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**KNOWLEDGE MANAGEMENT, CORPORATE
ENTREPRENEURSHIP, MOTIVATION,
ORGANIZATIONAL COMMITMENT AND
JOB PERFORMANCE OF THE LOCAL GOVERNMENT
MANAGERS**



**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
APRIL 2017**

**KNOWLEDGE MANAGEMENT, CORPORATE
ENTREPRENEURSHIP, MOTIVATION, ORGANIZATIONAL
COMMITMENT AND JOB PERFORMANCE OF THE LOCAL
GOVERNMENT MANAGERS**



By

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UUM
Universiti Utara Malaysia

**Thesis submitted to
School of Business Management,
College of Business (COB),
Universiti Utara Malaysia,
In fulfillment of the Requirement for the Degree of Doctor of Philosophy**



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Tajuk Tesis / Disertasi : Knowledge Management, Corporate Entrepreneurship, Motivation,
(Title of the Thesis / Dissertation) Organizational Commitment and Job Performance of the Local
Government Managers

Program Pengajian : Doctor of Philosophy
(Programme of Study)

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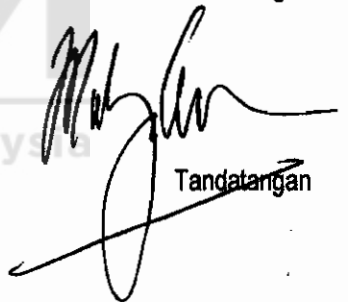
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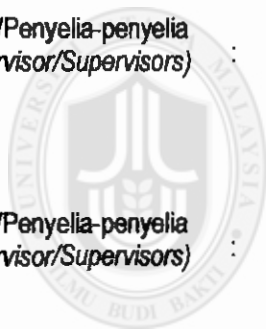
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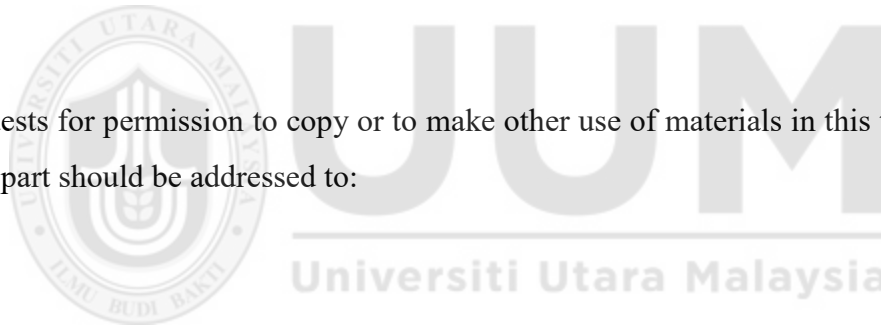


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ABSTRACT

Local governments are in the frontline government position of public service delivery to individuals and organizations in the country. However, they constantly face widespread criticisms and are often viewed as inefficient and lacking accountability. Therefore the objective of this study was to examine the relationship between knowledge management, corporate entrepreneurship, and job performance among the middle level managers of local governments. The study also aimed to determine the mediating effect of public service motivation and the moderating effect of organizational commitment on these relationships. The quantitative survey method was adopted in the data collection. A total of 728 usable responses were gathered from the respondents of the local authorities in Peninsular Malaysia, Sabah and Sarawak. The Partial Least Squares (PLS) path modeling was employed to analyze the data. The results revealed the existence of significant relationships between knowledge management, corporate entrepreneurship and job performance. On the mediation relationship, public service motivation was found to mediate the relationship between knowledge management and job performance, but not the relationship between corporate entrepreneurship and job performance. However, the study did not find any moderating role of organizational commitment on the relationship between knowledge management and job performance, and also on the relationship between corporate entrepreneurship and job performance. This study not only provides evidence on the importance of knowledge management and corporate entrepreneurship to job performance in the public sector but also validates the research framework which is well established in the corporate sector. The study further contributes to the existing body of knowledge in the local governments where similar studies are generally scarce. Moreover, it specifies a strategy and sketches a road map on how to improve performance in the local government sector. Finally, study limitations and suggestions for future research are provided and discussed.

Keywords: Knowledge management, corporate entrepreneurship, public service motivation, organizational commitment, job performance.

ABSTRAK

Pihak kerajaan tempatan berada di kedudukan hadapan dalam menyediakan perkhidmatan kepada individu dan organisasi dalam negara. Namun, kerajaan tempatan sentiasa menerima kritikan-kritikan hebat, sering dipandang sebagai tidak cekap dan tidak mempunyai ketelusan. Justeru, objektif kajian ini ialah untuk meneliti hubungan-hubungan antara pengurusan pengetahuan, keusahawanan korporat dan prestasi kerja dalam kalangan pengurus-pengurus peringkat pertengahan dalam pihak berkuasa tempatan. Kajian ini juga bertujuan untuk menentukan kesan pengantaraan motivasi perkhidmatan awam dan kesan penyederhanaan komitmen organisasi ke atas hubungan-hubungan tersebut. Kaedah tinjauan kuantitatif digunakan dalam memungut data. Sebanyak 728 data bolehguna telah dikumpulkan daripada responden-responden dalam pihak berkuasa tempatan di Semenanjung Malaysia, Sabah dan Sarawak. Kuasa Dua Terkecil Separa (PLS) model haluan digunakan untuk analisis data. Dapatan kajian menunjukkan wujudnya hubungan-hubungan signifikan antara pengurusan pengetahuan, keusahawanan korporat dan prestasi kerja. Sementara itu, bagi hubungan pengantaraan, motivasi perkhidmatan awam didapati mengantara hubungan pengurusan pengetahuan dengan prestasi kerja tetapi tidak ke atas hubungan di antara keusahawanan korporat dengan prestasi kerja. Selain itu, kajian ini mendapati tiada peranan komitmen organisasi sebagai penyederhana ke atas hubungan antara pengurusan pengetahuan dengan prestasi kerja, dan antara keusahawanan korporat dengan prestasi kerja. Kajian ini bukan sahaja menyediakan bukti tentang kepentingan pengurusan pengetahuan dan keusahawanan korporat ke atas prestasi kerja dalam sektor awam tetapi juga mengesahkan rangka kerja kajian yang selama ini wujud dalam sektor korporat. Kajian ini seterusnya menyumbang kepada ilmu pengetahuan sedia ada apabila kajian-kajian seperti ini sangatlah berkurangan. Selain itu, kajian ini menyediakan satu strategi dan melakarkan panduan tentang cara untuk meningkatkan prestasi di dalam sektor kerajaan tempatan. Akhir sekali, limitasi dan cadangan kajian pada masa hadapan turut disediakan serta dibincangkan.

