

**UNIVERSITI TEKNOLOGI MARA**

**THE INFLUENCE OF INTANGIBLE  
RESOURCES ON THE  
PERFORMANCE OF WAQF  
PROJECT COLLABORATION:  
MEDIATING EFFECT OF  
SUSTAINABILITY AND  
MODERATING ROLE OF  
COLLABORATIVE EFFORT**

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Thesis submitted in fulfillment  
of the requirements for the degree of  
**Doctor of Philosophy**  
**(Business and Management)**

**Faculty of Business and Management**

**February 2020**

## AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

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Performance of Waqf Project Collaboration: Mediating  
Effect of Sustainability and Moderating Role of  
Collaborative Effort

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## ABSTRACT

The *waqf* institution has contributed significantly to sustainable socioeconomic growth. Despite its remarkable significance in this industry, *waqf* institution is still confronted with several industrial challenges, and one of them is the underperformance of *waqf* properties development that is caused by the lack of resources as well as an integrative approach. Resources management through cross-sector collaboration practices between the State Islamic Religious Councils (SIRCs) and their partners has been suggested for a better performance of *waqf* properties development. However, the claim was not supported empirically within the academic literature. In response to this issue, this thesis has examined the influence of intangible resources namely commitment, trust, networking and urgency on the performance of *waqf* project collaborations through the integration of the Resources Based View (RBV) theory and Stakeholder Salience theory. This thesis has also assessed the mediating effect of sustainability with regard to the relationship between commitment, trust, networking and urgency on the performance of *waqf* project collaborations. Finally, the present thesis has evaluated the moderating role of collaborative effort in strengthening the relationship between sustainability and performance which was argued to be inconsistent in previous literatures. A quantitative approach was conducted using a set of questionnaires that were distributed among the SIRCs and their partners based on the available *waqf* project collaborations. The research model was further analysed using the Partial Least Square-Structural Equation Modelling (PLS-SEM) technique. Based on the research questions, three core findings have been derived as follows: 1) commitment, trust, and urgency significantly influenced the performance of *waqf* project collaborations in Malaysia; on the other hand, networking was insignificant to the performance of *waqf* project collaborations; 2) as a mediating variable, sustainability partially mediated the relationship between trust, networking and urgency with performance. Contrastingly, commitment demonstrated an insignificant influence when tested indirectly through sustainability as a mediating variable; it was concluded to be a standalone influence on the performance of *waqf* project collaborations, and 3) as a moderating variable, collaborative effort played a significant role in strengthening the relationship between sustainability and performance in this study. This thesis contributes the relevant empirical evidence which indicates that intangible resources do play a significant role in influencing the performance of *waqf* properties development through cross-sector collaboration practices between the SIRCs and their partners. The research framework of this thesis has been registered for Intellectual Property Rights (IPR) to maximize excludability and increased innovativeness. Industry practitioners are encouraged to adopt this research framework in developing a model that can provides a comprehensive guideline on the importance of resources management. This implementation is crucial to enhance the performance of existing *waqf* properties development in the industry. Consequently, the significant role of *waqf* on the development of sustainable socioeconomic growth will be further enhanced.

## ACKNOWLEDGEMENT

I wish to thank God for providing me with the opportunity to embark on my PhD and completing this journey successfully. My forever encouraging partner along this PhD journey has been my beloved husband; Mohd Firdaus Sanusi. You were always eager to understand what I was accomplishing and how I was progressing, even though it was more than likely you failed to comprehend what the journey was all about! To my lovely children, Ayra and Umar, who always prayed for her mum every night, I love you both for your prayers. A special thanks to my dearest father, mother and mother-in-law (Ibrahim Seman, Rubiah Che Soh and Rohaini Shariff) as well as the family members and in-laws who always supported me throughout this journey.

None the least, my extreme gratitude and thanks goes to my ever wonderful supervisor Prof. Dr Abd. Halim Mohd Noor, and co-supervisor, Assoc. Prof. Dr Shafinar Ismail. Thank you for your support, patience and ideas in assisting me throughout this thesis. You have both believed in me, encouraging and guiding me to use my creativity and imagination in achieving this great feat. My thanks also, to Prof. Dr Roshayani Arshad, whose knowledge and commitment not only helped to benefit the research project but provided considerable assistance during this journey. Very special thanks, to my VIVA examiners, for their very helpful comments and suggestions.

Even though, to name everyone who has helped me along this journey would be virtually impossible, I would, however, like to take this opportunity to thank a few people in particular. First, I would like to thank Universiti Teknologi MARA (UiTM) Negeri Sembilan and the Business Management Faculty, UiTM for their support. This research would not have been made possible without the generous support in helping to make this journey run smoothly until the end. Secondly, to the people that I have always owed many thanks to since first joining UiTM, given their enduring encouragement for me to become a better person in academia, research and life; Assoc. Prof. Dr Abdul Halim Ramli, Dr Khairul Anwar Rasmani and Assoc. Prof. Zainon Ismail. Not forgetting, I would also like to express my sincere gratitude to everyone who assisted and guided me along this path; Prof. Ramayah Turasamy, Prof. Dr Ismail Omar, Prof. Dato' Dr Mohammad Haji Alias, Assoc. Prof. Dr Fuadah Johari, Assoc. Prof. Dr Roshima Said, Dr Amirul Afif Muhamat, Dr Muhammad Hafiz Abd Rashid, Dr Ramlan Mustapha, Dr Nurul Fadly Habidin, Dr Intan Salwani Mohamed, Dr Raja Rizal Iskandar Raja Hisham, Dr Salwa Muda, Dr Thavamaran Kanesan and many more. Regretfully, there are too many to mention but I will never forget your help, and may Allah bless you all.

I am also indebted to the representatives of the State Islamic Religious Councils and partners who generously participated in this study to donating their time, energy and enthusiasm. It is anticipated that this research will be of practical use to both sectors and further contribute to future dialogue and interest within this research field. Finally, last but not least, the writing of this thesis would not have been made possible without the ongoing help, support and encouragement from my colleagues and friends, to whom I am incredibly grateful. Thank you for all your encouragement!

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