

CHAPTER 5

DISCUSSIONS, RECOMMENDATIONS, AND CONCLUSIONS

5.1 Introduction

This chapter was initiated by a section that served as an overall summary for the previous chapters, which concluded how this study successfully answered the five research questions outlined in the beginning. Two sections were then explicitly assigned to in-depth discourses on the academic and practical contributions yielded in this work, followed by a section underlined restrictions that limited this work and subsequent suggestions and guidelines for future endeavors. An overall conclusion then concluded the work appropriately.

5.2 Overview of the Research

This study was hinged upon the foundation information provided in the first chapter, as it elucidated the importance and pinnacle of the effort. A short introductory content was presented regarding organizational commitment and associated factors, with further discourse due to a literature review on works that expounded on the topic.

This study's general objective was to examine the relationship between human resource management practices, servant leadership, organizational learning capability, and organizational commitment. Furthermore, it was also structured to enhance organizational learning capability studies conducted in Malaysia's context, specifically in a local government-associated organization. This statement led to Malaysia Airports Holdings Berhad's choice as the Malaysian government-linked company used in this

study, which was delineated further accordingly. It resulted in an in-depth and extensive knowledge regarding the relationship between the variables highlighted in the proper organizational scope.

Moreover, this research was undertaken in response to the presence of knowledge gaps observed in the present climate of organizational commitment, organizational learning capability, human resource management practices, and servant leadership literature. The field benefited from previous scholars' different empirical studies to examine the antecedents of organizational commitment over the last few years, with a substantial amount of interest shown. It led to empirical evidence substantiating the impact of human resource management practices, servant leadership, and organizational learning capability towards organizational commitment.

Regardless of the number of studies correlated these constructs, an explicit measurement or incorporation of the relationship between human resource management practices, servant leadership, organizational learning capability, and organizational commitment was absent. As these constructs were empirically investigated independently, this highlighted the importance of understanding the diverse mechanisms empirically. Moreover, it may also afford one crucial insight regarding the situations whereby such antecedents may pose higher or lesser effectiveness in influencing the anticipated results (Van Dierendonck et al., 2014).

Therefore, this research outlined seven objectives, namely: 1) to examine the relationship between human resource management practices and organizational commitment at Malaysia Airports Holdings Berhad, 2) to examine the relationship between servant leadership and organizational commitment at Malaysia Airports Holdings Berhad, 3) to examine the relationship between human resource management practices and organizational learning capability at Malaysia Airports

Holdings Berhad, 4) to examine the relationship between servant leadership and organizational learning capability at Malaysia Airports Holdings Berhad., 5) to examine the relationship between organizational learning capability and organizational commitment at Malaysia Airports Holdings Berhad, 6) to examine the mediation effect of organizational learning capability between human resource management practices and organizational commitment at Malaysia Airports Holdings Berhad, and 7) to examine the mediation effect of organizational learning capability between servant leadership and organizational commitment at Malaysia Airports Holdings Berhad. The chapter also included a short explanation of the importance of the study and operational descriptions of the study's terminologies.

Next, Chapter 2 was primarily structured to present the underpinning or theoretical basis of this study and the empirical shreds of evidence relevant to the work. Functioning as an outline in understanding the trends seen according to prior studies in organizational commitment, it aided in undertaking a literature review based on works investigating the topic more in-depth. The analysis consequently highlighted knowledge gaps that necessitated further investigation. Social Exchange Theory, as the underpinning theory was applied given the research objectives outlined, theorized and incorporated in the research model's development. It was chosen according to the relevance in investigating the phenomenon, and the subsequent collective review generated a list of hypotheses that was to be tested.

This was followed by Chapter 3, which delineated the research methodology utilized in this study. It first opted for a quantitative technique to evaluate the research questions. A survey form was distributed to Malaysia Airports Holdings Berhad's executive employees to collect data and elicit field information. The form evoked the employees' outlooks and opinions regarding how organizational commitment in

Malaysia Airports Holdings Berhad was influenced by human resource management practices, servant leadership, and organizational learning capability in the specific entity. Then, the chapter also debated the data analysis methods utilized in this study, in which the Structural Equation Modeling (SEM) method was employed to dissect the research model. Partial Least Squares Structural Equation Modeling (PLS-SEM) was explicitly incorporated to evaluate the validity and reliability of the measurement and structural model outlined in this study.

Following this, a qualitative approach was utilized to substantiate and supplement the quantitative data obtained before to generate a comprehensive outlook regarding the organization. This successfully enabled interaction between the study with the institutional, social, or behavioural contacts alike. Furthermore, four informants were appointed from different departments across the managerial level posts to participate as respondents in a semi-structured face-to-face interview. The results of the interview were then subjected to the ATLAS.ti software in generating a qualitative data analysis. The approach ensured methodological freedom, ranging from highly deductive to highly inductive perspectives in yielding the data analysis outcomes.

Then, Chapter 4 was dedicated to presenting the research findings obtained during both the quantitative and qualitative phases, structured according to the research questions. The further discourse regarding the findings was presented first using the quantitative findings before their justification using the qualitative findings.

Based on the study's seven research objectives, a theoretical model was established according to the leading theory and utilized to test seven hypotheses and answer the research questions. They were:

- 1) What effect do human resource management practices have on organizational commitment in a government-linked company?

