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EDITORIAL PREFACE

The Journal of the Asian Academy of Applied Business (JAAAB) is a refereed academic journal jointly published by the Asian Academy of Applied Business (AAAB) and Universiti Malaysia Sabah. AAAB is a non-profit, academic-based association which focuses on research and development activities particularly in the areas of business, economics and management. Apart from journal publication, AAAB is also actively involved in holding academic conferences through the biennial "International Conference of the Asian Academy of Applied Business", of which, the last conference was successfully held in Guangzhou, China on 21st to 23rd September 2015. The next AAAB Conference has been scheduled on 20th to 22nd December, 2017 in Kota Kinabalu, Sabah, Malaysia.

JAAAB encourages international scholars and professionals to submit their papers that would contribute to the advancement of knowledge in different areas of business and economics including management, marketing, finance, accounting, business laws and information systems. Articles suitable for publication include those based on applied research and theoretical; and any articles dedicated to the understanding and improvement of business strategies and practices in ASEAN economies. This fourth issue of the JAAAB contains eight papers which covers business, management, finance, human resource and international business related topics.

On behalf of the Editorial Committee, I wish to extend my gratitude to all the reviewers for their constructive comments on the papers. Special thanks to the Editorial Committee members, all the UMS publication Unit for their effort in producing this edition.

Finally, we thank all the authors for their effort in contributing and sharing their knowledge and research findings in this journal. We hope there will be more contributions from other scholars around the region.

Prof. Dr Syed Azizi Wafa Syed Khalid Wafa
President, AAAB

CONTENTS

THE CULTURAL VALUES OF MALAYSIAN CONSUMERS

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ABSTRACT

Very few studies have been conducted in Malaysia to comprehensively focus on the Malaysian culture as a whole. The few studies that have been done attempted to look at the differences in values between the Malays, Chinese and Indians. This study attempts to study the Malaysian culture as a whole and try to classify them according to the cultural values classification provided by previous researchers. The six values proposed are divided into six categories of values; theoretical value, economic value, aesthetic value, social value, political value and religious value. A total of 662 respondents chosen through snowball sampling method were surveyed in the study. The results indicated that a higher percentage of Malaysians as a whole have high scores for religious value as well as political values. A higher percentage of Malaysians have low scores for theoretical and aesthetic values while the percentages are quite similar for high and low scores for economic value, and social value. The regression analyses showed that demography have significant relationships with all dimensions of cultural values with the highest r^2 at 0.16 for religious values. The results of this research do support previous studies on cultural values in the region.

INTRODUCTION

The cultural values of individuals, groups and nations are still being studied until today due to its importance in determining competitive advantage or disadvantage, and effectiveness of individuals, groups, companies and nations (Schneider & Barsoux, 2003). Very few studies have been carried out in Malaysia to understand the value systems of its people. These few studies carried out have identified values which are useful to understand its influence on management practice but they are still gaps in the knowledge of the value systems of Malaysians (Asma, 2001; Asma & Lim, 2001; Smith & Schwartz,

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1997; Fontaine & Richardson, 2005; Syed, Karim, & Wajiran, 2004; Roselina, Syed & Yusof, 2002). One cultural classification that has not been used to study the Malaysian culture is the framework provided by Allport, Vernon and Lindzey (1960). This study applied the classification of culture by Allport et al., (1960) into six dimensions namely theoretical value, economic value, aesthetic value, social value, political value and religious value. The population consist of Malaysians from various ethnicities of (a) *bumiputra* (indigenous to Malaysia) comprising of Malays, Kadazandusun, Melanau and Bidayu, Bajau, Iban and (b) Non-*bumiputera* comprising of Chinese, Indians and other non-*bumiputera* groups.

LITERATURE REVIEW

Cultural Values

Cultural values are examples of a person's template or cultural blueprint for action (Arnould, Price & Zinkhan 2004; Schiffman & Kanuk, 2010). As agreed by some social scientists (Rokeach, 1983; Arnould et al., 2004; Hawkins, Best & Coney, 2004; Schiffman & Kanuk, 2010) values include instrumental values, shared beliefs about how people should behave, and terminal values, or desirable life goals. Instrumental values include competence, compassion, sociality, and integrity. Meanwhile, terminal values postulation of social harmony, personal gratification, self-actualization, security, love and affection, and personal contentedness. Cultural values are shared broadly across a society. They are learned, reinforced, and modified within subcultures, ethnic groups, social classes, and families. Cultural values transcend in particular situations. Some believe that behaviours developed from attitudes, which in turn derive from more general or abstract cultural values. This is referred to value-attitude-behaviour hierarchy. According to this model, within any given consumption choice situation, abstract values affect midrange attitudes that lead to specific behaviour. Therefore, some researchers believe that values could influence and explain a variety of individual and collective consumer behaviours (Arnould et al., 2004).

Among the frequently used value measures are the List of Values and Hofstede's worker values. University of Michigan Survey Research Center developed the List of Values (LOV) measure that includes eight values: sense of belonging, fun and enjoyment, warm relationships with others, self-fulfilment, being well respected, a sense of accomplishment, security, and self-respect (Arnould et al., 2004).

After its initial publication (Vernon & Allport, 1931), the Allport-Vernon-Lindzey study of values had a substantial impact on psychological research and practice. In terms of the metric of citation count, by 1970 the Allport et al.'s values was the third most popular non-projective personality measure. Overall, it was the fifth most cited personality measures, after the Rokeach and the TAT (Buros, 1970; Buros, 1972). Citations of the Allport et

al.'s values averaged over 80 per year. However, during the mid-1970s, Allport et al.'s values dropped to 27 (Buros, 1978). In 17th place by the early 1980's, the average annual citation rate declined to one (Buros, 1985). By 1989, Allport et al.'s values was no longer listed in the Mental Measurements Yearbook – having fallen into psychological oblivion (Buros, 1989). The feasible reason for the declining use of Allport et al.'s values was the emergence of other value measures, in particular Rokeach's (1983) Values Survey comprises of 18 instruments and 18 terminal values, and Schwartz's (1992) 52 rating scale. Although these two instruments are popular today, concerns have been expressed about their psychometric adequacy (Kopelman, Rovenpor & Guan, 2003). Likewise, Peng, Nisbett, and Wong (1997) concluded (p. 341): "… the low criterion validity of commonly used values survey methods might be avoided by using the behavioural scenario method". Ironically, such a measurement method has long existed in the venerable Allport et al.'s values.

Based on the earlier view of Spranger's (1928), he explains that the essence of a person is best captured by understanding the individual's value-philosophy. Allport et al.'s values yield impassive measures of values grounded in Spranger's six-ideal types; theoretical, economic, political, aesthetic, social and religious. According to Allport (1961, p. 454): "We know a person best if we know what kind of a future he (or she) is bringing about and his (her) moulding of the future rests primarily on his (her) personal values".

Accordingly, for forty years after its initial development, the Allport et al.'s value was widely used for counselling, pedagogical, and research purposes. That the Allport et al.'s values provided valuable insights for the purpose of counselling was noted by Hogan (1972, p. 356): "When used with cooperative subjects, it provides dependable and pertinent information concerning individual cases".

Allport and his associates, Vernon and Lindzey (1960) developed six categories of values; theoretical value, economic value, aesthetic value, social value, political value and religious value. Manifestation of each of them is explained below.

i. *Theoretical Value*: Values the discovery of the truth. Empirical, critical and rational ideas are used to order and systematize knowledge, e.g., a scientist values truth (Allport et al., 1960).

ii. *Economic Value*: Values what is useful. Those driven by this value are interested in practical affairs, especially business and judge things by their tangible utility, e.g., a businessperson may value usefulness (Allport et al., 1960).

iii. *Aesthetic Value*: Values beauty and harmony. People may be concerned with grace and symmetry and finding fulfilment in aesthetic experiences, e.g., an artist values beauty (Allport et al., 1960).

iv. *Social Value*: Values altruistic and philanthropic love. People may be kind, sympathetic and unselfish and value others, e.g., a nurse may have a strong love of people (Allport et al., 1960).

v. *Political Value*: Values power and influence. This includes those who seek leadership and enjoy the competition and struggle, e.g., a politician may value power (Allport et al., 1960).

vi. *Religious Value*: Values unity. This is someone who seeks communion with the cosmos and mystically relates to its wholeness, e.g., a monk or nun who values unity (Allport et al., 1960).

Malaysian Culture

Malaysia, a multi-racial country with a rich cultural heritage, for example, has approximately 28 million people (Department of statistics Malaysia, 2012), with three main ethnic groups (Malay, Chinese and Indian) in Peninsular Malaysia and several indigenous ethnic groups in the East Malaysia (natives of Sabah and Sarawak). It has a mixture of languages; however Malay is the official language and English also being spoken widely. The local dialects of Chinese, Indian, Kadazandusun, Murut, Bajau, Iban, Malanau, Bidayu and other indigenous dialects in Sabah and Sarawak are also being practised.

One of the singular features of Malaysia is its multi-racial population, which practices various religions such as Islam, Buddhism, Taoism, Hinduism and Christianity. Each ethnic group has its own beliefs. In accordance with the Federal Constitution, Islam is the official religion of Malaysia but there is freedom of worship. The foundation of the national culture is Malay culture, which is native to this region. Islamic values are embedded in Malay culture (Abdul Razak & Kamarulzaman, 2009). The Malay culture emphasizes values on courtesy, moderation, tolerance, harmony and cordial relations among family members, neighbours and community (Kamaruddin et al., 2009). As Malaysian respect each other's beliefs and faiths, cultures and religious festivals such as Hari Raya, Chinese New Year, Deepavali, Christmas, Harvest Festival Day, Gawai Day and other auspicious occasions are given due importance.

In Malaysia, the Malay follows the Malay custom or *adat*. The term *adat* has an available domain of meaning. Described by Abdul Razak and Kamarulzaman (2009), it is sometimes interpreted to encompass all aspects of Malay culture and societal spirit, from styles of grooming and living accommodations to rules of etiquette and social interaction, but it is most commonly limited to the major life crisis such as ceremonies of birth, employment, wedding and death. Due to their additional religious significance, these rituals of passage are more or less common to all Muslims in Malaysia (Abdul Razak & Kamarulzaman, 2009). *Adat* symbolizes an ideal state in which an individual

maintains harmonious social affiliation with his fellow. Thus a Malay individual thinks foremost of himself in relation to other people and the way in which they are connected. Further explain by Abdul Razak and Kamarulzaman (2009), the principle of *adat* requires a person to behave not according to his self-centred reasons, but what is prescribed by ritual; constantly monitoring his own behaviour to ensure that it is socially acceptable for any occasion.

The development of cultural values in Malaysia is fundamentally derived from the religious value, especially among the Malays as a majority uphold the religious value of Islam. Other religions such as Buddhism, Taoism, Hinduism and Christianity are practised by other segments of the population, may also have an influence in shaping their cultural values. However the linkage is still lacking in empirical findings.

The establishment of a relationship between demographics and cultural values has been identified in various studies (Marshall, Solomon & Stuart, 2012; Glueck et al., 2012; Hawkins & Mothersbaugh, 2010; Taras, Kirkman & Steel, 2010); Abdul Razak & Kamarulzaman, 2009; Smith, Peterson & Schwartz, 2002; Wickliffe, 1998).

Hawkins and Mothersbaugh (2010) believe that the demographics are the foundation of cultural values. Every society formed a set of cultural values in which deeply held beliefs about right and wrong ways to live, that it imparts to its members (Solomon et al., 2012), and for example, most Americans punctuality is a core value. As proposed by Solomon et al. (2012), most people in Venezuela, Pakistan, Taiwan, Thailand, Turkey, Greece and Portugal tend to develop the cultural values of collectivist different from the communities in the United States, Australia, Great Britain, Canada and Netherlands who tend to form the individualistic cultures.

In the study of Smith et al. (2002) proposed that different countries display different cultural values. Employing the three sources of cultural values; Hofstede (1994), Schwartz (1994) and Trompenaars and Hampden-Turner (1998), conducted a study in 47 countries yields a distinct results in identifying the cultural values formation in different nations.

In the work of Wickliffe (1998), it investigates the relationship between demographics of ethnicities (i.e. Korean consumers and American consumers) and cultural values of individualism and collectivism. The findings suggested that Korean ethnic was more towards collectivist compared to Americans who was more towards individualistic, supporting a significant relationship between ethnicity and cultural values (Wickliffe, 1998).

Taras et al. (2010) conducted a meta-analysis based on data from 598 studies representing over 200,000 individuals found stronger association of the cultural values and demographics of age, gender and occupation. Cultural values associations identified to be stronger for older rather than younger respondents and for adult males rather than adult females, but weaker for students, rather than for managers and employees (Taras et al., 2010).

METHODOLOGY

The present study used the cultural values measures developed by Allport et al. (1960). The measurement was selected because of its ability to detect cultural values held by an individual at the present time without being influenced by past or future cultural values. The conceptualisation of cultural values consisted of six dimensions: (a) theoretical value, (b) economic value, (c) aesthetic value, (d) social value, (e) political value and (f) religious value. Allport et al. (1960) introduced the items with a ranking-order scale, i.e., first choice (labelled as 4 score), second choice (labelled as 3 score), third choice (labelled as 2 score) and final choice (labelled as 1 score). Respondents ranked the choices in order based on their preference.

Allport's (1960) measurement may be suitable for nonparametric nature study (Kopelman et al., 2003). Previously published works have highlighted this concern about the low internal consistency (factor analysis) and reliability of the measurement. Thus, these issues have been highlighted as the main weaknesses by previous researchers (Kopelman et al., 2003). Allport's (1966) study of values was among the most cited measures in the 1960s and 1970s but gradually declined in the 1980s. Kopelman et al. (2003) have highlighted that the decrease may be caused by the nature of the measurement and the emergence of other measures, such as Rokeach's (1983) and Schwartz's (1992).

As a solution to this concern and for the purpose of multiple and hierarchal regressions analyses testing, which was required in this study, conversion of the score into a ratio scale was carried out by this study. Converting the original score into a ratio scale would overcome the inequality of total items in each dimension, as previously mentioned.

The target population of this study were Malaysian consumers. Based on the year 2000 population and housing census report for Malaysia (Department of Statistic Malaysia, 2000). The study sample was collected from the territories of Kota Kinabalu, Sabah, Kuching, Sarawak and Selangor, Peninsular Malaysia. The data collection method used was the snowball sampling method which enabled this study to collect data from 662 respondents.

FINDINGS

A total of 662 participants were included in the final sample. The description of the respondents' information reveals that more than half of the respondents were female (56%) and the remaining were male (44%). Most (54%) of them reported their marital status as not married, and 46% were married. More than half (52%) of the respondents were without dependents or children, 10% had one dependent or child, 12% had two dependents or children, 12% had three dependents or children and 14% had four or more dependents or children. Most of the respondents (46%) were approximately aged 22 to 30 years, 28% were aged 31 to 40 years, 12% were aged 41 to 50 years, 11% were aged 21 or

younger and the remaining 3% were 51 years old or older. The ethnicity background was composed of two groups (a) *Bumiputera* (indigenous to Malaysia) comprising of Malays (44%), Kadazandusun (12%), Melanau and Bidayu (6%), Bajau (6%), Iban (4%) and (b) Non-*bumiputera* comprising of Chinese (12%), Indian (10%) and other ethnicities (2%).

The personal annual income reported by the 622 respondents showed that 22% were in the range of RM10,000 or less, 31% were in the range of RM10,001 to RM20,000, 26% were in the range of RM20,001 to RM30,000, 12% were in the range of RM30,001 to RM40,000, and 9% were in the range of RM40,001 or more.

Regarding educational achievement, most (61%) of the respondents achieved their tertiary level (31% holding a diploma, 26% holding a degree and 4% having earned a masters or PhD degree), and the remaining 39% were considered as the non-tertiary level (37% possessed the qualifications of secondary school or lower, and 2% had no formal education achievement).

Allport et al.'s measurement of cultural values provides five items measuring theoretical value and four items measuring political value, aesthetic value, social value and economic value. The religious value is measured by three items. In describing the respondents' cultural values levels, they were divided into high and low categories based on the median value. If the score was more than the median value, it was considered to be a high value; if the score was less than the median value, it was considered to be a low value. This work is accordance with the guidelines proposed by Cohen (1967).

Table 1 Respondents' cultural values

Variables	Description	Frequencies	Percentage
Theoretical value	*low*	409	62
	high	253	38
Political value	low	310	47
	high	352	53
Aesthetic value	*low*	403	61
	high	259	39
Religious value	low	282	43
	high	380	57
Social value	*low*	339	51
	high	323	49
Economic value	*low*	337	51
	high	325	49
	N	662	

The factor analysis conducted managed to form six factor loadings. The results indicated low factor loadings, in which most of them were less than the cutoff point of 0.30. Comments of factor loadings and low reliability have been directed to the measurement in the literatures. Due to the measurements had been frequently used since the 1960s, this research decided to retain all of the items. The Cronbach alphas for the measurement ranges from .5 to .76. The scores of the respondents on cultural values are as in Table 1.

Table 1 provides the information concerning the respondents' cultural values level. Most of respondents reported high level in religious value (57%). Almost an equal number of respondents scored high (51%) and low (49%) level for the social and economic values. For political value, slightly more Malaysians scored high (53%) as those who scored low (47%). It was seen that most of the respondents scored low levels for the aesthetic (61%) values and theoretical values (62%).

The association between demographics and cultural values when tested using Pearson correlation indicated that age had a weak positive correlation with the cultural values dimensions of theoretical value ($r = .080$; $p < .05$) and aesthetic value ($r = .113$; $p < .01$) but was negatively correlated with religious value ($r = -.166$; $p < .01$). As for personal income, it had a weak negative correlation with religious value ($r = -.098$; $p < .05$) and economic value ($r = -.089$; $p < .05$). Similarly, the number of dependents had a weak negative correlation with the cultural values dimension of religious value ($r = -.100$; $p < .05$) but had a positive correlation direction with aesthetic value ($r = .085$; $p < .05$).

Regression analysis was carried out to test the relationship between demography and cultural values. The summary of findings is as in Table 2. All the cultural values dimensions' variances can be explained significantly from the lowest of 3.2% to the highest of 16% by demographic variables. Thus results proved that demography have significant relationships with all dimensions of cultural values proposed by Allport et al. (1960).

Table 2 Summary of the relationship between demography and cultural values

Independent variable	Dependent variables	Results	Remarks
Demographics	Cultural value		
	Theoretical value	$R^2 = .032$, p <.05	Supported
	Political value	$R^2 = .127$, p <.01	Supported
	Aesthetic value	$R^2 = .082$, p <.01	Supported
	Religious value	$R^2 = .160$, p <.01	Supported
	Social value	$R^2 = .088$, p <.01	Supported
	Economic value	$R^2 = .079$, p <.01	Supported

For theoretical value, the information shows that 3.2% variances of theoretical value can be explained by demographics significantly ($R^2 = .032$, $p < .05$). The results indicate that age ($\beta = .152$, $p < .05$), gender ($\beta = -.096$, $p < .05$) and marital status ($\beta = -.133$, $p < .05$)

On political value dimension the information illustrated that 12.7% variances of political value can be explained by demographics significantly ($R^2 = .127$, $p < .01$). The results indicated that almost all demographics dimensions including age ($\beta = .123$, $p < .05$), household income ($\beta = -.164$, $p < .01$) gender ($\beta = -.232$, $p < .01$), ethnicity ($\beta = .104$, $p < .05$), marital status ($\beta = .118$, $p < .05$), and education level ($\beta = .213$, $p < .01$) have significant influences on political value.

For aesthetic value the results indicated that 8.2% variances of aesthetic value can be explained by demographics significantly ($R^2 = .082$, $p < .01$). Only demographic of ethnicity ($\beta = .246$, $p < .01$) has a significant positive effect on aesthetic value.

Sixteen per cent (16%) of the variances in religious value dimension can be explained significantly by demographic variables ($R^2 = .160$, $p < .01$). Specifically, age ($\beta = .305$, $p < .01$), personal income ($\beta = .099$, $p < .05$), household income ($\beta = .130$, $p < .01$) and ethnicity ($\beta = .252$, $p < .01$) have significant positive relationship on religious value.

Regarding social value the regression results show that 8.8% variances of social value was explained significantly by demography ($R^2 = .088$, $p < .01$). Age ($\beta = -.249$, $p <.01$), gender ($\beta = .239$, $p < .01$), and marital status ($\beta = -.163$, $p < .01$) have significant influences on social value. Age and marital status are negatively related to social value.

On economic value dimension the result shows that demography explained 7.3% variances of economic value significantly ($R^2 = .073$, $p < .01$). Personal income ($\beta = -.112$, $p < .10$), gender, ($\beta = .071$, $p < .10$) ethnicity ($\beta = -.183$, $p < .01$) and occupation ($\beta = -.134$, $p < .01$) are found to be significantly related. The direction of relationship revealed that demographics of personal income, gender, ethnicity and occupation are negatively related to cultural values of economic value.

DISCUSSION AND CONCLUSION

The findings of this study fully support the relationship between certain demographics and cultural values. In general, the current study confirms the important relationship of certain demographics and cultural values dimensions of theoretical value, political value, aesthetic value, religious value, social value and economic value based on the R^2 value.

There is still a lack of study detailing the relationship between demographics and cultural values based on Allport et al. (1966) conceptualization that can be used as direct comparison to the current findings. However, the current finding is consistent with previous studies

conducted based on other cultural values dimensions (Marshall et al., 2012; Glueck el al., 2012; Hawkins & Mothersbaugh, 2010; Abdul Razak & Kamarulzaman, 2009; Smith et al., 2002; Wickliffe, 1998).

For theoretical value, the Malaysians results indicated that overall a majority of Malaysians (68%) have low theoretical values. A weak or small (3.2% variance explained) significant relationship between demographics and theoretical value is identified in the current study. Additionally, the present findings reveal that age, gender and marital status significantly related to the theoretical value. Gender and marital status display a negative relationship with the theoretical value, meaning a person scores higher in theoretical value if female and single. The current findings propose that the theoretical value becomes more dominant when age of respondents increases, it implies accumulated knowledge may lead to more critical and logic thinking (Glueck et al., 2012).

For political value, slightly more Malaysian respondents have higher political value scores (53%) than lower scores. Demography was found to explain 12.7% of the variance in political value. Gender is a good predictor of political value followed by education, household income, age, marital status, and ethnicity respectively. Personal income and number of dependents are two demographics that were not significantly related to political value. The current study found that older respondents have higher political values than younger respondents. Household income showed a negative relationship, where the higher the household income the lesser political value. Gender reveals a negative relationship with political value implying that the female group shows higher political values than the male counterpart. The ethnicity demonstrates a positive significant relationship with political value with the *Bumiputera* showing higher political values as compared to the others. With regard to marital status, positive significant relationship with political value may denote a married consumer group tend to be higher in political value than non-married group. Pertaining to education, those with tertiary education level have higher political value scores than those with lower education.

For aesthetic value, a majority (61%) of the Malaysian respondents scored as low. A total of 8.2% variance in aesthetic value was explained by demography. When analysed according to the individual contribution, only ethnicity was found to be the significant contributor to the relationship. The artistic value may be less expressive or non-culturally sensitive (Leo, Bennett & Hartel, 2005; Chen, Chen & Lin, 2009) in the non-significant demographics when making a purchasing decision as proposed by the current findings. With regards to ethnicity, a positive relationship established is shown in the present study. The results indicate that *Bumiputera* consumers tend to display higher interest in 'beauty and harmony' or higher aesthetic value than the non-*Bumiputera* group.

A higher percentage (57%) of the Malaysian respondents scored high on religious value. A total of 20.5% of the variances in religious value can be explained by demography. Age is the strongest predictor of religious value followed by ethnicity, household income and personal income respectively. The current finding suggested that the older group of

consumers tends to be higher in religious value as compared to the younger consumers. In terms of ethnicity, the *Bumiputera* respondents have higher religious value scores. Personal and household incomes have higher religious scores.

For social value, the Malaysian respondents are about equal in high and low value scores (51% for low and 49% for high). A small percentage (8.8%) of variances in social value can be explained by demography. Specifically, gender and age stand as good predictors of social value, followed by marital status. Age demonstrated a negative relationship with social value indicating that the younger group tend to be higher in social value scores compared to the older group. In terms of gender, the male group tend to have higher social value scores than the female group.

The economic values of the Malaysian respondents are also about equal in high and low values (51% low and 49 % high). A total of only 7.3% of the variance in economic value can be explained by demography. Ethnicity followed by occupation, personal income and gender predominantly contributed to the significant relationship with economic value. Personal income is negatively related to economic value suggesting that economic value would be greater when personal income is lesser. The non-*Bumiputera* group have higher economic values than the *Bumiputera* group. This can easily be seen in Malaysia where the economy of the country is mainly controlled by the non-*Bumiputera* especially the Chinese controlling around 60% of the Malaysia economy. With regard to gender, the current finding suggested a positive relationship with economic value implying that the male groups have higher economic values than the female group

It is hoped that the results of this study can help Malaysian academics and policy makers in studying the linkage of these values to the actual behaviour and practices of Malaysians in organisations as well in the economic environment of Malaysia. Better decision making can be made if strategies, plans, and activities are matched with the values of the population so that it can be readily accepted and implemented by them to enable far better outcomes at the end of the day.

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PERCEIVED SECURITY TOWARDS E-BANKING SERVICES: AN EXAMINATION AMONG MALAYSIAN YOUNG CONSUMERS

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ABSTRACT

Electronic banking (or e-banking) has experienced an exponential growth in Malaysia in the recent years. It transforms the traditional banking services and leads to a huge shift in global marketing practices. Despite its popularity, many consumers still doubt about its efficiency and effectiveness. This paper aims to examine how young consumers, especially the Generation Y, perceive the e-banking security based on their perceived regulatory related issues, protected transaction, adequate mechanism and service quality. The results showed that all independent variables, except adequate mechanism, were significantly related to the perception of e-banking security. The findings provide important insights to both academicians and e-banking practitioners in planning for their e-banking strategy.

Keywords: Perceived security, e-banking, service quality, young consumer

INTRODUCTION

The increasing deregulation and globalization, as well as the major stimulus for rationalization, consolidation and an increasing focus on costs (Hernandez & Mazzon, 2007 in Ahasanul, Ismail & Daraz, 2009a) have contributed to the explosive growth of e-banking adoption. E-banking, an alternative to the traditional brick and mortar banks and telephone banking, delivers various banking services such as fund transfer, bill payments, checking and viewing of accounts, mortgage payments, purchase of financial instruments and certificates of deposit to customers (Singhal & Padhmanbhan, 2008 in Chavan, 2013; Asahanul et al., 2009a). While business are transacted automatically through electronic devices (Turban, Lee, King & Chung, 2006; Ozuru, Chikwe & Uduma, 2010 in Chavan, 2013), e-banking is said to lead to a massive shift in marketing practices (Brodie, Winklhofer, Coviello & Johnston, 2007), resulting in high performance and convenience (Gerrald & Cunningham, 2003), slashing of information processing (Turner,

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2001 in Chaven, 2013) and operation costs (Cheng, Lam & Yeung, 2006; Sathye, 1999), as well as competitive advantage over rivals. As a result, more banks are rewarding consumers to use online services and at the same time, penalizing those who use offline services (Herington & Weaven, 2007).

Malaysia has actively developed e-banking services since mid-2000. The usage of online household was 1.9 million in 2005, with 11.1 million internet users, 21.1 thousand, ISDN subscribers and 26.4 PC penetrations per 100 households (Poon, 2007). Malaysian e-banking users have increased to 58.4 thousands in the following year with a 23.6% growth (Munusamy, Annamalah & Chelliah, 2012). Despite its exponential growth, consumers are still skeptical over the security concerns (Sathye, 1999; Cheng et al., 2006) such as security breaches and attacks (Gerrard & Cunningham, 2003). Malaysia for instance, is reported to be the sixth most exposed country to cybercrime (*The Star Online*, 2014, September 23) which leads to approximately RM1 billions of losses annually. Malaysia is also reported to experience an increment of 6.5% in internet misapplications such as international scam and banking frauds from 9986 cases in 2012 to 10, 636 cases in 2013. Consequently, consumers are requesting for more convenience yet safer online services, in which risk perception plays a major role in online technology adoption (Sathye, 1999). Consumers are more willing to use e-banking only when they perceive the risks are low (Sathye, 1999; Cheng et al., 2006) and the services are secured.

Most of the e-banking researchers focus on examining consumer behaviour, innovation and acceptance of new innovations (Gerrard & Cunningham, 2003), relationship marketing (Mukherjee & Nath, 2003) and also on the categorization among adopters versus non-adopters (Laforet & Li, 2005). The consumer research is still lacking of empirical evidence on consumers' perceptions toward the e-banking security. Most importantly, there is insufficient study investigating how the Generation Y (Gen Y) or Millennial or Net Generation who constitutes the world's largest population group (Malka, 2012) think about e-banking. As these young consumers imply huge market implication that heightens their importance, their views are important to the e-banking marketers.

It is a common view that young consumers should be more technology savvy and more willing to spend more time online than older users and consequently, have higher intention to shop online (Joines et al., 2013; Swinyard & Smith, 2003). For instance, a study by Calisir & Gumussoy (2008) indicated that young consumers considered internet banking as efficient for its ease of use and access, consistent with Howcroft, Hamilton & Hewer (2002). Face to face contact is perceived as less importance to these consumers hence making e-banking is a convenience choice. In a Malaysian study conducted by Arunkumar (2008) indicated that young consumers tend to have more favourable attitudes towards internet banking than the older consumers. This result supported Harrison and Rainer's (1992) study on new technology acceptance whereby age plays an important role, linking younger consumers to higher acceptance towards new technology. Their older counterparts are comparatively less adaptive to change (Liao, Shao, Wang & Chen, 2004) and encounter more problems with new technology, which further lead to more

negative attitudes. Nevertheless, perceived security is also important to young consumers. It is hence essential for banks to concentrate on customer value by reducing customer defections (Ahasanul, Kumar, Rahman & Abdul Raquib, 2009). Furthermore, marketing researchers who studies Malaysian Generation Y's online shopping behaviour patterns found both supporting and non-supporting evidence (c.f. Sulaiman, Ng & Mohezar, 2008; Osman, Chan & Bei, 2010; Zuroni & Goh, 2012). Due to these contradictory results, more studies are needed to examine the Malaysian young consumers in relation to their perceived security toward e-banking services which are important in influencing their willingness and intention to use e-banking services.

