local capacity for developing the city resilience.

The focal point of the local leadership comprises three leadership aspects namely (1) political leadership by the municipal leader (the mayor) and his or her bureaucratic leadership and staff, (2) professional and/or managerial leadership by professionals and/or higher education institutions, and (3) community leadership by community/civil society, non-government organization, autonomous institution and private sector leaders. Figure 1 illustrates the perspective of local leadership.

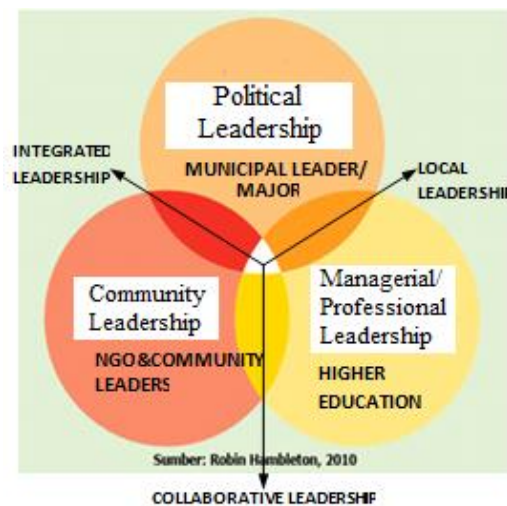


Figure 1 Local Leadership Perspective

Local leadership has an important role to develop local capacity to build a city resilience in order to decrease and to manage risk, to adapt, to give response, and to mitigate impact as well as to restore from damage and/or loss due to disasters. Towards this end, the local leadership is urged to integrate efforts of decreasing and managing the risk and adaptation of the disasters by planning the spatial development at short-, medium-, and long-terms.

The purpose of developing the city resilience can only be achieved when the city is considered as a system where good urban governance is found.

The substantive meaning of the good urban development from the perspectives of disaster and city resilience are as follows: (a) the municipal government of Semarang becomes a conceptor, initiator, and implementor of policies on the local capacity building towards the development of a “resilient city” based on local identity, directing towards the actualizing “local identity”, a situation that identifies localities of the city (geography, history, characteristics, and culture). These aspects become the foundation of the local capacity building; (b) local capacity building is achieved by productivity and growth in political, economic, social, and cultural aspects; (c) development efforts must allow participation of stakeholders and/or civil society at the stages of decision-making, planning, implementation, and evaluation; (d) development results, in forms of productivity and growth, must not be achieved by ignoring principles of equality and harmony in economic, social, and environmental aspects; and (e) urban system development must agree with the principles of good urban governance.

RESEARCH METHODOLOGY

This study applied a qualitative research method with a case study approach. The author assessed data with a comparative analysis, in a reflective manner, and followed it up with comparing interpretation translated into codes and categories.

