

**ASSESSING EMPLOYEES' COMMITMENT AND THE
RELATIONSHIPS WITH PERCEIVED
ORGANIZATIONAL SUPPORT IN CONTRACT-OUT
FACILITY MANAGEMENT SERVICES**

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WITH PERCEIVED ORGANIZATIONAL SUPPORT IN CONTRACT-OUT
FACILITY MANAGEMENT SERVICES**

By

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ABSTRACT

This quantitative research paper aims to determine the relationship between perceived organizational support (POS) with Organizational Commitment (OC) among the Facility Management (FM) employees from three (3) government premises in Kuala Lumpur. The FM contractor's company enters an FM contract with the government to deliver the contract-out FM services in the three (3) government premises. The FM employees are those who belong to the FM contractor's company, but stationed full-time in the three (3) government premises to deliver the contract-out FM services. Therefore, the relationships between POS with OC as well as with the OC's components were identified in this kind of environment. Respondents for this study comprised of 68 FM employees from the three (3) premises. The three (3) premises are simply labeled as Premise A, Premise B and Premise C to keep the anonymity of the FM contractor companies. Data were analyzed using Statistical Package For Social Sciences (SPSS) Version 16 software. Tests conducted were Pearson Correlation analysis and Simple Linear Regression analysis. The correlation analysis results suggest that POS have significant positive linear relationship with OC, as well as with each OC's components which is affective commitment (AC), normative commitment (NC) and continuance commitment (CC), with moderate strength of association. Subsequently, the first simple linear regression result concluded that POS is positively significant with OC with 47.2% of the variance in OC is explained by the variance in POS. Further, another three separate simple linear regression were done to determine the relationship between POS with AC, NC, and CC, respectively. Similarly, the results confirmed that POS positively significant with and could influence AC, NC, and CC. Recommendations were also being suggested to the management of the FM contractor's company to enhance the level of FM employees' OC since their POS were at moderate level. These can be done by formulating programs that could make the FM employees perceive their company highly support them in term of valuing their contributions and cares about their well-being.

Keywords: *Affective Commitment (AC); Continuance Commitment (CC); Facility Management (FM); Normative Commitment (NC); Organizational Commitment (OC); Perceived Organizational Support (POS).*

ABSTRAK

Kertas kajian kuantitatif ini bertujuan untuk mengenalpasti hubungan antara Tanggapan Sokongan Organisasi (POS) dengan Komitmen Organisasi (OC) di kalangan pekerja-pekerja Pengurusan Fasiliti (FM) daripada tiga (3) bangunan kerajaan di Kuala Lumpur. Syarikat Kontraktor FM memeterai kontrak dengan kerajaan untuk memberikan Perkhidmatan FM dalam tiga (3) premis kerajaan tersebut. Pekerja FM adalah mereka yang dipunyai oleh Syarikat Kontraktor FM tetapi ditempatkan secara sepenuh masa di tiga (3) premis kerajaan tersebut untuk memberikan perkhidmatan FM yang dipersetujui secara kontrak. Oleh itu, hubungan antara POS dengan OC dan juga dengan komponen-komponen OC dikenalpasti dalam keadaan persekitaran ini. Responden kajian ini terdiri daripada 68 pekerja FM dari tiga (3) premis tersebut. Tiga (3) premis tersebut hanya dilabelkan sebagai Premis A, Premis B dan Premis C bagi mengekalkan kerahsiaan Syarikat Kontraktor FM yang terlibat. Data yang diperolehi dianalisa dengan menggunakan perisian *Statistical Package for Social Sciences* (SPSS) Versi 16. Ujian yang dijalankan ialah Analisis Korelasi Pearson dan Analisis Regresi Linear Mudah. Keputusan Analisis Korelasi mencadangkan bahawa POS mempunyai perhubungan linear positif yang signifikan dengan OC, dan juga dengan setiap komponen OC iaitu Komitmen Afektif (AC), Komitmen Normatif (NC) dan Komitmen Berterusan (CC), dengan kekuatan hubungkait yang sederhana. Seterusnya, hasil Regresi Linear Mudah yang pertama menyimpulkan bahawa POS mempunyai hubungan secara positif yang signifikan dengan OC dimana 47.2% daripada varians di dalam OC dijelaskan oleh varians di dalam POS. Di samping itu, tiga (3) Regresi Linear Mudah telah dibuat untuk menentukan hubungan di antara POS dengan AC, NC dan CC, setiap satunya. Keputusan-keputusan Regresi ini juga mengesahkan bahawa terdapat hubungan secara positif dan pengaruh yang signifikan di antara POS dengan AC, NC dan CC. Pengesyoran juga dikemukakan kepada pihak pengurusan Syarikat Kontraktor FM untuk meningkatkan tahap OC dan POS bagi pekerja FM memandangkan dapatan kajian ini juga menunjukkan tahap kedua-dua pembolehubah ini adalah sederhana. Ini boleh dilakukan dengan merangka program-program yang dapat membuat Pekerja FM melihat atau menganggap bahawa Syarikat Kontraktor FM sangat menghargai sumbangan mereka dan amat prihatin atau sangat mengambil berat mengenai kesejahteraan mereka.

Kata Kunci: *Komitmen Afektif (AC); Komitmen Berterusan (CC); Komitmen Normatif (NC); Komitmen Organisasi (OC); Pengurusan Fasiliti (FM); Tanggapan Sokongan Organisasi (POS).*

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LIST OF ABBREVIATIONS

AC	=	Affective Commitment
APD	=	Ascertain Performance Deduction
BIFM	=	British Institute of Facilities Management
BSFB	=	Building Facilities Management Division <i>Bahagian Senggara Fasiliti Bangunan</i>
CC	=	Continuance Commitment
DPAK	=	Government's Asset Management Policy <i>Dasar Pengurusan Aset Kerajaan</i>
FM	=	Facility Management
FM2008	=	Standard Form of Contract for Facilities Management
IFMA	=	International Facility Management Association
JKR	=	Public Work Department <i>Jabatan Kerja Raya</i>
KPI	=	Key Performance Indicator
MPAM	=	Manual of Total Asset Management <i>Manual Pengurusan Aset Menyeluruh</i>
NAFAM	=	National Asset and Facility Management
NC	=	Normative Commitment
OC	=	Organizational Commitment
P.D.	=	Project Director
POS	=	Perceived Organizational Support
PPM	=	Planned Preventive Maintenance
PWTC	=	Putra World Trade Centre
RI	=	Routine Inspection
RM	=	Malaysian Ringgit
S.O.	=	Superintendent Officer
TPATA	=	Government's Immovable Asset Management Policy <i>Tatacara Pengurusan Aset Tak-Alih Kerajaan</i>
WPKL	=	Federal Territory of Kuala Lumpur <i>Wilayah Persekutuan Kuala Lumpur</i>

CHAPTER 1

INTRODUCTION

Employee is the main resource for the organization. Once the organization wants to meet its objectives, first it has to meet the employee requirement up to reach the obligation level. Thus, when they are in that stage, the organization can easily access and can compete in the market, with good service and product as well as high performance. This statement confirmed by previous study such as Coetzee (2005) who stated that organization in today's challenging world can perform at topmost levels provided that, each employee is committed to the organization's objectives and functions as an effective team member.

The concept of employee commitment to organizations or also known as organizational commitment (OC) has received increased attention in the research literature recently, as both managers and organizational analysts seek ways to increase employee retention and performance. Meyer and Allen (1991) modeled the three components of OC, known as affective, normative and continuance. The affective commitment (AC) was described as employee's desire to retain membership in the organization and developed largely as the result of work experiences that created feelings of comfort and personal competence. The second, normative commitment (NC) described a feeling of obligation to remain and resulted from internalization of a loyalty norm and/or the receipt of favors that require repayment. The third, continuance commitment (CC) was described as a need to remain and resulted from awareness of the costs associated with leaving the organization such as decrement in

pay, pension, benefits or facilities and also due to the lack of alternative job opportunities.