- 2) What effect does servant leadership have on organizational commitment in a government-linked company?
- 3) What effect do human resource management practices have on organizational learning capability in a government-linked company?
- 4) What effect does servant leadership have on organizational learning capability in a government-linked company?
- 5) What effect does organizational learning capability have on organizational commitment in a government-linked company?
- 6) What mediation effect does organizational learning capability has on human resource management practices and organizational commitment in a government-linked company?
- 7) What mediation effect does organizational learning capability has on servant leadership and organizational commitment in a government-linked company?

The results were summarized as follows:

Table 5.1: Hypotheses and Summary of Results

	Hypotheses	Decision
H ₁	There is a significant relationship between human resource management practices and organizational commitment.	Not Supported
H ₂	There is a significant relationship between servant leadership and organizational commitment.	Supported
H ₃	There is a significant relationship between human resource management practices and organizational learning capability.	Supported
H ₄	There is a significant relationship between servant leadership and organizational learning capability.	Supported
H ₅	There is a significant relationship between organizational learning capability and organizational commitment.	Supported
H ₆	Organizational learning capability mediates the relationship between human resource management practices and organizational commitment.	Supported
H ₇	Organizational learning capability mediates the relationship between servant leadership and organizational commitment.	Supported

Seven hypotheses were established in testing the research model and displayed clearly in Table 5.1. The comprehensive results revealed a positive and significant relationship between servant leadership and organizational commitment; servant leadership and organizational learning capability. Similarly, human resource management practices are significantly related to organizational learning capability, but human resource management practices have no direct effect on organizational commitment. Thus, organizational learning capability plays an essential role in the mediator between human resource management practices and organizational commitment. Organizational learning capability also displayed a positive and significant relationship with organizational commitment.

These hypotheses were discussed in detail in the subsequent section, with the findings explored in comparison with relevant previous empirical studies. They were then substantiated with findings obtained using the qualitative technique.

5.2.1 Human Resource Management Practices and Organizational Learning Capability

The first hypothesis was formulated to examine human resource management practices as the first antecedent of organizational commitment (Table 5.1). The quantitative analysis outcomes affirmed a no significant relationship between human resource management practices with organizational commitment ($\beta=0.173$, $p>0.05$) showing a t -statistic less than 1.96 at a 5% level of significance. This indicates no direct impact of human resource management practices on organizational commitment in Malaysia Airport Holdings Berhad. Theoretically, the outcome is not in line with the Social Exchange Theory's focal lens to predict human resource management practices' effect on work outcomes.

On the other hand, the qualitative findings support this quantitative result when the respondents perceived the practices of human resource management in Malaysia Airports Holdings Berhad as commendable, but there is room for improvement to make it more strategic, being a strategic partner; as commented: "...very much should play the roles, need further to improve strategic role in human resource management practices". Based on the dimension or subconstruct of human resource management practices; in empowerment, 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"; "...not see, all decisions made by the exco, there is not much on empowerment". In term of performance management, as commented, "this area still not is widely applied, the company needs to boost performance-linked reward... not looking into the whole area of performance yet". Essentially, the overall qualitative findings complemented the quantitative outcomes.

Based on the above discussion, both findings shown inconsistent with the most previous empirical findings of the significant relationship between human resource management practices and organizational commitment in Malaysia Airport Holdings Berhad. However, these results might be in agreement with some previous empirical studies, such as Latorre et al. (2016) and Torlak et al. (2018), which postulate that bundle implementation of human resource management practices would not necessarily impact the organizational commitment. Theriou and Chatzoglou (2014) believed that human resource management practitioners could enhance organizational commitment by developing the appropriate mechanisms to integrate human resource management practices with learning and knowledge context. Thus, based on the above discussion, H_1 was not supported in this study.

5.2.2 Servant Leadership and Organizational Learning Capability

Hypothesis 2 was developed to examine the relationship between servant leadership and organizational commitment. The quantitative findings confirmed that servant leadership was associated significantly with organizational commitment ($\beta=0.160$, $t=2.232$, $p<0.05$). There is a positive and direct effect of servant leadership towards organizational commitment, and to strengthen the relationship, the effect size ($f^2=0.021$), i.e., assessing the relative impact of a predictor on the endogenous construct indicated from medium to substantial effect.

Furthermore, results from the qualitative analysis approach concurred with the quantitative outcomes. Informants were agreed with servant leadership and its important role in organizational commitment. There are servant leadership characteristics organizational-wide although not all leaders in Malaysia Airports Holdings Berhad exercising or revealing servant leadership because Malaysia Airports Holdings Berhad has many styles of leadership and mixture of different roles, as commented, “It's an ongoing phase where leaders are now adopting servant leadership style to be more flexible, not too KPI-oriented and emphasized leaders' soft-skills”; “we're trying to do now is to be balanced, go into it, and by focusing followers through servant leadership style. In the qualitative findings, the respondents supported this view when they mentioned that there are servant leadership characteristics organizational-wide, and the role of leadership is very significant in this company. Most of the dimensions explaining the organizational learning capability supported the organizational learning capability even though many dimensions were not supported.

Empowerment explained the servant leadership in Malaysia Airport Holdings Berhad since there is a mixture of empowerment practiced in Malaysia Airports Holdings Berhad, which depends on the nature of work and departmental functionality.