Research Design

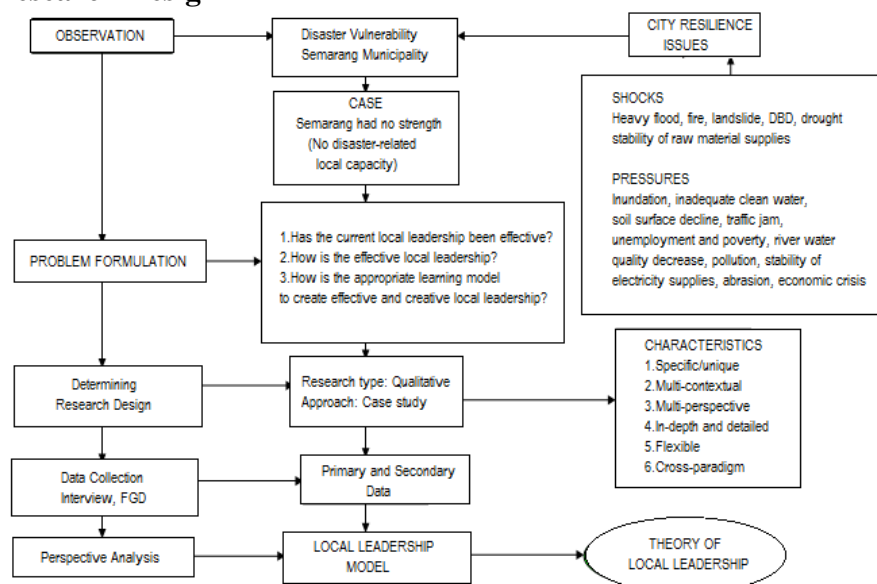


Figure 2 Research Design

Source: Remenyi et. al. (1998); CIPG elaboration by Budiati (2015)

Conceptual Framework

A conceptual framework is a result of the author’s thought about problems currently assessed and discovered to get the problem solution. It is a dialectical accumulation of vary activities, i.e. observation, seminar, workshop, and focus group discussion (FGD) concerning shocks and pressures faced by the city of Semarang due to hydro-meteorological and climate change disasters. The empirical reality observed was ecological damage footprints and vulnerability of the city towards the disastrous conditions, which had demanded the need for developing a sustainable, resilient city. Figure 3 illustrate the research conceptual framework.

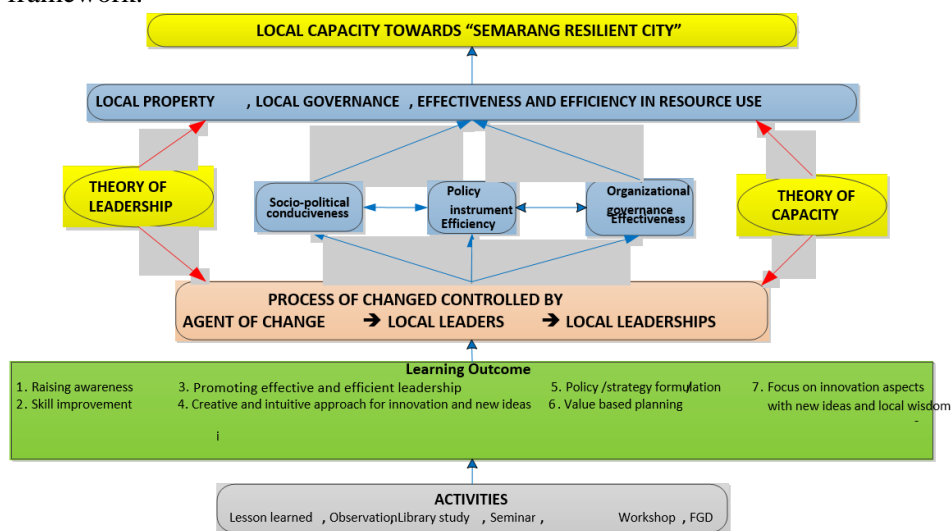


Figure 3 Conceptual Framework

RESULTS AND DISCUSSION

According to the Working Group for the Capacity of the Semarang Municipal RC Team (Municipal Government of Semarang, 2016), at sectoral level from the perspectives of disaster and city resilience, the effectiveness of the Semarang Mayor concerning the disaster (chronic shocks and pressures) had been in line with the reality, as the followings:

- Evaluation and control of risk and adaptation to climate change impact
- Financial and program aids from central government, international donors, and partner countries
- Adaption and mitigation of acute shocks and chronic pressures (construction of folder, retention pond, critical area conservation, river stream restoration/west riverbank)
- Development of strategy and roadmap for city resilience
- Initiative of Semarang RC program

f) Establishment of Semarang Municipal RC Team

At the larger scope, the FGD results proved that the leadership of the Semarang Mayor had not been effective to build the local capacity necessary for developing the city resilience, as proven by the following empirical facts:

