CHAPTER THREE

"INTERNATIONALIZATION" AS A RESOURCE: PRELIMINARY RESULTS OF A PROPOSED MODEL

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Introduction

Internationalization is a potential sustainable Muslim resource. The word "internationalizaton" impresses everyone irrespective of one's personal or institution's efforts to align with the idealized internationalization or a few defined by referent organizations. "International" status enables one or an institution to penentrate into different nations. Muslim tertiary instititutions might want capitalize on the concept of internationalization in achieving their mission. In this way, their internationally recognized educational programs could give them a competitive advantage.

Research Objectives

The paper aims to (a) trace the origin of the word and concept of "internationalization" within available literature in English, (b) reconcile between the literature definitions with the usage of the word and concept among selected international organizations, especialy Muslim-controlled and Islamic oriented tertiary institutions, (c) explore whether the hybrid concept of internationaliation match strategically with the spirit of *Kalima Shahada*, the very foundation of Islamic belief which embraces the entire mankind, and (d) test the model with the Muslim subjects.

Significance of Research

The proposed study is believed to be significant because it attempts to ascertain the degree of consonance or otherwise that might exist

between the two concepts – internationalization and the spirit of *Kalima Shahada*. The pilot study helps confirm whether the Muslims perceive a sound match between concept and practice.

Literature Review

Definition of a resource

A resource is any physical and non physical entity that gives ability to firms to perform work that can enhance productivity, profitability and sustainablity (Barney, 1991; Kogut & Zander, 1992; Makadok, 2001). Often firms have plenty of resources to perform activities that in line with firms' objectives (Barney, 1991; Kogut & Zander, 1992). With the resources, firms use them to get opportunities and advantages in the market (Barney, 1991; Kogut & Zander, 1992). In addition, firms also can use the resources to create multiple strategies in order to get more returns (profitability) and market share (Hart, 1995).

Resources are valuable because firms use them to produce goods and services that can give them profits (Barney, 1991; Kogut & Zander, 1992). Indeed, resources are not only valuable (Barney, 1991), but also rare (Kogut & Zander, 1992), not easy to substitute (Attewell, 1992), and difficult to imitate (Foss, Knudsen, & Montgomery, 1995). Thus, such characteristics of resources make them limited and expensive (Kogut & Zander, 1992; Wernerfelt, 1984).

There are several types of resources, namely "natural resources," "human resources," and "human-made resources" (Wikipedia, 2008k). "Natural resources" are available in the environment and firms need to derive them from the environment. The "human resources" refer to the ability and talent of men and women to convert natural resources into goods and services that can give value to firms. Firms acquire "human-made resources" that invented by human to help their employees (men and women) to execute, to enhance and to improve productivity. Examples of "human-made resources" are machinery, equipment, technology, buildings and institutions.

Since resources are available in physical and non physical entity, internationalization can fit into the definition of a resource. Internationalization as a resource allows firms to use it to gain more advantages, opportunities and yields from the market.

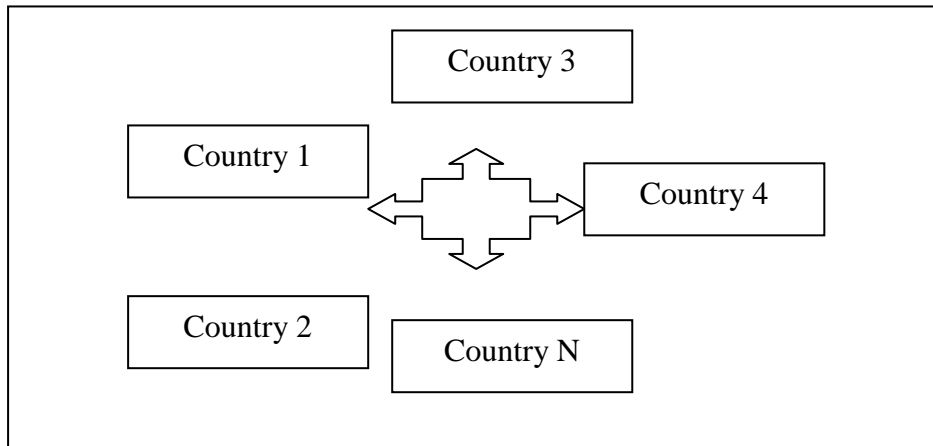***Origin of the word "internationalization"***

Thesaurus.com (2008c) equates "international" as "worldwide" that has similar meaning with "all-embracing," "cosmopolitan," "ecumenical," "foreign," "global," "intercontinental," "universal," "world," and "worldly." All of these words are synanamous "internationalization," but may have a different meaning. When the word "internationalization" is typed, Google Search [1] produced 5,320,000 hits. Wikipedia (2008f) says "internationalization" is related to computer which means "the process of designing a software application so that it can be adapted to various languages and regions without engineering changes." However, Answer.com (2008a) defines "internationalization" as "to make international," and "the act of bringing something under international control." The term "internationalization" appears to be associated with "globalization." Wikipedia (2008d) defines "globalization" "as the internationalization of everything related to different countries." However, it says that "internationalization" cannot be easily equated as "globalization."

The Free Dictionary (2008) defines "internationalization" as "the act of bringing something under international control." Wikipedia (2008e) also defines "international" as "interaction between nations, or encompassing two or more nations, constituting a group or association having members in two or more nations, or generally reaching beyond national boundaries." The definition suggests "internationalization" as a "process" to make "interactions between nations."

Based on the previous definitions, internationalization can be summarised as a process of interaction beyond a national boundary. Figure 1 attempts to depict the notion of internationalization.

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[1] http://www.google.com.my/search?q=internationalization&ie=utf-8&oe=utf-8&aq=t&rls=org.mozilla:en-US:official&client=firefox-a, 22 February 2008.

