CHAPTER 4

DATA ANALYSIS AND RESULT

4.1 Introduction

In this chapter, the analysis was elucidated extensively, with the empirical data obtained displayed accordingly to test the research hypotheses outlined in Chapter 1 previously. The chapter's contents were segregated into two phases, specifically the quantitative and qualitative data analysis, respectively. In the first phase, the initial data analysis was underlined accordingly, encompassing the processes employed to ensure data purity. The subsequent section reviewed the data collection process's response rate, inclusive of the non-response rate and common method variance, and presented a general explanation regarding the survey respondents. It also divulged the outcomes of the outer model (i.e. measurement model or latent variable analysis) that were utilized to evaluate the multi-dimensionality, reliability, and validity on the constructs, convergent validity, and discriminant validity included. Meanwhile, the third section revealed the outcomes of the inner model (i.e. structural models or path analysis) to evaluate the hypotheses formulated and outlined in Chapter 2, and subsequently report them.

Then, the second phase was dedicated to delineating the qualitative data analysis results. The assessment was initiated by a description of each variable utilized, followed by correlations between or among them in the context of this study's primary and secondary themes. This study's primary themes were explicitly human resource management practices, servant leadership, organizational learning capability, and

organizational commitment. Furthermore, the secondary themes constituted of the sub-elements of every variable. The chapter was then conclusively wrapped up in summary.

4.2 Quantitative Data Analysis

The following sections discussed the stages of the systematic procedure for applying PLS-SEM in analyzing data collected.

4.2.1 Data Cleaning

After the data was successfully collected, their raw forms were transformed and edited to guarantee their thoroughness. The editing process required for the data collection forms to be inspected for any exclusion, clarity, and uniformity in classification accordingly (Zikmund, 2003). Sekaran and Bougie (2016) suggested only respondents who completed a minimum of 75 percent of the distributed questionnaire were included in the sampling size for this work.

Following this, the manual addition of the raw data into a data file in SPSS was subsequently undertaken, which may be done either by precoding or post coding (De Vaus, 1995). In this study, precoding was opted for, with each questionnaire item was allocated with pre-coded numerical values. Then, frequency analysis was employed for every variable to detect any values that were out of range, whereby the detected out-of-range values were readdressed and rectified if required.

A total of 500 questionnaires were distributed, and from the amount, 334 (return rate of 66.8%) questionnaires were returned. Data cleaning procedures were followed according to the recommendation of Hair et al. (2017). The procedures must be conducted before the data to be analyzed to avoid an error when using PLS-SEM.

Among the issues that caused errors are incomplete data (missing data), inconsistent data (straight-lining), outliers, and data distribution (Hair et al., 2017). However, since this study opted for PLS-SEM, normality became unnecessary as the program outlined normal distribution as inessential and required less in sample size (Urban and Ahleman, 2010). Hair et al. (2017) state that PLS-SEM generally makes no assumptions about the data distribution. Regardless, missing data screening was still required in the circumstances whereby respondents neglected to answer one or more items in the questionnaire.

A total of 64 questionnaires were incomplete and inconsistent. Most of it was 33 straight-lining case, while six missing data (9%). The remaining 25 data were identified suspicious response pattern, i.e. respondents gave the same score at a particular value for all the items with a similar identical response. Thus, the effective response was 270, with a response rate of 54%. Hence, the minimum required sample size determined from the G*Power discussed in Chapter 3 was met**.** While PLS-SEM is preferred if the sample size is small, it is also an excellent method for larger samples. A greater sample size increases PLS predictions' accuracy, i.e. consistency of PLS estimation (Hair et al., 2017).

4.2.2 Common Method Variance

This research was mainly quantitative, indicating the research construct's dependence upon the organisation's perceived understanding, specifically the Malaysia Airport Holdings Berhad executives. Therefore, this may pose a problem behind common method variance, which was defined as the 'variance that was attributable to the measurement method rather than to the constructs they measure represent'

(Podsakoff et al., 2003). According to Podsakoff, MacKenzie, Lee, and Podsakoff (2003), it called for an evaluation in the case of data collection undertaken using a self-reported questionnaire. The same person served as the source of the predictor and criterion variables both.

Harman's Single-factor Test (Podsakoff and Organ, 1986) was conducted to look for any common method bias in this study. This test was founded upon the premise that the existence of a sizeable amount of common method variance would render the resulting factor analysis for the data to yield a sole factor that was attributable toward a majority of the covariance for the dependent and independent variables alike.

Using SPSS, the principal component analysis (PCA) was executed by selecting all the measurement items results in each variable. Entered all measurement items performed the exploratory factor analysis, and the results showed that the largest variance explained by an individual factor was 27.119 % (i.e. <50%) (See Appendix 12). Podsakoff and Organ (1986) claimed that if the variables all load on one factor explains the majority of the variance, common method variance may be a problem. The results show that neither a single factor nor a general factor accounts for the majority of the covariance in the measures. Thus common method variance was not viewed as a significant threat in this study.

4.2.3 Profile of Respondents

Table 4.1 presents a profile of respondents. All information is shown in actual figures and percentages to facilitate interpretation. The sample consists of a total of 270 respondents. More than half of the respondents are male (68.5%), and the remaining (31.5%) are female. The majority of the respondents are Malay (85.9%), followed by

Chinese (7.4%), Indian (4.1%), and others (2.6%). In the age range, the majority of the respondents range from 26-45 years old (74.4%), 46 years old and above (18.5%), and the remaining (7%) are below 25 years old. The majority of the respondents are bachelor degree holders and above qualification (54.9%), while 36.7% are diploma holders while the remaining (8.5%) have other qualifications, i.e. professional certification. Since the target population scoped on the executive position, the non-executive employees are excluded in this study; thus, all respondents encompass executives employees only.

The majority (84.5%) of the executives are executive and senior executive. Another 15.5% are encompassing of assistant manager, manager, and senior manager. In terms of the number of years attaching to this organization (work tenure), 76.3% have been worked for more than five years, and another 23.7% are less than five years tenure.

Finally, in terms of division/or subsidiary distribution, the biggest respondents are from the Malaysia Airport (MA) Sepang Sdn. Bhd. (40%), followed by Malaysia Airports Sdn. Bhd. (18.5%), MA Niaga Sdn. Bhd. (14.1%), UTW Sdn. Bhd. (12.2%), Malaysia Airports Holdings Bhd. (10.4%), and the other divisions/subsidiaries (4.9%) (See Appendix 13).

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

Table 4.1: Profile of Respondents

Demographic Variable	Frequency	Percentage (%)
Gender:		
Male	185	68.5
Female	85	31.5
Race:		
Malay	232	85.9
Chinese	20	7.4
Indian	11	4.1
Others	7	2.6
Age:		
25 and below	19	7.0
26-35	98	36.3
36-45	103	38.1
46-55	41	15.2
56 and above	9	3.3
Highest Education:		
Diploma	99	36.7
Bachelor Degree	123	45.6
Master	25	9.3
Others	23	8.5
Current Position:		
Executive	163	60.4
Senior Executive	65	24.1
Assistant Manager	2	7.0
Manager	26	9.6
Senior Manager	14	5.2
Work tenure:		
Below 2 years	21	7.8
2-5 years	43	15.9
5-10 years	82	30.4
Above 10 years	124	45.9
Division/Subsidiaries:		
MA Holdings Bhd.	28	10.4
MA Sepang Sdn. BHd.	108	40.0
Malaysia Airports Sdn. Bhd.	50	18.5
MA Niaga Sdn. Bhd.	38	14.1
MA Properties Sdn Bhd.	4	1.5
MAAH	5	1.9
MACS	3	1.1
UTW Sdn. Bhd.	33	12.2
Others	1	4.0

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

4.2.4 Measurement Model

Previously conducted studies highlighted that the validation of a reflective measurement model developed by appropriately assessing its internal consistency, indicator reliability, convergent validity, and discriminant validity (Hair et al., 2017). The research model generated in this particular study is displayed accordingly in Figure 4.1 on the next page.