However, humility does not show a strong explanation of servant leadership on organizational commitment. Informants commented that there is much needed for the leader in Malaysia Airports Holdings Berhad to improve and head towards being a true servant leader. Servant leadership is still required to be firm but not to be harsh to uphold the principles. People will be more respectful instead of afraid of the leaders. Though, respondents unanimously agreed that servant leadership practice in this organization is essential, and in fact, Malaysia Airports Holdings Berhad had put efforts in that direction.

Concurrently, both research approach outcomes were in line with the previous empirical studies (e.g. Allen et al., 2018, Erdurmazli, 2019, Stein and Min, 2019) and to the most others recent empirical studies from the year 2016-2019, that examined servant leadership and organizational commitment discussed in Chapter 2. Nonetheless, there is a great need for the leader in Malaysia Airports Holdings Berhad to strengthen and be a faithful servant leader to impact and meaningful organizational commitment.

The above discussions substantiated Blau's (1964) Social Exchange Theory, which outlined that the process in which social exchange typically occurred in a series of synergistic and conditional interplays between two variables. This led to specific kinds of accountability that consequently resulted in a good relationship. In the context of this study, good leaders with servant attributes will derive better and higher organizational commitment in the Malaysia Airport Holdings Berhad. When leaders dedicate themselves to serve and help their followers and other stakeholders, followers develop moral connections toward their leaders and organization as a specific form of exchange (Erdurmazli, 2019). In other words, the empowering behavior, forgiveness, and humility dimension of a servant leadership style might touch on followers' feelings

and help them form sentimental connections with their organizations. Therefore, H₂ was supported in this study.

5.2.3 Human Resource Management Practices and Organizational Learning Capability

The third hypothesis was formulated to examine human resource practices as the antecedent of organizational learning capability. The quantitative analysis outcomes successfully affirmed a significant correlation between human resource management practices with organizational learning capability ($\beta=0.479$, $t=7.717$, $p<0.05$). There is a positive effect of human resource management practices towards organizational learning capability, and supported by the effect size analysis indicates $f^2=0.225$ value which stated close to the substantial effect (0.35) by Cohen (1988). Next, the R² value of 0.411 suggested by Hair et al. (2017) indicated a moderate model explaining 41.1% of the organizational learning capability variance. Next, the predictive relevance ($Q^2=0.172$) value of organizational learning capability is larger than 0 (Hair et al., 2017), indicating that the human resource management practices have sufficient predictive relevance for organizational learning capability.

Furthermore, the qualitative outcomes were explicitly supportive of the view, via the informants' opinions regarding the correlation between such practices with organizational learning capability, which also increased its impact in the context of Malaysia Airports Holdings Berhad. Nevertheless, space for improvements in terms of the process of human resource management practices for this company. For example, the recruitment process is lengthy. This will affect the organization, and it should be shortened. Similarly, one respondent asserted that human resource management practices could play a more significant role in organizational learning capability.

Overall, sub-constructs that measured human resource management practices support its impact on organizational learning capability. For instance, in recognition, respondents viewed that Malaysia Airports Holdings Berhad believes in people and assumes everyone is important in the organization. To also give the employees credit, encourage and motivate people to perform improvement initiatives through specific taskforce projects. In terms of empowerment, the respondent agreed that the management is supportive and very accommodating in terms of funding, e.g. materials for the test or experimentation; time and certain hours are given 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. However, there is still a mixture of empowerment practices in Malaysia Airports Holdings Berhad, which depends on the nature of work and departmental functionality.

Respondent also commented on competency development or in other words, refers to training and development that seen to be significant that can influence organizational learning capability. Respondents praised and firmly believed that this characteristic is well taken care of in Malaysia Airports Holdings Berhad. There are many opportunities for staff to pursue study, attending development, mentoring programs, and related human resources activities. This company had set up Malaysia Airports Academy that will be ready and commence in the year 2018. Besides, a new initiative called 'improving employees' productivity' is embarked on to identify employee productivity issues and track employee know their productivity level daily. After all, year by year, the management believes that staff have to move forward and need to be developed and trained.

Based on the above discussion, this result was paralleled with the Resource-based theory (Barney 1991); when the capabilities develop as an organization takes

action building on its resources, i.e. human resource management practices. To a certain extent, organizational learning capabilities are essential because they capture resources' potential value (Barney, 1991).

Furthermore, it can be stated that the results obtained from the quantitative and qualitative outcomes of this study were particularly congruous with empirical studies previously undertaken to investigate the correlation between human resource management practices and organizational learning capability (e.g. Barba Aregon et al., 2014; Therious and Chatzoglou, 2014; Li, 2016; Jerez et al., 2017; Hooi, 2019). This presented organizational learning capability to lay the groundwork for the foundation of organizational knowledge (Theriou and Chatzoglou, 2014). This study demonstrates the fundamental role of human resource management practices in improving critical strategic capability, i.e. organizational learning capability (Jerez et al., 2017). These results also agree with Periz-Ortiz et al. (2018) that the main element is human resources, which have the capability and performance to achieve goals, and are at the heart of the relationship between organizational learning capability.

Likewise, the evidence also indicates human resource management practices that promote organizational learning capability as a dynamic capability and provide a strong indicator of human resource management practices that contribute positively to each dimension of organizational learning capability (Hooi, 2019).