Kata Kunci: Pengurusan pengetahuan, keusahawanan korporat, motivasi perkhidmatan awam, komitmen organisasi, prestasi kerja.

To my husband, Budiman Ikhwandee
To my parents, Haji Mustapa & Hajjah Rahilah
To my sons, Muhammad Harith & Muhammad Hadif
To all my brothers and sisters



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ACKNOWLEDGEMENT

Alhamdulillah, first and foremost all praises to Allah the Most Gracious and the Most Merciful. I am so grateful to Allah for giving me this opportunity, the strength and ability to finally complete this thesis.

I would like to take this opportunity to express my heartfelt gratitude to my supervisors; Professor Dr. Rosli Mahmood and Associate Professor Dr. Mohamad Yazam Sharif for walking with me during these last 4 years. Their meticulous attention which they have bestowed on me, their kindness, and their continuous supports were precious because they brought out the best in me - Thank you for enriching my life.

Special thanks go to my better half, Budiman Ikhwandee Fadzilah and the apple of my eyes, Muhammad Harith and Muhammad Hadif who made who fall and rise together with me along this journey. There is nothing I can really say to tell you how much I appreciate all you have done for me. You are one of the richest blessings in my life.

I wish to dedicate my appreciation to my father and my mother, Hj. Mustapa Hj. Kassim and Hj. Rahilah Hj. Hamzah. Things would not have been in place if it were not for the prayers and support from both of you. Thank you for the effort and patience to build me into what I am today. I am also indebted to my siblings and other immediate family members who contributed in many ways to the success of this study.

A note of thanks also goes to all my colleagues for their time to guide and teach me on research knowledge which eased my PhD journey and course mates at College of Business, Universiti Utara Malaysia, who aided me, encouragement and support for my academic pursuits. I am very thankful to all managers in Malaysian local governments for their kind cooperation by responding to this study's questionnaires. My sincere gratitude also extended to Ministry of Higher Education and Universiti Utara Malaysia for granting me the scholarship to pursue this PhD degree. Last but not least, to those who are directly or indirectly involved in making this thesis a success, I wish to convey my thanks to all of you. Thank you very much.

TABLE OF CONTENTS

TITLE PAGE	Error! Bookmark not defined.
CERTIFICATION OF THESIS	ii
PERMISSION TO USE	v
ABSTRACT	vi
ABSTRAK	vii
ACKNOWLEDGEMENT	ix
TABLE OF CONTENTS	x
LIST OF TABLES	xv
LIST OF FIGURES	xvii
LIST OF ABBREVIATIONS	xviii
LIST OF APPENDICES	xx
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem Statement	12
1.3 Research Questions	23
1.4 Research Objectives	24
1.5 Scope of Study	25
1.6 Significance of the Study	27
1.7 Definition of Key Terms	29
1.7.1 Local Governments	29
1.7.2 Management and Professional Group (MPG)	30
1.7.3 Knowledge Management	30
1.7.4 Corporate Entrepreneurship	30

1.7.5	Public Service Motivation	30
1.7.6	Organizational Commitment	31
1.7.7	Job Performance	31
1.8	Organization of the Thesis.....	31
CHAPTER TWO: LITERATURE REVIEW.....		33
2.1	Introduction.....	33
2.2	Job Performance	33
2.2.1	Relevance of Individual Performance	36
2.2.2	Definitions of Job Performance	37
2.2.2.1	Task Performance	43
2.2.2.2	Contextual Performance	44
2.3	Knowledge Management.....	46
2.3.1	Definition of Knowledge Management	48
2.3.2	Dimensions of Knowledge Management	51
2.4	Corporate Entrepreneurship.....	54
2.4.1	Definitions of Corporate Entrepreneurship	54
2.4.2	Dimensions of Corporate Entrepreneurship	57
2.5	Public Service Motivation	61
2.6	Organizational Commitment	66
2.7	Underpinning Theories	70
2.7.1	Resource-Based View (RBV).....	70
2.7.2	Knowledge-Based View (KBV).....	74
2.7.3	Expectancy Theory of Motivation.....	75
2.8	Hypotheses Development.....	78

2.8.1	Knowledge Management and Job Performance	79
2.8.2	Corporate Entrepreneurship and Job Performance	83
2.8.3	Public Service Motivation as a Mediator	88
2.8.4	Organizational Commitment as a Moderator	91
2.9	Research Framework	93
2.10	Summary of the Chapter	96
CHAPTER THREE: RESEARCH METHODOLOGY		97
3.1	Introduction.....	97
3.2	Research Design	97
3.3	Population and Sample	99
3.4	Measures and Instrumentations	103
3.4.1	Knowledge Management (KM).....	104
3.4.2	Corporate Entrepreneurship (CE).....	105
3.4.3	Public Service Motivation (PSM).....	108
3.4.4	Organizational Commitment (OC)	110
3.4.5	Job Performance (JP).....	112
3.5	Validity and Reliability.....	115
3.5.1	Validity	115
3.5.2	Reliability	117
3.6	Questionnaire Translation.....	117
3.7	Pilot Study	118
3.8	Data Collection Procedure.....	124
3.9	Data Analysis.....	125
3.10	Summary of the Chapter	128