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

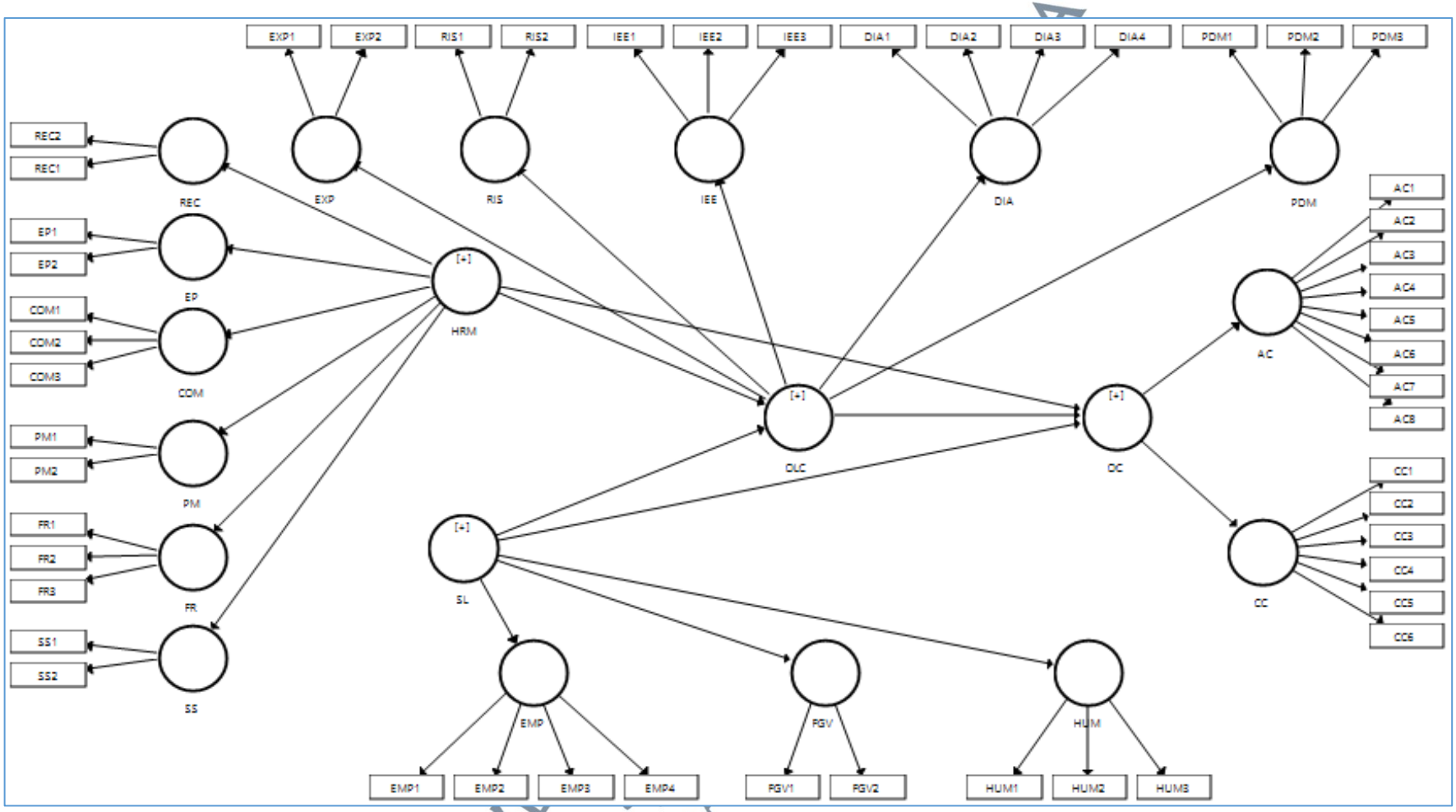

Figure 4.1: Research Model

Each construct was subsequently subjected to measurement by assessing their multi-dimensionality, reliability, and validity, respectively. Based on the model, the overall total numbers of the item are 51 indicators. Chin (2010) indicated that due to the algorithmic nature requiring matrices' inverting, users often run into difficulties handling larger models with 50 or more items measures using CB-SEM. Thus, this supported the application of PLS-SEM in this study. The PLS path modeling algorithm was used to assess the measurement model. Table 4.2 indicated the number of items deleted which failed to meet the criteria given.

Table 4.2: Deleted Items and Description

Scale Items	Item Label	No. of Item(s)
Organizational Learning Capability		1
Dialogue:		
Employees are encouraged to communicate.	DIA1	
Organizational Commitment		6
Affective Commitment:		
I think that I could easily become attached to another organization as I am to this one.	AC4	
I do not feel like 'part of the family' at my organization.	AC5	
I do not feel 'emotionally attached' to this organization.	AC6	
I do not feel a 'strong' sense of belonging to my organization.	AC8	
Continuance Commitment:		
I worry about the loss of investments I have made in this organization.	CC1	
If I wasn't a member of this organization, I would be sad because my life would be disrupted.	CC2	
Total item deleted		**7**

The rule is the number of deleted items cannot exceed 20 percent of the overall number of items in the model (Hair et al., 2017). After dropping indicators that performed poorly (Anderson and Gerbing, 1988), the measurement analyses' results will

produce satisfactory statistics. Ramayah et al. (2018) suggested that any removal or deletion of indicators in the reflective measurement model would not change the latent variable's significance because they are strongly correlated and mutually interchangeable. Figure 4.2 on the next page depicts the finalized research model after deleted seven items (13.7%) from the overall total of 51 items or indicators.

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

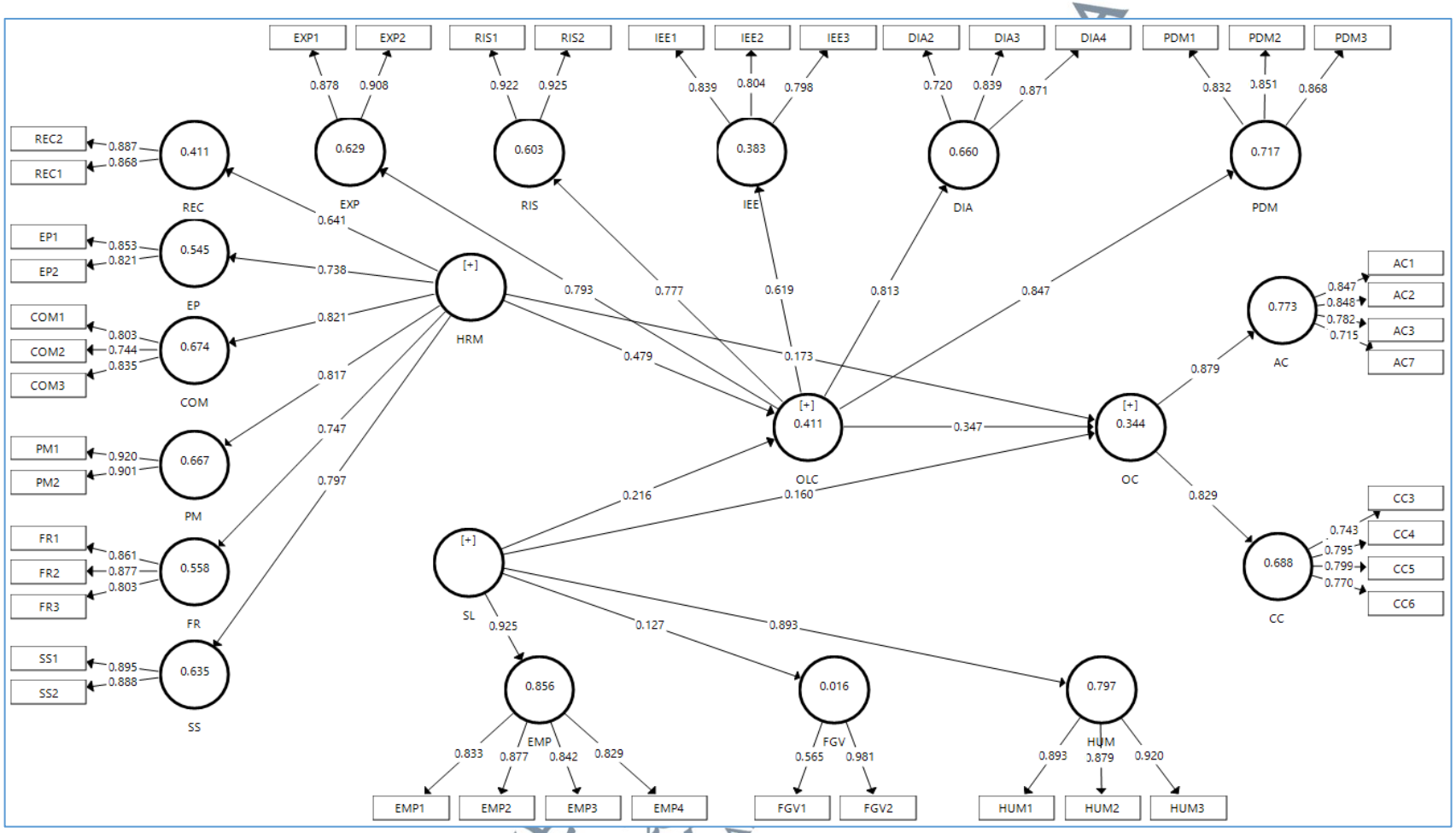

Figure 4.2: Finalized Research Model

Assessment of Convergent Validity

The evaluation of the measurement model's indicator reliability was undertaken by assessing the item loading, whereby the model would be described as having an acceptable indicator reliability threshold. Based on the result, Table 4.3 shows that all the sub-constructs' outer loadings have met the satisfactory level of indicator reliability result exceed the threshold value of 0.708, except FGV1 (0.565). However, if deleted, the subconstruct (FGV) will have a single indicator only, which Hair et al. (2017) have not advised. Thus, FGV1 remained adequate since all other items have good scores of loadings to complement CR and AVE (Ramayah et al., 2018).

A measurement model has satisfactory internal consistency reliability when the composite reliability (CR) of each construct exceeds the threshold value of 0.7. Based on the result, the CR of each sub-construct for this study ranges from 0.769 to 0.926, and this is above the recommended threshold value of 0.7. Thus, the results indicate that the items used to represent the main constructs have satisfactory internal consistency reliability.

Table 4.3: Convergent Validity

Latent Variable (Construct)	Indicators	Loadings	Composite Reliability (CR)	AVE
Human Resource Management Practices (HRM*)			*0.899*	*0.582*
Recognition (REC)	REC1	0.868	0.870	0.770
	REC2	0.887		
Empowerment (EP)	EP1	0.853	0.824	0.701
	EP2	0.821		
Competence Development (COM)	COM1	0.803	0.837	0.632
	COM2	0.744		
	COM3	0.835		

(Continued...)

(Continued...)

Latent Variable (Construct)	Indicators	Loadings	Composite Reliability (CR)	AVE
Performance Management (PM)	PM1	0.920	0.907	0.829
	PM2	0.901		
Fair Rewards (FR)	FR1	0.861	0.884	0.718
	FR2	0.877		
	FR3	0.803		
Staffing and Selection (SS)	SS1	0.895	0.886	0.795
	SS2	0.888		
Servant Leadership (SL*)			*0.740*	*0.556*
Empowerment (EMP)	EMP1	0.833	0.909	0.715
	EMP2	0.877		
	EMP3	0.842		
	EMP4	0.829		
Forgiveness (FGV)	FGV1	0.565	0.769	0.641
	FGV2	0.981		
Humility (HUM)	HUM1	0.893	0.926	0.806
	HUM2	0.879		
	HUM3	0.920		
Organizational Learning Capability (OLC*)			*0.880*	*0.599*
Experimentation (EXP)	EXP1	0.878	0.888	0.798
	EXP2	0.908		
Risk-Taking (RIS)	RIS1	0.922	0.920	0.852
	RIS2	0.925		
Interaction with External Environment (IEE)	IEE1	0.839	0.855	0.662
	IEE2	0.804		
	IEE3	0.798		
Dialogue (DIA)	DIA2	0.720	0.853	0.660
	DIA3	0.839		
	DIA4	0.871		
Participative Decision Making (PDM)	PDM1	0.832	0.887	0.723
	PDM2	0.851		
	PDM3	0.868		

(Continued...)