Overall, both the quantitative and qualitative analysis outcomes successfully affirmed a significant relationship between human resource management practices and organizational learning capability, thus supporting the H₃.

5.2.4 Servant Leadership and Organizational Learning Capability

Hypothesis 4 was formulated to examine servant leadership as the second antecedent of organizational learning capability (Figure 5.1). The quantitative results successfully confirmed the significant relationship between servant leadership and capability ($\beta=0.216$, $t=3.731$, $p<0.05$). There is a positive effect of servant leadership towards organizational learning capability, and supported by the effect size analysis indicates $f^2=0.046$ value which revealed a small effect size. Next, the R^2 value of 0.411 suggested by Hair et al. (2017) indicated a moderate model explaining 41.1% of the organizational learning capability variance. Next, the predictive relevance ($Q^2=0.172$) value of organizational learning capability is larger than 0 (Hair et al., 2017), indicating that servant leadership has sufficient predictive relevance for organizational learning capability.

Furthermore, results from the qualitative analysis approach corroborated with the quantitative outcomes. Although the result of effect size in the quantitative analysis indicated a weak level of acceptance, the informants agreed with the servant leadership and its vital role to influence the organizational learning capability in Malaysia Airport Holdings Berhad., as stated: "Yes... servant leadership has an impact on learning. As a leader and servant, the Prophet (*PBUH*) shows and practices. As a leader, demonstrate and promote learning, training, and training. Prophet guides the Khalifah and companions through the *Al Quran* and *Al-Hadith*. This has to do with each other holistically". The servant leadership characteristics in this study are good to impact organizations to learn. But it depends, however on the situation and the conditions. Servant leadership in Malaysia Airports Holdings Berhad has a significant impact on learning and relevance, as commented: "Personally things in *Al Quran* and *hadith* not merely in the scope of religion, but be implemented can be corporatized. Personally,

things in *Al Quran* and the hadith may be implemented, not simply in the sphere of religion. *Al Quran* emphasizes time, emphasis on reading. *Iqra* is about learning". Leaders need to inform people about learning and knowledge to develop their careers. Experimentation promotes higher skills and training concerning all risk-taking.

Therefore, this result is in agreement with the earlier theory outlined by Senge (1990), which highlighted the correlation between leadership and learning. It outlined that managerial commitment was suggestive of the organizational leader's perspective in championing learning. Their roles were inclusive of establishing a mutual vision, allocating the required resources, assigning power, and honouring successful learning. Furthermore, the results obtained by undertaking this study revealed consistency with the recent empirical studies that previously investigated the linkage between servant leadership and organizational learning capability, for example (Gutierrez et al., 2015, Asdar et al., 2019, and Dominguez-Escrig, 2020). Hence, such results substantiated the available studies and underlined the positive influence of servant leadership style towards organizational learning capability. Although there were limited previous empirical studies linked in the context of servant leadership and organizational learning capability, this study proves the significance level of the said relationship in Malaysia Airport Holdings Berhad. Thus, H₄ was supported.

5.2.5 Organizational Learning Capability and Organizational Commitment

The fifth hypothesis was developed to examine the relationship between organizational learning capability and organizational commitment (Table 5.1). The quantitative findings confirmed that organizational learning capability was associated significantly with organizational commitment ($\beta=0.347$, $t=3.936$, $p<0.05$). There is a

positive effect of organizational learning capability towards organizational commitment and supported by the effect size analysis ($f^2=0.108$), which indicated close to medium effect size. Next, the Coefficient of determination ($R^2=0.344$), as suggested by Hair et al. (2017), marked a moderate model explaining 34.4% of the organisational commitment variance. Next, the predictive relevance ($Q^2=0.148$) value of organizational commitment is larger than 0 value (Hair et al., 2017), indicating that the organizational learning capability has sufficient predictive relevance for organizational commitment.

The qualitative outcomes appear both organizational learning capability and organizational commitment are in place at Malaysia Airports Holdings Berhad, yet they're still room 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, as well as upgrading the level of their organizational commitment as an entity, as stated; "knowledge cannot be taken from employee. It is the power to influence, making decisions, controlling people. The commitment will be higher the organization knows, 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 them. Dollar and cents is not solely the main factor".

Nonetheless, several respondents had not ultimately perceived the strong relationship between organizational learning capability and organizational commitment but agreed that all levels need to influence organizational commitment. Thus overall, there is a lot of room for improvement, especially as a company that is not in the 1990s anymore. Something needs to be done because Malaysia Airport Holdings Berhad is no longer the number one ranking or even in the top five leading airports globally. To get

back the image of the company, a lot of things need to be done. After all, Malaysia Airports Holdings Berhad is strongly considered on the right track in enhancing the organizational learning capability and improving the organizational commitment level as a whole organization.

Based on the discussion above, it can be stated that the results were aligned with the Social Exchange Theory by Blau (1964) which proposed that employees are prone to exchange their commitment for an employer's supports. This model stipulates that certain workplace antecedents lead to interpersonal connections, referred to as social exchange relationships (Cropanzano et al., 2001). Social exchange relationships evolve when employers thereby engender beneficial consequences. In this finding, when the employers "take care of employees," i.e. greater organizational learning capability, it leads to more substantial organizational commitment within an organizational context. It is to justify that when the management puts effort and supports the learning capability, the employee will become more committed to being a part of the organizational-wide efforts.