Many factors have to be considered by the organization in term of enhancing commitment among employees. This is supported by Steers (1977) who concluded in his study that, antecedents of OC are quite diverse in their nature and origin.

Perceived organizational support (POS) has been identified as one of the important factors that an organization must consider in enhancing commitment among employees. Wahab and Quaddus (2009) concluded that POS could be positively related to AC, NC and CC while the responses from the interview participants in their study showed the influence of supervisor support, organizational fairness (formal procedures, interactional justice and distributive justice) and job conditions as antecedents of POS. Further, a study by Rhoades and Eisenberger (2002) revealed that the consequence most strongly linked to POS was AC.

Employee commitment is important for several reasons. Findings by Porter, Mowday and Dubin (1974) suggested that highly committed employees may perform better than less committed ones. Moreover, it has been argued that organizations whose members have higher levels of commitment will show higher performance and productivity, and lower levels of absenteeism and tardiness (Bateman & Strasser, 1984; Morris & Sherman, 1981). In some cases, employees with strong AC reported strong job performance effort (Baugh & Roberts, 1994; Meyer, Allen & Smith, 1993). Recent studies also revealed that OC had a significant direct impact on employee's job performance (Fu & Deshpande, 2013) and a positive effect on the lecturers' job performance (Sani & Maharani, 2012). Sirin, Bilir and Karademir (2013) also found that NC and CC related positively and moderately on worker performance. Similarly,

another finding from a recent study indicated that AC also contributed to organizational performance (Kim, 2005).

Policy makers and human resources practitioners of company should consider the perception of supports to foster OC of the employees. Understanding the relationship between employee perceptions of organizational support and OC are crucial in assisting human resource practitioners to maintain a high level of commitment among employees in the future.

1.1 Background of Study

The first convention of National Asset and Facility Management (NAFAM) was held on the 13th. and 14th. of August 2007 at Putra World Trade Centre (PWTC), Kuala Lumpur. The establishment of NAFAM showed the seriousness of the government of Malaysia on the establishment of systematic management on the government's assets and facilities. This first convention of NAFAM was the beginning of the true emergence of facility management (FM) industry in Malaysia.

During that first convention, the Public Works Department of Malaysia (JKR) was instructed by the former Prime Minister, Datuk Seri Abdullah Ahmad Badawi to draw up a more efficient and effective procedural framework in efforts to enhance the management of national assets and facilities. Further, from that day, several achievements in the area of FM were seen. The Policy of Government's Asset Management (DPAK) and the Manual of Total Asset Management (MPAM) outlined the policy of government assets' total management was launched in 2009. Next, in 2012 the Management Procedure of Government's Immovable Asset (TPATA) was officially launched.

FM emerged with the integration of three activities components which were the property management, property operation and maintenance, and office management (Kincaid, 1994). FM was described as a hybrid management discipline that combined people, property and process management expertise to provide vital services in support of the organization (Then, 1999).

Nowadays, FM covers real estate management, financial management, change management, human resources management, health and safety, contract management, in addition to building and engineering services maintenance, domestic services and utility supplies. FM is of interest to Malaysia in its quest to achieve its vision of 2020 (Kamaruzzaman & Zawawi, 2010).

At this stage, it can be seen that the role of human resource management was also a crucial part in FM industry. This statement was also supported by an interview with Dr. Cheong Thiam Fook, the Executive Director of George Kent, who has also emphasized the importance of people management in the FM industry. He stated that “besides fully understanding the technical knowledge of the facility and statistical records of the assets, people management also forms a very critical parameter of successful FM” (Lee, 2009).

Looking from the perspective of human resource management in FM industry, encouraging the commitment of employees was also one of the factors that must be given priority. Successful employers worked hard at encouraging employee commitment. Because business organizations were constantly battling to survive, they needed to find ways to encourage their employees to commit their full efforts to achieve the organization’s goals and objectives (Maimunah, 2011).

In Malaysia, currently, the main drivers impacting the FM industry was the government's outsourcing practice to local bumiputera companies and the expectation that more contracts will be tendered out (Kamaruzzaman & Zawawi, 2010). Several FM contracts with high values reaching up to hundreds of millions of Malaysia Ringgit (RM) have been awarded to the FM contractors. JKR was the government agency that managed/supervised the FM contracts. By awarding FM contracts to FM contractors, the management of the government assets which outlined in the contract were contracted out to third party i.e. the FM contractors. In the contracting out relationship, the government still maintains control through the planning and financing of the products and services involved. FM contractors were the one who delivered the FM services through their FM employees. The nature of the required product may be to support internal operations, supply products to meet external obligations, or provide labour-intensive services (DeLoria, 2001).

The FM employees were stationed full time at the government premises to deliver the FM services. The government assets within the premises have to be managed optimally and yet support the service delivery performance of the government. These employees however did not belong to the government. They belonged to the FM contractor's company but stationed full time in the government premises, and they were the one who deliver the FM services. Hence, they indirectly worked in supporting the objective, mission and vision of the government in term of delivering the best possible FM services.

With all the explanation above, this research was conducted with the aim to access the FM employees' OC and their POS level, as well as the relationships between the two. It was expected that the higher the FM employees' POS, the higher will be their OC.

Thus, it was hoped that, the FM service delivery performance can be enhanced due to the higher FM employees' OC. Figure 1.1 gives clearer illustration for the introduction of this research.

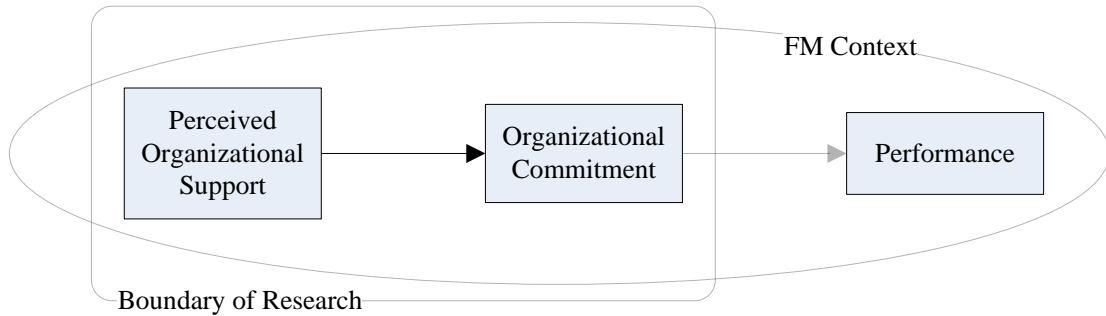


Figure 1.1
Introduction of Research
 Source: Developed for this study

This research involved the participants i.e. the FM employees from three (3) government's premises in Kuala Lumpur that currently run the FM contracts managed/supervised by JKR. It was estimated that around 130 participants from the three (3) FM contractor's company will involve in this preliminary research.

1.2 Research Problem

Every year, the Malaysian Government's presentation of the annual budget has seen the provisions of a large fund for operating expenditure and development expenditure.

Operating expenditure included the purchased of new movable assets and, operation and maintenance over existing movable assets to support the operation of the government services. Whereas, development expenditure also included the construction of new immovable assets and, operation and maintenance of existing immovable assets as a catalyst to the country's economy.

These huge provisions must be optimally used to avoid any wastage. The operation and maintenance over both types of assets must be done efficiently in ensuring the assets always in good working condition. Assets in their best working condition will also support the government's service delivery performance thus in the wider view contributes to the country's economy.

The government buildings were categorized as immovable assets as well as other infrastructures which included roads and bridges. Today, the public sectors in Malaysia have modern buildings and infrastructures to serve the public and become the catalyst towards the Vision 2020.

However, despite having all these modern buildings and infrastructure, there were issues of maintaining the immovable assets to ensure them always in the best working condition, thus supporting the performance of the government service delivery. Apart from the government circulars and directives which outlined processes and procedures to ensure systematic asset and FM, there was the lack of maintenance and facilities culture in Malaysia (Hassan, 2007). In the Kuala Lumpur 21st. Convention and Exposition speech (Ahmad Badawi, 2001), the Deputy Prime Minister of Malaysia also referred to "unless Malaysians change their mentality to become more aware of the need to provide good services and improve the upkeep of buildings, we will forever be a Third World country with First World Infrastructure".

