

## APPENDICES

### Appendix 1: Application for Permission to Conduct a Survey Research Letter

8th October 2012

**Puan Ir. Suradini Abdul Ghani**  
Senior General Manager Human Resource,  
Malaysia Airports Holdings Berhad  
Malaysia Airports Corporate Office,  
Persiaran Korporat KLIA,  
64000 KLIA, Sepang,  
Selangor.

Dear Madam,

#### **Application of Permission to conduct a survey research on employees' organizational commitment**

I am a Ph.D. candidature in Human Resource Management at the Faculty of Leadership and Management, Universiti Sains Islam Malaysia (USIM) Nilai, N. Sembilan. I am interested to examine the level of organizational commitment particularly among executive-level staff in a Malaysian government-linked company. This research aims to examine how the selected predictors i.e. leadership style, human resource management practices, organizational learning capability influencing employees' commitment towards the organization they are attached with.

I humbly seek your permission to conduct this research in your esteemed company. Before this, I have referred this matter to Mr. Rezal Jaafar, Senior Vice President, SPO Special Projects Office Division, Managing Director's Office, Khazanah Nasional Berhad. For your information, structured questionnaires and oral interviews will be used to collect the data. All information gathered will be treated as highly confidential and mainly for academic purposes only.

The research findings will be useful to enhance the understanding of your employees' perception towards the practices of leadership, human resource management, with their commitment and personal attachment, towards the organization. I would appreciate it if you would kindly grant me the consent to conduct this research. I am looking forward to receiving a favorable reply from you. For any further information or inquiries, please do not hesitate to contact me at 012 6304735 or e-mail to azharuddin@kuis.edu.my. Attached are the student verification letter and a sample of the questionnaire for your reference.

Thank you for your attention and co-operation.

Yours sincerely,

*Azharuddin*

**AZHARUDDIN BIN HASHIM**  
Ph.D. Candidature in Human Resource Management, USIM

## Appendix 2: Permission to Conduct a Survey Research Letter

Inbox



**wardi@malaysiaairports.com.my**

Fri, Nov 16, 2012,  
11:16 AM

to me, suradini, wanasma, Rezal

Salam En Azharuddin,

With reference to our tele conversation earlier, we wish to thank you for your interest in doing your research at MAHB Human Resource Department. We are delighted to have an outside analyst of our current HR processes and procedures also on the effectiveness of it.

The contact person will be my talent management manager Pn Wan Asma' Wan Omar and she can be contacted at 03-8777 7309/013-3831021.

You may come and do your research at our HR department by end of Nov or early Dec.

Kindly inform us before hand, how many participants that you require to answer this survey so that my team can arrange it accordingly.

Finally do share with us as well the findings of this survey so that we can use it for our future endeavors.

Regards.

**Rosmawardi Razali@Ramli | Talent Management | Human Resource Services | Malaysia Airports Holdings Berhad**

Malaysia Airports Corporate Office | Persiaran Korporat KLIA | 64000 KLIA Sepang | Selangor | Malaysia  
Tel : 03-8777 7276 | Fax : 03-8777 7400 | Email : [wardi@malaysiaairports.com.my](mailto:wardi@malaysiaairports.com.my)

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### Appendix 3: List of Target Population

Row Labels	Count of Name
MA (Niaga) Sdn. Bhd.	64
MA (Properties) Sdn. Bhd.	10
MA (Sepang) Sdn. Bhd.	167
MA Holdings Berhad	580
MAAH	11
MACS	17
Malaysia Airports Sdn. Bhd.	91
MIAC Sdn. Bhd.	5
UTW Sdn. Bhd.	34
<b>Grand Total</b>	<b>979</b>

Source: HR Manpower database, Human Resource Services Department, Malaysia Airports Holdings Berhad

## Appendix 4: Expert Review Form

### Expert review 1 - Research Instrument Development

Please (/) which is appropriate.

No.	Particulars	Appropriate	Not Appropriate	Remarks
1.	Research instrument format	/		good
2.	Accuracy of the selection of the construct	/		good
3.	Number of items for each construct	/		adequate
4.	Accuracy of meaning for each item	/		Simple and understandable
5.	Appropriateness of language use	/		Very good
6.	The relevance of font size	/		good
7.	Accuracy of instructions given	/		clear
8.	Appropriateness of font distance	/		good
9.	Indicators for measurement scale	/		The scale of 5 is adequate to measure
10.	Clarity of instruments objective	/		clear

Comment and suggestion:

A very good questionnaire with 4 constructs and 14 items for each constructs. For the last construct which is **Organizational Commitment**, the researcher needs to be careful with negative statements like no 8, 9 and 12. Please remember to recode the data related before doing the analysis.

After reviewing and evaluating the proposed study instruments, I hereby confirm that these developed instruments can be used.

**Name:** Dr. Norziah Othman

**Position:** Senior Lecturer/Dean of Faculty of Management and Muamalah, KUIS

**Institution/Organization:** Kolej Universiti Islam Antarabangsa Selangor (KUIS)

**Signature:** *norziah*

## Expert review 2 - Research Instrument Development

Please (/) which is appropriate.

