

**THE INFLUENCING FACTORS OF
DECISION MAKERS' BEHAVIOURAL
INTO INVOLVEMENT IN
PUBLIC-PRIVATE PARTNERSHIP (PPP)
TOLL EXPRESSWAY PROJECTS IN MALAYSIA**

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ABSTRAK

Bagi negara-negara yang pesat membangun, Kerjasama Awam Swasta (PPP) merupakan mekanisme yang popular, dalam usaha Kerajaan untuk memenuhi permintaan tinggi terhadap pembangunan infrastruktur serta perkhidmatan fasiliti terutamanya dalam pembinaan lebuhraya, pelabuhan dan perkhidmatan kesihatan. Malaysia mengiktiraf potensi PPP dalam menyediakan infrastruktur dan perkhidmatan yang berkualiti tinggi kepada masyarakat amnya. Walau bagaimanapun, penglibatan secara aktif pihak swasta melalui mekanisme PPP bagi projek lebuhraya bertol merupakan suatu cabaran yang signifikan terhadap pembangunan mampan dan inspirasi kerajaan dalam memformulasikan keterlibatan sektor swasta sebagai enjin utama dalam pembangunan ekonomi. Kajian terhadap PPP banyak dilaksanakan dalam kajian lepas, namun masih sedikit kajian yang melibatkan faktor-faktor yang mempengaruhi niat tingkah laku dan tindakan akhir oleh pembuat keputusan di sektor swasta untuk terlibat dalam PPP khususnya bagi projek lebuhraya bertol. Dalam merungkai jurang literasi kajian, dua (2) teori iaitu *Social Exchange Theory* dan *Theory Planned Behaviour (TPB)* digunakan sebagai teori payung dan TPB disandarkan sebagai model teoretikal dan diuji berdasarkan data empirikal terhadap pembuat keputusan di kalangan syarikat-syarikat konsesi tol. Sejumlah 352 orang responden merupakan sampel kajian yang diambil (menggunakan persampelan rawak berstrata) dari kalangan ahli pengamal dan profesional yang mana mereka adalah pembuat keputusan di peringkat pengurusan tertinggi dan pertengahan di 26 buah syarikat konsesi tol. Di dalam teoretikal model, sebanyak lapan (8) konstruk dikenal pasti dan dinilai antaranya ialah: (a) *attitude* ke atas PPP, (b) norma subjektif, (c) *perceived* terhadap pengawalan tingkah laku, (d) pengaruh kerajaan, (e) projek berdaya maju, (f) niat pembuat keputusan untuk bertindak, (g) penglibatan kelakuan sebenar dan (h) kepercayaan digunakan sebagai moderator. Soal selidik daripada lapan (8) konstruk tersebut dibina melalui proses *adopted* dan *adapted* daripada penyelidik-penyelidik yang terdahulu. Data-data dianalisis menggunakan sistem SPSS 23.0 dan AMOS 23.0 melalui pendekatan model struktur persamaan yang menguji setiap hipotesis model. Hasil kajian kuantitatif menunjukkan *attitude* (a), *perceived* terhadap pengawalan tingkah laku (c) dan pengaruh kerajaan (d) merupakan faktor yang mempengaruhi niat tingkah laku untuk bertindak dan seterusnya memberi kesan kepada penglibatan kelakuan sebenar. Dapatan kajian juga menunjukkan bahawa kepercayaan (h) merupakan moderator bagi hubungan di antara niat tingkah laku untuk bertindak dengan penglibatan kelakuan sebenar. Manakala, faktor norma subjektif (b) dan projek berdaya maju (e) tidak mempengaruhi niat tingkah laku. Secara keseluruhannya, kajian ini berjaya mempertengahan tiga segmen berkaitan PPP lebuhraya bertol iaitu; pandangan menyeluruh mengenai cabaran yang mereka hadapi, faktor yang mempengaruhi niat pembuat keputusan untuk terlibat dan penerokaan terhadap kepercayaan sebagai faktor pendorong dalam penglibatan mereka. Tuntasnya, penemuan kajian ini adalah input bernilai dan yang berupaya menyumbang kepada penambahbaikan polisi PPP sedia ada di samping menambah baik mekanisme tadbir urus agar penglibatan sektor swasta lebih giat sebagai pemacu pembangunan ekonomi negara.