- a) Citizens of Semarang and the Performing Work Unit (SKPD) had not known and understood city resilience and/or Semarang RC programs
- b) The implementation of the retention pond construction in Muktiharjo for overcoming flood and social aid project for poverty alleviation had not been accountable and been prone to corruption;
- c) Programs/projects dealing with disaster control by the Municipal Disaster Prevention Agency (BPBD) and other concerned SKPDs were not integrated in a single package;
- d) Lacking data and information of disasters. The available data were only understood by their makers.
- e) “Alert Village” Program (*Program Desa Siaga*) promoted by the BPBD to build the preparedness and response of the community to the disasters was perceived as a subsidiary or grant project. Therefore, the BPBD was required to allocate funds by the community.

In case of BPBD of Semarang Municipality, the performance ineffectiveness is not merely caused by the poor influence and ability of the mayor to motivate BPBD to perform its principal duty and function effectively, but also due to internal gap because BPBD itself also lacks of instrumental efficiency by its structural construction. The BPBD structure is built upon *Perka BNPB 3/2008* on the establishment of BPBD and *Permendagri 46/2008* on Guide for Organization and Work of BPBD.

The FGD held on March 31, 2016 found that the ineffectiveness of the mayoral leadership for building the local capacity for developing a resilient city was due to the following factors:

- a) The government tended to focus on policy or program during and post disaster. the policy only had a single purpose with a limited scope in particular disaster, such as flood. The implementation of the policy on flood in Semarang were as follows: early warning system, river sedimentation removal, road raising, and retention pond construction.
- b) From the perspective of a city as a system and disaster context, the policy and program implemented by the municipal government of Semarang had not been effective because of lacking the good local/urban governance with the following principles: inclusion, productivity, locality, and sustainability. The program/project dealing with the flood was initiated by the government using the local budget (APBD) and/or the national budget (APBN) and had a single purpose to overcome problems related only to the flood.

- c) Social transformation where the citizens mobilize vertically and take part into the city planning did not occur. The mayoral policy flow was to-down and the aspiration and opinion flow of the citizens was bottom-up. Both flows were not integrated into a compromising point by mutual consent to make a decision of the city planning.
- d) Gap between the effective mayor performance and ineffective local stage bureaucratic performance can be explained by the theory of situational leadership. According to Hersey and Blanchard (1998), the maturity of the subordinates (bureaucratic leadership under the mayor) is at the lowest level (unable and unwilling) to follow up and implement the Semarang RC program.
- e) The position of the mayor as a political leader at the top of the hierarchy of the state bureaucratic structure at the local level, which manages the structural officials from the echelons IV to II, were generally career positions. This situation might lead to structural gap from authority distribution of the functions in the bureaucratic structure.
- f) The establishment of the Semarang Municipal RC Team was *ad hoc* in characteristic. In other words, it was outside the bureaucratic structure. Thus, the Semarang RC program was unknown and lacking objective realities as the mutual agenda and goal.

Table 2 Ineffectiveness of Policy of Semarang Mayor

No.	Cause of ineffectiveness	Current condition of Semarang Municipality
1	Practical politics in planning	Some policies of the Semarang Municipality were incremental, incomprehensive, lacking preventive efforts. The government tended to focus on policies or programs during or post disaster. The comprehensive policy may result in good result or effect because of rational thinking process supported by complete data or information. It is expected to guarantee the sustainability of the policy.
2	Limited data and information	From the aspect of policy transparency, the government was not active in socializing the policies on the city resilience. the citizens should have managed to access the information from either conventional media or social media. For example, the policy on license and surveillance of ABT in Semarang was relatively unclear.
3	Ego sector	Confusing programs caused multi-interpretative programs with similar substances.
4	Programs/ activities were not aspiring, participative, and inclusive.	A program or policy must be inclusive by involving and providing opportunities to all stakeholders to give their opinions, complaints, and to determine the role and contribution towards end result. Implementation in Semarang Municipality still needed an improvement of the citizens' active participation. Private sector was expected to enlarge its role by co-ordinating with the government and the community/civil society with an integrated effort towards a much better policy implementation.