CHAPTER FOUR: ANALYSIS AND FINDINGS	129
4.1 Introduction.....	129
4.2 Data Collection and Response Rate.....	129
4.3 Data Screening.....	130
4.3.1 Missing Value Analysis.....	131
4.3.2 Assessment of Outliers	131
4.3.3 Data Normality	133
4.3.5 Non-Response Bias.....	135
4.3.6 Common Method Variance	136
4.3.7 Demographic Profile of Respondents.....	138
4.4 PLS-SEM Path Modeling	140
4.4.1 Assessment of the Measurement Model.....	142
4.4.1.1 Individual Item Reliability of Reflective Measurement Models	143
4.4.1.2 Internal Consistency Reliability of Reflective Models.....	153
4.4.1.3 Convergent Validity of Reflective Models.....	154
4.4.1.4 Discriminant Validity of Reflective Model	155
4.4.1.5 Collinearity and Significance Assessment of Formative Models.....	162
4.4.1.6 The Establishment of the Second-Order Approach.....	166
4.4.2 Assessment of the Structural Model.....	171
4.4.2.1 Hypotheses Testing for Direct Relationships	171
4.4.2.2 Hypotheses Testing for Mediating Relationships.....	174
4.4.2.3 Hypotheses Testing for Moderating Relationships.....	181
4.4.2.4 Assessment of Variance Explained in the Endogenous Latent Variables	187
4.4.2.5 Assessment of the Effect Size (f^2)	188
4.4.2.6 Predictive Relevance (Q^2).....	189
4.5 Power Analysis	191

4.6	Summary of the Chapter	194
CHAPTER FIVE: DISCUSSION, RECOMMENDATIONS AND CONCLUSIONS		195
5.1	Introduction.....	195
5.2	Recapitulation of Study	195
5.3	Discussion.....	198
5.3.1	Knowledge Management and Job Performance	199
5.3.2	Corporate Entrepreneurship and Job Performance	200
5.3.3	Mediating Effect of Public Service Motivation on the Relationship between Knowledge Management and Job Performance	201
5.3.4	Mediating Effect of Public Service Motivation on the Relationship between Corporate Entrepreneurship and Job Performance.....	203
5.3.5	Moderating Effect of Organizational Commitment on the Relationship between Knowledge Management and Job Performance.....	206
5.3.6	Moderating Effect of Organizational Commitment on the Relationship between Corporate Entrepreneurship and Job Performance.....	208
5.4	Implications of the Study.....	209
5.4.1	Theoretical Implications	210
5.4.2	Practical Implications	213
5.5	Limitations of Study and Directions for Future Research	216
REFERENCES.....		222
APPENDICES		307

LIST OF TABLES

Table 1.1	10 Main Grouses of Public Employee's Performance Based on Complaints Received PCB From the Year 2008-2016.	12
Table 1.2	Number of Complaints Received by Ministry of Urban Wellbeing, Housing & Local Government	13
Table 2.1	Identified Conceptual Framework of Job Performance	41
Table 3.1	Number of Respondents in the Local Government Authorities	101
Table 3.2	Measurement Scales of Knowledge Management	105
Table 3.3	Measurement Scales of Corporate Entrepreneurship	107
Table 3.4	Measurement Scales of Public Service Motivation	109
Table 3.5	Measurement Scales of Organizational Commitment	111
Table 3.6	Measurement Scales of Job Performance	113
Table 3.7	Summary of Measures and Measurement Scale	115
Table 3.8	Pilot Test: Reliability and Convergent Validity (n=46) - Reflective	120
Table 3.9	Pilot Test: Discriminant Validity (n=46)	121
Table 3.10	Fornell-Larcker Criterion Analyses for Checking Discriminant Validity of Second-Order Constructs of JP, KM and OC	122
Table 3.11	Measurement Model: VIF and Indicators Significance Testing Result	122
Table 4.1	Demographic Profile of the Respondents	138
Table 4.2	Results Summary for Reliability and Validity of the Constructs	147
Table 4.3	Measurement Model: Discriminant Validity (Loadings and Cross Loadings)	158

Table 4.4	Measurement Model: Discriminant Validity (Fornell-Larcker Criterion) of First Order Constructs	161
Table 4.5	Measurement Model: VIF and Indicators Significance Testing Result	165
Table 4.6	Fornell-Larcker Criterion Analysis for Checking Discriminant Validity of Second-Order Constructs of JP, KM, and OC	169
Table 4.7	Second-order of CE, KM, PSM, OC & JP Constructs and Its Relationships with First-Order Constructs	170
Table 4.8	Structural Model: Test of Significance for Direct Relationships	172
Table 4.9	Structural Model: Bootstrapping Results for Indirect Effect (n=682)	180
Table 4.10	Structural Model: Test of Significance for Mediating Relationships	180
Table 4.11	Structural Model: Confidence Interval for Mediating Relationships	181
Table 4.12	Structural Model: Bootstrapping Results for Moderating Relationships	184
Table 4.13	Coefficient of Determination for Direct Relationships: R-Squared	187
Table 4.14	Effect Sizes of Exogenous Latent Variables	189
Table 4.15	Predictive Relevance (Q-Square) Value	191
Table 4.16	G*Power Analysis for A Priori and Post Hoc	192
Table 4.17	Summary of Findings: Hypotheses Testing Results	193

LIST OF FIGURES

Figure 2.1 Research Framework	94
Figure 4.1 Histogram and Normal Probability Plots	135
Figure 4.2 A Two-Step Process of PLS Path Model Assessment	142
Figure 4.3 Reflective Measurement Model	145
Figure 4.4 Measurement Model	146
Figure 4.5 Formative Measurement Model	164
Figure 4.6 Example of First and Second Order Components	168
Figure 4.7 PLS Algorithm (Direct Relationships)	173
Figure 4.8 Research Model with Mediator Variable	174
Figure 4.9 A Mediation Model Sequence	176
Figure 4.10 The Path Coefficient in Mediation	176
Figure 4.11 Bootstrapping (Mediating Relationships)	179
Figure 4.12 Organizational Commitment as Moderator	184
Figure 4.13 Bootstrapping (Moderating Relationships)	186

LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CE	Corporate Entrepreneurship
CMV	Common Method Variance
CR	Composite Reliability
DV	Dependent Variable
F ²	F-Square
GTP	Government Transformation Programme
IV	Independent Variable
JP	Job Performance
KM	Knowledge Management
LG	Local Government
LGA	Local Government Authority
LL	Lower Limit
MPG	Management and Professional Group
OC	Organizational Commitment
PCB	Public Complaint Bureau
PLS	Partial Least Square
PSM	Public Service Motivation
Q ²	Q-Square

R ²	R-Square
RBV	Resource-Based-View
SE	Standard Error
SEM	Structural Equation Modeling
SPSS	Statistical Power of Social Sciences
Std. Dev.	Standard Deviation
UL	Upper Limit
VAF	Variance Accounted For
VIF	Variance Inflation Factor



LIST OF APPENDICES

Appendix A	Research Questionnaire	307
Appendix B	Cover Letter of Questionnaire Distribution	322
Appendix C	Letter of Introduction for the Purpose of Data Collection	324
Appendix D	Harman's Single Factor	325



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In many countries the management of their governance is being handled at three levels; the federal level, the provincial or state level and the local government level. Local Government (LGs) authorities are responsible for managing services in localized areas within a country. But in recent years, the environment shaping the local government management (apart from the federal and provincial governments) has changed drastically and these changes created a big challenge in the running and management of Local Governments. One dominant factor which has influenced the management of Local Governments is globalization. Professor Jeffrey Sachs, a prominent economics professor from Columbia University, USA, has emphasized that “economic globalization has produced some large benefits for the world, including the rapid spread of advanced technologies such as the internet and mobile telephony” (Sachs, 2011, p. 1).

Globalization has also introduced interconnectivity between one Local Government in one part of the country and other Local Government authorities in the same country as well as that of other countries. The Local Government authorities anywhere can learn from the successes and mistakes of other LG authorities and thus make the management of LG in their respective places more efficient and effective.

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APPENDICES

APPENDIX A

Research Questionnaire



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Tuan /Puan,

Saya adalah calon PhD di Universiti Utara Malaysia dan sedang menjalankan satu kajian bertajuk **“Pengurusan Pengetahuan, Keusahawanan Korporat, Motivasi, Komitmen Organisasi dan Prestasi Kerja di Sektor Awam”**.

Sehubungan dengan itu, saya amat berbesar hati sekiranya tuan/puan dapat melengkapkan soal-selidik ini dan mengembalikan kepada saya dalam sampul yang disertakan. Soal-selidik ini akan mengambil masa 15 minit sahaja. Maklum balas tuan/puan adalah sulit dan akan digunakan untuk tujuan kajian akademik sahaja.

Jika terdapat sebarang pertanyaan atau kemusykilan, tuan/puan boleh menghubungi saya di talian 012-4664286 atau e-mel azrain@uum.edu.my.

Kerjasama tuan/puan amat dihargai dan saya dahulukan dengan ucapan terima kasih atas penglibatan tuan/puan dalam menjayakan kajian ini.

Yang benar,

Azrain Nasyrah Binti Mustapa
Pusat Pengajian Pengurusan Perniagaan,
Kolej Perniagaan (COB) – Bangunan Utama
Universiti Utara Malaysia,
06010 Sintok, Kedah.

Faks: 04-9287422



**College of
Business**

Universiti Utara Malaysia

Dear Sir/ Madam,

I am a PhD candidate at the Universiti Utara Malaysia and I am conducting a study entitled ***“Knowledge Management, Corporate Entrepreneurship, Motivation, Organizational Commitment and Job Performance in the Public Sector”***.

I need your help in ensuring the success of this study. It will take approximately 15 minutes to complete the questionnaire. Please complete the questionnaire and return it in the enclosed envelope. Your response will be treated in the strictest confidence and will be used for academic purposes only.

For further information, please do not hesitate to contact me at 012-4664286 or email at azrain@uum.edu.my.

Thank you in advance for your kind cooperation.

Sincerely,

Azrain Nasyrah Binti Mustapa
School of Business Management,
College of Business (COB) – Main Building,
Universiti Utara Malaysia,
06010 Sintok, Kedah.

Fax: 04-9287422

BAHAGIAN 1
PART 1

Seksyen A: Pengurusan Pengetahuan

Section A: Knowledge Management

Bagi setiap pernyataan, sila **BULATKAN** bersetuju atau tidak bersetuju menggunakan skala penilaian berikut:

*For each statement, please **CIRCLE** your agreement or disagreement by using the following rating scale:*

1 = Sangat tidak bersetuju	2 = Tidak setuju	3 = Neutral	4 = Setuju	5 = Sangat setuju
<i>1 = Strongly disagree</i>	<i>2 = Disagree</i>	<i>3 = Neutral</i>	<i>4 = Agree</i>	<i>5 = Strongly agree</i>

1. Saya boleh belajar sebarang keperluan untuk tugas-tugas baru. 1 2 3 4 5
(I can learn what is necessary for new tasks.)
2. Saya boleh merujuk amalan terbaik dan mengaplikasikannya dalam tugas saya. 1 2 3 4 5
(I can refer to do best practices and apply them to my tasks.)
3. Saya boleh menggunakan Internet untuk mendapatkan pengetahuan tentang tugas saya. 1 2 3 4 5
(I can use the Internet to obtain knowledge for the tasks.)
4. Saya sering menggunakan papan buletin elektronik untuk menganalisis tugas. 1 2 3 4 5
(I often use an electronic bulletin board to analyze tasks.)
5. Penjawat terdahulu telah menjelaskan sepenuhnya semua tugas saya. 1 2 3 4 5
(My predecessor adequately introduced me to my tasks.)
6. Saya memahami sepenuhnya pengetahuan terpenting yang diperlukan untuk tugas saya. 1 2 3 4 5
(I fully understand the core knowledge necessary for my tasks.)