Figure 1: Interactions Beyond a Nation

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│              │    Country 3     │                     │
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│  │    Country 1     │   ⇐ ✦ ⇒  ┌──────────────────┐   │
│  └──────────────────┘      ⇓   │    Country 4     │   │
│                                └──────────────────┘   │
│  ┌──────────────────┐                                 │
│  │    Country 2     │  ┌──────────────────┐           │
│  └──────────────────┘  │    Country N     │           │
│                        └──────────────────┘           │
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The concept of "internationalization"

The literature has rich materials on "internationalization." The study has extracted a few such dimensions: process, market entry, networking, capability, risks and benefits. These dimensions are essential ingredients for human capital development.

a. Process

A great many authors suggest "internationalization" as a process. With reference to firm, the authors argue that these went through a series of communication with their counterparts in the same and other countries before they finally reached serious agreements. Among the authors who suggest this notion are Harris & Wheeler (2005), Chandrashekhar (2006), López-Bazo, Requena & Serrano (2006), Boojihawon (2007), Chittoor & Ray (2007), Cuervo-Cazurra, Maloney & Manrakhan (2007), Galanaki & Papalexandris (2007), Wright, Westhea & Ucbasaran (2007), Zucchella, Palamara & Denicolai (2007), and Yamakawa, Peng & Deeds (2008).

Harris & Wheeler (2005) suggest that "internationalization" evolves from a series of communication between firms from different nations. This is not without the use of interpersonal skill in ensuring the communication reached a consensus for the firms to finalise their trade agreement. Since firms are established in different nations, they

have differences that need to be sorted out before they can work together in accomplishing common goals. This leads Chandrashekhar (2006) to argue that "internationalization" is a process because firms need to ensure it gives the best outcome in terms of goals and objectives. Notably, firms are very interested to gain the best possible cost advantages. As Harris & Wheeler (2005) and Chandrashekhar (2006) have emphasized that "internationalization" is a process, wheress López-Bazo, Requena & Serrano (2006) contend that it is about firms gaining trade expansion and efficiency. This suggests that in order to gain expansion and efficiency, firms have to undertake serious studies on individual firms' capability before they decided to go into "international." Thus, the undertaking to evaluate firms' capability denotes a series of efforts.

The argument by López-Bazo, Requena & Serrano (2006) about firms taking a series of efforts to evaluate firms' capability, is also noted by Boojihawon (2007) when this author associated "internationalization" as a craft that firms need to have in facing changes or attempt to expand business internationally. Boojihawon (2007) added that when firms decided to go internationally, they have to evaluate themselves in terms of dynamism and sustainable capability so that the effort to go international is fruitful.

The views by previous authors and Boojihawon (2007) suggest that "internationalization" is not an isolated idea that is abruptly decided by firms to go international. Indeed, Chittoor & Ray (2007)'s argument about the presence of liberalization of the economy in the "internationalization" is in line with the argument brought by these authors. Chittoor & Ray (2007) argue that internationalization allows firms to expand business and to create more wealth. In doing so, firms combine exploitation and exploration strategies to market products and to expand businesses. Since internationalization involves interactions between different nations with different socio-economic background, it is about cross-border expansions. Now, we can see an early development of the idea about "internationalization" as a process argued by the authors [Harris & Wheeler (2005),

Chandrashekhar (2006), López-Bazo, Requena & Serrano (2006), Boojihawon (2007), Chittoor & Ray (2007)].

The idea about "internationalization" as a process has been discussed by these authors: Cuervo-Cazurra, Maloney & Manrakhan (2007), Galanaki & Papalexandris (2007), Wright, Westhea & Ucbasaran (2007), Zucchella, Palamara & Denicolai (2007), and Yamakawa, Peng & Deeds (2008). In a broader perspective of internationalization as "process," Cuervo-Cazurra, Maloney & Manrakhan (2007) associated "process" into the situation that firms are facing when they go for internationalization, such as disadvantage of resources when transferring resources abroad. They attempted to relate internationalization in terms of transfering of resources in different nations. Galanaki & Papalexandris (2007) pointed out the process of internationalization that Cuervo-Cazurra, Maloney & Manrakhan (2007) argued is based on exchanging human resource. While Cuervo-Cazurra, Maloney & Manrakhan (2007) mentioned the transfer of resources abroad, Galanaki & Papalexandris (2007) used the exchange of human resource as an important example how the internationalization can be regarded as a process. Based on these authors' arguement, Wright, Westhea & Ucbasaran (2007) contend that internationalization is in fact a process that firms have to undertake. The discussion about internationalization as a process includes choosing the right timing in the undertaking. According to Zucchella, Palamara & Denicolai (2007), the process of internationalization to include timing factor is essential to ensure the early stage of internationalization is well comprehended so that it will not affect the overall process of internationalization. All this activities according to Yamakawa, Peng & Deeds (2008) resulted from international entrepreneurship and economic conditions.

b. Market entry
The literature also suggests a relationship between internationalization and market entry. The authors said internationalization started with the penetration of market in other countries. A few authors have discussed this proposition such as Christophe & Lee (2005), Acedo & Jones (2007), Knudsen & Servais (2007), and Winch (2008).

Christophe & Lee (2005) emphasized market entry as a prelude to internationalization in the case of international trade. Acedo & Jones (2007) join Christophe & Lee (2005) when the former say that market entry is the main factor for the internationalization of firms. Knudsen & Servais (2007) also agree that market entry is one of the main factors in the authors' configuration of internationalization. Winch (2008) said this factor is valid both in theory and practice.

Based on previous the literature and empirical studies on internationalization, Christophe & Lee (2005) identified a consistent pattern of internationalization that started with the entry into foreign market. This tradition is not new, it has been practiced by traders for a very long time. International trade between different nations gave a significant impact to the world economy. According to Christophe & Lee (2005) internationalization and market entry is in line with Acedo & Jones (2007)'s empirical studies. The latter argued that market entry is highly associated with internationalization of firms. The authors contended that that market entry is the first step to enable internationalization of firms to be successful.