The implementation of FM for the government assets was the government's efforts in the quest for managing assets comprehensively so that all the government assets always in their best working condition. At present, the practice of the government is outsourcing the FM services to third party i.e. the FM contractors which are the local

bumiputera companies and the expectation that more contracts will be tendered out (Kamaruzzaman and Zawawi, 2010).

In JKR, several high value FM contracts have been awarded to the FM contractors. Several FM contractors have been paid up to millions of RM per month for executing the outsourced FM services. According to section 17.1 of the Standard Form of Contract for Facilities Management (FM 2008), the Contractor shall provide adequate (as stipulated in the Government Requirements/Specifications) Site Based Personnel at the Site to provide the Services daily (including all public holidays), twenty-four (24) hours a day. The Contractor shall be entitled to station relief staff of equal qualification for Sundays (or equivalent to State Government's gazette rest days) and public holidays with prior authorization of the P.D./S.O.

Hence, outsourcing the FM services require the formation of FM team consisted of the FM employees and being attached full time in the government premises. They were the one who delivered the FM services in those government premises. They worked full time in the government premises to deliver the FM services. However, they belonged to the FM contractor's company, not the government. JKR only monitored the performance of the FM services through the Key Performance Indicators (KPI) provided in the contracts. In the case where the FM services did not achieve the KPIs as agreed in the contract, Ascertained Performance Deduction (APD) will be imposed and deducted from the FM contractor's monthly payments.

One of the government premises that executed FM contract in Kuala Lumpur has recorded poor KPI achievements every month. This premise was labeled as Premise A due to the consent to reveal the title of the contracts was not granted for this research. Another premise in Kuala Lumpur, which labeled as Premise B also recorded a list of

customer complaints in their FM services delivery. The list of KPIs for Premise A is shown in Table 1.1. The KPI achievements for Premise A and the list of customer complaints for Premise B are shown in Table 1.2 and Table 1.3 respectively.

Table 1.1
List of KPIs for Premise A

KPI No.	KPI Description	KPI Target
1A	Completion of PPM, routine inspection and scheduled corrective maintenance (PPM = 2,611) & (RI = 517)	3,128 Activities
1B	Timely completion of PPM, routine inspection and scheduled corrective maintenance (PPM = 2,611) & (RI = 517)	100% compliance to monthly schedule
2	Overall Service Delivery. Customer Satisfaction Survey (CSS)	>3
3	Customer care response	General: 24 hours Urgent: 1 hour Emergency: 15 min
4	Health and safety policies and statutory requirements	100% compliance
5A	Effectiveness of Customer Care Centre regarding requests and complaints (Service request response time)	General: 30 minutes Urgent: 15 minutes Emergency: immediate
5B	Service request execution time	General: 3 days Urgent: 24 hours Emergency: 3 hours
5C	Lift entrapment response and execution time	100% compliance
6	Timely and accurate submission of reports	100% compliance to submission date
7	Timely response for information and technical request	100% compliance to submission date
8	Power supply	100% available during office hours (minimum requirement is 95%)
9	Lift	100% available during office hours (minimum requirement is 95%)

Table 1.1 (Continued)

KPI No.	KPI Description	KPI Target
10	Air conditioning and Temperature of Minimum 24° C	100% available and temperature of minimum 24° C during office hours (minimum requirement is 95%)
11	Lighting	100% available during office hours (minimum requirement is 95%)
12	Water supply	100% available during office hours (minimum requirement is 95%)
13	Toilet	100% available during office hours (minimum requirement is 95%)

Source: Contract Document for Premise A

Table 1.2
KPI Achievements for Premise A

KPI No.	KPI Achievement												TFK	TPK	%TFK
	Jul. 2013	Aug. 2013	Sept. 2013	Oct. 2013	Nov. 2013	Dis. 2013	Jan. 2014	Feb. 2014	Mac 2014	April 2014	Mei 2014	Jun 2014			
1A	F	P	F	F	F	F	P	P	F	P	F	F	8	4	66.67
1B	F	P	F	F	F	F	P	P	F	P	F	F	8	4	66.67
2	P	P	P	P	P	P	P	P	P	P	P	P	0	12	00.00
3	F	P	F	F	P	P	P	P	P	P	F	F	5	7	41.67
4	F	F	F	F	F	F	F	F	F	F	F	F	12	0	100.0
5A	F	F	F	P	F	F	F	F	F	P	F	F	10	2	83.33
5B	F	F	F	F	F	F	F	F	F	F	F	F	12	0	100.0
5C	P	P	P	P	P	P	P	P	P	P	P	P	0	12	00.00
6	F	F	F	F	F	F	F	F	F	F	F	F	12	0	100.0
7	F	F	F	F	F	F	F	F	F	F	F	F	12	0	100.0
8	P	P	P	P	P	P	P	P	P	P	P	P	0	12	00.00

Table 1.2 (Continued)

KPI No.	KPI Achievement												TFK	TPK	%TFK
	Jul. 2013	Aug. 2013	Sept. 2013	Oct. 2013	Nov. 2013	Dis. 2013	Jan. 2014	Feb. 2014	Mac 2014	April 2014	Mei 2014	Jun 2014			
9	P	P	P	P	P	P	P	P	P	P	P	P	0	12	00.00
10	F	F	P	F	P	P	P	F	P	P	F	F	6	6	50.00
11	F	P	P	P	F	P	F	P	P	P	P	P	3	9	25.00
12	P	P	P	P	P	P	F	F	P	P	P	P	2	10	16.67
13	F	P	F	F	F	P	P	P	P	P	P	F	4	7	33.33
TF	11	6	9	9	9	7	7	7	7	4	9	10			
TP	5	10	7	7	7	9	9	9	9	12	7	6			
%TF	68.75	37.50	56.25	56.25	56.25	43.75	43.75	43.75	43.75	25.00	56.25	62.50			

Source: Monthly Performance Report ending July 2013 to June 2014 for Premise A

Note: F = Fail, P = Pass, TF = total KPI failed/month,

TP = total KPI achieved/month, %TF = percentage of KPI failed/month

TFK = total fails/KPI No., TPK = total achieved/KPI No.,

%TFK = percentage of fails/KPI No.

Table 1.3

Numbers of Customer Complaints for Premise B

FM services	28 th . December 2011 to 22 nd . July 2014
Building maintenance (Civil and Structure)	230 complaints
Building maintenance (Electrical)	127 complaints
Building maintenance (Mechanical)	93 complaints
Building maintenance (Landscape)	12 complaints
Cleaning (Custodial)	20 complaints
Cleaning (Pest Control)	6 complaints
Total: 488 complaints	

Source: Helpdesk's complaint record for Premise B

Even though millions of RM has been spent for outsourcing the FM services, the service quality delivered by the FM employees from the FM contractor's company is

still doubted as well as the performance of their FM services delivery. These can be seen in term of KPI achievements and numbers of customer complaints as depicted in Table 1.2 and Table 1.3 respectively. Referring to Table 1.2, Premise A recorded a percentage of KPI failed/month ranging from 25% to 68.75%. Meaning that there will be 4 to 11 KPIs failed out of 16 KPIs targeted in any of the month for the said period [July 2013 to June 2014]. KPI No. 1A, IB, 4, 5A, 5B, 6, 7 and 10 recorded high percentages of failures ranging from 50% to 100% failed. Meaning that, within the said period [July 2013 to June 2014], there will be 6 to 12 month of KPI's failure for these KPI Nos. Referring to Table 1.3, in term of customers' complaints, Premise B recorded a total of 488 complaints for the said period [December 2011 to July 2014]. Complaints mainly regarded the building maintenance for civil and structure, electrical and mechanical which recorded 230, 127 and 93 complaints, respectively.