7. Saya mendapatkan maklumat berguna daripada mesyuarat sumbang saran tanpa memperuntukkan masa yang banyak. 1 2 3 4 5
(I obtain useful information from brainstorming meetings without spending too much time.)
8. Saya mendapatkan cadangan berguna daripada mesyuarat sumbang saran tanpa memperuntukkan masa yang banyak. 1 2 3 4 5
(I obtain useful suggestion from brainstorming meetings without spending too much time.)
9. Saya mencari maklumat tentang tugas saya daripada pelbagai sumber pengetahuan yang diuruskan oleh organisasi. 1 2 3 4 5
(I search information for tasks from various knowledge sources administered by the organization.)
10. Saya memahami program komputer yang diperlukan untuk melaksanakan tugas dan menggunakannya dengan baik. 1 2 3 4 5
(I understand computer programs needed to perform the tasks and use them well.)
11. Saya bersedia menerima ilmu baru dan mengaplikasikannya dalam tugas saya apabila perlu. 1 2 3 4 5
(I am ready to accept new knowledge and apply it to my tasks when necessary.)

Seksyen B: Keusahawanan Korporat

Section B: Corporate Entrepreneurship

1 = Sangat tidak bersetuju 2 = Tidak setuju 3 = Neutral 4 = Setuju 5 = Sangat setuju

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

1. Saya mencari teknologi, proses, teknik, dan / atau idea produk baru.
(I search new technologies, processes, techniques, and/ or products ideas.) 1 2 3 4 5
2. Saya menjana idea kreatif.
(I generate creative ideas.) 1 2 3 4 5
3. Saya menggalakkan dan memperkenalkan idea baru kepada orang lain.
(I promote and champion new ideas to others.) 1 2 3 4 5
4. Saya menyelidik dan mendapatkan dana yang diperlukan untuk melaksanakan idea baru.
(I investigate and secure fund needed to implement new ideas.) 1 2 3 4 5
5. Saya membangunkan pelan dan jadual yang sesuai untuk melaksanakan idea baru.
(I develop adequate plans and schedules for the implementation of new ideas.) 1 2 3 4 5
6. Saya berinovatif.
(I am innovative.) 1 2 3 4 5
7. Saya tidak bersedia untuk mengambil risiko ketika memilih pekerjaan atau organisasi untuk bekerja.
(I am not willing to take risks when choosing a job or organization to work for.) 1 2 3 4 5
8. Saya lebih suka pekerjaan yang berisiko rendah/ jaminan yang tinggi dengan gaji yang stabil berbanding pekerjaan berisiko tinggi yang menawarkan ganjaran yang tinggi.
(I prefer a low risk/high security job with a steady salary over a job that offers high risks and high rewards.) 1 2 3 4 5
9. Saya lebih suka untuk kekal dengan pekerjaan yang saya tahu masalahnya, daripada mengambil risiko bekerja dengan pekerjaan baru yang masalahnya tidak saya ketahui, walaupun menawarkan ganjaran yang lebih besar. 1 2 3 4 5

- (I prefer to remain on a job that has problems that I know about rather than take the risks of working at a new job that has unknown problems even if the new job offers greater rewards.)*
10. Saya melihat risiko dalam pekerjaan sebagai situasi yang perlu dielakkan sepenuhnya. 1 2 3 4 5
(I view risk on a job as a situation to be avoided at all costs.)
11. Apabila membuat keputusan yang berkaitan dengan tugas, saya suka mengambil “kedudukan selamat”. 1 2 3 4 5
(When it comes to making work-related decisions, I like to “play it safe”.)
12. Saya hanya akan melaksanakan sesuatu perancangan jika saya pasti perkara tersebut akan berhasil. 1 2 3 4 5
(I like to implement a plan only if I am very certain that it will work.)
13. Di mana pun saya berada, saya akan menjadi pengaruh yang kuat bagi sesuatu perubahan yang membina. 1 2 3 4 5
(Where ever I have been, I have been a powerful force for constructive change.)
14. Jika saya melihat sesuatu yang saya tidak suka, saya membaikinya. 1 2 3 4 5
(If I see something I don't like, I fix it.)
15. Tidak kira apa pun kemungkinannya, jika saya yakin akan sesuatu, maka saya akan memastikan perkara itu berlaku. 1 2 3 4 5
(No matter what the odds, if I believe in something I will make it happen.)
16. Saya suka memperjuangkan idea saya, walaupun berhadapan dengan pihak lawan. 1 2 3 4 5
(I love being a champion for my ideas, even against others' opposition.)
17. Saya sentiasa mencari cara yang lebih baik untuk melakukan pekerjaan di tempat kerja. 1 2 3 4 5
(I am always looking for better ways to do things at work.)
18. Saya boleh melihat peluang yang baik sebelum orang lain melihatnya. 1 2 3 4 5
(I can spot a good opportunity long before others can.)

Seksyen C: Motivasi
Section C: Motivation

1 = Sangat tidak bersetuju 2 = Tidak setuju 3 = Neutral 4 = Setuju 5 = Sangat setuju
 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

1. Politik bukanlah perkataan yang kotor. 1 2 3 4 5
(Politics is not a dirty word.)
2. “Dasar tolak ansur dalam perkhidmatan awam” menarik minat saya. 1 2 3 4 5
(The “give and take of public policy-making” appeals to me.)
3. Saya sangat mengambil berat terhadap ahli politik. 1 2 3 4 5
(I care very much for politicians.)
4. Saya mudah prihatin dengan perkara yang sedang berlaku dalam masyarakat. 1 2 3 4 5
(It is easy for me to get intensely interested in what is going on in my community.)
5. Saya menyumbang kepada masyarakat dengan ikhlas. 1 2 3 4 5
(I unselfishly contribute to my community.)
6. Saya menganggap khidmat masyarakat sebagai tanggungjawab sivik saya. 1 2 3 4 5
(I consider public service my civic duty.)
7. Khidmat masyarakat yang bermakna sangat penting bagi saya. 1 2 3 4 5
(Meaningful public service is very important to me.)
8. Saya lebih suka melihat penjawat awam melakukan yang terbaik kepada seluruh masyarakat walaupun ianya melibatkan kepentingan saya. 1 2 3 4 5
(I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.)
9. Saya sukar mengawal perasaan apabila melihat orang dalam kesusahan. 1 2 3 4 5
(It is difficult for me to contain my feelings when I see people in distress.)
10. Kebanyakan program sosial terlalu penting yang perlu dilaksanakan. 1 2 3 4 5
(Most social programs are too vital to do without.)

