

**HUMAN RESOURCE FACTORS, CULTURE, AND
EFFECTIVE DISASTER RESPONSE MODERATED
BY LEADERSHIP STYLES IN MALAYSIA ARMY**

RAYYAN CHEONG TIAN MING

**DOCTOR OF PHILOSOPHY
(RESOURCE MANAGEMENT)**

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2021

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Thesis submitted to Centre for Graduate Studies, Universiti Pertahanan Nasional
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(Resource Management)

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ABSTRACT

Malaysia Armed forces plays an assisting role during any disaster response mission and this is accorded in the MNSC Directive 20. Having an effective disaster response is crucial to the Malaysian Infantry. Malaysia Armed forces should be well trained and has good knowledge in war and able to provide assistance and support during peacetime or operation other than war (OOTW). Nevertheless, at the same time organizational culture plays a vital role in ensuring morale, training, commitment, and safety as these factors influences effective disaster response management. Therefore, the main objective of this study is to examine factors affecting effective disaster response. The research philosophy of this study is post-positivism. The research design of this study is descriptive and correlational, applying quantitative research method. The respondents of this study are 1764 infantry personnel's consisting of officers and other ranks in Malaysia in which the samples were by selected using simple random sampling method. The questionnaire survey was analyzed using SPSS version 22.0 and Smart PLS version 3.0 in which descriptive analysis, correlational analysis, algorithms and bootstrapping were performed. Through the descriptive data analysis, this study found that the infantry personnel have high level of morale, training, commitment, and safety. It is also indicated that culture has a high level of influence in achieving effective disaster response These findings are further confirmed through the regression analysis in which it was found that all human resource elements i.e. morale, training, commitment, safety as well as culture have a high significant positive influence towards effective disaster response and leadership style in the Infantry Corp. This study also found that the relationship between leadership style and effective disaster response is positively significant. Through the moderation analysis in determining the moderating effects of leadership style on the relationship between human resource elements i.e. morale, training, commitment, and safety, it is found that there is no moderating effect. Thus, leadership styles do not play any moderating role in the relationship between morale, training, commitment, and safety with effective disaster response. This study can contribute towards expanding the literature and body of knowledge in understanding Disaster Response management. Furthermore, it is also highlighting the usefulness of emergency management theory, resilience theory, planned behavior theory and transformational leadership theory by examining the direct effect and moderating effect with their associated variable. Besides that, this study also emphasized the importance of human resource element in order to conduct a success disaster response operation.

ABSTRAK

Tentera Darat Malaysia memainkan peranan sokongan semasa bencana merujuk kepada Arahan No 20 Majlis Keselamatan Negara. Mempunyai tindak balas bencana yang berkesan adalah sangat penting kepada askar Infantri Malaysia. Oleh itu, anggota Angkatan Tentera Malaysia harus terlatih dan mempunyai ilmu pengetahuan yang baik di dalam peperangan di samping memberi bantuan dan sokongan semasa zaman aman dan operasi tentera selain peperangan. Sementara itu, budaya juga memainkan peranan yang penting dalam membentuk moral, latihan, komitmen dan keselamatan di mana faktor di atas mempunyai hubung kait dengan keberkesanan pengurusan tindak balas bencana. Oleh itu, objektif utama kajian ini adalah untuk mengenal pasti faktor yang mempengaruhi keberkesanan pengurusan bencana. Falsafah penyelidikan ini adalah pasca positivisme. Kajian ini menggunakan kaedah kuantitatif dengan menggunakan borang soal selidik berstruktur yang dibentuk berdasarkan pelbagai kajian terdahulu. Respondens kajian ini melibatkan 1764 respondens merangkumi pegawai dan lain-lain pangkat infantri dengan menggunakan kaedah pensampelan rawak mudah. Pakej perisian SPSS 22.0 dan SmartPLS versi 3.0 digunakan untuk menganalisa data statistik deskriptif, data kolerasi, algoritma dan algoritma bustrap. Hasil analisa data statistik deskriptif, kajian ini mendapati anggota Infantri mempunyai tahap moral, latihan, komitmen dan keselamatan yang tinggi. Di samping itu, budaya juga menunjukkan tahap pengaruh yang tinggi dalam mencapai keberkesanan pengurusan bencana. Penemuan ini selanjutnya disahkan melalui analisis regresi di mana didapati bahawa semua elemen sumber manusia seperti moral, latihan, komitmen, keselamatan dan budaya mempunyai pengaruh positif yang signifikan terhadap keberkesanan pengurusan bencana dan gaya kepemimpinan yang berkesan dalam anggota Infantri Tentera Darat Malaysia. Kajian ini juga mendapati bahawa hubungan antara gaya kepemimpinan dan tindak balas bencana yang berkesan adalah signifikan. Melalui analisis moderasi dalam menentukan kesan penyederhanaan gaya kepemimpinan terhadap hubungan antara elemen sumber manusia iaitu moral, latihan, komitmen, keselamatan, didapati bahawa tidak ada kesan penyederhanaan. Oleh itu, kepemimpinan tidak memainkan peranan sebagai pemboleh ubah penyederhana dalam hubungan antara moral, latihan, komitmen, keselamatan dengan tindak balas bencana yang berkesan. Kajian ini dapat menyumbang ke arah pengembangan literatur dan pengetahuan dalam memahami pengurusan bencana. Selain itu, ia juga menekankan kegunaan teori pengurusan kecemasan, teori ketahanan, teori tingkah laku terancang dan teori kepemimpinan transformasional dengan mengkaji kesan langsung dan kesan penyederhanaan dengan pemboleh ubah yang berkaitan. Selain itu, kajian ini juga menekankan pentingnya elemen sumber manusia dalam menjalankan operasi pengurusan bencana yang berjaya.

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APPROVAL

The Examination Committee has met on 19th October 2020 to conduct the final examination of Rayyan Cheong Tian Ming on his degree thesis entitled ‘Human Resource Factors, Culture and Effective Disaster Response Moderated by Leadership Styles in Malaysia Army’.

The committee recommends that the student be awarded the Doctor of Philosophy (Resource Management).

Members of the Examination Committee were as follows.

Professor Datuk Dr. Mohamed Fadzil bin Che Din

Faculty of Defence Studies and Management
Universiti Pertahanan Nasional Malaysia
(Chairman)

Associate Professor Dr. Hj Hasan Al-Banna bin Mohamed

Faculty of Defence Studies and Management
Universiti Pertahanan Nasional Malaysia
(Internal Examiner)

Professor Dr. Syed Jamal Abdul Nasir Syed Mohamed

Arshad Ayub Graduate Business School
Universiti Teknologi Mara
(External Examiner)

Professor Dr. Durrishah binti Idrus

Deputy Vice Chancellor (Student Affairs)
Universiti Teknologi Malaysia
(External Examiner)

APPROVAL

This thesis was submitted to the Senate of Universiti Pertahanan Nasional Malaysia and has been accepted as fulfilment of the requirements for the degree of **Doctor of Philosophy (Resource Management)**. The members of the Supervisory Committee were as follows.

Professor Dr. Haslinda binti Abdullah

Faculty of Defence Studies and Management

Universiti Pertahanan Nasional Malaysia

(Main Supervisor)

Leutenant Colonel Associate Professor Dr. Hj Noor Azmi bin Hj Mohd Zainol (Retired)

Faculty of Defence Science and Technology

Universiti Pertahanan Nasional Malaysia

(Co-supervisor)

UNIVERSITI PERTAHANAN NASIONAL MALAYSIA

DECLARATION OF THESIS

Student's full name : RAYYAN CHEONG TIAN MING
Date of birth : 18th SEPTEMBER 1985
Title : HUMAN RESOURCE FACTORS, CULTURE, AND
EFFECTIVE DISASTER RESPONSE MODERATED BY
LEADERSHIP STYLES IN MALAYSIA ARMY
Academic session : 2020/2021

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LIST OF ABBREVIATIONS

ATM	Angkatan Tentera Malaysia
AVE	Average Variance Extracted
CAR	Capability Assessment for Readiness
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
EDR	Effective Disaster Response
EM	Emergency Management
FEMA	Federal Emergency Management Agency
NEMA	National Emergency management Association
RAMD	Rejimen Askar Melayu Diraja
RRD	Rejimen Renjer Diraja
RS	Rejimen Sempadan
SmartPLS	Statistical Software for Structural Equation Modelling
SPSS	Statistical Packages for Social Science

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Crisis or disaster such as civil unrest, military uprisings, environmental and natural disaster, may escalate to a critical level in short time. According to Lai et al. (2009), when disaster happen, response must be fast, coordinated, and appropriate so that crisis is mitigated by effective delivery of relief and aid. By referring to Humanitarian Policy Group (HPG) (2012), past recent years national and international militaries have played an increasingly crucial role in disaster management and disaster relief and it has become as one of their core task. In Malaysia, under the emergency act and other laws and regulation, government authority can direct the military to assist in domestic emergencies within the east and west peninsular of Malaysia where Malaysia Armed Forces (MAF) has a primary responsibility to provide support.