This paper aims to examine how young consumers, especially the Generation Y, perceived e-banking security based on their perceived regulatory related issues, protected transaction, adequate mechanism and service quality. The paper was first started with the discussion on the existing gaps in the e-banking and security studies, followed by the examination of the e-banking literature as well as the four factors examined. Part three and four covered the methodology and the findings of the results. Finally, the discussion and conclusion were included, followed by the discussions on the limitations and recommendations.

REVIEW OF THE LITERATURE

The adoption of new technology-based delivery channel is mostly depended on consumers' attitudes towards these channels (Laforet & Li, 2005). Factors such as dissatisfaction towards the current service level due to slow speed, inconvenience, limited choice of delivery channels caused consumers to look for alternative service channels. Previous literature shows that consumers' trust towards the website influenced usage intention, while trust was influenced affectively by transaction security and cognitively by transaction security, and website and company awareness (Pi, Liao & Chen, 2012). Similar results were found among Chinese consumers whereby perceived risk was proven to be the most important factor compared to convenience ease of use and accessibility (Laforet & Li, 2004). E-banking security is hence perceived as the most important factor in using the online financial transaction (Aladwani, 2001; Gerrard & Cunningham, 2003; Rotchanakitumnuai & Speece, 2003). Lower intention to use and to adopt a technology-based delivery channel should follow whenever the security is doubted. Nevertheless, some other researchers argue on the importance of security and safety. For instance, the comparisons between the e-banking users and the non-users showed that security was only important determinant for the non-users prior to the decision to use the online services. Once people progressed into users, other variables such as convenience and ease of use became more prominent. This is because the trust of the system is crucial to the unwillingness to adopt an online service (Rotchanakitumnuai, 2004 in Gerrard & Cunningham, 2003).

Ahasanul et al. (2009a) tested online consumers' perceptions toward electronic transaction and identified factors such as secured transaction, sufficient mechanism, service quality and regulatory framework as important contributors to consumer perceptions on e-banking transaction. In their study, only secured transaction was found to significantly influence the consumers' perception on e-banking, while the rest of the three factors were not. First of all, electronic security is a constant and most important requirement in e-banking facing bankers (McCahon, 1999; Haridas, 2000). It is explained as a "*process used to protect a system's information system, or a risk-management or risk mitigation tool*" (Ahasanul et al., 2009a, p. 1872). High security covers both soft and hard infrastructure that protects customer information from hackers (Glaessne, Kellerman & McNevin, 2002). In particular, the soft infrastructure is made up of policies, processes, protocols and guidelines that protect the system and the data; while hard infrastructure consists of hardware and software needed to protect the system and data from threats. A secured transaction occurs when all information involved are "*originated from the right entity and reaches the intended party without being observed, altered or destroyed during transit and storage*" (Chellappa, 2002 in Ahasanul et al., 2009a, p. 1872). In other words, the more secured the transaction, the more secured consumers would feel towards the e-banking services.

Consumers' perception of security is also developed through "*visible sufficient mechanisms that are carried out through processes of encryption, protection, verification and authentication*" (Chellappa, 2002 in Ahasanul et al., 2009a, p. 1872). The use of encrypted or decrypted data that can only be understood by the sender and receiver to ensure the service security protection (Michel, 2003). Hence it is proposed that consumers should perceive the e-banking as more secured when there are sufficient mechanisms available and mad known to their customers. Thirdly, service quality was found to significantly influence satisfaction among e-banking users (Jun & Cai, 2001; Delone & McLean, 2003). Unlike tangible product, service is an abstract and elusive construct that poses definition and measurement obstacles (Jun & Cai, 2001). In fact, service quality of online services was found to be a more significant factor than low price or pioneer advantage (Mahajan, Srinivasan & Wind, 2002). Jun & Cai (2001) identified three main components of internet banking service quality, namely customer service quality, banking service product quality and online system quality in their content analysis. Ten dimensions were further identified as the important determinant for customer service quality, namely reliability, responsiveness, competence, courtesy, credibility, access, communication, understanding of customers, collaboration and continuous improvement. The bank product quality is mainly concerned with the product variety and diverse features. Due to the advancement of the online technology, the consumers today can have unlimited access to various information and enjoy a wider range of financial services. The subtle differentiating quality levels of bank products and their timely introduction to the marketplace is a key driving factor in enhancing customers' satisfaction (Mols, 2000 in Jun & Cai, 2001). Six dimensions were identified to measure online system, namely contents, accuracy, ease of use, timeliness, security and a esthetics.

The final dimension discussed by Ahansanul et al. (2009b) concerns the regulatory framework which details how the legislation provides basic protection, rules and regulation to the e-banking users, as well as the effort in increasing the public awareness on the e-banking regulatory framework. The author strongly suggested the importance of having a proper regularity framework to "*boost consumers' moral motivation and eliminate or reduce their fear and anguish in using e-banking services*," (p. 257). Bank Negara Malaysia for instance, issued guidelines in relation to e-banking which includes guidelines on online defense mechanism, monitoring of risk and actual compliance to the standards which could be a combination of "*off-site supervision, based on reports submitted by the banking institutions, as well as on-site examinations by examiners*," (Goi, 2005).

Hence, four hypotheses were proposed to test the relationships between the four independent variables namely, regulatory related issues, protected transaction, adequate mechanism and service quality on perceived security among young consumers:

H1: There is a significant relationship between regulatory related issues and perceived security.

H2: There is a significant relationship between protected transaction and perceived security.

H3: There is a significant relationship between adequate mechanism and perceived security.

H4: There is a significant relationship between service quality and perceived security.

METHODOLOGY

A survey instrument via a self-administered questionnaire using a five-point Likert scale was used in this research. Respondents were conveniently selected via interception at local banks around Kota Kinabalu, Sabah for two weeks in May, 2015. Questions for this study were adopted and adapted from past established research in the area of e-banking (Ahasanul et al., 2009), which had been separately tested in a different environment, which further strengthened its content and criterion-related validity. The two main criteria used for testing goodness of measures are validity and reliability. Validity of a scale refers to the degree to which it measures what it is supposed to measure and reliability indicates stability and consistency in terms of measuring the concepts and providing an assessment on the 'goodness' of a measure (Sekaran & Bougie, 2010).

$$PSi = \alpha + \beta 4RIi + \beta 5PTi + \beta 5SQi + \beta 5AMi + \varepsilon i$$

Where;

BE = the value of the Perceived Security (Dependent variable)

α = Alpha, a constant; equals the value of BE when the value of independent variables equals to zero

β = Beta, the coefficient of independent variables which indicates how much bridge employment changes for each one-unit change in the independent variables

RI = the value of Regulatory related Issues (Independent Variable)

PT = the value of Protected Transaction (Independent Variable)

SQ = the value of Service Quality (Independent Variable)

AM = the value of Adequate Mechanism (Independent Variable)

εi = the error term; the error in predicting the value of Perceived Security, given the value of all the independent variables

Construct validity testifies to how well the results obtained from the use of the measure fit the theories around which the test is design (Sekaran & Bougie, 2010). The first process of construct validity is to look the respective loadings from Table 1 to assess if there are problems with any particular items. The authors used a cutoff value for loadings at 0.5 as significant (Hair et al., 2010). If any items which has a loading of higher than 0.5 on two or more factors then it is considered as significant cross loadings. In this study, it is observed that all the items measuring the particular construct loaded highly on the construct and loaded lower on the other constructs thus conforming construct validity.

As suggested by Hair et al. (2010), factor loadings, composite reliability and average variance extracted from the study to measure its convergent validity. The loadings for all items exceeded the recommended value of 0.5 (Hair et al., 2010). Composite reliability value (refer to Table 2), which depicts the degree to which the construct indicators indicate the latent, range from 0.721 to 0.892 which exceeded the recommended value of 0.5 (Hair et al., 2010). The average variance extracted (AVE) measures the variance captured by the indictors relative to measurement error, and it should be greater than 0.50 to justify using a construct (Barclay et al., 1995). The average variance extracted, were in the range 0.581 to 0.754.

Table 1 Factor loadings

	Perceived Security	Regulatory Issues	Protected Transaction	Service Quality	Adequate Mechanism
Increase Confident	**0.872**				
Important Benefit	**0.865**				
Basic Protection		**0.636**			
Framework Awareness		**0.743**			
Rules Development		**0.773**			
Integrity			**0.857**		
Security			**0.832**		
Scared to Use			**0.748**		
Operating hours				**0.812**	
Services				**0.901**	
Security				**0.854**	
Secure					**0.935**
Errors					**0.535**

Bold values are loadings that are above the recommended value of 0.5

Table 2 Results of measurement model

Model Construct	Measurement Items	Loading	CR[a]	AVE[b]
Perceived Security	Increase Confident	0.872	0.860	0.754
	Important Benefit	0.865		
Regulatory Issues	Basic Protection	0.636	0.762	0.518
	Framework Awareness	0.743		
	Rules Development	0.773		
Protected Transaction	Integrity	0.857	0.854	0.662
	Security	0.832		
	Scared to Use	0.748		
Service Quality	Operating hours	0.812	0.892	0.733
	Services	0.901		
	Security	0.854		
Adequate Mechanism	Secure	0.935	0.721	0.581
	Errors	0.535		

[a] Composite Reliability (CR) = (square of the summation of the factor loadings)/{(square of the summation of the factor loadings) + (square of the summation of the error variances)}
[b] Average Variance Extracted (AVE) = (summation of the square of the factor loadings) /{(summation of the square of the factor loadings) + (summation of the error variances)}

The discriminant validity (the degree to items differentiate among constructs or measure distinct concepts) was measured by examining the correlations between the measures of potential overlapping constructs. Items should load more strongly on their own constructs in the model, and the average variance shared between each construct and its measure should be greater than the variance shared between the construct and other constructs (Compeau et al., 1999). As shown in Table 3, the squared correlation for each construct is less than the average variance extracted by the indicators measuring the construct indicating adequate discriminant validity. In total, the measurement model demonstrated adequate convergent validity and discriminant validity.
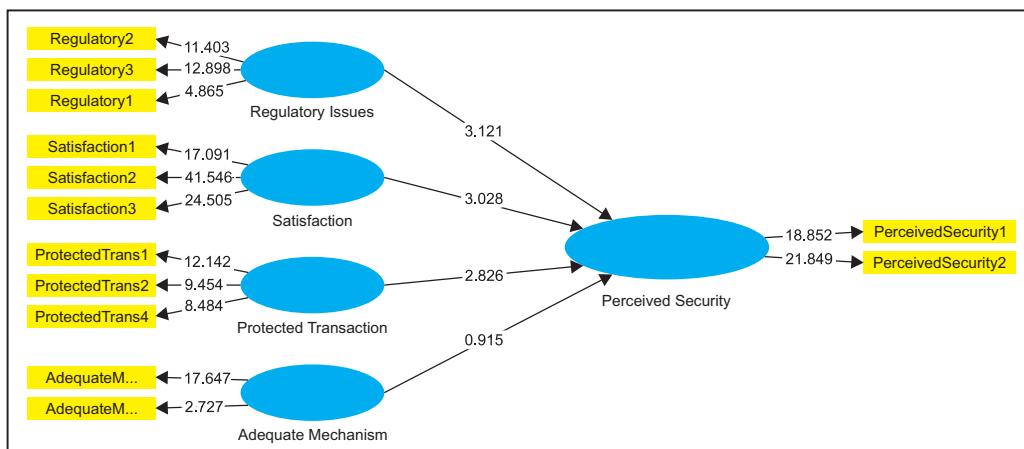
Figure 1 Research model

The structural model represents the relationship between the construct or latent variables that were hypothesized in the research model. The goodness of the theoretical model is established by the variance explained ($R2$) of the endogenous construct and the significance of all path estimates (Chin, 2010). Together the R^2 and the path coefficient indicate how well the data support the hypothesized model (Chin, 1998). Figure 2 and Table 3 shows the results of structural model from Smart PLS output. Regulatory related issues was found to be significantly related to perceived security ($\beta = 0.326$, $p < 0.01$) and, protected transaction was also found to be significantly associated with perceived security ($\beta = 0.206$, $p < 0.05$), thus supporting H_1 and H_2 of this study. Similarly, the e-banking service quality also showed a significant association with perceived security ($\beta = 0.299$, $p < 0.01$), supported H_3. However, adequate mechanism did not significantly associated with perceived security. Hence, H_4 was not supported. The results showed that regulatory related issue is a stronger predictor to perceived security as compared to protected transaction and e-banking's service quality.

Table 3 Summary of the structural model

Path	Hypotheses	Path Coefficient	Standard Error	t-value	Results
Regulatory Issues → Perceived Security	H₁	0.330	0.104	3.121**	Supported
Protected Transaction → Perceived Security	H₂	-0.210	0.073	2.826*	Supported
Service Quality → Perceived Security	H₃	0.297	0.099	3.208**	Supported
Adequate Mechanism → Perceived Security	H₄	0.091	0.090	0.915	Not Supported
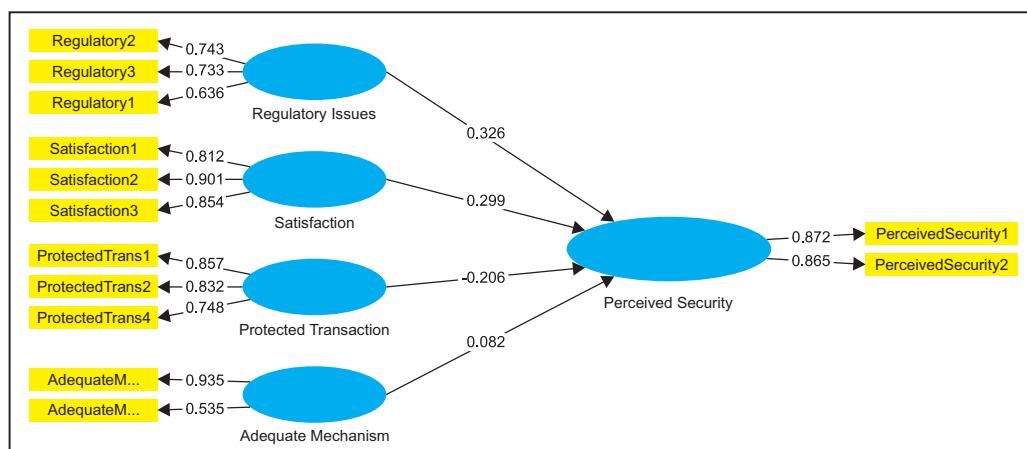
Figure 2 Structural model

DISCUSSION AND CONCLUSION

The usage of e-banking around the globe is no longer a sophisticated trend but has emerged into a norm in the developed world, and is also being applied by many banks in developing economies. The main motivation to the enormous usage of e-banking is the numerous benefits it can provide, both to the banks and to customers of financial services. The benefit gained by the financial institutions especially banks is a cost effective way of conducting business and enriching relationship with customers by offering superior services, and innovative products which may be customized to individual needs. Meanwhile, for customers it can provide a variety of choice in terms of the channels they can use to conduct their business, and convenience in terms of when and where they can use e-banking. However, in order for this industry to expand further, what matter most is how consumers perceive the e-banking security which determines their intention to adopt e-banking services.

This study investigates the association of protected transaction, adequate mechanism, service quality and regulatory issues on young consumers' perceived e-banking security in Kota Kinabalu. From the result, it is clearly shown that service quality, regulatory related issues, and protected transaction have significant associations with perceived e-banking security, except adequate mechanism.

First of all, the perceived service quality was found to significantly influence the perceived security among young consumers, consistently with the previous studies (Jun & Cai, 2001; Delone & McLean, 2003; Mahajan et al., 2002). The unlimited access to the e-banking services at their convenient time and location was proven to be important. In this study, service quality was measured based on criteria such as the operation hour, types of services as well as secured environment. In addition, the subtle differentiating quality levels of bank products is also found to influence consumers' perception of e-banking security, consistent with Mols (2000) in Jun and Cai, (2001).

Most importantly, the findings indicated that the regulatory related issues such as the basic protection, rules and regulation detailed in the e-banking regulatory framework were most critical in influencing the level of perceived e-banking security, consistent with Ahasanul et al., (2009b). The results showed that a properly planned regulatory framework can help to boost consumers' moral motivation and reduce their fear and anguish in using e-banking (Ahasanul et al., 2009b). In fact, face to face interaction with customers prior opening an account or extension of credits and more stringent verification procedures (Goi, 2005) also help to heighten perceived security.

Surprisingly, the findings indicated that secured transaction, though significant, had a negative relationship with perceived security, which contradicted the original proposition. In other words, the results showed that the more secured the transaction, the lesser the perceived security. The previous literature explains that the level of consumer confidence on e-banking transaction is depended on both the soft and hard infrastructure in protecting consumer information (Glaessner et al., 2002). These soft and hard infrastructures could be in the forms of policies, processes, protocols, guidelines, as well as the adopted computer hardware and software. Perceived security should be higher whenever consumer information are well protected without being observed, altered or destroyed (Chelappa, 2002 in Ahasanul et al., 2009a). A possible explanation for the negative relationship between secured transaction and perceived security could be consumers' reluctance in engaging into e-banking based on their own perception, especially to those who aren't computer savvy or do not have easy access to the internet, perceived online banking as a daunting task. Even though, bankers have consistently ensured the safety and security of e-banking, consumers with negative perceptions or bad experiences with e-banking will continue not to engage in online banking activities. These consumers prefer physical contact with bankers through the counter transaction as they normally distrust technology and are skeptical of its ability to work properly (Parasuraman, 2000).

Finally, contradicting the previous literature, the adequate mechanism was found not to significantly influence the perceived e-banking security, even though the relationship direction between the independent and dependent variables was found to be in the expected direction. A possible explanation for the insignificant relationship could be due to the single item measurement of the variable which failed to capture the whole picture of the tested construct (Jacoby, 1978; Churchill 1979; Churchill & Peter, 1984). Jacoby argued that "*given the complexity of our subject matter, what makes us think that we can use responses to single items [...] as measures of these concepts, then relate these scores to a host of other variables*" (p. 93). In addition, young consumers are limited by the variety of the service usage which further lead to less understanding on the encryption and decryption processes and the understanding of the tested variable. Most importantly, the small sample size (i.e. 100 respondents) could have led to variations in results. A larger sample approaches the population size and covers all the characteristics of the population should decrease sampling process error and provide more valid results.

E-banking provides many advantages for banks and customer's. E-banking has made life much easier and banking much faster for both customers and banks. It saves time spent in the banks, it provides banking throughout the year, anytime, anywhere and it provides some security and privacy to consumers by using encryption and secured technologies. This study aims to investigate the association of protected transaction, adequate mechanism, service quality and regulatory issues on young consumers' perceived e-banking security in Kota Kinabalu. From the result, it is clearly shown that service quality, regulatory related issues, and protected transaction have significant associations with perceived e-banking security, except adequate mechanism. Perhaps further study will be conducted based on a larger sample size and a wider geographical area that will provide an accurate representation of the population.

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NIAT UNTUK MENINGGALKAN ORGANISASI, SISTEM KENAIKAN PANGKAT DAN KEPUASAN KERJA DI KALANGAN PENJAWAT AWAM PERSEKUTUAN YANG DILANTIK DI BAWAH SKIM PERKHIDMATAN TERTUTUP DI SABAH, MALAYSIA

INTENTION TO LEAVE AN ORGANIZATION, PROMOTION SYSTEM AND JOB SATISFACTION AMONG FEDERAL CIVIL SERVANTS APPOINTED UNDER THE "CLOSED SERVICE SCHEME" IN SABAH, MALAYSIA

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ABSTRAK

Penyelidikan ini meneroka hubungan antara kemajuan kerjaya, sistem kenaikan pangkat, sifat-sifat personaliti ke atas kepuasan kerja dan niat untuk meninggalkan organisasi di kalangan penjawat awam persekutuan yang dilantik di bawah "Skim Perkhidmatan Tertutup" di Sabah, Malaysia. Walaupun terdapat beberapa kajian seperti ini yang telah dilaksanakan di sektor awam dan swasta, namun kajian khusus untuk penjawat awam yang dilantik di bawah "Skim Perkhidmatan Tertutup" di sektor awam Malaysia masih kurang dilaksanakan. Sampel yang terlibat dalam kajian ini adalah terdiri daripada pegawai-pegawai kerajaan yang berkhidmat di jabatan dan agensi persekutuan di negeri Sabah, Malaysia dan telah berkhidmat dengan organisasi semasa sekurang-kurangnya 5 tahun. Reka bentuk kajian ini merupakan kajian gunaan, paradigma penyelidikan menggunakan pendekatan *positivisme* dan strategi penyelidikan adalah penyelidikan berbentuk deduktif. Tujuan kajian ini ialah ujian hipotesis untuk menguji setiap pemboleh ubah yang digunakan dalam kajian ini. Kaedah kuantitatif sepenuhnya digunakan dalam kajian ini. Sejumlah 700 borang kaji selidik telah diedarkan di kalangan kakitangan awam persekutuan dalam kumpulan pengurusan dan profesional yang terdiri daripada gred 41 hingga gred 54. Sebanyak 420 soal selidik telah dikembalikan tetapi hanya sejumlah 380 borang kaji selidik didapati boleh digunakan untuk analisis dalam kajian ini. Teknik pensampelan yang digunakan adalah teknik pensampelan *purposive*. Item-item yang terdapat di dalam borang kaji selidik yang diadaptasikan daripada item-item yang pernah digunakan oleh penyelidik terdahulu dalam kajian mereka, tetapi terdapat beberapa item yang telah diubahsuai agar sesuai dengan kajian ini. Data kuantitatif

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dianalisis menggunakan *IBM SPSS* versi 23 dan pelbagai kaedah statistik digunakan bagi menganalisis data yang telah diperoleh; korelasi, regresi dan *syntax mediation test* telah digunakan dalam kajian ini. Hasil kajian menunjukkan responden berpuas hati dengan pekerjaan mereka dan memilih untuk terus berkhidmat dengan organisasi semasa. Sekiranya kakitangan mendapati organisasi prihatin tentang pembangunan kemajuan kerjaya dan peluang kenaikan pangkat dilaksanakan secara adil, kepuasan kerja dan niat untuk meninggalkan organisasi dalam kalangan penjawat awam persekutuan yang dilantik di bawah "Skim Perkhidmatan Tertutup" di sektor awam Malaysia di Sabah boleh dijangkakan. Sub konstruk yang terdapat di dalam pemboleh ubah bebas yang pertama, iaitu kemajuan kerjaya terdiri daripada pembangunan kemahiran profesional, pusingan kerja dan penyeliaan serta pemboleh ubah bebas, iaitu kedua sistem kenaikan pangkat terdiri daripada keadilan sistem kenaikan pangkat dan kecepatan kenaikan pangkat dan sifat personaliti *neuroticism* perlu diberi tumpuan bagi meningkatkan kepuasan kerja dalam kalangan kakitangan di sektor awam. Sistem saraan dan ganjaran serta penyediaan matlamat kerjaya yang menarik dan ujian personaliti ke atas kakitangan juga harus dipertimbangkan oleh organisasi yang berkaitan untuk dilaksanakan bagi meningkatkan dan mengekalkan kepuasan kerja dalam kalangan penjawat awam persekutuan yang dilantik di bawah "Skim Perkhidmatan Tertutup" sektor awam Malaysia di Sabah. Kajian ini telah menyumbang pengetahuan untuk memberikan bukti kajian empirikal dan pemahaman yang lebih baik tentang hubungan di antara kemajuan kerjaya, sistem kenaikan pangkat, sifat-sifat personaliti ke atas kepuasan kerja dan niat untuk meninggalkan organisasi di kalangan penjawat awam yang dilantik di bawah "Skim Perkhidmatan Tertutup" di jabatan dan agensi persekutuan Malaysia di Sabah. Dari perspektif praktikal, penemuan dari kajian ini boleh digunakan oleh pembuat dasar, pengurus dan penyelidik yang berminat untuk meningkatkan prestasi perkhidmatan awam dan pengurusan sumber manusia sektor awam.

Kata kunci: kemajuan kerjaya, sistem kenaikan pangkat, sifat-sifat personaliti, kepuasan kerja, niat untuk meninggalkan organisasi, "Skim Perkhidmatan Tertutup"

ABSTRACT

This research explores the relationship between career growth, promotion system, personality traits on job satisfaction and the intention to leave an organization among federal civil servants appointed under the "Closed Service Scheme" public sector in Sabah, Malaysia. While there are some studies like this have been implemented in many public and private sectors, but studies specifically for civil servants under the "Closed Service Scheme" in the public sector of Malaysia is still poorly implemented. The samples involved in this study are government officers serving in the federal departments and agencies in the state of Sabah, Malaysia and have served the current organization for at least 5 years. This study is an applied research, research paradigm of this study has been used a positivism approach and research strategy was deductive research. The purpose of the study is the hypothesis testing to test each of the variables used in

this study. The quantitative method was used in this study. A total of 700 questionnaires were distributed among federal public servants of management and professional groups consisting of grade 41 to grade 54. A total of 420 questionnaires have been returned but only 380 questionnaires have been found useable for analysis in this study. The sampling technique used was purposive sampling technique. Items of questions in the questionnaire which were adapted from items questions that have been used by previous researchers in their study, but there are some items of the question have been modified to be consistent with in this study. Quantitative data were analysed using IBM SPSS version 23 and various statistical methods of data analysis were used; correlation, regression and syntax mediation tests have been used in this study. The findings indicated that federal public servants appointed under "Closed Service Scheme" are satisfied with their job and prefer to remain served in the current organization. If employers have found organization is concerned about career growth and promotion opportunities were implemented fairly, job satisfaction and intention to leave the organization among federal public employees appointed under "Closed Service Scheme" in the Malaysian public sector could be expected. Sub construct contained in the first independent variable, career growth, such as professional ability development, job rotation and supervision as well as the second independent variable promotion system, such as promotion equity and promotion speed and finally neuroticism personality traits should focus more on improving the employees' job satisfaction in the public sector. Remuneration growth and provision of attractive career goals and also the employee's personality tests should also be considered by the organization to be implemented to improve, increase and maintain job satisfaction among federal public servants appointed under "Closed Service Scheme" in Sabah, Malaysia. These studies contributed knowledge to provide empirical evidence and a better understanding of the relationship between career growth, promotion system, personality traits on job satisfaction and intention to leave the organization among civil servants appointed under the "Closed Service Scheme" in the federal departments and agencies in Sabah, Malaysia. From a practical perspective, the findings from this study can be used by policy makers, managers and researchers who are interested in improving the performance of public services and human resource management in the public sector.

Keywords: *career growth, promotion system, personality traits, job satisfaction, intention to leave the organization, "Closed Service Scheme"*

PENDAHULUAN

Menurut Rousseau (1998), terdapat fenomena biasa di kalangan kakitangan untuk meninggalkan organisasi. Keputusan untuk meninggalkan organisasi semasa dan berkhidmat dengan organisasi lain mempunyai hubungan tahap kepuasan kerja (Tett & Meyer, 1993; Moore, 2002). Adakah fenomena ini berlaku disebabkan oleh dasar dan amalan pengurusan sumber manusia (PSM) yang diamalkan di dalam organisasi semasa itu kurang menarik? Menurut Marchington dan Grugulis (2000) dan Monsalve dan Narajo (2012) dasar dan amalan PSM perlu ditransformasi agar seiring dengan

perubahan persekitaran PSM yang terkini. Menurut Aminuddin (2009), sistem kenaikan pangkat merupakan salah satu aktiviti PSM yang penting di dalam organisasi. Menurut Akpofure, Ikhifa, Imidie dan Okokoyo (2006) dan Spector (1997), sistem kenaikan pangkat mempunyai hubungan dengan kepuasan kerja. Ini bermakna, kakitangan amat mengharapkan pergerakan mereka jawatan ke tahap yang lebih tinggi di masa hadapan. Menurut Heery dan Noon (2001), sistem kenaikan pangkat merupakan pergerakan kedudukan kakitangan dalam hierarki organisasi. Kebiasanya pergerakan ini membawa kepada peningkatan dalam tanggungjawab, status dan pakej saraan yang lebih baik. Sementara itu, menurut Weng, McElroy, Morrow dan Liu (2010), sistem kenaikan pangkat itu terbahagi kepada dua, iaitu keadilan kenaikan pangkat dan kecepatan kenaikan pangkat.

Masalah utama dasar dan amalan PSM di dalam organisasi adalah ketidakadilan, terutamanya di dalam proses kenaikan pangkat (Cooke & Saini, 2010). Keadilan sistem kenaikan merupakan proses kenaikan pangkat yang dilaksanakan dengan telus, tanpa unsur bias dan berat sebelah (Aryee, Budhwar & Chen, 2002; Choi, 2011; Sweeney & McFarlin, 1993). Perlaksanaan sistem kenaikan pangkat seharusnya dilaksanakan secara adil dan saksama (Erdogan, Liden & Kraimer, 2006). Kenyataan ini dipersetujui oleh kajian yang dilaksanakan oleh Folger dan Konovsky (1989) ke atas kakitangan-kakitangan di Amerika Syarikat (AS) yang mendapati keadilan di dalam pemberian kenaikan pangkat mempunyai hubungan dengan tahap kepuasan kerja. Kakitangan akan sentiasa menilai polisi dan dasar kenaikan pangkat yang diamalkan di dalam organisasi sama ada telus dan adil. Kakitangan juga akan membandingkan polisi dan dasar sistem kenaikan pangkat dengan rakan mereka yang berkhidmat di dalam dan di luar organisasi. Oleh yang demikian, keadilan sistem kenaikan pangkat merupakan peramal tahap kepuasan kerja di kalangan kakitangan di dalam organisasi. Kenyataan ini dipersetujui oleh kajian-kajian lepas yang dijalankan oleh (Sweeney & McFarlin, 1993; Aryee et al., 2002; Choi, 2011).