Empirically, this study's finding is consistent with several previous studies that examined the linkages between organizational learning capability and organizational commitment, (e.g. Ussahawanitchakit, 2008, Tirelli and Goh. 2015, Jaiswal, 2019, and Caballero et al., 2020). Although minimal studies were linking the organizational learning capability with organizational commitment, this present study adds to the current body of literature by filling the void and extending the research field by empirically testing the said relationship and proving a linkage between organizational learning capability towards organizational commitment. The qualitative findings supported the empirical studies when most respondents gave the thumbs up by stating that organizational learning capability and organizational commitment are related.

There is a strong relationship between organizational learning capability and organizational commitment when the employee knows what to do, understands and learns something, affects their commitment to work, and is easier to commit to their work. The respondents posited that organizational learning capability is a strategic tool and be on it. Thus, H₅ was supported in this study.

5.2.6 Organizational Learning Capability Mediates Human Resource Management Practices and Organizational Commitment

Hypothesis 6 was developed to examine the mediation effect of organizational learning capability on human resource management practices and organizational commitment (Table 5.1). The quantitative review results indicated that the mediation effect is statistically significant ($\beta=0.166$, $t=3.615$, $p<0.05$) displaying a t -statistic less than 1.96 at 5% level of significance. This result confirmed an indirect effect between human resource management practices and organizational commitment through Malaysia Airport Holdings Berhad's organisational learning capability.

The mediation effect of the processes or more accurately the capability of organizational learning exists at Malaysia Airport Holdings Berhad. However, it is not complete, due to the emergence to strengthen the organizational learning capability. In the qualitative findings, as one of the respondent commented: “all the characteristics or dimensions of organizational learning capability are there in Malaysia Airports Holdings Berhad. For instance, ‘experimentation’ explained the organizational learning capability in Malaysia Airport Holdings Berhad where it prevailed in creating and provides a platform for the employees to experiment related to the jobs. Risk-taking, interaction with the external environment, dialogue, and participative decision making are all significantly explained the organizational learning capability”. Another

dimension, for example, is ‘interaction with external environment’; Malaysia Airport Holdings Berhad as a public listed company in Malaysia does interact in various ways either with internal stakeholders or with external stakeholders, as stated: “In identifying the problems, Malaysia Airports Holdings Berhad not only interacts within the organization but also with the clients, stakeholders, work together very closely with the airlines”.

Theoretically, the significant mediation effect of organizational learning capability on human resource management practices and organizational commitment corroborated the social exchange theory as the underlying principle. When employees perceive investments from the organization in fostering learning capabilities, they feel a need to reciprocate in the form of commitment. Furthermore, these results show that when human resource management practices having an indirect effect on organizational commitment through organizational learning capability, this is consistent with resource-based theory (i.e. human resource management practices) that enables knowledge and expertise to be developed in the organization (i.e. organizational learning capability). Thus, the role of organizational learning capability in mediating human resource management practices and organizational commitment is significantly confirmed with the theory.

Empirically, this result supported the previous empirical studies that organizational learning capability act as the mediator between human resource management practices and organizational or individual outcomes, (e.g. Jerez et al., 2017, Peris-Ortiz et al., 2018, Hooi, 2019). However, to the best of the researchers' knowledge, this finding is a few studies investigating the important mediation effect of organizational learning capability on human resource management practices and organizational commitment. In contrast, the previous researchers examined the

mediation effect of organizational learning capability on human resource management practices with organizational performance. On the other hand, this result was consistent with the so-called "black box" of human resource management from previous research (e.g. Latorre et al., 2016, Jerez Gomez et al., 2017, Torlak et al., 2018, Akkermans et al., 2019), when organizational learning capability substantially acts as the indirect effect mechanism of human resource management practices and organizational commitment.

Based on the above discussion, the processes or more accurately organizational learning capability is significant at Malaysia Airport Holdings Berhad. Though it is not complete, the emergence to strengthen the organizational learning capability prevails in this organization. The evidence indicates that no effect of human resource management practices on organizational commitment was justified because organizational learning capability plays a role as the mediator between the two constructs. Organizational learning capability can be a tremendous potential and valuable strategic tool to improve human resource management practices to make the organizational commitment at the highest level in Malaysia Airport Holdings Berhad. Thus, H₆ was supported in this study.

5.2.7 Organizational Learning Capability Mediates Servant Leadership and Organizational Commitment

Hypothesis 7 was developed to examine the mediation effect of organizational learning capability on servant leadership and organizational commitment (Table 5.1).

The quantitative review results indicated that the mediation effect is statistically significant ($\beta=0.075$, $t=2.76$, $p<0.05$) depicting a t-statistic less than 1.96 at 5% level of significance. This confirmed an indirect effect between servant leadership and

organizational commitment through organizational learning capability in Malaysia Airport Holdings Berhad. However, the mediation effect value is below the mediation effect on human resource management practices and organizational commitment.

