



**UNIVERSITI PUTRA MALAYSIA**

**SALIENT STAKEHOLDER IDENTIFICATION PROCESS FOR  
STRATEGIC ECOTOURISM MANAGEMENT FROM  
THE PERSPECTIVE OF FORESTRY DEPARTMENT**

**YIP HIN WAI**

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**By**

**YIP HIN WAI**

**Thesis Submitted to the School of Graduate Studies, Universiti Putra  
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Philosophy**

**May 2014**

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***One's achievements are a combination of many individuals' encouragements and guidance;***

***My deepest appreciations to those who have had enlighten and assist me to be where I am as well as where I will be.***



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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement for the degree of Doctor of Philosophy

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**May 2014**

**Chair: Associate Professor Abdullah Bin Mohd, PhD**

**Faculty: Forestry**

Stakeholder involvement in ecotourism development is essential for sustainable development as specified under the Malaysian economic transformation program. For permanent forest reserves of Peninsular Malaysia, many parties are interested to take advantage of this program as it is able to benefits them. As custodians for forest security, Forestry Departments need to take proactive step to leverage various stakeholders as this task was neither sole responsibility of the department nor responsibilities of others. This Departments needs to work closely with those institutions where strategic approach should be employed to identify, define and specify the rightful stakeholders. Engaging with salient stakeholders in ecotourism development process would increase the possibility related issues being addressed and handled strategically. Forest managers need to acquire specific skills to identify salient stakeholders from a pool of stakeholders where each organization has different interests. The main problem for most forest managers in identifying salient stakeholders is that the process was complicated to differentiate between the more salient stakeholders from the other stakeholders. The previous identification procedure was too straightforward, mainly by browsing the name list. On the other hand, by applying the salient stakeholder identification process that based on three key constructs, legitimacy, power and urgency, it is able to provide the appropriate guidance to assess and recognize the rightful salient stakeholders.

The objective of this study was to evaluate stakeholder identification process used currently and determine the causal factors on this identification process. Improvement on existing stakeholder identification approach was also examined. A mail questionnaire was distributed in Forestry Departments, both at the Headquarters (Peninsular Malaysia) and state forestry departments, through the respective directors. At the same time, selected environmental-based non-government organizations were included to identify the differences on their responses on these salient stakeholders' features. Snowball sampling was applied to get respondents from these organizations. A total of 137 respondents answered the questionnaires. They were

consisted of 129 respondents from Forestry Department and eight from non-government organizations.

From this study, based on the responses from Forestry Departments, the key constructs from pre-determined model were compared with those derived from statistical tests. Principal component analysis was employed to determine the numbers of components within each key construct and also relevancy of items within these key constructs. It was found that legitimacy was considered as priority for both pre-determined and statistically tested model. However, there was an indication that urgency was the embedded factor in this selection process but, in overall, it did not giving stronger magnitude than legitimacy. Key construct such as power was not a chosen as salient feature, even though it was considered as more influencing than the other two key constructs theoretically.

For the causal of selection on salient stakeholders' features, structural equation modelling was employed. A statistically sound acceptable model was presented due to persistent with specification errors within the variables. This model was presented as it gave an initial idea how causal factors and improvement were linked together with salient stakeholders' features. In this model, dispositional attributes were found to be influencing the selection of salient stakeholders' features as compared to situational attributes. Among these dispositional factors, lacking knowledge among forest managers in managing relationship with other organizations was highly agreed as one of the causes of failing to identify salient stakeholders.

For the process that involved improvement of stakeholder identification, personal development as dispositional approaches was better explained the relationships with salient features and influent factor than situational approaches. Personal development included human capital strengthening to enable forest managers to be more competent in planning for ecotourism development.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**PROSES PENGENALPASTIAN PIHAK BERKEPENTINGAN YANG  
MENYERLAH BAGI PENGURUSAN STRATEGIK EKOPELANCONGAN  
MENURUT PERSPEKTIF JABATAN PERHUTANAN**

Oleh

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Penglibatan pihak berkepentingan dalam pembangunan ekopelancongan adalah mustahak bagi kemampuhan pembangunan yang telah ditetapkan dalam program transformasi ekonomi Malaysia. Bagi hutan simpanan kekal di Semenanjung Malaysia, terdapat ramai pihak yang berminat untuk mengambil peluang melalui program ini kerana ia dapat memberi manfaat kepada mereka. Sebagai pemegang amanah dalam perlindungan hutan, Jabatan Perhutanan perlu mengambil langkah proaktif untuk bekerjasama dengan pelbagai pihak yang berkepentingan kerana tugas sebegini bukan tanggungjawab tunggal jabatan ataupun tanggungjawab pihak yang lain. Jabatan ini perlu bekerjasama rapat dengan pihak-pihak tersebut di mana pendekatan strategik perlu digunakan bagi mengenalpasti, menakrif dan menentukan pihak-pihak berkepentingan yang sah. Berinteraksi dengan pihak berkepentingan yang menyerlah dalam pembangunan ekopelancongan akan dapat meningkatkan peluang isu berkaitan dapat dikemukakan dan ditangani secara lebih strategik. Pengurus hutan perlu memperolehi kemahiran yang spesifik bagi mengenalpastikan pihak berkepentingan yang menyerlah daripada satu takungan pihak berkepentingan di mana setiap organisasi mempunyai kepentingan berlainan. Persoalan utama bagi kebanyakan pengurus hutan dalam mengenalpastian pihak-pihak berkepentingan yang menyerlah adalah proses tersebut adalah rumit untuk membezakan siapa yang lebih penting daripada yang lain. Prosedur mengenalpastian sebelum ini adalah terlalu terus dengan melihat pada senarai nama sahaja. Sebaliknya, penggunaan mengenalpastian pihak berkepentingan yang menyerlah berdasarkan kepada tiga konstruk utama, iaitu kesahihan, kuasa dan desakan, dapat menyediakan satu panduan untuk menilai dan mengenalpasti pihak berkepentingan yang menyerlah dan sah.