The FM employees were those who delivered the FM services. Looking from the perspective of OC in the context of contract-out FM services, these issues could be related to the level of FM employees' commitment in delivering the FM services. They were stationed outside of their company's office (attached full time in the government premises). Hence, maybe they perceived low organizational support from their company and affected their OC. As stated by Rego, Cunha and Souto (2007) affectively and normatively committed individuals tend to perform their jobs better and to be more productive. OC is important because it motivates employees and improves job performance and the quality of service (McLean, 2002). Subsequently, in term of the relationship between POS and OC, a recent study by Yahya, Mansor and Warokka (2012) found that POS had a strong predicting role in determining OC.

Therefore, researcher believed that there is a need to conduct research from the perspective of the OC and POS among the FM employees who delivered the FM services in the government premise. The relationship between POS and OC of the FM employee in the area of FM industry is one of the factors that should be considered to enhance the FM employees' OC, thus contributes to the performance of the FM services delivery.

1.3 Research Questions

As explained in the introduction in this chapter, FM employees were those who performed works in term of delivering FM services. They were employees under the FM contractor's company but accommodated full time in the government premises to perform FM services. It is interesting to see the level of OC and POS of these employees, and also the relationships between the two in this kind of work situation. Therefore, the research questions will be:

- (1) What is the OC level of the FM employees who work full time in delivering the FM services in these government premises?;
- (2) What is the POS level of the FM employees who were stationed full time in these government premises toward their companies?;
- (3) Does POS have a relationship with OC among these FM employees?;
- (4) Does POS have a relationship with AC among these FM employees?;
- (5) Does POS have a relationship with NC among these FM employees?;
- (6) Does POS have a relationship with CC among these FM employees?; and
- (7) Does POS influence these FM employees' OC?

1.4 Research Objectives

- (1) To assess the level of the FM employees' OC who work full time in these government premises;
- (2) To assess the level of the FM employees' POS who were stationed full time in these government premises toward their companies;
- (3) To determine the relationship between POS with the FM employees' OC;
- (4) To determine the relationship between POS with the FM employees' AC;
- (5) To determine the relationship between POS with the FM employees' NC;
- (6) To determine the relationship between POS with the FM employees' CC;
- (7) To determine the influence of POS to the FM employees' OC;

1.5 Scope of Study

There were three (3) FM contracts in Kuala Lumpur managed by JKR under the Building Facilities Maintenance Division (JKR BSFB) and JKR Wilayah Persekutuan Kuala Lumpur (JKR WPKL).

This study was conducted on the FM employees under three (3) FM contracts with a total contract amount of RM98.3 million. These contracts were for the FM services for the three (3) government premises in Kuala Lumpur. Since official permission to disclose the said three (3) government premises cannot be obtained, then the premises were labelled as Premise A, Premise B and Premise C. Table 1.4 gives details about the three (3) premises.

Therefore, the findings served as the conclusion to represent the FM employees for the said three (3) premises only.

Table 1.4
FM Contracts for Premise A, B and C

Premise	Contract Period	FM Contract Sum (RM)	Numbers of FM Employees
A	3 years	7,606,250.00	23 persons
B	3 years	67,500,000.00	68 persons
C	5 years	23,216,700.00	39 persons
Total:		98,322,950.00	130 persons

Source: Contract documents for Premise A, Premise B and Premise C

In addition, the result of this study was also limited to the extent of the respondents' sincerity while answering the questions in the questionnaire forms distributed. Their sincerity reflected their actual declarations in the questionnaire forms.

1.6 Significance of Study

Outsourcing the FM services require the FM employees to be stationed full time in the government premises. They delivered the FM services within the government premises and thus supported the government's service delivery to the public by ensuring good working condition of all the assets within the premises. These employees belonged to the local bumiputra FM contractor's company but worked in the government premises. They did not belong to the government, but the government, in this case, JKR monitored FM services performance through the KPIs as agreed in the FM contract. Figure 1.2 depicted the situation for better understanding.

OC of the FM employees must be at the highest possible level all the time so that the FM services could be delivered by them consistently. They also worked outside from

their company's office and stationed at the government premises everyday. It is very important for the management at the company's office to give full support to the FM employees so that they always perceive that their management always take care of them although they work outside from their company's office. By doing this, their OC could be increased, and they will deliver the FM services consistently.

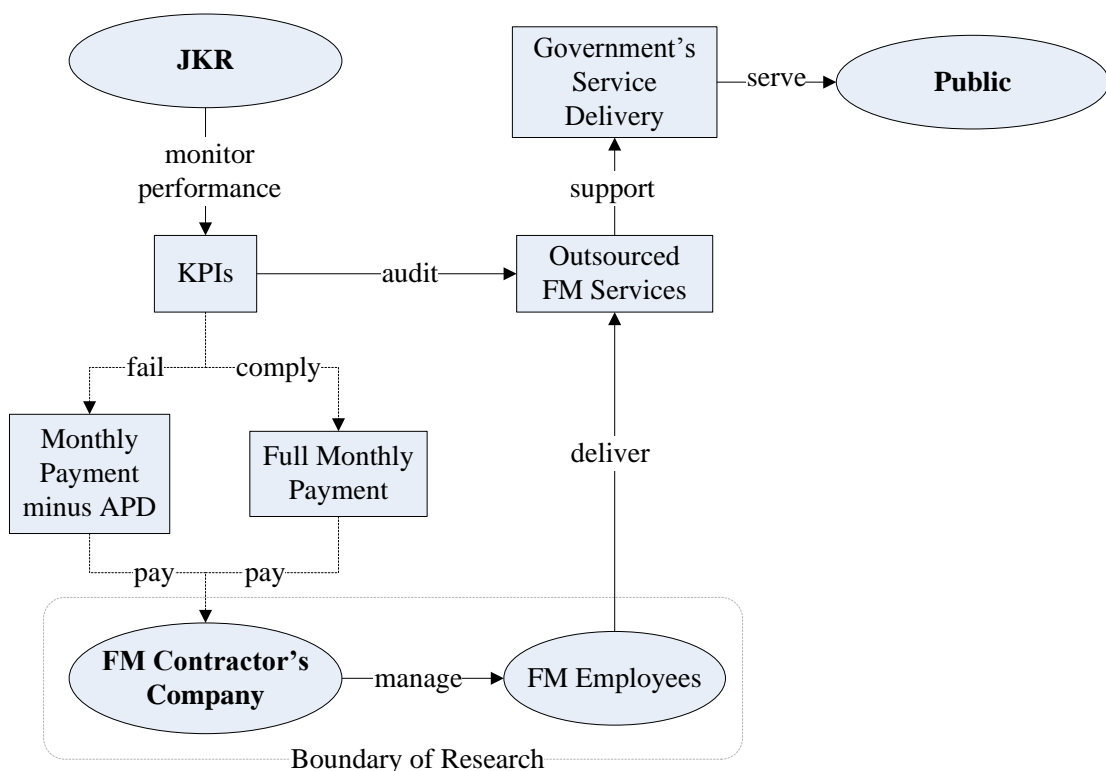


Figure 1.2
Illustration to the Significance of the Study
 Source: JKR BPKS

Although this research only involved the variables of POS and employees' OC in the context of FM, it was hoped that this preliminary research could contribute to the FM body of knowledge from the perspective of organizational behaviour. It was hoped that this research could benefit the related parties in the FM industries as follows:

1.6.1 To the FM Industry

Contributed in two (2) out of the nine (9) competency areas of FM as outlined by IFMA, which were competencies in Leadership and Strategy, and competencies in Human Factors. As a leader in the FM industry, the facility manager should be able to influence the FM employees' OC and could use POS as the strategy to increase the employees' commitment. In addition, despite the importance of technical competencies in delivering the FM services since it involves heavily in maintaining the engineering assets, it is also important to put concern on human factors or the FM employees who execute the FM services. Therefore, this research also provides a comprehensive understanding about the FM employees' commitment which includes the three components of OC (AC, NC and CC) in the context of contract-out FM services.

1.6.2 To the Organizations

The Management of the FM contractor's company could consider this research in providing and enhancing their organizational supports to their FM employees in the quest for preparing only the committed FM employees for the contract-out FM services.

