

**UUM-PSU International  
Doctoral Symposium 2022**

**BOOK OF  
ABSTRACTS**



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MS1

**Effectiveness of Game Based Learning in  
Developing Soft Skills Among Gen Z Employees**

**Sameeta Kaur Sekhan**  
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**Abstract**

There needs to be a high quality research on Gen Z employees to find the best method to develop their soft skills. It is important to conduct this research as Gen Z is the largest age group representing twenty nine percent of overall population with a monthly disposable income US\$327 million. The objectives of this research is to 1. To access the influence of using game based learning to develop soft skills among Gen Z employees. 2. To examine the influence of game based learning on Gen Z employee soft skills development. 3. To adopt Killi (2005a) experiential gaming model to influence positive development of Gen Z employees soft skills 4. To measure effectiveness of soft skills development among Gen Z employees by using experiential game based learning. 5. To measure the influence of gender, peers and supervisor support in influencing soft skills development among Gen Z employees. This research will be done in a Malaysian service sector organisation. A quantitative method will be applied. The outcome of this study is highly valuable to expand national agenda on Shared Prosperity Vision 2030 in providing organisations in Malaysia with innovative solutions and helping young employees to develop their soft skills.

MS2

**Influencing Change Readiness through Talent Development,  
Dialogic Communication, Mindfulness and Employee Engagement**

**Nurul Iza Adnan**  
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**Abstract**

Change readiness among civil servants has become one of the Malaysian government main concerns as to provide excellent service delivery and remain competitive globally, it is vital to have employees that future-ready. Therefore, there is a need in managing employees' reaction since technology advancement and the rise of digital economy requires change in business process. There are many factors that influence an employee to have change readiness. Hence, this study will focus to investigate the relationship between talent development, dialogic communication, mindfulness, employee engagement and change readiness. Data collection will be done by stratified random sampling technique with samples size of 420 among Administrative and Diplomatic Officer Grade 41 to 54 across Ministries in Malaysia. Data processing will be using SEM method with AMOS software. It is expected that the results of this study will added new knowledge pertaining individual's change readiness and provide guidance to the practitioners in developing change strategies to reduce employees' resistance to change.

**Determinants and Outcomes of the Executive Coaching  
Effectiveness for Life and Health Insurance Sector in Malaysia in  
Post-Pandemic Era**

**Lidia Plotkina**  
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**Abstract**

The aim of the study is to test the proposed conceptual model of the determinants and outcomes of executive coaching effectiveness in life and health insurance organisations in Malaysia. The study will examine the influence of such determinants as: the personality of the coach, the emotional intelligence of the coaches and the perceived organisational support on the executive coaching effectiveness and its outcomes. The evidence shows a growing demand for more thorough empirical data in the executive coaching discipline, which derives from the lack of the existing theoretical framework due to the discipline's relative novelty. Executive coaching is primarily seen as a new type of helping intervention in line with more traditional ones as training, consulting and counselling. Its theoretical framework is still evolving due to its initial rooting in psychological background. However, executive coaching is rapidly evolving in the developed countries, and picking up the pace in the developing countries. There is a misalignment between the active practical implementation of executive coaching and insufficient knowledge on it. Consequently, the study aims to add better clarity on the mechanism of the executive coaching effectiveness through implementing the basic and exploratory approach. The analysis will be carried out via quantitative methodology to validate the proposed conceptual framework. The sample population will be based on the convenience, purposive and non-random technique to recruit the executives to participate in the study. A survey research approach based on positivism paradigm will be utilised to conduct and guide the study. Additionally, structural equation modelling will be employed as a data analysis technique.

**Does “Communication and Consensus” Matter among Middle  
Managers in Strategy Implementation? Evidence from Higher  
Education Institutions in Malaysia**

**Lim Yee Wui**  
Universiti Utara Malaysia

**Abstract**

The successful strategy implementation of the plan is critical to the long-term viability of any organization. Using Communication Theory, this study proposes an integrated model that examines the link between successful strategy implementation (SSI), strategic consensus (SCon), and strategic communication (SCom) in the context of Malaysian higher education institutions. A self-administered online survey was completed by 149 middle-level managers from a diversity of faculties and departments within Malaysian higher education institutions. The PLS-SEM results revealed that SCom and SCon were significantly related to SSI. The mediation effects of SCon demonstrate a strong correlation between SCom and SSI. The studies discovered the significance of communication and shared consensus across strategic levels for effective plan implementation. The findings of this study have significance for future research and practice in strategic management. The study will be beneficial to strategic level managers who work relentlessly to ensure the successful implementation of plans and strategies.