(Continued...)

Latent Variable (Construct)	Indicators	Loadings	Composite Reliability (CR)	AVE
Organizational Commitment (OC*)			*0.844*	*0.730*
Affective Commitment (AC)	AC1	0.847	0.876	0.640
	AC2	0.848		
	AC3	0.782		
	AC7	0.715		
	CC3	0.743		
Continuance Commitment (CC)	CC4	0.795	0.859	0.604
	CC5	0.799		
	CC6	0.770		

Note: Italics used for higher-order construct values.

The average variance extracted (AVE) value was typically deemed acceptable if constructs displayed AVE values of 0.5 or more. Based on Table 4.3, all the constructs show AVE values more than 0.5, thereby satisfying the recommended threshold value. In other words, a latent construct describes the variance of its indicators (Hair et al., 2017). Thus, the measurement model developed in this study revealed a satisfactory convergent validity.

Assessment of Discriminant Validity

The HTMT criterion was used to assess the discriminant validity in this study. In PLS Algorithm calculation, the value should be lower than the required threshold value of HTMT; < 0.85 (Kline, 2011), and < 0.90 (Gold, 2001). The confidence interval of the HTMT statistic should not include the value 1 for all combinations of constructs (Hair et al., 2017). In bootstrapping, subsamples are randomly drawn (with replacement) from the original set of data. Further then, a bootstrap confidence interval

is derived. The confidence interval is the range in which the true HTMT population value will fall, assuming a certain confidence level (90% confidence interval) suggested by Henseler et al. (2015). Therefore, HTMT's confidence interval does not include the value 1 for all build combinations.

The lower-order constructs must have discriminant validity between themselves and all other constructs in the model, except for their higher-order construct, of which they are part (Sarstedt et al., 2019). Thus the discriminating validity of each higher-order construct with its lower-order constructs was not considered. Violation of discriminating validity between these constructs is predicted since the higher-order measurement model repeats indicators of its lower-order components (Sarstedt et al. 2019).

Table 4.4 indicates neither lower nor upper confidence intervals with a value of 1. All values are smaller than the HTMT threshold, < 0.85 (Kline, 2001). Hence, discriminant validity is achieved based on HTMT inference.

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

Table 4.4 : Heterotrait-Monotrait (HTMT) Criterion

	AC	CC	COM	DIA	EMP	EP	EXP	FGV	FR	HRM*	HUM	IEE	OC*	OLC*	PDM	PM	REC	RIS	SL*	SS
AC																				
CC	0.570																			
COM	0.600	0.432																		
DIA	0.648	0.353	0.710																	
EMP	0.615	0.311	0.664	0.553																
EP	0.628	0.383	0.863	0.637	0.841															
EXP	0.444	0.507	0.596	0.675	0.384	0.483														
FGV	0.161	0.192	0.145	0.205	0.097	0.185	0.201													
FR	0.397	0.294	0.623	0.418	0.376	0.618	0.409	0.121												
HRM*	0.574	0.406	-	0.646	0.701	-	0.577	0.118	-											
HUM	0.452	0.252	0.545	0.500	0.752	0.610	0.470	0.095	0.504	0.649										
IEE	0.267	0.403	0.210	0.339	0.173	0.237	0.755	0.309	0.300	0.284	0.325									
OC*	-	-	0.596	0.580	0.537	0.585	0.547	0.203	0.399	***0.567***	0.408	0.384								
OLC*	0.623	0.453	0.679	-	0.524	0.622	-	0.217	0.475	***0.677***	0.548	-	***0.621***							
PDM	0.654	0.298	0.714	0.921	0.548	0.624	0.714	0.104	0.433	0.683	0.484	0.366	0.553	-						
PM	0.408	0.372	0.839	0.506	0.533	0.719	0.463	0.055	0.651	-	0.520	0.167	0.449	0.514	0.540					
REC	0.505	0.241	0.662	0.504	0.694	0.781	0.470	0.028	0.379	-	0.538	0.186	0.433	0.560	0.580	0.607				
RIS	0.519	0.335	0.564	0.696	0.485	0.573	0.640	0.059	0.393	0.595	0.482	0.555	0.494	-	0.660	0.442	0.578			
SL*	0.609	0.353	0.674	0.609	-	0.818	0.497	-	0.484	***0.735***	-	0.343	***0.557***	***0.618***	0.567	0.560	0.653	0.517		
SS	0.414	0.337	0.728	0.534	0.582	0.797	0.513	0.053	0.755	-	0.612	0.326	0.433	0.611	0.614	0.773	0.545	0.521	0.630	

Note: *Bold and Italics used for higher-order construct values.

UNIVERSITI SAINS ISLAM MALAYSIA
جامعة العلوم الإسلامية الماليزية
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

Overall, the reliability and validity testing subjected upon the measurement model revealed acceptable outcomes, demonstrating its validity and fit for it to be utilized to approximate the criteria outlined in the structural model in the subsequent sections.

4.2.5 Structural Model

In this study specifically, a structural model assessment could be undertaken using path coefficient, coefficient of determination (R^2), effect size to R^2 (f^2), and predictive relevance ($Q^{2)}$. In the subsequent initial stage, the lateral collinearity issue was addressed to assess whether the two or more variables hypothesized to be causally related measure the same construct (Ramayah et al., 2018).

Collinearity Issues (VIF)

To assess the issue of collinearity among indicators based on the variance inflation factor (VIF) value. A VIF value of 5 or higher (Hair et al., 2011) indicated a potential collinearity problem. Based on the collinearity statistics, all the inner VIF values are less than 5, thus indicating collinearity is not a concern. The result is shown in Table 4.5 on the following page.

Table 4.5: Inner VIF Value

	Human Resource Management Practices	Servant Leadership	Organizational Learning Capability	Organizational Commitment
Human Resource Management Practices			1.736	2.126
Servant Leadership			1.736	1.815
Organizational Learning Capability				1.698
Organizational Commitment				

Significance and Relevance of Structural Model Relationships

In the bootstrapping procedure, 500 subsamples were taken from the 270 cases presented to determine the approximate t-value for the structural path's significance testing. The path coefficients should be at least at the 0.05 level of significance (Hair et al., 2017). Specifically, this study employed the critical values of 1.96 in a two-tailed test. for significance level of 5 percent ($\alpha = 0.05$). Based on Figure 4.3 on the next page, four relationships have t-values higher than 1.96, thus significant at a 0.05 level of significance. However, human resource management practices have no significant direct effect on organizational commitment with a t-value of 1.839, i.e., lower than 1.96.

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

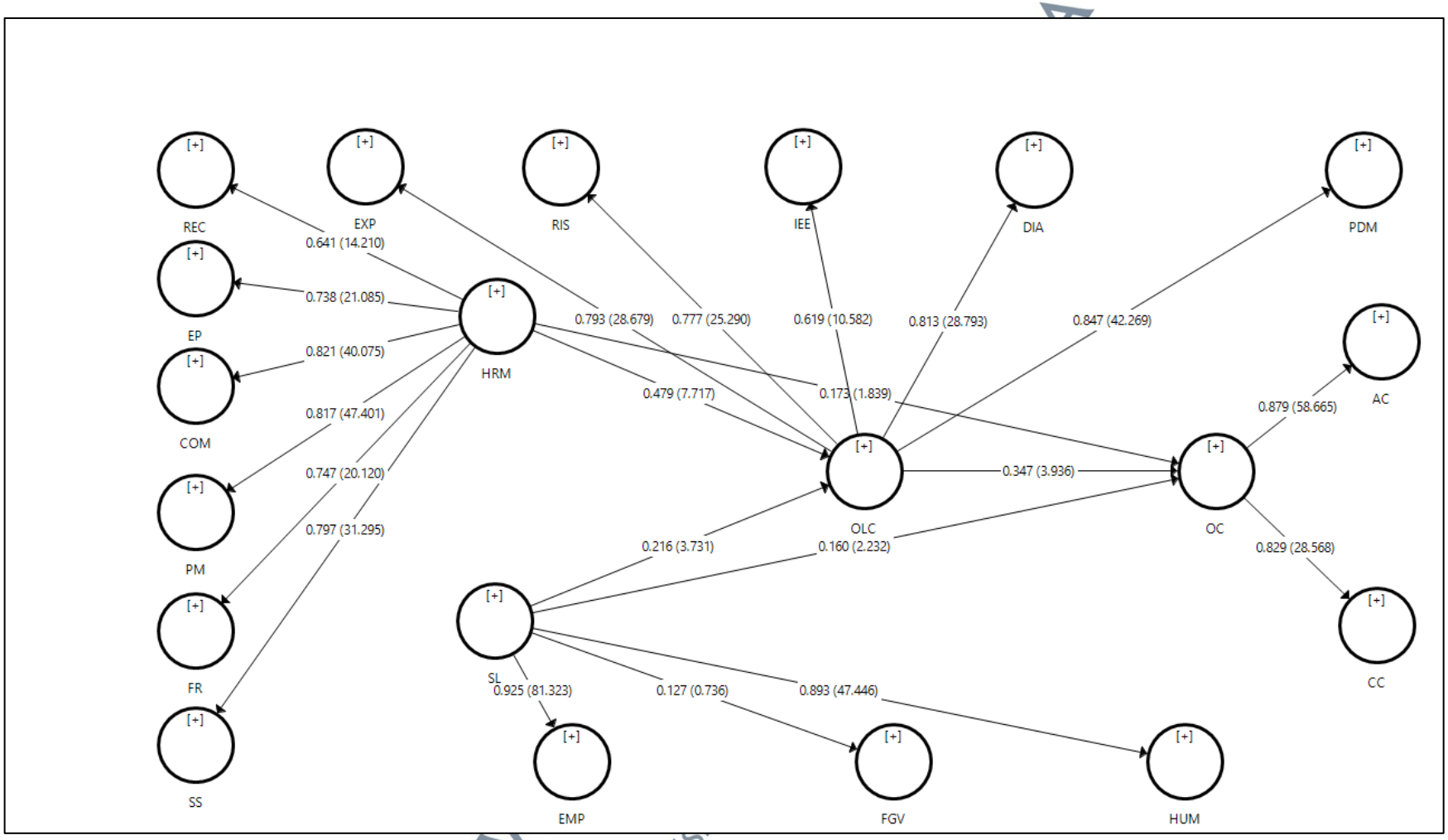

Figure 4.3: Path Coefficient Model

Coefficient of Determination (R^2)

Typically, the R^2 value demonstrated the variance for the endogenous variable explained using the exogenous variable. A bigger value indicated an increased predictive capability of the structural model accordingly.