Despite the importance of technical factors, the Management of JKR could also put more emphasis on the importance of human factors in the FM services. Perhaps this research could provide preliminary information for strengthening the condition of contracts with the FM contractor's company in terms of human resource management.

Generally, it was hoped that this research could be used as the basis to the management of FM contractor's company and JKR to:

- (1) enhance the OC level of the FM employees;
- (2) identify and improve the elements of POS that can stimulate the OC level of the FM employees;
- (3) selecting and preparing the workforce that have a high level of commitment and thus contributes to the improvement of the FM services performance.

1.6.3 To the FM employees

This study was able to highlight the true feelings and perceived views of the FM employees in term of supports they received from their companies. This would be a good opportunity for the employees to express their true feelings and dissatisfactions. When the management of the FM contractor's company understand in depth about how their FM employees perceived the company supports toward them, the management surely will strive to enhance their company's supports to their employees. As a result, the employees will become more committed to their company and will reciprocate in term of helping the company to achieve the company's goals.

1.7 Definitions of Key Terms

For the purpose of this study, several important key terms were used as listed below:

1.7.1 Employee's Commitment

Employee's commitment was defined as the OC of the FM employee's i.e. emotional attachment to the FM contractor's company. This commitment consists of three (3) components, i.e. AC, NC and CC (Meyer & Allen, 1991).

1.7.2 Perceived Organizational Support

POS was defined as the employees' global beliefs with regards to the extent to which the organization values their contributions and cares about their well-being (Eisenberger, Huntington, Hutchison & Sowa, 1986).

1.7.3 FM Services

FM services were defined as the management, operation and maintenance of premises which included all assets within the perimeter of the premises such as buildings, landscape, engineering assets, etc. It involved the disciplines of engineering, custodial services, pest control, and landscape. It also included the human resource management discipline.

1.7.4 FM Contractor

FM contractor was defined as a local bumiputera company which entered into an agreement with the government or in this case was JKR, to deliver the FM services.

1.7.5 FM Employee

The FM employee is defined as the FM contractor's employees that are attached full time at the government premises to deliver the FM services.

1.8 Summary

This chapter gives the preliminary introduction of the research that has been carried out. This chapter discussed the matters relating to background of the research, research problem, research question, research objectives, scope of study, significance

of the study and the definition of key terms used in this research. These preliminary introductions were important to be clarified and understood as it became the foundation for the discussion and explanation in the next chapters.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this chapter, researcher described several important matters which were the definitions and concepts in relation to this research based on previous studies made by both local and foreign researchers. Literature reviews were done in the area of FM and the areas related to commitment.

Based on several appropriate conceptual definitions suggested in previous studies, researcher formed the operational definition for all the variables identified and used in this study. The theoretical framework then was established, and the research hypotheses were developed in consistent with the research questions and objectives.

2.2 Definition of Facilities Management (FM).

FM previously has been seen in the old-fashioned sense of care-taking, cleaning, repairs and maintenance. It has been regarded as the poor relation within the professions of real estate, architecture, engineering, and construction. FM emerged with the integration of three (3) activities components which were the property management, property operation and maintenance, and office management (Kincaid, 1994).

According to Then (1999), FM has been described as a hybrid management discipline that combined people, property and process management expertise to provide vital

services in support of the organization. The practice of FM is concerned with the delivery of the enabling workplace environment - the optimum functional space that supported the business processes and human resources (Then, 1999).

The common interpretations of FM remitted: maintenance management, space management and accommodation standards, project management for new-build and alterations, the general premises management of the building stock, and the administration of associated support services (Hinks & McNay, 1999)

The primary function of FM was resource management, at strategic and operational levels of support. Generic types of resource management central to the FM function were the management of financial resources, physical resources, human resources, and the management of resources of information and knowledge (Nutt, 2000).

According to Barrett (1995) cited in Kamaruzzaman and Zawawi (2010), FM services can be divided into three areas: premises services, office services, and central services as shown in Table 2.1.

Table 2.1
Difference FM Services

Premises services	Office services	Central services
Building maintenance	Mailing	Catering
Decoration work	Stationary	Room booking
Sub-contractors	Photocopying	Insurance
Telecommunication	Vehicles	Archival
Security	Printing	
Safety		
Cleaning		

Source: Barrett (1995)

From the literature reviews, it can be seen that the definitions of FM evolved from time to time. However, according to Chotipanich (2004), it was widely accepted that

FM covered a wide range of facility services and the management of which could contributed to the relative success or the partial failure of an organisation's business. FM was a key function in managing facility resources, support services and working environment to support the core business of the organization in both the long- and short-term (Chotipanich, 2004).

In Western countries such as Japan, Australia, New Zealand, Hong Kong and Singapore, FM has been successfully developed and established. Professional association and institutions such as the British Institute of Facilities Management (BIFM) and International Facility Management Association (IFMA) have been established as separate disciplines in recognition of FM (Kamaruzzaman & Zawawi, 2010).

According to BIFM, FM was the integration of processes within an organization to maintain and develop the agreed services on which supported and improved the effectiveness of its primary activities. FM encompassed multi-disciplinary activities within the built environment and the management of their impact upon people and the workplace. Effective FM, combining resources and activities, is vital to the success of any organization. At a corporate level, it contributed to the delivery of strategic and operational objectives. On a day-to-day level, effective FM provided a safe and efficient working environment, which was essential to the performance of any business – whatever its size and scope.

Whereas, IFMA defined FM was a profession that encompassed multiple disciplines to ensure functionality of the built environment by integrating people, place, process, and technology. The IFMA model of a triangle of 'Ps' sums up FM concerns in

today's workplace: people, process, and place. These three factors were interdependent and had direct reciprocal relationships (Patanapiradej, 2006).

2.2.1 FM Industry in Malaysia

In Malaysian context, the definition of FM that has gained the most preference by the industry players were according to the definition by the Manual on Asset and Facilities and Facilities Management, CIDB 2010; "The management of multi-disciplinary activities to ensure continuous functionality of the built environment by linking and integrating people, place, processes and technology".

The growth of FM in Malaysia was very slow, and the field was still in its infancy (Moore & Finch, 2004). The overall survey findings by Myeda and Pitt (2014) showed that the FM industry in Malaysia was still not fully developed and yet to be up to par with FM industries in other countries.

Currently, the main drivers impacting the FM industry in Malaysia is the government's contracting-out practice to local bumiputera companies and the expectation that more contracts will be tendered out (Kamaruzzaman & Zawawi, 2010).

The FM services in the Malaysian government's premises involved heavily in the operation and maintenance of buildings and all assets within the perimeter of the premises. It involved the disciplines of engineering, custodial services, pest control, and landscape. In term of engineering, the disciplines included civil and structure, mechanical and electrical, and architectural and landscape. All of these disciplines involved heavily in operating and maintaining the premises' assets, as well as the operation and maintenance of all the building's engineering assets.

Contracting-out FM services required the full-time attachment of the FM employees in the government's premises. They were the employees under the management of the FM contractor's company but attached full time in the government's premises to deliver the FM services that supported the government's services. There existed some kind of 'partnership' between the government and the FM contractor's company in this situation.

As stated by Bull (1996), behind every successful partnership lies a rigorous planning and preparation process. Thus, one of the factors that ensured the FM employees delivered consistently the FM services was their commitment themselves.

2.3 Definition of Organizational Commitment (OC)

The studies of OC, its nature, antecedents, consequences, and correlates have become popular for researchers. This popularity may be due to the assumed impact OC has on employees and organizational performance.

About 55 years ago, Lawrence's study provoked the necessity and rationale for research in this area when he asserted: Ideally, we would want one sentiment to be dominant in all employees from top to bottom, namely a complete loyalty to the organizational purpose (Lawrence, 1958 cited in Suliman & Iles, 2000).

Despite the plethora studies of OC, multiple OC definitions were found in the literatures. The extensive body of OC, largely focused on organizational behavior/psychology, has produced various definitions of the factor construct and considerable discussion of its development, consequences and measurement (Mathieu & Zajac, 1990).