Manakala, kecepatan kenaikan pangkat merujuk kepada peningkatan jawatan dalam satu tempoh perkhidmatan di dalam organisasi (Dries, Pepermans & De Kerpel, 2008). Kajian yang dilaksanakan oleh Salamin dan Hom (2005) ke atas kakitangan bank di Switzerland menunjukkan bahawa peningkatan hierakri dan perbezaan status di dalam organisasi amat bermakna bagi kakitangan. Ini menunjukkan kecepatan pemberiaan kenaikan pangkat kepada kakitangan mempunyai hubungan dan peramal terhadap ukuran kepuasan kerja di kalangan kakitangan di dalam organisasi. Kenyataan ini dipersetujui oleh kajian yang dilaksanakan oleh Aminuddin et al. (2012) ke atas kakitangan pihak berkuasa tempatan di Malaysia yang mendapati kecepatan kenaikan pangkat merupakan ukuran yang paling utama di dalam mengukur kepuasan kerja. Kajian Aminuddin et al. (2012) mendapati kecepatan kenaikan di dalam organisasi pihak berkuasa tempatan begitu perlahan disebabkan kekurangan jawatan yang terhad di dalam organisasi pihak berkuasa tempatan di Malaysia.

Kepuasan kerja merujuk kepada sejauh manakah kakitangan itu sukakan pekerjaannya (Spector, 1997). Kepuasan kerja lahir dari keseronokan emosi yang terhasil daripada penilaian kakitangan itu terhadap pekerjaannya (Locke, 1969). Kepuasan kerja terbahagi kepada dua, iaitu kepuasan kerja yang positif dan kepuasan kerja yang negatif. Kepuasan kerja yang positif apabila kakitangan memilih untuk terus berkhidmat dengan organisasi apabila kesemua keperluan dan hasrat pekerjaan di dalam organisasi telah tercapai (Lee, Gerhart, Weller, Trevor, & Ellig, 2008; Yang, 2010). Apabila kakitangan meninggalkan organisasi, ini menunjukkan ukuran tahap kepuasan kerja yang negatif telah berlaku di kalangan kakitangan di dalam organisasi (Yang, 2010; Abdullah, Djebarni & Mellahi, 2011).

Niat untuk meninggalkan organisasi merupakan pemikiran yang dizahirkan kakitangan melalui tingkah laku dan gelagat (Park & Kim, 1979). Kakitangan yang meninggalkan organisasi dikaitkan dengan kepuasan kerja (Tett & Meyer, 1993; Moore, 2002). Kenyataan ini dipersetujui oleh kajian yang dilaksanakan oleh Yao dan Wang (2006) ke atas kakitangan syarikat teknologi di China yang mendapati kepuasan kerja dikaitkan dengan pusing ganti kakitangan di dalam organisasi semasa. Kajian-kajian lepas menunjukkan sistem kenaikan pangkat adalah salah satu faktor penentu kepuasan kerja sama ada meningkat atau sebaliknya. Kakitangan akan meninggalkan organisasi apabila peluang kenaikan pangkat tidak terdapat di dalam organisasi tersebut (Allen, Shore & Griffieth, 2003; Salamin & Hom, 2005; Weng et al., 2010).

Kajian ini akan menggunakan Teori Pertukaran Sosial dan *Theory of Reasoned Action* (TRA) bagi menyokong pelaksanaan kajian ini. Falsafah yang terkandung dalam teori pertukaran sosial daripada perspektif organisasi merujuk kepada norma timbal balik manfaat pertukaraan di sepanjang hubungan di antara majikan, organisasi dan kakitangan dalam organisasi. Manfaat dirujuk sebagai ganjaran dan faedah yang diterima oleh kakitangan daripada majikan setelah menjalankan tugas mereka dengan baik dalam organisasi (Blau, 1964; Gilbert, deWinne, Sels, 2011; Xerri & Brunetto, 2013). Falsafah norma timbal balik dan pemberiaan manfaat hendaklah dilaksanakan dengan satu sistem yang adil dan seimbang serta dalam tempoh masa yang sesuai (Blau, 1964). Kajian-kajian lepas mendapati organisasi yang fokus terhadap amalan pertukaran sosial mempunyai hubungan dengan kepuasan kerja (Aryee et al., 2002; Tekleab & Chiaburu, 2011). Sementara itu, *Theory of Reasoned Action* (TRA) merupakan teori kedua yang digunakan dalam kajian sebagai peramal terbaik untuk meramal tingkah laku individu untuk sesuatu niat (Fishbein & Ajzen, 1975: Webb & Sheeran, 2006). Niat merupakan satu usaha yang dirancang oleh seseorang individu melalui tingkah laku yang ditunjukkan (Ajzen & Fishbein, 1980). Seseorang individu dapat melakukan atau tidak melakukan sesuatu tingkah laku bergantung pada niat individu itu sendiri (Ajzen & Fishbein, 1980). Pembentukan niat di dalam kajian ini adalah niat untuk meninggalkan organisasi. Keputusan pembentukan niat dan tingkah laku bergantung terhadap ukuran tahap kepuasan kerja yang diperoleh oleh kakitangan di dalam organisasi.

Kajian ini akan memfokuskan kepada penjawat awam persekutuan dalam kumpulan pengurusan dan profesional gred 41 hingga 54 yang berkhidmat di jabatan dan badan berkanun persekutuan di negeri Sabah. Kajian ini diharapkan dapat menyumbang kepada penambahbaikan (*improving practice*) dasar dan amalan PSM di dalam perkhidmatan awam khususnya sistem kenaikan pangkat serta tahap kepuasan kerja dan menanggani isu-isu niat untuk meninggalkan organisasi di kalangan penjawat awam persekutuan di Sabah.

Persoalan Kajian

Kajian ini akan mengemukakan beberapa persoalan kajian yang utama seperti berikut:

a. Apakah terdapat hubungan di antara sistem kenaikan pangkat dengan kepuasan kerja di kalangan penjawat awam persekutuan di negeri Sabah?

b. Adakah kepuasan kerja menjadi faktor pencelah (*mediator*) di antara hubungan sistem kenaikan pangkat dan niat untuk meninggalkan organisasi di kalangan penjawat awam persekutuan di negeri Sabah?

c. Adakah kepuasan kerja mempunyai hubungan dengan niat untuk meninggalkan organisasi di kalangan penjawat awam persekutuan di negeri Sabah?

Objektif Kajian

Objektif kajian ini adalah seperti berikut:

a. Menganalisis hubungan di antara sistem kenaikan pangkat dengan kepuasan kerja di kalangan penjawat awam persekutuan di negeri Sabah.

b. Menganalisis sama ada kepuasan kerja menjadi pemboleh ubah pencelah (*mediator*) di antara hubungan sistem kenaikan pangkat dan niat untuk meninggalkan organisasi di kalangan penjawat awam persekutuan di negeri Sabah.

c. Menganalisis sama ada terdapat hubungan di antara kepuasan kerja dengan niat untuk meninggalkan organisasi di kalangan penjawat awam persekutuan di negeri Sabah.

Hipotesis

Hipotesis 1: Terdapat perhubungan yang signifikan di antara sistem kenaikan pangkat dan kepuasan kerja dalam kalangan penjawat awam persekutuan di negeri Sabah.

   H1a: Terdapat perhubungan yang signifikan di antara keadilan sistem kenaikan pangkat dan kepuasan kerja.

   H1b: Terdapat perhubungan yang signifikan di antara kecepatan kenaikan pangkat dan kepuasan kerja.

Hipotesis 2: Kepuasan Kerja pencelah (*mediator*) di antara sistem kenaikan pangkat dan niat untuk meninggalkan organisasi di kalangan penjawat awam persekutuan di negeri Sabah.

   H2a: Kepuasan kerja pencelah (*mediator*) di antara keadilan sistem kenaikan pangkat dan niat untuk meninggalkan organisasi.

   H2b: Kepuasan kerja pencelah (*mediator*) di antara kecepatan kenaikan pangkat dan niat untuk meninggalkan organisasi.

Hipotesis 3: Terdapat hubungan yang signifikan di antara kepuasan kerja dan niat untuk meninggalkan organisasi dalam kalangan penjawat awam persekutuan di negeri Sabah.

Tinjauan Literatur

Menurut Mobley, Griffeth, Hand dan Meglino (1979), membahagikan niat dan tingkah laku untuk meninggalkan organisasi di kalangan kakitangan terbahagi kepada empat bahagian, iaitu berfikir untuk meninggalkan organisasi, merancang untuk kekal atau meningggalkan organisasi, mencari kerjaya alternatif dan keinginan untuk meninggalkan kerjaya semasa. Penyebab utama niat dan tingkah laku untuk meninggalkan organisasi ini disebabkan kekurangan kepuasan kerja yang dialami oleh kakitangan dalam organisasi (Tett & Meyer, 1993; Moore, 2002). Menurut Cowin (2002), mengenal pasti pemberian faedah pekerjaan terutamanya peluang kenaikan pangkat mempengaruhi tahap kepuasan kerja dan keputusan kakitangan sama ada ingin kekal terus bersama atau meninggalkan organisasi. Pernyataan ini dipersetujui oleh hasil kajian yang diperoleh oleh Albaugh (2003) yang mendapati pengiktirafan kepada kakitangan dan pemberiaan faedah pekerjaan yang kurang menarik menyebabkan kakitangan meninggalkan organisasi disebabkan oleh kepuasan kerja yang menurun.

Keadilan Sistem Kenaikan Pangkat

Keadilan sistem kenaikan pangkat merupakan sub konstruk pertama di bawah pemboleh ubah bebas sistem kenaikan pangkat. Pekerja memerlukan polisi dan prosidur sistem kenaikan pangkat yang adil, saksama, telus dan tidak ada unsur bias (Witt & Nye, 1992). Ini adalah disebabkan apabila seorang kakitangan mendapati sistem kenaikan pangkat yang adil diamalkan di dalam organisasi, kepuasan kerja di kalangan kakitangan akan meningkat. Kenyataan ini dipersetujui oleh Kalleberg dan Mastekaasa (2001) yang menyatakan bahawa kesan sistem kenaikan pangkat yang tidak adil akan menyebabkan komitmen untuk terus berkhidmat di dalam organisasi akan menurun dan seterusnya kakitangan akan berpotensi untuk mencari pekerjaan lain atau meletak jawatan. Merujuk kepada teori pertukaran sosial, kakitangan cenderung untuk membandingkan kenaikan pangkat di kalangan mereka di dalam organisasi. Perbandingan yang biasanya dibandingkan termasuklah kelayakan akademik dan kekananan yang sesama kakitangan. Perbandingan ini juga dilakukan oleh kakitangan terhadap rakan-rakan mereka di luar organisasi. Satu hasil kajian yang diperoleh oleh Burnett, Williamson dan Bartol (2009) terhadap graduan dari Mid-Atlantik Universiti mendapati kakitangan yang telah diambil sebelum dan selepas diambil bekerja menyatakan bahawa, selagi perlaksanaan sistem dan polisi kenaikan pangkat itu adil, kakitangan berkemungkinan akan kekal berkhidmat di dalam organisasi tersebut walaupun majikan tidak mampu untuk menyediakan bayaran saraan kepada mereka dengan gaji yang tinggi. Oleh yang demikian, terdapat hubungan yang signifikan di antara keadilan sistem kenaikan pangkat dan kepuasan kerja (Sweeney & McFarlin, 1993; Aryee et al., 2002; Choi, 2011).

Kecepatan Kenaikan Pangkat

Sub konstruk kecepatan kenaikan pangkat merupakan sub konstruk kedua di bawah pemboleh ubah bebas sistem kenaikan pangkat. Kajian yang dilaksanakan oleh Salamin dan Hom (2005) ke atas kakitangan di sebuah bank di Switzerland menunjukkan bahawa tahap hierarki dan perbezaan status di dalam organisasi memberi makna kepada kakitangan. Pencapaian kerjaya yang menaik merupakan tanda pencapaian kerjaya yang bermakna bagi kakitangan (Salamin & Hom, 2005). Kenyataan ini dipersetujui oleh hasil kajian yang dilaksanakan oleh Danish dan Usman (2010) ke atas kakitangan di peringkat pertengahan di dalam sektor awam dan swasta di Pakistan yang menunjukkan bahawa peluang kenaikan pangkat meningkatkan kepuasan kerja. Hasil kajian yang dilaksanakan oleh Weng et al. (2010) juga bersetuju peningkatan dalam kecepatan kenaikan pangkat dapat memberi kesan positif kepada hubungan majikan dan kakitangan yang mana berkaitan dengan falsafah yang terdapat di dalam teori pertukaran sosial. Oleh yang demikian, terdapat hubungan yang signifikan di antara kecepatan kenaikan pangkat dan kepuasan kerja (Salamin & Hom, 2005; Weng et al., 2010; Danish & Usman, 2010; Amminudin et al., 2012).

Kepuasan Kerja

Di dalam kajian ini, kepuasan kerja merupakan pemboleh ubah pencelah (*mediator*) di antara sistem kenaikan pangkat dan niat untuk meninggalkan organisasi. Kajian terhadap kepuasan kerja masih menarik minat di kalangan penyelidik untuk terus dikaji (Burnett et al., 2009; Yang, 2010; Choi, 2011) terutamanya dari segi pengurusan organisasi dan isu-isu pekerjaan. Para penyelidik masih tertarik untuk terus membuat kajian mengenai kepuasan kerja disebabkan kepentingan utamanya untuk kejayaan organisasi (Herzberg, 2003). Kepuasan kerja telah mencetuskan banyak faedah penyelidikan kerana ia mengandaikan memberi kesan terhadap dasar dan amalan PSM (Van Scotter, 2000) yang dilaksanakan di dalam organisasi.

Satu tinjauan kajian yang dijalankan oleh Yang (2010) ke atas kakitangan-kakitangan hotel pelancongan antarabangsa di Taiwan menunjukkan bahawa peningkatan kepuasan kerja menyebabkan kakitangan memilih untuk terus berkhidmat dengan organisasi. Kenyataan ini disokong oleh kajian yang dilaksanakan oleh Rayton (2006) di kalangan kakitangan pelbagai peringkat jawatan di syarikat pembuatan berteknologi tinggi di United Kingdom yang mendapati kepuasan kerja meningkat apabila organisasi menjaga kebajikan kakitangannya terutama sekali di dalam pembangunan kerjaya kakitangan dalam organisasi tersebut. Ini adalah disebabkan kakitangan yang dilayan dengan adil oleh organisasi akan memenuhi keperluan psikologi kakitangan (Spector, 1997) dalam organisasi. Namun, sekiranya organisasi gagal menangani isu-isu kepuasan kerja, kakitangan berpotensi untuk meninggalkan organisasi apabila organisasi tidak menyediakan pembangunan kerjaya kakitangan terutama isu-isu kenaikan pangkat kakitangan dalam organisasi tersebut. Kajian lalu membuktikan apabila organisasi gagal menyelesaikan isu-isu pekerjaan, kakitangan akan menyebabkan kepuasan kerja menurun dan meningkatkan kadar pusing ganti kakitangan di dalam organisasi (Yang, 2010: Abdullah et al., 2011).

Niat untuk Meninggalkan Organisasi

Akhir sekali niat untuk meninggalkan organisasi merupakan pemboleh ubah bersandar di dalam kajian ini. Sistem kenaikan pangkat merupakan faktor yang memberi kesan terhadap emosi kakitangan terhadap organisasi (Locke, 1976; William & Hazer, 1986). Emosi ini dizahirkan sama ada kepuasan kerja meningkat ataupun sebaliknya. Kakitangan akan meninggalkan organisasi sekiranya peluang kenaikan pangkat kurang menarik atau tidak disediakan. Keadaan ini menyebabkan kakitangan akan meninggalkan organisasi sekiranya terdapat tawaran yang lebih menarik di organisasi luar (Tor & Owen, 1997; Nyuyen, Taylor & Bradley, 2003). Selain daripada peluang kenaikan pangkat yang perlu disediakan, sistem kenaikan pangkat perlu dilaksanakan dengan adil dan saksama (Witt & Nye, 1992). Kesan perlaksanaan sistem kenaikan pangkat yang tidak adil akan menyebabkan kakitangan meninggalkan organisasi dan meletak jawatan Kallerberg dan Mastekaasa (2001).

Peluang kenaikan pangkat yang disediakan oleh organisasi merupakan pelaburan jangka panjang organisasi terhadap kakitangan. Kakitangan yang terus berkhidmat dengan organisasi merupakan kakitangan yang berpengalaman dan berkemahiran (Hall & Moss, 1998; Woodruffe, 1999; Hsu, Jiang, Klien & Tang, 2003). Ini menunjukkan sistem kenaikan pangkat adalah satu faktor penentu kepuasan kerja sama ada meningkat atau sebaliknya. Kakitangan akan meninggalkan organisasi apabila peluang kenaikan pangkat tidak terdapat dalam organisasi tersebut (Allen et al., 2003; Salamin & Hom, 2005; Weng et al., 2010).

Metodologi Kajian

Kajian yang dilaksanakan adalah kajian kes untuk mengkaji perlaksanaan sistem kenaikan pangkat dan kesannya terhadap tahap kepuasan kerja dan niat untuk meninggalkan organisasi di kalangan penjawat awam persekutuan di Sabah. Maklumat populasi kajian ini diperoleh daripada Pejabat Setiausaha Persekutuan Sabah. Populasi kajian ini ialah pegawai kumpulan pengurusan dan profesional gred 41 hingga 54 yang sedang berkhidmat sekurang-kurangnya lima tahun di pelbagai jabatan kerajaan dan badan berkanun persekutuan yang terdapat di negeri Sabah. Pegawai kumpulan pengurusan dan profesional merupakan pegawai-pegawai awam yang mempunyai kelayakan akademik serta kepakaran yang khusus di dalam jawatan yang disandang. Menurut Bowen dan Ostroff (2004), penilaian pandangan kakitangan di dalam pelbagai peringkat dan kepakaran di dalam jawatan yang disandang boleh membantu penyelidik untuk menilai kekuatan dan kelemahan dasar dan amalan PSM didalam organisasi. Teknik persampelan kajian ini berbentuk *purposive sampling*. Menurut Sekaran (2011), teknik persampelan *purposive* bermaksud responden mempunyai maklumat dan ciri-ciri yang ditetapkan penyelidik. Teknik persampelan ini bersesuaian dengan kajian ini kerana responden terdiri daripada pegawai kumpulan pengurusan dan profesional di gred 41 hingga 54 yang berkhidmat di pelbagai jabatan dan badan berkanun persekutuan. Jumlah populasi kajian ini adalah seramai 26,707 orang. Sekaran (2011) mencadangkan sekiranya jumlah populasi kajian seramai 20,000 orang, jumlah sampel yang dicadangkan adalah seramai 377 orang. Walau bagaimanapun jumlah keseluruhan populasi adalah 26,707 orang. Ini menunjukkan jumlah populasi berada di antara 20,000 hingga 30,000 orang. Oleh yang demikian, jumlah sampel kajian ini seharusnya berada di antara 377 orang hingga 379 orang.

Kajian ini menggunakan sepenuhnya borang kaji selidik sebagai instrumen bagi memperoleh data daripada responden. Set soalan-soalan borang kaji selidik yang telah dibangunkan diadaptasi daripada item-item soalan yang pernah digunakan penyelidik terdahulu ke atas kajian mereka. Weng et al. (2010) telah membangunkan soalan kaji selidik bagi item-item soalan kaji selidik di bawah pemboleh ubah sistem kenaikan

pangkat. Item-item soalan keadilan sistem kenaikan pangkat (3 item) dan kecepatan kenaikan pangkat (3 item) ini pernah digunakan oleh Weng et al. (2010) untuk tujuan kajian kepuasan kerja dalam kalangan kakitangan di China. Sementara item-item soalan kaji selidik bagi mengukur tahap kepuasan kerja yang digunakan di dalam kajian ini menggunakan item-item soalan kaji selidik single rating method yang dibangunkan oleh Spector (1997). Item-item soalan borang kaji selidik bagi niat untuk meninggalkan organisasi pula diadaptasi daripada *Turn-over Intention Questionnaire* (TIQ) yang dibangunkan oleh Olesegun (2013) untuk kajian yang dilaksanakan ke atas pustakawan yang berkhidmat di universiti milik persekutuan dan negeri di Nigeria. Terdapat 7 item soalan bagi niat untuk meninggalkan organisasi. Item-item yang terdapat di dalam borang kaji selidik diukur menggunakan 5-*Point Likert Scale* bermula dari (1) Sangat Tidak Setuju hingga (5) Sangat Bersetuju.

Kajian ini menggunakan perisian IBM SPSS versi 23 untuk tujuan analisis data. Kaedah regresi perkalian (*multiple regression*) digunakan bagi menilai hubungan dan rumusan hasil kajian. Tahap signifikan yang ditetapkan di dalam kajian ini, iaitu nilai p hendaklah [**]< 0.01 dan < 0.05 (Kumar et al., 2013). Manakala, bagi menilai hubungan pencelah (*mediator*) kaedah *multiple syntax mediation* digunakan. Nilai *indirect effect* di antara LLCI (*Lower Level of Confidence Intervals*) dan ULCI (*Upper Level of Confidence Intervals*) yang diuji menerusi ujian *multiple syntax mediation* seharusnya tidak mempunyai nilai 0 di antara nilai LLCI dan ULCI (Preacher & Hayes, 2008). Analisis faktor dan kebolehpercayaan juga telah dijalankan ke atas data kajian ini bagi mengesahkan data yang digunakan di dalam kajian ini disahkan dan boleh dipercayai sebelum ujian regresi perkalian (*multiple regression*) dan *multiple syntax mediation* dilaksanakan.

Analisis faktor yang telah dilaksanakan di dalam kajian bertujuan untuk memperkukuhkan setiap item yang terdapat di dalam setiap pemboleh ubah. Analisis faktor dilaksanakan untuk menilai setiap item yang terdapat pada setiap pemboleh ubah agar dapat diringkaskan tetapi tidak akan menjejaskan pemboleh ubah berkenaan. Menurut Kumar et al. (2013), analisis faktor diperlukan untuk mengurangkan item yang agak samar dan dalam masa yang sama dapat mengekalkan item yang penting dalam menyokong setiap pemboleh ubah. Kajian ini menggunakan komponen analisis *varimax rotation test* dengan berpandukan kepada *factor loading* dari 0.50 (Kumar et al., 2013).

Menurut Sekaran (2011), sekiranya nilai Cronbach's Alpha kurang daripada 0.60, skor kebolehpercayaan item-item soalan kaji selidik itu adalah rendah, manakala skor nilai Cronbach's Alpha di antara 0.60 hingga 0.80 adalah sederhana namun boleh diterima, sekiranya nilai Cronbach's Alpha melebihi 0.80, ia adalah tinggi. Jadual 2 menunjukkan nilai Cronbach's Alpha kajian ini di antara 0.675 sehingga 0.868. Oleh yang demikian, nilai Cronbach's Alpha kajian ini adalah diterima dan ujian seterusnya dapat dijalankan.

Jadual 1 Analisis faktor–sistem kenaikan pangkat

Item-item	F1	F2	F3	F4
Faktor 1: Keadilan Sistem Kenaikan Pangkat				
Organisasi saya mempunyai dasar kenaikan pangkat dalaman yang adil.	0.848			
Organisasi saya mempunyai peraturan-peraturan yang sangat adil.	0.824			
Prosedur organisasi saya untuk membuat keputusan mengenai kenaikan pangkat adalah adil.	0.851			
Faktor 2: Kecepatan Kenaikan Pangkat				
Kecepatan kenaikan pangkat saya di dalam organisasi ini adalah setiap 5 tahun.		0.807		
Berbanding dengan organisasi sebelumnya, kedudukan saya sekarang adalah ideal.		0.667		
Berbanding dengan rakan-rakan saya, saya dinaikkan pangkat dengan lebih cepat.		0.768		
Faktor 3: Kepuasan Kerja				
Secara keseluruhannya saya berpuas hati dengan kerja saya.			0.857	
Secara umum, saya suka berkerja di sini.			0.884	
Setelah semua perkara dipertimbangkan, saya berpuas hati dengan kerja saya sekarang.			0.792	
Faktor 4: Niat untuk Meninggalkan Organisasi				
Saya akan berhenti daripada pekerjaan saya sekarang sekiranya ditawarkan pekerjaan yang sama dengan gaji yang lebih baik daripada organisasi lain.				0.713
Sekiranya kekal dengan majikan sekarang ia tidak dapat memenuhi harapan saya di dalam pekerjaan.				0.782
Sebaik sahaja saya dapat mencari pekerjaan yang lebih baik, saya akan berhenti dari organisasi ini.				0.801
Saya sering berfikir tentang berhenti kerja.				0.722
Tidak mungkin untuk saya mempertimbangkan keputusan meninggalkan organisasi ini.				0.541
Saya lebih suka untuk tidak terus berkerja di dalam organisasi ini.				0.761
Saya mungkin akan aktif mencari pekerjaan baharu di tahun hadapan.				0.741

Jadual 1 menunjukkan analisis faktor yang dilaksanakan menunjukkan nilai faktor loading untuk pemboleh ubah yang berada di antara 0.571 sehingga 0.884. Nilai faktor loading semua pemboleh ubah menunjukkan analisis data seterusnya boleh dijalankan.

Jadual 2 Skor kebolehpercayaan semua pemboleh ubah

Pemboleh ubah: Sistem Kenaikan Pangkat	Bilangan item	Cronbach's Alpha
Keadilan sistem kenaikan pangkat	3 item	0.854
Kecepatan kenaikan pangkat	3 item	0.675
Kepuasan kerja	3 item	0.836
Niat untuk meninggalkan organisasi	7 item	0.868

Hasil kajian dan perbincangan

Borang soal selidik telah diedarkan sebanyak 700 set kepada responden di setiap jabatan dan badan berkanun persekutuan di seluruh negeri Sabah terdiri daripada responden yang berada di dalam gred 41 hingga gred 54, terdiri daripada pelbagai jantina, skim perkhidmatan, status perkahwinan dan latar belakang akademik yang berbeza. Namun begitu, hanya 420 borang soal selidik sahaja telah dikembalikan. Terdapat 380 borang kaji selidik sahaja telah dijawab dengan sempurna dan boleh digunakan untuk tujuan analisis data. Sebanyak 40 borang soal selidik lagi tidak dikembalikan, tidak dijawab dengan lengkap dan tidak dijawab langsung oleh responden. Namun, bilangan 380 borang kaji selidik yang digunakan untuk analisis data menepati saranan sampel kajian yang disarankan oleh Sekaran (2011).

Analisis Regresi Perkalian (*Multiple Regression*) dan *Multiple Syntax Mediation*

Jadual 3 Analisis regresi perkalian (*multiple regression*) sistem kenaikan pangkat dan kepuasan kerja

Pemboleh ubah	Pemboleh ubah		Standard Coefficient	Significant
Kepuasan Kerja Sistem Kenaikan Pangkat				
	Keadilan sistem kenaikan pangkat		0.167*	0.03
	Kecepatan kenaikan pangkat		0.142*	0.05
	R^2	0.304		
	Adjust R^2	0.291		

Tahap signifikan: ** $p < 0.01$, * $p < 0.05$

Hipotesis 1: Terdapat perhubungan yang signifikan di antara sistem kenaikan pangkat dan kepuasan kerja dalam kalangan penjawat awam persekutuan di negeri Sabah.

H1a: Terdapat perhubungan yang signifikan di antara keadilan sistem kenaikan pangkat dan kepuasan kerja.

Jadual 3 menunjukkkan bahawa keadilan sistem kenaikan pangkat ($\beta = 0.167$), ($p < 0.05$) mempunyai hubungan yang signifikan dengan kepuasan kerja. Oleh yang demikian, H1a adalah diterima

H1b: Terdapat perhubungan yang signifikan di antara kecepatan kenaikan pangkat dan kepuasan kerja.

Jadual 3 juga menunjukkkan bahawa kecepatan kenaikan pangkat ($\beta = 0.142$), ($p < 0.05$) mempunyai hubungan yang signifikan dengan kepuasan kerja. Oleh yang demikian, H1b adalah diterima. Oleh yang demikian, ujian regresi perkalian (*multiple regression*) menunjukkan hipotesis 1 diterima sepenuhnya

Hasil analisis regresi perkalian (*multiple regression*) yang dilaksanakan sub konstruk pertama, iaitu keadilan sistem kenaikan di bawah pemboleh ubah bebas, sistem kenaikan pangkat mempunyai hubungan yang signifikan serta peramal yang paling kuat untuk kepuasan kerja di dalam kajian ini. Ini menunjukkan responden berpuas hati dengan proses di dalam peluang dan sistem pemberian kenaikan pangkat yang diamalkan organisasi. Sistem kenaikan pangkat telah dilaksanakan selaras dengan dasar, polisi dan prosedur yang ditetapkan oleh organisasi. Hasil kajian ini selaras dengan penemuan hasil kajian yang dilaksanakan oleh (Witt & Nye, 1992; Sweeney & McFarlin, 1993; Choi, 2011; Aryee et al.*,* 2002; Burnett et al., 2009). Kajian-kajian mereka mendapati amalan dan dasar sistem kenaikan pangkat di dalam organisasi yang dilaksanakan tanpa ada unsur bias atau berat sebelah akan meningkatkan tahap kepuasan kerja. Hasil kajian ini juga selaras dengan teori pertukaran sosial yang mencadangkan pemberian ganjaran dan pengiktirafan perlu dilaksanakan dengan adil dan saksama bagi memastikan peningkatan kepuasan kerja di kalangan kakitangan akan tercapai di dalam organisasi.

Manakala, sub konstruk kecepatan kenaikan pangkat juga didapati mempunyai hubungan yang signifikan dengan kepuasan kerja. Hasil kajian ini selaras dengan dapatan kajian yang diperoleh oleh (Salamin & Hom, 2005; Danish & Usman, 2010; Weng et al, 2010; Ammindudin et al.*,* 2012). Responden berpuas hati dengan kecepatan pemberian kenaikan pangkat oleh organisasi. Pemberian kenaikan pangkat yang diberikan organisasi mengikut tempoh masa perkhidmatan yang sesuai.

Jadual 4 Ujian pencelahan (*mediator*) kepuasan kerja dengan sistem kenaikan pangkat dan niat untuk meninggalkan organisasi

Pemboleh ubah bebas: Sistem kenaikan pangkat	Effect	SE (boot)	LCCI	UCLI
Keadilan sistem kenaikan pangkat	−0.0637	0.0271	−0.1325	−0.0191
Kecepatan kenaikan pangkat	−0.0534	0.0243	−0.1106	−0.0151

Dependent Variables: Niat untuk meninggalkan organisasi

Hipotesis 2: Kepuasan kerja pencelah (*mediator*) di antara sistem kenaikan pangkat dan niat untuk meninggalkan organisasi dalam kalangan penjawat awam persekutuan di negeri Sabah.