Based on the results, servant leadership has a direct effect (as stated in the previous section, Hypothesis 2) and an indirect effect on organizational commitment. Organizational learning capability in Malaysia Airport Holdings Berhad will complement servant leadership in enhancing organizational commitment. Informants 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. Simultaneously, learning capabilities play the role to facilitate leaders in fostering organizational commitment. For example, employees are encouraged to experiment and given critical thinking in day-to-day work. The job is not only thinking about getting or doing the job properly, reducing waste work procedures, value-added tasks, i.e. Lean awareness on the fundamentals of continuous improvement. The business also encourages workers to engage in every competition, local and international exhibition that can promote the company as a rebranding exercise. Still, there are limits, not being a full-risk taker. Theoretically, as discussed in the previous section, the mediation impact of organizational learning capability on servant leadership and organizational commitment supported social exchange theory as the underlying principle. When employees perceive investments from organizational leaders in promoting learning skills, they feel the need to reciprocate in the form of commitments.

Furthermore, the findings supported the previous empirical studies that organizational learning capability act as the mediator between servant leadership and organizational or individual outcomes. For example, Domínguez-Escrig et al. (2020),

who viewed servant leadership's influence on followers, does not occur in a vacuum; its effects should not be studied isolated. Thus, it is important to understand the organizational context in which it takes place, i.e., organizational learning capability. On the other hand, this finding was per previous empirical research, stated that servant leadership has an indirect relationship with organizational commitment and the underlying process by which servant leadership affects outcomes (e.g. Goh and Low, 2014, Van Dierendock, 2014, Mallen et al., 2015, Eva et al., 2018, Erdurmazli, 2019). Thus, this result is one of a few studies to respond to the call to examine the important mediation effect of servant leadership's organizational learning capability on organizational commitment to the best of the researcher's knowledge.

Based on the above discussion, the processes, or more accurately, the organizational learning capability at Malaysia Airport Holdings Berhad is significant. While it is not complete, this organization prevails the emergence to improve organizational learning capability. Organizational learning capability would be useful as a strategic tool to assist servant leaders in improving Malaysia Airport Holdings Berhad's organizational commitment level. Thus, H₇ was supported in this study.

5.3 Theoretical Implications

Generally, this study successfully contributed to the body of knowledge by delineating organizational commitment antecedents, with organizational learning capability serving as the mediator. These theoretical contributions were as listed below:

Firstly, the study prosperously generated a more profound knowledge regarding organizational commitment. The knowledge was extended by investigating the attributes of human resource management practices and servant leadership as the

antecedents, while organizational learning capability plays the mediator's role. This study underpinned the knowledge of the correlated human resource management practices, servant leadership, and organizational learning capability with organizational commitment. The social exchange theory was extended and contributed to its being a strong fundamental in comprehending the organizational setting's exchange relationships.

Secondly, this study expanded the theories that linked human resource management practices with organizational commitment and organizational learning capability. This was apparent in an abundance of studies emphasizing human resource management practices and the topic's prevalence in organizational studies literature. The study illustrates the fundamental role of human resource management practices in establishing a critical strategic capability, i.e. organizational learning capability. Therefore, the learning capability in the theoretical human resource management literature is incorporated. Thus, human resource management practices remained extensive research in finding its subsequent outcomes, yet structurally lacking mechanism between it, and yet to be substantiated by empirical studies. Therefore, this study may serve as a validation behind acknowledging the literature regarding the variables' mechanism link, when organizational learning capability successfully filled the missing link. The mediation effect of organizational learning capability between human resource management practices and organizational commitment supplemented the prevalence of the black-box (Huselid, 1995) in management studies.

Thirdly, this particular study improved the details behind theories that correlated servant leadership with organizational learning capability. This was apparent per the presence of an abundance of works emphasizing transformational leadership and the topic's prevalence in organizational studies literature. Servant leadership remained a

topic that was structurally lacking definitions and yet to be substantiated by empirical studies. Therefore, this study may serve as a validation behind acknowledging the literature on servant leadership previously less supported for an all-inclusive recognition. Moreover, it also supplemented the theory's prevalence and its impactful correlation with organizational learning capability, although transformational leadership perspectives were not allegedly disregarded due to their similarities.

Fourthly, this work successfully incorporated two theories as the research variables merged the social exchange theory, resource-based theory, or RBV theory. It was then utilized to delineate the establishment of organizational learning capability and its role in ascertaining organizational commitment. However, this study primarily used the social exchange theory as the fundamental basis to comprehend the correlational effect of human resource management practices and servant leadership towards organizational learning capability. Meanwhile, the organizational learning capability was also underlined as an integral component of the study. Moreover, incorporating the Resource-Based Theory was also discussed, specifically regarding its role as the basis of organizational learning capability as the mediation variable. Such theoretical amalgamation was significant in expanding the knowledge of organizational learning capability attributes, and solving works conducted disparately in explaining the theory.

Finally, this study successfully contributed to the early organizational learning theory in a detailed manner due to the expansion of theory in organizational learning capability. DiBella (2011) previously highlighted another example in organizational learning capability and its conceptualization differently. It indicated how the element enhanced the updates and enrichment of the learning organization conceptualization in a better and highly fluid manner than Senge's pioneering concept (1990). Therefore, it

successfully linked the conceptualization of organizational learning capability as an exercise for learning with the body of knowledge produced and utilized in an organization.