**Impacts of Job Insecurity on Burnout and Stress  
among Thai Bank Tellers**

**B. Peng and W. Potipiroon**  
Prince of Songkla University

**Abstract**

COVID-19 pandemic has promoted online banking service. There is tendency that jobs of bank tellers are going to be replaced by online banking service. This study draw attention to investigate the effects of job insecurity on burnout for Thai bank tellers. Furthermore, we examine the mediation role of job stress between job insecurity and burnout. Based on survey data of 520 bank tellers in 53 bank branches located in the southern regions of Thailand, our structural equation modelling (SEM) based on the analysis result of SPSS PROCESS Macro 4.0 confirms that job insecurity impacted burnout positively. Job stress can positively mediate the relations between job insecurity and burnout.

**High-Performance Work Systems and  
Employee Innovative Behaviours in the Telecom Sector**

**Phakawan Phairat**  
Prince of Songkla University

**Abstract**

In order to survive in today's fast-changing environment, it is critical for organisations to keep innovating. The current study examines the relationship between high-performance work systems (HPWS)—a bundle of interrelated human resources (HR) practices—and employees' innovative work behaviour (IWB). Drawing from multiple theoretical perspectives, the current study also seeks to investigate the mediating effect roles of organisational climate for innovation and psychological empowerment. The hypotheses are tested using structural equation modelling, data were collected from 710 individuals from six major telecommunication organisations in Thailand, through a multi-stage probability sampling method. First, a proportional stratified sampling procedure was carried out to draw the sample from seven regions in Thailand. In the second stage, a non-proportional stratified random sampling technique was used to draw respondents from each of the organisations. The results showed that HPWS are positively related to innovative work behaviours via perceptions of psychological empowerment. Furthermore, the effect of HPWS on employees' IWB was fully and sequentially mediated by perceived climate for innovation and psychological empowerment. These results suggest that employees will be able to show IWB if they perceive the presence of HR practices that promote innovation climate and enhance their ability, motivation, and opportunity.

### **Career Bridge Employment: The Intention to Work after Retirement among Faculty Members**

**Siwat Suwannasin**  
Prince of Songkla University

#### **Abstract**

Despite the rise in retirement research, few studies have looked at the influence of organisational retirement policies on employees' desire to continue working beyond retirement, sometimes known as career bridge employment. The intention to work in the same career (career bridge employment) and the intention to work in a different career (non-career bridge employment) were the two types of retirement-related intents explored in this study. We propose that, through the mediating role of positive attitudes toward career bridge employment, organisational retirement policies will have a positive impact on both career and non-career bridge employment intentions, and that this effect will be stronger among those with lower levels of work passion. We found complete support for the stated hypotheses based on data obtained from 305 faculty members (aged 25 to 59) from four major public institutions in Thailand's southern area. Our findings imply that people with lower levels of work passion are more likely to profit from retirement policies, whereas those with high levels of work passion are more likely to be motivated to continue working after retirement and so are less impacted by such policies.