H2a: Kepuasan kerja pencelah (*mediator*) di antara keadilan sistem kenaikan pangkat dan niat untuk meninggalkan organisasi.

Jadual 4 memaparkan nilai-nilai (LLCI = -0.1325 dan ULCI = -0.0228). Tidak terdapat nilai 0 di antara nilai LLCI dan ULCI. Ini menunjukkan kepuasan kerja secara signifikan sebagai pencelah (*mediator*) yang negatif di antara keadilan sistem kenaikan pangkat dan kecepatan kenaikan pangkat dengan pemboleh ubah bersandar iaitu niat untuk meninggalkan organisasi. Oleh yang demikian, H2a adalah signifikan dan diterima.

H2b: Kepuasan kerja pencelah (*mediator*) di antara kecepatan kenaikan pangkat dan niat untuk meninggalkan organisasi.

Jadual 4 memaparkan nilai-nilai (LLCI = -0.1106 dan ULCI = -0.0151). Tidak terdapat nilai 0 di antara nilai LLCI dan ULCI. Ini menunjukkan kepuasan kerja secara signifikan sebagai pencelah (*mediator*) yang negatif di antara kecepatan kenaikan pangkat dengan pemboleh ubah bersandar niat untuk meninggalkan organisasi. Oleh yang demikian, H2 adalah signifikan dan diterima. Oleh yang demikian, hasil ujian *multiple syntax mediation* yang dijalankan menunjukkan Hipotesis 2 diterima sepenuhnya di dalam kajian ini.

Hasil kajian ini mendapati terdapat hubungan yang signifikan namun negatif di antara kepuasan kerja dan niat untuk meninggalkan organisasi. Hasil kajian ini selaras dengan kajian yang dijalankan oleh Lee et al. (2008) dan Yang (2010). Kajian ini mendapati kepuasan kerja berjaya menjadi pencelah (*mediator*) yang signifikan namun negatif di antara sub konstruk keadilan sistem kenaikan pangkat dan kecepatan kenaikan pangkat dengan niat untuk meninggalkan organisasi. Responden memilih untuk terus kekal berkhidmat dengan organisasi semasa, ini menunjukkan responden telah mencapai kepuasan kerja yang positif. Hasil kajian yang ditunjukkan di dalam kajian ini selaras dengan falsafah yang terdapat di dalam teori TRA, iaitu responden percaya dan mencapai kepuasan kerja yang positif terhadap dasar dan amalan sistem kenaikan pangkat yang dilaksanakan dalam organisasi dan keputusan ini ditunjukkan oleh responden melalui pembentukan niat dan tingkah laku untuk terus kekal berkhidmat dengan organisasi semasa.

Jadual 5 Analisis regresi perkalian (*multiple regression*) kepuasan kerja dan niat untuk meninggalkan organisasi

Pemboleh ubah	Pemboleh ubah		Standard Coefficient	Significant
	Kepuasan Kerja		-0.415**	0.000
Niat untuk meninggalkan organisasi	R^2	0.203		
	Adjust R^2	0.201		

Tahap signifikan: **$p < 0.01$, *$p < 0.05$

Hipotesis 3: Terdapat hubungan yang signifikan di antara kepuasan kerja dan niat untuk meninggalkan organisasi di kalangan penjawat awam persekutuan di negeri Sabah.

Jadual 5 menunjukkkan bahawa kepuasan kerja (β = –0.415), (t = -9.825, p < 0.05) mempunyai hubungan signifikan yang negatif dengan pemboleh ubah bersandar, iaitu niat untuk meninggalkan organisasi. Oleh yang demikian, H3 adalah diterima.

Oleh yang demikian, analisis ujian hipotesis 3 mendapati kepuasan kerja didapati mempunyai hubungan yang negatif namun signifikan dengan niat untuk meninggalkan organisasi.

Hasil analisis regresi perkalian (*multiple regression*) mendapati kepuasan kerja mempunyai hubungan yang signifikan namun negatif dengan niat untuk meninggalkan organisasi. Ini menunjukkan responden memilih untuk terus kekal berkhidmat dengan organisasi semasa. Ini juga menunjukkan secara keseluruhannya kepuasan kerja telah tercapai.

KESIMPULAN

Kajian ini dijalankan bertujuan untuk meneroka hubungan sistem kenaikan pangkat, tahap kepuasan kerja dan niat untuk meninggalkan organisasi di kalangan penjawat awam persekutuan yang berkhidmat di negeri Sabah. Hasil kajian mendapati responden berpuas hati dengan dasar dan amalan sistem kenaikan pangkat yang dilaksanakan di dalam organisasi masing-masing. Peluang dan pemberian kenaikan pangkat juga merupakan anugerah, manfaat, ganjaran dan pengiktirafan yang diberikan organisasi terhadap kakitangan yang telah menunjukkan kerja dengan baik dalam satu tempoh perkhidmatan di organisasi.

Bagi mengekalkan tahap kepuasan kerja dalam keadaan yang memuaskan kekal di masa akan datang, kajian ini mencadangkan agar dasar dan amalan sistem kenaikan pangkat sentiasa dikemas kini dalam satu tempoh yang sesuai agar bersesuaian dengan persekitaran PSM yang terkini khususnya berkaitan dasar dan amalan sistem kenaikan pangkat. Ini adalah disebabkan persekitaran PSM pada masa kini hanya sesuai pada masa sekarang tetapi akan tidak releven di masa akan datang. Pengemaskinian kini dan penambahbaikan amalan dan dasar PSM perlu dilakukan secara berkala dan berterusan dalam satu tempoh yang sesuai (Marchington & Grugulis, 2000; Monsalve & Narajo, 2012)

Kajian ini telah dijalankan ke atas responden iaitu penjawat awam persekutuan yang berkhidmat di negeri Sabah. Kajian ini mencadangkan agar kajian di masa akan datang dapat dilaksanakan ke atas penjawat awam di sektor awam, badan berkanun dan pihak berkuasa tempatan negeri agar satu hasil perbandingan hasil kajian dapat diketengahkan. Walau bagaimanapun kajian ini telah menyumbang tinjauan literatur di bidang PSM

dengan meluaskan sumbangan bukti kajian empirikal bidang PSM di sektor awam Malaysia. Dapatan kajian ini juga telah menyumbang maklumat mengenai isu-isu PSM berkaitan sistem kenaikan pangkat, ukuran tahap kepuasan kerja dan niat untuk meninggalkan organisasi di sektor awam.

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ON-GOING ASSESSMENT OF ISSUES IN THE SEAWEED FARMING INDUSTRY IN SABAH, MALAYSIA

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ABSTRACT

This paper provides an insight on the issues in seaweed farming and industry in Semporna, Sabah. The paper reviewed previous work and recent publications that related to the issues in seaweed farming. Eleven issues identified and re-assessed by the authors as follows: (1) unavailability of good quality 'seedlings', (2) pollution in production areas, (3) occurrence of 'ice-ice' and epiphytes, (4) shortage of raw materials, (5) lack of capital to venture into the industry, (6) prolonged processing time in borrowing from financing institutions, (7) poor crop management, and (8) lack of fund for R&D programmes, (9) seaweed farming among malaysian islanders and immigrants, (10) seaweed farmers and middlemen, and (11) seaweed quality and pricing. the data collection was done through series of fieldwork and telephone interview. The research questions were asked based on open-ended question/interview checklist. The result indicated that not all the 11 issues are affecting the seaweed industry, and the NKEA EPP3 programme does provide a positive impact in commercializing the seaweed industry of Malaysia.

Keywords: seaweed farming, farmers, middlemen, pricing

INTRODUCTION

Seaweed is a commercial coastal production that farms as vary in size with large farms producing millions tones of seaweed per year (Flynn, 2014). Flynn described that not only availability of data and quality for seaweed farming are limited, information about the industry, trade, and regulation is also lacking in the public domain. Further described, most of the academic articles about seaweed farming, with most emphasized on the sustainable practice and effective industrial management.

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Table 1 World seaweed production 2009

Rank/ Country	Producer	Red seaweeds	Brown seaweeds	Green seaweeds	Total seaweed production	World (%)
1	China	2,395,370	5,543,485	750	7,939,605	52.20
2	Indonesia	2,965,896			2,965,896	19.50
3	Philippines	1,736,548		3,881	1,740,429	11.40
4	South Korea	211,467	641,697	8,549	861,713	5.70
5	Japan	342,620	181,712		524,332	3.45
6	Chile	159,467	296,712	38	456,217	3.0
7	North Korea		444,300		444,300	2.92
8	Malaysia	138,857			138,857	0.91
9	Zanzibar	102,682			102,682	0.68
10	Vietnam	33,600			33,600	0.22
Top	ten total	8,086,507	7,107,906	13,212	15,207,631	100%

* Data referred to annual production (metric tonnes and wet weight basis), obtained from Global Fisheries Production Statistics, FAO.
** For more details depicting 24 countries and sorted by region, refer to Siti Aishah Abdullah.

Source: Siti Aishah Abdullah

Flynn explained that the nature of seaweed farming, brings low concerns regarding potential impacts from effluents, feed, chemical use, disease, predator interactions and the use of wild populations for broodstock[1] or seed. Due to the high intensity of seaweed farming in some areas around the world, there can be impacts surrounding habitat. Despite the concerns, seaweed farming is shown to have minimal environmental impacts. In Malaysia, seaweed was highlighted as one of the most important aquaculture commodity especially on 3rd National Agricultural Policy (1998–2010) by Ministry of Agriculture Malaysia. Back in 1970s, it is part of the development programme introduced by the Government of Malaysia to alleviate poverty. Prime Minister YAB Dato' Sri Mohd Najib Tun Abdul Razak (2009) mentioned in his 2010 Budget as follow: "Develop food farming industry such as fruits, vegetables, organic farming, herbs, seaweeds and swiftlet nets with an allocation of RM149 million" (p. 15) and "Although the 2010 Budget is the last budget for the 9th Malaysia Plan (9MP) it is the foundation for the development of the new economic model and a precursor to the 10th Malaysia Plan (10MP). We were successful in the past in transforming the economy from agriculture to industrial-based. We now have to shift to a new economic model based on innovation, creativity, and high value-added activities. Only then, we will be able to remain relevant in a competitive global economy" (PP. 2–3).

The topten world seaweed production in 2009 depicted by Siti Aishah Abdullah is as shown in Table 1.

Seaweed Industry Association (2015) in their website where one of the seaweed farmer Mrs. Kabilah Hasan, a seaweed farmer from Kunak, Sabah was awarded the Transformational Power of Broadband Digital Icon 2013. The award was given to her as recognition for her success in transforming her conventional seaweed business into online business venture.

LITERATURE REVIEW

Flynn reported that Asian countries are the majority global seaweed producer, and the seaweed production methods are often similar between countries, and the production methods mentioned by Flynn has two distinct phases in seaweed farming: (1) the indoor hatchery phase, and (2) the sea-based grow out phase. Flynn cited on Redmond (2014) that both sea-and-land based methods have low environmental impacts, and can offer employment and independence for coastal communities. Flynn provides an overview of seaweed that sometimes referred as aquatic plants by organizations, and the production worldwide can be described by country, weight, value, or species. Most seaweed production is classified as brown, red, or green algae. Examples provided by Flynn are as shown in Table 2.

Table 2 General classification of seaweeds

Classification	Species
Red seaweeds	*Porphyra* spp., *Pyropua* spp., *Gracilaria* spp., *Kappaphycus* spp., *Euchema* spp.
Brown seaweeds	*Laminaria* spp., *Sacharrina* spp., *Undaria* spp., *Sargassum* spp.
Green seaweeds	*Monostroma* spp., *Ulva* spp.

In Malaysia, seaweed farming assistance programme is developed under EPP3: Mini Estate Farming for Seaweed that is driven by the Department of Fisheries aims to transform the seaweed farming industry into a high-yielding commercial-sale business by clustering farms under the seaweed mini-estate initiative. Through the initiative, total production of seaweed is expected to rise from 13,500 metric tonnes in 2010 to 150,000 metric tonnes in 2020. The expected gross national income (GNI) is RM1,410.6 (mil) and projected jobs by 2020 is about 12,700. The measures under this EPP place emphasis on improving downstream infrastructure and research and development (R&D) efforts to process dry seaweed into high-value products (semi- refined carrageenan and alkaline-treated chips), as well as exploring further uses of seaweed (Economic Transformation

Programme). Other efforts undertaken for this EPP include plans by the Sabah State Government to gazette another 3,000 ha of land for seaweed production. Recently, the ownership of this EPP has been transferred from Universiti Malaysia Sabah to Sabah Department of Fisheries to expedite process and overcome land matters. In 2014, the requirements for land titles and leasing periods were reduced to enable companies to join EPP, with companies possessing three-year temporary operating licences (TOL) from the State Government now allowed to join the programme. A cluster programme was introduced in 2014 to offset the production from mini estate companies and support existing smallholders. The average productivity of the mini-estate and cluster programme increased to 5.52 tonnes per hectare per year in 2014, from 5 tonnes in 2013 (Economic Transformation Programme). Based on the website feed, the several EPP Champions under the ETP EPP3 programme are Avanova Group, Perdana Seaweed Farm, Pertubuhan Peladang Kawasan Semporna, SALS Agriculture, NZH Goodwill Sdn Bhd, VC United Sdn Bhd, Madesjaya Sdn Bhd, Sebangkat Reef Eco-Plant, Ko-Nelayan Negeri Sabah, Kluster Look Butun, Kluster Gelam-Gelam, Kluster Koperasi Bajau Laut, Kluster Kuala Merotai, Permata Sekitar Sdn Bhd, and Department of Fisheries Sabah.

Kaur and Ang (2009) in their seminal talk on 'Developing the Seaweed Aquaculture Sector in Malaysia' stated that 42 countries in the world involved in commercial seaweed activity, and top 10 countries contributed 95% of the world's commercial seaweed volumes (2 million tonnes). Seaweed industry annual production value is at US$6 billion, China, Japan, Korea, Philippines, and Indonesia produce the bulk valued at US$250 million mainly for phycocollooid production while Denmark, France, Norway, and USA dominated the manufacturing industry (Kaur & Ang, 2009). Based on one million tonnes cultivated seaweed, Malaysia was contributing 0.4%, with China as the main producer 61.4%, Japan 9.8%, Phillipines 8.3%, North Korea 6.4%, South Korea 6.0%, Indonesia 4.3%, Chile 3.1%, Tanzania 0.5%. However, it was not stated that the type of seaweed being produced by the countries mentioned by Kaur and Ang (2009). Kaur and Ang (2009) stated Sabah was the only state in Malaysia that is producing seaweed commercially, in four districts: Semporna, Lahad Datu, Kudat, and Kunak, and has two seaweed processing mills in Malaysia located in Sabah. They further mentioned that seaweed farming has positive impacts on poverty alleviation among coastal populations. In 2008, the aquaculture production in Sabah as seaweed weighted 31% out of 354,314 tonnes of productions. It is noted that the farm was as large as 960 ha in 205, expanding to 7730 ha in 2008. The families involved also ranged from 583 in 2005 to 950 in 2008. They listed the stakeholders of seaweed farming are Department of Fisheries, Malaysian Fisheries Development Authority, District Office, local universities, Malaysian Agricultutral Research and Development Institute, SIRIM Berhad, financial institutions, manufacturing companies and farmers. Kaur and Ang (2009), shortlisted few issues and challenges in the seaweed farming industry, they are: (1) unavailability of good quality 'seedlings', (2) pollution in production areas, (3) occurrence of 'ice-ice' and epiphytes, (4) shortage of raw materials, (5) lack of capital to venture into the industry, (6) prolonged processing time in borrowing from financing

institutions, (7) poor crop management, and (8) lack of fund for R&D programmes. Inspite of the issues and problems facing the seaweed industry in Malaysia, Kaur and Ang (2009) stated that the strengths of seaweed farming in Sabah is the availability of seaweed areas in Sabah, established culture techniques for seaweed farming, low operation cost, and government support and policies with the huge economic potential. Other strengths or opportunity would be capacity and capability building in research and development, application of modern biotechnology in high quality seedling production, exploration of seaweed new cultivation methods, expanding seaweed varieties for production and discovery of seaweed utilization and its products, and development of human resource at technical and non-technical levels through seaweed training, special forum, and seminar on business opportunities.

Sade, Ali and Ariff (2006) mentioned that seaweed is one of the prioritized fisheries commodities under the development of aquaculture industry in Malaysia, particularly in Sabah. On the source, Sade et al. (2006) stated that to the date, seaweed is at negative side, indicated that Malaysia has been importing more seaweed compared to its export value. According to them on that time, the most urgent projects are developing suitable suites for seaweed cultivation, promoting and strengthening existing sites, developing collection and drying centres and also build up seaweed processing plant. At that time, a zoning mechanism was employed as to developing and managing the development of Aquaculture Industrial Zone (AIZ). Apart from that, there are also five major programmes in placed, and must be addressed which are logistic and infrastructure, labour and manpower, product quality, transfer of technology, industrial supports, and marketing strategy.

Sade et al. at the time proposed that certain strategic action must be taken place in ensuring product quality such as Code of Practice for Responsible Seaweed Farming and the Standard Operating Procedure. The transfer of technology has been practised in certain identified critical area of either cultivation site or processing plant. Industrial support also needs to be addressed in order to achieve the strategic goals. However, development of human resource technical and non-technical has to be further enhanced through training, special forum, and seminar on business opportunity. For AIZ, the establishment of Aquaculture Industrial Zone (AIZ) is to promote healthy environment, and also to ensure the sustainable development.

Three issues related to seaweed farming in Semporna, Sabah were discussed by Datu Razali, Arsiah and James (2015). The three issues are: (1) seaweed farming among Malaysian islanders and immigrants, (2) seaweed farmers and middlemen, and (3) seaweed quality and pricing.

Issue (1): *Seaweed farming contestation among Malaysian islanders and immigrants*. According to Datu Razali et al. (2015), of their record in 2004, more than half of the 2,061 individuals are involved in seaweed farming inside Tun Sakaran Marine Park

area. Whereby, 90% of the 3,095 metric tonnes Sabah dried seaweed are produced by the seaweed farmers there. It was observed on that time the Park was occupied by illegal immigrants, resulted from civil war, and economically deprived fishermen from Mindanao, Basilan, Sulu, Tawi-Tawi and Sibutu of the Philippines. It has happened that there was a contestation among the newly arrived illegal immigrants, and Malaysian islanders at that time. Claims on land have been overlapping, limited farming area, that resorted the local islanders and new illegals to engage in fish bombing activity.

Issue (2): *Seaweed farmers and middlemen*. The matter is mentioned by Datu Razali et al. (2015) where middlemen are perceived as exploiting the hardcore poor seaweed farmers. Some of the farmers are artisanal fishermen too. Past research entailed that fishing industry has strong bias against middlemen, and middlemen exploiting poor fishermen (Firth, 1996; Eliston, 1967). There is also claim that the Malay fishermen are helpless struggling with the exploitation by the (mainly Chinese) middlemen. Various agencies were set up in order to assist the fishermen/farmers since the past as suggested by Firth (1966), Eliston (1967), and Yap (1978). Trono (1989) and (1990) attributed that the ex-farm gate price fluctuation is due to speculative bubble and bust involving farmers. Rosnah Ismail (2004) concluded that the success of any governmental assistance programme is depending on the attitude and awareness of the target group. It is also noted from the write-up of Rosnah, that any form of governmental or non-governmental assistance is an appreciation and worthiness. View by Sade, Ali and Ariff (2006) is similar to Monzales (2006), the successfulness of seaweed farming is due to the household enterprise element. Interestingly, James Alin (2013) found out that informal credit market are removed from perfect competition and smooth functioning, resulting a symbiotic bilateral relationship between seaweed farmers (fishermen) and middlemen (intermediary) to evolve. He stressed up that seaweed farmers might be poor but that does not necessarily meaning they are lacking of the ability to bargain for fair trade.

Issue (3): *Seaweed quality and pricing*. Datu Razali et al. (2015) reported that the quality of dried seaweed is highly affecting the seaweed price. Some seaweed farmers have mistaken that semi-refinery companies are manipulating the price. As stated by Datu Razali et al. (2015), in good time back in 2008 and 2009, the price fetched up until RM7.00 per kg, compared to RM2.50 to RM2.70 per kg from time to time. Post harvesting process (like cutting off the tie, clearing, drying and packing) would be an influential factor to the seaweed pricing upon reaching the company's compound in Tawau, Sabah. Hence, it takes more than 10 years for the farmers to personally meet up the factory owners. Most of the works for clearing seaweeds, drying it, and transportation are done by the middlemen. It is observed here that middlemen are actually positively contributing to the industrial transactions, proving that the middlemen exploiting farmers could be bias and falsely claimed and perceived.

RESEARCH METHODOLOGY

Based on the several issues mentioned, the authors have conducted a re-assessment on the issues within April – August 2015. Five middlemen and seven representative farmers from several islands area were contacted for data collection.

Research Questions

The research questions are developed based on (1) unavailability of good quality 'seedlings', (2) pollution in production areas, (3) occurrence of 'ice-ice' and epiphytes, (4) shortage of raw materials, (5) lack of capital to venture into the industry, (6) prolonged processing time in borrowing from financing institutions, (7) poor crop management, and (8) lack of fund for R&D programmes as mentioned by Kaur and Ang (2009) along with the recent issues mentioned by Datu Razali et al. (2015), (9) seaweed farming among malaysian islanders and immigrants, (10) seaweed farmers and middlemen, and lastly (11) seaweed quality and pricing.

Research Instrument

An 11-item question checklist was developed and enquired to the middlemen and farmers on the current status as of 2015. The questions are all open-ended, suggesting that this is a qualitative research. Sampling framed to five persons each for middlemen and farmers category. The sampling technique is by snowball sampling technique with the purpose of confirmatory data accuracy from Person (middleman/farmer) No.1 to No. 5.

Data Collection and Analysis

Data was collected via face-to-face interview, and followed up by telephone call when there is incongruence or confirmatory need to be done. Respondents were called few days earlier before the meet up in Semporna, Tawau, and Kota Kinabalu of Sabah. The data analysis is done qualitatively, as the data is expected to derive from the 11 questions list (open-ended) developed by the authors.

RESEARCH FINDINGS

Based on the data collection and analysis, below are the findings on each of the issues mentioned in the literature review.

(1) Unavailability of Good Quality 'Seedlings'

Based on the fieldwork visit and interview, it is observed and confirmed by the farmers that seedlings are taken from the matured, harvested seaweed. All of the seedlings used for nurturing and farming are not using any type of wild stock seedlings. All of the seedlings are selected by the farmers and assisted by family members (for household farmers). There is no issue of quality of seedlings observed in field visit. As far as it concerns, size of the seaweed may depend on various factors (like current, methods) that not solely restricted for being factored by seedlings.

(2) Pollution in Production Areas

Due to constant inspection by government authorities of Malaysia, pollution is unlikely to happen. The major issue on previous time was only fish bombing. Due to the restriction and considerable as an act of crime, fish bombing is rarely seen. The pollution concern here most probably is the usage of water bottle as the floater of tying the seaweed. Introduction of new floaters are considerably expensive and financially constrained to obtain. Hence, some of the farming sites are still using the water bottle floaters. Observation made by the researchers shown that farming companies' workers are aware of pollution concern, and proper bin is used for discarding the trash. One of the influential factors of being eco-friendly is some of the farming sites nearby are used for raring fish. Another factor to consider would be the mindset of getting the place clean in order to obtain (avoid?) being inspected and assessed by enforcement officers from various agencies.

(3) Occurrence of 'Ice-ice' and Epiphytes

Occurrence of ice-ice is mostly reported in Omadal Island area and nearby. Apart from there, most of the areas are suitable for seaweed farming and have less problems with ice-ice.

(4) Shortage of Raw Materials

Shortage of raw materials has always been a misplaced issue among the farmers. It happens when there is special aid to the farmers and fishermen. Previously without funding, some farmers are self-sustain. The successfulness of farming seaweed can be relied on the material supply by government or agencies, or even without it. The authors hereby are not to contest the benefit given by the Government, by all means the idea is to project and increase a higher income and alternative livelihood for the locals. Since 1990s up until 2000s, the Government has special aid to the farmers, which is granted under National Key Economic Area EPP3. Upstream and downstream technologies are

developed to increase the farming capacity and to induce the entrepreneurial activities among the household members who are farming seaweed. The boom of the entrepreneurial motivation generates various types of end product in the late 2000s–2013. For the researcher, it would be fair to mention that motivation and morale other than supply of raw materials are considerable factors for the successfulness of farming seaweed.

(5) Lack of Capital to Venture into the Industry

Farming seaweed requires intensive labour few sessions per day as for tying up new seedling, farming, harvesting, cleaning, and packing before selling it to middlemen or factory. The game play is different when it comes to processing products (semi- refinery items) and finishing products for end users to consume. Semi-refinery technology requires huge capital that is considerably not cheap to purchase, yet it requires expertise, science knowledge and officers, etc. However, it is not profoundly to say that the expertise, knowledge and skills are not learnable, but it uses a large sum of money to pay off the operating cost. The only venture that considerable to access in would be developing end products like juices, soaps, foods and others that consumable. What would be lacking is the intellectual capital of know-how. Capital here as agreed by the authors is not financial capital but rather the investment into their knowledge, training to be provided, seminar, hands-on workshop for the locals to enable them to come up with ideas of products. Capital of know-how to transform ideas into actual products would be the main challenge to locals or household members that wish to penetrate the industry and becoming entrepreneurs.

(6) Prolonged Processing Time in Borrowing from Financing Institutions

The issue is well discussed by Alin et al. The middlemen is a great factor in resolving or easing the financial difficulties of the farmers. In another way to say, the middlemen carry a greater risk of not receiving the dried seaweed as promised by the farmers. Various compromising factors would be natural causes such as fish consumption on seaweed, unsettling weathers, safety concern (kidnap, terrorists?), and most importantly farmers' attitude. The attitude of the farmers is often influenced by the political activities such as developmental projects, and fishing boat assistance from the government. The offset of farming seaweed is always generated by other un-planned income. Financial institutions would give a high impact to the farmers to develop their farming site and drying platform but the major concern that seem to be forgotten by a lot of venturing (often failed) companies since the past is the profit calculation of seaweed farming is targeted based on the size of land applied/occupied, and not based on the labour that can be provided by the labourers. Datu Razali dan Alin have written papers regarding on the matter. It is the issue of the extra hand whether or not capable to perform the farming activities in the given site. It is strongly being advocated here that financing institutions

would be a great help, but whether or not the micro credit process is easy to get through since formal institutions required documentation and guarantee. It is not a time issue but rather of an approval issue.

(7) Poor Crop Management

Several visits made and interview with the local farmers and middlemen, crop management have been improved from time to time since the 1990's to mid 2010's. Government has come up with farming practices that promote clean seaweed drying (on platform). The guideline was set up and established by the Department of Fisheries Malaysia.

(8) Lack of Fund for R&D Programmes

Research and development (R&D) is certainly important. Government has initiated the fund NKEA EPP3. The NKEA EPP3 is under the Agriculture National Key Economic Area programme. It is a programme that focuses on transforming a traditionally small-scale, production-based sector into a large scale agribusiness industry that contributes to economic growth and sustainability. This transformation is based on integrated and market-centric model that comprises for key themes: capitalizing on competitive advantages, tapping premium markets, aligning food security objectives with increasing national gross income (GNI), and participating in the regional agricultural value chain. Sixteen entry point projects have been identified to spur the growth of this sector, and seaweed industry is under EPP3: Mini-Estate Farming for Seaweed.

(9) Seaweed Farming among Malaysian Islanders and Immigrants

Enforcement under the ESSCOM in strengthening the security in Sabah islands areas of Semporna, Lahad Datu, Kunak, Sandakan. There is less contestation for sea land now as the Tun Sakaran Marine Park is managed by Sabah Park. Documentation and sea land occupancy require approval and permit by district offices. Lesser immigrants are reported coming into Semporna now. The indication is based on feedback from the locals that run business in market, public transport, and grocery stores. Furthermore, the NKEA EPP3 has accepted several companies to be the pioneer/champion companies for its purpose, which has given a proper zoning for companies to farm seaweed.

(10) Seaweed Farmers and Middlemen

Based on the earlier discussion related to issue no. 6, there seem to be no problem between farmers and middlemen. Middlemen in Semporna have become the actual catalyst for the transaction between semi-refinery companies and farmers. Middlemen

also acted as money lender for fund start up that would not abuse the farmers (seem to be different than other countries) as the middlemen are depending on the farmers to farm. Greater risk is placed at them. Apart from these, middlemen also acted in exporting the seaweed to Peninsula Malaysia, and China. Without the middlemen, the industry would have difficulties to create multiple economic activities that provide economic access to various levels of farmers, producers, collectors, exporters and others.

(11) Seaweed Quality and Pricing

Seaweed quality and pricing issue have been tackled and resolved by the semi-refinery companies where the companies are accounting additional RM0.30-0.50 for cleaning purposes. In year 2009 and 2010, meetings between companies and farmers to discuss on how dried seaweed affecting production rush on seaweed, leads to immature harvesting, unclean drying and untying, that finally gave effect to the pricing. Hence, the companies and middlemen (since early time itself) have taken their liberty in accounted additional cost for cleaner dried seaweed without the nylon rope and other alien/foreign materials in packing. As told by the companies, the nylon and other foreign materials would damage the machine, and the grinded powder would have foreign colour powder resulted from the colour of the nylon rope.

CONCLUSION

Seaweed farming in Semporna still has a great potential. Sea water quality provides a pulling factor for its farming. Somehow, Semporna if able to get the community to farm in large scale, would be a good start up point in revolutionizing the local economy regardless with or without government financial assistance, as much as foreign governments would assist mostly on fair procedure, policy, and zoning and land occupancy matter. Seaweed associations in foreign countries also are giving a high positive impact on seaweed farming. Malaysia, with such great assistance surely would boost the commercialization of seaweed farming and its industry. The successfulness of seaweed farming is a focal point that is getting clearer and sharper from time to time. It is hoped that (as seen as it is now) the selected champion companies would able to expand their operations and changing the seaweed farming industry in Semporna.