11. Saya sering disedarkan oleh peristiwa harian yang kita saling bergantung antara satu sama lain. 1 2 3 4 5
(I am often reminded by daily events how dependent we are on one another.)
1. Saya sering diberi kesedaran dengan mereka yang kurang bernasib baik. 1 2 3 4 5
(I am often moved by the plight of the underprivileged.)
13. Bagi saya, patriotisme termasuklah menyediakan kebajikan untuk orang lain. 1 2 3 4 5
(To me, patriotism includes seeing to the welfare of others.)
14. Saya sangat bersimpati kepada mereka yang memerlukan bantuan, walaupun enggan mengambil langkah-langkah untuk membantu diri sendiri. 1 2 3 4 5
(I have a lot of compassion for people in need who are unwilling to take the first steps to help themselves.)
15. Banyak program awam yang saya sokong dengan sepenuh hati. 1 2 3 4 5
(There are many public programs that I wholeheartedly support.)
16. Saya sering memikirkan kebajikan orang lain yang saya tidak kenal secara peribadi. 1 2 3 4 5
(I often think about the welfare of people I do not know personally.)
17. Melakukan perbuatan yang baik lebih penting bagi saya, berbanding mendapatkan kedudukan kewangan yang baik. 1 2 3 4 5
(Doing good deed is definitely more important to me than doing well financially.)
18. Kebanyakan perkara yang saya lakukan melebihi kepentingan diri sendiri. 1 2 3 4 5
(Much of what I do is for a cause bigger than myself.)
19. Berkhidmat untuk orang lain akan memberikan kepuasan diri walaupun saya tidak dibayar. 1 2 3 4 5
(Serving other citizens would give me a good feeling even if no one paid me for it.)
20. Melakukan perubahan dalam masyarakat lebih bermakna bagi saya, berbanding pencapaian peribadi. 1 2 3 4 5
(Making a difference in society means more to me than personal achievements.)

21. Saya berpendapat, orang ramai perlu memberi semula kepada masyarakat lebih daripada yang mereka peroleh. 1 2 3 4 5
(I think people should give back to society more than they get from it.)
22. Saya bersedia untuk berkorban demi kebaikan masyarakat. 1 2 3 4 5
(I am prepared to make enormous sacrifices for the good of society.)
23. Saya adalah seorang daripada sebahagian kecil yang sanggup menanggung risiko kerugian peribadi semata-mata untuk membantu orang lain. 1 2 3 4 5
(I am one of those rare people who would risk personal loss to help someone else.)
24. Saya mengutamakan tugas dan tanggungjawab daripada diri sendiri. 1 2 3 4 5
(I believe in putting duty before self.)



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Seksyen D: Komitmen Organisasi

Section D: Organizational Commitment

1 = Sangat tidak bersetuju 2 = Tidak setuju 3 = Neutral 4 = Setuju 5 = Sangat setuju

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

1. Saya akan berasa sangat gembira untuk menghabiskan kerjaya saya dengan organisasi ini. 1 2 3 4 5
(I would be very happy to spend the rest of my career with this organization.)
2. Sangat sukar bagi saya meninggalkan organisasi saya sekarang, walaupun saya ingin melakukannya. 1 2 3 4 5
(It would be very hard for me to leave my organization right now, even if I wanted to.)
3. Saya percaya bahawa saya mempunyai kewajipan untuk kekal dengan majikan sekarang. 1 2 3 4 5
(I believe I have an obligation to remain with my current employer.)
4. Saya gemar berbincang tentang organisasi saya dengan orang lain. 1 2 3 4 5
(I enjoy discussing my organization with people outside it.)
5. Banyak perkara dalam hidup saya akan terganggu, jika saya membuat keputusan meninggalkan organisasi saya sekarang. 1 2 3 4 5
(Too much of my life would be disrupted if I decided I wanted to leave my organization right now.)
6. Walaupun meninggalkan organisasi sekarang memberikan kelebihan kepada saya, saya merasa tindakan ini tidak tepat. 1 2 3 4 5
(Even if it were to my advantage, I do not feel it would be right to leave my organization now.)
7. Saya benar-benar merasakan bahawa masalah organisasi adalah masalah diri saya. 1 2 3 4 5
(I really feel as if this organization's problems are my own.)
8. Pada masa ini, berkhidmat dengan organisasi saya sekarang adalah menjadi kewajipan saya. 1 2 3 4 5
(Right now, staying with my organization is a matter of necessity as much as desire.)

9. Saya akan berasa bersalah jika meninggalkan organisasi saya sekarang. 1 2 3 4 5
(*I would feel guilty if I left my organization now.*)
10. Saya berasa seperti "sebahagian daripada keluarga" di organisasi saya. 1 2 3 4 5
(*I feel like "part of the family" at my organization.*)
11. Saya percaya bahawa saya mempunyai pilihan yang terhad untuk meninggalkan organisasi ini. 1 2 3 4 5
(*I believe that I have too few options to consider leaving this organization.*)
12. Salah satu sebab utama saya terus bekerja untuk organisasi ini ialah kerana meninggalkannya memerlukan pengorbanan peribadi yang besar (organisasi lain mungkin tidak sepadan dengan kesemua kemudahan yang saya pernah ada di sini). 1 2 3 4 5
[*One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice (another organization may not match the overall benefits I have here).*]
13. Organisasi ini layak mendapatkan kesetiaan saya. 1 2 3 4 5
(*This organization deserves my loyalty.*)
14. Organisasi ini mempunyai makna yang sangat peribadi bagi saya. 1 2 3 4 5
(*This organization has a great deal of personal meaning for me.*)
15. Saya tidak akan meninggalkan organisasi saya sekarang kerana saya mempunyai rasa tanggungjawab kepada warga kerja di dalamnya. 1 2 3 4 5
(*I would not leave my organization right now because I have a sense of obligation to the people in it.*)
16. Saya mempunyai rasa kekitaan yang tinggi kepada organisasi saya. 1 2 3 4 5
(*I have a strong sense of belonging to my organization.*)
17. Jika saya belum meletakkan diri saya sepenuhnya dalam organisasi ini, saya mungkin mempertimbangkan untuk bekerja di tempat lain. 1 2 3 4 5
(*If I had not already put so much of myself into this organization, I might consider working elsewhere.*)