In Figure 4.4 on the next page, the R^2 values of 0.411 and 0.344 are above the 0.25 value suggested by Hair et al., (2017), indicating a moderate model. The R^2 value of 0.411 was indicative of the 41.1% variance in organizational learning capability that was explainable by human resource management practices and servant leadership. Furthermore, both variables displayed a positive correlation to organizational learning capability via human resource management practices ($b=0.479$, $p<0.05$) and servant leadership ($b=0.347$, $p<0.05$), respectively.

The R^2 value of 0.344 demonstrated that 34.4% of the organizational commitment variance was explainable by human resource management practices, servant leadership and organizational learning capability displayed a positive correlation ($b=0.382$, $p<0.05$) between those elements and organizational commitment. Therefore, this study revealed human resource management practice to be a superior predictor for organizational learning capability than servant leadership. A greater organizational learning capability could be correlated to superior organizational commitment.

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

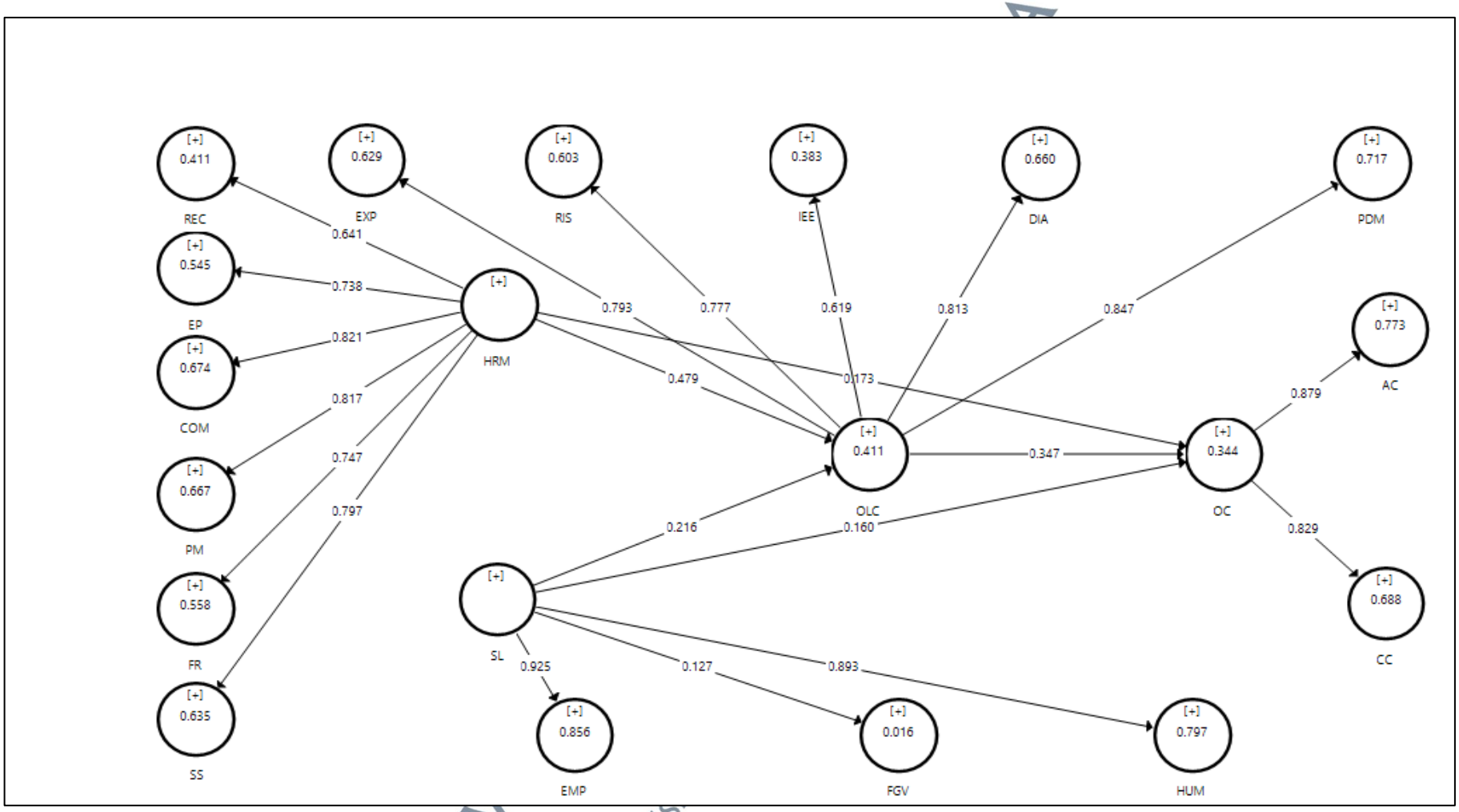

Figure 4.4: Coefficient of Determination

Effect Size (f^2)

Based on Cohen's (1988) level of acceptance f^2 values of 0.02, 0.15, and 0.35, respectively, represent the small, medium, and substantial effect size of an exogenous latent variable. Effect size values of less than 0.02 indicate that there is no effect. Based on Table 4.6, the result indicates that both human resource management practices (0.021) and servant leadership (0.021) have a small impact on producing R^2 for organizational commitment. In contrast, human resource management practices (0.225) have a close to substantial effect in producing R^2 to organizational learning capability, but servant leadership (0.046) has a small impact in producing R^2 for organizational learning capability. Lastly, 0.108 indicates that organizational learning capability has a medium size effect in producing the R^2 for organizational commitment.

Table 4.6: Effect Size

Construct	HR	SL	OLC	OC
Human Resource Management Practices			0.225	0.021
Servant Leadership			0.046	0.021
Organizational Learning Capability				0.108
Organizational Commitment				

Predictive Relevance (Q^2)

This measure indicates the model's out-of-sample predictive power or predictive relevance (Hair et al., 2017). When a PLS path model exhibits predictive relevance, it accurately predicts data not used in the model estimation. In the structural model, Q^2 values larger than zero for a specific reflective endogenous latent variable

indicate the path model's predictive relevance for a particular dependent construct. Based on Table 4.7, the results are in the right column (1-SSE/ss0). The predictive relevance Q^2 of organizational learning capability has a value of 0.172, and organizational commitment has a value of 0.148. Based on Stone Geisser's (1974) predictive relevance Q^2 index, indicating that the model has predictive relevance based on the two endogenous constructs (because the Q^2 values are considerably above zero).

Table 4.7: Predictive Relevance

Construct	SSO	SSE	Q^2 (=1-SSE/SSO)
Organizational Learning Capability	3510	2905.245	0.172
Organizational Commitment	2160	1839.403	0.148

Hypotheses Testing

In this study, seven hypotheses are developed between the constructs. Previous sections assessed significance level test, t-statistics for all the path coefficients, coefficient of determination, effect size, and predictive relevance. Table 4.8 shown the summarized overall result of the structural model assessment.

Table 4.8: Hypothesis Testing

Hypothesis	Relationship	Std. Beta	Std. Error	*t*-value	p-value	Decision	R^2	f^2	Q^2
H1	HRM -> OC	0.173	0.094	1.839*	0.067	Not Supported		0.021	
H2	SL -> OC	0.160	0.072	2.232*	0.026	Supported		0.021	
H3	HRM -> OLC	0.479	0.062	7.717*	0.000	Supported	0.411	0.225	0.172
H4	SL -> OLC	0.216	0.058	3.731*	0.000	Supported		0.046	
H5	OLC -> OC	0.347	0.088	3.936*	0.000	Supported	0.344	0.108	0.148

Note:$p<0.05$

4.2.6 Mediation Analysis

The bootstrapping analysis has shown both indirect effects are significant with t-values of 3.615 and 2.768. The indirect effects 95% Boot CI Bias Corrected: [LL = 0.092, UL = 0.278] and [LL = 0.036, UL = 0.150] do not straddle a 0 in between indicating there is mediation (Preacher and Hayes, 2004, 2008). Thus, this study can conclude that the mediation effects are statistically significant. The result of the mediation analysis is presented in Table 4.9.

