

**HRM PRACTICES, JOB SATISFACTION AND INTENTION TO STAY:  
A STUDY OF A PRIVATE COLLEGE IN PENANG**

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**HRM PRACTICES, JOB SATISFACTION AND INTENTION TO STAY:  
A STUDY OF A PRIVATE COLLEGE IN PENANG**

A project paper submitted to the College of Business in partial fulfilment of the  
requirements for the Master in Human Resources Management

By

Gan Siok Hoy

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## **ABSTRACT**

The purpose of this study is to identify the relationship between HRM practices, job satisfaction and intention to stay. HRM practices specifically addressed five dimensions; compensation and benefits, training and development, performance appraisal, supervisor role and career advancement.

This study involved survey of the employee in KDU College, Penang Campus. A total of 190 questionnaires were distributed to the respondents and 130 questionnaires were returned and useable. The data was analysed by “Statistical Package for Social Science” (SPSS Window) Version 16.0. Correlation and multiple regression analysis were used to analyse the data.

The findings found that there were relationship between the independent variables (HRM practices and job satisfaction) and the dependent variable (intention to stay). The result indicated there were positive relationships between HRM practices and intention to stay, however the regression analysis result indicated only three of the HRM practices namely performance appraisal, career advancement and compensation and benefits are significant with intention to stay. It was also found that there were positive relationship between job satisfaction and intention to stay. The results shown that HRM practices influence intention to stay the most compare to job satisfaction.

Keywords: HRM practices, job satisfaction, intention to stay, private college, Penang.

## **ABSTRAK**

Kajian ini bertujuan untuk mengenalpasti hubungan di antara amalan pengurusan sumber manusia, kepuasan kerja and keinginan untuk terus berada di organisasi. Amalan pengurusan sumber manusia khasnya mempunyai lima dimensi; iaitu pampasan dan faedah, latihan dan perkembangan, pernilaian prestasi, peranan penyelia and kemajuan kerjaya.

Kajian ini melibatkan staf di Kolej KDU, Kampus Pulau Pinang. Sejumlah 190 borang soalselidik diedarkan tetapi hanya 130 soalselidik telah dikembalikan untuk analisis selanjutnya. Data dianalisis menggunakan “Statistical Package for Social Science” (SPSS-Window) Versi 16.0. Ujian yang digunakan untuk analisis data termasuklah Ujian korelasi and regresi.

Hasil kajian menunjukkan terdapat hubungan antara pembolehubah bebas (amalan pengurusan sumber manusia dan kepuasan kerja) dan pembolehubah bersandar (keinginan untuk terus berada di organisasi). Keputusan kajian mendapat terdapat hubungan positif diantara amalan pengurusan sumber manusia dengan keinginan untuk terus berada di organisasi, tetapi, keputusan analisis regresi menujukkan hanya tiga dimensi iaitu pernilaian prestasi, peranan penyelia serta pampasan dan faedah significant dengan keinginan untuk terus berada di organisasi. Terdapat hubungan positif di antara kepuasan kerja dengan keinginan untuk terus berada di organisasi. Keputusan juga menunjukkan bahawa amalan pengurusan sumber manusia lebih mempengaruhi keinginan untuk terus berada di organisasi berbanding dengan kepuasan kerja.

Katakunci: amalan pengurusan sumber manusia, kepuasan kerja, keinginan untuk terus berada di organisasi, kolej swasta, Pulau Pinang.

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Introduction**

Human resource management is a comprehensive approach to management of people at work and it seeks to achieve integration and coordination with overall planning and other managerial functions (Dunn, 1985).

Organisations develop human resource policies that genuinely reflect their beliefs and principles and the relationship between management and employees, or they may merely devise policies that deal with current problems or requirements (Chew, 2005).

These HRM practices should include compensation and benefits, training and development, performance appraisal, supervisor role and career advancement which may influence the satisfaction of the employee and the intention to stay or quit from their current organisation.

According to Huang (2001), HRM practices are areas that influence employees' intention to leave, job satisfaction, and organizational commitment. Employees are our most important asset. Employee turnover represents a critical problem to an organization in terms of loss of talent, additional employment and training costs (Loi et al., 2006).

It cannot be denied, effective HRM practices is important to reduce turnover, it can help organizations to achieve higher flexibility, product quality, and performance while remaining cost competitive by inducing workers to work harder and using the

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