No.	Particulars	Appropriate	Not Appropriate	Remarks
1.	Research instrument format	/		ok
2.	Accuracy of the selection of the construct			Look for comment in each construct, pls check 'commitment' seemed to be saturated
3.	Number of items for each construct			Reasonable, relook at questions under commitment
4.	Accuracy of meaning for each item	/		Look for some comments given
5.	Appropriateness of language use	/		Look for some comments given
6.	The relevance of font size	/		ok
7.	Accuracy of instructions given	/		Look for some comments given
8.	Appropriateness of font distance	/		ok
9.	Indicators for measurement scale	/		ok
10.	Clarity of instruments objective	/		Look for some comments given

Comment and suggestion:

Look at some of the comments given at each of the construct/variables in the questionnaire. Also to relook and justify why 'commitment' is still relevant as one of the constructs to be tested.

After reviewing and evaluating the proposed study instruments, I hereby confirm that these developed instruments can be used after suggested for change have been looked into.

**Name: Dr. Mohmad Adnan Alias**

**Position: Retired (currently a partime Lecturer at Graduate School of Business UKM i.e GSB UKM)**

**Institution/Organization: Graduate School of Business UKM (GSB UKM) Before retirement.**



### Expert review 3 - Research Instrument Development

#### Expert review - Research Instrument Development

Please ( / ) which is appropriate.

No.	Particulars	Appropriate	Not Appropriate	Remarks
1.	Research instrument format	✓		
2.	Accuracy of selection of the construct	✓		
3.	Number of items for each construct	Construct	standing back	Accountability, Courage,
4.	Accuracy of meaning for each item	<del>Some</del>	Authenticity & Stewardship	
5.	Appropriateness of language use	✓		perhaps dibung karano only are item
6.	Relevance of font size	✓		
7.	Accuracy of instructions given	✓		
8.	Appropriateness of font distance	✓		
9.	Indicators for measurement scale	✓		
10.	Clarity of instruments objective	✓		

Comment and suggestion:

Change the words 'we', 'us', 'People' to 'I' 'me' where appropriate since the unit of

After reviewing and evaluating the proposed study instruments, I hereby confirm that these developed instruments can be used.

Name:

Atmad <sup>Ensoh</sup>

Position:

Associate Professor

Institution/Organization:

UTM

Signature:



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 ISLAMIC SCIENCE UNIV

## Appendix 5: Distribution of Pilot Study Questionnaire

Inbox



**Azharuddin Hashim** <azharuddin@kuis.edu.my>

Dec 26, 2012,  
10:14 AM

to ruzliana, wanasma

As Salam Pn Ruzliana

How are you doing? Any positive response from the remaining respondents of the total 50 distributed questionnaires? Is it possible for me to collect the research questionnaires on this Friday. If yes, please let me know at your convenience time. Thank you very much and looking forward to see you.

Kind regards

--

Azharuddin Hashim  
PhD Student, Universiti Sains Islam Malaysia (USIM)  
012 6304735

...

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جامعة العلوم الإسلامية  
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

## Appendix 6: Reliability Analysis Result

### Reliability

#### Scale: Human Resource Management Practices

##### Case Processing Summary

		N	%
Cases	Valid	39	97.5
	Excluded <sup>a</sup>	1	2.5
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