Knudsen & Servais (2007) also included both factors into their configuration of internationalization of firms. In fact, Knudsen & Servais (2007) configured the internationalization of firms and market entry in terms of international sourcers, globals, locals, and international sellers based on psychic distance, risk, and control. With this configuration, the internationalization of firms become more effective (Winch, (2008).

c. Networking
Another aspect of internationalization is networking. Networking is important in internationalization because it galvanises the relationship between firms; its absence can weaken internationalization. How does networking important? A few authors have discussed the importance of networking in internationalization such as Loane & Bell (2006), Forsgren & Hagström (2007), Zhou, Wu & Luo (2007), Hsu & Pereira (2008), and Kafouros, Buckley, Sharp & Wang (2008).

Loane & Bell (2006) argued that networking is important because internationalization begins with the interactions between firms from different countries. The interaction is started with simple meeting on how to make a deal. When firms benefitted from the first deal, they ventured into more deals. From accumulated experiences, firms further venture into more complex and complicated deals.

In line with Loane & Bell's (2006), Forsgren & Hagström (2007) attempted to view networking from behavioral perspective. The latter found a significant relationship between networking and internationalization. They found this relathionship when they examined the reaction of the firms when they ventured into dealing with foreign firms. They classified two types of firm behavior – followers and first movers. In both situations, networking remains the main driver for the internationalization of firms.

Consistent with Loane & Bell (2006)'s and Forsgren & Hagström (2007), Zhou, Wu & Luo (2007) also found that local firms need to interact with foreign firms networking in order to internationalize. Thus, Hsu & Pereira (2008) relate internationalization with the ability of the organizations to establish relationship with other firms.

d. Capability
Like any other business initiatives, internationalization demands firms to be equipped with capability to face a multitude factors such as different structure and norms of market, legal and social actors. All these factors are independant and they can interact each other that can affect the internationalization process (Bianchi & Ostale, (2006). Kafouros, Buckley, Sharp & Wang (2008) emphasised that internationalization requires firms to go beyond ordinary routines, which require them to be innovative, i.e. to be active in many markets, in order to capture the fruits of innovation.

Internationalization also requires hiring of international staff. While this situation allows firms to reduce cost of employment, they must ready to face differences of ideas and opinion that may not parallel with firms' objectives (Connell, (2006). Mihhailova (2006) agrees

with Connell ((2006) that the hiring of internationalization enhance the ability of the firms to face any problems in the internationalization. International firms could also produce international entrepreneurs with unique network capabilities (Mort & Weerawardena, (2006).

According to Sapienza, Autio, George & Zahra (2006) and Weerawardena, Mort, Liesch & Knight (2007), firms can gain better experience and capabilities through internationalization. These aspects are important sources of strength for firms. Capabilities also resides in networking (Zhu, Hitt & Tihanyi, (2007).

e. Risk and benefits
Internationalization comes with risks and benefits. This aspect is unavoidable because firms will face uncertainties in the international market.

Often, firms sought for commercial advantages when they go for internationalization. Altbach (2007) proposed that internationalization gives better commercial benefit. In addition, it also gives firms an opportunity to learn from other firms in order to be innovative. Carlsson (2006) contended that internationalization gives benefit for innovation efforts. Knight (2007) argued that internationalization can give commercial benefits, but at the same time, can also bring along risks to firms.

For that reason, firms must take necessary action to address the possible risks that come along with the benefits.

In short, the literature suggested that internationalization concept comprised five components: process, market entry, networking, capability, risks and benefits. Figure 2 depicts the components of internationalization concept.

Figure 2: The Components of Internationalization

Country 3

Country 1		Country 4

- PROCESS
- MARKET ENTRY
- NETWORKING
- CAPABILITY
- RISKS & BENEFITS

Country 2		Country N
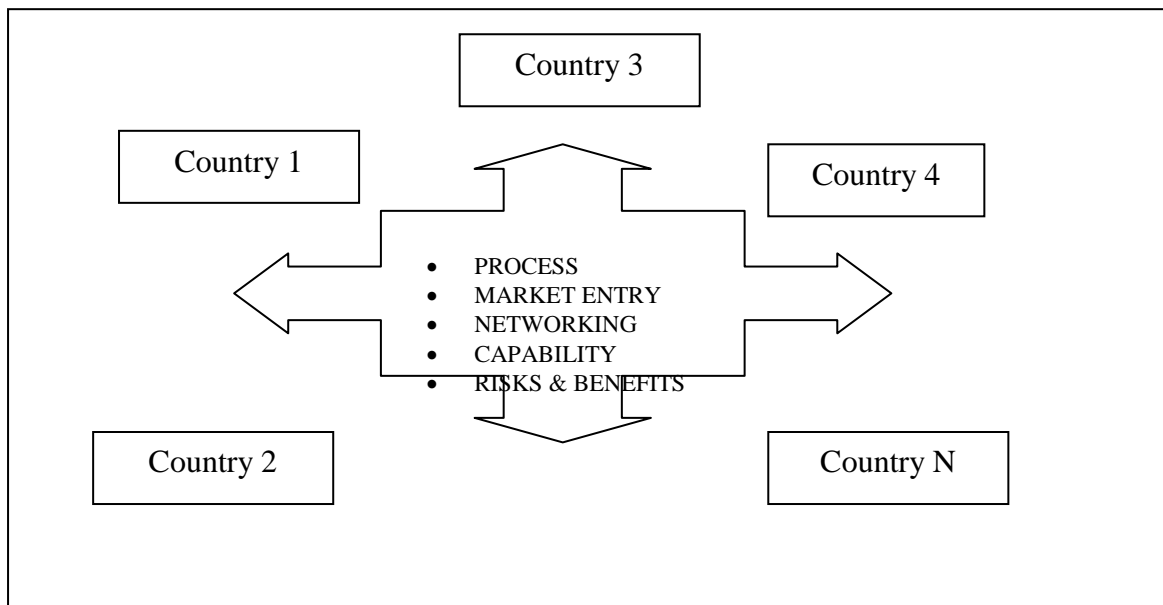
Usage of the term among selected organizations

This part discusses the usage of the term "internationalization" among selected organizations: United Nations (UN) (2008), Muslim World League (MWL) (Wikipedia, 2008h), the Organization of Islamic Conference (OIC) (2008), the Muslim Brotherhood (MB) (2008), International Islamic University Malaysia (IIUM) (2008), International Islamic Univesity Islamabad, Pakistan (IIUI) (2008), International Islamic University Chittagong, Bangladesh (IIUC) (2008), and Aligarh Muslim University, India (AMU) (2008).