### **The Influence of Co-operatives' Board in Thailand on Co-operatives' Performance**

**Siddik Laliwan**  
Prince of Songkla University

#### **Abstract**

Co-operatives in Thailand have played an important role in promoting self-reliance and financial advantages for their members; however, these co-operatives have also encountered their own technical and financial performance issues. This study asks whether co-operatives' board capital (i.e., human capital and social capital) can positively influence co-operatives' organisation performance via the mediating role of co-operatives' organisational capital (i.e., structural capital and financial capital). The data were collected from 133 co-operatives in several regions in Thailand, comprising 133 managers and 529 employees. Structural equation modelling (SEM) analysis of aggregated employee data ( $n = 529$  [board capital]) and organisational-level data ( $n = 133$  [organisational capital and organisational performance]) provided full support for the proposed hypotheses ( $X^2/df = 1.827$ ,  $RMSEA = .079$ ,  $CFI = 0.911$ ,  $TLI = 0.901$ ,  $SRMR = 0.053$ ). In particular, co-operatives' board capital was found to positively influence their organisation performance via the mediating role of organisational capital. Furthermore, the results showed that agricultural co-operatives were rated significantly lower in terms of their board capital and organisational performance in comparison to non-agricultural co-operatives. These findings highlight the importance of different types of capital and the discrepancies that exist between agricultural and non-agriculture co-operatives, which deserve further attention from researchers.

MS10

**The Effect of Benevolent Leadership on Employee Engagement during the COVID-19 Pandemic: The Mediating Role of Perceived Organisation Support and Intrinsic Motivation**

**Kridnawin Tongsongsom and Nob Srijan**  
Prince of Songkla University

**Abstract**

Due to major work disruptions caused by the coronavirus (COVID-19) pandemic, supervisors in organisations are facing leadership challenges as they attempt to manage the business survival and engagement of the employee. The objective of this research is to examine the role of benevolent leadership on the employee engagement of B2B sales force affected by the COVID-19 pandemic. Social exchange theory and Self-determination theory are used as the theoretical framework for hypothesis development. This research obtained data from 405 employees of the five Sales and distribution consumer product companies in Thailand. This study also examines the mediating role of employee engagement. Based on structural equation modelling (SEM) to analyse the data. The analysis confirms the positive association of benevolent leadership on employee engagement. Findings also support that perceived organisation support and intrinsic motivation are partially mediate the relationship between benevolent leadership and employee engagement. Theoretical and practical contributions are discussed.

MS11

**The Relationship between Dynamic Capabilities, Opportunity Identification, Entrepreneurial Orientation and Entrepreneurial Networking Towards Women Entrepreneurial Value Co-Creation Performance in Zamfara State, Nigeria**

**Bello Hassan**  
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**Abstract**

The main objective of this study is to examine the relationship between dynamic capabilities (DC), opportunity identification (OI), entrepreneurial orientation and entrepreneurial networking towards women entrepreneurial value co-creation performance in Nigeria. Using a quantitative survey design, data will be collected from the women entrepreneurs' operating in 14 local government areas of Zamfara State, Nigeria. The study will adopt a systematic random sampling of 375 respondents from the population of 15,286 registered women entrepreneurs in the retail sector across the study area. A questionnaire will be distributed in person. At the same time, partial least squares-structural equation modelling (PLS-SEM) will be used for data analysis.

**MS12**

**Factors Influencing the Information Technology  
Governance Effectiveness in Public Listed Companies of India**

**Farhath Unissa Begum**  
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**Abstract**

This study will focus on the factors influencing the information technology governance effectiveness in public listed companies of India, and to propose a model of IT governance effectiveness in India. For this purpose, data will be collected from IT managers of public listed companies of Stock Exchange of India, through a survey questionnaire. Methodological contribution involvement of senior management in IT moderate the factors that influence IT governance effectiveness and IT governance effectiveness. The findings of the study will reveal the factors influencing the information technology governance effectiveness in public listed companies of India. Therefore, the conclusion of the study will highlight the propose model of IT governance effectiveness in India.

**MS13**

**Casual Factors Influencing Organisational Performance  
of Green Industry in Thailand**

**Worakorn Pumiviset and Muttanachai Suttipun**  
Prince of Songkla University

**Abstract**

The purpose of this paper was to study the causal factors of board composition and strategic management accounting measured by financial ratio on organisational performance of green industry in Thailand. The data was gathered from a sample of 200 green industry firms on the list of green industry by Thailand's department of industrial works from 2020 to 2021. The structural equation modelling with observed variables is used to analyse. The results showed that the causal relationship model fit to the empirical data was at the acceptable level ( $\chi^2 / df = 0.029$ ,  $p\text{-value} = 0.8651$ ,  $CFI/TLI = 1$ ,  $SRMR = 0.003$ , and  $RMSEA = 0$ ). Moreover, it showed that female board committees and strategic management accounting measured by financial ratio were directly influenced organisational performance and strategic management accounting measured by total asset turnover ratio as a full mediation role between board size committees and organisational performance.