##### Reliability Statistics

Cronbach's Alpha	N of Items
.843	14

#### Scale: Servant Leadership

##### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

##### Reliability Statistics

Cronbach's Alpha	N of Items
.856	9

#### Scale: Organizational Learning Capability

##### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0



a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.909	14

**Scale: Organizational Commitment**

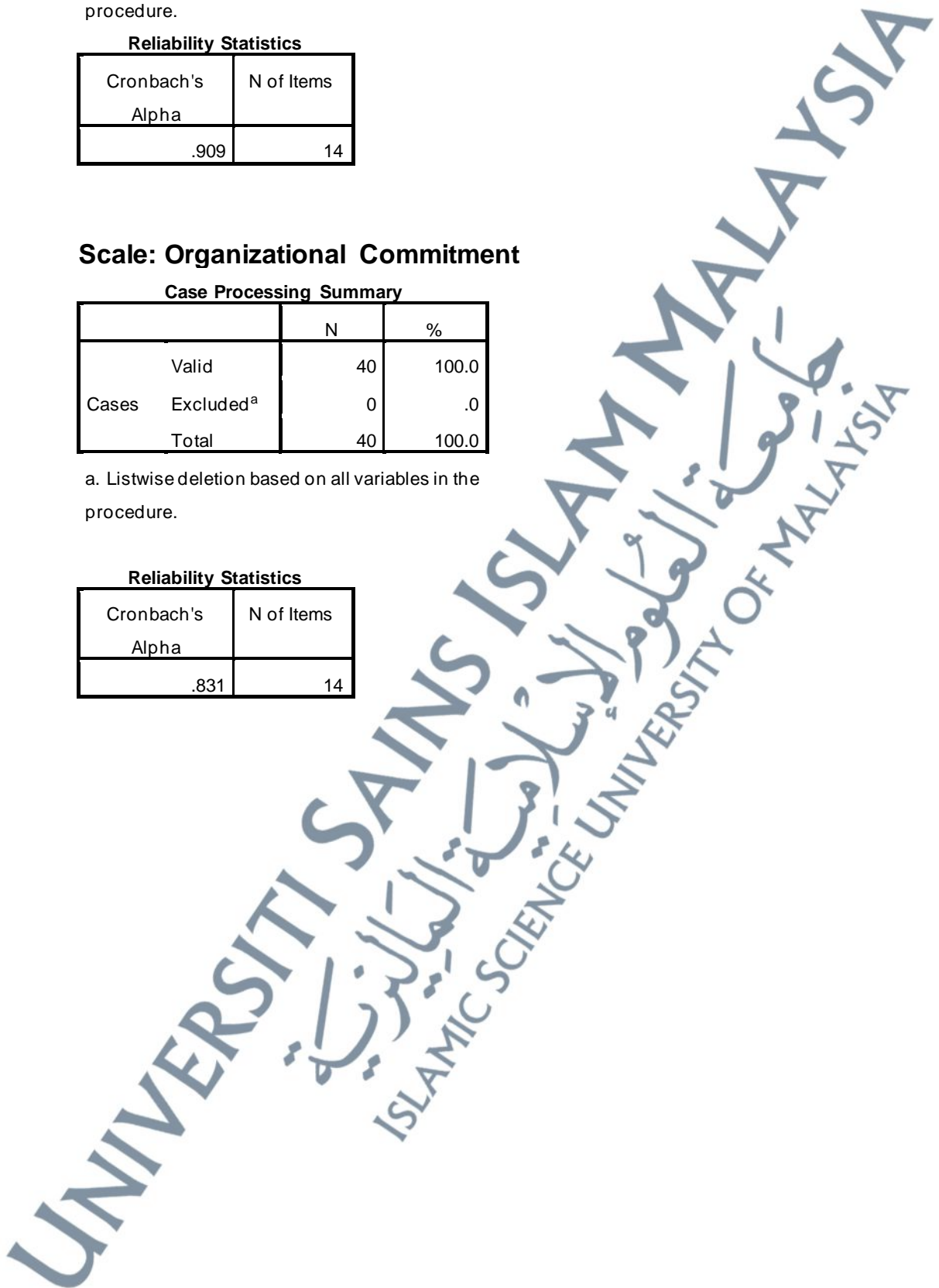
**Case Processing Summary**

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.831	14



## Appendix 7: Validated Questionnaire

### **The Effect of Human Resource Management Practices and Servant Leadership on Organizational Commitment: The mediating role of Organization Learning Capability in a Malaysian Government-Linked Company**

(A survey to examine how an organization can develop organizational commitment through its HRM practices, servant leadership style, and organizational learning capability).

This questionnaire is designed to assess your perception of your organizational commitment through human resource management practices, leadership, and organizational learning capability in Malaysia Airport Holdings Berhad.

Please take a few minutes to answer this questionnaire. Individual responses to this survey will be kept confidential. Only grouped data will be reported in the results.

Thank you in advance for taking the time to complete this survey.

Sincerely,

Azharuddin bin Hashim

PhD student, Faculty of Leadership and Management

Universiti Sains Islam Malaysia (USIM), Nilai, N. Sembilan.

[dinbal2001@yahoo.com](mailto:dinbal2001@yahoo.com)

Please indicate the extent of your **agreement** with the following statements on a 5-point scale. (Please **circle** or **tick** your answer)

1	2	3	4	5
Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree

#### Section A: Human Resource Management Practices

1.	When I do good quality work, my colleagues regularly show me their appreciation.	1	2	3	4	5
2.	In my work unit, supervisors tangibly recognize my efforts in different ways.	1	2	3	4	5
3.	We are given great latitude for the organization of our work.	1	2	3	4	5
4.	In my work unit, we have considerable freedom regarding the way we carry out our work.	1	2	3	4	5
5.	We can develop our skills in order to increase our chances of being promoted.	1	2	3	4	5

6.	Several professional development activities (e.g. coaching, training) are offered to us to improve our skills and knowledge.	1	2	3	4	5
7.	My organization provides me with the opportunity to achieve my career goals and advancement.	1	2	3	4	5
8.	Performance appraisals are based on objective.	1	2	3	4	5
9.	Rewards are based on individual performance.	1	2	3	4	5
10.	I estimate my salary as being fair internally.	1	2	3	4	5
11.	My salary is fair in comparison with what is offered for a similar job elsewhere.	1	2	3	4	5
12.	In my work unit, we consider that our compensation level adequately reflects our level of responsibility in the organization.	1	2	3	4	5
13.	The company effectively reflects situational changes by re-organizing personnel to appropriate positions.	1	2	3	4	5
14.	The organization selects the right people for jobs.	1	2	3	4	5

Please indicate the extent of your **agreement** with the following statements on a 5-point scale. (Please **circle** or **tick** your answer)