5	Poor monitoring and evaluation	The importance of monitoring and evaluation of the implementation of a policy or program as the main indicator for finding out to which extent the program has been achieved, along with its obstacles and the solutions. The poor monitoring and evaluation became an obstacle for the Municipal Government of Semarang to implement its policies, such as that of dealing with Underground Water (ABT) license. The license had been strict by a prohibition at the red zone, but the monitoring and evaluation in practice must be actually performed to prevent violations.
6	Capacity of <i>ad hoc</i> institution	Institutional networks were not integrated in the planning process, as evidenced by authority and program overlapping, causing the lacking focus of the program. A grand design should have been made available and mutually agreed by concerned parties, i.e. the government (Bappeda, BPBD, and concerned institutions), private, and community.

The Semarang Municipal RC Team had managed to develop an organizational structure, which composes of three local leadership, i.e. political leadership (the mayor), professional leadership (academics/higher education), and community leadership (civil society), as well as private sector, as illustrated by Figure 4.

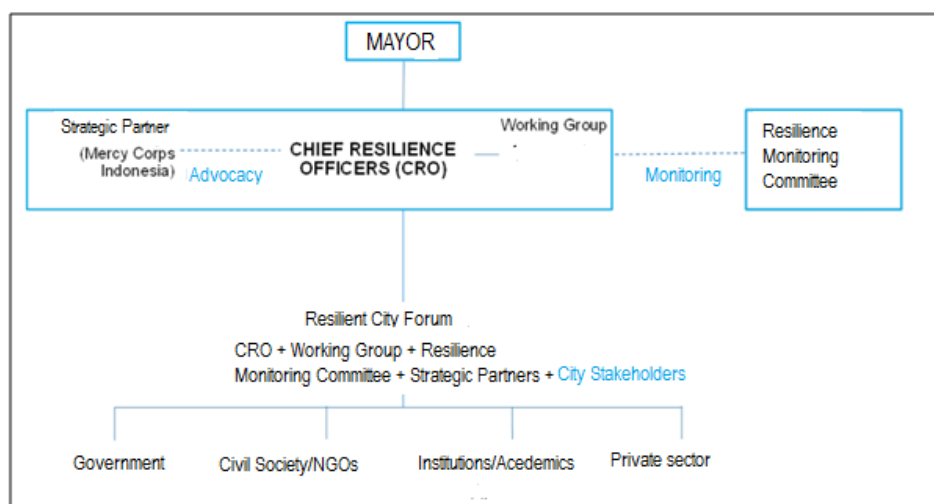


Figure 4 Organizational Structure of Semarang RC

The above organizational structure represents a policy networks at the program level with a public-private partnership. The problem will be how to make the program performance effective towards an optimal outcome. The main function of the local leadership, in particular the mayor, becomes a key factor to the successful program. However, the empirical reality proved the otherwise.

Handayani (2015) found that the support of the municipal government of Semarang to the implementation of the 100 RC program was not significant and “business as usual”, without any innovation.

The involvement of the stakeholders through development plan meeting (*Musrenbang*) was ineffective and exposed by challenges. The developmental pattern tended to elitist, technical, partial and project oriented with short-term paradigm. In such condition, the local leader as the “agent of change” is necessary.

The 100 RC contains formal (the government) and informal (non-government and civil society) organizational components. Therefore, a leadership model that integrates both component area needed. The formal organization of Semarang Municipal Government was structural (the functions were composed systematically in a hierarchical structure). Whereas informal organizations were functional (non-hierarchical structure). The difference in the organizational characteristics had created gap prone to counter-productive conflicts. The delineation of both components can be done by adopting a congruent model introduced by Nadler and Tushman (1997) modified by the program need.