ACKNOWLEDGEMENTS

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PERSONALITY CHARACTERISTICS DIFFERENCES AND ENTREPRENEURIAL INTENTION AMONG SABAH *BUMIPUTERA* AND CHINESE ENTREPRENEURS IN TAWAU, SABAH

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ABSTRACT

This study was carried out to understand the relationship between personality characteristics differences and entrepreneurial intention among Sabah *Bumiputera* and Chinese entrepreneurs in Tawau, Sabah. In Malaysia, especially the Chinese is known to be very successful in business. They are well-known for their business skills which brought success to most of them and for sustaining their business endeavour. Thus, a study about the factors of personality characteristics such as locus of control, need for achievement, and risk-taking propensity influencing entrepreneurial intention was undertaken. Quantitative method was used in this study. A survey was conducted by distributing questionnaire to 375 Sabah *Bumiputera* and Chinese entrepreneurs within the town of Tawau. The data collected were analyzed using correlation and *t*-test analysis. The subsequent results showed that there was high entrepreneurial intention among Sabah *Bumiputera* and Chinese entrepreneurs in Tawau. In addition, there were personality characteristics differences such as locus of control, need for achievement and risk-taking propensity on entrepreneurial intention among Sabah *Bumiputera* and Chinese entrepreneurs in Tawau.

Keywords: personality traits, internal locus of control, need for achievement, entrepreneurial intention, Sabah *Bumiputera*, Chinese

INTRODUCTION

Entrepreneurship does not occur unexpectedly but it is influenced by a variety of social factors as well as personality traits and characteristics (Chong, 2009). Krueger, Reily and Carsrud (2000) supported that most of the entrepreneurship discussion models focused mainly on the entrepreneurial intention especially attitudes, beliefs, intentions and

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behaviours. However, Caliendo, Kritikos and Fossen (2011) revealed that the influence of personality characteristics on entrepreneurial decision making encompassed choice of career or thinking of choosing a way of life in an entrepreneurship field.

In Malaysia, most of the businesses are dominated by the Chinese compared to *Bumiputera* (Nik Maheran & Filzah, 2009). Abolkasim, JatiKasuma, Kanyan and Lai (2015) reported that the Chinese is known to be very successful in business. In fact, most of the Chinese in Malaysia have been involved in entrepreneurship since a long time ago for many generations. Wan Norhasniah (2013) mentioned that most of large businesses are being owned by the Chinese community rather than the Malays because they have their own personality traits that contribute to their success in business. In sum, the most common personality traits that have been studied included a high need for achievement, internal locus of control and risk taking propensity (Brice, 2006).

This study addresses the question on whether Sabah *Bumiputera* and Chinese entrepreneurs' personality differences in Tawau have a relationship with their entrepreneurial intention. This study is important to some of the entrepreneurs' association members in Sabah especially in Tawau to identify the personality characteristics among members who choose to undertake the entrepreneurship field as their choice of career and to ultimately become successful entrepreneurs.

LITERATURE REVIEW

The following discussion would focus on the different review of the variables studied in this research. The two main variables are entrepreneurial intention and personality.

Entrepreneurial Intention

This study refers entrepreneurial intention as the intention of a person who chooses to become an entrepreneur as his/her career. Adopting the definition given by Karabulut (2016), entrepreneurial intention also refers to people who have entrepreneurial intentions plan to establish their own ventures through entrepreneurial endeavour. Entrepreneurial intention does not only refer to the intention of non-entrepreneurs such as students about their willingness in achieving an act to become entrepreneur but entrepreneurial intentions are also based on visions, dreams and feelings of entrepreneurs in those people who have established their own businesses. It was supported by many previous literatures which refer entrepreneurial intention as the choices made by entrepreneurs when faced with entrepreneurial opportunities. Furthermore, personality characteristics were increasingly being studied along with entrepreneurial intention. For example, Nishantha

(2009) explored the differences in individual characteristics interacting with individual situation in influencing the probability of becoming an entrepreneur. Conversely, Pilis and Reardon (2001) studied personality characteristics as predictors of many kinds of "entrepreneurial" behaviour from intention to starting and all the way towards being successful in operating a business.

Personality Traits

In the context of entrepreneurial traits, this study focuses on the most important personality models in entrepreneurship in order to explain the salient features of personality. The study on trying to determine similar personality traits shared by individuals that cause differences in the performance of their business have been the purpose of many previous studies (Wagner & Ziltener, 2008). Mueller and Thomas (2000) also stated that McClelland's (1961, 1965) theory of personality traits is instrumental in an entrepreneurial intention study that offers a similar set of defining traits to explain entrepreneurial behaviour. The definitions of these traits: need for achievement, risk-taking propensity and locus of control therefore have been identified for the purpose of this study and are being explained below.

Locus of Control

Karabulut (2016) explained that locus of control is the "degree of control by the person over his/her life". According to Mueller and Thomas (2000), locus of control can be separated into two types which are internal and external locus of control. Internals believe in determining their own future and do not depend on luck, fate or chance, while externals believe that their future is out of their control and depend mostly on luck, fate or chance. It is expected that entrepreneurs who tend to be higher risk takers will be internals as compared to non-entrepreneurs who tend to be externals. Karabulut (2016) also reported that many previous researchers such as Brockhaus (1980), Hansemark (1998), Mueller and Thomas (2000) and Gürol and Atsan (2006) have revealed that internals can decide their profession paths, hold high entrepreneurial intentions and eventually open their own business. In addition, locus of control also tends to determine entrepreneurs survivability of their business for more than three years. Abolkasim et al., (2015) reported that personal characteristics such as ethic is also a factor that can influence the success of an entrepreneur business. In the context of ethnic difference, this study hypothesizes that personality traits of locus of control is significantly different between Sabah bumiputera and Chinese entrepreneurs.

Need for Achievement

Need for achievement is one of the personality characteristics that possibly influences someone to become an entrepreneur and startup a business. Need for achievement is the drive of a person to succeed. Syahira (2009) explained the need for achievement will determine an individual's hope of doing most things better than others. According to McClelland (1965), need of achievement is a drive that energizes and directs behaviour in virtually all situations. It is thought the individuals who have high scores on this variable tend to also have a higher need for success, and more probable to act entrepreneurially (Wagner & Ziltener, 2008; Othman, Ghazali & Cheng, 2005). The personality traits of need for achievement also can be different in a group of different people as Pilis and Reardon (2001) found in their research that achievement motivations predicted intention to become entrepreneur was significantly different among samples from Mainland U.S. and the Irish. They found that Americans held entrepreneurship in higher esteem than the Irish, and applying their desire of intention when starting any business. Therefore, this study proposes the hypothesis that there are differences in the need for achievement in Sabah *Bumiputera* and Chinese entrepreneurs in Tawau.

Risk-taking Propensity

Risk-taking propensity is the amount of risk a person takes related to the probabability of eventual success and rewards received as an outcome (Dalansu, 2004). Abolkasim et al. (2015) elaborated that entrepreneurship is not a playground but a midst of war where the entrepreneurs need to take it seriously and they need to be mentally and physically prepared. Chinese particularly in Malaysia have been very successful in business for many centuries. In business, their work ethics are very much influenced by their cultural values which help to generate positive attribute such as risk-taking. Lee and Anderson (2007) suggested that for others to be successful in business, entrepreneurs must have altitudes to be successful in a tough competition or risky situation. Risk-taking characteristic in them will enable them to handle any challenges in business and strive for success. The Chinese operate their business differently from other ethnics in Malaysia, that they have the internal strength of entrepreneurship.

METHODOLOGY

This study has adopted the quantitative research where the purpose of this study is to explore the differences in personality characteristics and its relationship with entrepreneurial intention among Sabah *Bumiputera* and Chinese entrepreneurs in Tawau. The personality characteristics looked at this study are locus of control, need for achievement, and risk-taking propensity. The research framework was inspired from Nishantha's (2009).

Personality characteristics
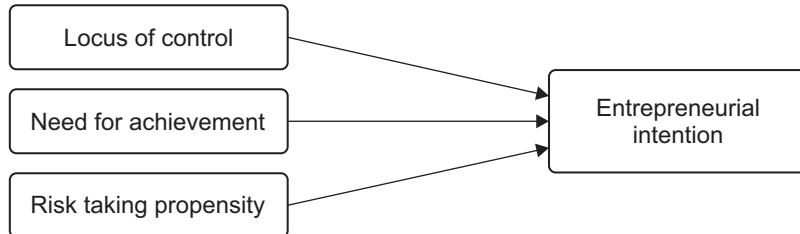
Figure 1 Research framework

The measure for personality adopted the questions from Dalansu (2004) with 21 item questions of locus of control, 8 items of need for achievement and 14 item questions of risk-taking propensity. The measure for entrepreneurial intention adopted the item questions from Zhao et al., (2005) with 7 item questions. All the items used in measuring all variables in the study adopted 5 Point Likert Scales.

The target respondents of this sample survey include all entrepreneurs who operate their business in Tawau. Based on the records drawn from Tawau Municipal Council (MPT), the total population of 15,000 entrepreneurs in Tawau is mainly involved in manufacturing, trading and services sectors. This convenience sampling is adopted in order to gain a representative sample who offered voluntary participation.

The sample size of 375 entrepreneurs from Tawau was based on the requirement of minimum sample size given by Krejcie and Morgan's (1970) sample size table as cited in Chuan (2006). Questionnaires were distributed to the owner of business premises in Tawau and those who are active members of Persatuan Kontraktor Kelas F Sabah *Bumiputera* Tawau, as well as entrepreneurs registered with Tawau Municipal Council (MPT) and Dewan Perniagaan Bumiputera Sabah and Chinese Chamber of Commerce Tawau. A total of 375 completed questionnaires managed to be collected from these groups and the total number collected fulfilled the minimum requirement sample size suggested by Krejcie and Morgan (1970).

DATA ANALYSIS AND FINDINGS

Table 1 shows the demographic profiles of the respondents. The result found that the average age of the respondent is 36.31 years. A majority of the respondents is male (70.7%) and followed by female respondents (29.3%). Almost all of respondents are married (93.1%) whilst the remaining 6.9% respondents are single. In terms of ethnicity, 49.6% respondents are Sabah *Bumiputera* and 50.4% are Chinese. As for the type of business, 13.3% are in retail business, 28.5% in wholesale business, 26.9% manufacturing, 21.9%

construction and only 9.3% in service businesses. Only approximately 5.1% conduct their business on a part-time basis, while the remaining operate on full-time basis. The average age of business is 30 years.

Table 1 Background characteristics of the respondents

	Mean	SD	n	%
Age	36.31	7.84	–	–
Gender				
Male	–	–	265	70.7
Female	–	–	110	29.3
Ethnicity				
Sabah *Bumiputera*	–	–	186	49.6
Chinese	–	–	189	50.4
Marital status				
Single	–	–	26	6.9
Married	–	–	349	93.1
Type of business				
Retail	–	–	50	13.3
Wholesale	–	–	107	28.5
Manufacturing	–	–	101	26.9
Construction	–	–	82	21.9
Service	–	–	35	9.3
Involvement of business				
Full-time	–	–	356	94.9
Part-time	–	–	19	5.1
Age of business	30.00	8.46	–	–

Factor Analysis

Factor analysis was used to find out factor loadings of independent variables. KMO and Bartlett test results for independent variables were presented in Table 2.

Table 2 KMO and Bartlett's test

Kaiser-Meyer-Olkin measure of sampling adequacy		.608
Bartlett's test of sphericity	Approx. Chi-Square	1.319
	df	28
	Sig.	.000

The Bartelett test of sphericity is significant (Chi-Squar = 1.310, $p < 0.01$). KMO measure of sampling which was 0.608, indicating sufficient inter-correlations. The Cronbach alpha values of the independent variables are then calculated and reported in the Table 3.

Table 3 Factor analysis of independent variable

Variables	Cronbach α
Entrepreneurial intention	0.617
Risk-taking propensity	0.837
Need for achievement	0.679
Locus of control	0.914

Cronbach alpha test was used to ensure the reliability of the variables. The Cronbach's alpha value for all variables was above 60%, indicating that the measures were reliable and acceptable. The Cronbach's alpha of independent variables was acceptable for the reliability test scale. While 75.4% of variance in factor analysis was considered good for validation.

Descriptive Analysis

Table 4 displayed the descriptive analysis of the responses on entrepreneurial intention, locus of control, need for achievement and risk-taking propensity in the different sample groups among Sabah *Bumiputera* and Chinese. The result reveals the mean value of personality characteristics and entrepreneurial intention is higher for Chinese than Sabah *Bumiputera*.

Table 4 Overview of responses

Item	*Bumiputera*		Chinese	
	Mean ($n = 186$)	Standard deviation ($n = 186$)	Mean ($n = 189$)	Standard deviation ($n = 189$)
Entrepreneurial intention	4.4780	0.5272	4.5660	0.4378
Locus of control	4.3783	0.7134	4.5753	0.5947
Need for achievement	4.3680	0.6023	4.6033	0.4670
Risk-taking propensity	4.3034	0.7624	4.4946	0.6650

T-Test Analysis

T-test analysis was conducted to get a comparison on the relationship between personality traits and entrepreneurial intention among Sabah *Bumiputera* and Chinese entrepreneurs in Tawau. Table 6 detailed the results of *t*-test analysis, indicating the significant difference in personality characteristics and entrepreneurial intention among Sabah *Bumiputera* and Chinese entrepreneurs in Tawau.

Table 6 Summary of t-test analysis

Variables (Equal variances assumed)	*t*-test for equality of means				
	t	df	Sig. (2-tailed)	ΔMean	ΔSD
Entrepreneurial intention	1.76	373	0.079	0.088	0.050
Locus of control	2.90	373	0.004	0.197	0.068
Need for achievement	4.19	373	0.000	0.235	0.056
Risk-taking propensity	2.59	373	0.010	0.191	0.074

The *t*-value, degree of freedom (df) and two-tail significance (*p*-value) for the equal variance estimated were to determine whether ethnicity different exist. From the output, it shows $t = 1.764$ with 373 degree of freedom, *p*-value = sig. (2 tailed) = 0.079, > 0.05 thereby indicating that there is no significant difference in the entrepreneurial intention between Sabah *Bumiputera* and Chinese entrepreneurs in Tawau. The analysis which further determined the difference in the personality traits between Sabah *Bumiputera* entrepreneurs and Chinese entrepreneurs in Tawau lead to the following reviews:

H1: There is significant difference in the locus of control among Sabah *Bumiputera* and Chinese entrepreneurs.

The result found that the *t*-test statistic is 2.901 at *p*-value is 0.004 ($p < 0.05$) indicates that the hypothesis is acceptable. There is an evidence to conclude that the mean population indices are not the same for Sabah *Bumiputera* and Chinese entrepreneurs, as the mean difference is 0.197.

H2: There is significant difference in the need for achievement among Sabah *Bumiputera* and Chinese entrepreneurs.

The *t*-test statistic is 4.19 and *p*-value is 0.000 ($p < 0.05$). Hence, this hypothesis is accepted, indicating that there is significant difference in the need for achievement of personal characteristic between Sabah *Bumiputera* and Chinese entrepreneurs in Tawau, with the mean difference as 0.235.

H3:   There is significant difference in the risk-taking propensity among Sabah *Bumiputera* and Chinese entrepreneurs.

The *t*-test statistic is 2.587 and *p*-value is 0.010 ($p < 0.05$). The evidence leads to conclusion that the mean population indices are different (mean different = 0.191) for the two groups. Hence, this hypothesis is accepted, showing that there is significant difference in the risk-taking propensity of personal characteristic between Sabah *Bumiputera* and Chinese entrepreneurs in Tawau.

DISCUSSION AND CONCLUSION

From the result, it can be claimed that there is no difference in entrepreneurial intention among Sabah *Bumiputera* and Chinese entrepreneurs in Tawau. Both Sabah *Bumiputera* and Chinese showed high intention in their entrepreneurship intention. One reason for this is because the respondents selected were entrepreneurs that have operated steadily in their own businesses and hence the tested result. The respondents responded that they often think about ideas and ways in a business, they have seriously thought through in a business and chose to be entrepreneurs as their career involvement until retirement time. There is a possibility this result could be affected by the fact that majority of respondents were involved full time in their business in contrast to only 5.1% who indicated as part-time entrepreneurs.

Wan Norhasniah (2013) revealed that most of large businesses were being managed or/ and owned by the Chinese community that is Chinese than the *Bumiputera*-Malays. Nik Maheran and Filzah (2009) further reported that Chinese entrepreneurs have higher experiential knowledge such as a better knowledge of retail business and wholesale business locally and globally than other races in Malaysia.

In addition, most of the Chinese have strong family ties and are very clannish in attitude which apparently becomes their influencing factor in business dealings and economic domination (Wan Norhasniah & Ong, 2012). All these literatures revealed that personality traits are important in entrepreneurship individual. According to Abolkasim et al. (2015), the Chinese operate their business differently from other ethnics in Malaysia because there are critical factors that lead to Chinese success in business which are not only about business knowledge, commitment and networking but it was also their personal traits. Thus this study has explored the personality characteristics difference in entrepreneurial intention among Sabah *Bumiputera* and Chinese in the sample of entrepreneurs in Tawau.

This study also found that Sabah *Bumiputera* and Chinese entrepreneurs in Tawau have a significant difference in locus of control as the mean value for Chinese is 4.575, 0.197 higher than Sabah *Bumiputera's* 4.378. Thus indicating that Chinese entrepreneurs are higher on the degree of control of a person over his/her life and they can determine their

career paths in their own businesses. The result also shows that Sabah *Bumiputera* and Chinese entrepreneurs in Tawau have a significant difference scores in their need for achievement with the mean value for Sabah *Bumiputera* at 4.368 that is less than Chinese's at 4.603. Thus indicates that Chinese entrepreneur is higher on their need for achievement (Syahira, 2009). In the context of personality traits on risk-taking propensity, there is significant difference on risk-taking propensity among Sabah *Bumiputera* and Chinese entrepreneurs in Tawau whereby Chinese shows higher on risk-taking propensity than Sabah *Bumiputera*. Thus, this indicates that Chinese have more tendency to take risk wich is an important aspect of doing business and strive their way to success (Abolkasim et al., 2015).

This result was consistent with previous studies done by Ismail, Khalid, Othman, Jusoff, Abdul Rahman, Mohammed and Shekh (2009) that entrepreneurship can be explained by a few factors, and one such factor is personality traits. However, Pilis and Reardon (2007) argued that some empirical research findings indicated that personality characteristics did fail to predict many aspects of entrepreneurship. Similarly in Germany, Bauernschuster (2009) found that entrepreneurship among East Germans and West Germans was significantly different due to many factors.

As a conclusion, this research showed significant differences in the personality of Sabah *Bumiputera* and Chinese entrepreneurs. This indicates that the three personality types chosen in this study, locus of control, need for achievement and risk-taking propensity which was more suited towards being a successful entrepreneur was found to be significantly higher for the Chinese than for Sabah *Bumiputera* entrepreneurs. This explains the success enjoyed by the Chinese as entrepreneurs. It is recommended that future research should examine the moderation effect of various demographic profiles such as religion and gender or types of business in influencing personality traits on entrepreneurial intention.

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SEJAUH MANA TEMPOH PERKHIDMATAN SEBAGAI FAKTOR PENYEDERHANAAN TERHADAP REKA BENTUK PEKERJAAN, MOTIVASI DAN KEPUASAN KERJA? KAJIAN DI POLITEKNIK KOTA KINABALU, SABAH

TO WHAT EXTENT DOES JOB TENURE MODERATE THE RELATIONSHIP BETWEEN JOB DESIGN, MOTIVATION AND JOB SATISFACTION? A STUDY IN POLITEKNIK KOTA KINABALU, SABAH

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ABSTRAK

Penyelidikan ini dibuat untuk melihat perhubungan di antara tempoh perkhidmatan, reka bentuk pekerjaan, motivasi dan kepuasan kerja dalam kalangan kakitangan akademik di Politeknik Kota Kinabalu, Sabah. Objektif khusus pertama yang ingin dicapai adalah untuk melihat perhubungan yang signifikan di antara reka bentuk pekerjaan, motivasi dan kepuasan kerja. Objektif kedua adalah untuk menguji sama ada tempoh perkhidmatan merupakan faktor penyederhanaan di antara reka bentuk pekerjaan, motivasi dan kepuasan kerja. Populasi kajian adalah seramai 245 orang kakitangan akademik di Politeknik Kota Kinabalu, manakala sampel dipilih dengan menggunakan kaedah persampelan rawak. Seramai 231 orang telah memberi maklum balas kepada borang soal selidik yang diedarkan. Analisis data dilakukan menggunakan pakej SPSS21. Kajian mendapati bahawa terdapat perhubungan yang signifikan di antara reka bentuk pekerjaan, motivasi dan kepuasan kerja. Manakala, tempoh perkhidmatan didapati memainkan peranan sebagai faktor penyederhanaan di antara reka bentuk pekerjaan, motivasi dan kepuasan kerja. Kajian ini telah mengemukakan beberapa implikasi kajian berdasarkan dapatan dan sokongan sorotan kajian yang berkaitan. Hasil kajian ini akan dapat memberi input kepada pentadbiran Politeknik sebagai penunjuk untuk melakukan penambahbaikan bagi mencapai matlamatnya.

Kata kunci: reka bentuk pekerjaan, tempoh perkhidmatan, motivasi kerja, kepuasan kerja

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ABTRACT

This study is conducted to examine the relationship between job tenure, job design, motivation and job satisfaction among academic staff in Politeknik Kota Kinabalu, Sabah. The first specific objective is to look at the relationship between job design, motivation and job satisfaction. The second specific objective is to test whether job tenure serves as a moderator between job design, motivation and job satisfaction. The study population is 245 academic staff at Politeknik Kota Kinabalu and the sample is selected using the random sampling method. A total of 231 respondents responded through the survey questionnaire distributed. The data analysis is done using SPSS21 package. The study finds out that there is a significant relationship between job design, motivation and job satisfaction. While job tenure does serve as a significant moderator between job design, motivation and job satisfaction. The study has proposed a few research implications based on the research findings and support from past relevant literature. The research findings will be able to provide input to the management of Politeknik as guidelines for better imrovement to achieve its goals.

Keywords: *job design, job tenure, work motivation, job satisfaction*

PENDAHULUAN

Pendidikan politeknik mula diperkenal di Malaysia melalui penubuhan politeknik pertamanya, Politeknik Ungku Omar di Ipoh, Perak di bawah United Nations Development Plan pada tahun 1969. Pendidikan ini diperkukuhkan dengan perakuan Jawatankuasa Kabinet mengenai pendidikan pada tahun 1979 dan Pelan Induk Perindustrian Kebangsaan pertama (1985–1995). Kesemua perancangan termasuk perakuan Jawatankuasa Kabinet mengenai latihan (1991), telah membolehkan penubuhan lebih banyak politeknik serta menambah program pengajian bagi memenuhi keperluan pekerja separa profesional dalam bidang kejuruteraan, perdagangan dan perkhidmatan. Bagi mengukuhkan peranan Politeknik dalam bidang pendidikan dan latihan, Jemaah Menteri pada 20 November 2009 telah menimbang Memorandum dari Menteri Pengajian Tinggi No. 871/2670/2009 dan bersetuju dengan Hala Tuju Transformasi Politeknik yang melibatkan empat teras iaitu: Memperkasa Politeknik ke arah menjadi pilihan yang setanding dengan universiti awam yang lain; Membangunkan program pengajian dan penyelidikan dalam bidang tujahan yang bertunjangkan kekuatan di setiap Politeknik; Memperkasa warga Politeknik dengan pengetahuan dan kemahiran tinggi; dan Membina imej bereputasi tinggi dan budaya kerja yang cemerlang (BLPK, 2013). Sejak 2 Januari 2008, Jabatan Politeknik dan Kolej Komuniti (JPKK) telah menukar tampuk pentadbiran dari Kementerian Pendidikan ke Kementerian Pengajian Tinggi. Pada 16 September 2009, JPKK telah melalui penstrukturan semula. Perubahan ini bertujuan untuk menghasilkan sumber daya manusia yang inovatif dan kemahiran bekerja yang berkualiti. Dato' Haji Imran bin Idris,

bekas Ketua Pengarah JPKK mengatakan organisasi ini perlu komited untuk menyediakan perkhidmatan berkualiti, cekap dan mesra pelanggan ke tahap tinggi objektiviti, integriti kerahsiaan, dan profesionalisme melalui saluran interaktif untuk meningkatkan prestasi mereka lebih baik (BLPK, 2010).

PENYATAAN MASALAH

Fokus utama kajian ini adalah untuk mengkaji sejauh mana tempoh perkhidmatan sebagai faktor penyederhanaan terhadap reka bentuk pekerjaan, motivasi dan kepuasan kerja. Perubahan yang dibuat oleh JPKK pada 2 Januari 2008, mengakibatkan perubahan yang signifikan dalam reka bentuk pekerjaan terutama tenaga pengajar iaitu pensyarah. Dalam usaha untuk memperkayakan mutu kebolehpasaran graduan politeknik serta mutu pendidikan di politeknik supaya selaras dengan keperluan negara. Akibat daripada penstrukturan semula reka bentuk pekerjaan tenaga pengajar politeknik dan kolej komuniti mengalami perubahan yang signifikan dalam aspek kerja mereka. Mereka yang dilantik sebelum 2 Januari 2008 telah diberi pilihan untuk terus kekal di bawah Kementerian Pendidikan Malaysia (KPM) untuk menjadi guru yang terlatih, dengan skim gaji DG (Skim Perguruan). Manakala yang menerima penstrukturan semula akan menggunakan skim gaji DH (Skim Pendidikan Tinggi) dan tempatkan di bawah Kementerian Pengajian Tinggi (KPT). Akibat daripada penstrukturan ini, terdapat ketidakpuasan di kalangan tenaga pengajar (Pekeliling Perkhidmatan Bilangan 33, 2007).

Dalam sistem lama, pensyarah mempunyai beban kerja yang agak ringan dan lebih mudah. Mereka boleh bercuti panjang yang bertepatan dengan sistem bercuti semester. Walau bagaimanapun, dengan penstrukturan semula reka bentuk pekerjaan mereka perlu bekerja keras dan lebih kreatif untuk mencapai kecemerlangan kerja dan memberi sumbangan yang boleh membangunkan politeknik dan kolej komuniti. Mereka diminta untuk meningkatkan diri melalui pelbagai kursus yang diselenggarakan oleh Unit Latihan dan Pembangunan Lanjutan (ULPL). Mereka juga digalakkan menghasilkan beberapa kajian literatur atau kajian inovasi yang berkaitan dengan bidang pengkhususan mereka. Penglibatan secara aktif diharapkan dalam penyelidikan dan pembangunan serta inovatif dalam bidang yang mereka ajarkan, untuk menjadi inovatif dalam proses pembelajaran dan pengajaran (P&P). Salah satu tujuan utama KPT adalah untuk melahirkan sekurang-kurangnya 30 peratus daripada tenaga pengajar dari politeknik dan komuniti memiliki gelar sarjana, PhD atau yang lebih tinggi (BLPK, 2010). Bagi memperlihatkan keprihatinan pihak pengurusan terhadap pekerja, Pekeliling Perkhidmatan Bilangan 33 (2007) telah diwawarkan di laman web JPKK bagi memudahkan pekerja melihat skop pekerjaan dan garis panduan kenaikan pangkat dan segala maklumat tentang kemudahan yang ditawarkan kepada pekerja. Menurut Pekeliling Perkhidmatan Bilangan 33 (2007), kenaikan pangkat bukan lagi berdasarkan senioriti tetapi berlandaskan skop pekerjaan dan garis panduan kenaikan pangkat.

Kajian ini ingin menguji perhubungan antara reka bentuk pekerjaan dalam memotivasikan pekerja di samping tempoh perkhidmatan faktor penyederhanaan. Maxwell (2008) ada menyatakan bahawa reka bentuk pekerjaan terdiri daripada tiga cabang utama iaitu pusingan kerja, perluasan kerja dan pengayaan kerja yang diamalkan dengan kaedah yang teratur dapat memotivasikan prestasi kerja pekerja. Menyokong dengan kenyataan ini Model Ciri-ciri Pekerjaan Hackman-Oldman juga ada membuktikan lima teras dalam model ini boleh memotivasikan pekerja, secara tidak langsung boleh juga mempengaruhi prestasi pekerja (Gary & Rastogi, 2005). Penyelidikan yang dilakukan oleh Byrd dan Cooperman (2010) menunjukkan tempoh perkhidmatan dan prestasi kerja mempunyai hubungan positif. Malah, Robbin (2005) juga memberi pendapat yang sama, iaitu tempoh perkhidmatan dan produktiviti kerja mempunyai hubungan yang positif. Wicks (2004) juga menyatakan atas sebab pengalaman dan kebebasan yang diperoleh akan menyebabkan para akademik berusaha untuk memajukan prestasi organisasi berdasarkan motivasi yang diperoleh sepanjang menjalankan tugas berlandaskan peraturan yang ditentukan oleh pentadbiran.

PERSOALAN KAJIAN

Dalam kajian ini, penyelidik telah menimbulkan beberapa soalan perhubungan antara reka bentuk pekerjaan, tempoh perkhidmatan, motivasi dan kepuasan kerja. Antara persoalan yang dikemukakan penyelidik adalah seperti berikut:

1. Adakah tempoh perkhidmatan adalah faktor moderator atau faktor penyederhanaan di antara reka bentuk pekerjaan dan motivasi kerja?

2. Adakah tempoh perkhidmatan adalah faktor moderator atau faktor penyederhanaan di antara reka bentuk pekerjaan dan kepuasan kerja?

SKOP KAJIAN

Populasi dan sampel dalam kajian ini akan diambil dari kalangan kakitangan akademik Politeknik Kota Kinabalu yang terdiri daripada 245 pensyarah atau Pegawai Pendidikan Pengajian Tinggi (PPPT) (BLPK, 2010). Kakitangan PPPT yang dipilih adalah di kalangan mereka yang menyandang jawatan Gred DH29, DH31/32, DH33/34, DH41/42, DH43/44, DH47/48 dan DH51/52. Politeknik Kota Kinabalu mempunyai tujuh jabatan iaitu Jabatan Perdagangan, Jabatan Kejuruteraan Mekanikal, Jabatan Kejuruteraan Elektrik, Jabatan Kejuruteraan Awam, Jabatan Hospitaliti, Jabatan Matematik Sains dan Komputer dan Jabatan Pengajian Am yang terlibat dalam pengurusan pengajaran dan pembelajaran.

