



THE IMPACT OF HUMAN RESOURCE PRACTICES AND ORGANIZATIONAL
CLIMATE TOWARDS THE HIGH PERFORMANCE WORK SYSTEMS - A CASE
STUDY OF ANGKASA

A thesis submitted to the College of Business
in partial fulfilment of the requirements for the degree
Master of Human Resource Management
Universiti Utara Malaysia

BY

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DECLARATION

I declare that the substance of this project paper has never been submitted for any degree or post graduate program and qualifications.

I certify that all the supports and assistance received in preparing this project paper and all the sources abstracted have been acknowledged in this stated project paper.

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ABSTRACT

In recent years, the High Performance Work Systems (HPWSs) has been deliberated among the academicians and business players within the industries. Unfortunately, the study on this issue has been, mostly focus on the big size organization and conglomerates. Considering this phenomenon, it has created a high level of desire and curiosity to conduct a study on HPWSs in the sector of cooperatives. After considering all factors, AngkatanKoperasiKebangsaan Malaysia Berhad (ANGKASA) has been selected as the case under study, because of its size, number of employees, nature of business and role in the cooperatives movement in Malaysia. In this study, human resource practices and organizational climate have been selected as the independent variables, while the high performance work systems, as a dependent variable. They will be tested in order to determine whether there is a relationship or influential forces among them. For the purpose of data analysis, a survey had been done to the employees of ANGKASA, by using the Simple Random Sampling. The analysis shows that there is a relationship between organizational climate and human resource practices with the high performance work systems towards ANGKASA. The number of questionnaire distributed were 450, where 260 employees had returned their questionnaire which consists of 58%. The correlation coefficient for the Organizational Climate for communication and Decision Making is 0.52, $p < 0.00$, Bureaucracy is -0.22, $p < 0.00$ and Work Methods is 0.56, $p < 0.00$ for the organizational climate. While for the human resource practices, the pearson correlation for Training and Development is 0.66, $p < 0.00$, Compensations is 0.56, $p < 0.00$ and benefits is 0.59, $p < 0.00$. Thus, it is crucial for the organization to put a great emphasize on the significant roles played by these two variables in high performance work systems.

ABSTRAK

Sejakkebelakanganini, SistemKerjaBerprestasiTinggitelahhebatdiperbincangkanolehahliakademikdanahliperniagaan di dalamindustri.Namun, isisistemkerjaberprestasinggiinilebihbanyakdifokuskankepadaorganisasibersaizbesardankonglomerat.Melihatkepada situasi ini, iamenimbulkanperasaaningintahu yang tinggi di dalamdiripenyelidikuntukmembuatpenyelidikanberkaitanperkaraini di dalamsektorkoperasi. Bagitujuanpenyelidikanini, AngkatanKoperasiKebangsaan Malaysia Berhad (ANGKASA) telahdipilihsebagai unit analisisdisebabkanoleh faktorsaiz, jumlahpekerja, latarbelakangoperasidanperanan yang dimainkannya di dalamperkembangankoperasi di Malaysia.Di dalampenyelidikanini, duapembolehubahtelahdipilihaitu (1) AmalanSumberManusiadan (2) klimakOrganisasi sebagaipembolehubahtidakbersandar, manakalaSistemKerjaBerprestasiTinggisebagaipembolehubahbersandar.Kedua-duapembolehubahiniakandiujiumentukan samadawujudnyahubungkaitataupengaruh di antaramereka.Bagitujuanpenganalisaan data, kajiselidiktelahdilakukankeataspekerja ANGKASA di manasoalankajiselidiktelahdiedarkankepadapekerja-pekerjainidenganmenggunakankeadahsampelrawakringkas.Dari hasilanalisis yang diperolehi, boledikatakanbahawaterdapathubungkait di antaraamalansumbermanusiadanklimakorganisasi terhadap sistemkerjaberprestasinggi.Sebanyak 450 soalankajiselidiktelahdiedarkankepadapekerja-pekerja ANGKASA, dandarijumlahtersebut 260 kajiselidiktelahberjayadikutip yang menyumbangkepada 58%.Daripadaperkiraan statistik yang dibuat, korelasikoefisienbagiklimakorganisasi untuk faktorkomunikasidanmembuatkeputusanadalah 0.52, $p < 0.00$, birokrasiialah -0.022 , $p < 0.00$ dankaedahkerjaialah 0.56, $p < 0.00$. Manakalauntukamalansumbermanusia, bagifaktorlatihandanpembangunianialah 0.66, $p < 0.00$, imbuhanialah 0.56, $p < 0.00$, danfaedah pula sebanyak 0.59, $p < 0.00$. Makadenganini, adalahamatpentingbagiorganisasiuntukmemberikanperhatian yang seriuskeatasperananyang dimainkanolehduapembolehubahtidakbersandarini di dalam sistemkerjaberprestasinggi.

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CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

The nature and pace of recent changes in the economic environment have motivated both managers and scholars to look for new sources of competitive advantage and profitability (Huselid & Becker, 1997). As a result, interest in how organizations might use the High Performance Work System (HPWS) as a “competitive instruments in the industries, and across market segments within industries” (Batt,2002; Boxall,2003) in ensuring their sustainability is seen critical. The call for this changes become more crucial due to the “changes in the atmosphere of global business and the continuing liberalization pressures occurring from economic and financial crisis provide new challenges as well as opportunities” (Nazlina, Siti Rohaida & Aizzat, 2011).

Due to the rapid changes in the business landscape as mentioned above, the business players started to realize they can no longer depend on the traditional methods of doing business, to ensure sustainability. Thus, they need to keep abreast with the latest technology, by giving sufficient training and development to the employees so that they are well-trained and competent in performing their work. Most organizations, nowadays, have started to see the notion of “employee-friendly” is important to keep up the employees’ motivation and job satisfaction, by creating a conducive and supportive working environment, so that they will work hard to achieve the organizational objectives, as well as possessing a high level of organizational citizenship behavior.

It is the intention of this study to see how the concept of the high performance work system can help the organization to have a competitive advantage, and at the same time ascertaining what are the other factors that may influence its successfulness. For the purpose of this study, two factors have been selected, which are the human resource practices and

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APPENDIX A: QUESTIONNAIRE

BAHAGIAN A (IKLIM ORGANISASI - mengukur apakah persepsi pekerja terhadap iklim atau suasana dalam sistem organisasi ini)

		SSTB.....SSB						
1	Organisasi ini bertindak pantas menggunakan kaedah kerja yang telah ditambahbaik	1	2	3	4	5	6	7
2	Organisasi ini mempunyai matlamat dan objektif yang jelas dan sesuai	1	2	3	4	5	6	7
3	Organisasi ini mengurus aktiviti-aktiviti kerjanya dengan dengan cara yang paling munasabah	1	2	3	4	5	6	7
4	Organisasi ini akan membuat keputusan pada peringkat di mana maklumat-maklumat yang	1	2	3	4	5	6	7