Objektif kajian ini adalah untuk menilai proses mengenalpastian pihak berkepentingan yang digunakan dan juga menentukan faktor penyebab proses pemilihan ini. Penambahbaikan pendekatan mengenalpastian pihak berkepentingan turut diperiksa. Kajian soal selidik telah diagihkan

melalui pengarah berkaitan dalam Jabatan Perhutanan, iaitu Ibu Pejabat (Semenanjung Malaysia) dan jabatan-jabatan perhutanan negeri. Pada masa yang sama, badan-badan bukan kerajaan yang berasaskan pada alam sekitar yang terpilih turut disertakan dalam kajian ini untuk mengenalpasti perbezaan pada maklum balas mereka mengenai ciri-ciri pihak-pihak berkepentingan yang menyerlah. Pensampelan bola salji telah digunakan untuk mendapatkan responden daripada badan-badan tersebut. Sebanyak 137 responden telah menjawab soal-selidik ini. Mereka terdiri daripada 129 orang responden Jabatan Perhutanan dan lapan orang daripada badan-badan bukan kerajaan.

Daripada kajian ini yang berdasarkan pada maklum balas dari Jabatan Perhutanan sahaja, konstruck utama daripada model awal kajian ini telah dibandingkan dengan konstruck yang diperolehi melalui pendekatan statistik. Analisis komponen utama telah digunakan bagi menentukan bilangan komponen dalam setiap konstruck utama dan juga kesesuaian butiran-butiran tersebut dalam setiap konstruck utama tersebut. Adalah didapati bahawa konstruck kesahihan diberi keutamaan dalam model yang ditentu pada awal kajian dan juga model yang telah diuji secara statistik. Walau begitu, terdapat tanda menunjukkan konstruck desakan yang mendasari proses pemilihan ini tetapi ianya tidak memberi magnitud yang kuat secara keseluruhannya berbanding dengan konstruck kesahihan. Konstruck utama seperti kuasa tidak dipilih sebagai ciri menyerlah walaupun ianya dianggap sebagai faktor yang lebih mempengaruhi secara teorinya berbanding dengan dua konstruck utama yang lain.

Bagi penentuan sebab pemilihan ciri-ciri pihak berkepentingan yang menyerlah, pendekatan model persamaan struktur telah digunakan. Satu model yang memadai secara statistik telah dihasilkan kerana ia masih mengandungi kesilapan spesifikasi yang berterusan pada pembolehubah-pembolehubahnya. Model ini dibentangkan bagi memberi satu gambaran awal hubungkait faktor-faktor penyebab dan cara-cara penambahbaikan dengan ciri-ciri bagi pihak-pihak berkepentingan yang menyerlah. Dalam model ini, sifat-sifat pembawaan seseorang telah didapati lebih mempengaruhi dalam pemilihan ciri-ciri pihak berkepentingan yang menyerlah berbanding kepada sifat-sifat situasi. Di antara faktor-faktor pembawaan yang disenaraikan, kekurangan pengetahuan di kalangan pengurus hutan dalam menguruskan hubungan dengan organisasi lain telah sangat dipersetujui sebagai salah satu penyebab kegagalan untuk mengenalpasti pihak-pihak berkepentingan yang menyerlah.

Bagi proses yang melibatkan penambahbaikan pada pengenalanpastian pihak berkepentingan pula, pembangunan peribadi, iaitu satu pendekatan pembawaan, adalah penjelasan yang lebih baik bagi hubungkaitnya dengan ciri-ciri menyerlah dan faktor penyebab daripada pendekatan situasi. Pembangunan peribadi yang meliputi pengukuhan modal insan bagi memperkasakan pengurus hutan menjadi lebih cekap dalam perancangan pembangunan ekopelancongan.

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Last and not least, to my family members who continue to support morally in pursuing career. Without their supports and constant encouragement, I would not have completed this study.

This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfillment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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## Declaration by Members of Supervisory Committee

This is to confirm that:

- the research conducted and the writing of this thesis was under our supervision;
- supervision responsibilities as stated in the Universiti Putra Malaysia (Graduate Studies) Rules 2003 (Revision 2012-2013) are adhered to.

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