These organizations use the term "internationalization" with the following meaning: mutual understanding, cooperation, and consensus on issues relating to governance, peace, economy, social and education. Muslim international organizations in particular associate the term of "internationalization" to the practice of the teachings of Islam on world wide scale. Table 1 provides extracts from the websites.

Table 1: Usage of "internationalization" among Selected Muslim International Organizations

| Organizations	Key points
Muslim World League (MWL)	• World Islamic preachers • Propagating Islam as dictated in the Qur'an and the Sunnah • International conferences, seminars, and symposia • World congregation through annual pilgrimage
The Organization of the Islamic Conference (OIC)	• Government-to-Government (G2G) relations among member countries • Pooling of resources • Coordinating efforts on socio-economic affairs • Safeguard the interest and well being of Muslims all over the world
The Muslim Brotherhood (MB)	• International Islamic group in more than 80 countries • Adopted universal approach, middle-of-the-road intellectual line in addressing various Islamic issues • Conveying the group's thoughts and principles world wide
International Islamic University Malaysia (IIUM)	• International centre for scholars and professional from all over the world • Intercultural understanding • Civilization dialogues
International Islamic University Islamabad (IIUI)	• International cooperation and mutual understanding • Realizating common objectives of Islam despites differences and diversity • Offering teachings of Islam that is scientific, progressive and in line with the modern world

International Islamic University Chittagong (IIUC)	• Higher education based on Islamic teachings • International centre for thinkiers, researchers, and academic all over the world
Aligarh Muslim University (AMU)	• World class Muslim-controlled university that modelled University of Cambridge • International level of residential academic institution • International centre of excellent for scholars and students from all over the world especially Africa, West Asia and South East Asia • Open for international admission

Source: Websites
Aligarh Muslim University (http://www.amu.ac.in), International Islamic University Chittagong (http://www.iiuc.ac.bd), International Islamic University Islamabad (http://iiu.edu.pk), International Islamic University Malaysia (http://www.iiu.edu.my), Muslim Brotherhood (http://www.ikhwanweb.com), Muslim World League (http://en.wikipedia.org/wiki/Muslim_World_League), Organization of the Islamic Conference (http://www.oic-oci.org), and United Nations (http://www.un.org).

Review of the definitions of internationalization from the literature and the websites suggests that there are some shared attributes of internationalization and the study depicts this in Figure 3.

Figure 3: Common Elements in"Internationalization"
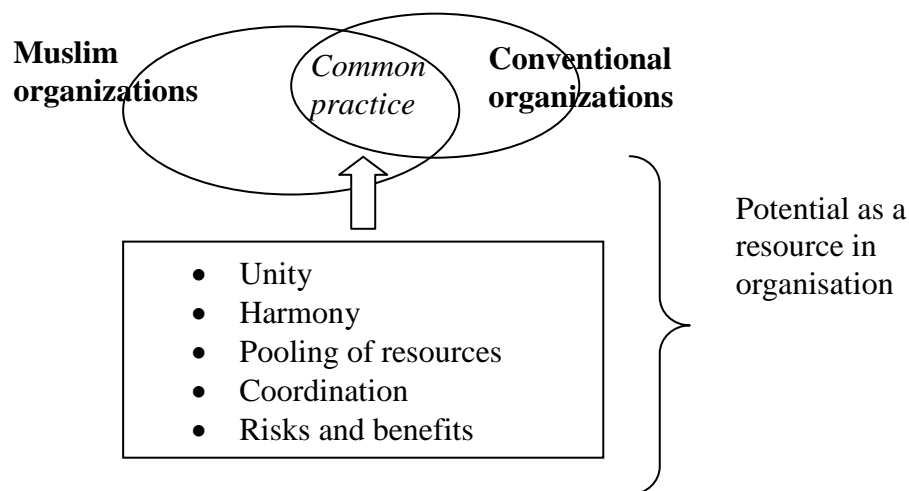
The next phase of the paper is to verify the above framework with the preposition of internationalization from basic belief of Islam, i.e. *kalima shahada*.

Universality of Kalima Shahada

Islam which is based on universal faith of oneness of God (tawhid) goes beyond race and national borders. Tawhid of *kalima shahada* requires man to worship Allah and to follow Prophet Muhammad (peace be upon him) as His messenger.

a. Search from the Internet

The study deliberately used the Internet – an international ICT tool to obtain explanation on kalima shahada. It used two websites: Answer.com and Islamic Finder.

Shahada means "witnessing", which is "Islamic declaration of belief, the formal content of which is the *kalima*: There is no God but God, and Mohammad is the messenger of God." The essence of the *Kalima Shahada* is that it "serves as a kind of minimal creed for Muslims and is one of the five pillars of Islam (din). The Arabic form is "*La ila ha illa Allah*, *Muhammad rasul Allah*" (Answer.com, 2008b).

Islamic Finder (2008) relates the implication of *kalimah shahada* as "Muslims believe in One, Unique, Incomparable God in the Angels created by Him, in the prophets through whom His revelations were brought to mankind; in God's complete authority over human destiny and in life after death. Muslims believe in a chain of prophets starting with Adam and including Noah, Abraham, Ishmael, Isaac, Jacob, Joseph, Job, Moses, Aaron, David, Solomon, Elias, Jonah, John the Baptist and Jesus, (peace be upon them). But God's final message to man, a reconfirmation of the eternal message and a summing-up of all that has gone before was revealed to the Prophet Muhammad (peace be upon him) through Gabriel."