18. Saya sangat terhutang budi kepada organisasi saya. 1 2 3 4 5
(I owe a great deal to my organization.)

Bahagian E: Prestasi Kerja

Section E: Job Performance

1 = Sangat tidak bersetuju	2 = Tidak setuju	3 = Neutral	4 = Setuju	5 = Sangat setuju
1 = Strongly disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly agree

1. Saya merancang kerja saya supaya dapat dilaksanakan dalam masa yang ditetapkan. 1 2 3 4 5
(I managed to plan my work so that it was done on time.)
2. Saya membayangkan keputusan yang perlu saya capai dalam kerja. 1 2 3 4 5
(I kept in mind the results that I had to achieve in my work.)
3. Saya dapat memisahkan isu penting daripada isu sampingan di tempat kerja. 1 2 3 4 5
(I was able to separate main issues from side issues at work.)
4. Saya berupaya melaksanakan kerja dengan baik dalam masa dan dengan usaha yang minimum. 1 2 3 4 5
(I was able to perform my work well with minimal time and effort.)
5. Perancangan saya adalah yang terbaik. 1 2 3 4 5
(My planning was optimal.)
6. Kerjasama dengan orang lain adalah sangat produktif. 1 2 3 4 5
(Collaboration with others was very productive.)
7. Saya memulakan tugas baru sendiri, setelah tugas lama saya selesai. 1 2 3 4 5
(I started new tasks myself, when my old ones were finished.)
8. Saya mengambil tugas yang mencabar, apabila disediakan. 1 2 3 4 5
(I took on challenging work tasks, when available.)
9. Saya bekerja dengan memastikan pengetahuan kerja saya sentiasa terkini. 1 2 3 4 5
(I worked at keeping my job knowledge up-to-date.)

10. Saya bekerja dengan memastikan kemahiran kerja saya sentiasa terkini. 1 2 3 4 5
(I worked at keeping my job skills up-to-date.)
11. Saya menghasilkan penyelesaian kreatif untuk masalah-masalah yang baru. 1 2 3 4 5
(I came up with creative solutions to new problems.)
12. Saya mengambil tanggungjawab tambahan. 1 2 3 4 5
(I took on extra responsibilities.)
13. Saya sentiasa mencari cabaran baru dalam kerja saya. 1 2 3 4 5
(I continuously sought for new challenges in my work.)
14. Saya terlibat secara aktif dalam perundingan kerja atau mesyuarat. 1 2 3 4 5
(I participated actively in work consultations or meetings.)



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BAHAGIAN 2

PART 2

Seksyen F: Latar belakang Demografi

Section F: Demographic Background

Sila **TANDAKAN** (✓) dalam kotak yang berkenaan dan isikan jawapan yang sesuai.

Please **INDICATE** (✓) in the respective boxes and fill in the appropriate answers.

1. Jantina:
Gender:

Lelaki
Male

Perempuan
Female

2. Umur:
Age:

21 - 30 tahun
21 - 30 years

31 - 40 tahun
31 - 40 years

41 - 50 tahun
41 - 50 years

Atas 50 tahun
Above 50 years

3. Tahap pendidikan:
Educational level:

Diploma / Sijil
Diploma / Certificate

Ijazah Pertama
Undergraduate

Ijazah Sarjana
Master

Doktor Falsafah (PhD)
Doctor of Philosophy (PhD)

Kelulusan profesional lain
Other professional qualification

4. Jabatan/ unit semasa: _____
Current department/ unit: _____

5. Gred jawatan semasa:
Grade of current position:

Gred 41
Grade 41

Gred 44
Grade 44

Gred 48
Grade 48

Gred 52
Grade 52

Gred 54
Grade 54

6. Tempoh bekerja dalam jawatan semasa:

Number of years in current position:

Kurang daripada 1 tahun
Less than 1 year

1 - 5 tahun
1 - 5 years

6 - 10 tahun
6 - 10 years

11 - 15 tahun
11 - 15 years

16 - 20 tahun
16 - 20 years

21- 25 tahun
21- 25 years

Lebih daripada 25 tahun
More than 25 years

7. Anugerah Perkhidmatan Cemerlang (Tahun) (Jika ada):

Excellence Service Award (Year) (If any): _____

9. Sila tinggalkan sebarang komen dan cadangan berkenaan dengan penyelidikan ini, jika ada:
Please feel free to leave any comments and suggestions related to this research, if any:

Terima kasih atas kerjasama anda.

Thank you for your cooperation.

APPENDIX B

Cover Letter of Questionnaire Distribution

9 Februari 2015

Azrain Nasyrh Binti Mustapa
Pusat Pengajian Pengurusan Perniagaan,
Kolej Perniagaan (COB) – Bangunan Utama
Universiti Utara Malaysia
06010 Sintok, Kedah.

Datuk Bandar
Dewan Bandaraya Kuala Lumpur
Tingkat 5, Menara DBKL 1
Jalan Raja Laut
50350 Kuala Lumpur
Wilayah Persekutuan.
(U.p: Pengarah Jabatan Perancangan Korporat)

Assalamu'alaikum Wrt. Wbt./ Salam Sejahtera,
Y. Bhg. Dato'/Datin/Tuan/Puan,

PERMOHONAN MENGEDARKAN BORANG SOAL-SELIDIK KAJIAN PhD

Saya adalah calon PhD di Universiti Utara Malaysia dan sedang menjalankan satu kajian bertajuk **“Pengurusan Pengetahuan, Keusahawanan Korporat, Motivasi, Komitmen Organisasi Dan Prestasi Kerja Di Sektor Awam”**. Kini, saya sedang dalam usaha menyiapkan kajian melalui proses kutipan data daripada responden.