Table 4.9: Hypothesis Testing on Mediation

Hypotheses	**Relationship**	**Std. Beta**	**Std. Error**	**t-value**	**p-values**	**Confidence Interval (BC)**		**Decision**
						LL	UL	
H6	HRM -> OLC -> OC	0.166	0.046	3.615	0.000	0.092	0.278	Supported
H7	SL -> OLC -> OC	0.075	0.027	2.768	0.006	0.036	0.150	Supported

Note: *p<0.05, BC = Bias Corrected, UL - Upper Level, LL - Lower Level

4.3 Qualitative Data Analysis

In Chapter 3, four informants had been asked in a face-to-face semi-structured interview session. The following sections discussed every main variable in the research model and its dimensions, i.e. according to the main themes (construct) and sub-themes (construct). The main themes are human resource management practices, servant leadership, organizational learning capability, and organizational commitment, while the sub-themes are referring to the sub-dimensions of each construct. The explanation of findings begins with explaining every single main construct, followed by the sub-constructs that measured the main construct, while the result findings were explained in

the main constructs. Then the linkages between or among the constructs were explained to support the result of the quantitative study.

4.3.1 Data Coding

There were four informants selected from the various related department which were appointed through snowballing and recommendation. The data coding was based on the interview questions in Appendix 10. The selected informants were as follows:

Table 4.10: Data Coding of Informants

Informant Code	Position	Department
P1	Senior Manager	Internal Audit
P2	Senior Manager	Continuous Improvement Management
P3	Manager	HR Services
P4	Manager	Human Capital & Admin

Coding for selected items was as follows:

Table 4.11: Data Coding of Selected Items

Item Code	Variable	To examine
Item 1	Human Resource Management Practices.	The practices of human resource management via: Item 1a: Recognition Item 1b: Empowerment Item 1c: Competency development Item 1d: Performance management Item 1e: Fair rewards Item 1f: Staffing and selection
Item 2	Servant Leadership.	The role of servant leadership via: Item 2a: Empowerment Item 2b: Forgiveness Item 2c: Humility

(Continued...)

(Continued...)

Item Code	Variable	To examine
Item 3	Organizational Learning Capability.	The existence of organizational learning capability via: Item 3a: Experimentation Item 3b: Risk-taking Item 3c: Interaction with the external environment Item 3d: Dialogue Item 3e: Participative decision making
Item 4	Organizational Commitment.	The level of organizational commitment via: Item 4a: Affective commitment Item 4b: Continuance commitment

4.3.2 Human Resource Management Practices and Organizational Commitment

This section assesses the impact of human resource management practices on organizational commitment in Malaysia Airport Holdings Berhad. Qualitative data findings were as follows:

Table 4.12: Human Resource Management Practices

Item 1: Human resource management practices	
P1	…very much need to further improve in human resource management practices.
P2	…but human resource management practices should play the role, can't think about other think due to administrative day to day works, times are consuming.
P3	No response was given.
P4	HR should be a strategic partner. Any meetings, HR reps must avail, including operational or project meetings. HR as a strategic thinker… But in Malaysia Airports Berhad is moving toward it. In the KLIA2 project, there are improvements, brainstorming sessions, creating new ideas; people are put together. We are still working as a government…meeting needs to have proper schedule etc.
Result	Respondents perceived human resource management practices in Malaysia Airports Holdings Berhad as commendable, but there is room for improvement to make it more strategic.

The following sub-sections explained in-depth the findings of sub-themes or each dimension that explain human resource management practices.

Recognition

Table 4.13: Recognition

Item 1a: Recognition	
P1	They have a starting last year a program where we can nominate staff who is the company's best staff, e.g., 'best staff of the year'. Certain divisions have a staff of the month driven by the division themselves.
P2	…but Malaysia Airports Holdings Berhad believes in people and assumes everyone is important in the organization. …and give credit also the employees. Encourage and motivate people to perform improvement initiatives through ICC (Innovative & Creative Circle) organized by NPC.
P3	No response was given.
P4	No response was given.
Result	Partially, there are recognition practices in Malaysia Airports Holdings Berhad.

Empowerment

Table 4.14: Empowerment

Item 1b: Empowerment	
P1	…there is, e.g., we empower the team leader (not necessarily at the manager level) to do audit engagement themselves. They who drive the tasks by giving them clear direction and pictures to execute the task. We have the freedom to achieve the objectives.
P2	The management supported and very accommodating in terms of funding, e.g. materials for the test or experimentation; time and certain hours are allowed to the employees to experiment and continuously learn. The management is very accommodating and trusts the employee to conduct the study, and the required output or result. …for example, in Engineering, empowerment is very high and wants people to think about continuous improvement in daily works.
P3	However, P2 admitted that there is still a mixture of empowerment practices in Malaysia Airports Holdings Berhad, as commented: …which is very much depends on the nature of work and departmental functionality. In engineering, the empowerment is very high, based on trust and requirement for cost savings initiatives
P4	…not see. All decisions made by the exco. There is not much on empowerment.
Result	Empowerment explained the human resource management practices in Malaysia Airport Holdings Berhad. The majority of respondents perceived the empowerment practices in Malaysia Airports Holdings Berhad are implemented.

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

Competency Development

Table 4.15: Competency Development

Item 1c: Competency development	
P1	…there is a trend a few years back the company encourages learning by introducing post-grad executive diploma under NUS, and collaboration with Mitrans & UiTM. As a global player, management encouraged to pursue the Certificate for Airport Managers (IAP). A lot of opportunities to staff to pursue study, sponsored staff to attend MBA and DBA. They have a program like talent pool to develop the company's successors, giving certain development programs, training, and related HR activities. HR comes out with a 'mentor-mentee program'. Staff can choose their mentor.
P2	Besides, a new initiative called 'improving employees' productivity' is embarked on to identify employee productivity issues and track employee know their productivity level daily. The lean management department is assigned to view the issue by step in to improve productivity strategically.
P3	On staff competencies, Malaysia Airports Holdings Berhad had set up Malaysia Airports Academy that will be ready and commence in 2016. MOU was signed with UiTM to set up the manpower resources whereby selected employees in Malaysia Airports Holdings Berhad will be sent to pursue postgraduate studies to run the academy. This is to nurture the existing employees to have the skills and thus provide a pool of talent among and within the Malaysia Airports Holdings Berhad itself, without having to recruit or hire external talent.
P4	…I am one of the committee members of the HR circle under Orange Book, we have a community whereby specifically into training and learning development. We based on most of the government-linked company practices. Malaysia Airports Berhad skewed into the needs of the company. At a higher level, every year, has a training budget, putting aside 3% of total manpower cost purposely for training and development. Malaysia Airports Berhad believed in developing their employees. In Malaysia Airports Berhad year by year, management put strong belief that staffs have to move forward, staffs need to be developed and be trained.
Result	Competency development firmly explained the human resource management practices in Malaysia Airport Holdings Berhad. The majority of the respondents praised and firmly believed that this characteristic is well taken care of in Malaysia Airports Holdings Berhad.

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

Performance Management

Table 4.16: Performance Management

Item 1d: Performance management	
P1	The HR department should play a more strategic role in managing people in Malaysia Airports Holdings Berhad. But they have improved and started to impose the bell curve. It's fair to all. HR plays its role to ensure fairness. …had introduced 360 degrees, need to customize with organizational culture and norm before deciding to implement in the company. Fairness and bias will be one of the key issues in address pay matters.
P2	No response was given.
P3	No response was given.
P4	Viewed that managing performance must be tied up with fair rewards practice. In terms of this, the company needs to boost performance-linked reward…Now more on the financial part of it…not looking into the whole area of performance. E.g., if the division is doing well, then needs to be rewarded as it is and vice versa. This area still not is widely applied. When and because of a harmonized environment, even you are not doing well; you are still getting the bonus. This factor will then correlate with the learning curve or agility. Why do I need to study, why I need to know all these? No longer 'y' in them.
Result	Performance management partially explained the human resource management practices in Malaysia Airport Holdings Berhad. Respondents felt that there are mixtures of practices in managing performance in this organization.

Fair Rewards

Table 4.17: Fair Rewards

Item 1e: Fair rewards	
P1	They have improved and started to impose the bell curve. It is fair to all. HR plays its role to ensure fairness. E.g., certain departments are lenient, while other departments are rigid in appraising employees.
P2	No response was given.
P3	No response was given.
P4	The compensation and benefits (C&B) matter as essential. Why people strive and stay in the company is because C&B. because our benefits are pretty good, salary structure pretty good. When it is in place, they feel happy to work. Job progress is about salary and bonus.
Result	Fair rewards significantly explained the human resource management practices in Malaysia Airport Holdings Berhad. This characteristic has a strong link with performance management characteristics. Malaysia Airports Holdings Berhad was perceived to have a good practice on this matter.

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

Staffing and Selection

Table 4.18: Staffing and Selection

Item 1f: Staffing and selection	
P1	Viewed that having an effective staffing strategy will give a good impact on organizational learning capability in the organization. …acquiring knowledge is by hiring new people from outside who had certain knowledge and skill to design certain programs and had a session to identify the top performer in every department to be the agent as a lean practitioner.
P2	…by acquiring new people join in, e.g. HR process change, new ideas, and knowledge from the external environment. We can benchmark what others are doing by hiring new experienced employees. At the end of the day, the management's consent and people's willingness to buy-in is paramount. If people do not feel willing to accept, it won't work.
P3	No response was given.
P4	Recruitment exercise does not impact organizational learning. During selection not, but once join the organization, yes, it does impact.
Result	Staffing explained the human resource management practices in Malaysia Airport Holdings Berhad. Essentially, staffing in Malaysia Airports Holdings Berhad plays a vital role in getting the right people on the right job, hence impacting the organization.

The following section explained the linkage between human resource management practices and organizational learning capability in Malaysia Airports Holdings Berhad.