1	2	3	4	5
Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree

### Section B: Servant Leadership

1.	My superior gives me the information I need to do my work well.	1	2	3	4	5
2.	My superior encourages his/her staff to come up with new ideas.	1	2	3	4	5
3.	My superior gives me the authority to take decisions which make work easier for me.	1	2	3	4	5
4.	My superior offers me abundant opportunities to learn new skills.	1	2	3	4	5
5.	My superior keeps criticizing people for the mistakes they have made in their work.	1	2	3	4	5
6.	My superior maintains a hard attitude towards people who have offended him/her at work.	1	2	3	4	5
7.	My superior learns from criticism.	1	2	3	4	5
8.	My superior admits his/her mistakes to his/her superior.	1	2	3	4	5
9.	If people express criticism, my superior tries to learn from it.	1	2	3	4	5

Please indicate the extent of your **agreement** with the following statements on a 5-point scale. (Please **circle** or **tick** your answer)

1	2	3	4	5
Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree

### Section C: Organizational Learning Capability

1.	People here receive support when presenting new idea.	1	2	3	4	5
2.	Initiative often receives a favorable response here, so people feel encouraged to generate new ideas.	1	2	3	4	5
3.	People are encouraged to take risks in this organization.	1	2	3	4	5
4.	People here often venture into unknown territory.	1	2	3	4	5
5.	It is part of the work of all staff to collect, bring back, and report information about what is going on outside the company.	1	2	3	4	5
6.	There are systems and procedures for receiving, collating and sharing information from outside the company.	1	2	3	4	5
7.	People are encouraged to interact with the environment competitors, customers, technological institutes, universities, suppliers etc.	1	2	3	4	5
8.	Employees are encouraged to communicate.	1	2	3	4	5
9.	There is a free and open communication within my work group.	1	2	3	4	5
10.	Managers facilitate communication.	1	2	3	4	5
11.	Cross-functional teamwork is a common practice here.	1	2	3	4	5
12.	Managers in this organization frequently involve employees in important decisions.	1	2	3	4	5
13.	Policies are significantly influenced by the view of employees.	1	2	3	4	5
14.	People feel involved in main company decisions.	1	2	3	4	5

Please indicate the extent of your **agreement** with the following statements on a 5-point scale. (Please **circle** or **tick** your answer)

1	2	3	4	5
Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree



### Section D: Organizational Commitment

1.	I am very happy being a member of this organization.	1	2	3	4	5
2.	I enjoy discussing about my organization with people outside it.	1	2	3	4	5
3.	I really feel as if this organization's problems are my own.	1	2	3	4	5
4.	I think that I could easily become as attached to another organization as I am to this one.	1	2	3	4	5
5.	I do not feel like 'part of the family' at my organization.	1	2	3	4	5
6.	I do not feel 'emotionally attached' to this organization.	1	2	3	4	5
7.	This organization has a great deal of personal meaning for me.	1	2	3	4	5
8.	I do not feel a 'strong' sense of belonging to my organization.	1	2	3	4	5
9.	I worry about the loss of investments I have made in this organization.	1	2	3	4	5
10.	If I wasn't a member of this organization, I would be sad because my life would be disrupted.	1	2	3	4	5
11.	I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically.	1	2	3	4	5
12.	I often feel anxious about what I have to lose with this organization.	1	2	3	4	5
13.	Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member.	1	2	3	4	5
14.	I am dedicated to this organization because I fear what I have to lose in it.	1	2	3	4	5

### Section E: Demographic Information (Please tick in the box)

1. Gender:  Male  Female
2. Race:  Malay  Chinese  Indian  
 Others (please specify): \_\_\_\_\_
3. Age (years):  25 and below  26-35  36-45  
 46-55  56 and above
4. Highest education:  Diploma  Bach. Degree  Master  
 Others (please specify): \_\_\_\_\_