ABSTRACT

In emerging economies, Public Private Partnership (PPP) is a popular mechanism for the governments to meet the increasing national demand for the development of infrastructure, and provision of services and facilities such as expressways, ports and healthcare. Malaysia acknowledges the potential of PPP in delivering high-quality infrastructure and services to the general public. However, active involvement of the private sector in PPP toll expressway projects also presents a significant challenge to the government's sustainable development programme and its inspiration to formulate a winning engagement with the private sector as the front runner and main engine of growth for the country's economy. Many studies have been reported on PPP but very few on the influencing factors that affect the behavioural intentions and actions among the decision-makers in the private sector to participate in PPP, particularly in toll expressway projects. To bridge this gap, two (2) theoretical models, namely the Social Exchange Theory (SET) and Theory of Planned Behaviour (TPB) have been tested as the foundation to study and explain the characteristics of the empirical data collected from the decision-makers of toll concessionaires' companies. A total of 352 practitioners and professionals (who were decision makers from the top and middle management) from twenty-six (26) toll concessionaire companies were sampled (using a stratified random sampling process). In the initial theoretical model, a total of eight (8) constructs were proposed and examined, namely; (a) attitude on PPP, (b) subjective norms, (c) perceived behavioural control, (d) governmental influence, (e) project viability, (f) behavioural intention of the decision makers, (g) involvement behaviour and (h) trust as the moderating factor. Questionnaires on all the eight constructs were developed, adopted and adapted from various authors. Data were analysed and hypotheses tested using SPSS 23.0 and AMOS 23.0 approaches of structural equation modelling (SEM). The results revealed that attitude (a), perceived behaviour control (c) and governmental influence (d) are factors that influence behavioural intention, and that the latter had impacts on involvement. The results also show that trust (h) is a moderator in the relationship between behavioural intention and involvement. Meanwhile the factors subjective norm (b) and project viability (f) did not influence behavioural intention. Overall, this study offers three segment findings with regard to PPP toll expressway projects namely: a comprehensive view of the challenges they faced, the influencing factors for decision-makers' intention to get involved, and the exploration of trust as an intensifying effect towards their involvement. Thus, these could provide inputs towards enhancing the current PPP policy and its governance mechanism, while encouraging the participation of the private sector to be the front-runner and engine of growth for the economy.

في الاقتصادات الناشئة، تعد الشراكة بين القطاعين العام والخاص (PPP) آلية شائعة للحكومات لتلبية الطلب الوطني المتزايد على تطوير البنية التحتية، وتوفير الخدمات والمرافق مثل الطرق السريعة والموانئ والرعاية الصحية، وتقر ماليزيا بإمكانيات الشراكة بين القطاعين العام والخاص في تقديم بنية تحتية وخدمات عالية الجودة لعامة الناس. ومع ذلك، فإن المشاركة النشطة للقطاع الخاص في مشاريع الطرق السريعة بين القطاعين العام والخاص تمثل أيضًا تحديًا كبيرًا لبرنامج التنمية المستدامة للحكومة وإلهامها لصياغة مشاركة ناجحة مع القطاع الخاص باعتباره المرشح الأول والمحرك الرئيسي للنمو لاقتصاد الدولة، وهناك عن العديد من الدراسات حول الشراكة بين القطاعين العام والخاص ولكن القليل منها عن العوامل التي تؤثر على النوايا والإجراءات بين القطاع الخاص للمشاركة بشكل خاص في مشاريع الطرق السريعة. لسد هذه الفجوة، تم اختبار نموذجين (2) نظريين، وهما نظرية التبادل الاجتماعي (SET) ونظرية السلوك المخطط (TPB) كأساس لدراسة وشرح خصائص البيانات التجريبية التي تم جمعها من صانعي القرار لشركات أصحاب الامتياز. تم أخذ عينات مما مجموعه 352 ممارسًا ومهنيًا (صانعي القرار من الإدارة العليا والمتوسطة) من ستة وعشرين (26) شركة صاحبة امتياز (باستخدام عملية العينات التطبيقية). في النموذج النظري الأولي، تم اقتراح وفحص ثمانية (8) متغيرات، وهي: (أ) الموقف من الشراكة بين القطاعين العام والخاص، (ب) المعايير الذاتية، (ج) التحكم السلوكي المدرك، (د) التأثير الحكومي، (هـ) قابلية المشروع للحياة، (و) النية السلوكية لصانعي القرار، (ز) سلوك المشاركة و (ح) الثقة كعامل شرطي. تم تطوير الاستبيانات حول جميع المتغيرات الثمانية واعتمادها تدقيقها من مؤلفين مختلفين. تم تحليل البيانات واختبار الفرضيات باستخدام SPSS 23.0 و AMOS 23.0 لنموذج المعادلات الهيكلية (SEM). كشفت النتائج أن الموقف (أ) والتحكم في السلوك المتصور (ج) والتأثير الحكومي (د) هي عوامل تؤثر على النية السلوكية، وأن هذا الأخير كان له تأثير على المشاركة. تظهر النتائج أيضًا أن الثقة (ح) هي عامل شرطي مؤثر في العلاقة بين النية السلوكية والمشاركة. وفي الوقت نفسه، لم تؤثر العوامل الشخصية (ب) وصلاحيات المشروع (و) على النية السلوكية. بشكل عام، تقدم هذه الدراسة ثلاث نتائج على مستوى القطاعات فيما يتعلق بمشاريع الطرق السريعة عبر الشراكة بين القطاعين العام والخاص وهي: نظرة شاملة للتحديات التي واجهتها، والعوامل المؤثرة في نية صانعي القرار في القطاع الخاص للمشاركة، واستكشاف الثقة كأثر مكثف. تجاه مشاركتهم. وبالتالي، يمكن أن توفر هذه المدخلات نحو تعزيز سياسة الشراكة بين القطاعين العام والخاص الحالية وآلية الحوكمة الخاصة بها، مع تشجيع مشاركة القطاع الخاص ليكون المرشح الأول ومحرك النمو للاقتصاد.