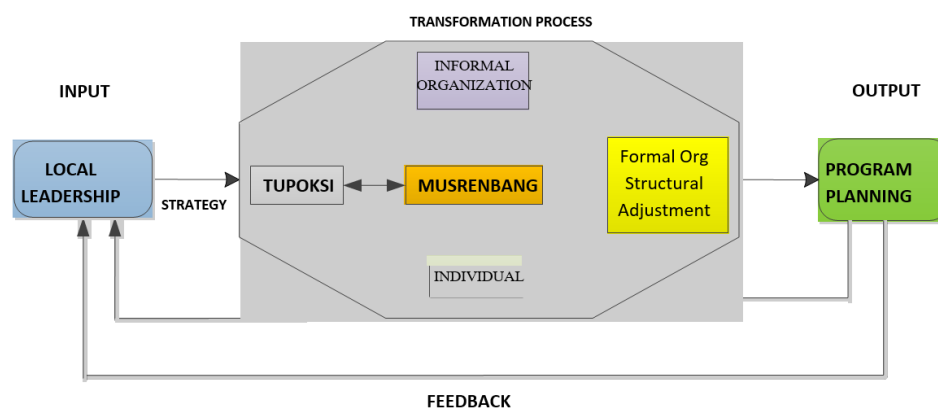


Figure 5 Local Leadership Model

At the input stage, there were components of local leadership, i.e. political leadership (the mayor), professional leadership (professional organizations and higher education), and community leadership (civil society and NGOs). At the transformation stage, the strategy was transformed by the SKPD’s principal duty and function as planned. At the output stage, work/program plans were established by a full support from the communities. The program/work plan implementation was monitored and evaluated in concert as feedback to the local leadership.

New pattern of Leadership Education and Training is a learning model based on experience by the State Administrative Agency (LAN) to replace the

old pattern. The New Leadership Education and Training demonstrates a novelty that fulfilled the requirement as an innovation. The innovation was actualized as planned and systematically towards greater outcome, greater benefit, greater impact, cost effective, lesser risk, lesser resources, and greater performance. The novelty in the New Leadership Education and Training compared to the Old Leadership Education and Training is illustrated in Table 3 below:

Table 3 Novelty of New Leadership Education and Training Model

Dimension	Old Leadership Education and Training	New Leadership Education and Training
Policy	Output-oriented participant competency	Outcome-, integrity-, innovation- and collaboration-oriented networks
Paradigm	Administration	Public service
Approach model	State centred (by State Administrative Agency, LAN). Domestic approach model	A combination between state centred, pluralistic, and transnational (intermestic) approach models
Provision	Off-campus education and training unavailable	Off-campus education and training available
Learning	Behaviouristic, cognitivistic, competence-based learning	Constructivistic – <i>experience based learning</i>
Change project	Unavailable	Available
Coach & Mentor	Unavailable	Available
Passing output	100%	Less than 100%
Networks concept	Unavailable	Available
Intensity of collaboration between institutions	Low	High

Constructivistic learning model applied to the New Leadership Education and Training had been adequate. However, the implementation had not been effective as expected. The problem lied in the leadership substance as taught and trained by the education and training program. Towards the 21st century, the leadership model contains new leadership values to answer the current threats and questions.

CONCLUSION AND RECOMMENDATION

Based on the findings, it can be concluded that:

- a) The leadership of the Semarang Mayor related to disaster and city resilience had been effective but yet unable to improve the effectiveness of the state internal bureaucracy due to structural conflict.
- b) The local leadership model that could be proposed for developing a resilient city towards the Semarang RC was a partnership-based congruent model, in which public and private sectors co-operate to implement a city resilience forum.

- c) The ideal learning model applied to the Leadership Education and Training was constructivist with an intuitive approach.