5.4 Practical Implications

This study successfully initiated several significant interest implications for business organizations that highlighted learning as a potential climate for survival. In particular, Malaysia Airports Holdings Berhad displayed an interest in the outcomes obtained in the study due to its capacity to impart an enhanced understanding of inspiring and refining learning capability in the organizational population. This would be achieved by determining how these antecedents, human resource management practices, servant leadership may affect organizational commitment, and how learning capabilities may nurture organizational commitment.

Such understanding would allow Malaysia Airports Holdings Berhad to comprehend the fundamental basis of this study, which outlined the importance of organizational learning capability and its capacity to impact their members in displaying higher commitment and belonging with the organization. This may be described according to these members' assessment of their commitment to space availability to employ and utilize their organizational capabilities in an explicit way. Organizational learning capacity should be considered a strategic organizational capacity and a source of competitive advantages.

Moreover, this work's outcomes also underlined the commitment evaluation that organizational members went through, which was derivative of the impact of human resource management practices and servant leadership practices via organizational

learning capability. Therefore, Malaysia Airports Holdings Berhad would find it beneficial to reaffirm that their organizational learning capabilities were being employed, characterized by their five dimensions outlined in Chapter 2 (i.e., experimentation, risk-taking, interaction with the external environment, dialogue, and participative decision making). These dimensions were vital in encouraging the organizational learning process while also being regarded as the organizational learning capability for a specific organization. If employed and utilized effectively across the organization, it may serve a crucial role in expediting learning alongside the effects of human resource management practices and servant leadership. This would inevitably result in higher organizational commitment. In the practical context, the employees' organizational commitment could be improved by a concentrated effort displayed first by the management, specifically by incorporating human resource management practices successfully and upholding excellent leadership.

This may be described as their attempts to be a good *Khalifah*, encompassing the “leader as a servant” concept and aiming to accommodate the people. Prophet Muhammad (*PBUH*) highlighted such an idea by stating that the leader of a *Jamaah* (i.e. organization or community) would first serve by being a servant, implicating that the leader was deemed the servant of his followers (*sayyid al qawn khadimuhum*).

Furthermore, the Prophet (*PBUH*) indicated in a *Hadith* that: “Every one of you is a shepherd and everyone is responsible for what he is a shepherd of” (*Sahi Bukhari and Muslim*, 3:733). Such understanding and immersion would thus render the learning and work climate more exciting and riveting. Moreover, as one respondent declared that “things in *Al Quran* and *Hadith* are not merely in the scope of religion, but it should be implemented and be corporatized. *Al Quran* emphasizes on time, emphasizes on reading. *Iqra* ' is about learning”. The findings also revealed the need for an all-inclusive

design for human resource management practices to increase its potential for contribution to organizational learning capability. Therefore, this study successfully substantiated the effect of organizational learning capability in improved managerial effectiveness in employee management. If they engage in higher judiciousness and specificity in human resource management practices, the resulting organizational learning capability will be higher.

Thus, this was suggestive of the need for human resource management policies or exercises designed to expedite organizational learning capability exercises. One particular respondent also stated that: “HR should be a strategic partner... HR as a strategic thinker”. Therefore, this reflected the human resources as the organizational core that should not waver despite the constant changes and rivalries displayed worldwide and foreign organizations. The revolutionary climate changes called for a transformation of the human resources management role, in which this work substantiated the higher visibility the practitioners should be allocated. Additionally, the organization should also always exert efforts to ensure the best practices, thus necessitating the practical demand for constant climate scans internally and externally to expedite the process.

Therefore, Malaysia Airports Holdings Berhad would find it beneficial to reaffirm their relevant learning attempts, specific exercises, and processes associated with organizational learning capability to reassure a positive learning environment for all employees. Moreover, the entity should also ascertain that all employees were informed of the learning policies installed directly, as managerial forecasts and endeavours in organizational learning must be adequately communicated. This may be achieved by incorporating a suitable intellectual communication design that reached all layers of employees.

5.5 Limitations of Research

Despite the author's efforts, this study remained associated with limitations and restrictions. Its contributory findings should not be regarded to be lacking any possible limitations. Firstly, this study was prone towards generally anticipated replies and the need to paint one in a favourable manner secondary to social rules and standards (Zerbe and Paulhus, 1987). This was highlighted in the employee's comfort in reverting responses safely to safeguard their organizational measures and social commitments.

Secondly, the variables implemented in this study were previously designed and validated in Western-based sample size, thus rendering it possible for potential limitations if the measurement was utilized in a non-Western locality (e.g. Malaysia). Regardless, the population's selection was carefully undertaken to ensure an appropriate understanding of the study measurements in satisfying this particular issue.

Thirdly, this study was undertaken in the context of a one government-linked company case study, which may subsequently curb its relevancy in applying and generalizing the outcomes upon other Malaysian government-linked companies or private organizations alike. Likewise, Malaysia's setting in this study may be implicated due to the dissimilarities between a Malaysian government-linked company and those located in another location or country. Therefore, the results obtained may not appropriately be constituted as a general context. However, it may play a role as an essential reference for organizations located in different locations or countries of similar climate to those of Malaysia. Nevertheless, this work's qualitative data successfully substantiated the research findings in an all-inclusive manner and encouraged thoroughness, different outlooks, exhaustiveness, and improved validity.

