

**PERCEIVED ORGANIZATIONAL SUPPORT, COMPENSATION  
SATISFACTION AND ORGANIZATIONAL COMMITMENT OF  
EXPATRIATES: A STUDY AT A MALAYSIAN PUBLIC  
UNIVERSITY**

**BY**

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A project submitted to the Othman Yeop Abdullah Graduate School of Business, College of Business, Universiti Utara Malaysia in fulfillment of the requirements for the degree Master of Human Resource Management.

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## ABSTRAK

Pelantikan pensyarah bukan warganegara di institusi pengajian tinggi di Malaysia dilaksanakan sebagai inisiatif untuk mentransformasikan pengajian tinggi di Malaysia. Sehubungan itu, pihak Kerajaan Malaysia telah melaburkan pelbagai sumber termasuk sumber kewangan bagi tujuan tersebut. Maka kejayaan serta keberkesanannya pensyarah bukan warganegara merupakan aspirasi national dan seharusnya menjadi tumpuan kepada pengurusan institusi pengajian tinggi di Malaysia. Kajian ini bertujuan untuk memberikan pandangan sebenar mengenai tahap serta hubungkait *“perceived organizational support”*, *“compensation satisfaction”* serta *“organizational commitment”* dikalangan pensyarah bukan warganegara disalah satu institusi pengajian tinggi awam yang terbesar di Malaysia. Data diperolehi menggunakan borang soalselidik yang telah diedarkan kepada semua pensyarah bukan warganegara lantikan kontrak (n=93). Analisa frekuansi dilakukan bagi menentukan tahap *“perceived organizational support”*, *“compensation satisfaction”*, *“organizational commitment”* serta mengenalpasti dimensi *“organizational commitment”* yang penting. Analisa korelasi dan analisa regresi dilaksanakan bagi menguji hubungan antara *“perceived organizational support”*, *“compensation satisfaction”* dan *“organizational commitment”*. Dapatkan kajian menunjukkan bahawa *“perceived organizational support”* berada di tahap yang tinggi. Manakala tahap *“compensation satisfaction”* dan *“organizational commitment”* pula berada ditahap yang rendah. Keputusan analisa frekuansi turut menunjukkan bahawa *“normative commitment”* serta *“continuance commitment”* adalah dimensi *“organizational commitment”* yang paling penting. Analisa korelasi telah membuktikan bahawa *“perceived organizational support”* amat penting kepada *“affective commitment”* dan *“normative commitment”*. Manakala hubungan *“perceived organizational support”* adalah tidak penting kepada *“continuance commitment”*. *“Compensation satisfaction”* juga didapati penting kepada *“affective commitment”* serta *“normative commitment”*. Namun hubungan *“compensation satisfaction”* dengan *“continuance commitment”* adalah kurang penting. Akhirnya analisa regresi pula telah membuktikan bahawa *“perceived organizational support”* merupakan faktor yang paling penting dalam mempengaruhi *“organizational commitment”*. Bagi kajian masa hadapan disarankan penambahan faktor dalam model kajian bagi mengukuhkannya lagi. Faktor yang boleh dipertimbangkan adalah akses kepada sumber, perkhidmatan kakitangan atau ciri-ciri peribadi.

## ABSTRACT

Appointment of expatriates for academic positions at public universities in Malaysia is a result of the transformation of higher education in Malaysia. It therefore involves investment from the government to facilitate the appointments. With issues pertaining to expatriates adjustment and performance, it is vital that public universities are able to ascertain the level of organizational commitment of its expatriates. This study looks at providing insight to the levels and relationships of perceived organizational support, compensation satisfaction and organizational support of expatriates at one of Malaysia's largest public university. Data was gathered using questionnaires sent out to expatriates on contractual appointment (contract of service) at the University (n = 93). Frequency analysis determined the levels of perceived organizational support, compensation satisfaction and organizational commitment and also the most significant dimension of organizational commitment. Subsequently correlation and regression analysis were carried to determine the relationship and significance of the variables. The findings revealed that the level of perceived organizational support is high whereas levels of organizational commitment and compensation satisfaction are low. It was also revealed that normative and continuance commitment are the most significant dimensions of organizational commitment. The correlation analysis proved perceived organizational support to be highly significant to affective and normative commitment whereas its relationship with continuance commitment is not significant. Likewise, compensation satisfaction and both affective and normative commitment are also significant while its relationship with continuance commitment is less significant. Finally the regression analysis revealed perceived organizational support as being more significant at influencing organizational commitment. Future research should look at introducing other variables such as access to resources, employee services or personal characteristics to the model to increase model strength.

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Introduction**

Education in Malaysia has been a driving force to cope with global challenges faced by the country as well as contributing to the nation's aspiration of becoming a developed country. Malaysia sees quality of education as directly related to the strength of the economy (Prime Minister of Malaysia, 2009). A critical success factor for the transformation of higher education in Malaysia is the transfer of knowledge. In the case of Malaysia, it has resulted in a trigger effect of employing international faculty or expatriates to help boost the standard of higher education in Malaysia. Therefore, expatriate adjustment and ultimately performance is vital to the success of this strategy. It was found that job satisfaction is the strongest predictor of expatriate adjustment and expatriates who are able to socialize at the host country are more likely to adjust more effectively to the new environment (Lee, 2005). Socialization in the host country would facilitate expatriates with cross-cultural adjustments faced with at the host country and give them the possibility of being accepted into the group of host country nationals faster compared to their counterparts who are unable to socialize at the host country.

A recent study of expatriate academic staff in Malaysia found that organizational commitment was positively correlated to job satisfaction and that local nationals scored higher job satisfaction than expatriate academic staff (Hassan & Hashim, 2011). It was argued that because organizational commitment measures emotional attachment to the organization, the more personal interactional justice had greater significance as a result of

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