**The Effectiveness of Influencer Endorsement on Trust  
towards Consumer Purchase Intention**

**Phoon Lee Yong**  
Universiti Utara Malaysia

**Abstract**

Despite the e-commerce sales volume increasing day by day, entrepreneurs are facing problems in influencing consumer purchase intention with the help of influencers. Previous studies showed that 59% of the respondent will be influenced by the influencer to purchase the goods when using social media and more than 75% of marketers relied on social media influencers to share product information and spend more budgets on social media marketing. Given its importance, many researchers have begun their study to investigate the impact of social media and social influence marketing. In this study, social exchange theory and theory of planned behaviour are used to fill in the gap in the previous finding. The variables tested are enjoyability, expertise, product-brand fit, and quality of influencers are used to test the consumer purchase intention. Trust is used as moderating variable in this study to identify the impact of influencers in e-commerce. This study will mainly focus on food and beverage products as it is claimed as fast-moving consumer goods and unpredictable. In this study, according to the G-power analysis, there is a total of 129 questionnaires will be distributed to consumers who are under the category of millennials. The researcher will use the quantitative method with the software of SEM PLS 3 to figure out the effectiveness of influencer endorsement on trust towards consumer purchase intention. Throughout this study, it is believed that it will bring a positive impact on entrepreneurs, marketers, consumers, and the government.

**Factors of Glass Ceiling Affecting Women Career  
Advancement with Mediating Effect of Self Efficacy**

**Ayesha Altaf**  
Universiti Utara Malaysia

**Abstract**

Examining the glass ceiling factors have often been recommended as an international research paradigm. This study is grounded in Pakistani south region universities to investigate the factors of glass ceiling affecting the women career advancement with mediating effect of self-efficacy in private universities of South Region of Pakistan. Social Cognitive Career Theory and Person-Centred Theory will be used in this study for the determination of glass ceiling factors that affect the women development career. By using the sample of 351 female employees, data will gather using cross-sectional method. The responses will be analysed using Statistical Package for Social sciences (SPSS) and Smart Partial Least Square (PLS). The SPSS will be used for descriptive analysis whereas Smart PLS will be used for inferential analysis. Findings of this study would be beneficial for women of south Punjab Pakistan to determine the policies, enhancement of required organisational skills for their better career advancement. As the result exhibit that factors of glass ceiling are the key of women development career, hence it is recommended to the policy makers to develop appropriate strategies focused on the advancement of women career in different organisations.

**The Study on Legal Conflicts, Practices and Society's Conception on  
Land's Inheritance Management in Malaysia's Group Settlement**

**Mohammad Hazim Firdaus Mohd Asri**  
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**Abstract**

The Group Settlement Act 1960 was enacted to standardise the laws and policies for the area that was gazetted as a group settlement. Among the subjects of the Act are the land ownership mechanism and the restriction concerning the land division. Those matters are closely related to the land inheritances. However, there are complaints from the heirs and the settlement managers regarding the effectiveness of existing land inheritance management procedures, as mentioned in the FELDA White Paper 2019. The issues could be caused by the group settlement population's failure in comprehending the related laws, technical procedures, and Shariah's rulings as a whole. Therefore, the study aims to research the legal aspects and implementation concerning the land inheritances in those areas. The practiced implementation will be compared to the suitability, necessity and recent technology development. Besides, the society's comprehension is investigated to gain better understanding on their acceptance level towards the existing procedures. The required information will be collected through interviews and document analysis. Meanwhile, the respondents will be chosen according to purposive and cluster sampling. Then, the collected information will be analysed thoroughly using content analysis and used to develop a framework for efficient group settlement land inheritance management practices.