4.3.3 Servant Leadership and Organizational Commitment

This section assesses the impact of servant leadership style on organizational commitment in Malaysia Airport Holdings Berhad. Qualitative data findings were as follows:

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

Table 4.19: Servant Leadership

Item 2: Servant Leadership	
P1	There are servant leadership characteristics organizational-wide. There has servant leadership. Management and leaders are exposed and attended the leadership course. To be more appreciative towards the people. Make a leader as all-rounders…test characteristics who we are as the leader. There are many types of leadership practiced in Malaysia Airports Holdings Berhad. Not that many people practicing or exposed to servant leadership in Malaysia Airports Holdings Berhad. A servant leader does for others, and people come first. I think very much most of them to achieve KPI for the division rather than serving people. Sometimes the leaders are too king, warrior, too lover, too magician. After all, Malaysia Airports Holdings Berhad believe inflexible Is just that to be a structured manner is not. The soft side of each leader is there, during attending training, it is portrayed or disclosed. However, leaders are encouraged to be flexible and all-rounders to be better leaders. It is an on-going process where leaders were going through the changing of the leadership style to be more flexible, not too KPI-oriented. Emphasized on soft-skills of leaders. …after all, servant leadership is very much dependent on the top leader..the rest of the leaders will follow on the religious not left out. It is just not strongly driven by the top leader. Agreed with servant leadership. Servant leadership is more on soft-skill. We are trying to do now is to be balanced because in the US society is more matured. We need to up to the maturity level to implement fully servant leadership. However, Malaysia Airports Holdings Berhad has been established already in the business because it was formerly a government body.
P2	The role of leadership is very significant in this company. But sometimes, when the ideas are presented or proposed, there are negative comments from the management. They are looking for flaws. What are the important elements that could be value-added. Management should change the thinking or mindset or leaders' attitude to make things better. The role of leadership is very significant in this company. Nonetheless, be fair to the leaders, particularly to high-level leaders in this organization, there are on contract or short tenure basis. They cannot afford to look at the long term, thus the action is more on the short term and quick result, at based on they have or on the circumstances, and just make good on what they have at the point of time; thus they cannot afford to apply those characteristics of servant leadership because of the risk and limitation of tenure. Malaysia Airports Holdings Berhad is a mixture of different functions, uniform or security personnel based on regulations and based on rules, engineering that is always looking for improvement to optimize the equipment and facilities… It's very diverse..it is quite difficult to generalize the leadership behavior in Malaysia Airports Holdings Berhad.

(Continued...)

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

(Continued...)

P3	The characteristics should have more in the company, considered those are pretty minimal being practised in the company. Two or three factors of servant leadership are only reflected. Malaysia Airports Holdings Berhad should have more on servant leadership. Servant leadership is related but not so strong as compared to another variable. Even though the leadership is not well-practiced, it can be right if the employee can evaluate or analyze correct or incorrect. In human resource management practices, it must be correct. However, leaders in Malaysia Airports Holdings Berhad agreed with the concept of servant leadership by focusing on followers. They are going into it and should be practiced. But certain leaders are trying to practice servant leadership and going into it, but it takes time because leaders had long time practices on result-oriented. Malaysia Airports Holdings Berhad, nature of the business, dealing with international clients or parties. The nature of business and direction is based on ICEO based on the works' US and UK nature. Inherit the western direction and egocentric.
P4	It does exist and impact, but not in a good or positive manner, when it stagnant, it does promote learning agility. E.g. we have the competency or functional capability that you need to grow or boost your career path. This kind of leader is not yet prevailed even within the line managers. Servant leadership does not prevail in that kind of leader. More on the receiving leaders and as a peace-maker where they are not serving, but they are trying to find ways to make peace with the employee. When you are making peace, it does not mean you agree with employees. In front, you are nice and vice-versa. Merely do want to harm harmony so much. In terms of transformation, the government is promoting upward is useful in pushing leaders the servant leadership because leaders will facilitate the learning when we have this mindset. Line managers are push to talk in this manner. Now line managers focus more on directing and assigning tasks, but not talking how you do it, what training needs to be acquired.
Result	Generally, leaders in Malaysia Airports Holdings Berhad practicing various leadership behaviors. Respondents admit the importance of leadership roles in the organization. In terms of servant leadership behavior, there are leadership characteristics in Malaysia Airports Holdings Berhad that portraying a servant leader, though not all of it. As a result, respondents unanimously agreed that the practice of servant leadership in this organization is essential, and Malaysia Airports Holdings Berhad had put the effort in moving towards that direction. Nevertheless, there is much need for the leader in Malaysia Airports Holdings Berhad to improve and head towards being a servant leader.

The following sub-sections explained in-depth the findings of sub-themes or each dimension that explain servant leadership.

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

Empowerment

Table 4.20: Empowerment

Item 2a: Empowerment	
P1	There is, e.g., we empower the team leader (not necessarily at the manager level) to do audit engagement themselves. They drive the tasks by giving them clear direction and pictures to execute the task. We have the freedom to achieve the objectives.
P2	In engineering, empowerment is very high, wants people to think about continuous improvement in daily works, based on trust and requirement for cost savings initiatives. …but Malaysia Airports Holdings Berhad believes in people and assumes everyone is important in the organization.
P3	No response was given.
P4	…not see…All decisions made by the exco. There is not much on empowerment.
Result	Overall, there is a mixture of empowerment practiced in Malaysia Airports Holdings Berhad, which depends on the nature of work and departmental functionality. Partially, empowerment explained servant leadership in Malaysia Airport Holdings Berhad.

Forgiveness

Table 4.21: Forgiveness

Item 2b: Forgiveness	
P1	There is the element of 'forgiveness' being practiced by some leaders, although the urge for revenge can be seen in others. Leaders that allow some degree of mistake will indeed nurture growth and development in the subordinate, who will not be afraid to take the risk in trying out new things. In contradiction, staff leaders who disowned and penalised staff mistakes caused the division to be static, instilling fear, and killing-off motivated staff. A higher turn-over rate could be expected.
P2	…talk to the employees even to the lowest level. Both have a mutual understanding and know the respective roles and responsibilities.
P3	Management not admitting blames… blame the process, or authority, others instead of their mistakes…it should be accepted or corrected, or back up plan…there is code of ethic for the employees, but there is no code of ethics for the management…yes, these factors are affecting the organizational learning capability.
P4	No response was given.
Result	Respondent viewed leaders who possess this characteristic, which can put one's accomplishments and talents in a proper perspective, and admit that everyone does make mistakes.

Humility

Table 4.22: Humility

Item 2c: Humility	
P1	Great leaders focus on developing others more than self-focus – this is 'humility'. This is seen through staff under this leader raise strength by strength, and very motivated.
P2	…talk to the employees even to the lowest level. Both have a mutual understanding and know the respective roles and responsibilities.
P3	Management not admitting blames… blame the process, or authority, others instead of their mistakes…it should be acknowledged or corrected, or back up plan…there is code of ethic for the employees, but there is no code of ethics for the management…yes, these factors are affecting the organizational learning capability.
P4	No response was given.
Result	Respondent viewed leaders who possess this characteristic, which can put one's accomplishments and talents in a proper perspective, and admit that everyone does make mistakes. However, this element of a positive culture is segmented, though, as it very much depends on the attributes of some leaders and not all.

4.3.4 Organizational Learning Capability

This section is to assess and interpretive the organizational learning capability existence in Malaysia Airports Holdings Berhad. Qualitative data findings were as follows:

Table 4.23: Organizational Learning Capability

Item 1: Organizational Learning Capability	
P1	Overall, in learning, Malaysia Airports Holdings Berhad has a knowledge management department, knowledge sharing session from time to time organizational-wide internally, staff encourages to voice up any suggestion or new idea; and with others companies for benchmarking to see best practice how people did things, at least quarterly basis. From time to time, the staff was invited to attend talks or knowledge-sharing programs, e.g., trends in the aviation industry.
P2	Malaysia Airports Holdings Berhad is moving towards entirely organizational learning There are certain planned programs in the pipeline, but continuous and sustaining does not happen and still not there yet…strong commitment and support needed more from management.

(Continued...)

(Continued...)

P3	All the characteristics of organizational learning capability are there in Malaysia Airports Holdings Berhad.
P4	Organizational learning capability needs to be promoted or attraction factor that gives something to be gained by the employee. E.g., work from home, one of the learning capability, people can be more productive and still have time with family, etc. Thus, it can make people more innovative, ample time to create new solutions, cost-saving, and promotion due to business competition. Malaysia Airports Holdings Berhad was now aggressively rebranding. Brand essence is progressive and practical staff looking or capability, hopefully learning agility will be boosted by having this exercise. To gain something, you need to know, skills to progress.
Result	The processes or more accurately, organizational learning capability is in existence at Malaysia Airport Holdings Berhad. Though it is not complete, the emergence to strengthen the organizational learning capability prevails. To make this better in this circumstance, the management's commitment and support are paramount to make things better. Based on these findings, item 1 supported organizational learning capability.

The following sub-sections explained in-depth the findings of sub-themes or five dimensions that described the organizational learning capability.

Experimentation

Table 4.24: Experimentation

Item 3a: Experimentation	
P1	There is a lean division/unit in Malaysia Airports Holdings Berhad, where they very much nurtured the Innovation Creative Circle (ICC). They have competition among the employees, especially those attached to the operation side. Whatever they think can be improved in their area, they did a lot of research, try and test throughout all the airports in Malaysia. It is very much like out of the box, inventing new ways, especially in terms of security, to smoother the passengers' check process. The baggage team they have an area to try innovation or processes. Staff is committed because this is beyond their work hours after their official duty work hours.

(Continued...)

(Continued...)

