

UNIVERSITI TEKNOLOGI MARA

**THE EFFECTS OF KNOWLEDGE
MANAGEMENT, COMPETITIVE
INTELLIGENCE AND STRATEGIC
LEADERSHIP ON BUSINESS
STRATEGY FORMULATION IN
MALAYSIA MULTIMEDIA SUPER
CORRIDOR (MSC) COMPANIES**

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DBA

December 2020

AUTHOR'S DECLARATION

I declare that the work in this dissertation 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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ABSTRACT

Currently, there are more than 3,000 companies that have awarded Malaysia MSC Status. Although the number was high, MDEC reported that 90% of these companies remained at an under-developed level and did not scale-up to the global market. In the new economy settings, entering the global market is no longer a choice but compulsion for organizations. Despite the nation needs a more competitive and global mind-set player to spur Malaysia Digital, the typical reason related to the issues is the limited competencies of managers at strategic level in business strategy formulation (BSF). BSF from various diverse approach have been addressed in a number of previous researches has provided some distinct answers. However, the key to competitiveness is no longer based on the adoption of approach that have been successful in the past, but adapting and responding towards the rapid changes of business environments by taking the most suitable approach to be leveraged in strategy formulation. The main objectives of this research were to propose a model of business strategy formulation that integrates knowledge management (KM), competitive intelligence (CI), and strategic leadership (SL) as leverage in the business strategy formulation (BSF), as well as establish the mediation effect of strategic leadership (SL). This research adopted a quantitative approach that fully utilized the survey method through an online platform for data collection. A questionnaire survey randomly distributed to 237 managers working at the local-owned MSC Status companies. All the collected data were analysed using the IBM SPSS version 22 and SmartPLS version 3 software. The result of the study revealed that there was a direct effect of KM and CI on BSF. Nevertheless, CI found to be the most crucial factor than KM for BSF. Moreover, the findings revealed there was a direct effect of KM and CI on SL. However, it found that KM is more critical than CI to improve SL. Meanwhile, SL indeed not only an indicator to BSF but also has mediating effect in the relationship between KM, CI and BSF. Overall, the findings of the research are meaningful to add new knowledge for the knowledge fields as well as a practical context to ease the business strategy formulation.

Keywords: Knowledge Management, Competitive Intelligence, Strategic Leadership, Business Strategy Formulation.

ACKNOWLEDGEMENT

In the Name of Allah, the Most Beneficent, the Most Merciful

All the praises to Allah, the Lord of the 'Alamin. I am so thankful to Allah s.w.t for all His innumerable blessings and strength upon me to finish writing the dissertation. The completion of this work is the result of the encouragement and assistance from a number of individuals whom I owe them a great debt of gratitude.

First and foremost, my deepest appreciation and heartfelt thanks goes to my respectful main supervisor Associate Professor Dr. Norzanah Mat Nor for serving as my content expert and my joint supervisor Ir Ts Dr. Rumaizah Mohd Nordin for serving as my methods expert. This work would not have been possible without the invaluable support, selfless encouragement, constructive comments, and useful suggestion to navigate this research. I am extremely grateful to my supervisors for their willingness and generosity to impart their knowledge and experience in providing intellectual guidance that becomes my source of motivation and inspiration throughout all the stages of the dissertation process.

My heartfelt thanks are extended to the academic and non-academic members of Arshad Ayub Graduate Business School for their support, advice, and assistance in various forms throughout the entire journey of my study. Special thanks also goes to the Ministry of Higher Education (MOHE), for the MyBrain15 scholarship that has allowed me to pursue my doctoral study. I would also like to acknowledge Universiti Teknologi MARA (UiTM), for opening the door of opportunities to my academic development. Also, shout of to my entire research friends for sharing a plethora of mind-blowing knowledge, positive energy and support along the journey.

My deepest appreciation also goes to my beloved husband, Shamsul Nizar Keliwon for always listened without judgment, sacrifices without prejudice, and understood without pretension. Thank you for always there during my ups and downs in every step of this journey. Further, I am so much in debt to my kids, Sofea Aleysya, Shaheem Naqeeb and Shaqiq Aqeil for all the tolerance at the time I selfishly devoted to my study. Thank you my love for all the compromises and still loving me endlessly.

Above ground, I am indebted to my loving parents, Haji Ab Rahim Abu Bakar and Hajah Halijah Alias for continuously remembering me in their prayers. Their love, support, and word of encouragement have driven me to the completion line. Not forgetting my brother, sister in law, extended family members, and relatives which I cannot thank you enough for the prayers and longstanding support all of you have given me from the beginning until the end of all my collegiate years.

Finally, my regards to everyone whose names are not been mentioned that might in one way or another helped me to sail through. All your thoughtfulness is a gift I will always treasure. May Allah shower all the cited personalities with success and honors in their life.

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