SOROTAN KAJIAN

Reka Bentuk Pekerjaan (RBP) juga merujuk kepada Mereka Bentuk Semula Pekerjaan (MBSR) "Job Redesign", iaitu mana-mana set aktiviti yang melibatkan apa-apa perubahan pekerjaan tertentu atau *interdependents* sistem pekerjaan dengan niat meningkatkan kualiti pengalaman kerja dan produktiviti di tempat kerja (Kreitner & Kinicki, 2001). Pendekatan MBSR telah bermula pada tahun 1900 yang bertitik-tolak dari pengurusan saintifik. Perintis awal pengurusan saintifik seperti Federick Winslow Taylor, Frank Gilbreth dan Lilian Gilbreth menyatakan pekerjaan yang sistematik diwujudkan dengan pelbagai teknik. Mereka menyarankan supaya dalam RBP sebagai unsur yang paling menonjol dalam pengurusan saintifik (Gary & Rastogi, 2005).

Kertas kerja ini mengkaji maksud pusingan kerja dalam organisasi dan penggunaan program pusingan kerja di Politeknik Malaysia (PM). Pusingan kerja adalah proses yang digunakan oleh pelbagai organisasi, termasuk PM, untuk meningkatkan kemahiran kakitangan dalam organisasi. Pusingan kerja merujuk kepada pergerakan sistematik kakitangan dari satu kerja kepada yang lain (Malinski, 2002). Pusingan kerja membolehkan pekerja untuk secara berkala menukar pekerjaan, dengan memindahkan mereka dari satu khusus ke khusus lain. Biasanya, program pusingan menetapkan pekerja baharu untuk bekerja bagi tempoh tertentu di pelbagai jabatan, unit usaha atau lokasi geografi (Robbin, Bergman & Stagg, 1997). Manakala, Bennett (2003) mencadangkan bahawa pusingan kerja adalah frasa yang digunakan untuk merujuk kepada "gerakan terancang orang antara pekerjaan dalam tempoh masa dan untuk satu atau lebih daripada beberapa tujuan yang berbeza". Ia melibatkan pergerakan kakitangan di antara tugas-tugas berbeza, yang mungkin akan menjadi yang serupa (Torrington & Hall, 1991).

Menurut Olorunsola (2000), adalah perlu untuk melaksanakan pusingan kerja dari jabatan ke jabatan yang berbeza untuk melegakan kakitangan beberapa kebosanan yang berkaitan dengan kerja rutin; organisasi perkhidmatan mestilah aktif dan responsif kepada kakitangan dan pelanggan mereka; sesebuah organisasi akan menjadi organisasi perkhidmatan yang berkesan, mereka perlu mewujudkan suasana di mana kakitangan akan berfungsi dengan berkesan, menjadi gembira untuk bekerja dan mendapat kepuasan maksimum dari kerja mereka. Pusingan kerja memberi banyak manfaat yang akan mengurangkan stres, meningkatkan produktiviti di antara para pekerja, meningkatkan motivasi antara pekerja, fleksibiliti, pengalaman kerja dan meningkatkan kemampuan untuk menangani perubahan secara tidak langsung hal ini juga mengurangkan ketidakhadiran, menurunkan angka lantik henti (*turnover*), dan mengurangkan stres (Maxwell, 2008; Bennett, 1978). Menyokong kepada kajian lepas, Ortega (2001) juga telah membuktikan bahawa pusingan kerja akan meningkatkan motivasi dan pembelajaran pekerja, berdasarkan kajian beliau menggunakan teori pembelajaran. Proses pembelajaran juga boleh memberi kesan kepada prestasi kerja dan kerjaya, di mana sesuatu organisasi perlu meningkatan fungsi pekerja dengan mewujudkan skim pusingan kerja atau pasukan merentas jabatan (Karaevli & Hall, 2006; Dries, Vantilborgh & Pepermans, 2012). Pihak organisasi dan HRM perlu menjadi landasan pembangunan yang bergerak sama ada terlalu cepat

atau terlalu lambat, kekurangan peluang pembangunan, struktur atau sokongan dalam organisasi, dan kekangan dari segi masa, ruang dan bajet semuanya telah disebut sebagai halangan menghalang pemindahan dari ketangkasan pembelajaran dalam program-program pembangunan yang berpotensi tinggi (Feild & Harris, 1991).

Malah pusingan kerja mempunyai hubungan yang positif terhadap motivasi intrinsik, prestasi intrinsik dan prestasi ekstrinsik dalam memotivasikan pekerja serta meningkatkan prestasi kerja (Syarifah Hanum, 2012). Manakala, Gallagher dan Einhorn (1976) menyatakan bahawa pusingan kerja sebahagian perluasan kerja boleh meningkatkan motivasi pekerja dengan memperlihatkan insentif intrinsik yang diperoleh daripada kerja yang dibuat lebih pelbagai akan menarik. Walau bagaimanapun, Eriksson dan Ortega (2006) mempunyai dapatan yang berbeza dalam kajian mereka iaitu pusingan tidak mengurangkan kebosanan, tapi sebagai proses pembelajaran bagi majikan dan pekerja. Manakala, Earney dan Martins (2009) membuat kesimpulan dalam kajian mereka bahawa pusingan kerja boleh menjadi alat yang positif dan kuat untuk pembangunan kakitangan. Menyokong kenyataan ini Baro (2012), dalam kajian beliau mendapati bahawa program pusingan kerja adalah satu program penting bagi membolehkan sesuatu organisasi itu untuk memperoleh kemahiran baharu, meningkatkan produktiviti kakitangan, tahap kepuasan yang tinggi akan membangunkan hubungan baharu di organisasi dan keuntungan kemahiran yang diperlukan untuk kemajuan kerjaya masa depan. Pengurus juga harus mengambil berat terhadap beberapa risiko sepanjang pelaksanaan pusingan kerja, iaitu *Human Capital Risks*, *Relational Capital Risks*, dan *Stuctural Capital Risks* yang dihadapi pekerja kerana ini akan memberi impak terhadap pelaksanaan pusingan kerja di sesuatu organisasi (Brunold & Durst, 2013). Ini adalah kerana sekiranya pekerja tidak boleh menerima perubahan kerja akibat pusingan kerja ini menyebabkan pekerja akan rasa tertekan dan mengambil keputusan untuk berhenti (Gannon & Brainin, 1971). Kajian Lindbeck dan Snower (2000) mendapati pusingan kerja akan berjaya jika selaras dengan kemajuan dalam teknologi, pengeluaran menggalakkan saling melengkapi tugas teknologi, kemajuan dalam teknologi maklumat mempromosikan saling melengkapi tugas maklumat, perubahan dalam pilihan pekerja memihak kepada kerja serba boleh, dan kemajuan dalam modal insan yang menjadikan pekerja lebih serba boleh dengan perlebaran tangga gaji yang bersesuaian.

Peluasan kerja meliputi peningkatan jumlah bidang tugas pekerja melakukan sesuatu tetapi masih menjalankan tugas yang asal, iaitu kesemua tugas yang diberi mempunyai cabaran dan tanggungjawab yang sama (Maxwell, 2008).

Chiaburu dan Marinova (2006), telah meneliti hubungan antara anteseden kepada perluasan peranan seperti pengurus dan arahan kepercayaan organisasi bersama-sama keadilan organisasi gabungan mekanisme akan memberikan kesan positif. Pemberian ganjaran terhadap perluasan kerja yang dilakukan oleh pekerja perlu dilindungi oleh dasar dan undang-undang bagi menjamin perlaksaannya (Mahmoud Kashefi, 2011). Peluasan kerja tidak mempunyai kesan positif yang signifikan dan abadi terhadap prestasi dan kepuasan kerja tanpa reka bentuk pekerjaan beberapa teknik pendekatan

mereka bentuk semula pekerjaan (Maxwell, 2008; McLean & Sims, 1978). Peluasan kerja akan menyebabkan kekurangan kepelbagaian dalam pekerjaan pengkhususan, tetapi memberikan kurang cabaran dan kurang bermakna dalam kegiatan seorang pekerja (Robbin *et al*., 1997). Salah satu masalah berdasarkan *skill-based pay* adalah memastikan bahawa kemahiran sebenar yang terbayar untuk digunakan. Konsep ini adalah perluasan kerja, integrasi mendatar kemahiran, iaitu kerja *multiple-task* (tugas berganda) yang memerlukan kemahiran pada tahap yang sama kerumitan dan tanggungjawab (Buhler, 1990). Walau bagaimanapun, terhad kerana ia adalah bilangan tugasan yang dilakukan, bukannya tahap kemahiran, perluasan kerja tidak ditemui untuk memberikan kesan positif sebanyak sebagai pengayaan kerja (Campion & McClelland, 1993).

Keuntungan boleh diperoleh tanpa memerlukan kos, termasuk kemungkinan bahawa pekerja akan menuntut gaji yang lebih besar dalam pertukaran untuk melakukan pekerjaan diperluaskan. Namun bayaran ini harus ditanggung, jika pengurusan berkeinginan untuk melaksanakan reka bentuk strategi (Ivancevich, Konopaske & Matteson, 2008). Peluasan kerja merupakan prasyarat yang diperlukan untuk pengayaan pekerjaan dan penjimatan kos jika pekerja diberi pembahagian kerja yang optimum. Menurut Kilbridge (1960) pula, perluasan kerja dapat mengurangkan kos pengeluaran dan penjimatan kos di mana pekerja diberi pembahagian kerja yang optimum. Perluasan kerja adalah teknik yang membolehkan individu untuk membangunkan organisasi tempat mereka bekerja. Pada amnya dikaitkan dengan output yang tinggi dalam jangka pendek adalah merupakan satu cadangan yang menarik dari kos, moral dan sudut pandangan ini mempunyai kesan mengurangkan kos penyeliaan dan membebaskan penyelia untuk melaksanakan fungsi-fungsi pengurusan yang lain daripada penyeliaan yang rapi (Golembiewsk, 1992).

Manakala menurut Firestone (1991), amalan pemberian merit boleh meningkatkan motivasi seseorang individu dengan memperkayakan amalan gaji berpiawai tinggi dalam melaksanakan perluasan kerja, secara tidak lansung meningkatkan insentif intrinsik seseorang individu tetapi memerlukan masa untuk mereka menyertai reka bentuk program yang dianjurkan oleh majikan. Perluasan kerja berkemungkinan dapat meningkatkan tahap pengeluaran tetapi tidak semestinya kepada tingkah laku pekerja tanpa mengambil kira gaji dan ganjaran yang diberi kepada pekerja (Öztürk *et al*., 2006). Kenyataan ini disokong dengan kajian lepas, iaitu Conant dan Kilbrige (1965), dalam kajian mereka mendapati perluasan kerja mengurangkan kos masa tenaga pekerja, kawalan kualiti telah bertambah baik, dan masalah kerja-kira dihapuskan tetapi mereka tidak mengumpul bukti langsung yang menunjukkan sikap pekerja yang lebih baik sebaliknya timbul ketidakpuasan terhadap skop kerja yang pelbagai. Ini dapat dibuktikan dalam kajian Syarifah Hanum dan Arsiah Bahron (2013), juga menunjukkan perluasan kerja tidak mempunyai hubungan yang signifikan di antara motivasi dan prestasi kerja. Ini menunjukan perluasan kerja tidak mendapat perhatian pekerja dalam meningkatkan motivasi dan prestasi kerja seseorang individu. Kemungkinan sesetengah pekerja tidak dapat menyesuaikan diri dengan perluasan pekerjaan kerana mereka tidak dapat memahami kompleksiti, mereka mungkin tidak mempunyai daya penguasaan perhatian yang cukup baik untuk menyelesaikan beberapa siri tugas yang diperluaskan (Maxwell, 2008). Namun, jika pekerja bersetuju

untuk perluasan pekerjaan dan mempunyai kemampuan yang diperlukan, maka perluasan pekerjaan harus meningkatkan kepuasan dan kualiti pengeluaran dan mengurangkan ketidakhadiran dan lantik henti (Bennett, 1978).

Kejayaan pelaksanaan perluasan kerja dalam mempertingkatkan kepuasan kerja akan berjaya bila pekerja mula bosan dengan pengkhususan kerja yang perlu dibuat berulang-ulang kali, pembaharuan tugas yang lebih luas meningkatkan motivasi dan kepuasan pekerja (Shepard, 1970; Couger, 1986). Malah, kebanyakan kajian awal perluasan kerja telah diambil untuk memerangi kebosanan dan kebosanan reka bentuk kerja berperingkat serta peningkatan dalam kecekapan keseluruhan dan kepuasan kerja individu. Walau bagaimanapun, terdapat dua jenis perluasan kerja yang perlu diambil perhatian, 1. 'Perluasan mendatar' sebagai menambah kepada jumlah dan kepelbagaian operasi yang satu dan 2. 'Perluasan menegak' bermakna peningkatan dalam sejauh mana pemegang jawatan yang mengawal perancangan dan pelaksanaan kerja dan mengambil bahagian dalam pembentukan dasar-dasar organisasi, kejayaan perluasan kerja untuk berjaya kedua-dua jenis perlu dimasukkan ke dalam pekerjaan yang direka bentuk semula supaya perluasan kerja lebih kerap meningkatkan kualiti dan bukannya kuantiti kerja yang dilakukan (Mills, 1973; Cooper, 1973). Perluasan kerja boleh meningkatkan motivasi pekerja dengan memperlihatkan insentif intrinsik yang diperoleh daripada kerja yang dibuat lebih pelbagai dan kemungkinan lebih menarik (Gallagher & Einhorn, 1976; Kirkman, 1981). Ini disokong dengan kenyataan D'Souza (2002), yang menyatakan pada zaman moden ini persaingan berdasarkan penggunaan teknologi yang lebih fleksibel dan bentuk organisasi kerja itu memerlukan perluasan kerja dan *multiskilling* dalam beberapa kes menyusun semula pekerja daripada mengatur semula tugas-tugas yang mereka laksanakan.

Selain pusingan kerja dan perluasan kerja, pengayaan kerja sangat penting dalam mempertahankan antusiasme pekerja dan produktiviti jangka panjang. Pekerja mencari pekerjaan yang memerlukan kegiatan seperti membuat keputusan, autonomi, variasi, dan cabaran. Pendekatan pengayaan kerja yang paling berkesan baik sama ada menukar kerja dari hari ke sehari atau meningkatkan penyertaan individu dalam keputusan yang mempengaruhi pekerjaannya (Maxwell, 2008). Pengayaan kerja meningkatkan kedalaman kerja, kedalaman pekerjaan adalah darjah kawalan pekerja mempunyai lebih dari pekerjaan mereka (Robbin *et al.*, 1997). Maksud pengayaan pekerjaan ialah membolehkan pekerja menjalankan beberapa tugas biasanya dilakukan oleh penyelia mereka, terutama perancangan dan menilai kerja mereka sendiri. Tugas dalam pekerjaan yang diperkayakan harus membenarkan pekerja untuk melakukan sehingga siap dan secara tidak langsung meningkatkan rasa kebebasan dan bertanggungjawab ke atas tugas ini juga perlu memberi untuk maklum balas sehingga individu yang dapat menilai dan memperbaiki prestasi mereka sendiri (George & Jones, 2007).

Walau bagaimanapun, bagi Niehoff Robert, Moorman, Blakey dan Fuller (2001) pemberian kuasa kepada pekerja tidak mengekalkan kesetiaan terhadap kerja mereka. Dapatan ini berbeza dengan pengkaji terdahulu yang menyatakan pengayaan kerja

boleh meningkatkan kesetiaan dan mengurangkan stres pekerja. Pengayaan kerja yang dilakukan oleh pekerja dan pengurus/majikan tidak akan berjaya pelaksanaannya jika terdapat kelemahan dalam mendasari pelaksanaan, kesalahan penilaian maklum balas hasil kerja dan tiada penilaian semula selepas pelaksanaan (McLean & Sims, 1978). Manakala bagi pengkaji lain, pengayaan sebenarnya dapat mengurangkan kebosanan dan ketidakhadiran pekerja terhadap pekerjaan yang dilakukan berulang-ulang. Seperti apa yang dinyatakan oleh Bingham (1978), kebosanan dan ketidakhadiran ini adalah bermula dari reka bentuk pekerjaan. Oleh itu, majikan, kerajaan dan kesatuan pekerja perlu peka dengan kepuasan pekerja terutama dari aspek pembayaran gaji semasa pelaksanaan pengayaan kerja (Walsh, 1974). Apabila pengayaan kerja dibentuk, profesional pampasan umumnya menumpukan sedikit masa menangani keperluan motivasi intrinsik pekerja terutama membolehkan pekerja untuk kerja yang dilakukan dengan cekap dan pada tahap yang sesuai pampasan (Giancola, 2011; Firestone, 1994). Pengayaan kerja juga boleh meningkatkan kedua-dua jenis motivasi iaitu motivasi intrinsik dan ekstrinsik (Syarifah Hanum, 2012). Malah pengayaan kerja yang terbentuk dari reka bentuk pekerjaan juga secara tidak langsung boleh meningkatkan prestasi kerja dan suasana kerja *work-life* (Gary & Rastogi, 2005). Kenyataan ini disokong dengan dapatan Syarifah Hanum, (2012) iaitu pengayaan kerja memberi kesan yang signifikan kepada prestasi instrinsik dan ekstrinsik bagi seseorang pekerja.

Beberapa cerdik pandai, iaitu Herzberg, Mausner dan Synderman (1959) percaya bahawa kredit pampasan layak kredit untuk memperkenalkan reka bentuk kerja (khusus, pengayaan kerja) sebagai faktor utama dalam motivasi (Steers, Mowday & Shapiro, 2004; Thomas & Holley, 2012). Antara ucapan terkenal berdasarkan pemikiran Herzberg adalah "Jika anda mahu orang ramai untuk melakukan kerja yang baik, berikan mereka pekerjaan yang baik untuk dilakukan (Dowling, 1971)". Paul, Robertson dan Herzberg (1968) juga menyatakan bahawa pengayaan kerja adalah bertujuan untuk meningkatkan kecekapan kedua-dua tugas dan kepuasan manusia dengan cara membina kedalaman pekerjaan pekerja, khususnya peluang yang lebih besar untuk pencapaian peribadi dan pengiktirafannya, kerja lebih mencabar dan bertanggungjawab, dan peluang lebih untuk kemajuan dan pertumbuhan individu. Pelaksanaan pengayaan pekerjaan diwujudkan melalui perubahan langsung secara mendalam terhadap kerja. Pengurus boleh memberikan peluang kepada pekerja dengan menerapkan kebijaksanaan dengan melakukan perubahan berikut: 1. Maklum balas langsung: penilaian prestasi harus tepat pada waktu dan langsung, 2. Pembelajaran baharu: Yang baik membolehkan seorang untuk merasa bahawa mereka sedang melakukan pertumbuhan baharu. Semua pekerjaan harus memberikan kesempatan untuk belajar, 3. Penjadualan: Seseorang harus mampu membuat jadual kepada beberapa bahagian dari hasil kerja mereka sendiri, 4. Keunikan: Setiap pekerjaan harus mempunyai beberapa kualiti yang unik, 5. Kawalan atas sumber daya: Individu harus mempunyai kawalan atas tugas pekerjaan mereka, 6. Penilaian peribadi: Seseorang harus diberikan peluang untuk menjadi penilai kepada pekerjaan mereka sendiri (Ivancevich *et al*., 2008). Pengayaan kerja terhasil dari perubahan reka bentuk pekerjaan yang akan mempengaruhi kehendak manusia dan gelagat manusia, ini secara langsung akan mempengaruhi kepuasan

dan motivasi kerja seseorang individu justeru memberi impak yang positif kepada kehendak organisasi (King-Taylor, 1977; 2006). Kepuasan kerja akan timbul dalam diri seseorang pekerja jika pengayaan kerja dilaksanakan kerana pekerja mempunyai kemahiran yang fleksibel dalam menangani tugasan mereka (Rosenblatt & Inbal, 1999). Manakala (Torrington & Tan, 2004) mendefinisikan penyebab ketidakpuasan kerja, satu set faktor yang berbeza. Faktor ketidakpuasan utama adalah, dasar dan pentadbiran sebuah organisasi, pemantauan, gaji, perhubungan interpersonal dan suasana kerja. Telah dicatat bahawa ketidakpuasan atau faktor kebersihan persekitaran. Herzberg *et al*. (1959) juga ada menyebut faktor penyelenggaraan atau kebersihan. Faktor kepuasan disebut "motivator" (Herzberg *et al*., 1959).

Menurut Robbins (2005) tempoh perkhidmatan boleh didefinisikan waktu pada pekerjaan tertentu, boleh dinyatakan bahawa bukti terbaharu menunjukkan hubungan yang positif antara tempoh perkhidmatan dan produktiviti kerja. Jadi tempoh perkhidmatan, dinyatakan sebagai pengalaman kerja, nampaknya menjadi peramal yang baik produktiviti pekerja. Penyelidikan yang berkaitan tempoh perkhidmatan bukanlah mudah dengan cara terus. Pengajian konsisten menunjukkan tempoh perkhidmatan secara negatif berkaitan dengan ketidakhadiran. Bahkan, dalam hal kedua-dua frekuensi ketidakhadiran dan "curi tulang" di tempat kerja, masa ialah pemboleh ubah penjelas yang paling penting. Penguasaan juga merupakan pemboleh ubah kuat dalam menjelaskan lantik henti. Semakin lama seseorang itu dalam pekerjaan, semakin kecil kemungkinan dia untuk berhenti. Selain itu, konsisten dengan kajian yang menunjukkan bahawa perilaku lalu adalah peramal terbaik dari perilaku masa depan, bukti menunjukkan bahawa masa kerja pada pekerjaan lalu pekerja adalah peramal kuat perputaran masa depan pekerja. Bukti menunjukkan bahawa tempoh perkhidmatan dan kepuasan berkaitan positif. Malah, ketika usia dan masa diperlakukan secara berasingan, tempoh perkhidmatan merupakan peramal lebih konsisten dan stabil kepuasan kerja daripada usia kronologi.

Berdasarkan penerangan Wicks (2004), asal-usul tempoh perkhidmatan di pengajian tinggi moden merujuk kepada penetapan kerja sampai usia bersara. Hal ini memastikan bahawa ahli akademik tidak diberhentikan atau diturunkan pangkat berdasarkan tahap pencapaian akademik mereka. Walau bagaimanapun, jawatan bukan jaminan pekerjaan bagi kehidupan dalam segala keadaan, dan tidak melindungi jika penjawatan jawatan itu melakukan kesalahan besar. Itu tidak membenarkan ahli akademik kebebasan untuk bertindak tanpa rasa takut akan balasan. Namun berdasarkan pengalaman dan kebebasan yang diperoleh akan menyebabkan para akademik berusaha untuk memajukan prestasi organisasi berdasarkan motivasi yang diperoleh sepanjang menjalankan tugas berlandaskan peraturan yang ditentukan oleh pentadbiran.

Penyelidikan yang dilakukan oleh Byrd dan Cooperman (2010) dengan menguji hubungan antara pampasan, tempoh perkhidmatan, prestasi, dan penilaian rakan dalam pasaran dan tempoh pembayaran terhadap CEO dalam sesuatu organisasi. Secara keseluruhan

hipotesis alternatif menunjukkan kesan kepada tempoh perkhidmatan yakni CEO yang setia dan lama berkhidmat menunjukkan hubungan yang positif dengan prestasi dan pampasan yang akan diperoleh dan akan melakukan khidmat dengan lebih jika pampasan yang diperoleh setimpal dengan usaha dan kesetiaan yang diberikan. Menyokong kenyataan yang diutarakan ini, Mahmoud dan Mintz (2008) membandingkan prestasi CEO syarikat mempengaruhi jumlah pampasan berdasarkan tempoh perkhidmatan mereka di dalam sesuatu jabatan. Hasil daripada kajian ini menunjukkan hubungan yang signifikan dengan jumlah pampasan yang diperoleh dari tempoh perkhidmatan sebagai pengukur. Selain itu, prestasi syarikat merupakan penentu signifikan jumlah pampasan sama ada hubungan positif atau sebaliknya berdasarkan cara prestasi dinilai oleh sesuatu organisasi. Berdasarkan kajian yang dilakukan oleh Theodossiou dan White (1998) yang menguji hubungan antara hasil perolehan atau pendapatan yang diperoleh dengan tempoh pekerjaan atau tempoh perkhidmatan sama ada positif atau negatif bergantung dengan kadar bias (pilih kasih) yang wujud. Bias ini wujud apabila individu tidak dinilai dengan dengan kaedah yang bersesuaian.

REKA BENTUK KAJIAN

Penyelidik telah menetapkan satu reka bentuk kajian yang mana pemboleh ubah tidak bersandar adalah reka bentuk pekerjaan (pusingan kerja, perluasan kerja dan pengayaan kerja). Manakala, pemboleh ubah motivasi (ekstrinsik dan intrinsik) dan kepuasan kerja diambil sebagai pemboleh ubah bersandar. Penyelidik juga telah meletakkan tempoh perkhidmatan sebagai faktor penyederhanaan kepada motivasi dan reka bentuk pekerjaan.
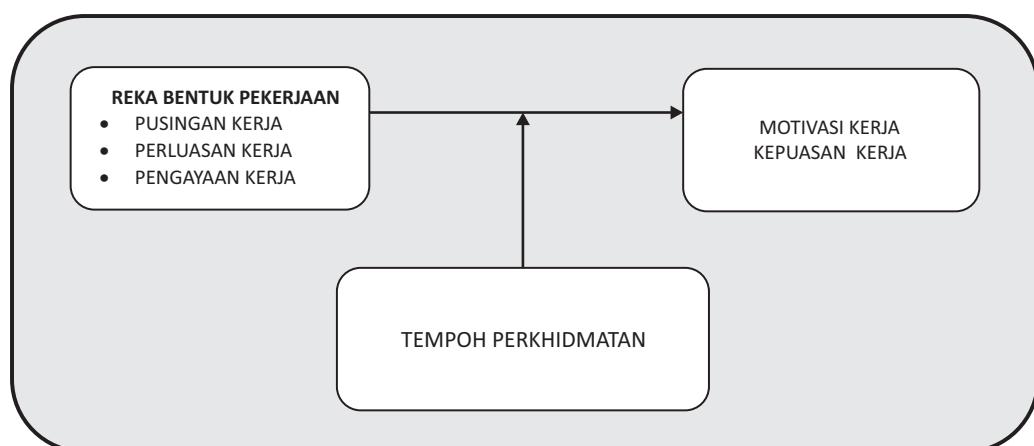
Rajah 6.1 Reka bentuk kajian yang diilustrasikan penyelidik

HIPOTESIS

Berdasarkan kerangka konseptual reka bentuk kajian di atas, perhubungan pemboleh boleh diringkaskan seperti di bawah:

Hipotesis 1: Tempoh perkhidmatan merupakan faktor penyederhanaan di antara hubungan reka bentuk pekerja dan motivasi pekerja.

    H1.1: Tempoh perkhidmatan merupakan faktor penyederhanaan di antara hubungan dengan pusingan kerja dan motivasi ekstrinsik.

    H1.2: Tempoh perkhidmatan merupakan faktor penyederhanaan di antara hubungan dengan perluasan kerja dan motivasi ekstrinsik.

    H1.3: Tempoh perkhidmatan merupakan faktor penyederhanaan di antara hubungan dengan pengayaan kerja dan motivasi ekstrinsik.

    H1.4: Tempoh perkhidmatan merupakan faktor penyederhanaan di antara hubungan dengan pusingan kerja dan motivasi intrinsik.

    H1.5: Tempoh perkhidmatan merupakan faktor penyederhanaan di antara hubungan dengan perluasan kerja dan motivasi intrinsik.

    H1.6: Tempoh perkhidmatan merupakan faktor penyederhanaan di antara hubungan dengan pengayaan kerja dan motivasi intrinsik.

Hipotesis 2: Tempoh perkhidmatan merupakan faktor penyederhanaan di antara hubungan reka bentuk pekerja dan kepuasan pekerja.

    H2.1: Tempoh perkhidmatan merupakan faktor penyederhanaan di antara hubungan dengan pusingan kerja dan kepuasan kerja.

    H2.2: Tempoh perkhidmatan merupakan faktor penyederhanaan di antara hubungan dengan perluasan kerja dan kepuasan kerja.

    H2.3: Tempoh perkhidmatan merupakan faktor penyederhanaan di antara hubungan dengan pengayaan kerja dan kepuasan kerja.

POPULASI DAN SAMPEL

Populasi kajian ini akan diambil dari kalangan kakitangan akademik Politeknik Kota Kinabalu yang terdiri daripada 245 pensyarah (BLPK, 2010). Kakitangan PPPT yang dipilih adalah di kalangan mereka yang menyandang jawatan Gred DH29, DH31/32,

DH33/34, DH41/42, DH43/44 dan DH47/48. Selaras dengan maksud populasi yang diterangkan oleh Sekaran dan Bougie (2009), populasi adalah merujuk kepada sekumpulan manusia atau perkara yang menjurus kepada topik persoalan kajian. Oleh itu, populasi kajian ini hanya tertumpu pada kakitangan akademik PKK sahaja. Bagi mendapatkan saiz sampel yang dikehendaki penyelidik telah menggunakan kaedah persampelan kebarangkalian yang dilaksanakan dengan memilih subjek sampel secara rawak, di mana subjek dalam sampel tersebut mempunyai semua ciri-ciri yang terdapat dalam populasi. Di mana penyelidikan akan mengedarkan borang soal selidik ke semua PPPT di setiap jabatan. Hasil dari pengedaran borang soal selidik berikut adalah jumlah responden yang memulangkan borang soal selidik yang telah dijawab adalah sebanyak 231 responden. Jumlah responden adalah melebihi daripada jumlah yang ditetapkan oleh penentuan saiz sampel Krejcie dan Morgan (1970). Jika dilihat secara terperinci, jumlah responden adalah 94 peratus melebihi 90 peratus saiz populasi. Secara tidak langsung ini menunjukkan tahap kebolehpercayaan sampel adalah sangat tinggi. Menurut Sekaran dan Bougie (2009), saiz sampel yang tinggi dapat mengambarkan populasi dengan lebih tepat.