Based on the above definitions, *kalima shahada* contains a universal concept of faith as it is not confined itself to certain tribes or nations. Thus, the *kalima* goes beyond race and national borders, which reflects "internationalization."

b. Evidence in the Qur'an
Due to apparent dearth of authentic materials from the Internet, the study referred to two *tafsirs* of the Qur'an: Al Mawdudi and Ibn Kathir.

According to the Qur'an, Allah created human of different races and placed them in different places so that they can get to know each other. Allah said:

> "O mankind! We created you from a single pair of a male and a female, and made you into nations and tribes that you might get to know one another. Surely, the noblest of you in the sight of Allah, is he who is the most righteous. Allah is All-Knowledgeable, All-Aware." (Al Hujurat, 49: 13).

The above Qur'anic verse implies that the creation of human being in the perfect manner signals that the 'built-in' capability allows people (employees) to interact for a defined objective (i.e. profitability for a business company). Another 'built-in' feature is the differences of capabilities if combine would result in better synergy and performance.

With their differences, Allah will only recognise them as the best human when they submit themselves to the Will of Allah (Tafsir Ibnu Katsier, 1988b, pp.321-322). Allah commanded man to worship Him alone and also to recognise Prophet Muhammad (peace be upon him) as His messenger to lead a peaceful life. Allah said:

> "If you are in doubt concerning that which We have sent to Our sevant (Muhammad), then produce one surah like this; and call your witnesses (gods that you call upon) besides Allah to assist you, if you are right in your claim" (Quran, 2:23)

In interpreting the above verse (Quran 2:23), Mawdudi (1992, p.50) says that Allah invited mankind to accept the pledge of *kalima shahada* as guidance in the wordly life so that mankind can enjoy peaceful life after death. Allah challenged mankind to produce similar guidance if they refused to accept this offer (Tafsir Ibnu Katsier, 1988a, pp. 63-65).

The religion of *tawhid* has been practiced for generations, since the time of Prophets Ibraheem, Ismail, Ishaq (Isaac), and Ya'acob (Jacob) (Quran, 2:133). Islam is the same although it has different approaches of practices in different times (Tafsir Ibnu Katsier, 1988a, pp. 243-244).

c. Evidence in the Hadith
Ahadith give more explanation on *kalima shahada* (Zidan & Zidan, (2002, p.6).

The *kalima shahada* is ranked as the first of five pillars of Islam. It emphasises the submission to the Oneness of Allah and the obedience to the teachings of Islam through the guidance from Prophet Muhamma (peace be upon him).

> *"It was related that Ibn Umar said that the Messenger of God said: "Islam is based upon five pillars: the certification that there is no god but God and that Mohammed is the Messenger of God; the establishment of prayer; the payment of alms; the performance of the pilgrimage; fasting the month of Ramadan."(Sahih Al Bukhari)*

One of the implications of *kalima shahada* is to forbid the Muslim to hurt fellow Muslims.

> *"It was related that Abd Allah ibn Amr said that The Prophet (prayers & peace be upon him) said: "A Muslim does not harm other Muslims with his tongue or hands. And a Muhajir (Emigrant) abandons all that God has forbidden." (Sahih Al Bukhari)*

This includes the use of words in communication and daily interaction.

> *"It was related that Abu Musa said: Some people asked God's Messenger, "Whose Islam is the best?" He replied: "The one who avoids harming other Muslims with this hands or his tongue." (Sahih Al Bukhari)*

d. Interpretation of kalima shahada by Muslim scholars

Kalima shahada denotes internationalization because mankind is created by Allah, the Creator of the universe and other creatures. According to Fathi Yakan (1991), mankind should recognise Allah as the Creator, and worship him and him alone.

According to Mawdudi, *kalima shahada* serves as "basis for differentiating from one man from another…" Mawdudi (1985, p.69). Literally, the *kalimah* is to declare that "no God but Allah, Prophet Muhammad is the Messenger of Allah". The *kalima* has two components. The first *kalimah* "no God but Allah," is about true submission and obedience to Allah (Mawdudi, 1985, pp.72, 89). Meanwhile, the second *kalimah* is "Prophet Muhammad is the Messenger of Allah" means to accept Prophet Muhammad as the messenger of Allah and therefore one must obey the teachings of the Prophet (Mawdudi, 1985, pp.73, 89). Thus, *kalima shahada* is a universal pledge by mankind to Allah. For that reason, any breakings of the pledge brings in punishment in the Hereafter (Mawdudi, 1985, p.74). The *kalima* (Mawdudi, 1980, pp.69-72) makes one have a wider outlook/vision, gain highest self respect, cultivate the sense of modesty and humbleness, love virtuous and upright, always be submissive, never become despondent, have a strong determination, become patient, persevere, and trustful in God. A believer of *kalima shahada* always feel peace and contentment, and always obeys Allah's law.

In short, the *kalima shahada* implies international characteristic in the sense that it goes beyond race and geography. Its teachings are universal. Thus, internationalization process enables human capital to be developed in the dynamic mode through words of the *kalima*

shahada comprises submission to Allah (submission), obedience to Allah (obedience), adherence to Qur'anic guidance (Qur'anic guidance), following the teachings of Prophet Muhammad (peace be upon him) (Prophet guidance), and awareness of the consequences of the Hereafter (Hereafter) (please refer to Table 2).

Table 2: Internationalization in the *kalima shahada*

Components of internationalization	Kalima Shahada
Submission	"There is no God but Allah, and Muhammad is the Messenger of Allah"
Obedience	
Qur'anic guidance	
Prophetic guidance	
Hereafter	

Figure 4 incorporates the *Kalima Shahada* (or *tawhid*) into the proposed model of internationalization (i.e.. Figure 3).