Recommendations to be proposed according to the findings of this study were as follows:

- a) As a regulator, the municipal government of Semarang must re-evaluate its policies and programs for aiming targets in line with the actual needs. The municipal government must also perform periodical monitoring and evaluation over the policies and programs transparently for their sustainability.
- b) As a facilitator, the municipal government of Semarang has to make effort to improve community awareness of the importance of the city resilience by socializing and updating issues, programs, achievements by means of official website, printed and electronic mass media, and social media networks.
- c) There is a need for integration and co-ordination between formal organization (the government) and informal organizations, either internally (inside the administrative border of Semarang Municipality) or externally (areas nearby the city), in order to manifest local leadership for the successfully implemented city resilience program and policy.
- d) Citizens of Semarang are expected to participate in activities dealing with decision-making, in particular those related to the city resilience, either in the planning, implementation, monitoring, or evaluation processes.
- e) There is a need for mobilization and recognition of actual roles played by private sector by a co-ordination in planning and utilizing the CSR programs in integrated, transparent, and sustainable manners.

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SIDEWALK ACCESSIBILITY AT MELAKA'S TRADITIONAL STREETS FOR PEOPLE WITH DISABILITIES (PwDs)

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Abstract

The accessibility of street as a social arena that fulfils the need for people with disabilities (PwDs) is an important consideration in the urban design of an area. With the rising number of PwDs in Malaysia, this aspect of street design is even more critical. This paper evaluates the accessibility level of sidewalk along Jalan Hang Jebat, Melaka to PwDs. On-site access audit simulation was carried out. Actual PwDs were engaged for the simulation. It was found that the sidewalk is inaccessible to PwDs due to presence of barriers and the design of the sidewalk itself. This paper suggest that the minimum requirement of MS1184:2014 must be implemented in the sidewalk design and the concept of 'shared space' can be adopted in the study area.

Keyword: Traditional street, accessibility, public space, access audit, people with disabilities (PwDs).

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INTRODUCTION

In urban design, street is an indispensable element in shaping a city. Lynch (1960) identifies street as 'path', which is one of the main elements of urban design. The importance of street can be seen from its appearance and its function as 'public open space' where it becomes a major node as an arena for various social activities such as relaxing, walking and chatting. Important streets generate their own individual character, which are mainly evident in old and traditional cities and towns (Abdul Rahim et al., 2014; Sulaiman, Shamsuddin & Anwar, 2007; Bashiti & Abdul Rahim, 2015).

Streets should also cater for the people with disabilities (PwDs). This is to promote similar level of accessibility to PwDs as to the general public. The consideration of PwDs' needs in street design is even more critical now, especially when the statistics from the Jabatan Kebajikan Masyarakat (Social Welfare Department) show an increasing trend in the number of PwDs in Malaysia (Bashiti & Abdul Rahim, 2015). Similarly, Ja'far (2015) and Mohd Hussain et al. (2016) also state that the number of application for PwDs cards/passes in Malaysia is also increasing.

Abdul Rahim et al. (2014) propose that a sustainable design for accessibility should be considered in all of our physical development in order to make our cities world class. Accessibility in the built environment is increasingly relevant to Malaysia, not only to prepare for the ageing population and PwDs, but also for the whole population at large. In order to understand the best way to include the widest range of users it is necessary to recognise the range of abilities that must be served and hence to be able to prioritise their different needs (Harisson & Dalton, 2013). Universal Design, having moved on from 'barrier-free' design, embraces more diverse needs than just providing for people with disability and recognises that in everyone's life course various forms of disability will be experienced, with differing degrees of seriousness. Perhaps one of the greatest advantages of adopting universal design principles is that they are inclusive of everyone, and not just providing for 'special needs' users or thinking merely of a 'barrier-free' environment.

In a more local context, Mohd Hussain et al. (2016) agree that the needs of PwDs have received attention from all parties since their number keeps increasing year by year. It is thus vital to provide proper planning and design guidelines to ensure that this group of people have the opportunity to access the environment (Ja'afar, 2015). Moreover, improved accessibility enhances the value of the built environment, thus creates a place or street that facilitates the people to have a better quality of life (Kose, 2014).