P2	Lean awareness gives to the mass, everybody in the organization based on continuous improvement. To impart among employees, analytical thinking in carrying out day to day works. Not merely performing the job, but to think on, e.g., how to get or carry out the job rightly, reduce waste work processes time, value-added tasks…for example, the real initiative conducted by the Engineering Department on Baggage Handling System (BHS). To reduce short defect shipment, which can result in delay and impact on the airline companies' operations. Lean awareness gives to the mass, everybody in the organization based on continuous improvement. To impart among employees, analytical thinking in carrying out day to day works. Not merely performing the job, but to think on, e.g., how to get or carry out the job rightly, reduce waste work processes time, and value-added tasks.
P3	Malaysia Airports Holdings Berhad has a very good attitude at learning 'new things' among the people. People become very eager and excited about this because new things are simpler, easier, make people happier.
P4	In terms of the openness of sharing ideas and knowledge are still at the level of 40%. People are loud at highlighting issues and problems, but in finding solutions or new ideas/initiatives, Malaysia Airports Holdings Berhad is still 40%, even not up to 50%. They should be innovative and creative, thinking that they are right in doing their job. They are not there yet, but there is room for improvement.
Result	Essentially, experimentation explained the organizational learning capability in Malaysia Airport Holdings Berhad. Experimentation in Malaysia Airport Holdings Berhad has prevailed where it creates and provides a platform for the employees to experiment related to the jobs

Risk-Taking

Table 4.25: Risk-Taking

Item 3b: Risk-taking	
P1	There is a Lean Division/Unit in Malaysia Airports Holdings Berhad, responsible for nurturing the Innovation Creative Circle (ICC), arranging competition among the employees, especially those attached in the operation side. Whatever they think can improve in their area, they did a lot of research, try and test throughout all the airports in Malaysia. It is very much like out-of-the-box thinking, inventing new ways, especially in terms of security matter, to smoothen passengers' process. For the baggage team, they have an area to try innovation or processes. Staffs are very committed as all this is done beyond their work hours after their official duty work hours.
P2	They are people who like to take up the challenge, but sometimes the leaders' support might not be sufficient.
P3	The company encourages staff to participate in any competition, exhibition locally and internationally that can promote the company as a whole, as a rebranding exercise. Still, there are boundaries, not so being a full risk-taker. For example, the BHS department competed in an international competition in Germany and carried the company's name.

(Continued...)

(Continued...)

P4	The avenue of taking the risk is still low. In terms of percentage, around 25% because this company is a very harmonious work environment. Now, HR still not views as a strategic partner with others. Other departments just only need HR when they a time for them to require manpower planning, training. They are not saying to do some project should be involved with HR, are not there yet.
Result	Essentially, risk-taking somehow explained the organizational learning capability in Malaysia Airport Holdings Berhad. Most of the respondents agreed that everything that works in Malaysia Airports Holdings Berhad, involved risk, and taking the risk is unavoidable. To make it more prevail, support from the leaders is strongly needed.

Interaction with External Environment

Table 4.26: Interaction with the External Environment

Item 3c: Interaction with the external environment	
P1	It is part of the work of all staff to collect, bring back, and report information about what is going on outside the company. There are systems and procedures for receiving, collating, and sharing information from outside the company. People are encouraged to interact with the environment: competitors, customers, technological institutes, universities, suppliers, etc. For example, Strong attachment to what extend what Air Asia has done to the Malaysia Airports Holdings Berhad. Malaysia Airports Holdings Berhad takes care of its business partners. Malaysia Airports Holdings Berhad still takes care of its business partners like AirAsia, although it is not reciprocal. Do have a forum, lesson learn from a certain project, e.g., post mortem for Penang project, sometimes involved the external consultants. We cater to people from different divisions and share information within the organization. From time to time, the staff was invited to attend talks or knowledge sharing programs, e.g., trends in the aviation industry…and with other companies for benchmarking to see best practice how people did things, at least quarterly basis.
P2	In identifying the problems, Malaysia Airports Holdings Berhad interacts within the organization and with the clients, stakeholders. For example, BHS it's an impact so much on the airlines in terms of certain around time allocation to fly and operate. The airlines cannot tolerate the delay by parking the aircraft for more extended hours as this can emulate loss. Malaysia Airports Holdings Berhad will help, interact, and get feedback from the airlines and engage with the airlines' staff. Malaysia Airports Holdings Berhad works together very closely with the airlines, because sometimes the root problems were caused by the airlines themselves, e.g., barcoding, malfunction of a scanner, etc. Both parties have to work together and improve the ways for passenger flows. This also involved the relevant parties, i.e., immigration and customs work together to map better the process of 'value stream mapping'.

(Continued...)

(Continued...)

P3	The interaction in Malaysia Airport Holdings Berhad is among the executive or management level and towards lower or ground level staff.
P4	The dedicated team works with the relevant department, and the knowledge is spread transferred to the other members and the third parties or external contractors. Even to the extent to the cleaning contractors is involved in improving the works. For example, both parties work together to improve work instruction, manual and translate in their language to understand better, and conduct training.
Result	Essentially, interaction with the external environment explained the organizational learning capability in Malaysia Airport Holdings Berhad. Overall, the respondents asserted that Malaysia Airport Holdings Berhad, as a publicly listed company in Malaysia, does interact in various ways, either with internal stakeholders or external stakeholders.

Dialogue

Table 4.27: Dialogue

Item 3d: Dialogue	
P1	Overall, in learning, Malaysia Airports Holdings Berhad has a knowledge management department, knowledge sharing session from time to time organizational-wide internally, and encourages staff to voice any suggestion or new idea.
P2	…Even to the extent to the cleaning contractors is involved in improving the works. For example, both parties work together to improve work instruction and manual and translate in their language to understand better and conduct training. All these involve dialogue within the organization to help employees. This allows employees to seek help to voice out to the superior or manage workload, time, and work processes that affect productivity. This is conducted through a focus group, team by team, and small units to quickly understand and relate to each other. A facilitator from the lean management team (as the 3rd or independent party with no personal interest) will be together at the worksite with the employees' supervisor, and the employees themselves. And it turned out on a very positive note.
P3	The management is transparent, and many things are shared with everyone in the organization on the company visions, objectives, and goals. E.g., they will hold a meet up/or dialogue session called Town Hall. From here, employees learn and perceive these as a learning session, enabling them to find the right ways and solutions to achieve the company objectives and goals. Previously there were separate entities, particularly between operations and corporate/head office side. The last few years, communication is fast improving and massive improvement through clear dialogue sessions on the company directions and paths.

(Continued...)

(Continued...)

P4	Malaysia Airports Holdings Berhad has a town hall meeting but not so frequently. Happened once in a year…So far, no initiative to improve on this. The thinking here whenever Malaysia Airports Holdings Berhad is making money, there is no competitor, you very harmonize, you sit back, people still coming to the airport.
Result	Essentially, most of the respondents agreed that dialogue as one of the organizational learning capabilities is being practiced widely within the organization.

Participative Decision Making

Table 4.28: Participative Decision Making

Item 3e: Participative decision making	
P1	It is intermittent, e.g., Penang project whatever they found to need a certain management decision. Decision making was a bit lengthy. Sometimes it is up to the BOD level. The processes will be at the end has to be able to them. It is throughout end to end, bottom-up (nurturing in term of innovation) and it could be a top-down approach as well. It could be two ways of making decisions.
P2	Malaysia Airports Holdings Berhad believes in people and assumes everyone is important in the organization. Not directive, but getting buy-in. Talk to the employees even to the lowest level. Both have mutual understanding, and know the respective roles and responsibility…even to the extent to the cleaning contractors is involved in improving the works. For example, both parties work together to improve work instruction, manual and translate in their language to understand better, and conduct training. In Malaysia Airports Holdings Berhad, employees are eager to learn and share the knowledge, come out with a proposal, and management will decide to proceed.
P3	Decision-making processes are involving all employees. E.g., all involved, from bottom to top-level employees, allows employees to generate ideas by asking the 'Ys' especially from young generations Gen Y, that can give new insight or ideas. Among division and organizational departmental, it is interrelated, not territorial, share everything, e.g., initiative or any achievements are shared, communication is transparent, spread out, extended to all employees. E.g., between head offices and operation, terminal, ground staffs. They are teams, e.g., Transformation Management Office (TMO) and Sustainability Unit that support learning programs for the organization, company objectives, study, and conduct analysis. The findings will be shared and approved by management cascaded to all employees. In a way, these educate employees and giving benefits to the company. There is an initiative program where the employees will generate ideas.

(Continued...)

(Continued...)

P4	The decision making in Malaysia Airport Holdings Berhad is still more towards centralization. In terms of the openness of sharing ideas and knowledge are still at the level of 40%. People loud at highlighting issues and problems but in terms of finding solutions or new ideas/initiatives, Malaysia Airports Holdings Berhad is still 40%, even not up to 50%. They should be innovative and creative, thinking that they are right in doing their job. They are not there yet, but there is room for improvement. The most decision will go to the exco-management. Still have red tape. Typically review performance management, when to do a proposal, need to include stakeholders. But being rejected because HR has the power and is authorized to make a decision. New framework or else, we have to take other department views as well. However, moving towards there, when preparing a budget and doing business planning can see cooperation and co-relations among the departments. Initially, each departmental tend to be territorial. Just come together for doing budgeting.
Result	Participative decision making partially explained the organizational learning capability in Malaysia Airport Holdings Berhad. Nonetheless, Malaysia Airport Holdings Berhad is still viewed as very supportive of the employees. There are moving towards there.

The following sections described the organizational commitment in Malaysia Airports Holdings Berhad.

4.3.5 Organizational Commitment

Table 4.29: Organizational Commitment

Item 4: Organizational commitment	
P1	Believed the affective commitment as one of the dimensions in organizational commitment prevails. Affective commitment is strong…there is a high demand for Malaysia Airports Holdings Berhad staff. But because of the true attachment, that many people specialize in aviation. Once we are in, we get the feeling to further specialized in aviation deeper and earn great satisfaction. “we are happy here”. Hats off the operation people, e.g., festival time, they can’t take leave, if take leave, they go on stand-by, e.g., at mid-night when the incoming message, they will awake, to that extend their alertness…because the attachment with the organization is already intact. The commitment, but the lower-level staff, there is nothing much we are expecting. To who are required to deliver, they do it.

(Continued...)

(Continued...)