Mowday, Steers and Porter (1979) identified behavioral and attitudinal definitions of commitment. Behavioral commitment, also referred to as commitment-related behavior in the literature, involved “behaviors that exceeded formal and/or normative expectations”. Such behaviors represented sunk costs in an organization where individuals forgo alternative courses of action and choose to link themselves to the organization (Mowday et al., 1979).

Whereas, attitudinal commitment represented a state in which an individual identified with a particular organization and its goals and wishes to maintain membership in order to facilitate these goals. Such commitment often encompassed an exchange relationship in which individuals attached themselves to the organization in return for certain rewards or payments from the organization (Mowday et al., 1979).

At a general level, most researchers agreed that OC described a psychological state that characterizes the relationship of an employee with the organization for which they worked and that has implications for their decision to remain with the organization (Allen & Grisaffe, 2001).

Meyer and Allen (1991) have conceptualized three components of OC, namely; affective, normative and continuance commitment. He stated that although there were many and varied definitions of commitment, they appeared to reflect at least three general themes: affective attachment to the organization, obligation to remain with the organization and perceived costs associated with leaving the organization.

2.3.1 Affective Commitment (AC)

AC reflected the affective attachment to the organization (Meyer & Allen, 1991). For several authors, the term commitment was used to describe an affective orientation

towards the organization. For example, Buchanan (1974) viewed commitment as a partisan, affective attachment to the goals and values of an organization, to one's role in relation to goals and values, and to the organization for its own sake, apart from its purely instrumental worth.

Porter, Mowday and Dubin (1974) contended that AC can be characterized by three factors:

- (1) Belief in and acceptance of the organization's goals and values;
- (2) A willingness to focus effort on helping the organization achieve its goals; and
- (3) A desire to maintain organizational membership.

Likewise, Mowday et al. (1979) described commitment as the relative strength of an individual's identification with and involvement in a particular organization. Further, they defined that AC represented a state in which an individual identified with a particular organization and its goals and decided to maintain membership in order to facilitate these goals.

Steers (1977) and Mottaz (1988) identified factors which help in creating intrinsically rewarding situations for employees to be antecedents of AC. These factors included job characteristics, job performance, POS or dependence (the feeling that the organization considered what was in the best interest of employees when making decisions that affected employment conditions and work environment) and the degree that employees were involved in the goal setting and decision-making processes.

AC was a desire of the employee to maintain membership in the organization that developed largely as the result of work experiences that created feelings of comfort and personal competence (Meyer & Allen, 1991). It represented employee's

emotional attachment to, identification with and involvement in the organization and its goals. It resulted from and was induced by an individual and organizational value congruency. As a result, it becomes almost natural for the individual to become emotionally attached to and enjoy continuing membership in the organization.

According to Meyer and Allen (1997) cited in DeLoria (2001), AC represented the employee's emotional attachment to the organization; employees retained membership because they want to do so.

2.3.2 Normative Commitment (NC)

The concept of NC can be traced back to Wiener (1982) who viewed OC as the totality of internalized normative pressures to act in a way which meets organizational goals and interests. He suggested that committed individuals may exhibit certain behaviors not because they have figured that doing so was to their personal benefit, but because they believed that it was the "right" and moral thing to do. He also suggested that OC might result from pressures exerted either prior to, or after, organizational entry. It was induced by a feeling of obligation to remain with the organization. Such a feeling of obligation often resulted from what Wiener (1982) characterized as "generalized value of loyalty and duty". This was an almost natural predisposition to be loyal and committed to the institutions such as family, marriage, country, religion and employment organization as a result of socialization in a culture that placed a premium on loyalty and devotion to institutions. This view of commitment held that an individual demonstrated commitment behavior solely because she or he believed it was the moral and right thing to do.

Meyer and Allen (1991) then conceptualized the OC definition by Wiener (1982) as NC, which was one of the OC's component itself. NC reflected the obligation to the organization and was viewed as a belief about one's responsibility to the organization. Schwartz and Tessler (1972) identified personal norms as the factor responsible for what Wiener (1982) referred to as an internalized normative pressure, that made NC a moral obligation because the individual felt he or she ought to do so.

Meyer and Allen (1991) defined NC simply as a feeling of obligation to remain with the organization; employees retained membership because they felt they ought to do so. This feeling of moral obligation was measured by the extent to which a person felt that he or she should be loyal to his or her organization, make personal sacrifice to help it out and not criticize it (Jha, 2011).

2.3.3 Continuance Commitment (CC)

CC reflected the cost or profit associated with an individual's continued participation or the individual's perceived cost of leaving the organization. CC was viewed as the continuation of an action (e.g., remaining with the organization) resulting from the recognition of the costs associated with its termination (Meyer & Allen, 1991).

CC can be traced back to one of OC's definitions by (Reichers, 1985); it was a function of the rewards and costs associated with organizational membership. This conceptualization was consistent with Becker's (1960) argument that, attachments to the organization were influenced by "side bets", i.e., accrued extrinsic benefits that would be lost if membership was concluded.

CC also referred to as calculative and exchange-based commitment in the literature. This commitment referred to utilitarian gain from the employment relationship, with

the employee being less likely to leave the organization based on the extent to which the contribution ratio was in balance or favourable to the employee (Gaertner & Nollen, 1989).

Jha (2011) defined CC as willingness to remain in an organization because of personal investment in the form of non-transferable investments such as close working relationships with co-workers, retirement investments and career investments, acquired job skills which were unique to a particular organization, years of employment in a particular organization, involvement in the community in which the employer was located and other benefits that made it too costly for one to leave and seek employment elsewhere.

According to Meyer and Allen (1997) cited in DeLoria (2001), employees who possess CC retained membership because they needed to do so.

2.4 Definition of Perceived Organizational Support (POS)

POS was defined as the employees' global beliefs with regards to the extent to which the organization valued their contributions and cared about their well-being (Eisenberger et al., 1986).

POS can be better understood by looking at it from the social exchange theory (SET). Blau's (1964) SET got its roots from the theory of economic exchange. However, the theory of economic exchange deferred in the fact that, most parts of the return involved an unspecified obligation. The exact nature of the return was not predetermined although there was a clear expectation of return (Blau, 1964 cited in Yahya et al., 2012).

Similarly, employees tend to value returns or rewards from the organization. If the rewards and returns were based on the discretion of the organization, it was seen as an indication that the organization genuinely valued the employees' contribution and cared for their well-being ((Dawley, Andrews & Bucklew, 2008; Rhoades & Eisenberger, 2002).

Essentially, SET applied in the work context argued that employees willing to exchange their effort and time for various rewards offered to them by the organization. SET posited that, employees willing to exchange work performance for additional factors that were less tangible such as feeling valued and supported. POS signaled an employer's commitment to employees and in return employees reciprocated with increased efforts to help the organization (Sivalogathan & Hashim, 2013).

Earlier study by Eisenberger et al. (1986) were first to explore exchange ideology and their investigations of POS and absenteeism have found that the relationship was stronger for individuals with high exchange ideology than those with a low exchange ideology. These findings supported the SET, which viewed that employees' commitment to the organization was strongly influenced by their perception of the organization's commitment to them. POS was assumed to increase the employee's affective attachment to the organization and his or her expectancy that greater effort toward meeting organizational goals will be rewarded (Eisenberger et al., 1986).

Dawley et al. (2008) suggested that when the employer provided employees with fair treatment, and valued their contributions and well-being, employees perceived high levels of support and thus felt obligated to reciprocate. The main finding of their study

was that POS has the most significant effect on OC and employee's job search intentions.

According to Eisenberger et al. (1986), on the basis of organizational support theory, three general forms of perceived favorable treatment received from the organization (i.e., fairness, supervisor support, and organizational rewards and job conditions) should increase POS. Rhoades and Eisenberger's (2002) meta-analysis results for antecedents to POS revealed that, fairness had the strongest positive relationship with POS, followed by supervisor support and rewards/job conditions, respectively.