Sehubungan itu, saya memohon kerjasama Y. Bhg. Dato'/Datin/tuan/puan untuk mengedarkan borang soal-selidik kepada para pegawai **Kumpulan Pengurusan dan Profesional (P&P) - (Gred 41 hingga 54)** yang terdiri daripada semua skim perkhidmatan serta sedang berkhidmat di **Pihak Berkuasa Tempatan (PBT) di Malaysia**.

Bersama-sama ini disertakan salinan surat akuan dan borang tersebut untuk perhatian dan tindakan Y.Bhg. Dato'/Datin/tuan/puan. Kerjasama dipohon agar dapat mengumpulkan semula borang tersebut dan dikembalikan kepada saya melalui sampul berbayar / kotak berbayar yang disediakan **selewat-lewatnya pada 20 MAC 2015**. Sebarang pertanyaan atau kemusykilan, sila hubungi saya pada talian 012-4664286 atau emel azrain@uum.edu.my.

Dengan ini, kerjasama Y. Bhg. Dato'/Datin/tuan/puan untuk mengedarkan borang soal selidik tersebut kepada pegawai pentadbiran di PTJ masing-masing amatlah saya harapkan dan saya dahului dengan ucapan terima kasih.

Sekian. Wassalamu‘alaikum/ Salam Hormat.

Yang benar,

Azrain Nasyrh Binti Mustapa
Penyelidik



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APPENDIX C

Letter of Introduction for the Purpose of Data Collection



OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARULAMAN
MALAYSIA



Tel: 604-928 7118/7119/7130
Faks (fax): 604-928 7160
Laman Web (Web): www.oyagsb.uum.edu.my

KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

UUM/OYAGSB/K-14
9 November 2014

KEPADA SESIAPA YANG BERKENAAN

Tuan/Puan

KUTIPAN DATA

PROGRAM: DOKTOR FALSAFAH PENGURUSAN
PENYELIA: PROF. DR. ROSLI BIN MAHMOOD

Adalah dimaklumkan bahawa pelajar berikut merupakan pelajar pasca siswazah Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. Beliau sedang mengikuti pengajian di peringkat Ijazah Kedoktoran, dan memerlukan beliau untuk menjalankan tugas dan kajian akademik. Butiran pelajar adalah seperti berikut:

NO.	NAMA	NO. MATRIK
1.	Azrain Nasyrah Binti Mustapa	94743

Sehubungan ini, kami berharap agar pihak tuan dapat memberi bantuan dan kerjasama kepada beliau untuk menyempurnakan tugas yang diberi. Semua maklumat yang telah dikumpulkan akan digunakan untuk tujuan akademik sahaja.

Kerjasama dan bantuan daripada pihak tuan amat dihargai dan didahului dengan ucapan terima kasih.

"ILMU, BUDI, BAKTI"

Yang menurut perintah

ABDUL SHAKUR ABDULLAH
Penolong Pendaftar
b.p. Dekan
Othman Yeop Abdullah Graduate School of Business

c.c - Fail Pelajar

Universiti Pengurusan Terkemuka
The Eminent Management University



APPENDIX D

Harman's Single Factor

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	25.627	30.149	30.149	25.627	30.149	30.149
2	4.981	5.861	36.010			
3	3.696	4.348	40.358			
4	3.239	3.810	44.168			
5	2.350	2.765	46.933			
6	2.182	2.567	49.500			
7	1.731	2.036	51.536			
8	1.649	1.940	53.476			
9	1.363	1.604	55.080			
10	1.274	1.499	56.578			
11	1.234	1.452	58.030			
12	1.208	1.421	59.451			
13	1.118	1.315	60.766			
14	1.031	1.213	61.979			
15	.998	1.174	63.153			
16	.991	1.166	64.319			
17	.919	1.081	65.400			
18	.901	1.061	66.461			
19	.891	1.048	67.509			
20	.838	.986	68.495			
21	.820	.965	69.460			
22	.801	.942	70.402			
23	.756	.890	71.292			
24	.747	.879	72.171			
25	.708	.833	73.004			
26	.696	.819	73.823			
27	.676	.795	74.618			
28	.654	.769	75.387			
29	.642	.756	76.143			
30	.634	.746	76.889			
31	.612	.720	77.609			
32	.600	.706	78.315			

33	.589	.692	79.007
34	.583	.686	79.693
35	.568	.669	80.362
36	.561	.661	81.022
37	.548	.645	81.668
38	.530	.623	82.291
39	.525	.617	82.908
40	.512	.603	83.511
41	.505	.594	84.105
42	.495	.582	84.687
43	.481	.565	85.252
44	.459	.540	85.792
45	.450	.530	86.322
46	.438	.516	86.838
47	.434	.511	87.348
48	.416	.490	87.838
49	.411	.483	88.322
50	.406	.478	88.799
51	.398	.468	89.267
52	.394	.464	89.731
53	.387	.455	90.186
54	.376	.442	90.628
55	.367	.432	91.060
56	.356	.419	91.480
57	.353	.415	91.894
58	.349	.411	92.305
59	.345	.406	92.711
60	.333	.392	93.103
61	.329	.387	93.489
62	.316	.371	93.861
63	.309	.364	94.225
64	.299	.351	94.576
65	.294	.346	94.921
66	.290	.342	95.263
67	.279	.328	95.591
68	.269	.317	95.908
69	.263	.309	96.217
70	.260	.306	96.523
71	.252	.296	96.820
72	.243	.286	97.106

73	.239	.282	97.387		
74	.231	.272	97.659		
75	.230	.270	97.929		
76	.219	.258	98.187		
77	.210	.247	98.434		
78	.193	.227	98.660		
79	.186	.219	98.879		
80	.183	.215	99.094		
81	.179	.211	99.305		
82	.162	.191	99.495		
83	.159	.187	99.682		
84	.142	.167	99.849		
85	.128	.151	100.000		

Extraction Method: Principal Component Analysis.



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