According to Malaysia National Security Council (MNSC) Directive No. 20 (1997), disaster is defined as " an incident that occurs unexpectedly, complex in nature, resulting in the loss of lives and damage to properties and the environment as well as interfering in the daily activities of the local community. This incident requires the management which involves resources, equipment, frequency, and extensive manpower from various agencies as well as effective coordination and the possibility of taking complex actions over a long period of time. Disasters can be divided into two categories: natural and man-made (Zibulewsky ,2001). Among the natural disasters are earthquakes, volcanoes, hurricanes, floods, and fires. Earthquakes, volcanoes, hurricanes, floods, and fires are examples of natural disasters while war, pollution, nuclear explosions, fires, hazardous materials exposures, explosions, and transportation accidents are all examples of man-made disasters.

Disaster is a serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses which exceed the ability of the affected community or society to cope using its own resources (UNISDR, 2016). A disaster is a function of the risk process. It resulted from the combination of hazards, condition of vulnerability and insufficient capacity or measures to reduces the potential negative consequences of risk. Badruddin (2012) defines that disasters are extreme environmental events that adversely affect all areas in the world. The concept of readiness in crisis management is dispatch in voluntary action. Weiner (2009) stated that readiness is an overall perception towards the anticipation that the organization can react. Furthermore, William et al. (2017) argued that crisis management often portrayed in negative terms and, even in extolling the

need for crisis management planning, it is the potentially disastrous nature of such events that is focused on, rather than positive outcomes of planning. For example, in the Lahad Datu intruder's activity in Sabah, Malaysia. Thus, this becomes the concern for the military to protect their countries from facing the disaster or crisis.

This chapter briefly introduces the outline of the research. It encompasses the background of the research, research problem statement, research objectives, research questions, brief outline of conceptual framework, significance of research, scope of research and operational definition of key terms.

1.2 Background of Research

Geographically, Malaysia was considered as a safe place. Malaysia is a unique country which form by multiple racial in the country and it is safe from natural disaster such as earthquake and volcanic eruptions.

Although Malaysia is free from the threats of severe natural disasters and calamities, Malaysia is nonetheless not spared from other disaster such as flood, man-made disaster, landslide and severe haze. Malaysia was hit badly during the devastating tsunami that storm Kedah on 26th December 2004. This incident claimed 76 precious lives and it destroyed properties along the coastal area at northwest peninsular of Malaysia. Year 2014 was a sad year for Malaysia, first the incident of never returned MH 370 and the incident of MH 17, flood disaster in Kelantan where more than 150,000 of people were stuck in the flood affected areas and recently in year 2015

when an earthquake strikes Sabah that claimed many precious life. These back to back tragedies piles up the pressure that the Malaysia Government faces in disaster crisis management. Figure 1.1 shows the frequency of natural disasters that occurred in Malaysia, from 1965 to 2016.

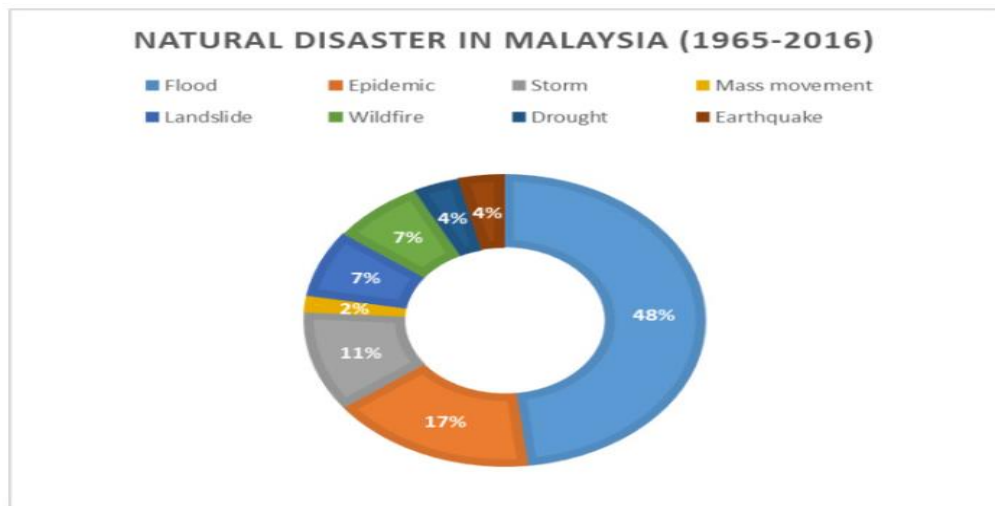


Figure 1.1 Frequency of Natural Disaster in Malaysia (Source:EM-DAT)

Malaysia's Army Infantry are responsible for the protection of the country against internal and external threats. As of 2018, Malaysia Army have 80,000 soldiers that are serving the country. They serve in a wide variety of situations such as assisting civil authorities in addressing domestic threats, maintaining public security, providing aid following the onset of natural disasters, and assisting in national development programs.