2.4.1 The Globality of POS

Literature reviews suggested that there were various antecedents to POS. For example, there was evidence that supported a causal link from supervisory support to POS (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002); high-performance human resource practices have a stronger positive relationship with POS (Zhang & Jia, 2010); developmental experiences and number of promotions were positively related to POS (Wayne, Shore & Liden, 1997); and, Leader-Member Exchange, procedural justice and distributive justice were significantly and positively related to POS (Khurram, 2009).

Both previous and recent research provided various antecedents to POS. However, all the findings seem to support Study 1 by Eisenberger et al. (1986) regarding the globality of POS. According to Eisenberger et al. (1986), POS would be affected by diverse aspects of an employee's treatment and would, in turn, influence the employee's inferences concerning the reasons for that treatment.

2.4.2 Survey of Perceived Organizational Support (SPOS)

Eisenberger et al. (1986) have developed SPOS by constructing 36 statements representing various possible evaluative judgments of the employee by the organization and discretionary actions the organization might take in diverse situations to benefit or harm the employees. The two categories of the 36 items in SPOS were described in Figure 2.1. The inclusion of a wide variety of ascribed organizational attitudes and possible actions relevant to employees' interests which represented by the 36 items of SPOS were also illustrated in Figure 2.1.

These 36 statements have been used to test the globality of the employees' beliefs concerning support by the organization and returned, in sum, every one of the 36 items showed a strong loading on the main factor, with minimal evidence for the existence of other factors (Eisenberger et al., 1986).

SPOS has been widely used by researchers in the study of POS, in which employees were asked simply to evaluate the favourableness of outcomes without a specified reference group, they presumably made such comparisons implicitly. For example, Shore and Tetrick (1991) utilized all items of SPOS; Wayne et al. (1997) used nine highest factor loading items of SPOS; Eisenberger et al. (2002) used eight high factor loading of SPOS; and, Lew (2009) used twelve highest factor loading from the SPOS in their survey questionnaires.

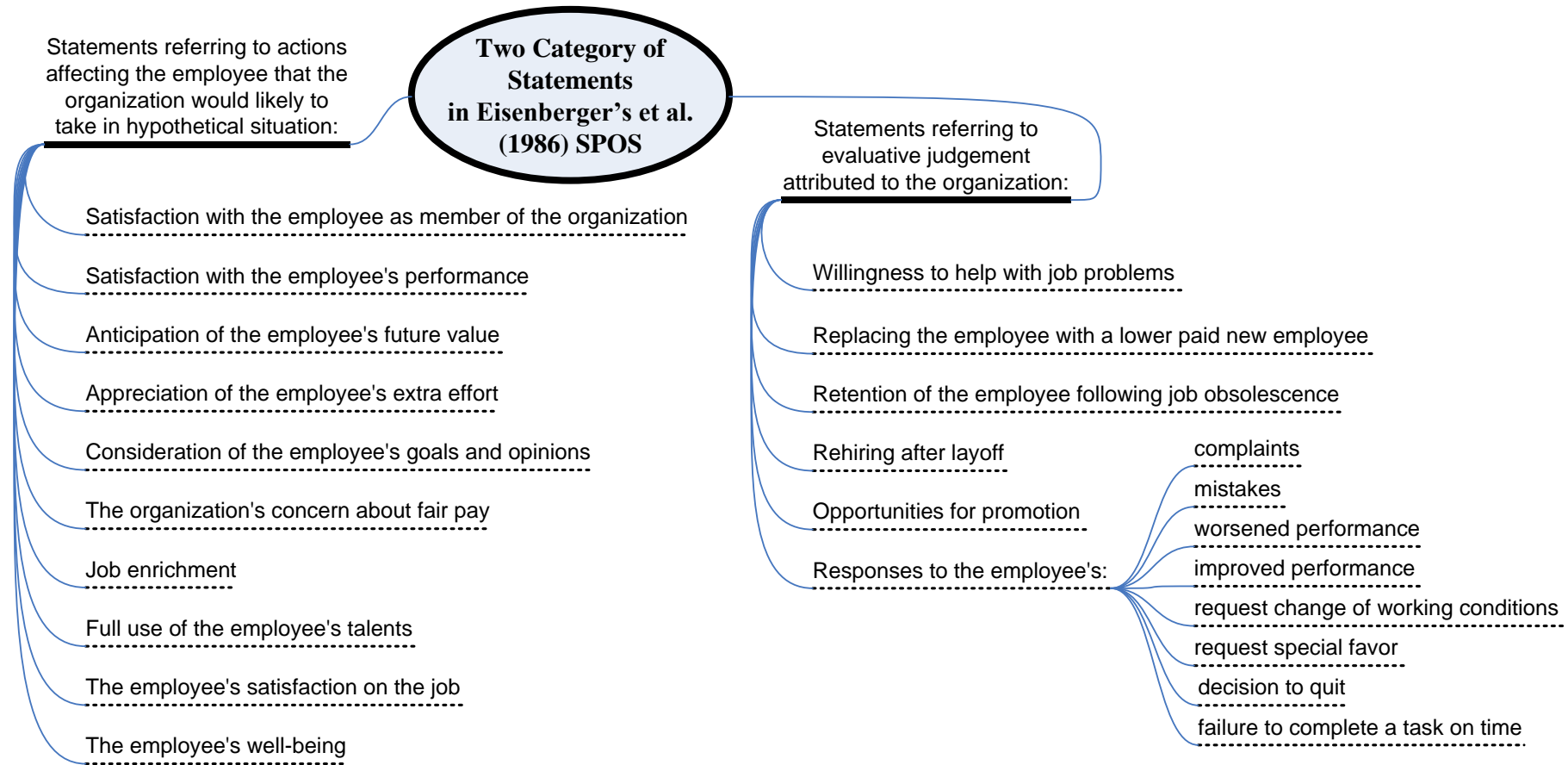


Figure 2.1
The two category of statements in Eisenberger's et al. (1986) SPOS

2.5 Relationship between POS with OC and OC's components

Earlier study by LaMastro (1999) evidenced POS has a strong positive correlation with AC ($r = 0.597$, $p = 0.001$), proving that individuals who felt valued and supported by their organizations becomes more emotionally attached to the organization. Also, a positive correlation between POS and NC was found ($r = 0.362$, $p = -0.000$), suggesting that individuals who felt supported by their organization also felt morally obligated to remain with that organization. However, POS was found negatively correlated with CC ($r = -0.146$, $p = 0.024$), meaning that individuals with strong levels of POS were less likely to feel that they “had to” remain with the organization (LaMastro, 1999). This study was conducted among teachers from elementary and secondary public schools located in the counties of Atlantic, Camden, Cape May, Cumberland, Gloucester, Monmouth, Ocean, and Salem in New Jersey.

Rhoades and Eisenberger (2002) have reviewed more than 70 studies concerning employees' general belief that their work organization values their contribution and cares about their well-being or termed as POS. They have summarized that POS and AC had a strong, positive relationship, whereas POS and CC had a small, negative relationship. Their review of over 70 studies also suggested that basic antecedents of POS included fair organizational procedures, supervisor support, and favorable rewards and job conditions.

There was also research conducted to examine the relative effects of POS, supervisor support, and mentorship, on OC and employee job search intentions. The main finding is that POS has the most significant effect on OC and employee job search intentions. Take note that, this study, however, did not diminished the importance of

the supervisors' and mentors' roles in employees' commitment and intentions to remain with the organization, (Dawley et al., 2008).

A qualitative field study by Wahab and Quaddus (2009) conducted among employees and human resource practitioners of selected medium enterprise in the Malaysia manufacturing sectors yielded responses from the interview participants which showed the influence of supervisor support, organizational fairness (formal procedures, interactional justice and distributive justice) and job conditions as antecedents of POS. The interviews conducted also revealed that POS reflected the constructs of AC; POS could influence NC and POS positively influenced CC. The interview results also provided some evidence that value congruence could influence employee's commitment in term of AC. Participants expressed the feeling that if similarity existed between the company's value and their values, they will be happy to spend their career in the organization, feel like part of the family in their organization and feel attached to the organization. Therefore, value congruence also will be positively related to AC (Wahab & Quaddus 2009).