DAPATAN

Korelasi merupakan ukuran kekuatan hubungan linear antara dua pemboleh ubah yang dikaji. Pada kebiasaanya, kedua-dua pemboleh ubah tersebut diwakili dengan huruf x dan y. Terdapat tiga jenis hubungan yang mungkin wujud antara pemboleh ubah x dan y, iaitu korelasi positif, korelasi linear negatif dan tiada korelasi.

Jadual 1 Korelasi Pearson matrik bagi pemboleh ubah kajian ($n = 231$)

		1	2	3	4	5	6	7	8	9	10
1	Pengayaan kerja	1									
2	Pusingan kerja	.524**	1								
3	Perluasan kerja	.504**	.409**	1							
8	Motivasi ekstrinsik	.638**	.460**	.402**	.635**	.670**	.544**	.488**	1		
9	Kepuasan kerja	.519**	.333**	.294**	.603**	.622**	.506**	.638**	.563**	1	
10	Motivasi instrinsik	.286**	.306**	.112**	.391**	.420**	.314**	.457**	.392**	.544**	1

** Korelasi adalah signifikasi tahap 0.01 (1-*tailed*).
* Korelasi adalah signifikasi tahap 0.05 (1-*tailed*).

Berdasarkan Jadual 1, menunjukkan semua pemboleh ubah mempunyai hubungan yang positif kerana nilai r berada dalam lingkungan +0.00 hingga +1.00. Walaubagaimana pun, kekuatan perhubungan antara dua pemboleh ubah ini dilihat berdasarkan nilai

r. Berdasarkan Cohen (1988), perhubungan atau korelasi yang lemah bila nilai *r* = 0.10 hingga 0.29, perhubungan sederhana adalah di antara *r* = 0.30 hingga 0.49, dan perhubungan yang kuat adalah di antara *r* = 0.50 hingga 1.0.

Untuk menguji kesan penyederhanaan, proses tiga langkah regresi hierarki telah dijalankan mengikut prosedur yang dicadangkan oleh Sharma, Durand dan Gur-Arie (1981). Dalam langkah pertama, pemboleh ubah bersandar (motivasi dan kepuasan kerja) dijalankan regresi pada pemboleh ubah tidak bersandar (reka bentuk pekerjaan) telah dimasukkan, diikuti oleh pemboleh ubah penyederhanaan (tempoh perkhidmatan) telah dibuat dan akhirnya istilah interaksi pemboleh ubah tidak bersandar dan pemboleh ubah penyederhanaan telah dilaksanakan. Penyederhanaan tulen akan wujud jika *b* (*x*) dan *b* (*x* * *z*) adalah signifikan dan *b* (*z*) tidak signifikan. Namun, penyederhanaan kuasi akan wujud jika *b* (*x*), *b* (*z*) dan *b* (*x* * *z*) signifikan (Sharma, 2002).

Hipotesis 1.1, 1.2 dan 1.3 adalah untuk menguji kesan penyederhanaan Tempoh Perkhidmatan (*Tenure*) di antara Reka Bentuk Pekerjaan dan Motivasi Ekstrinsik. Bagi menjawab hipotesis yang dimaksudkan berikut adalah Jadual 2 yang dibina berdasarkan analisis data yang menggunakan SPSS 16. Berdasarkan Jadual 2, setelah analisis regresi dilaksanakan terhadap Tempoh Perkhidmatan (*Tenure*), perhubungan yang diperoleh adalah *R* bagi langkah pertama adalah 0.738, 0.783 (langkah 2) dan 0.817 (langkah 3) ini menunjukkan perhubungan yang meningkat. Ini juga menunjukkan *R* dan *Adjusted R* juga menunjukkan nilai yang meningkat. Dari Jadual 2 juga menunjukkan setelah langkah ketiga dilaksanakan nilai *β* bagi penyederhanaan (*Tenure*) adalah *β* = -1.784 dengan nilai signifikan *p* < 0.05. Manakala bagi pemboleh ubah tidak bersandar pula iaitu Pengayaan Kerja nilai *β* = 0.377 dan nilai signifikan *p* < 0.05, Pusingan Kerja dengan nilai *β* = 0.206 dan nilai signifikan *p* < 0.05, dan Perluasan Kerja dengan nilai *β* = 0.087 dengan nilai tidak signifikan *p* > 0.05. Setelah item interaksi ditambah dalam analisis regresi nilai *β* yang diperoleh bagi *tenure* χ JER = 2.149 dengan nilai signifikan *p* < 0.05, nilai *β* yang diperoleh bagi *tenure* χ *JR* = -0.533 dengan nilai tidak signifikan *p* > 0.05, dan nilai β yang diperoleh bagi *tenure* χ JEG = 0.186 dengan nilai tidak signifikan *p* > 0.05. Dengan dapatan ini, kesimpulan yang boleh diambil adalah hipotesis 1.3 penyederhanaan kuasi dan hipotesis ini diterima, 1.1 dan 1.3 ditolak.

Bagi memperjelaskan dengan lebih tepat item interaksi yang signifikan, penyelidik mengambil langkah dengan memplotkan data-data yang diperoleh ke graf dengan menggunakan SPSS16. Signifikan interaksi secara graf ini dapat dilihat di Rajah 2. Di dalam Rajah 2 menunjukkan label 0.00 adalah bagi kakitangan akademik PKK yang berkhidmat kurang dari lima tahun dan 1.00 adalah bagi mereka yang sudah berkhidmatan lebih dari lima tahun. Manakala pada paksi *Y* adalah purata pemboleh ubah Motivasi Ekstrinsik (Mean Mot. Eks.) dan pada paksi *X* adalah kesan pengayaan kerja (MedJER) yang berkhidmat kurang dari lima (0.00) dan (1.00) yang berkhidmat lebih dari lima tahun. Dari Rajah 2 jelas menunjukkan kesan kenapa hipotesis 1.3 diterima

kerana kesan *Tenure* yang rendah memberi kesan yang tinggi juga di antara pengayaan kerja dan motivasi ekstrinsik. Manakala *Tenure* yang tinggi berlaku sebaliknya. Walau bagaimanapun, kesan tinggi dan rendah berada dalam kadar yang meningkat.

Jadual 2 Kesan penyederhanaan tempoh perkhidmatan (*tenure*) terhadap perhubungan di antara reka bentuk pekerjaan dan motivasi ekstrinsik

Pemboleh ubah Bersandar	Pemboleh ubah	Std. Beta (β) (Langkah 1)	Std. Beta (β) (Langkah 2)	Std. Beta (β) (Langkah 3)
Motivasi ekstrinsik	Pemboleh ubah tidak bersandar			
	Pengayaan Kerja (JER)	0.614*	0.618*	0.377*
	Pusingan Kerja (JR)	0.183*	0.183*	0.206*
	Perluasan Kerja (JEG)	0.104*	0.100*	0.087
	Pemboleh ubah penyederhanaan			−1.784*
	Tempoh Perkhidmatan (*Tenure*)		0.020	
	Item Interaksi			
	Tenure χ JER			2.149*
	Tenure χ JR			−0.533
	Tenure χ JEG			−0.186
	R	0.738	0.783	0.817
	R	0.613	0.613	0.668
	Adjusted R	0.607	0.606	0.657

Nota Tahap signifikan: $^*p < 0.05$
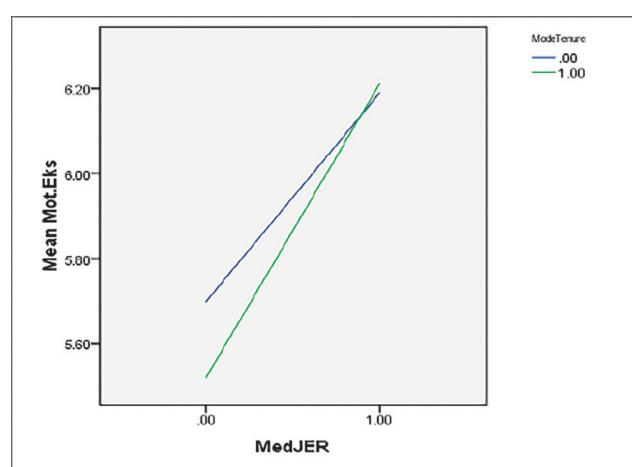
Rajah 2 Kesan penyederhanaan tempoh perkhidmatan (*tenure*) terhadap perhubungan di antara pengayaan kerja dan motivasi ekstrinsik

Hipotesis 2.1, 2.2 dan 2.3 adalah untuk menguji kesan penyederhanaan Tempoh Perkhidmatan (*Tenure*) di antara Reka Bentuk Pekerjaan dan Kepuasan Dari Pekerjaan.

Jadual 3 Kesan Penyederhanaan tempoh perkhidmatan (*tenure*) terhadap perhubungan di antara reka bentuk pekerjaan dan kepuasan dari pekerjaan

| Pemboleh ubah Bersandar	Pemboleh ubah	Std. Beta (β) (Langkah 1)	Std. Beta (β) (Langkah 2)	Std. Beta (β) (Langkah 3)
Kepuasan dari Pekerjaan	Pemboleh ubah tidak bersandar			
	Pengayaan Kerja (JER)	0.704*	0.696*	0.784*
	Pusingan Kerja (JR)	−0.026	−0.029	−0.175*
	Perluasan Kerja (JEG)	0.061	0.073	−0.021
	Pemboleh ubah penyederhanaan			−0.764
	Tempoh Perkhidmatan (*Tenure*)		−0.060	
	Item Interaksi			
	Tenure χ JER			−1.304*
	Tenure χ JR			1.195*
	Tenure χ JEG			0.846*
	R	0.722	0.724	0.751
	R	0.521	0.525	0.564
	Adjusted R	0.515	0.516	0.549

Nota Tahap signifikan: *p < 0.05

Berdasarkan Jadual 3, setelah analisis regresi dilaksanakan terhadap Tempoh Perkhidmatan (*Tenure*) perhubungan yang diperoleh adalah R bagi langkah pertama adalah 0.722, 0.724 (langkah 2) dan 0.751 (langkah 3) ini menunjukkan perhubungan yang meningkat. Ini juga menunjukkan R dan *Adjusted R* juga menunjukkan nilai yang meningkat. Dari Jadual 3 juga menunjukkan setelah langkah ketiga dilaksanakan nilai β bagi penyederhanaan (*Tenure*) adalah β = -0.764 dengan nilai tidak signifikan $p >$ 0.05. Manakala bagi pemboleh ubah tidak bersandar pula, iaitu Pengayaan Kerja nilai β = 0.784 dan nilai signifikan χ < 0.05, Pusingan Kerja dengan nilai β = -0.175 dan nilai signifikan $p <$ 0.05, dan Perluasan Kerja dengan nilai β = -0.021 dengan nilai tidak signifikan $p >$ 0.05. Setelah item interaksi ditambah dalam analisis regresi nilai β yang diperoleh bagi *Tenure* χ JER = -1.304 dengan nilai signifikan $p <$ 0.05, nilai β yang diperoleh bagi *Tenure* χ JR = 1.195 dengan nilai signifikan $p <$ 0.05, dan nilai β yang diperoleh bagi *Tenure* χ JEG = 0.846 dengan nilai signifikan $p <$ 0.05. Dengan dapatan ini, kesimpulan yang boleh diambil adalah hipotesis 2.1 dan 2.3 penyederhanaan tulen

dan hipotesis ini diterima, 2.2 ditolak. Bagi memperjelaskan dengan lebih tepat item interaksi yang signifikan penyelidikan mengambil langkah dengan memplotkan data-data yang diperoleh ke graf dengan menggunakan SPSS16. Signifikan interaksi secara graf ini dapat dilihat pada Rajah 3. Dalam Rajah 3 menunjukkan label 0.00 adalah bagi kakitangan akademik PKK yang berkhidmat kurang dari lima tahun dan 1.00 adalah bagi mereka yang sudah berkhidmat lebih dari lima tahun. Manakala pada paksi *Y* adalah purata pemboleh ubah Kepuasan Dari Pekerjaan (Mean Kpns Krja) dan pada paksi *X* adalah kesan pengayaan kerja (MedJER) yang berkhidmat kurang dari lima (0.00) dan (1.00) yang berkhidmat lebih dari lima tahun. Dari rajah 9.2 jelas menunjukkan kesan kenapa hipotesis 2.3 diterima kerana kesan *Tenure* yang rendah memberi kesan yang tinggi juga di antara pengayaan kerja dan Kepuasan Dari Pekerjaan. Manakala *Tenure* yang tinggi berlaku sebaliknya. Walau bagaimanapun kesan tinggi dan rendah berada dalam kadar yang meningkat. Dalam Rajah 4 adalah menunjukkan label 0.00 adalah bagi kakitangan akademik PKK yang berkhidmat kurang dari lima tahun dan 1.00 adalah bagi mereka yang sudah berkhidmat lebih dari lima tahun. Manakala pada paksi *Y* adalah purata pemboleh ubah Kepuasan Dari Pekerjaan (Mean Kpns Krja) dan pada paksi *X* adalah kesan pusingan kerja (MedJR) yang berkhidmat kurang dari lima (0.00) dan (1.00) yang berkhidmat lebih dari lima tahun. Rajah 4 jelas menunjukkan kesan kenapa hipotesis 2.1 diterima kerana kesan *Tenure* yang rendah memberi kesan yang tinggi juga di antara pusingan kerja dan Kepuasan Dari Pekerjaan. Manakala *Tenure* yang tinggi berlaku sebaliknya. Walau bagaimanapun, kesan tinggi dan rendah berada dalam kadar yang meningkat.

Hipotesis 1.4, 1.5 dan 1.6 adalah untuk menguji kesan penyederhanaan Tempoh Perkhidmatan (*Tenure*) di antara Reka Bentuk Pekerjaan dan Motivasi Intrinsik. Berdasarkan Jadual 4 setelah analisis regresi dilaksanakan terhadap Tempoh Perkhidmatan (*Tenure*) perhubungan yang diperoleh adalah *R* bagi langkah pertama adalah 0.358, 0.414 (langkah 2) dan 0.479 (langkah 3) ini menunjukkan perhubungan yang meningkat. Ini juga menunjukkan *R* dan *Adjusted R* juga menunjukkan nilai yang meningkat. Jadual 4 juga menunjukkan setelah langkah ketiga dilaksanakan jelas menunjukkan nilai β bagi penyederhanaan (*Tenure*) adalah $\beta = -1.808$ dengan nilai signifikan $p < 0.05$. Manakala bagi pemboleh ubah tidak bersandar pula, iaitu Pengayaan Kerja nilai $\beta = 0.014$ dan nilai tidak signifikan $p > 0.05$, Pusingan Kerja dengan nilai $\beta = 0.227$ dan nilai signifikan $p < 0.05$, dan Perluasan Kerja dengan nilai $\beta = -0.160$ dengan nilai signifikan $p < 0.05$. Setelah item interaksi ditambah dalam analisis regresi nilai β yang diperoleh bagi *Tenure* χ JER $= 1.851$ dengan nilai signifikan $p < 0.05$, nilai β yang diperoleh bagi *Tenure* χ JR $= -0.125$ dengan nilai tidak signifikan $p > 0.05$, dan nilai β yang diperoleh bagi *Tenure* χ JEG $= 0.310$ dengan nilai tidak signifikan $p > 0.05$. Dengan dapatan ini, kesimpulan yang boleh diambil adalah hipotesis 1.4, 1.5 dan 1.6 ditolak.
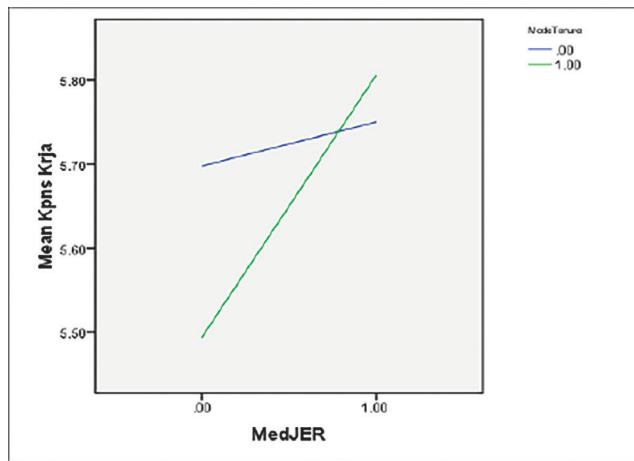
Rajah 3 Kesan penyederhanaan tempoh perkhidmatan (*tenure*) terhadap perhubungan di antara pengayaan kerja dan kepuasan dari pekerjaan
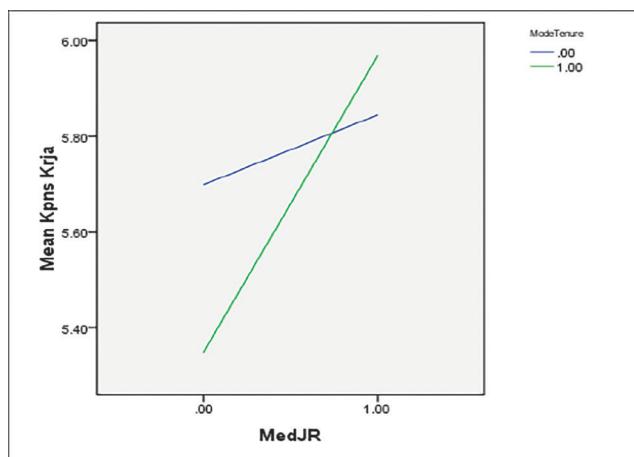
Rajah 4 Kesan penyederhanaan tempoh perkhidmatan (*tenure*) terhadap perhubungan di antara pusingan kerja dan kepuasan dari pekerjaan

Jadual 4 Kesan penyederhanaan tempoh perkhidmatan (*tenure*) terhadap perhubungan diantara reka bentuk pekerjaan dan motivasi intrinsik

Pemboleh ubah bersandar	Pemboleh ubah	Std. Beta (β) (Langkah 1)	Std. Beta (β) (Langkah 2)	Std. Beta (β) (Langkah 3)
Motivasi Intrinsik	Pemboleh ubah tidak bersandar			
	Pengayaan Kerja (JER)	0.208*	0.244*	0.014
	Pusingan Kerja (JR)	0.244*	0.252	0.227*
	Perluasan Kerja (JEG)	−0.086	−0.130	−0.160*
	Pemboleh ubah Penyederhanaan			−1.808*
	Tempoh Perkhidmatan (*Tenure*)		0.213*	
	Item Interaksi			
	Tenure χ JER			1.851*
	Tenure χ JR			0.125
	Tenure χ JEG			0.310
	R	0.358	0.414	0.479
	R	0.128	0.172	0.229
	Adjusted R	0.116	0.157	0.205

Nota Tahap signifikan: $^*p < 0.05$

PERBINCANGAN

Berdasarkan dapatan yang diperoleh dari analisis kesan penyederhanaan Tempoh Perkhidmatan di antara reka bentuk pekerjaan dan motivasi kesan penyederhanaan Tempoh Perkhidmatan di antara Pengayaan Kerja dan Motivasi Ekstrinsik diterima sebagai penyederhanaan kuasi. Manakala, kesan penyederhanaan Tempoh Perkhidmatan di antara Reka Bentuk Pekerjaan (Pengayaan Kerja dan Pusingan Kerja) dan Kepuasan Dari Pekerjaan diterima sebagai penyederhanaan tulen. Ini menunjukkan tempoh perkhidmatan merupakan faktor penyederhanaan di antara (pengayaan kerja dan perluasan kerja) dan (motivasi ekstrinsik dan kepuasan dari pekerjaan).

Berdasarkan peneranganWicks (2004), asal-usul tempoh perkhidmatan di pengajian tinggi moden merujuk kepada penetapan kerja sampai usia bersara. Ini memastikan bahawa ahli akademik tidak diberhentikan atau diturunkan pangkat berdasarkan tahap pencapaian akademik. Manakala, menurut Robbins (2005), tempoh perkhidmatan boleh didefinisikan waktu pada pekerjaan tertentu, boleh dinyatakan bahawa bukti terbaharu menunjukkan hubungan yang positif antara tempoh perkhidmatan dan produktiviti kerja. Penyelidikan yang dilakukan oleh Byrd dan Cooperman (2010) menguji hubungan antara pampasan, *tenure*, prestasi, dan penilaian rakan dalam pasaran dan tempoh

pembayaran terhadap CEO dalam sesuatu organisasi menunjukkan CEO yang setia dan lama berkhidmat menunjukkan hubungan yang positif dengan prestasi dan pampasan yang akan diperoleh dan akan melakukan khidmat dengan lebih jika pampasaan yang diperoleh setimpal dengan usaha dan kesetian yang diberikan. Menyokong kenyataan yang diutarakan ini, Mahmoud dan Mintz (2008) membandingkan prestasi CEO syarikat mempengaruhi jumlah pampasan berdasarkan tempoh perkhidmatan mereka di dalam sesuatu jabatan. Berdasarkan kajian yang dilakukan oleh Theodossiou dan White (1998), yang menguji hubungan antara hasil perolehan atau pendapatan yang diperoleh dengan tempoh perkhidmatan (*tenure*) sama ada positif atau negatif bergantung dengan kadar bias yang wujud. Bias ini wujud apabila individu tidak dinilai dengan kaedah yang bersesuaian.

Berdasarkan kajian ini, di antara pengayaan kerja dan motivasi ekstrinsik, tempoh perkhidmatan merupakan faktor penyederhanaan. Ini menunjukkan pengayaan kerja berdasarkan Model Ciri-ciri Pekerjaan Hackman-Oldhman meningkatkan kedalaman kerja, kedalaman pekerjaan adalah darjah kawalan pekerja mempunyai lebih dari pekerjaan mereka akan meningkatkan motivasi pekerja tetapi tidak untuk semua keadaan (Robbin *et al.*, 1997). Torrington dan Tan (2004), menyatakan penyebab ketidakpuasan disebabkan oleh (1) Dasar dan pentadbiran sebuah organisasi, (2) Pemantauan, (3) Gaji, (4) Perhubungan interpersonal, dan (5) Suasana kerja. Berdasarkan dari dapatan kajian, pekerja yang berkhidmat kurang daripada lima tahun lebih cenderung dipengaruhi berbanding yang telah lama berkhidmat.

Tempoh Perkhidmatan merupakan faktor penyederhanaan antara reka bentuk pekerjaan (Pusingan Kerja dan Pengayaan kerja) dan Kepuasan Dari Pekerjaan. Kepuasan kerja juga merupakan sebahagian daripada prestasi kepuasan kerja namun masih bergantung pada tahap hasil intrinsik dan ekstrinsik (Ivancevich *et al.*, 2008). Kepuasan kerja adalah sikap pekerja terhadap kerja mereka. Ini merupakan hasil dari persepsi mereka terhadap pekerjaan. Menurut George dan Jones (2007), terdapat empat faktor yang mempengaruhi tahap kepuasan kerja pengalaman seseorang: 1. Keperibadian, nilai situasi kerja, dan pengaruh sosial, 2. Keperibadian cara perasaan seseorang bertahan, berfikir, dan berperilaku sama ada penentu pertama dari bagaimana orang berfikir dan merasakan tentang pekerjaan mereka dan kepuasan, 3. Nilai impak pada tahap kepuasan kerja kerana mencerminkan keyakinan pekerja tentang keputusan bahawa pekerjaan mempunyai hala tuju dan bagaimana seseorang harus bersikap di tempat kerja, dan 4. Sosial mempengaruhi atau pengaruh yang individu atau kumpulan terhadap sikap dan perilaku seseorang. Rakan sekerja, kelompok kumpulan yang disertai, dan budaya seseorang dilahirkan dan tempat tinggal semua mempunyai potensi mempengaruhi kepuasan kerja pekerja. Berdasarkan dari dapatan kajian yang menguji kesan tempoh perkhidmatan merupakan faktor penyederhanaan antara reka bentuk pekerjaan (Pusingan Kerja dan Pengayaan kerja) dan Kepuasan Dari Pekerjaan pekerja yang berkhidmat kurang daripada lima tahun lebih cenderung dipengaruhi berbanding yang telah lama berkhidmat.

Ini menunjukkan pekerja yang baharu berkhidmat masih tidak mempunyai pengalaman pelbagai aspek tentang perjalanan organisasi dan budaya. Tempoh perkhidmatan yang singkat tidak dapat memberi pekerja mempelajari kemahiran yang diperlukan (Ivancevich *et al.*, 2008). Manakala bagi pekerja yang berkhidmat lebih lima tahun tempoh juga antara yang cenderung yang mempengaruhi di antara faktor motivasi (motivasi ekstrinsik dan kepuasan dari pekerjaan) adalah disebabkan kewujudan bias hasil perolehan atau pendapatan yang diperoleh dengan tempoh perkhidmatan (Theodossiou & White, 1998). Ini kerana berdasarkan penerangan Gary dan Rastogi (2005), teori Herzberg dengan teori dua faktor mereka membezakan antara dua jenis faktor, iaitu motivator yang intrinsik pekerjaan itu sendiri (misalnya prestasi, pengakuan, dan tanggungjawab), dan faktor *hygiene*, yang ekstrinsik untuk pekerjaan (misalnya keadaan kerja, pembayaran, dan pengawasan). Antara faktor penyebab faktor *hygiene* mutlak diperlukan untuk mempertahankan organisasi manusia.

KESIMPULAN

Mengenal pasti sama ada tempoh perkhidmatan merupakan faktor penyederhanaan di antara reka bentuk pekerjaan dan motivasi kerja dan kepuasan kerja adalah persoalan kajian. Dapatan kajian menunjukkan tempoh perkhidmatan merupakan faktor penyederhanaan antara pengayaan kerja dengan motivasi ekstrinsik dan kepuasan dari kerja. Ini jelas menunjukan penghargaan secara materialistik boleh mempengaruhi motivasi ekstrinsik dan kepuasan dari kerja berdasarkan tempoh perkhidmatan pekerja yang telah lama berkhidmat. Pusingan kerja juga dan kepuasan dari kerja juga boleh dipengaruhi oleh tempoh perkhidmatan.

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PRETESTING AND PILOTING THE RESEARCH INSTRUMENT TO EXAMINE THE CENTRAL ROLES OF RISK PERCEPTION AND ATTITUDE TOWARDS FINANCIAL INVESTMENT BEHAVIOURAL INTENTION AMONG MALAYSIANS

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ABSTRACT

Risk perceptions and attitude are important in the context of decision-making process involving risky options because individuals normally do not have perfect information and their decision making is affected by bounded rationality. The paper aims to analyse and develop the instrument for the examination of the central roles of risk perception and attitude, sequentially, in affecting the behavioural intention towards financial investment. Items included in the pre- test and pilot test stages were adapted from literature, but not specifically related to personal finance. The two stages have significant roles in ensuring and strengthening the content validity and the reliability of the instrument. The finalised survey instrument contained a total of 40 indirect measured items, which were then employed in the study.

Keywords: *risk perception, attitude, personal finance, pretesting, pilot test*

INTRODUCTION

The explanation of decision making in finance has been dominated by standard financial theory (SFT), which generally assume investors are homogeneous and they are perfectly informed and rational. The conventional treatment under the SFT is that only the objective risk is relevant in the decision-making process and financial return of investors is a trade-off of risk level. SFT that serves as the backbone to explain how individuals should make investment decision are the efficient market hypothesis (EMH), expected utility theory

(EUT), modern portfolio theory (MPT), capital asset pricing model (CAPM), arbitrage pricing model (APT), and Fama and French's (1992) three-factor model.

The effectiveness and appropriateness of relying on the SFT to explain risk-taking behaviours among investors were questioned as early in the 1970s. Blume and Friend (1973) argued risk in stock investment is more than just the beta coefficient from individual investors' point of views. Roll (1977) was so crucial in his argument claiming that the CAPM cannot be truly tested. Findings by Fama and French (1992) showed there was no support for a positive correlation between risk and return as posited in the MPT and the CAPM. Over a long period of time, Fama and French (1992) found the return of individual stocks correlated poorly with the beta values. In other words, the result of Fama and French (1992) suggested investors who chose higher investment risk might not be rewarded with higher returns, and that was against the theoretical argument of the MPT and CAPM. According to Brennan (1995), models of SFT were popular due to analytically convenience. As the explanatory power of these models is questionable, their inadequacies continued to be raised until the recent years. Dayala (2012) argued the CAPM was incomplete. Meanwhile, Dempsey (2013) claimed any attempt to improve the CAPM could worsen the situations because it may (1) simply become an econometric exercise and (2) radical deviation from the core concept of risk and return.

The inconsistency and inadequacy of the SFT in providing a satisfactory explanation for decision-making among individual investors prompted the requirement for an alternative view to explain how individuals make financial decisions. These new perspectives, focusing on individual finance decision making process is known as the behavioural finance theory (BFT). Besides taking into account of the financial aspect, the BFT also incorporates sociological and psychological aspects that affect finance decision-making processes (Ricciardi & Simon, 2000).

LITERATURE REVIEW

Ricciardi and Simon (2000) explain that sociology provides insight how people's attitudes and behaviours are affected by aspects of social relationship; psychology provides explanation on how people's thinking process is affected by their mental and physical conditions as well as related external environments; while finance focuses on issues relate to value determination as a function of resources acquisition and allocation; i.e. managing financial matters, including investments. As such, it is arguable that individual investors are affected by multiple factors when making financial decisions.

Individual investors do not have the capability to process all the facts and pieces of data and fit them into a picture (Litterer, 1965). Instead, they tend to choose certain information to reduce information overload. Which piece of information is chosen or otherwise may depend on their level of knowledge; their levels of emotion and stress at that time; how the information is presented; pressure of time; as well as their desirable

goals; among others. Examining carefully, the explanation provided by Litterer (1965) with regard to perpetual process is consistent with the notion of bounded rationality.

The process of interpreting information is aided by the individual's past experience and value system (Litterer, 1965). Since individuals' past experiences are unique, they tend to absorb dissimilar values even when presented with a same stimulus. This explains why psychological and sociological elements are part of the pillar in behavioural finance. One of the key influences in the perception formation (include forming attitudes, absorbing values, and obtaining interpretation) is reference groups, in which can be defined as the groups of people with which an individual can relate to and can pose influence on his or her opinions and beliefs. The reference groups can also cause group pressure on certain people. Within the context of finance, examples of reference groups are financial advisors, family members, relatives, friends or even colleagues. They are groups of people of whom the individual seeks advice from, or talk to, with regard to financial or investment matters.

