

**DETERMINANTS OF MALAYSIAN PORT
COMPETITIVENESS:
AN APPLICATION OF RESOURCE-BASED VIEW**

By

SALWANI ARBAK



UUM
Universiti Utara Malaysia

**Thesis submitted to Ghazali Shafie Graduate School
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(College of Law, Government and International Studies)
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Tandatangan
(Signature)

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(External Examiner)

ASSOC. PROF. DR. AZMAN ISMAIL

Tandatangan
(Signature)

Tarikh: 8 MEI 2014
(Date)

Nama Pelajar : SALWANI BT. HJ. ARBAK (92033)

(Name of Student)

Tajuk Tesis
(Title of the Thesis)

DETERMINANTS OF MALAYSIAN PORT COMPETITIVENESS
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Program Pengajian : Ph.D

(Programme of Study)

Penyelia Utama
(Main Supervisor)

PROF. DR. MOHAMAD HANAPI MOHAMAD



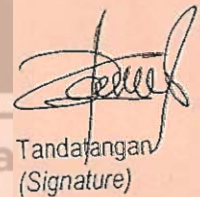
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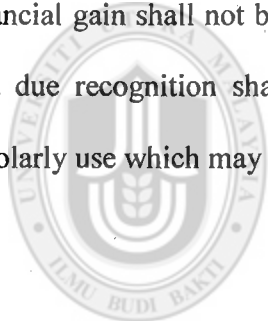
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ABSTRAK

Matlamat utama penyelidikan pengurusan strategik adalah untuk mencari penjelasan tentang mengapa sesebuah organisasi lebih berjaya daripada pesaing mereka. Kajian ini mengaplikasikan Teori Resource-based View untuk mendapatkan pemahaman tentang bagaimana pelabuhan di Malaysia menggunakan sumber dan kompetensi yang ada untuk bersaing dan meningkatkan prestasi pelabuhan. Kajian ini mengenalpasti faktor yang boleh meningkatkan prestasi pelabuhan dengan mengkaji pengaruh hubungan antara sumber ketara dan sumber tidak ketara dengan prestasi pelabuhan. Sumber ketara termasuk aset kewangan, aset fizikal, aset teknologi manakala aset tidak ketara pula termasuk aset harta intelek, aset organisasi dan keupayaan pelabuhan. Kajian ini melibatkan sejumlah 123 orang responden daripada beberapa buah pelabuhan utama di Malaysia. Hasil kajian mendapati satu daripada dimensi sumber tidak ketara iaitu keupayaan pelabuhan mempunyai pengaruh yang penting terhadap peningkatan prestasi pelabuhan. Walau bagaimanapun, dua lagi dimensi sumber aset tidak ketara iaitu aset harta intelek dan aset organisasi tidak mempunyai hubungan yang penting dengan prestasi pelabuhan. Bagi sumber ketara pula, kajian ini mendapati bahawa semua aset seperti aset kewangan, aset fizikal dan aset teknologi juga tidak mempunyai hubungan yang penting dengan prestasi pelabuhan. Hasil daripada kajian ini diharapkan dapat memberi implikasi kepada industri pelabuhan tentang kepentingan faktor keupayaan di dalam meningkatkan prestasi dan daya saing pelabuhan. Kajian ini juga memberi cadangan kepada industri, membincangkan batasan kajian dan menyediakan cadangan untuk kajian akan datang.

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Keywords: Resource-based View, Prestasi Pelabuhan, Sumber Aset Ketara dan Tidak Ketara, Keupayaan Pelabuhan.

ABSTRACT

The ultimate goal of strategic management research is to search for the explanation of why some firms are more successful than their competitors. This study applies the Resource-based View Theory to get a full understanding of how ports capitalize the resources and competency to compete and improve port performance. This study identifies factors that can increase the port's performance by analyzing the relationship between port tangible and intangible resources and port performance. Port tangibles resources include financial assets, physical assets and technology assets, whereas port intangible assets include intellectual property assets, organizational assets and port capabilities. A total of 123 respondents from major ports in Malaysia were involved in this survey. This study found out that one dimension of port intangible resources which is port capabilities do have a significant influence on port performance. However, two other dimensions of intangible assets which are intellectual property assets and organizational assets have no significant influence on port performance. In term of tangible resources, this study found out that all assets such as financial assets, physical assets and technology assets do not have any significant influence on port performance. The findings of this study are expected to have implications for the port industry on the importance of port capabilities in improving port performance and competitiveness. This study provides recommendations to industry, discusses the limitations of the study and provides suggestions for future research.

Keywords: Resource-Based View, Port Performance, Tangible and Intangible Resources and Port Capabilities.

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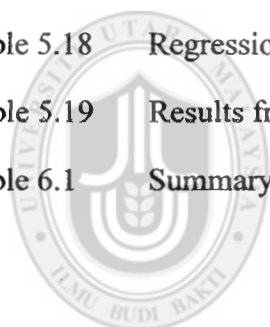
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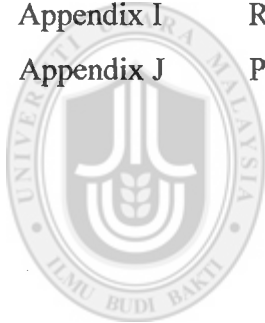
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LIST OF ABBREVIATIONS

ASEAN	Association of South East Asian Nations
PTP	Port of Tanjung Pelepas
PSA	Port Singapore Authority
TEU	Twenty Foot Equivalent Unit
UNCTAD	United Nations Conference on Trade and Development
EDI	Electronic Data Inter-change
FTZ	Free Trade Zone
IMO	International Maritime Organisation
MOT	Ministry of Transport
RBV	Resource-Based View
IO	Industrial Organisation
NIO	New Industrial Organisation
PIMS	Profit Impact of Market Share
SWOT	Strength-Weakness-Opportunity-Threat
DP	Dubai Port
ITS	Intelligent Transport System
GIS	Geographical Information System
PPI	Port Performance Indicator
DEA	Data Envelopment Analysis
PSA	Port of Singapore Authority
PTP	Port of Tanjung Pelepas

SCP Structure-Conduct-Performance
R&D Research and Development



CHAPTER ONE

INTRODUCTION

1.1 Background of study

The tremendous growth of the Malaysian port industry over the last few years underlines the value of the maritime economic sector to its economic well-being. The ports are recognized as essential contributors in facilitating trade, hence crucial to its economic prosperity. Ports are also acting as gateways to domestic and international trade. Connecting the region as well as the intra-region to the world is crucial in global logistical network. The crucial importance of the port industry to the country's economic prosperity can be seen by the commitment of the Malaysian government to invest in the sector as demonstrated in the Regional Economic Corridor. The Business Times of 27 August 2013 reported that the Malaysian government had spent RM1 billion to upgrade the external infrastructure to support the expansion of the Port of Kuantan (Rupa, 2013). This shows that the Malaysian government really makes an effort to improve the competitiveness and performance of the Malaysian ports.

The phenomenal growth in global trade and the current trends in the logistic industry has had a huge impact in the competition of the port industry. Dong-Wook and Panayides (2012) argued that the port industry is substantially changing due to a number of factors, namely changes in the market environment, globalisation, transport revolution, logistic integration and the consequent expansion of the maritime industry. Among other external factors are the continuing growth in container traffic, increases in ship size,

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