Figure 4: Integrating kalima shahada into the model of internationalization
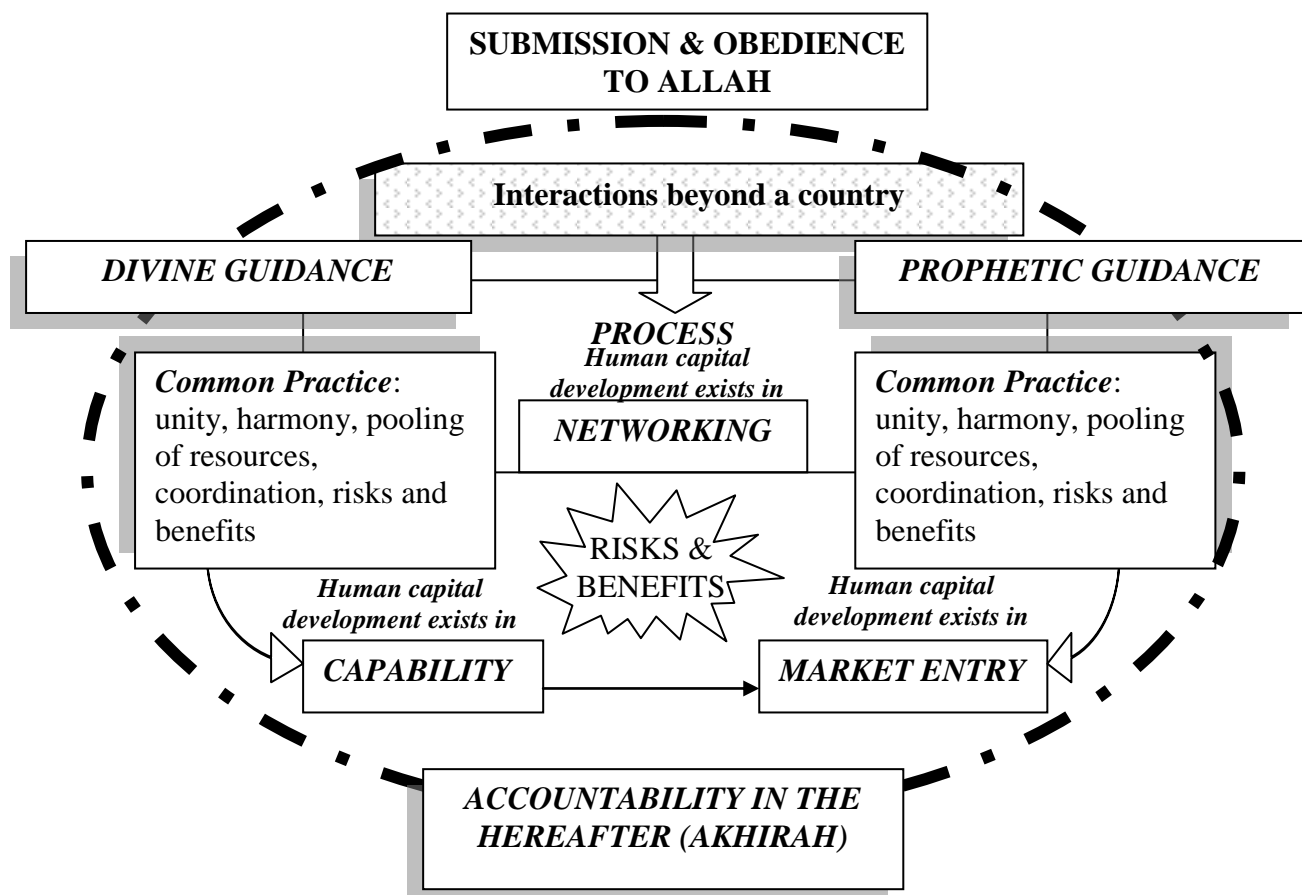
The hybrid internationaliation

Internationalization is a process of interactions that transcends a national boundary, i.e. outside a country's political and geographic boundaries. There are five components of internationalization identified in the literature, namely process, market entry, networking, capability, risks and benefits. Human capital exists in each component of internationalization.

The combination of five components of internationalization found in the conventional literature with the practice of internationalization by Muslim and conventional organizations produces a hybrid concept of internationalization. Table 3A demonstrates the hybrid concept of internationalization that combines both the literature (lit) and practice (prac).

Table 3A: The Hybrid Internationalization

Literature (Lit)	Practice (Prac)	Combined literature + practice (LitPrac)
Networking	Unity	Network-Unity (NU)
Process	Harmony	Process-Harmony (PH)
Capability	Pool resources	Capability-Resources (CR)
Market Entry	Coordination	Market – Coordination (MC)
Risks & benefits	Riks & benefits	Risk-Benefits (RB)

Table 3B summarizes the definition for each key terms of the hybrid concept of internationalization.

Table 3B: Definition of key terms in the hybrid concept of internationalization

Key terms	Definition
Networking	Interactions beyond a border for barter, exchange, and reciprocation; establish relationship beyond one's border; involving knowledge, experience, trust, and solidarity (Thesaurus.com, 2008c)

Process	A set or series of actions dedicated on a defined goal/objective or a series of changes to get a desire outcome; has pattern, pace and directions (Thesaurus.com, 2008d; Wikipedia, 2008j)
Capability	A set of abilities to achieve things or in comprehending an issue or performing a task; use of manpower, technology or a combination of man and technology to achieve something desirable (Thesaurus.com, 2008a; Wikipedia, 2008b)
Market entry	A way in or approach into a social structure for exchange of goods, services and a combination of both; a method of delivering and distributing goods or services to a target social structure (market) (Wikipedia, 2008g)
Risks	A concept that refers to the impact of undesirable outcome on to anything valuable that may arise from some present process or future event (Wikipedia, 2008l)
Benefits	Anything that is desirable that previously not received (Wikipedia, 2008a)
Unity	Wholeness; coherent; oneness (Thesaurus.com, 2008e)
Harmony	Conformity; unanimity; cordiality (Thesaurus.com, 2008b)
Pooling resources	Grouping together any physical or non physical entity that has constraints or limited availability (Wikipedia, 2008i, 2008k)
Coordination	Arranging or managing differences in people or tasks so that they can work together for a goal or objective (Wikipedia, 2008c)

Methodology

The study used textual analysis to evaluate the concepts of hybrid internationalization as shown in Table 3A and is reproduced for easy reference in Table 4 below.