5. Current position:  Executive  Sr. Executive  Asst. Manager  
 Manager  Sr. Manager  General Manager

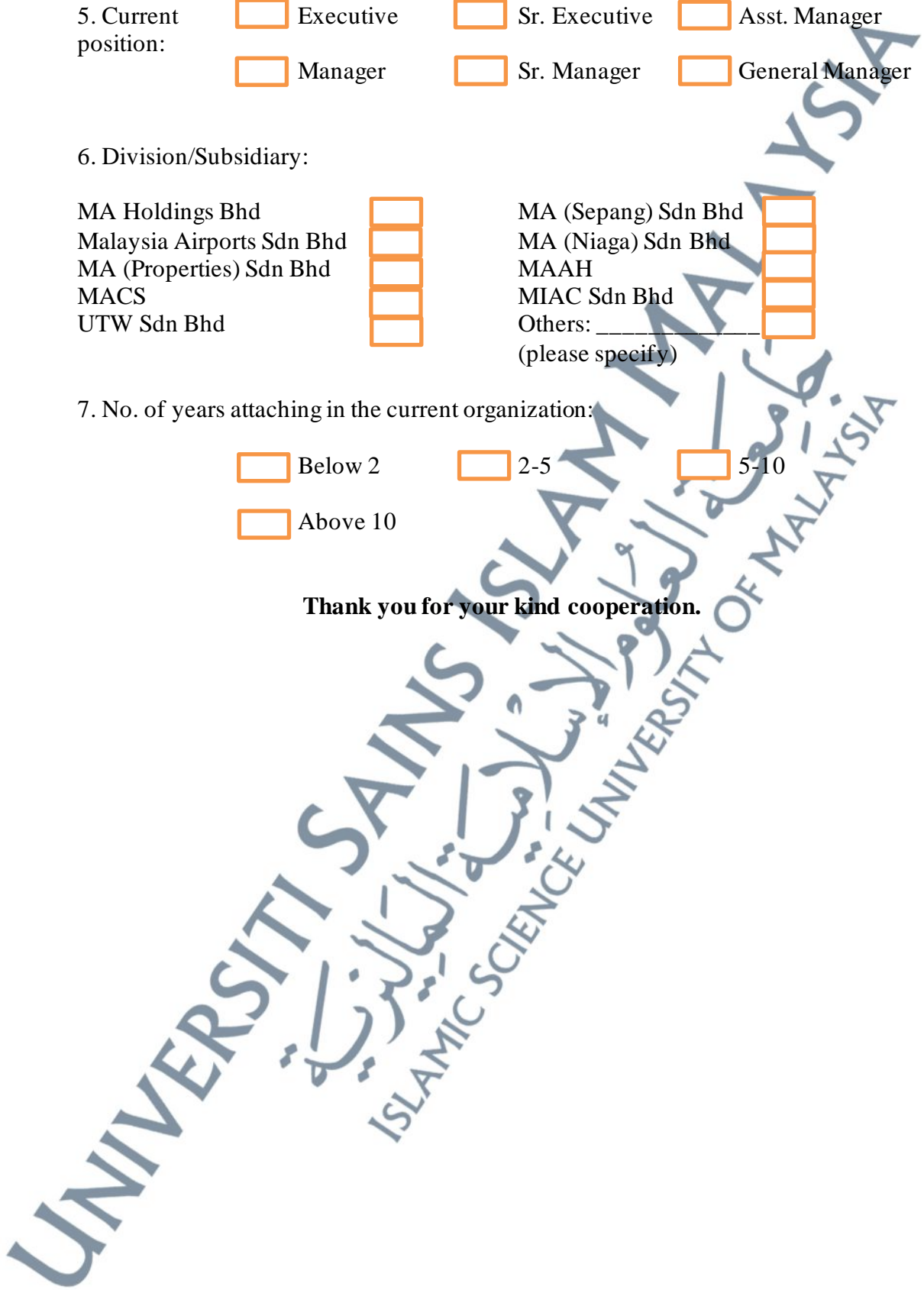
6. Division/Subsidiary:

MA Holdings Bhd	<input type="checkbox"/>	MA (Sepang) Sdn Bhd	<input type="checkbox"/>
Malaysia Airports Sdn Bhd	<input type="checkbox"/>	MA (Niaga) Sdn Bhd	<input type="checkbox"/>
MA (Properties) Sdn Bhd	<input type="checkbox"/>	MAAH	<input type="checkbox"/>
MACS	<input type="checkbox"/>	MIAC Sdn Bhd	<input type="checkbox"/>
UTW Sdn Bhd	<input type="checkbox"/>	Others: _____	<input type="checkbox"/>
		(please specify)	

7. No. of years attaching in the current organization:

Below 2  2-5  5-10  
 Above 10

**Thank you for your kind cooperation.**



## Appendix 8: Distribution of Questionnaire

Sulasthery\_Pillay\_Halim/MAHB -  
\_HR\_Services/[MAHB%MAHB@malaysiaairports.com.my](mailto:MAHB%MAHB@malaysiaairports.com.my) Sulasthery Pillay Halim has invited you to a meeting.  
You have not yet responded.

Required: Ahmad Nadzrul Hafiz Ahmad/MAHB - HR Services/MAHB@MAHB, [azharuddin@kuis.edu.my](mailto:azharuddin@kuis.edu.my), Azizatun Nor Mawar Ab Aziz/Corporate Planning/CPO Office/MAHB@MAHB, Hafiz Jamaludin/MA Properties/MAHB@MAHB, Kamsiah Mahmood/MAAH/MAHB@MAHB, Masdiana Minhat/Operation/MASB/MAHB@MAHB, Nor Akhmanizam Yussof/MACS/MAHB@MAHB, Norhayati Mohamad/Continuous Improvement Mgmt/MAHB@MAHB, Siti Sharinah Ahmad Supian Chong/MAHB - Secretarial & Legal/MAHB@MAHB, Suhainanie Baby Ayu Md Suib/UTW/MAHB@MAHB, Wan Asma Wan Omar/MAHB - HR Services/MAHB@MAHB, Widiana Md Ani/Corporate Planning/CPO Office/MAHB@MAHB

### Description

Assalamualaikum wbt and a very good day

Dear All,

We wish to cordially invite you to participate in the "**Input Acquisition: Study on HR Best Practices**" scheduled as follows:

Date: 26th February 2013

Time: 2pm - 3pm

Venue: Meeting room 5 (island no 2), MAHB Corporate Office

If you require clarification, please do not hesitate to contact me as per undersign.

Your attendance in this meeting is highly appreciated.

Thank you.