P2	People would like to leave the company if there are better opportunities. But this organization is a good company, but people feel there is always not enough about what they have. Malaysia Airports Holdings Berhad's organizational structure is unique, the only airport operator in the country. So not fair to the organization if people compared with other organizations. From the culture itself, when people are becoming very individualistic and have their interest, commitment is not that high. Organizational commitment in Malaysia Airports Holdings Berhad is not that strong. There is a lacking sense of pride toward the organization.
P3	Age or tenure of services will give different feedbacks and perceptions between survey data and interview data. A survey conducted by Malaysia Airports Holdings Berhad on employee engagement showed that respondent age ranges from 19-25 and short tenure of services indicates a low overall scale. On the contrary, those who work for a more extended period perceived good because of relatively strong engagement with the company. Different people have different points of view. Age and works tenure is the factor. The 20s have a different direction. In terms of bureaucracy, the young generation needs fast compared to those who had worked for longer period employees who had attached and completely understood the managerial style.
P4	…they like to work here. Organizational commitment is more on continuance commitment. 80% of staff are committed and willing to stay.
Result	Organizational commitment prevails at Malaysia Airport Holdings Berhad. Most of the respondents perceived that organizational commitment in Malaysia Airports Holdings Berhad is good, even though certain points disagree. After all, the respondent believed that the organizational commitment must begin from the top and managerial levels. There will be pointless if the commitment is expected from the working levels. Both parties must be committed in totality.

4.3.6 Human Resource Management Practices and Organizational Learning Capability

The linkage between human resource management practices and organizational learning capability is described below. The respondents were asked about each organizational learning capability and human resource management practice, respectively.

Table 4.30: Human Resource Management Practices and Organizational Learning Capability

Item 7: Human resource management practices and organizational learning capability	
P1	Generally, human resource management practices in Malaysia Airports Holdings Berhad impact organizational learning capability, but there is still room for improvement.
P2	Overall HR does not significant relationship with organizational learning. Probably, too much admin works, time-consuming, everything in the organization will be involved …its can difficult, and doesn't see the impact of human resource management practices on organizational learning capability. However, it is assured that …HR can play a bigger role in organizational learning capability and; Training and development are seen to be significant that can influence organizational learning capability.
P3	Organizational learning capability and human resource management practices are related and give more impact. 100% impact on organizational learning capability, but there is room for improvement in terms of the process of human resource management practices. E.g., the recruitment process, the process is lengthy. It will affect an organization where it should be shortened.
P4	Human resource management practices have an impact on learning. Because based on my observation in various airports, most airport staff are age 40 and above. When at this age group, the staff is feeling complacent. In terms of recruitment, exercise does not impact organizational learning. During selection not, but once join the organization, yes, it does impact.
Result	Respondents asserted a significant relationship between both variables; i.e., human resource management practices and organizational learning capability in Malaysia Airport Holdings Berhad.

4.3.7 Servant Leadership and Organizational Learning Capability

The linkage between servant leadership and organizational learning capability is described on the following page after the respondents were asked about each organizational learning capability and servant leadership.

Table 4.31: Servant Leadership and Organizational Learning Capability

Item 8: Servant leadership and organizational learning capability	
P1	Yes…as whole servant leadership is impacting organizational learning. Prophet SAW show and practice as a leader and servant. As a leader, show and promote learning, training, and development. Prophet guides, e.g. Khalifah Abu Bakar and Khalifah Uthman through *Al Quran* and *Hadith*. How to pray five times per day, He thought through hadith. Holistically this thing relates to each other. Servant leadership is relevant. Personally, things in *the Al Quran and hadith not merely in the scope of religion but also incorpora*ted can be corporatized. Al Quran emphasizes time, emphasis on reading. *Iqra* is about learning.
P2	The servant leadership characteristics in this study are good to impact the organization to learn. But it depends on the situation and circumstances. Leadership has a significant impact on organizational learning in Malaysia Airports Holdings Berhad. A leader can encourage or stop people from learning.
P3	No response was given.
P4	Leadership is also playing an important role in impacting organizational learning. Leaders need to tell people in learning and gaining knowledge for career development. Somehow staffs are too complacent to learn new things. It is back to the leader's attitude. Suppose the leaders are not stipulated or promote a learning environment. They stimulate in terms of quality, audit, ensure all these achieved. In terms of all risk-taking, experimentation, promote higher skills and training.
Result	Respondents viewed a relationship between both variables, i.e. servant leadership and organizational learning capability in Malaysia Airport Holdings Berhad.

The following section explained the linkage between organizational learning capability and organizational commitment in Malaysia Airports Holdings Berhad.

4.3.8 Organizational Learning Capability and Organizational Commitment

Table 4.32: Organizational Learning Capability and Organizational Commitment

Item 9: Organizational learning capability and organizational commitment	
P1	Malaysia Airports Holdings Berhad is still working and trying to do it in a structured manner. However, challenges are faced in having consolidated information, access to structured information, and safekeeping of softcopy.
P2	…strong relationship between organizational learning capability and organizational commitment. However, totality involves all levels need to involved in influence organizational commitment. Organizational learning capability is partly influenced by organizational commitment but not in totality.

(Continued...)

(Continued...)

P3	When the employee knows to want to do, understand, and learn something in organizational learning capability, it affects their commitment to work. It is easier to commit to their work. Each organizational section and unit are inter-correlated rather than jurisdictional-based, participates in everything (e.g., capability or accomplishments), and encourages unequivocal interactions equally disseminated to all layers of employees (e.g., between head offices and operation, terminal, and ground staffs).
P4	Organizational learning capability is a strategic tool and is on it. Knowledge can't be taken from the employee. Knowledge is the power, to influence, making a decision, controlling people. The commitment will be higher once you know, people will appreciate what you have, and the leaders also promote you because of knowledge and skills. Thus, commitment is there, and people will appreciate it. Dollar and cents are not solely the main factor. They like to work here, but not much the organizational learning factor, it is about 40%. Organizational commitment is more on continuance commitment. 80% of staff are committed and willing to stay. The elements or main drivers are compensation and benefits matter, the organizational vision and mission (goals and objectives), clear to employees, and work-life balance. The learning and development factor is at a medium level in impacting organizational commitment. Personally, things in the Al Quran and hadith not merely in the scope of religion but also incorporated can be corporatized. Al Quran emphasizes time, emphasis on reading. Iqra' is about learning. Thus overall, there are many rooms to be improved, especially as a company not in the 90s anymore. Something needs to be done; we are no longer any 1 or even not in the world's top 5 leading airports. To get back the image of the company, there are a lot of things to be done. In the circumstances that allowed harmony and complacency in the context of performances, any organization would highlight its income and gains. Currently, the performance is not comparable with our rivals, and despite the year-to-year performance, the gross total is not considerable. In reality, MAHB as an organization, can go further in consumer service, but we are not there yet.
Result	It appears both organizational learning capability and organizational commitment are in place at Malaysia Airports Holdings Berhad, yet they're still rooms for improvement to enhance the functionality. In general, Malaysia Airport Holdings Berhad was considerably directed in the correct path towards improving their organizational learning capability and upgrading the level of their organizational commitment as an entity.

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

4.4 Chapter Summary

To conclude, this study completed the data analysis process in two phases: a quantitative and qualitative analysis. The initial process of data analysis characterized the first phase, followed by the implementation of two PLS-SEM sections. The first sections required developing the measurement models for every latent variable utilized before the structural model was subjected to the second section for hypotheses testing processes. The latter was done after the reliability and validity of the constructs were ascertained, whereby all hypothesized correlations were evaluated using PLS-SEM algorithm calculation and bootstrapping approach. The findings revealed that the structural model displayed acceptable reliability and validity outcomes. This was evidenced by the composite reliability values exceeding 0.70 for most of the constructs that indicated its internal consistency, whereas the item loadings all yielded values exceeding 0.708 and significance at a level of 0.05 that collectively indicated its indicator reliability. Moreover, the measurement model also revealed acceptable convergent and discriminant validity, respectively, evidenced by all AVE values that exceeded 0.50, all variables displaying loading corresponding to their latent variables. The square root of AVE values of every construct exceeded their inter-correlation.

The structural model was validated according to the acceptable outcomes it generated, with considerable good $R^{2,}$ f^2, and Q^2 acceptable values, respectively. This was consequently evidence of its excellent explanatory power, thus suggesting that the structural model was supported. Finally, the mediation analysis was conducted, and the intervening construct was significantly mediated and had an indirect effect.

The second phase was qualitative analysis which explains every variable in the research model and its dimensions, i.e. according to the main themes and sub-themes. The main themes are human resource management practices, servant leadership,

organizational learning capability, and organizational commitment, while the sub-themes are referring to the sub-dimensions of each variable. The qualitative findings are based on the four informants (involving two senior managers and another two managers) in the face-to-face semi-structured interview session. Essentially, it supported the quantitative findings. Generally, human resource management practices in Malaysia Airports Holdings Berhad impact organizational learning capability, but there is room for improvement.

Servant leadership is also impacting organizational learning capability. Servant leadership is relevant. Leadership, as well, plays a vital role in affecting organizational learning capability. Leaders need to tell people in learning and gaining knowledge for career development. Nevertheless, there is much required for the leader in Malaysia Airports Holdings Berhad to improve and heading towards being a servant leader in the future. Later, both organizational learning capability and organizational commitment have a significant relationship at Malaysia Airports Holdings Berhad. Yet, there is still room for improvement to enhance functionality. Finally, the capability of organizational learning is in existence at Malaysia Airport Holdings Berhad. Though it is not complete, the emergence to strengthen the organizational learning capability has prevailed.

The next chapter discusses the above results in detail to achieve the objectives of this research, discusses the study's limitation, makes conclusions and recommendations for future research, and notes the theoretical and practical implications of the findings.

UNIVERSITI SAINS ISLAM MALAYSIA
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA