

MEDIATING ROLE OF LIFE SATISFACTION IN THE RELATIONSHIP
BETWEEN PERCEIVED NATIONAL VALUE PROPOSITION AND
WILLINGNESS TO STAY

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DEDICATION

To my wife-Noor Afida binti Baharum and my daughters Noor Shafiqah binti Dzul Fahmi, Noor Atiqah binti Dzul Fahmi and Noor Zulaiqah binti Dzul Fahmi. Their love and care gave me the strength to face life's challenges in pursue of excellence.

To my late mum, late dad and late sister. May you rest in peace in His care. Thank you for the guidance and love that you have shared with me.

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ABSTRACT

The originality of this thesis lies in its exploratory nature to explore; firstly, the influential dimensions that represent National Value Proposition construct. Secondly, is the exploration of relationship between perceived National Value Proposition and Willingness To Stay constructs. Thirdly, Life Satisfaction construct is introduced to relate and explain the relationship between perceived National Value Proposition and Willingness To Stay constructs. This study explored Malaysia's talents' perception of five explored National Value Proposition dimensions that could contribute towards promoting Willingness To Stay amongst talents within the country. The five explored National Value Proposition dimensions are Governance, Socio-Economics, Human Rights, Human Security and Education Branding. Malaysia is chosen as the context of this study since Malaysia represents a developing nation that is experiencing brain drain phenomenon which could hinder its National Transformation 2050 plan to progress as a Top 20 global leading economy by 2050. A mixed methodology analysis was adopted in this study to include both qualitative face-to-face interview as well as quantitative survey questionnaire for the constructs and dimensions investigated. As per the definition of talents in this thesis, target respondents were strictly confined to Malaysia's local talents currently residing and working in the country who are involved in Malaysia's 12 National Key Economic Areas, hold at minimum Bachelor's degree and have a minimum of 5 years of working experience. The sampling was carried out within the Klang Valley and Selangor since both areas are the melting pots for the targeted participant sampling. In the actual qualitative interview exercise, twenty participants were interviewed individually in face-to-face sessions. As for the actual quantitative survey, 400 questionnaires were distributed with 300 respondents targeted for data analysis where 60% of the questionnaires were personally distributed to each participant, 20% were distributed to selected groups of talents and 20% were distributed to participating local companies. The results of the study reveal that the five National Value Proposition dimensions are influential towards promoting Willingness To Stay amongst Malaysia's local talents. Based on the results obtained, it was found that Life Satisfaction construct has a high mediation effect on the relationship between National Value Proposition and Willingness To Stay. Findings of this study contribute towards understanding the influential Willingness To Stay factors that are unique to Malaysia and it is hoped that the research framework employed in this study can be replicated and extended to explore the relationship between National Value Proposition and Willingness To Stay in other countries.

ABSTRAK

Keaslian tesis ini terletak pada sifat penerokaan; pertama, dimensi yang mempengaruhi konstruk Proposisi Nilai Kebangsaan. Kedua, adalah penerokaan hubungan antara persepsi terhadap konstruk Proposisi Nilai Kebangsaan dan Kesediaan Untuk Tinggal. Ketiga, konstruk Kepuasan Kehidupan diperkenalkan untuk menghubungkan dan menjelaskan hubungan antara persepsi Proposisi Nilai Kebangsaan dan Kesediaan Untuk Tinggal. Kajian ini meneroka persepsi bakat mahir tempatan Malaysia terhadap lima dimensi Proposisi Nilai Kebangsaan yang dijana yang boleh menyumbang ke arah mempromosikan Kesediaan Untuk Tinggal dalam negara. Lima dimensi Proposisi Nilai Kebangsaan yang dieksplorasi ialah Tadbir Urus, Sosioekonomi, Hak Asasi Manusia, Keselamatan dan Penjenamaan Pendidikan. Malaysia dipilih sebagai konteks kajian ini kerana Malaysia mewakili negara membangun yang mengalami fenomena migrasi bakat mahir tempatan ke luar negara yang boleh menghalang perancangan Transformasi Negara 2050 untuk maju sebagai 20 ekonomi global terkemuka dunia pada 2050. Analisis metodologi bercampur digunakan dalam kajian ini yang merangkumi temubual secara bersemuka secara kualitatif dan dari sudut kuantitatif pula kaji selidik dijalankan untuk mengkaji konstruk dan dimensi yang dikaji. Selaras dengan definisi bakat mahir tempatan dalam tesis ini, sasaran responden adalah terhad kepada bakat mahir tempatan yang tinggal dan bekerja di Malaysia yang terlibat dalam 12 Bidang Ekonomi Utama Negara Malaysia, pemegang ijazah Sarjana Muda serta mempunyai sekurang-kurangnya 5 tahun pengalaman bekerja. Pensampelan itu dijalankan di sekitar Lembah Klang dan Selangor kerana kedua-dua kawasan ini adalah kawasan tumpuan sektor industri sampel peserta. Dalam wawancara kualitatif yang diaplikasi, dua puluh peserta telah ditemuramah secara individu dalam sesi peribadi. Bagi kaji selidik kuantitatif sebenar, 400 borang soal selidik telah diedarkan dengan 300 responden disasarkan untuk analisis data di mana 60% soal selidik diedarkan secara peribadi kepada setiap peserta, 20% diedarkan kepada kumpulan bakat terpilih dan 20% diedarkan kepada syarikat-syarikat tempatan yang mengambil bahagian. Dapatan kajian menunjukkan bahawa kelima-lima dimensi Proposisi Nilai Kebangsaan berpengaruh ke arah mempromosikan Kesediaan Untuk Tinggal di kalangan bakat mahir tempatan di Malaysia. Berdasarkan keputusan yang diperoleh didapati bahawa konstruk Kepuasan Kehidupan mempunyai kesan pengantaraan yang tinggi terhadap hubungan antara Proposisi Nilai Kebangsaan dan Kesediaan Untuk Tinggal. Penemuan kajian ini menyumbang ke arah pemahaman faktor-faktor yang menggalakkan Kesediaan Untuk Tinggal yang unik kepada Malaysia dan diharapkan rangka penyelidikan yang digunakan dalam kajian ini dapat direplikasi dan diperluas untuk meneroka hubungan antara Proposisi Nilai Kebangsaan dan Kesediaan Untuk Tinggal di lain-lain negara.

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LIST OF ABBREVIATIONS

EB	-	Education Branding
GV	-	Governance
HR	-	Human Rights
HS	-	Human Security
LS	-	Life Satisfaction
NTR	-	National Talent Retention
NVP	-	National Value Proposition
SE	-	Socio-Economics

LIST OF SYMBOLS

F	-	Fixation for measurement of correlation of
H	-	Hypothesis
P	-	Probability
r^2	-	R –square
α	-	Alpha
β	-	Beta

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Much has been studied by scholars on the highly debated brain drain phenomenon globally (Massey, 2003; Kapur and McHale, 2005; Kuznetsov, 2006; Gungor and Tansel, 2014; Tung, 2016). Brain Drain phenomenon is affecting nations globally. Interestingly, educated, skilled and professional talents migrated from their countries of origin which often trained them. The phenomenon is prominent in the developing world where their talents migrate to more developed societies for greater salaries and higher standard of living (Gungor and Tansel, 2014; Tung, 2016). In today's competitive global economy, the contribution of skills and knowledge is critical to a nation and nations need to provide a conducive environment that can promote Willingness To Stay amongst local talents. In progressing towards a knowledge-based economy nation, the contribution from talents is critical towards the development of a nation.

Collings and Mellahi (2009) stated that human capital plays an important role in providing nations with a sustained competitive advantage. While globalization has brought improvements in terms of international business and enhanced international trades by creating a borderless world, unavoidably, it presents a negative effect to the balance of human resource sector globally. Globalization causes shortage of talents in nations facing the brain drain phenomenon as talents become more mobile. The migration of talents from developing to developed nations is typically at the expense of the developing nations. Brain Drain issue has been long globally debated amongst economists and scholars to discuss on the causes and effects that contribute to a

nation's economic progress (Massey, 2003; Kapur and McHale, 2005; Kuznetsov, 2006; World Bank Report on Brain Drain April 2011). Malaysia is chosen as the background of this study since Malaysia represents a developing nation that is affected by Brain Drain phenomenon which could hinder its 2050 National Transformation plan to progress as a Top 20 global leading economy by year 2050 (Aun, 2017).

As a developing nation, Malaysia is also affected by brain drain issue which is unfavorable to the nation's economy (Jauhar and Yusof, 2011). Interestingly, Jauhar and Yusof (2011) find that Malaysian talents are heavily sought after by the global industries since they are adaptable, multi-lingual and demand reasonable pay. In a report by HAYS (2016), 93 per cent of Malaysian job seekers admit that they are considering leaving Malaysia to work overseas. Only 7 per cent would not consider leaving Malaysia to work overseas. Out of the 93 per cent, 84 per cent indicated better job opportunities, career development or exposure as their reasons to leave while 9 per cent indicated lifestyle factors as their reason to leave Malaysia (HAYS, 2016). This is considered as critical with an estimated total of one million Malaysia diaspora globally (Malaysia Economic Monitor, 2011). If this situation is not given the proper corrective attention, Malaysia's brain drain issue will worsen and this is bad for the sustainability of Malaysia's economy.

The originality of this study lies in the exploration of Willingness To Stay construct where the Willingness To Stay within a nation amongst local talents are influenced by their perception of the National Value Proposition. Willingness To Stay is the dependent variable and Perceived National Value Proposition is the independent variable. Life Satisfaction is introduced as a mediating variable to explore and understand the causal effect of the studied relationship between perceived National Value Proposition and Willingness To Stay. Human Resource Management, Migration Theories, Life Satisfaction, Value Propositions Theories and Resource Based View are some of the literatures reviewed to conceptualize and form the basic understanding of Talent Retention construct.

While Malaysia, through TalentCorp is concerned with attracting Malaysia's Diaspora through incentives and attractive remuneration packages, it is better to promote Willingness To Stay in the nation amongst Malaysia's locally residing and working talents. However, what are the influential National Value Proposition dimensions that are influential towards promoting Willingness To Stay in a nation amongst local talents? Studying these dimensions would help national policy makers understand how the local talents perceive the National Value Proposition dimensions projected by Malaysia. This is what this study aims to explore and present. The overall flow of the study is represented by Figure 1.1.

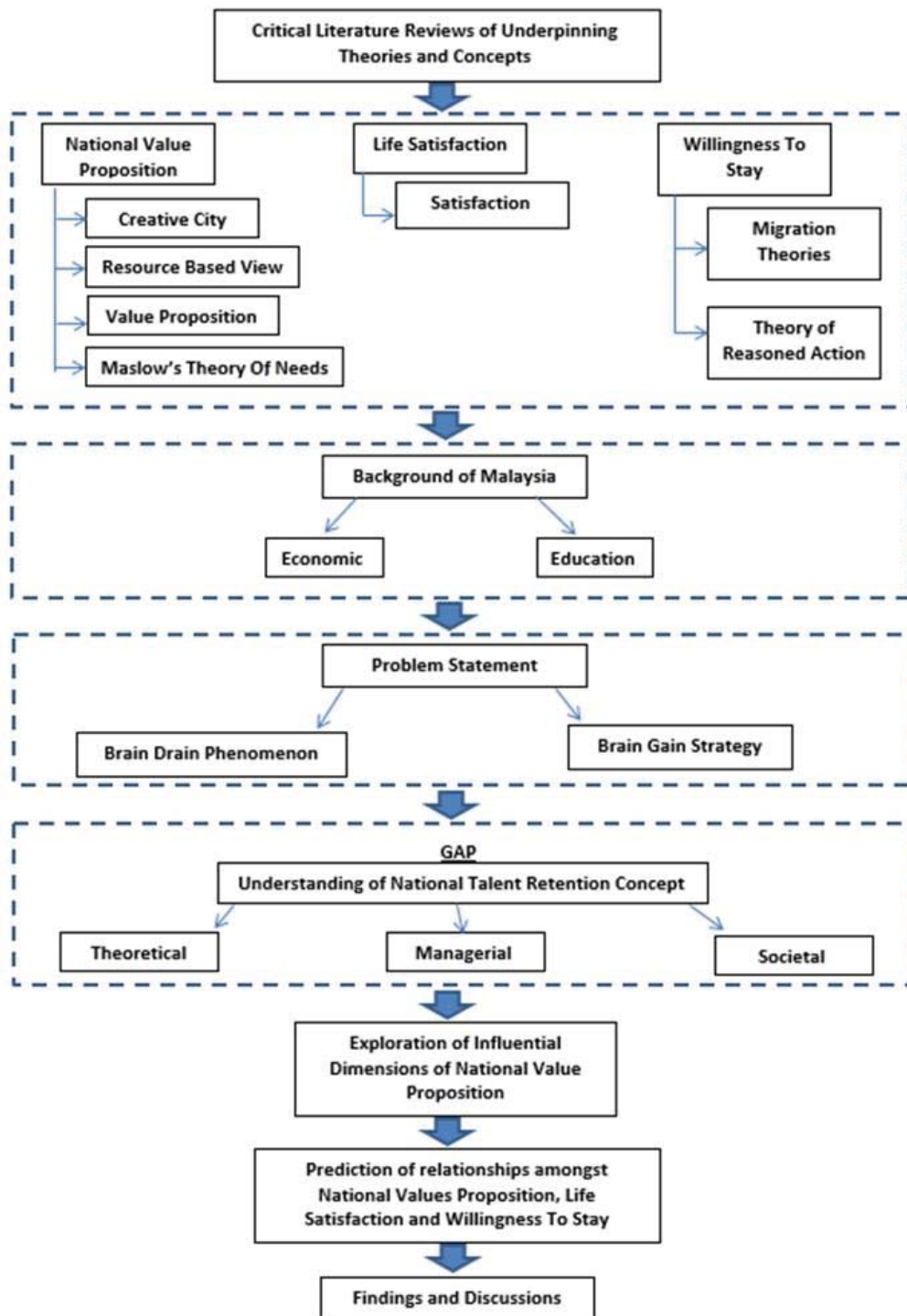


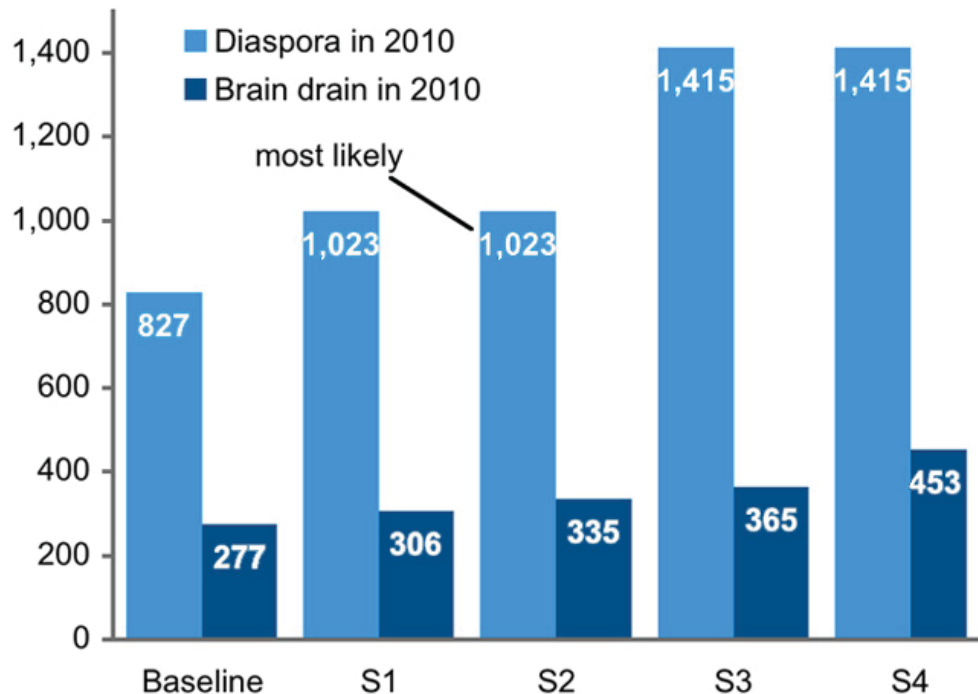
Figure 1.1 : Overall flow of study

1.2 Background of the Study

Malaysia is experiencing Brain Drain phenomenon since the local talents perceive developed nations' National Value Proposition as more attractive to them in terms of job opportunities, career development or exposure as well as lifestyle factors (HAYS, 2016). To achieve its 2050 National Transformation vision, Malaysia needs to develop and retain a pool of readily available market oriented, highly educated, skilled, knowledgeable and productive human capital to support the local economy and maintain its global competitiveness (Yeow *et al.*, 2013). Malaysia is experiencing a rapid economic transformation towards a knowledge based economy. This spurs the demand for talents to support the industrial and economic development. In today's global competition, industries are no longer relying on labor intensive processes but they are currently moving towards modern technological production processes and rely more on innovative mechanized processes in order to cut overhead costs. Due to this, the human capital is moving towards innovative talents to support the dynamic needs of the industries. As such, it is now critical for nations to develop, attract and retain talents to support its economic development plan.

According to the latest available migration report by The Malaysian Economic Monitor (2011), Malaysia's diaspora is estimated at one million globally in 2010 and this indicated a four-fold increase over the last 30 years with geographically concentrated and ethnically skewed migration pattern. Based on the estimated one million diaspora globally, 844,000 are aged 25 years and above. According to Malaysian Economic Monitor (2011), this age group is considered as active working group. Among this age group, 455,000 consists of high skilled professionals with minimum tertiary education (Foo, 2011). Dr. Wilson Tay, CEO of Malaysian Institute of Management highlighted on the acute brain drain of highly skilled profession areas of biotechnology, advanced financial market, telecommunications, material science and nanotechnology with increased outbound of surgeons, doctors and highly specialized educationists and professionals (The Edge, 2008). The latest available diaspora and brain drain estimates is presented by Figure 1.2 (The Malaysian Economic Monitor, 2011).

The Malaysian diaspora in 2010 is estimated at 1 million, a third representing brain drain



Note: S1-4 are scenarios accounting for uncertainty on non-residents in Singapore.

Source: Docquier, Marfouk, Özden and Parsons (2010), Docquier, Lohest and Marfouk (2007), and World Bank staff calculations and simulations

Figure 1.2 : Diaspora and brain drain estimates through 2010

From the study on Organization Talent Retention, it is important for organizations to recognize the importance and commitment of talents. Organizations need to create an environment that can attract and retain productive talents. Talents would contribute towards the development and providing a strategic competitive edge for organizations. In order to maintain the strategic dynamic, it is critical for organizations to value their intellectual human capital and provide value proposition to these local talents (Frédéric Docquier and Joël Machado, 2016). Organizations risk losing critical human capital resources, skills and knowledge that have been developed during their employment. Extending this situation to a broader perspective of a nation, this is what this research posit as supporting the needs and expectations of a nation (Collings and Mellahi, 2009; Mello, 2011; Frédéric Docquier and Joël

Machado, 2016). Nations need to create value proposition that could attract and retain sustainable competitive human capital advantage within the global economy. In the current competitive global economy, strategic talent management is now critical in providing nations with the strategic sustained competitive advantage through human capital (Collings and Mellahi, 2009; Tarique and Schuler, 2010; Ribeiro and Gomez, 2017).

Based on earlier Organizational Talent Retention studies, the common retention factors given by talents with organizations include opportunity for career growth, continuous and dynamic learning, career development, intellectually challenging and exciting work, inclusive and meaningful work, making a difference and contribution, considerate and appreciative boss, fair recognition for work well done, sense of autonomy, ownership of task and responsibilities, flexible work hours and dress code, fair pay and benefit which are part of organizational policies (Ashton and Morton, 2005; Samuel and Chipunza, 2009, Coetzee and Stoltz, 2015; Mamun and Hasan, 2017). These reasons are reflected in the survey report by Linked In (2015) as per Figure 1.3.



Source: LinkedIn survey, Why & How People Change Jobs. (Mar 2015)

Figure 1.3 : Top reasons why people left their old job

Interestingly, recent researches have forwarded the concept of Willingness To Stay in the context of Human Resource Management (Samuel and Chipunza, 2009;

Tansel and Gungor, 2011, Johari *et al.*, 2012), hospitality (Naqshbandi and Munir, 2011; Tanford, S., Raabb, C. and Yen-Soon, K., 2012; Chakyroglu and Suiyerkul, 2014) and Organizational Talent Retention (Mitchell *et al.*, 2001; Samuel and Chipunza, 2009, Tansel and Gungor, 2011). Another concept of Willingness is extended by Gibbons and Gerrard (1997) in the Theory of Planned Behavior by Ajzen I. (2005) in predicting behavioral willingness in the study of adolescent health risk behavior. Gibbons and Gerrard (1997) developed the behavioral willingness prototype model of health behavior to improve the prediction analysis which they define as an openness to risk opportunity or in short, what an individual would be willing to do under some circumstances. These researches were done based on individual sampling. This research intends to adapt and extend the scope of Organizational Talent Retention concept to explore and understand the perceived National Value Proposition that could promote Willingness To Stay amongst Malaysia's local talents.

With Malaysia aiming to embark on 2050 National Transformation vision towards a top 20 competitive nation globally, emphasis needs to be given towards the human capital development of Malaysians. This vision clearly demands for inclusiveness of talents' development. Thus, the importance of human capital is reinforced in order to achieve this vision. In order to achieve this, Malaysian government policy makers will need to understand the influential factors towards developing and influencing local talents' Willingness To Stay within the nation to support the human capital requirement. Malaysia has been taking initiatives to attract, nurture and retain the best and the right talents to include diaspora as well as expatriates in order to support the nation's need for talents. Talent Corporation Malaysia Berhad was established in 2011 under the Prime Minister's Department to carry out this task.

Progressing towards knowledge-based economy, Malaysia will need to strategize its human resource development. National education policies will need to be developed with focus on the current dynamic technological and industrial global needs. Education and vocational institutions plays an important role to equip and enhance local human capital with modern industrial skills and knowledge. Several

researchers discover that educational and training policies contribute towards shortage of talents supply within a nation. Potential factors contributing to the shortage of talents within a nation include shortage of supply from the industrial and vocational training institutes, reluctance on the part of employers to conduct enterprise level training due to staff pinching and job hopping, skills mismatches, shortage of qualified and experienced lecturers, instructors and trainers in the field of new technologies, lack of incentives and competitive wage rates from industries within the nation, loss of talents to neighboring countries from migration and last but not least; picky workers (Jauhar *et al.*, 2009, Quoquab *et al.*, 2016; Jauhar *et al.*, 2016).

Much of available theses and studies cover the construct of talent retention from the perspectives of firms and organizations. However, there is still an eclipse in the study of national factors that influences local talents' Willingness To Stay and contribute their skills and knowledge towards the development of their home country. Adapting this, Willingness To Stay extends the construct of Organizational Talent Retention to the scope of nation in terms of national policies development and practices designed to provide values proposition that meets the diverse needs of talents and creates environment that encourages them to stay and contribute towards the development of a nation. Thus, this study intends to explore and study on the potential influential National Value Proposition dimensions.

1.3 Problem Statement

The ongoing brain drain phenomenon triggered the interest of this thesis to study the National Value Proposition dimensions that are needed to attract, retain and develop Malaysia's local talents. There is a lack of clarity or literature reviews that can directly define Willingness To Stay within the context of this thesis. Push and Pull Theory (Jauhar and Yusof, 2011; Gungor and Tansel, 2014), Migration Theory (Ravenstein, 1889) and Theory of Reasoned Action (Fishbein and Ajzen, 1975, 1980) have been used to study on the factors influencing individual's migration decision making. Although earlier studies support the understanding of the

Willingness To Stay construct such as Organizational Talent Retention (Mitchell et al., 2001; Samuel and Chipunza, 2009, Tansel and Gungor, 2011), Migration Theory (Ravenstein, 1889), Theory of Reasoned Action (Fishbein and Ajzen, 1975, 1980), Talent Management (Thunnissen et al., 2013), Push and Pull Theory (Jauhar and Yusof, 2011; Güngör and Tansel, 2014), Value Proposition (Anderson et al., 2006; Ballantyne et al., 2011; Kowalkowski et al., 2011), Resource Based View (Barney, 1991, 1994, 2002) and Creative City (Florida, 2002, 2005, 2008), none has specifically focused on studying the perceived National Value Proposition dimensions that contribute towards Willingness To Stay amongst local talents.

Interestingly, life satisfaction has been applied in studying the role of emotions in decision making (Diener and Suh, 1998; Beutell, 2006; Martikainen, 2008). Earlier researches also discussed on the constructs of Brain Drain (Davis and Weinstein, 2002; Simon and Oded, 2007) and Brain Gain (Saxenian, 2005; Cheshire and Magrini, 2006). Further to the construct of Brain Drain and the hype about “War for Talent” (Collings and Mellahi, 2009), researchers has strikingly generated new conceptual talent management constructs and findings. Today, interdisciplinary science encourages the combination of cross-discipline theories to be combined to study theories, constructs and ideas. In understanding the Willingness To Stay construct and influential National Value Proposition dimensions, there is still a gap in understanding how Life Satisfaction construct influences the relationship between perceived National Value Proposition and Willingness To Stay as well as to what extent does life satisfaction mediates the relationship.

Early migration theories such as Ravenstein’s Law of Migration (Ravenstein, 1889); Lee’s Theory of Push and Pull Factors (Lee, 1966); Neoclassical Economic Theories (Hicks, 1932; Lewis, 1954; Harris and Todaro, 1970) and Migration Network Theory (Massey et al., 1993; Vertovec, 2002; Dustmann and Glitz, 2005) are the referred fore-founding theories on general skills and migration. In relation to migration study, theoretical gaps on migration at country level arise because most of the migration studies mentioned earlier covered the issues of migration by bundling labor from all skills levels, including low skilled labors and general workers but none has specifically focused on selected high skilled group of talents that is critical in

supporting a nation transition from a manufacturing based to a knowledge based economy.

The Asian Four Economic Tigers such as Singapore, Hong Kong, South Korea and Taiwan have shown that human resource is a critical intangible resource that contributes towards the economic development and progress of their nations through their knowledge, experience and innovative contributions (Solow, 1956; Paul, 1990; Helpman, 2004). These nations have successfully attracted, retain and develop talents in their respective nations to support their economic growth. Yet, other developing nations have failed to attract, retain and develop talents with talents migrating, resulting in Brain Drain phenomenon including Malaysia.

Much has been emphasized on the initiatives to attract Malaysia's talents currently working overseas with offers of various incentives by Malaysian government. Due to globalization and borderless internet world, there are many issues and factors that are associated to the cause of Malaysia's brain drain dilemma such as political, religious, socio-economy, career opportunities including other push and pull factors (The Malaysian Economic Monitor, 2011; Quoquab *et al.*, 2016; Jauhar *et al.*, 2016). Evidently, brain drain issue is not a unique issue to Malaysia only as it is a global issue (Davis and Weinstein, 2002; Simon and Oded, 2007). Much emphasizes and incentives have been promoted by TalentCorp to attract Malaysia's Diaspora and foreign talents to return or migrate to Malaysia as a brain gain strategy.

Under various government and non-government agencies such as TalentCorp, Malaysian Development Corporation (MDC) and Ministry of Science, Technology and Innovation, the Malaysian government has been implementing many brain gain strategies and plans to attract our diaspora from abroad. From 1995 to 2000, MOSTI launched its first brain gain program. Interestingly, out of the 94 scientists that returned home only one remains in Malaysia. Following this, second brain gain program was executed from 2001 to 2004 with the objective to attract 5,000 talents per year. However, the response was poor as only 200 talents took advantage of the offer (Quah *et al.*, 2016).

To make matter worse, globalization has increased the mobility of the skilled workers and enabled them to seek international opportunities more easily. This has directly impact the demand or competition for talents between firms. The firms' competition for skilled labor has become ferocious with the effect of globalization. The shortage for skilled worker in host country somehow has to be filled and most of the developed countries aim for talents from developing countries which is cost effective. This contributes to the migration of talents from developing countries where there is unsatisfactory environment, economy and factors at home (Bach, 2003; Doherty, Dickmann and Mills, 2010).

Malaysia as a developing country is not spared from this brain drain phenomenon as talents are migrating and contributing their skills, knowledge and experiences for other countries rather than the motherland. Once the talents leave for other countries, there will be a lost to a nation in terms of human resource development cost from the education and trainings provided by the government and income-tax revenue. Brain drain will have a negative impact on the country's development. The nation provides all necessary infrastructure and resources to train the human capital. If the person decides to stay and work for other countries, all the investment the nation provided will go down the drain. No contribution will be provided to the home country which eventually will hinder the development of the country. Hence, it is very important to retain the talent in home country to help develop the country (Kannappan, 2003; Jauhar *et al.*, 2011).

Based on the latest World Bank report on April 2011, the Diaspora of Malaysian is over 1 million and one third of it is highly educated people. Among the 1 million people who are staying overseas, half of it is actually staying in our neighboring country, Singapore. The World Bank report (The World Bank, April 2011) shows that almost 54% of the brain drain hosted in Singapore follow by Australia, Brunei and United Kingdom. While Malaysia is trying to develop the nation, there are a lot of talents and professionals leaving the nation to seek for better opportunities outside the country. There has been a lot of news on the loss of talent in Malaysia. Recently, The New York Times published a title called "Loss of Young Talent Thwarts Malaysia's Growth" (Gooch, 2010) which highlighted that

Malaysia's talents or professionals believe that Singapore is better in term of education, job opportunity and higher wages. Evidently, here is still a gap in studies related to exploring the National Value Proposition dimensions that could promote the Willingness To Stay amongst Malaysia's local talents.

Malaysia have acknowledged the importance of recognizing the crucial contributions of talents towards supporting the economic development and have begun to initiate Brain Gain initiatives to attract, retain and develop talents through implementations of the nation's policy changes. Narrowing the population sample, there is still a gap in the migration study specific to a nation's talents migration factors, specifically with life satisfaction as a mediating variable. This study aims to contribute towards creating a replicative framework that can be used in the study of relationship between perceived National Value Proposition and Willingness To Stay constructs as well as the mediating effect of Life Satisfaction construct towards the relationship between perceived National Value Proposition and Willingness To Stay amongst local talents. Hopefully, the findings in this study could contribute towards filling in this policy gap.

Much general studies have been carried out on the 'push' and 'pull' factors of brain drain in the case of Malaysia. To date, there is an interesting study which includes research samples from selected Malaysian talents that was conducted among 150 accounting students and professional accountants by Jauhar *et al.* (2009). The findings from this study deducted that the student's and professional account's propensity to migrate is influenced by prospects of higher pay, perceived better welfare and opportunity for international exposure. The study by Jauhar *et al.* (2009) contributed to the understanding of migration push and pull factors for students and accountants in Malaysia. However, more empirical research is called for to explore potential factors that could specifically attract and retain talents in a nation, identify factors and suggest ways to overcome it.

There is a critical need to explore the relationship between perceived National Value Propositions and Willingness To Stay amongst Malaysia's talents as well as how Life Satisfaction construct, as a mediating variable influences the relationship

between National Value Proposition and Willingness To Stay. Failure to address brain drain phenomenon will lead to a wider societal gap and worsen a nation's brain drain issue. Talents might end up dissatisfied with the value propositions projected by a nation and thus, spiraling the issue of brain drain in the nation.

1.4 Research Questions

The objective of this study raises research questions concerned with exploring the relationships between National Value Proposition as the independent variables and Willingness To Stay as the dependent variable. Additionally, this research is interested to explore National Value Proposition dimensions significant to Malaysia's talents that influence their Willingness To Stay in the nation. Life Satisfaction is introduced as the hypothetical mediating variable to explain the causal link between the independent and dependent variables. This study invokes five research questions of interest as listed below.

Research Question 1: What are the influential dimensions that represent National Value Proposition unique to Malaysia?

In exploring the influential National Value Proposition dimensions, firstly, based on the literature reviews, the proposed dimensions shall need to be explored, tested and established. The researcher is interested to explore the dimensions that represent National Value Proposition. National Value Proposition must be built around attributes that genuinely attract, engage and retain the talent you want (Barrow and Mosley, 2005). In a globalized and competitive market, the fundamental question on Value Proposition is the significance of the factors to the talents (Waeraas and Solbakk, 2008). In this study, the researcher is interested to explore and test five explored dimensions to represent National Value Proposition unique to Malaysia to include Governance, Socio-Economy, Human Rights, Human Security and Education Branding.

Research Question 2: What is the relationship between National Value Proposition and Life Satisfaction?

Life satisfaction has been the study of interest by scholars where it has been defined primarily as an overall cognitive appraisal of one's life as a whole (Diener, 1994; Diener and Suh, 1998). Life satisfaction researches have been primarily based on the assumptions based on the respondent's own set of criteria (qualitative) and from their life experience. The findings are usually subject to the respondent's own life experience based on their social and economic status. This exploratory study explores the significance of the relationship between National Value Proposition and Life Satisfaction based on talents' feedback in an objective manner.

Research Question 3: What is the relationship between Life Satisfaction and Willingness To Stay?

This third research question intends to explore potential significance of the relationship between Life Satisfaction and Willingness To Stay. No direct study has been done in relation to understanding how life satisfaction is linked to the Willingness To Stay of talents in a nation. However, to understand the question at hand, the author refers to earlier literatures on life satisfaction (Diener, Suh, Lucas and Smith, 1999; Luhmann, Hofmann, Eid, and Lucas, 2012), job satisfaction and organizational talent retention to explain and explore the relationship between Life Satisfaction and Willingness To Stay. Extending the available organization related theories to the scope of nation; it is hoped that this study will shed some understanding towards the relationship between Life Satisfaction and Willingness To Stay.

Research Question 4: What is the relationship between National Value Proposition and Willingness To Stay?

This question intends to study the direct relationship between both National Value Proposition as the independent variable and Willingness To Stay as the

dependent variable. It tests the significance of direct National Value Proposition relationship to Willingness To Stay based on the feedback from Malaysia's talents.

Research Question 5: Does Life Satisfaction mediate the relationship between National Value Proposition and Willingness To Stay?

This fifth question intends to study on the potential mediating effect of Life Satisfaction on the relationship between National Value Proposition as the independent variable and Willingness To Stay as the dependent variable. This final research question is mainly interested to explore the extent of Life Satisfaction influence as a mediating variable towards achieving Willingness To Stay.

1.5 Research Objectives

This research postulates Willingness To Stay to be the dependent variable, Life Satisfaction as the mediating variable and National Value Proposition as the independent variable to be explored in this study. Life satisfaction construct is introduced as a mediating variable to test for possibilities of mediation effect towards the relationship between Willingness To Stay in a nation based on their perception on National Value Proposition. In specific, the objectives of this study are:

Research Objective 1: To determine the influential National Value Proposition dimensions unique to Malaysia.

Research Objective 2: To examine the relationship between National Value Proposition and Life Satisfaction.

Research Objective 3: To evaluate the relationship between Life Satisfaction with Willingness To Stay.

Research Objective 4: To study the relationship between National Value Proposition with Willingness To Stay.

Research Objective 5: To test significance of mediating effect of Life Satisfaction between National Value Proposition and Willingness To Stay.

Specifically this exploratory study will limit its sample to include only Malaysian talents who are currently residing and working in Malaysia in sectors within 12 National Key Economic Areas. The sample group consists of Malaysian talents who are currently residing and working in Malaysia, having at minimum Bachelor degree and professional certifications as well as minimum of 5-years working experience. This exploratory study is interested to focus the research participants to Malaysia's locally residing and working pool of talents that are considered as critical to support Malaysia's aim to be a competitive nation globally by the year 2050 in tandem with Malaysia's 2050 National Transformation vision.

1.6 Significance of the research

In relation to the problem statement of this research, there are theoretical, managerial and societal gaps that this study is interested in. Firstly, this study aims to explore the influential National Value Proposition dimensions that are influential towards promoting Willingness To Stay amongst local talents in the nation. Secondly, this research presents the findings on the relationships among the constructs to include Willingness To Stay as the dependant variable, Perceived National Value Proposition as the independent variable and Life Satisfaction as the mediating variable. Value Proposition Theory has been widely applied in the field of marketing in terms of the expectation of value to be delivered, acknowledged and expectation from the customer on the value will be experienced. Mostly, value proposition is being applied to organizations, customers, products or services. (Anderson *et al.*, 2006; Payne *et al.*, 2008). There is still a gap in applying Value Proposition Theory to the scope of nation. It is hoped that this study could contribute towards bridging the gap within the context of Value Proposition Theory.

Another interesting theoretical gap related to this research is the application of Life Satisfaction construct. Most migration studies applied push and pull factors in explaining the causal and effects of migration. Another view on Life Satisfaction by Ellison *et al.* (1989) defines life satisfaction as a cognitive assessment of an underlying state thought to be relatively consistent and influenced by social factors. This study tends to bridge the migration theoretical gap between the National Value Proposition construct and Malaysian talents' Willingness To Stay in the nation by introducing Life Satisfaction as a mediation variable. Cross-disciplinary approach from the perspective of combined theories of Maslow's Theory of Needs, Value Proposition, Human Resource Management, Resource Based View, Theory of Reasoned Action and Life Satisfaction were referred to in order to support the constructs and dimensions introduced in this study.

Earlier migration studies that studied general labours are no longer replicable to today's knowledge based economy. Current study shall contribute towards the migration theory by focusing on selected group of human capital that is defined by talents which are deemed critical to support a nation's development towards a knowledge-based economy. Hopefully, this study would turn as a new discovery aimed to bridge the understanding of explored perceived National Value Proposition dimensions that would lead to the success of a nation to promote Willingness To Stay amongst its local talents and bridge the gap in understanding the influential National Value Proposition dimensions that contribute towards a successful Willingness To Stay amongst local talents in the era of knowledge economy.

Malaysia is now spearheading towards 2050 National Transformation vision towards becoming a top 20 nation in economic development, social advancement and innovation by the year 2050. However, there is still a gap in Malaysia's talent management policy since Malaysia is still losing its local talents alarmingly from brain drain phenomenon. It is estimated that more than one million Malaysian talents have migrated abroad where a third of which is brain drain (Malaysia Economic Monitor, 2010; HAYS, 2016). Hopefully, this study could contribute significant findings that would bridge the policy gap and assist to achieve a better understanding of influential National Value Proposition factors towards a successful Willingness To

Stay. Malaysia is still facing an alarming Brain Drain phenomenon even with existing investment in human capital. As such, it is hoped that this research could contribute insights to government policy makers on human resource management policies.

It shall also provide a theoretical managerial guide to nations, industries and higher learning institutions on the factors and attributes that contribute towards successful talent retention strategies. It is hoped that the findings would shed some lights to the government of Malaysia to further understand issues of talent retention and provide some understanding on the influential National Value Proposition dimensions. Such a potential situation may also precipitate the development of higher learning and training institutions, which if robustly managed, could supply firms and industries with the right talents who ultimately progresses a nation to a better state of condition socially, economically with improved institutional practices.

There is still a gap in understanding how Malaysia's talents perceive the National Value Proposition projected by the nation. This study hopefully would bridge the societal gap in understanding how Malaysia's local talents perceive National Value Proposition of the nation. Hopefully, the findings in this study will provide some insight and information to administrators, practitioners as well as researchers about potential National Value Proposition influential dimensions that could promote Willingness To Stay amongst Malaysia's local talents. Understanding and bridging these theoretical, policy and societal gaps could contribute towards a successful Willingness To Stay strategy for the nation. It is also hoped that upon completion of this study, the theoretical framework forwarded could be adapted, replicated, modified and enhanced to identify the influential factors specific to other countries.

1.7 Definition of Terms

1.7.1 Willingness To Stay

In this research, Willingness To Stay construct is the dependent variable that is adapted from the concept of Organizational Talent Retention (Barton, 2002; Ashton and Morton, 2005; Samuel and Chipunza, 2009). Willingness To Stay is defined as the willingness of local talents who were currently residing and working to stay in Malaysia based on the perception and openness to risk opportunity that they have on Malaysia's National Value Proposition regardless whether they have migration experience or not. From the view of Organizational Talent Retention, the success of talent retention depends on the organization's human resource management strategy (Tansel and Gungor, 2011). All talents have their unique career aim and target. An organization will need to look at the potential value proposition factors that they can offer to these talents to include potential career growth, dynamic learning, exciting and challenging work opportunities, meaningful work, making a difference and a contribution, great people, inclusiveness, fair recognition for their achievements and innovativeness, sense of ownership over one's work, flexible work hours and dress code, fair pay and benefit (Barton, 2002; Ashton and Morton, 2005; Samuel and Chipunza, 2009).

Willingness To Stay construct is a condition where National Value Proposition dimensions are attractive to talents that attract them to willingly stay and contribute towards the development of the nation. Therefore, the operational definition of Willingness To Stay is the propensity of Malaysian talents to stay in the nation based on their perception of the National Value Proposition.

1.7.2 Life Satisfaction

Life Satisfaction operational definition is defined as a person's appraisal of the relative quality of one's life experience and is an overall sense of one's life. Methodologically, life satisfaction measures the participant's own life experience

and how they feel at any given moment on the relative quality of his or her life. Life satisfaction is the way we perceive how our life experiences have been and how it will be in the future (Diener, Suh, Lucas and Smith, 1999; Luhmann, Hofmann, Eid, and Lucas, 2012).

Life Satisfaction is introduced as a mediating variable to test mediation effect between the relationship of National Value Proposition and Willingness To Stay of talents in a nation. Within the boundary of this study, life satisfaction is measured as the well-being and is subjectively assessed by the individual respondent's perception of the National Value Proposition construct. Life Satisfaction construct is measured based on individual sampling with participant sample focused on Malaysia's local talents.

1.7.3 National Value Proposition

Adapted from the theory of marketing, in general, value proposition is defined as a promise of value to be delivered and a belief from the customer of the value that they experienced (Barnes, Blake and Pinder, 2009; Kaplan and Norton, 2004). This research explores the national viability of this construct beyond the setting of a nation. In this study, Perceived National Value Proposition is the perception of the values that appears appealing or displeasing of a nation to promote Willingness To Stay or leave amongst Malaysia's local talents as well as values that a nation have to offer talents (Kaplan and Norton, 2004; Barnes, Blake and Pinder, 2009).

1.7.4 Talents

Talents are individuals who possess highly developed skills, capabilities, effective behaviors and mind set as well as deep knowledge of the work on how to make things happen. They are elixirs of economic and social growth, productivity, knowledge, wealth creation as well as aesthetics. They are well connected,

champions of values and beliefs, shape ideas and thus, significant innovators, implementers, decision makers and mentors in their settings (Omar *et al.*, 2012).

Specific to this research, talents is defined as Malaysian talents that hold at minimum bachelor degree, involved in the 12 National Key Economic Area (NKEA) sectors under Malaysia's New Economic Model (NEM) development policy, are currently residing and working in Malaysia regardless if they have migrated out or not, and they must have at least five years of working experience. Malaysia's talents in these sectors are deemed as critical to support Malaysia's transition towards becoming a high income knowledge-based nation in tandem with 2050 National Transformation vision (PEMANDU, 2013).

1.8 Organization of the Research

This exploratory study is organized into five chapters that underline the development process of the works and explored National Value Proposition dimensions specific to Malaysia that could influence Willingness To Stay amongst the local talents. Chapter 1 lay out the foundation for understanding of this study by discussing the background, statement of the problem, research questions, research objectives and the definition of terms applied in this exploratory study.

Chapter 2 gives a general review on literatures that are related to the understanding of the construct of Willingness To Stay construct as the dependent variable, National Value Proposition construct as the independent variable and Life Satisfaction construct as the mediating variable. This chapter includes the discussions on theories, constructs and variables adapted in this exploratory study. Overall, it presents a conceptualization of how the variables are related. Chapter 2 progresses to review the national economic and education policies from the early independence to current economic policy as well as some brief on the current migration issues to support the importance of human rights, socio-economy and education dimensions. The discussion on Malaysia shall lay the foundation and understanding on the reason for choosing Malaysia as the background of this exploratory study since Malaysia

represents a multi-racial, multi-cultural, stable and developing nation to support the dimensions of Governance and Human Security. Finally, a conceptual research framework shall be forwarded by the end of this chapter.

Chapter 3 progresses to discuss on the research methodology applied in this study. It includes discussions of the types of methodology applied and provides details on how the mixed methodology and analyses are generated specific for this study. Inclusive in this chapter are the demographic, respondent samples as well as the statistical analyses details selected for intent of this exploratory study.

Chapter 4 reports and discusses the results of both the qualitative and quantitative analytical findings. The data analysis is divided into two main sections. The first section elaborates on the qualitative analysis and outlines the findings from the interview sessions conducted. The second section lays the quantitative survey findings to indicate the respondents' responses, psychometric properties of independent and dependent variables, statistical data analyses as well as results of the hypotheses testing. The finding on Life Satisfaction as the mediating variable is also presented in this chapter.

Chapter 5 includes the discussion, recommendation and conclusion of this study by discussing on the major findings, limitations, contributions, implications for practitioners, academicians as well as government agencies. This chapter ends with recommendations and some suggestions for future proposed research in this area.