### Sulasthery Pillay Halim | Talent Management | Human Resource Services | Malaysia Airports Holdings Berhad

Malaysia Airports Corporate Office | Persiaran Korporat KLIA | 64000 KLIA Sepang | Selangor | Malaysia  
Tel : 03-8777 7855 | Fax : 03-8777 7400 | Email : [sulasthery@malaysiaairports.com.my](mailto:sulasthery@malaysiaairports.com.my)

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## Appendix 9: Identification of Informant for Interview

Inbox



**Azharuddin Hashim** <azharuddin@kuis.edu.my>

Thu, Nov 14,  
2013, 1:51 AM

to wanasma

As Salam  
Puan Wan Asma

Apa khabar puan? Mengikut penyelia baru sekarang, pengumpulan data perlu juga dijalankan secara kaedah temubual untuk mengukuhkan dapatan kajian yang dibuat secara soalselidik sebelum ini. Oleh yang demikian, saya merancang untuk mengadakan beberapa sesi temubual dengan beberapa *Manager* di MAHB yang boleh bagi respon berkaitan dengan skop kajian, dengan dimulai dengan puan terlebih dahulu.

Sehubungan itu, mohon jasa baik Puan untuk meluangkan sedikit masa untuk pertemuan bagi tujuan temubual kajian. Mohon Puan tetapkan hari dan waktu mengikut kelapangan masa Puan. Kerjasama puan amatlah saya dihargai.

Sekian , terima kasih.

--  
Azharuddin Hashim  
Pelajar PhD, USIM  
012 6304735

...



Thu, Jan 9, 2014, 3:38 PM

As salam puan wan asma mohon jasa baik puan untuk memberikan nombor dan email nama-nama pengurus bagi tujuan peng



**wanasma@malaysiaairports.com.my**

Thu, Jan 9,  
2014, 4:34 PM

to me

As salam en azhar, please refer below,tq.

Rahayu - 0193843440/0193697914  
Izhar - 0193522585  
Azhar Ahmad - 0193826169  
Ainon mahat - 0196699042

Let me know if you need more than this,tq.

**Wan Asma' Wan Omar**  
Manager Talent Strategy & Performance Mgmt  
Human Resource Services

## Appendix 10: Interview Protocol

The Impact of Human Resource Management Practices and Servant Leadership towards Organizational Commitment: The mediating role of Organization Learning Capability in a Malaysian Government-Linked Company (Glc)

### Interview Protocol

In this interview, I would like you to comment upon how you perceived the organizational practices in human resource management, servant leadership, organizational learning capability, and organizational commitment.

Interviewee :  
Job Title :  
Div./Dept. :  
Job Tenure :  
Date of Interview:

#### **Human Resource Management Practices**

1. To what extent human resource management practices facilitate or inhibit organizational commitment?
2. To what extent human resource management practices facilitate or inhibit organizational learning capability?
  - a. How does the organization give recognition to staff?
  - b. What is the extent of staff being empowered?
  - c. How does the organization provide recognition to staff?
  - d. What Competency development
  - e. To what extent fair rewards are implemented?
  - f. How do staffing & selection give an impact?

#### **Servant Leadership**

3. To what extent do servant leadership styles facilitate or inhibit organizational commitment?
4. To what extent do servant leadership styles facilitate or inhibit organizational learning capability?
  - a. What extent leaders give empowerment to the staff?
  - b. Does forgiveness among the leaders prevail, and to what extent its impact?
  - c. What extent is humility being practiced among the leaders?

#### **Organizational Learning Capability**

5. How is Malaysia Airports Berhad's capability to process, create, acquire, and transfer knowledge in the organization impact organizational commitment?
  - a. How does the organization experimenting, i.e. how staff creates new ideas or initiatives/experimentation?
  - b. How does the organization encourage risk-taking?

- c. What extent are the people involved in the organization's decision making?
- d. How does an organization interact with external parties? Who is the external party?
- e. How does an organization communicate within the organization? What activities involve, e.g. dialogue etc. being carried out?