Table 4: Matching the Literature with Practice

Literature (Lit)	Practice (Prac)	Combined literature + practice (LitPrac)
Networking	Unity	Network-Unity (NU)
Process	Harmony	Process-Harmony (PH)
Capability	Pool resources	Capability-Resources (CR)
Market Entry	Coordination	Market – Coordination (MC)
Risks & benefits	Riks & benefits	Risk-Benefits (RB)

Based on Table 4, the study formulated an instrument to be rated by independant raters. The instrument is titled with "Matching the Theory and Practice of Internationalization". Raters among undergraduate students were asked to match each element in theory and practice only once. In addition, they were required to indicate the quality of the match using this scale "Low 1 2 3 High Connection" columns in Table 5.

Table 5: Rating of the Matches

A	*B*	*C*	
Theory	**Practice**	**Your matches**	
		T-P	*Low 1 2 3 High Conenction*
1 Capability	A Coordination		
2 Market Entry	B Harmony		
3 Networking	C Pooling of resources		
4 Process	D Risks & benefits		
5 Risks & benefits	E Unity		

To ensure common reference among the respondents, the instrument provided the definition of each term.

The authors administered the instrument on seventy eight (78) university undergraduate students who attended Business Ethics class,

comprising 18 male and 60 female. The respondents comprised 70 Bachelor of Accounting (B.Acc) students, 3 Bachelor of Business Administration (BBA) students, 3 Bachelor of Economics (B.Econs), and 2 from other programs.

Analysis

The study used SPSS version 14.0 to analyze the data. It divided the results into two parts. The first part presents the results of the theory-practice ("T-P") matches, and the second part shows the strength of relationship between theory and practice, using the scale of "low 1 2 3 high connection."

a. T-P matches

Table 6 shows the combination of "capability" with items in column B. The combination of "capability-pooling of resources" rated the highest with 43.6% followed by "capability-harmony" with 17.9%, "capability-unity" with 16.7%, "capability-coordination" with 14.1%, and "capability-risks & benefits" with the lowest, that is 7.7%.

Table 6: T-P 1-A "Capability"

Combination	Frequency	Percent
Capability-Coordination	11	14.1
Capability-Harmony	14	17.9
Capability-Pooling of resources	34	43.6
Capability-Risks & benefits	6	7.7
Capability-Unity	13	16.7
TOTAL	78	100.0

Table 7 shows the combination of "market entry" (representing a theory) with items in column B (representing a practice). The combination of "market entry-risks & benefits," shows the highest with 32.1%, followed by "market entry-harmony" with 25.6%, and "market entry-pooling of resources" with 24.4%. The remaining has low percentage, i.e. "market entry-unity" with 10.3% and "market entry-coordination" with 7.7%.

Table 7: T-P 2-A "Market entry"

Combination	Frequency	Percent
Market entry-Coordination	6	7.7
Market entry-Harmony	20	25.6
Market entry-Pooling of resources	19	24.4
Market entry-Risks & benefits	25	32.0
Market entry-Unity	8	10.3
TOTAL	78	100.0

Table 8 shows the combination of "networking" with items listed in column B. The highest is "Networking-Unity" with 46.2%, while the lowest are "Networking-Pooling of resources" and "Networking-Risks & benefits" with 5.1%. Item "Networking-Harmony" with 23.1%, "Networking-Coordination" with 20.5%.

Table 8: T-P 3-A "Networking"

Combination	Frequency	Percent
Networking-Coordination	16	20.5
Networking-Harmony	18	23.1
Networking-Pooling of resources	4	5.1
Networking-Risks & benefits	4	5.1
Networking-Unity	36	46.2
TOTAL	78	100.0

Table 9 shows the combination of "process" with items listed in column B. The highest combination is "process-coordination" with 46.2% and the lowest is "process-risks & benefits" with 9%.

Table 9: T-P 4-A "Process"

Combination	Frequency	Percent
Process-Coordination	36	46.1

Process-Harmony	13	16.7
Process-Pooling of resources	9	11.5
Process-Risks & benefits	7	9.0
Process-Unity	13	16.7
TOTAL	78	100.0

Table 10 shows the combination of "risks & benefits" with items listed in column B. The highest is "risks & benefits – risks & benefits" with 47.4% and the lowest are "risks & benefits-coordination," "risks & benefits-harmony," "risks & benefits –unity" with 12.8% respectively.

Table 10: T-P 5-A "Risks & benefits"

Combination	Frequency	Percent
Risks & benefits-Coordination	10	12.8
Risks & benefits--Harmony	10	12.8
Risks & benefits--Pooling of resources	11	14.1
Risks & benefits--Risks & benefits	37	47.4
Risks & benefits--Unity	10	12.8
TOTAL	78	100.0

Based on the above results, the highest combinations are made up of "capability-pooling of resources" (43.6%), "market entry-risks & benefits" (32.1%), "networking-unity" (46.2%), "process-coordination" (46.2%), and "risks & benefits – risks & benefits" (47.4%). All of the "T-P" highest results are summarized in Table 11 below.

Table 11: Summary of "T-P" Highest Results

No	Combinations	Percentage
1	"risks & benefits – risks & benefits"	47.4
2	"networking-unity"	46.2
3	"process-coordination"	46.2
4	"capability-pooling of resources"	43.6

5	"market entry-risks & benefits"	32.1

This section shows the results of quality rating provided by the respondents. For ease of reference, blank Table 5 is reproduced below.

Table 5: Rating of the Matches

A	*B*	*C*	
Theory	**Practice**	**Your matches**	
		T-P	*Low 1 2 3 High Conenction*
1 Capability	A Coordination		
2 Market Entry	B Harmony		
3 Networking	C Pooling of resources		
4 Process	D Risks & benefits		
5 Risks & benefits	E Unity		

The quality of the theory-practice matches made by the respondents is essential to ensure the answers given reflect varying degrees of sensitivity. The authors discuss the results with reference to the grand and individual element means. (See Table 12; the scale used is "*low 1 2 3 high connection*"). Based on the results in Table 12, the respondents rated high for "4-A Coordination – Process" with mean value 2.61 as opposed to other items. This rating shows that the respondents perceived internationalization as a process. In order to facilite reading, the results in Table 12 have been presented according to ranking of importance, from the highest to the lowest mean values.