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LIST OF ABBREVIATIONS

ACP	- Average Congruency Percentage
AGFI	- Adjusted Goodness of Fit Index
AKLEH	- Ampang-Kuala Lumpur Elevated Highway
AMOS	- Analysis of Moment Structure
ATT	- Private Sectors' Attitude
AVE	- Average Variance Extracted
BESRAYA	- Sungai Besi Expressway
BI	- Behavioural Intention
BLT	- Build-Lease-Transfer
BN	- Barisan Nasional
BOOT	- Build-Own-Operate-Transfer
BORR	- Butterworth Outer Ring Road
BOT	- Build- Operate-Transfer
CeO	- Chief Executive Officer
CFA	- Confirmatory Factor Analysis
CFI	- Comparative Fit Index
CL	- Comparison Level
CLalt	- Comparison Level Alternative
CMIN	- Chi-Square Statistics
CR	- Composite Reliability
CRa	- Critical Ratio
CReg	- Critical Region
CSFs	- Critical Success Factors
CSFs	- Critical Success Factors
DASH	- Damansara-Shah Alam Elevated Expressway
DBFO	- Design-Build-Finance-Operate
DBO	- Design-Build-Operate
DE	- Development Expenditure
DF	- Degree of Freedom
DUKE	- Duta-Ulu Kelang Expressway
EFA	- Exploratory Factor Analysis
EIA	- Environmental Impact Assessment
EPF	- Employee Provident Fund
GDP	- Gross Domestic Product
GE14	- 14 th General Election
GFI	- Goodness of Fit Index
GI	- Governmental Influence
GLCs	- Government Link Companies
INV	- Involvement Behaviour
IRR	- Internal Rate of Return
KESAS	- Shah Alam Expressway
KPIs	- Key Performance Indicators

KSFs	- Key Success Factors
KWAP	- Kumpulan Wang Persaraan
LDP	- Lebuhraya Damansara Puchong
LEKAS	- Kajang-Seremban Highway
LITRAK	- Lingkaran Trans Kota Holdings Berhad
MAR	- Missing At Random
MEX	- Kuala Lumpur-Putrajaya Expressway
MHA	- Malaysian Highway Authority
ML	- Maximum Likelihood
MLE	- Maximum Likelihood Estimation
MoF	- Ministry of Finance
MyNDS	- Malaysian National Development Strategy
NFI	- Normed Fit index
NPAR	- Number of Parameters
NPE	- New Pantai Expressway
NPV	- Net Present Value
NSE	- North-South Expressway
PBC	- Perceived Behavioural Control
PFI	- Private Finance Initiative
PH	- Pakatan Harapan
PNB	- Permodalan Nasional Berhad
PPP	- Public-Private Partnership
PV	- Project Viability
RCT	- Rational Choice Theory
RMSEA	- Root Mean Square of Approximation
SDGs	- Sustainable Development Goals
SE	- Standard Estimation
SEM	- Structural Equation Modeling
SET	- Social Exchange Theory
SILK	- Kajang Dispersal Link Expressway
SKVE	- South Klang Valley Expressway (SKVE)
SMART	- Syarikat Mengurus Air Banjir dan Terowong Sdn. Bhd.
SN	- Subjective Norm
SPE	- Setiawangsa-Pantai Expressway
SPRINT	- Shah Alam Expressway, and the Kerinchi-Damansara-Penchala Link
SPSS	- Statistical Package for the Social Sciences
SUKE	- Sungai Besi-Ulu Klang Expressway
TLI	- Trucker-Lewis Index
TPB	- Theory Planned Behaviour
TRA	- Theory Reasoned Action
TRU	- Trust
TSE	- Theory of Self-Efficacy
UKAS	- Unit Kerjasama Awam Swasta
VfM	- Value for Money
WCE	- West Coast Expressway