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Appendix A

Focus Group / Interview Consent Form

Focus Groups/Interview Consent Form

Title: MEDIATING ROLE OF LIFE SATISFACTION IN THE RELATIONSHIP BETWEEN PERCEIVED NATIONAL VALUES PROPOSITION AND WILLINGNESS TO STAY

Dzul Fahmi Nordin, Associate Professor Rosmini Omar, Dr Jihad Mohammad Dhahi Al-Nusairat

Azman Hashim International Business School
Universiti Teknologi Malaysia

I am Dzul Fahmi Md Nordin, a PhD student in the Department of Azman Hashim International Business School at Universiti Teknologi Malaysia. As part of my PhD thesis, I am conducting research under the supervision of Associate Professor Rosmini Omar and Dr Jihad Mohammad Dhahi Al-Nusairat. I am inviting you to participate in my study. The purpose of the interview is to examine five proposed National Values Proposition dimensions that include Governance, Socio-Economics, Human Rights, Human Security and Education Branding that could contribute towards promoting willingness to stay amongst Malaysia's local talents such as you.

This study involves mixed methodology analysis approach where this qualitative methodology is applied as a mean to gather background knowledge and characterizations of the "National Values Proposition" construct explored dimensions and themes from the perception of Malaysia's local talents by employing semi-structured face to face personalized interview method. Target respondents are confined to Malaysia's local talents currently residing and working in Malaysia. The data will be used to determine the clusters of relevant variables required for quantitative survey questionnaire. Each interview session will take approximately one (1) hour with either video or audio recording, whichever is convenient to each participant.

Your participation will be critical to provide rich data in providing insight and information for administrators, practitioners, and researchers about employee engagement in the human resource management field from the survey feedback, and could implement strategies for change that address participant responses. Your participation is completely voluntary. You may withdraw from this interview at any time without penalty.

All information obtained in this study will be kept strictly confidential. All participants will be asked not to disclose anything said within the context of the discussion. All identifying information will be removed from the collected materials, and all materials will be confidentially filed by the researcher and the university only.

I also understand that my words may be quoted directly. With regards to being quoted, please initial next to any of the statements that you agree with:

	I wish to review the notes, transcripts, or other data collected during the research pertaining to my participation.
	I agree to be quoted directly.
	I agree to be quoted directly if my name is not published (I remain anonymous).
	I agree to be quoted directly if a made-up name (pseudonym) is used.
	I agree that the researchers may publish documents that contain quotations by me.

By signing this consent form, you are indicating that you fully understand the above information and agree to participate in this study.

Participant's signature _____

Date: _____

Researcher's signature: _____

Date: _____

If you have any questions about this study, please contact Dzul Fahmi Md Nordin (Mobile Number: 016-2442548 or email: dzul1974@yahoo.co.uk) or Associate Professor Rosmini Omar (Mobile Number: 012-3972422 or email: rosmini@ibs.utm.my). If you have any questions or concerns about this study, you may contact Associate Professor Rosmini Omar, by mobile phone 012-3972422 or by e-mail at rosmini@ibs.utm.my.

Appendix B

Quantitative Survey Questionnaire



Date: 11/05/2015

Dear Participants:

You are invited to participate in a research study titled "Mediating Role of Life Satisfaction in the relationship between perceived National Values Proposition and Willingness To Stay". Your participation in this study is voluntary and you are free to withdraw your participation from this study at any time.

The survey should take only 15 minutes to complete. The survey collects no identifying information of any respondent. All of the response in the survey will be recorded anonymously. The finding of this research will be used for academic purpose only.

Best regards,

Dzul Fahmi bin Md Nordin

PhD Student (KL PR113025)

International Business School (IBS)

University Teknologi Malaysia

Email: dzul1974@yahoo.co.uk

SURVEY QUESTIONNAIRE

Instructions for completing the questionnaire:

1. Please answer all questions in this questionnaire.
2. Please return the completed questionnaire to the respective person.

Section A:

Please read the following statements carefully and circle the number that best represents your opinion based on the following criteria.

Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

1	The government provides efficient access to public services	1	2	3	4	5	6	7
2	The government legislative branch is accountable for their actions	1	2	3	4	5	6	7
3	Government practices transparency in the governance of the resources	1	2	3	4	5	6	7
4	The government follows the rules of law well in my country	1	2	3	4	5	6	7
5	Decisions made by the government is based on public interest	1	2	3	4	5	6	7
6	The government is serious in fighting corruption in Malaysia	1	2	3	4	5	6	7
7	The government eases bureaucracy in public sector services	1	2	3	4	5	6	7
8	The government practices inclusiveness in both urban and rural developments	1	2	3	4	5	6	7
9	Malaysia provides a good welfare support structure	1	2	3	4	5	6	7
10	The cost of living in Malaysia is still acceptable	1	2	3	4	5	6	7
11	Malaysia provides affordable education opportunities to all	1	2	3	4	5	6	7
12	Malaysia provides affordable medical support to the population	1	2	3	4	5	6	7
13	My country offers me the sense of standard of living security in my life	1	2	3	4	5	6	7
14	Household income in Malaysia allows comfortable standard of living	1	2	3	4	5	6	7

15	The government provides good civil and ICT infrastructure for mobility within the nation	1	2	3	4	5	6	7
16	The government is committed in improving population's standard of living	1	2	3	4	5	6	7
17	Within the norms of religion and culture, my country allows personal freedom to individuals	1	2	3	4	5	6	7
18	I am entitled to a fair trial under Malaysia's law	1	2	3	4	5	6	7
19	My country offers me the sense of standard of living security in my life	1	2	3	4	5	6	7
20	My country provides sufficient health facilities and support to all	1	2	3	4	5	6	7
21	I feel free from any sort of discrimination in this nation	1	2	3	4	5	6	7
22	Malaysia allows freedom of religious beliefs and practices	1	2	3	4	5	6	7
23	I can exercise my rights to express my voice and views in Malaysia	1	2	3	4	5	6	7
24	Malaysia provides fair treatment to all regardless of gender, race, disability or any other differences	1	2	3	4	5	6	7
25	Malaysia has minimal racial violence	1	2	3	4	5	6	7
26	The nation's politics is relatively stable	1	2	3	4	5	6	7
27	Malaysia is relatively free from act of terrorism or potential war	1	2	3	4	5	6	7
28	There is a sense of harmony between racial integration in Malaysia	1	2	3	4	5	6	7
29	Vandalism and destruction of properties is minimal in Malaysia	1	2	3	4	5	6	7
30	I feel safe going out for sports, exercise or recreational activities in Malaysia	1	2	3	4	5	6	7
31	I feel safe to go out at night in Malaysia	1	2	3	4	5	6	7
32	Religious beliefs can be practiced without any violence in Malaysia	1	2	3	4	5	6	7
33	Higher Education Institutes in Malaysia provides hands-on industry collaboration experience	1	2	3	4	5	6	7
34	Higher education institutes in Malaysia offer excellent education and training	1	2	3	4	5	6	7
35	Local higher education institutes promote creativity and innovativeness	1	2	3	4	5	6	7
36	Higher learning institutions in Malaysia practices merit-based enrollment without any discrimination	1	2	3	4	5	6	7
37	Local higher education provides global recognized certification	1	2	3	4	5	6	7

Section B:

Please read the following statements carefully and circle the number that best represents your opinion based on the following criteria.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

In most ways, my life is close to ideal	1	2	3	4	5
The condition of my life is excellent	1	2	3	4	5
I am satisfied with my life	1	2	3	4	5
So far, I have gotten the important things in life	1	2	3	4	5
If I could live my life over, I would not change anything	1	2	3	4	5

Please read the following statements carefully and circle the number that best represents your opinion based on the following criteria.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

I will stay in my country	1	2	3	4	5
I will stay in my country even if I get a better job offer from overseas	1	2	3	4	5
I will contribute my knowledge and ideas in my home country	1	2	3	4	5
I will contribute my skills in my home country.	1	2	3	4	5

Section C:

This section enquires a few questions about you. Please tick (✓) the most appropriate box (only one) or fill in the blanks for each of the following items.

1. Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female																							
2. Age	<input type="checkbox"/> 21 to 30 years	<input type="checkbox"/> 31 to 40 years	<input type="checkbox"/> 41 to 50 years																						
	<input type="checkbox"/> More than 51																								
3. Years of professional experience	<input type="checkbox"/> 0 years	<input type="checkbox"/> 1-5 years	<input type="checkbox"/> More than 5 years																						
4. Nationality	<input type="checkbox"/> Malaysian	<input type="checkbox"/> Others																							
5. Ethnicity	<input type="checkbox"/> Malay	<input type="checkbox"/> Chinese	<input type="checkbox"/> Indians <input type="checkbox"/> Others.																						
6. Sector Distribution (*) <i>Please indicate your current employment / career sector from 1 to 12 based on the list provided.</i>	<table border="1"> <tr><td>1.</td><td>Tourism</td></tr> <tr><td>2.</td><td>Education</td></tr> <tr><td>3.</td><td>Agriculture</td></tr> <tr><td>4.</td><td>Communications Content and Infrastructure</td></tr> <tr><td>5.</td><td>Palm Oil</td></tr> <tr><td>6.</td><td>Healthcare</td></tr> <tr><td>7.</td><td>Wholesale and Retail</td></tr> <tr><td>8.</td><td>Electronics and Electrical</td></tr> <tr><td>9.</td><td>Oil, Gas and Energy</td></tr> <tr><td>10.</td><td>Business Services</td></tr> <tr><td>11.</td><td>Financial Services</td></tr> </table>			1.	Tourism	2.	Education	3.	Agriculture	4.	Communications Content and Infrastructure	5.	Palm Oil	6.	Healthcare	7.	Wholesale and Retail	8.	Electronics and Electrical	9.	Oil, Gas and Energy	10.	Business Services	11.	Financial Services
1.	Tourism																								
2.	Education																								
3.	Agriculture																								
4.	Communications Content and Infrastructure																								
5.	Palm Oil																								
6.	Healthcare																								
7.	Wholesale and Retail																								
8.	Electronics and Electrical																								
9.	Oil, Gas and Energy																								
10.	Business Services																								
11.	Financial Services																								
7. Current profession Please tick (✓) the most appropriate box (only one) that best match your current profession	<input type="checkbox"/> Have own company	<input type="checkbox"/> Working in private sector	<input type="checkbox"/> Employed in government service																						

Thank you very much

Appendix C

Consent letters from companies on Quantitative survey intent



JURUTERA UJI TATAH SDN. BHD.

Registered Service Engineer (Co. No. 106458-D)

No. 12B, Jalan Padi Ria 13, Bandar Baru Uda, 81200 Johor Bahru, Johor Darul Takzim.

GST ID No. : 000239452160

Website : www.ujitatah.com

Tel. No. : 07-237 4120 / 234 866 1

Fax. No. : 07-236 3944

Dzul Fahmi bin Md Nordin,
Level 10, Menara Razak,
Universiti Teknologi Malaysia Kuala Lumpur,
Jalan Sultan Yahya Petra,
54100 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur,
Malaysia

{Date}

Dear Dzul,

PhD Thesis questionnaires

With reference to your letter dated July 21, 2016, please take note that we will support you in your thesis data collection.

However, due to the distance, if it is possible, you can choose to just post the set of questionnaires to our Johor Bahru office.

If you are able to make a trip to Johor Bahru soonest, please contact me to arrange for a convenient date for the data collection to be carried out.

I leave the decision to you but do contact me soonest for an arrangement.

Yours Sincerely,

Ir Azlan bin Hj Md. Sharipin
Managing Director



amsito

Our Ref : AMS/KL047/07/2016(DWH)

21ST July 2016

Dzul Fahmi bin Md Nordin,
Level 10, Menara Razak,
Universiti Teknologi Malaysia Kuala Lumpur,
Jalan Sultan Yahya Petra,
54100 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur,
Malaysia

Salam Dzul Fahmi Md Nordin,

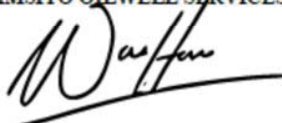
Approval for distribution of PhD Thesis questionnaires in Amsito Oilwell

Please be informed that Amsito Oilwell Services (M) Sdn Bhd approves your request to distribute your PhD thesis survey questionnaires to our office.

You may send to the office your questionnaires soonest possible for distribution and we will contact you when the questionnaires are ready for your collection.

We wish you all the best in your study.

Yours sincerely,
AMSITO OILWELL SERVICES (M) SDN. BHD.



Dato' Wan Hassan Mohd Jamil
Chief Executive Officer

AMSITO OILWELL SERVICES (M) SDN BHD (43661-A)

(Wholly owned by Reservoir Link Sdn Bhd)

Corporate Head Office : Unit 29-1, Menara 1MK, No.1 Jalan Kiara, Mont Kiara, 50480 Kuala Lumpur, Malaysia
Tel : (603) 6201 9969 Fax : (603) 6201 0969 Website : www.reservoirlink.com





Dzul Fahmi bin Md Nordin,
Level 10, Menara Razak,
Universiti Teknologi Malaysia Kuala Lumpur,
Jalan Sultan Yahya Petra,
54100 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur,
Malaysia

01 August 2016

Dear Dzul,

Distribution of PhD Thesis questionnaires

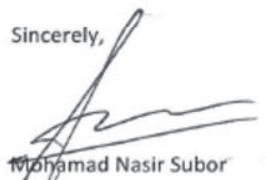
We have reviewed your request with reference to your letter dated July 21, 2016 and happy to inform you that we will support you with your data collection for your thesis.

It is an interesting topic and hope that you will share your finding with us later.

My office will contact you to arrange a suitable day and date for your data collection exercise.

We wish you the best in your PhD journey.

Sincerely,



Mohamad Nasir Subor
Chief Executive Officer

SERAMBI SUTERA CORPORATION SDN BHD

(413569-T)
LOT 8014A, JALAN BUKIT CHERAKAH
KAMPUNG BARU SUBANG,
40150, SHAH ALAM,
SELANGOR DARUL EHSAN.
TEL : 03 - 7845 6187 FAKS: 03 - 7845 6189
EMAIL: serambisutera01@gmail.com

Dzul Fahmi bin Md Nordin,
Level 10, Menara Razak,
Universiti Teknologi Malaysia Kuala Lumpur,
Jalan Sultan Yahya Petra,
54100 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur,
Malaysia

25th July 2016

Salam Dzul,

Survey questionnaires distribution for PhD Thesis

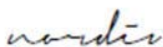
With regards to your letter dated July 21, 2016 on the above matter, we are happy to assist you with your data collection exercise.

As such, please contact me at 012-3960145 and we can discuss on the convenient day, date and time for you to distribute your survey questionnaires in the office.

I wish you all the best in your PhD journey.

Please keep in touch soonest possible.

Salam,



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26th July 2016

Salam Dzul,

SURVEY QUESTIONNAIRES DISTRIBUTION FOR PHD THESIS

With regards to your letter dated July 21, 2016 on the above matter, we are happy to assist you with your data collection exercise.

In regard to the above, please do not hesitate to contact me at 0122342121 (handphone) / 0389124143 (office) and we can discuss on the convenient day, date and time for you to distribute your survey questionnaires in the office.

I look forward to receiving a call from you soon and wish you the best for your PhD study.

Salam,

Ghazali Sadon

Ghazali bin Sa'don
Managing Director