Sitkin and Pablo (1992) identified three individual characteristics as likely determinants of risk behaviours, namely, risk preferences, risk propensity and risk perception. They argued, individuals who like the challenge associate with risk will be more likely to make riskier decisions than those who are not. The concept of risk propensity by Sitkin and Pablo (1992) concurred with MacCrimmon and Wehrung (1980) which conceptualised risk propensity as the willingness of decision makers to take risks. The third determinant in the model, risk perception, was defined as a decision maker's assessment of the situation. Sitkin and Pablo (1992) explained the assessment process may be influenced by how a situation is labelled by decision makers, their level of confidence, their ability to control the situation, and probability approximation of the potential outcome.

Amid growing evidences in Malaysia that individuals are behaving irrationally in relation to making financial decisions (Albaity & Rahman, 2012; Hamid, Rangel, Taib &Thurusamy, 2013; Jamaludin & Gerrans, 2014), it prompted an urgency to investigate the determinant of risk perceptions, and the impact of risk perception and attitude, in serial, on how individuals make financial decisions. Towards this purpose, there is a need to have a set of validated instruments.

QUESTIONNAIRE DESIGN

The specific objective of the paper is to produce a validated research instrument. The measurement items for the study were drawn from literature not limited to financial risk taking. These instruments were modified accordingly in order to accommodate the respondents and the research context. This practice is not only common, but also inherits two benefits: (1) the validity and reliability of the measurements had been assessed; and (2) the current results are comparable with previous studies (Kitchenham & Pfleeger, 2002).

Table 1 Summary of items to measure each construct

Constructs	Number of items	Source
Behavioural intentional towards financial investment	6	Lam and Hsu (2006)
Financial knowledge Objective knowledge Subjective knowledge	10 6	Lusardi and Mitchell (2008) Flynn and Goldsmith (1999)
Social influence Family influence	6	Jorgensen and Salva (2010); Jorgensen (2007)
Peer influence	6	Jorgensen and Salva (2010); Jorgensen (2007)
Internet influence	5	Jorgensen and Salva (2010); Jorgensen (2007)
Personality trait Risk propensity Inertia	4 4	Dulebohn and Murray (2007) Dulebohn and Murray (2007)
Risk perception	4	Hoffman, Post and Pennings (2013)
Attitude towards financial investment	5	Lee (2009), Ramayah, Rouibah, Gopi and Rangel (2009)

Table 1 illustrates a snapshot of all the constructs, number of items for each construct, as well as their sources. Except for the objective knowledge component (aimed to measure the actual level of financial knowledge of respondents), all +other constructs were operationalised using the Likert scales. Likert scale is one of the most popular non-comparative scaling techniques in management business research (Kumar, Abdul Talib & Ramayah, 2013) and it is a common approach utilised to measure a variety of constructs (Kent, 2001). By using this scale, respondents indicate a degree of agreement or disagreement with each of the series of statement about the stimulus objects (Sekaran, 2003). This research applied even-point scales in order to avoid the central tendency error (Cooper & Schindler, 2003). This type of error could happen especially within the context of Asian countries when respondents ended up state their priority in the neutrality dimension (Trompenaars & Hampden-Turner, 1997).

The source language questionnaires (SLQs) for the research were English and initially tested outside Malaysia. The present study was conducted in Malaysia where the first language for the large majorities is not English. Therefore, the SLQs needed to undergo the translation process in order to mitigate variance resulting from linguistic and cultural differences (Beaton, Bombardier, Guillemin & Ferraz, 2000; Char, Kim & Erlen, 2007). As cited in Chapman and Carter (1979), Brislin, Lonner and Thordike (1973) suggested one or more of the following translation techniques, i.e. back translation, bilingual techniques; committee approach and pre-test. Of these approaches, back translation is the most common as well as highly recommended technique (Brislin, 1970; Chapman & Carter, 1979), which is hereby employed.

INSTRUMENT PRETESTING

Pretesting of instrument was administered using personal interview. The method was employed at this stage instead of telephone interviews and mail self-reports as it enabled researchers to observe reactions, qualms, and other signs by respondents (Hunt, Sparkman & Wilcoc, 1982). The pre-test process involved five persons as it usually need not be large (Kumar et al., 2013). As suggested by Tull and Hawkins (1976), the five interviewees met the criteria set forth for the target respondents in the study.

During the pre-test, discussion with each respondent was conducted separately by going through each of the questions, instructions, as well as questionnaire format and layout. Several improvements were subsequently made to the research instrument based on feedbacks received during the pre-test. For example, it was discovered that interviewees demonstrated some hesitations of either choosing 'Do not know' or 'Refused to answer' when they were less confident in answering financial literacy questions. After further discussions with them, it was suggested to delete the 'Refused to answer' option for financial literacy questions. The amendment should further improve measuring validity for the level of objective knowledge.

Since the study was intended for income earners between the age of 19 to 39, it was suggested that these requirements to be stated in the covering letter. This would ensure only the targeted respondents take part in the survey. It was also suggested that the labelling for Likert's scale to appear on the top of every new page for easy reference by respondents. Modifications and refinement on the questionnaire were made before pilot test was conducted.

RESULTS OF PILOT TEST

Convenience sampling was used in selecting the respondents for the pilot study. The sample size for the pilot study was 100. Data from pilot test was analysed using the Statistical Package for Social Science (SPSS). A brief description of the respondents of the pilot test is provided in Table 2.

The pilot study has three aims. First is to examine whether the distinctions of the group of items really do reflect a particular construct. For this, factor analysis was employed. Second is to identify the internal consistency of the questions. To achieve this purpose, reliability analysis was conducted. Finally, pilot study also serves to determine the understanding of the respondents to the questionnaire.

The research included nine latent variables (constructs) that were indirectly measured. Each of the latent variables was measured based on different facets. As such, it was critical to investigate whether the differences of the group of items really do reflect a particular variable (Field, 2009; Matsunaga, 2015).

Table 2 Background of respondents for pilot test (N = 100)

Demographic Variable	Variable sub-groups	Per cent (%)
Gender	Male	34
	Female	66
Marital status	Single Married Widower	50
		48
		2
Education level	SRP/PMR	4
	SPM/SPMV/STPM/STAM	36
	Diploma	20
	University degree or equivalent	40
Ethnicity	Malay	22
	Chinese	34
	Bumiputera Sabah	40
	Bumiputera – Others	4
Occupation sector	Government	30
	Private	60
	Business/Self-employed	10

The employment of factor analysis herein was consistent because the items for the latent variables were pooled from multiple and expansive sources (Fabrigar, Petty, Smith & Crites, 1999). All of the items were previously used in other countries as well as on different sample groups, therefore, there was no prior knowledge on how the values were related when these items were applied in Malaysia, especially when dealing with a very specific targeted group of respondents. Furthermore, all the items were adapted from multiple sources. Another objective of this process was to reduce the number of items into a smaller number of components (factors) without compromising the amount of loss of the original information (Field, 2009; Matsunaga, 2015). Finally, the results of the factor analysis also serve to mitigate potential issues at later analysis.

The factor analysis applied herein was based on principal component analysis (PCA) as it was designed to summarise information into groups or clusters of variables (Field, 2009). The rotation method selected was "Promax" that give solutions with correlated components, which also known as "oblique" solutions (Field, 2009; Matsunaga, 2015). The cut-off threshold for the factor loading used in the research was 0.63. Although the level was considered more stringent but classified as a very good level (Comrey & Lee, 1992; Tabachnick & Fidell, 2014). Guadagnoli and Velicer (1988) and Field (2009) regarded a factor as reliable if its items were loadings of at least 0.6.

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy was 0.780 and the Bartlett's Test of Sphericity was significant (p-value = 0.000). The highest and lowest communalities were 0.862 and 0.533 respectively. A total of nine components (factors)

were extracted based on Eigenvalue extraction (value more than 1.00), with 72.506% of total variance explained. However, further examination based on the Pattern Matrix and Structure Matrix indicated no item was loaded under the 9th component. This suggests the extractionsolution cannot be based on Kaiser's criterion (retaining factor with eigenvalues more than 1) (Field, 2009). In this situation, the screen plot was used as an addition reference (Figure 1).
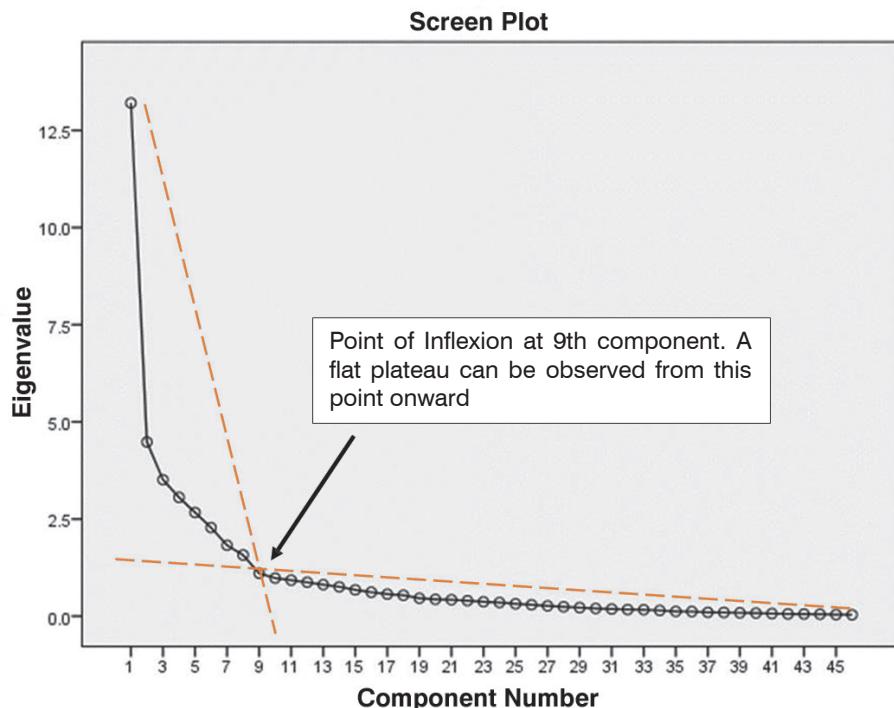
Figure 1 Screen plot

Based on the curve in the screen plot, there was a drop after eight factors before a stable plateau is reached creating an obvious point of inflexion at 9th factor. With that, it was justified to select the eight-factor solution (Field, 2009). The eight-factor solution provided 69.622% of total variation explained. The component extraction was converged after eight iterations. A total of six items were dropped by the analysis as their loadings were lower than the cut-off of 0.63. These items were Fam1, INT3, IN1, IN3, IN4, and Att3.

Table 3 summarises the result of the PCA. The factor analysis result was encouraging as most of the initial items were loaded according to the theorised latent variables of the research, with the exception of Risk Propensity and Inertia. The PCA has grouped items on these two latent variables into a single component (Component 6). Next subsection examines the internal consistency reliability of the eight components.

The internal consistency reliability among individual items was measured using the Cronbach's Alpha. It is one option that can be used to investigate how well each of the items in a scale correlates with the sum of the remaining items. It is also the most popular test for this purpose (Kumar et al., 2013). The widely-accepted cut-off is that alpha should be higher than 0.70 (Hair, Bush & Ortinau, 2003). Although, Nunnally and Bernstein (1994) agreed that alpha should be above 0.70, they also pointed out that it should not be too high. If alpha is too high (especially if higher than 0.95), then it may suggest a high level of item redundancy; that is, a number of items asking the same question in slightly different ways. In short, the items are too homogenous.

Table 3 Results of factor analysis and internal consistency reliability

KMO Measure of Sampling Adequacy:					0.780				
Bartlett's Test of Sphericity			Chi-Square		3646.373				
			Degree of freedom		1035				
			Sig (*p*-value)		0.000				

Item	Component								Cronbach Alpha
	1	2	3	4	5	6	7	8	
BI1	0.926								
BI2	0.933								0.946
BI3	0.904								
BI4	0.862								
BI5	0.772								
BI6	0.935								
SK1		0.698							
SK2		0.817							0.897
SK3		0.881							
SK4		0.896							
SK5		0.788							
SK6		0.768							
Fam1			Deleted						
Fam2			0.867						0.824
Fam3			0.727						
Fam4			0.761						
Fam5			0.716						
Fam6			0.791						
Peer1				0.805					
Peer2				0.907					0.872
Peer3				0.809					

Peer4			0.642					
Peer5			0.672					
Peer6			0.735					
INT1				0.800				
INT2				0.862				0.819
INT3				Deleted				
INT4				0.771				
INT5				0.683				
RP1					0.820			
RP2					0.712			0.879
RP3					0.946			
RP4					0.924			
IN1					Deleted			
IN2					0.803			
IN3					Deleted			
IN4					Deleted			
PER1						0.814		
PER2						0.931		0.880
PER3						0.886		
PER4						0.845		
Att1							0.825	
Att2							0.854	0.819
Att3							Deleted	
Att4							0.726	
Att5							0.791	

As shown in Table 3, the alpha coefficient from the pilot test ranges from 0.819 to 0.946. The Cronbach's Alpha for component representing BI was a little on the high side. Despite this, it was decided to retain the result for now because internal consistency reliability to be further examined when the full dataset undergo structural equation modelling (SEM) analysis. Under SEM, the internal consistency reliability would be analysed using composite reliability (CR), an alternate to Cronbach's Alpha.

DISCUSSION AND CONCLUSION

An issue pertaining to pilot study that deserve attention is sample size. Saunders, Lewis and Thornhill (2003) pointed out that the number of people with whom researchers pilot their questionnaires should be sufficient to include any major variations in the

population that is likely to affect responses. Fink (1995) mentioned for the minimum number for a pilot in most student questionnaires is 10; while Luckas, Hair and Ortinau (2004) suggested having 50 respondents in a pilot study to allow the running of proper statistical testing procedures. Another criterion to determine the sample size is the range of communalities. Since the lowest communalities based on the factor analysis was 0.533, it was well above the 0.50 range. Therefore, the sample size of 100 used herein was deemed appropriate (Field, 2009).

The results from the pilot study warranted two major adjustments to be made on the research. First, the research instrument, i.e., research questionnaire needs to be revised. As six items involving four components were deleted, the research questionnaire was duly adjusted accordingly. Thus, the final version of the research questionnaire would be without six items, namely: Fam1, INT3, IN1, IN3, IN4, and Att3.

The other adjustment was related to the research model. The sole retained item of Inertia was regrouped along with items of Risk Propensity. As all the initial items for Risk Propensity were retained, it was justifying to retain the name of Risk Propensity. For easy reference, the sole remaining Inertia item, IN2, would be recoded to RP5, consistent with where it belonged. The immediate consequence resulting from the major change was the inability to test the hypothesis involving Inertia, thus must be excluded from the study. With all the changes made, the validated instrument was ready for employment in the study.

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AN EMPIRICAL EVIDENCE OF THE RELATIONSHIP BETWEEN GRADUATE INTERNS' CAPABILITIES ON THE SUCCESSFUL OF KNOWLEDGE TRANSFER PROGRAMME IN MALAYSIA

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ABSTRACT

A spirit of collaborative partnership among universities, industries, and communities is a prerequisite for a success of knowledge transfer programme initiatives. The effort provides a platform for exchange of ideas either tangible or intangible, expertise, explicit or implicit knowledge and skills among parties involved. Companies are now beginning to recognize the fundamental value of knowledge transfer mechanism on how it is acquired, used and shared which contribute to their core competencies and in making sound strategic decisions to maintain the competitive advantage in today's business environment. As to promote the ideas of knowledge transfer, the Ministry of Education (MOE) Malaysia has underlined the graduate interns' capability as one of the areas under the critical agenda which need to be addressed in portraying the success of the knowledge transfer programme (KTP). Therefore, in order to obtain deeper insights of the issue, this project attempts to examine the contribution of graduate intern capabilities towards the success of KTP project in Malaysia. This study has employed a questionnaire that has been distributed to academics in the public universities in Malaysia who have obtained KTP grants from the government. The study has revealed that graduate interns' capabilities contribute significantly to the implementation of knowledge transfer projects. Thus, higher education institutions must then address and review its present teaching and learning delivery to enhance students' capabilities in dealing with the industry as well as with community.

Keywords: knowledge transfer, graduate interns' capability, tacit knowledge, implicit knowledge, explicit knowledge, knowledge transfer mechanism

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INTRODUCTION

In today's business environment, knowledge is recognized as one of the most essential components in strategic resource, and the capacity of individual or organization to create and apply knowledge is one of the key factors to establish a sustainable competitive advantage. Thus, the process of creating, acquiring and managing knowledge resources required a wide range of issues, intellectual property rights policy, dissemination of research output, technology transfer, and the form and scope of private controls on information and knowledge. Tension arises from the fact that governments, universities, and industries operate in different ways and under different rules, yet there are pushed factors to encourage rapid movement of knowledge across sector and institutional borders.

The university mission is not simply being an education and research centre but rather than as an institution that serves the industries and community through knowledge transfer mechanism. Knowledge transfer covers a wide range of activities which include from product commercialization, sharing expertise through industry-university or university-community partnership and internship, and to some extend getting the involvement of industry and community in designing the curriculum broader influence in to enhance the capabilities of graduates (Tichá & Havlícek, 2008).

As to promote the ideas of knowledge transfer in Malaysia, the Economic Planning Unit (EPU) has funded the Knowledge Transfer Programme (KTP) which is in jurisdiction of MOE. The KTP provides a platform for the working collaboration between academia-industry and academia-community. Furthermore, KTP provides avenue for an interaction between industries, communities and the universities which include education, training, research consultancy, graduate interns placement and including sharing of university's physical lab and facilities to smoothen the knowledge transfer process. This Critical Agenda Project (CAP) is one of the National Higher Education Strategic Planning (NHESP) for the 10th Malaysian Plan (2011 – 2015).

Ideas either tangible or intangible, expertise, explicit or implicit knowledge gathered within the 20 public universities are transferred to the targeted industry or community based on their specific needs. On top of that, collaborated industries are allowed to maximize the resources or facilities available in the university partner to enhance their business capability with regards to product or service quality improvement and development. On the other hand, community partners can benefit from university-based knowledge to improve quality of life. This can only be achieve with the involvement of graduate intern that act a medium to link between university-industry or university-community. The KTP basic model applied is based on the strategic innovations partnerships among those stakeholders (academia, graduate interns and industry or community).

The importance of graduate interns' capabilities has grown attention among academia-industry and academia-community relationship. Their knowledge contribution benefited

all parties besides the graduate interns themselves. In order to get most of an internship, it is important that knowledge required by the companies, which is related to job assignments, is efficiently transferred from the university to companies through graduate interns. Hence, the transfer of required knowledge must fulfill 2: stages (1) graduate interns must have access to already existing document (rather explicit knowledge) (2) graduate interns acquire knowledge through permanent transfer of knowledge from those who are highly experienced like from the principal (research supervisor) or workmates (rather tacit knowledge) (Nonaka & Takeuchi, 1995).

According to Gault, Leach and Duey (2010), internship incorporate work-related experience into graduate education which beneficial to universities and industries at large. Internships can contribute to the development of the absorptive capacity of industries through the use of students' skills. This encourage employability and knowledge transfer goal from the university to businesses. Weible (2009) cited that most researches on internships focused on the benefits to students and employers rather than to the universities.

Despite extensive research on knowledge transfer issues, there is a dearth of research that has explicitly focused on the extend of graduate interns contribution to KTP success. Therefore, in order to obtain deeper insights of the issue, this project attempts to examine the contribution of graduate interns' capabilities towards the success of KTP project in Malaysia.

DATA AND METHODOLOGY

The methodology of research employed was through survey questionnaires. A survey instrument with 1 – 5 Likert scale is used. Items used to measure latent constructs are adopted from previous studies (Schofield, 2013), (Ken & Cheah, 2012; Shah & Nair, 2011). A total of 254 questionnaires were distributed to academics in the public universities in Malaysia who have obtained KTP grants from the government. As of 1st August a total of 154 questionnaires were returned which indicate 61 per cent respond rate and only 152 (59 per cent) questionnaires were used in this study. The data collected was reviewed and entered in SPSS version 23 for cleaning and descriptive analysis and this research used SmartPLS 3.0 for inferential statistical analysis.

RESULT AND ANALYSIS

Table 1 shows the total number of respondents responding to the questionnaires sent. A total of 154 responded and out of that only 152 questionnaires are used for the analysis which comprises 94 project (61 per cent) under the flagship of industry and 60 projects (49 per cent) under the community. The result shows the highest number of KTP project granted to Universiti Putra Malaysia (UPM) which is nearly 30 per cent of the total

projects and followed by Universiti Malaysia Sabah (UMS) 12.34 per cent, Universiti Teknologi MARA (UiTM) 11.04 per cent, Universiti Sains Malaysia (USM) 10.38 per cent and the lowest Universiti Pertahanan Nasional Malaysia (UPNM) 0.65 per cent.

Table 1 Total number of respondents segregated by university and categories of KTP partners

	Categories of KTP partners			
Universities	**Industry**	**Community**	**Total**	**Percentage (%)**
USM	9	7	16	10.38
UKM	9	5	14	9.10
UPM	32	14	46	29.87
UM	7	5	12	7.79
UMK	4	2	6	3.90
UUM	4	7	11	7.14
UMS	9	10	19	12.34
IIUM	5	3	8	5.19
UMP	3	1	4	2.60
UiTM	12	5	17	11.04
UPNM	0	1	1	0.65
	94	60	154	100.00

Simultaneously, equation modelling using SmartPLS 3.0 software was used in order to conduct an inferential statistical analysis. Table 2 represents a measurement model that used to test the reliability and validity of items which represent latent constructs based on the data collected. Reliability is a quality criterion of a construct; it requires a high level of correlation among the indicators of a particular construct (Kline, 2011). According to Hair, Black, Babin and Anderson (2010), reliability analysis extends to which a variable or set of variables is consistent in what it is intended to measure and a measurement index used for construct reliability are Cronbach alpha and composite reliability. As we are aware that coefficient alpha is more conservative measure of items and it estimates the multiple item scale's reliability. The internal reliability of a construct is achieved when the value of Cronbach's Alpha reaches 0.7 or higher (Nunnally & Beinstein, 1994; Pallant, 2013).

Composite reliability measure is more on individual reliability referring to different outer-loadings of the indicator variables (Hair, Hult, Ringle & Sarstedt, 2017). The cut-off point for composite reliability score for a good indicator of construct should be in between 0.6 and 0.7 (Henseler & Sarstedt, 2013). Convergent validity test on the other hand will determine the average variance estracted (AVE) through all factor loadings. According to Hair et al. (2017), loadings value of minimum 0.60 as well as AVE of 0.50 and above are acceptable. As for this study, all loadings shows a range within acceptable rate and all AVEs were above 0.50.

Table 2 Result of measurement model

Latent variables	Items	Factor loadings	CA	CR	AVE
GI knowledge	PD12 PD13 PD14	0.866 0.914 0.633	0.749	0.852	0.662
GI readiness	PD21 PD22 PD23 PD24 PD25	0.866 0.914 0.633 0.718 0.821	0.841	0.887	0.614
GI soft-skill acquisition	PD31 PD32 PD33 PD34 PD35 PD36 PD37 PD38	0.866 0.914 0.633 0.718 0.821 0.867 0.645 0.853	0.912	0.929	0.624
KT mechanism	PH13 PH22 PH33	0.642 0.887 0.867	0.750	0.848	0.655
KTP performance	PJ2 PJ3 PJ4 PJ5 PJ6	0.682 0.688 0.923 0.889 0.876	0.923	0.933	0.738

Construct validity concerns to the extent of a score truthfully represents a concept (Zikmand, Babin, Carr & Griffin, 2013). Cronbach and Meehl (1955) suggested that construct validity is more relevant to be used in social sciences. Construct validity examines the measurements used in the study fit the theories which is applied in the study (Sekaran & Bougie, 2010). As such, it provides answers whether the instrument used in the test tap the actual concept theorized in the study.

In order to achieve validity analysis, two kinds of validity tests were performed on the measurement scales namely: convergent validity and discriminant validity (Sekaran & Bougie, 2010). Convergent validity measures the association of positive correlation with an alternative measure of the same construct. In examining the convergent validity, the average variance extracted (AVE) and item loadings are assessed (Hair, Ringle & Sarstedt, 2013). AVE is the average variance shared between a construct and its measures. It is defined as the grand mean value of the squared loadings of the indicators associated with a particular construct (the sum of the squared loadings divided by the numbers of indicators) (Hair et al., 2013). The average variance shared between a construct and its measures should be greater than that shared with the other constructs in the same model.

Table 3 Discriminant validity of construct (Fornell and Larcker Method)

Latent variables	1	2	3	4	5
1. GI knowledge	**0.814**				
2. GI readiness	0.719	**0.784**			
3. GI soft-skill acquisition	0.677	0.775	**0.790**		
4. KT mechanism	0.692	0.579	0.674	**0.809**	
5. KTP performance	0.554	0.639	0.804	0.607	**0.859**

Note: Diagonals represent the square root of the AVE while the other entries represent the correlations.

AVE value equal or higher than 0.50 indicates that on the average, the construct explained more than half of the variance of its indicators. Conversely, an AVE of lesser value than 0.50 indicates that more error remains in the items than the average variance explained by the constructs. As such, the rule of thumb is that an AVE value greater or equal to 0.50 is acceptable (Hair et al., 2013). According to Hair et al. (2013) discriminant validity is a test that concerns with the phenomenon captured, was unique and not represented by the other constructs in the model. This test can be evaluated by assessing the cross-loadings among constructs using Fornel-Larcker criterion.

At first, in order to achieve discriminant validity, the loadings of the construct must be high on itself and low on other constructs (Vinzi, Chin, Henseler, & Wang, 2010). The second discriminant validity of a construct can be assessed by comparing the square root of the AVE values with latent variable correlations (Fornell & Larcker, 1981). The square roots of AVE coefficients are presented in the correlation matrix along the diagonal. The squared root of each construct's AVE should be greater than its highest correlation with any other construct to evidence discriminant validity (Hair et al., 2013).

Table 4 Path coefficient and hypothesis testing

Relationship	Coefficient	T-Value	Supported
GI knowledge → KT mechanism	0.467	6.527**	Yes
GI readiness → KT mechanism	−0.085	0.807	No
GI soft-skill acquisition	0.424	3.875**	Yes
KT mechanism → KTP performance	0.607	22.763**	Yes

Note: *p, 0.05; **p, 0.01

Table 4 shows the path coefficient and hypothesis testing of the research. Based on the findings, it is clearly indicated that GI knowledge and GI soft-skill acquisition are positively significant with KT mechanism where the coefficient 0.467 and 0.424,

respectively. Therefore, Hypothesis 1 and hypothesis 3 are supported. On the other hand, the result also reveals that KT mechanism is a positive significant relationship with KTP performance with a coefficients are value of 0.607. The result indicated that GI knowledge and soft-skill acquisition played an important role in the KTP performance through the mediation of KT mechanism. A similar finding is also found in Chamorro-Premuzic, Arteche, Bremner, Greven and Furnham (2010) and Finch, Nadeau and O'Reilly (2012) who suggest that to be competitive, universities must emphasize soft-skills development within all of their programmes so that the graduate interns possess soft-skills that required by the employers.

Figure 1 represents the path analysis of all outer and inner model. As you can see in the model, the value inside the latent constructs represents *r*-square of the model. Based on the finding, it is indicated that 56 per cent of the variation in KT mechanism is explained by GI knowledge, GI readiness and GI soft-skill acquisition. On the other hand, 38.6 per cent of the variation explained by the KT mechanism. The result indicates that GI knowledge and soft-skill acquisition do affect KT performance through the mediation of KT mechanism.
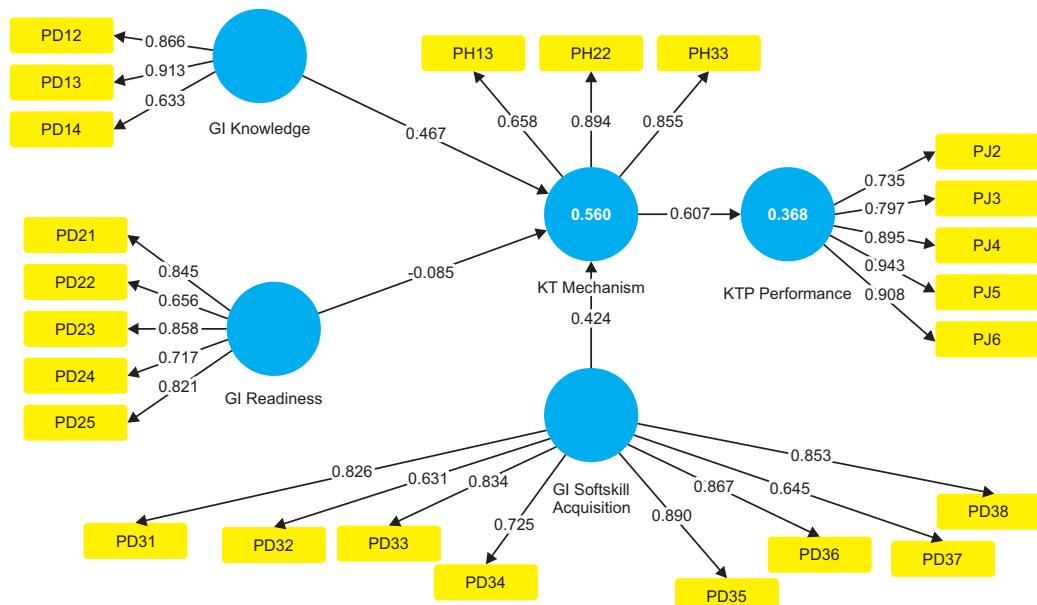

Figure 1 Path analysis

CONCLUSION

The study has revealed that graduate interns' capabilities contribute significantly to the implementation of knowledge transfer projects. Thus, higher education institutions must then address and review its present teaching and learning delivery to enhance students' capabilities in dealing with the industry as well as with community. The findings of this research can be significantly helping the universities in producing graduates and industries at improving human capital capabilities.

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