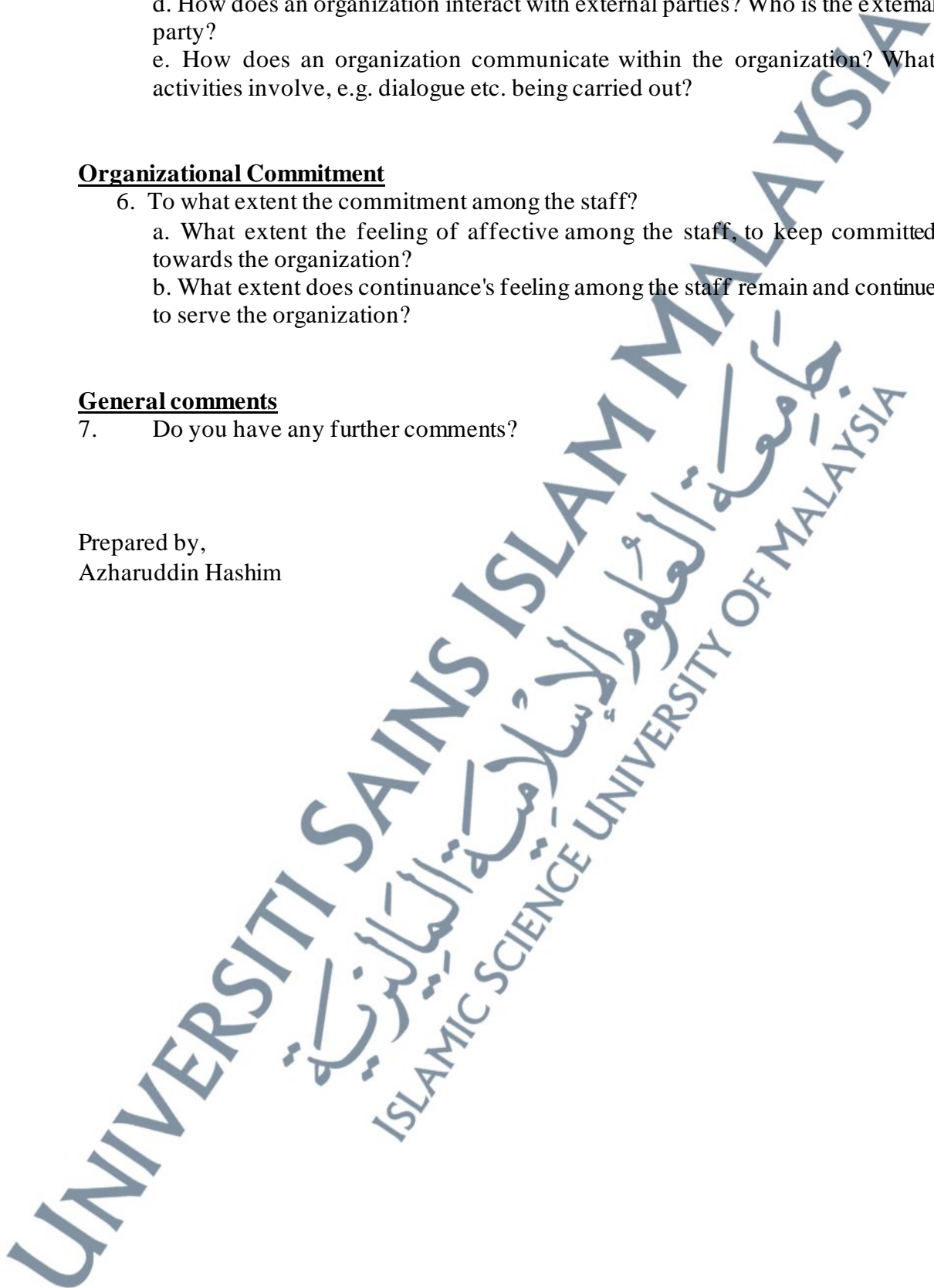
**Organizational Commitment**

- 6. To what extent the commitment among the staff?
  - a. What extent the feeling of affective among the staff, to keep committed towards the organization?
  - b. What extent does continuance's feeling among the staff remain and continue to serve the organization?

**General comments**

- 7. Do you have any further comments?

Prepared by,  
Azharuddin Hashim





## Appendix 11: Endorsement and Consent Interview Letter



To Whom It May Concern:

Universiti Sains Islam Malaysia (USIM)

Assalamualaikum wrt wbt.

Dear Sir/Madam,

**Letter of Endorsement and Consent for Phd Research: Azharuddin Hashim**

The above refers.

I, Azua Binti Kamarudin hereby agreed to give the authority to the researcher to publish my name in his research. I also endorsed the interview transcript (based on the interview conversation with the researcher) are true and valid as at the date of interview.

Thank you.

Yours sincerely,

**Azua Binti Kamarudin**

Senior Manager, Continuous Improvement Management,

TMO, Malaysia Airport Holdings Berhad



**To Whom It May Concern:**

Universiti Sains Islam Malaysia (USIM)

Assalamualaikum wrt wbt.

Dear Sir/Madam,

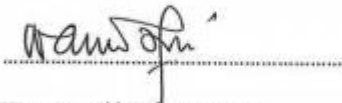
**Letter of Endorsement and Consent for Phd Research: Azharuddin Hashim**

The above refers.

I, Wan Asma' binti Haji Wan Omar, hereby agreed to give the authority to the researcher to publish my name in his research. I also endorsed the interview transcript (based on the interview conversation with the researcher) are true and valid as at the date of interview.

Thank you.

Yours sincerely,



**Wan Asma' binti Wan Omar**

Manager, Talent Strategy & Performance Management

Human Resource Services, Malaysia Airports Holdings Berhad

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جامعة العلوم الإسلامية  
ISLAMIC SCIENCE UNIVERSITY

To Whom It May Concern:

Universiti Sains Islam Malaysia (USIM)

Assalamualaikum wrt wbt.

Dear Sir/Madam,

**Letter of Endorsement and Consent for Phd Research: Azharuddin Hashim**

The above refers.

I, Aion binti Mahat hereby agreed to give the authority to the researcher to publish my name in his research. I also endorsed the interview transcript (based on the interview conversation with the researcher) are true and valid as at the date of interview.

Thank you.