Other than preparing for war, in the peace time, the Army has to support the national agencies such as coastal surveillance, emergency management and disaster relief operations in order to promote diplomacy and to deter war through building and maintaining trust. Despite of conducting task given as a single service, most of the

times, the operation is conducted through Joint Operation, Combined Operation, and Inter Agency Operation once the Malaysia Armed Forces received a directive from the higher authority to deploy military assets. Since announcement of movement control order by the government in March 2020, Malaysia Armed Forces personnel also has been tasked to carry out their responsibilities to protect the nation by strengthen and tighten the country's border controls during Covid 19 pandemic.

1.3 Problem Statement

The world has witnessed an alarming increase in the frequency and severity of disasters. According to UNISDR from year 1982 to 2012, each disaster has taken away average of 1.3 million lives and causes damaged of an estimated US \$2 Trillion (UNISDR,2012). Disaster loses are rising throughout the world due higher living standard and more extravagant lifestyles in the more prosperous nation also resulted in very high economic losses when disasters strike. While a good disaster response will help to save lives and properties. Figure 1.2 shows the worldwide economic losses from natural and man-made disasters.

Having an effective disaster response is crucial to the Malaysian Infantry. According to Bharosa et al., (2010) speed, efficiency, and good coordination are crucial in early response efforts to minimize human and economic cost of disasters. When a disaster happen, response must be fast, coordinated, and appropriate so that crisis is mitigated by effective delivery of relief and aid. Such incident requires the handling of resources, equipment's, frequency and extensive of manpower from various agencies

as well as effective coordination and the possibility of demanding complex action over a long period of time (Chan, 2012).

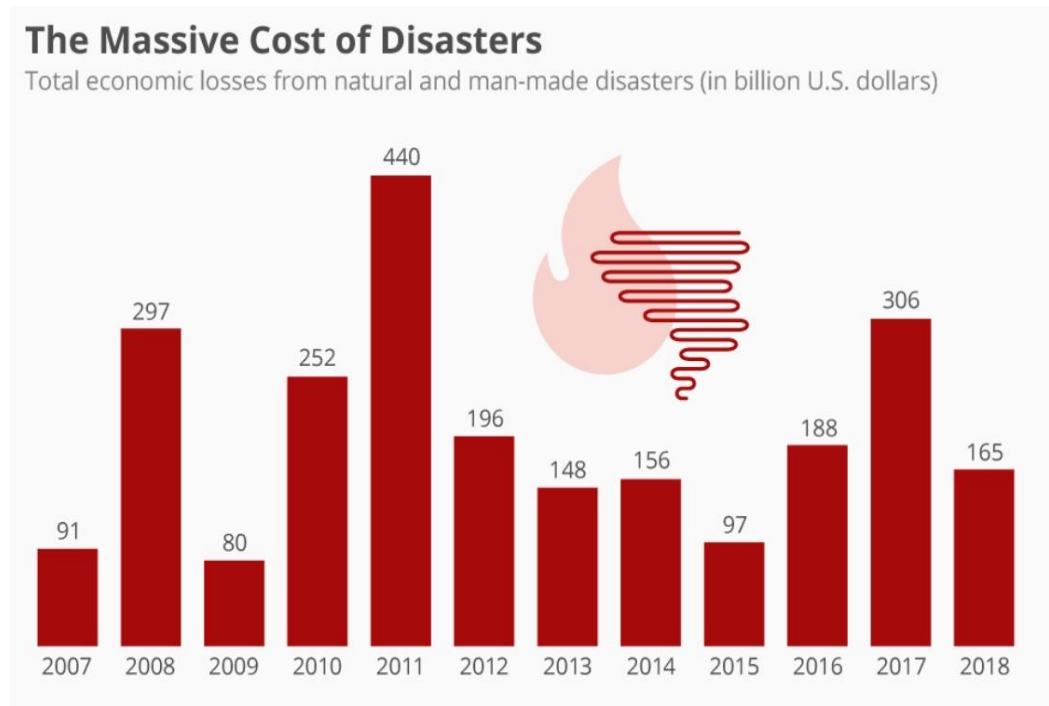


Figure 1.2 Worldwide Economic Losses from Disasters (Source: STATISTA, 2019)

Military are well known as the each of the personnel are deployed to participate in many multinational operations such as United Nations peacekeeping operations, military exercises, and humanitarian operations. Moreover, disaster relief missions also draw on militaries from Malaysia contributed medical, logistical and engineering personnel (Chretien et al., 2007). In order for military to be perform in any missions or operations, each of the personnel itself should have their capabilities especially when it comes to disaster operations. Mustafa (2013) added that for an organization