Table 12: Arranged MEANs according to ranking

Code	Practice	Frequency	Percent	Theory	Mean	Rank	Connection	Percen
-A	Coordination	36	46.2	4 Process	2.61	1	High	63.9

-C	Pooling of resources	35	44.9	1 Capability	2.57	2	High	57.1
-E	Unity	26	46.2	3 Networking	2.44	3	High	44.4
-D	Risks & benefits	25	32.1	2 Market Entry	2.40	4	High	48.0
-D	Harmony	47	47.4	5 Risks & benefits	2.30	5	High	47.4

Table 12 shows 4-A ("process" and "coordination") rated the highest (mean 2.61 and 63.9%). The respondents believed that internationalization as a process requires firms to coordinate their efforts. The respondents also believed that the other components of internationalization are important although of declining mean values. For instance, the respondents ranked 1-C ("capability" and "pooling of resources") with mean 2.57, 3-E ("networking" and "unity") with mean 2.44, 2-D ("market entry" and "risks & benefits") with mean 2.40, and 5-D ("risks & benefits" and "risks & benefits") with mean 2.30.

These results indicated that apart from recognizing internationalization as a process, the respondents also recognized internationalization as a capability of firms to pool resources. Likewise, they recognized internationalization as networking to ensure firms that ventured into internationalization can work together to attain their common goals. In the meantime, respondents also thought that internationalization is not spared from risks. The results show that the respondents were not particularly concerned with "harmony" in the internationalization process, perhaps because internationalization itself is full with uncertainties. Thus, they rated no connection for "harmony."

Findings/Discussion

In this section, the authors make a comparison between the perceived suggestions from the literature and the perceptions of the respondents.

Table 13 is produced to facilitate the discussion. The table shows that the respondent perceptions are consistent with three out of five proposed connections, and there are represented by ranking 1,2, and 5.

Table 13: Comparison between combination terms by authors and the independant raters

Literature (Lit)	Practice (Prac)	Combined literature + practice (LitPrac)	Specific MEAN	Respondents' (Overall MEAN)	Respondent results (Highest percentage
Networking	Unity	Network-Unity (NU)	2.44 RANK 3 High 44.4%	1	Networking Unity (NU)
Capability	Pool resources	Capability-Resources (CR)	2.57 RANK 2 High 57.1%	2	Capability-Pooling of Resources (CR)
Market Entry	Coordination	Market – Coordination (MC)	NIL	3	Market Entry Risks & Benefits (MR)
Process	Harmony	Process-Harmony (PH)	NIL	4	Process-Coordination (PC)
Risks & benefits	Riks & benefits	Risk & Benefits-Risk & Benefits (RB)	2.30 RANK 5 High 47.4%	5	Risks & Benefits – Risks & Benefits (R

Scale: low 1 2 3 high

The table confirms that the data does not support the connections between Market entry– Coordination (MC), and Process-Harmony (PH).

The literature suggests a relationship between internationalization and market entry. "Market entry" requires firms to enter into market of other nations (Christopher & Lee, 2005; Acedo & Jones, 2007; Knudsen & Servais, 2007). Market entry expects "coordination" to facilitate the internationalization process (Organization of Islamic Conference, 2008; the Muslim Brotherhood, 2008; International Islamic University Malaysia, 2008; International Islamic Univesity Islamabad, 2008; International Islamic University Chittagong, Bangladesh, 2008). Based on these premises, the study believes that "market-entry - coordination" link is a significant aspect of internationalization. However, the respondents thought otherwise.

The literature also suggests "process" as one of the important elements for "internationalization" (Harris & Wheeler, 2005; Chandrashekhar, 2006) because it helps firms gain better profitability by being efficient (López-Bazo, Requena & Serrano, 2006). However, the practice of several international organizations hints that "process" element in "internationalization" is derived from "harmony" relationship among organizations (Organization of Islamic Conference, 2008; the Muslim Brotherhood, 2008; International Islamic University Malaysia, 2008; International Islamic Univesity Islamabad, 2008; International Islamic University Chittagong, Bangladesh, 2008). This understanding led the study to believe that "process-harmony" link should be part of internationalization. However, the respondents were not in favor of such proposition.

The results suggest that the component of "market entry – coordination" and "process-harmony" combination in Table 13 should not be considered when firms decide to go into internationalization. One must be cautious to note that this perception is not conclusive given that the background of the respondents who may lack understanding of the reality of internationalization.

Conclusion

The authors argue that internationalization as a concept is a strategic resource by itself, which is essential for human capital development. The concept takes another form of resource in practice. To strengthen this proposition, the authors identified five components of internationalization from the literature. Additionally, they extracted five practice components of internationalization from selected international organizations. The authors integrated the components in the literature and the practice to propose five connections. To test the validity of the five connections, the authors produced an instrument to obtain the evaluation of independant raters. However, the results suggest that three out of five proposed connections are consistent. The connections comprise Networking-Unity (NU), Capability-Pooling of Resources (CR), and Risks & Benefits – Risks & Benefits (RB). The two connections that are not perceived as important components of internationalization comprise Market Entry-Risks & Benefits (MR), and Process-Coordination (PC).

While future research needs to investigate further the literature and review components of internationalizations of the same organizations, the current study does make an attempt to relate *Kalima Shahada* to basic ingredients of internationalization, and has proposed some connections. If internationalization is a universal phenomenon, as universal as the *Shahada* itself, then fine tuning the connections between theory and practice will only help enhance our understanding of more specific requirements. If being "international" is the language understood by people across the world, then presenting an organization or a country with such qualification will only make it at par with peer institutions and nations.

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