Yours sincerely,

 29/04/2019

Aion binti Mahat, CIA, CMIIA, MBA

Senior Manager, Internal Audit Division,

Malaysia Airport Holdings Berhad

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ISLAMIC SCIENCE UNIVER

**To Whom It May Concern:**

Universiti Sains Islam Malaysia (USIM)

Assalamualaikum wrt wbt.

Dear Sir/Madam,

**Letter of Endorsement and Consent for Phd Research: Azharuddin Hashim**

The above refers.

I, Rahayu Binti Mat Yatim hereby agreed to give the authority to the researcher to publish my name in his research. I also endorsed the interview transcript (based on the interview conversation with the researcher) are true and valid as at the date of interview.

Thank you.

Yours sincerely,



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## Appendix 12: Common Method Variance Result

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.831	27.119	27.119	13.831	27.119	<b>27.119</b>
2	5.442	10.671	37.790	5.442	10.671	37.790
3	2.710	5.314	43.104	2.710	5.314	43.104
4	2.320	4.548	47.652	2.320	4.548	47.652
5	2.206	4.325	51.977	2.206	4.325	51.977
6	1.557	3.053	55.030	1.557	3.053	55.030
7	1.500	2.941	57.970	1.500	2.941	57.970
8	1.340	2.628	60.598	1.340	2.628	60.598
9	1.161	2.276	62.874	1.161	2.276	62.874
10	1.116	2.187	65.061	1.116	2.187	65.061
11	1.003	1.966	67.027	1.003	1.966	67.027
12	.987	1.935	68.962			
13	.905	1.775	70.737			
14	.864	1.694	72.431			
15	.812	1.591	74.022			
16	.759	1.487	75.509			
17	.718	1.407	76.917			
18	.706	1.384	78.301			
19	.682	1.337	79.638			
20	.644	1.264	80.902			
21	.590	1.158	82.059			
22	.581	1.139	83.198			
23	.556	1.090	84.288			
24	.525	1.030	85.318			
25	.477	.935	86.253			
26	.443	.869	87.123			
27	.440	.863	87.986			
28	.424	.832	88.817			
29	.399	.783	89.600			
30	.389	.762	90.362			
31	.375	.736	91.098			
32	.358	.702	91.800			
33	.348	.681	92.481			
34	.332	.651	93.132			
35	.319	.625	93.757			



36	.308	.604	94.361			
37	.296	.580	94.941			
38	.276	.541	95.482			
39	.257	.505	95.987			
40	.232	.455	96.442			
41	.219	.429	96.871			
42	.215	.421	97.292			
43	.213	.417	97.709			
44	.196	.384	98.092			
45	.179	.351	98.443			
46	.157	.307	98.751			
47	.150	.295	99.046			
48	.143	.281	99.326			
49	.139	.272	99.599			
50	.123	.241	99.840			
51	.082	.160	100.000			

Extraction Method: Principal Component Analysis.

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## Appendix 13: Profile of Respondents

### Frequencies

		Statistics						
		Gender	Age	Race	Education	Position	Tenure	Division
N	Valid	270	270	270	270	270	270	270
	Missing	0	0	0	0	0	0	0

### Frequency Table

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	185	68.5	68.5	68.5
	Female	85	31.5	31.5	100.0
	Total	270	100.0	100.0	

		Race			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	232	85.9	85.9	85.9
	Chinese	20	7.4	7.4	93.3
	Indian	11	4.1	4.1	97.4
	Others	7	2.6	2.6	100.0
	Total	270	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 and below	19	7.0	7.0	7.0
	26-35	98	36.3	36.3	43.3
	36-45	103	38.1	38.1	81.5
	46-55	41	15.2	15.2	96.7
	56 and above	9	3.3	3.3	100.0
	Total	270	100.0	100.0	

**Education**

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	99	36.7	36.7	36.7
Bach degree	123	45.6	45.6	82.2
Valid Master	25	9.3	9.3	91.5
Others	23	8.5	8.5	100.0
Total	270	100.0	100.0	

**Position**

	Frequency	Percent	Valid Percent	Cumulative Percent
Exec	163	60.4	60.4	60.4
Sr Exec	65	24.1	24.1	84.4
Valid Asst Mgr	2	.7	.7	85.2
Mgr	26	9.6	9.6	94.8
Sr Mgr	14	5.2	5.2	100.0
Total	270	100.0	100.0	

**Tenure**

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 2	21	7.8	7.8	7.8
2-5	43	15.9	15.9	23.7
Valid 5-10	82	30.4	30.4	54.1
Above 10	124	45.9	45.9	100.0
Total	270	100.0	100.0	

**Division**

	Frequency	Percent	Valid Percent	Cumulative Percent
MA Holdings Bhd	28	10.4	10.4	10.4
MA Sepang Sdn Bhd	108	40.0	40.0	50.4
Malaysia Airports Sdn bhd	50	18.5	18.5	68.9
MA Niaga Sdn Bhd	38	14.1	14.1	83.0
Valid MA Properties Sdn Bhd	4	1.5	1.5	84.4
MAAH	5	1.9	1.9	86.3
MACS	3	1.1	1.1	87.4
UTW Sdn Bhd	33	12.2	12.2	99.6
OTHERS	1	.4	.4	100.0
Total	270	100.0	100.0	

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