It is important that street environment, especially of the traditional streets, is accessible to all group of people including PwDs. Traditional streets are places of legacy. By having access to the streets, their legacy would be enjoyed and experienced by the people including PwDs and also tourists. Thus,

this paper analyses the level of accessibility for PwDs to sidewalk of a traditional street design by referring to the minimum design requirements provided in Malaysian Standards MS1184:2014.

METHODOLOGY

Jalan Hang Jebat, which is located in the Historical City of Melaka, was selected as the study area. The Historical City of Melaka is one of the heritage site listed under the UNESCO World Heritage Sites. The Jalan Hang Jebat is a popular street in the City, which is frequented by locals and tourists alike. The street is lined with old shophouses on both sides. Sidewalks separate the street from the shophouses.

Data was obtained through access audit simulation, in which actual PwDs were employed to conduct the simulation on-site. Access audit is an examination of an existing building, including its facilities and services, against pre-determine criteria to assess its usability. The main objective of access audit is to study the accessibility level of a place (in this study, Jalan Hang Jebat) in order to aid the planning, design and improvements so that the objective of inclusive and universal use may be achieved (Mohd Hussain et al., 2016; Jabatan Kebajikan Masyarakat, 2014).

The simulation was carried out with actual disabled persons from three categories; elderly (including frail person), visually impaired and mobility impaired persons. These three categories were selected because they are the most significant category of the PwDs (Harrison & Dalton, 2013; Shamsuddin & Sulaiman, 2008). The objective was to test how well the outdoor street environment performs in terms of access and ease of use by these groups of users. Six PwDs were engaged for the simulation, with two PwDs per category. They are well trained in conducting access audit and simulations identify the types of barriers and dangers to PwDs in an area that may be unforeseen by urban designers, architects and city planners.

Checklist form was pre-prepared and used during the audit simulation. Elements of accessibility that were observed included curb cuts, tactile walking surface indicator (TWSI), pedestrian crossing and general obstructions. All identified problem areas were photographed as evidence and used in data analysis. Consequently, semi-structured in-depth interviews were conducted with the participants of the audit (the six PwDs) to gain information on their perceptions towards the accessibility level of the study area. Data from the simulations were compared to the Malaysian Standards MS1184:2014 in order to identify the level of accessibility. Colour codes were used to denote access level of the study area: (i) red (inaccessible), (ii) yellow (moderately accessible) and (iii) green (accessible). These approaches have been used by other researchers in conducting access audit simulation such as Zen, Abdul Rahim & Abu Bakar (2012), and Ja'afar, Sulaiman and Shamsuddin (2012).

RESULTS

One of the main outputs of the access audit was a layout plan of the study area indicating the accessible routes along the Jalan Hang Jebat. For the study area, five main pit stops were identified along the street (Figure 1). The destination to each point was analysed, measured and marked. The results of the access audit are as in Table 1 below.



Figure 1 Journey of PwDs Base on 5 Main Stations

Table 1 Sidewalk Accessibility at Jalan Hang Jebat to PwDs

Component & Spaces	Disability								
	Wheelchair user			Visual impaired			Crutches / walking with stick / elderly		
Sidewalk	✓			✓			✓		

Legend:

Level of Accessibility	Colour Code
Accessible	Green
Moderately accessible	Yellow
Inaccessible	Red

Based on the access audit simulation, several obstructions were identified. It was found that the location of street lamps and vehicle that were parked on the sidewalk have obstructed the movement of PwDs (Figure 2) especially the wheelchair users and the visually impaired persons. According to the PwDs, *"The location of lamp post in the centre of sidewalk obstructs the movement of people, especially the PwDs. There are also vehicles parked on the sidewalk and this irresponsible behaviour has created difficulties for people to walk along the sidewalk, especially PwDs. I think people who illegally parked their vehicles should be penalised."*

Moreover, poorly designed and poorly maintained sidewalk also posed difficulties to the visually impaired persons and the wheelchair users (Figure 3). Poor design includes irregular width of the sidewalk, especially the portion where

the sidewalk is too narrow. Width of sidewalk is also affected by peddlers and shop owners using the sidewalk to display their merchandise. Poor maintenance include broken surface of the sidewalk and missing tiles from the sidewalk surface.