The next limitation was derived from the investigation's cross-sectional nature, precisely due to the organizational learning capability's fluidity. The necessity to display

causality subsequently called for a longitudinal study design to be employed, which inevitably limited the study by restricting the testing to relationships or correlations between the variables accordingly (i.e. human resource management practices, servant leadership, organizational learning capability, and organizational commitment).

The fifth limitation was the employment of only two attributes of organizational learning capability in this study, which was decided based on the research gap highlighted in previously conducted works (i.e., human resource management practices and servant leadership). Therefore, this may restrict the antecedents' insight as many organizational elements may also display likelihood in encouraging organizational learning capability.

Finally, the last limitation was the lack of a final variable (i.e., organizational outcomes or organizational performance) that may encourage more explicit analysis regarding the extent to which Malaysia Airports Holdings Berhad may generate improved end-products. However, this particular restriction may be positioned as an opening in future attempts, specifically in formulating an incorporated model that correlated inherent organizational consistency with human resource management practices, servant leadership, organizational learning capability, and organizational commitment. It may display potential outcomes regarding their likelihood of improving business outcomes, which may be assessed in the context of performance or transformation secondary to learning.

5.6 Recommendation for Future Research

In the last section, this particular study's limitations were discussed accordingly, which yielded suggestions for future attempts. Firstly, the importance of understanding the impact of organizational learning capability, and how it was influenced across time was undeniable. This was specifically due to the constant transformation of learning, which subsequently called for the inclusion of a longitudinal study set in the future. Such a measure may be useful in reaffirming the consistency of the constructs and their correlated relationships across time and continuously assessing changes' influence.

Secondly, this research opted to choose the participating respondents via probability simple random sample design, including executive and higher levels in the Malaysia Airports Holdings Berhad population. Therefore, further attempts may benefit from the inclusion of non-management employees sourced from diverse units and different organisation functions. Moreover, additional validation and proposing a substitute perspective may be improved by conducting a study that incorporated a large-sized section. Besides, an investigation that engaged with other Malaysian government-linked companies may also be influential due to the potential for differing insights regarding the antecedents and effects of organizational learning capability in their specific work climate. Thus, this study's core outcomes may be subjected to a generalization to demonstrate the Malaysian government-linked company landscape as a whole. This undoubtedly and positively endorsed an attempt to extend and clarify the findings of this study.

Thirdly, this study proposed future attempts to be tailored for further exploration in the context of Islamic-based organizations or the public sectors. This would allow a different look into how the current antecedents, especially servant leadership, would be implemented in those climates. Establishing a measurement scale for servant leadership

to accommodate the specific Islamic-based setting was especially rife with potential due to the possible correlation between the construct within the environment and practices.

Fourthly, this study picks to suggest the elements of human resource management practices and servant leadership to serve as antecedents in explicating organizational learning capability. Distinguishing the potential variables for further research in expanding this work beyond its current setting, an evaluation for the two constructs alongside other variables like organizational structure and corporate strategy would be beneficial. By specifying the connected organizational elements, the two specific constructs could be differentiated using an all-inclusive approach that impacts an organisation's facets. Finally, this study suggests investigating how human resource management practices and servant leadership intersect. Human resource management practices designed to facilitate employee awareness and learning sharing can be an important substitute or complement to leadership for the beneficial impact of empowering servant leadership in unique contexts.

5.7 Conclusion

This research successfully distinguished and assessed the determining elements affecting organizational commitment in Malaysia Airports Holdings Berhad, and the mediation influence of organizational learning capability. The available body of organizational study literature displayed notable scrutiny in outlining the impact of human resource management practices and servant leadership towards organizational commitment, alongside the capability's subsequent effect on organizational commitment. Despite the burgeoning amount of studies conducted to correlate the constructs directly, no indirect measurement or incorporation of the relationship

between human resource management practices, servant leadership, organizational learning capability, and organizational commitment was noted.

Furthermore, the studies conducted on these topics were typically undertaken empirically in a separate manner. Therefore, this study humbly detailed a literature review and thoroughly assessed the theories utilized in organizations. The review subsequently resulted in seven research questions, with seven research hypotheses, and a research model. The objective outlined was worked upon by surveying to generate a quantitative analysis, whereas verbal interviews were done to elicit field information from organizational members towards substantiating the results.

The results obtained reaffirmed the significant correlation and direct effect between servant leadership with organizational commitment. Still, it was revealed that human resource management practices have no direct effect on organizational commitment. Next, it was also reported that both human resource management practices and servant leadership influence organizational learning capability, but human resource management practices showed a greater impact than servant leadership in outlining organizational learning capability. Moreover, the capability was further correlated with organizational commitment, showing an influential effect. Interestingly, organizational learning capability demonstrates a mediation effect on organizational commitment from both antecedents. Consequently, the results of this study suggested that enhanced learning capabilities in Malaysia Airports Holdings Berhad would significantly strengthen their organizational commitment, and responded to the call for further research into the underlying mechanisms between antecedents and consequences.

The qualitative outcomes indicated the need for the entity's leaders and human resource employees to discard their orthodox tendency for direction and member control to achieve this. By implementing a novel 'partnership' type of management, employees'

commitment to their key organizational values would be encouraged further, subsequently serving as the foundation for knowledge generation and organization learning. Thus, a deep comprehension regarding organizational learning capability in the context of distinguishing organizational results may be a potential topic of interest for future attempts, as well as an investigation of its determinants.