**An Incorporated Approach of Trustworthiness, Commitment and  
Shariah Compliance Assurance towards Purchase Intention through  
Social Commerce**

**Amira Syahirah Binti Mohd Fauzi**  
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**Abstract**

The development of social media has offered ascend to a new e-commerce paradigm called social commerce. Social commerce is a social interactions and user contributions to facilitate the online purchasing and selling of various products and services. Recent years have witnessed the rapid growth of social commerce in Malaysia, however this development has included various number of issues. In particular, consumers' trust has become a crucial factor in the success of social commerce firms, requiring these firms to make more effort to gain this trust. In this regard, this study identifies the key factors in both conventional and Islamic perspectives that is influencing Malaysian consumers' trust in social commerce. Therefore, this study examines the relationship between antecedents of trust and shariah compliance assurance towards trust in sellers that may give impact on purchase intentions through Social Commerce. In addition, the study assesses the mediating effects of commitment between trust in seller and purchase intention through social commerce. The analysis is carried out using an online structured questionnaire to collect data from respondents. This study applied one of the methods of non-probability sampling, namely Cluster sampling. The data were collected and analysed with SmartPLS.

**Critical Perspective on Islamic Credit Cards in Malaysia:  
Exploring Legal, Operational and Contract  
Mirzan Mohideen Bathusha  
Universiti Utara Malaysia**

**Abstract**

This study encompasses a critical perspective on Islamic credit cards. The Islamic credit card is selected because it is considered a relatively new product in Malaysian Islamic banks, although it has long been offered by the conventional banks. Islamic banks are considered to be lagging behind because of the difficulties they faced in finding a structure that was Shariah compliant while at the same time satisfies the banking and customers' requirements. Evidently, not many extensive researches have been conducted in regard to the Islamic credit card per se. As such, it intrigues this study into a thorough analysis of the real meaning of Islamic credit card in particular the applications, operations, modus operandi, issues and effectiveness. Consequently, this study is conducted to realise two primary objectives which are to identify the current application and operation of Islamic credit card and to investigate Shariah issues related to Islamic credit card. Qualitative method is going to use in this study and the data collection will be conducted by way of semi-structured interview and library search. In addition, the semi-structured interviews will be conducted with several eminent Shariah experts from BNM, SC and Islamic banks, product development officers and legal department experts from Islamic banking sphere in order to have direct information with the current practice and application in Islamic credit card. Thus, this study would be able to map out a clear and vivid perspective on Islamic credit card that align with the Maqasid al-shariah and would have given equal benefits to the stakeholders particularly the card holders.

**Halal Food and the Crisis Intervention of Epidemic Covid-19**

**Somsak Su-oh**  
Prince of Songkla University

**Abstract**

Covid-19 had severely damaged the world economy in which leads to a global crisis to the business and industry. Food production industry is one of the major victim and many of them were forced to cease the operation and eventually closing down the business. Just like the others, it was inevitable for Thailand to escape from the crisis. Thailand values the significant of the food production industry that is considered the basis for the one's living. Especially, the Halal food industry that needs to study the internal and external factors in order to formulate the policies accordant with legitimacy of Islamic law and food safety to maintain the world's population basis of living. Study is a qualitative research conducted by in-depth interviews with Stakeholders from Government and Small and Medium Entrepreneurs Halal certification and Consumers as a Guideline for creating a conceptual 'Halal-Connect Centre' framework.

**Consumers' Adoption Behaviour  
on Shariah-Compliance Paytech in Malaysia**

**Wan Anis Wan Mohd Assrudin**  
Universiti Utara Malaysia

**Abstract**

This quantitative study aims to examine and analyse the relationship between the factors consumers' adoption behaviours (social influence, perceived benefits, perceived security, trust, behavioural intention, and religiosity) towards *Shariah*-Compliance paytech in Malaysia. This study will use survey and questionnaires on the users' of bank and non-bank of financial institutions in Malaysia. Specifically, this study is assessed regulators' enforcement of Islamic elements regarding to payment technology innovation with *Shariah*'s principles. This study will encourage more innovation on payment technology that offering a lot of *maslahah* (good deeds) in our life. Furthermore, a theoretical framework was proposed based on Unified Theory of Acceptance and Use of Technology (UTAUT), Mental Accounting Theory (MAT) with the injection of *Maqasid al-Shariah* elements. The data of this study will be analysed by using Statistical Package for the Social Sciences (SPSS) and Partial Least Squares (PLS).