Figure 2.1 Obstructive Elements Along The Sidewalk: Lamp Post



Figure 2.2 Loading Activities Obstructing the Accessibility of Sidewalk Especially for Wheelchair Users and Visual Impaired Persons.



Figure 3.1 The Width of Sidewalk is Narrow at Some Locations



Figure 3.2 Poor Maintenance of Pavement Surface Create Barriers for PwDs

RECOMMENDATIONS

The information emerged from the access audit simulation indicates that the overall level of accessibility for PwDs at Jalan Hang Jebat is poor (inaccessible) especially for wheelchair users and visual impaired persons (Table 1). Thus, this paper recommends that the universal design approach based on the minimum requirements of the MS1184:2014 is implemented in the study area.

According to MS1184:2014, the clear minimum width of sidewalk should be 1500mm (Department of Standards Malaysia, 2014) (Figure 4). Therefore, this paper suggests that the street lamps should be relocated away from

the sidewalk. At the same time, strict enforcement of traffic rules must be implemented to penalise and discourage people from parking their vehicles on the sidewalk.

The narrow width of sidewalk also obstructing the movement of the PwDs. One of the reason of narrow sidewalk in the study area is because of limited area. Thus, it is recommended that in cases where sidewalk width cannot be provided at the minimum of 1500mm, then sidewalk should not be provided at all. Instead, the concept of 'shared space' can be implemented where movement priority is accorded to pedestrians (Figure 4). Previous research shows that motor vehicles will slow down in shared space area because drivers will have to be aware of the pedestrian movement (MPMBB, 2010). In some cases, the 'shared space' can be transformed from street into pedestrianized area with limited vehicle access.

Other measures to improve sidewalk accessibility in the study area to PwDs must also be implemented. These include regular maintenance of the sidewalk and the restriction to shop owners and peddlers to use the sidewalk to display their merchandise.

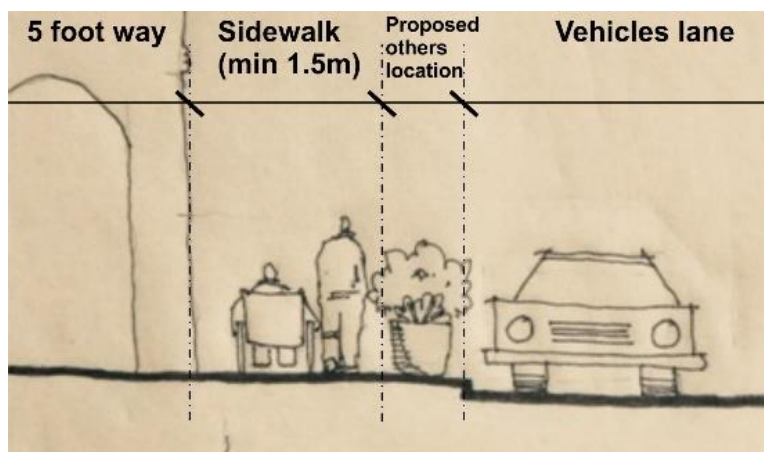


Figure 4.1 Minimum 1.5m width of sidewalk without any obstacle



Figure 4.2 An Example of Shared Space Approach

CONCLUSIONS

This paper has shown that despite the provision of sidewalk in the study area, it is not accessible to PwDs because of the existence of barriers and obstructions on the sidewalk, as well as the design of the sidewalk itself. This paper recommends, among others, the implementation of 'shared space' concept in the study area in order to ensure accessibility to PwDs. At the same time, the access audit which was conducted with actual PwDs proved to be reliable and useful.

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