Personal characteristics also being found to influence AC in the literatures. For example, Kaptijn (2009) found that personal characteristics as have a direct positive effect on AC to work, colleagues and supermarket in his research.

Another study by Lew (2009) among 134 academicians working for private higher educational institutions in Malaysia also suggested that employees who perceived higher levels of POS developed stronger commitment to the organization and as a result, were less likely to leave their organization.

A survey conducted on 231 male skilled workers aged 28 to 45 years old from different units of National Fertilizer Ltd. India by Darolia, Kumari and Darolia (2010) resulted in positive and relatively strong correlation between POS and the three components of OC. POS correlated 0.36 ($p < 0.001$) with AC, 0.23 ($p < 0.01$) with NC and 0.27 ($p < 0.001$) with CC. All the three components of OC also correlated positively with work performance (Darolia et al., 2010).

There was also evidence about the relationship between POS and OC from the hotel industry. A study by Colakoglu, Culha and Atay (2010) among employees from chain hotels in Bodrum, Turkey revealed that POS has a significantly positive effect on AC, POS affected NC positively and POS also positively significantly affected CC. In other words, in term of the relationship between POS and AC, employees will feel more attached to the organization if they received supports from organization. In term of the relationship between POS and NC, the greater the extent to which employees perceived that the organization gave them support, the more they felt morally obligated to keep working for that organization. However, in term of the relationship between POS and CC, Colakoglu et al. (2010) explained that, regardless of the level of organisational support perceived by the employees, lack of attractive alternatives such as lack of available job opportunities in unfavourable economic climate also can cause the reaction that they “had to” remain with their organisation.

Similarly, a survey study by Luxmi, Yadav and Vibhuti (2011) among 332 doctors from the leading hospitals in Chandigarh, India has also resulted in significant positive correlation between POS and OC. Their study also resulted, with regards sub-dimensions of OC, POS has significant and strong positive correlation with AC, NC as well as CC.

The relationship between POS and OC also have been studied among private primary school teachers in the Klang Valley, Malaysia. The study conducted by (Ismail, Chinniah and Sehat (2011) revealed that POS has a significant positive relationship with AC ($r = 0.685$, $p < 0.05$), a moderate significant relationship with NC ($r = 0.474$, $p < 0.01$) and also a significant positive relationship with CC ($r = 0.386$, $p < .05$). These findings indicated that, teachers felt emotionally attached with the schools as higher organizational supports were received by them, higher moral obligation teachers had for the schools resulted from higher POS and also, higher organizational supports lead to more calculative bonding towards the schools (Ismail et al., 2011).

In a separate study conducted on 93 academic expatriates who were currently serving at a public university in Malaysia, Yahya et al. (2012) also found that POS had a strong predicting role in determining OC. The results also revealed that POS was significantly correlated with AC ($r = 0.73$, $p \leq 0.01$). Similarly, the results also showed that POS and NC was also positively correlated ($r = 0.61$, $p \leq 0.01$). However, the relationship between POS with CC was not correlated at $r = 0.05$ (Yahya et al., 2012).

Antecedent of OC, which was job satisfaction also being studied by Rahaman (2012) among 100 respondents of 3 public and 3 private secondary level schools in Bangladesh. OC and job satisfaction were higher for public school teachers than private school teachers. It was also found that if job satisfaction and POS increased, OC would also increase. Job satisfaction and POS independently influenced OC, but not about how they jointly influenced it (Rahaman, 2012).

More recent study by Wahab, Hong, Shamsuddin and Abdullah (2014) conducted among 297 employees in the manufacturing sector of Malaysia have concluded that

positive relationship existed between POS and AC. This suggested that employees will be more attached to the organization if they feel that they received supports from the organization.

From the literatures, researcher found consistencies in term of the relationship between POS with OC. For example, POS has the most significant effect on OC (Dawley et al., 2008), POS correlated significantly and positively with OC (Luxmi et al., 2011), POS had a strong predicting role in determining OC (Yahya et al., 2012) and, OC will increase with the increment of POS (Rahaman, 2012). With regards to the three components of OC, consistencies were found in term of the relationship between POS with AC and NC. For example, a finding by LaMastro (1999); Wahab and Quaddus (2009) showed that POS have a positive relationship with AC, as well as with NC. However, there were inconsistency findings in term of the relationship between POS with CC. For example, POS was found negatively correlated with CC (LaMastro, 1999; Rhoades and Eisenberger 2002), POS was not correlated with CC (Yahya et al., 2012) and POS have significant positive relationship with CC (Colakoglu et al., 2010; Darolia et al., 2010; Ismail et al., 2011). Despite these discrepancies, the literatures reviewed suggested that more researchers found POS have significant positive relationship with CC.

It is important to put concern on employees OC since OC contributes to performance. For example, a study by Meyer, Paunonen, Gellatly, Goffin and Jackson (1989) found that AC of employees to a food services organization was positively related to their measured job performance. Another study by Supriyadi* (2010) surveyed 76 part-time MBA students at Gadjah Mada University as a samples found that the relationship between OC and managerial performance was positive. 71 of the 76

respondents in the study were holding managerial function in manufacturing, services and financial companies. Similarly, according to Luxmi et al. (2011) OC is essential and highly valuable where studies have highlighted that commitment has a great impact on the successful performance of an organization. This is because a highly committed employee identifies with the goals and values of the organization, has stronger desire to belong to the organization and is willing to display a greater organizational citizenship behavior i.e., a willingness to go over and beyond their required job duties.

2.6 Operational Definition

From the literature reviews, the operational definitions that were used as the context and variables in this research were identified. The context of this research was Contract-out FM Services, and the variables were POS and OC.

2.6.1 Contract-out Facility Management (FM) Services

FM services were defined as the management, day-to-day operation and maintenance of premises which included all assets within the perimeter of the premises such as buildings, landscape, engineering assets, etc. It involved the disciplines of engineering, custodial services, pest control, and landscape. It also included the human resource management discipline.

Contract-out or also known as outsourcing described the situation where an organization contracted with another for the provision of specific products (goods and/or services).

Therefore, contract-out FM services were defined as a situation where the government contracted with the FM contractor's company for the provision of FM services.

2.6.2 Organizational Commitment (OC)

OC was defined as a psychological state that characterized the relationship of an employee with the organization for which they worked and that has implications for their decision to remain with the organization.

2.6.3 Affective Commitment (AC)

AC is a component of OC. AC was defined as employee's emotional attachment to, identification with and involvement in the organization and its goals. It resulted from and is induced by an individual and organizational value congruency. As a result, it became almost natural for an individual to become emotionally attached to and enjoyed continuing membership in the organization. Employees retained membership because they wanted to do so.

2.6.4 Normative Commitment (NC)

NC is a component of OC. NC was defined as employee's belief about his/her responsibility to the organization. NC was a feeling of obligation to remain with the organization; employees retained membership because they felt they ought to do so.

2.6.5 Continuance Commitment (CC)

CC is a component of OC. CC was defined as the employee continued retained membership with the organization resulted from the recognition of the costs associated with its termination. These employees do not possess an emotional

attachment to the organization. Employees retained membership because they needed to do so.

2.6.6 Perceived Organizational Support (POS)

POS was defined as the employee's global belief concerning the extent to which the organization valued their contributions and cared about their well-being.

2.7 Summary

Literature reviews showed the importance of employee's OC which related as one of the factors that contributed to the job-related performance and further reflected the organizational performance as a whole. At certain level, most researchers agreed that OC was a psychological state that characterized the relationship of an employee with the organization for which they worked. OC has implications for employee's decision to remain with the organization.

The concept of OC can be traced back to Meyer and Allen's (1991) work on the three-component conceptualization of OC. The components of OC consisted of AC, NC, and CC. AC was the employee's psychological attachment to the organization. Employees with AC committed with their organization because they wanted to do so. NC was the employee's perceived obligation to remain with the organization. Employees with NC committed with their organization because they ought to do so. Whereas, CC was the employee's willingness to remain with the organization due to the calculative cost associated with leaving the organization. Employees with CC retained membership with their organization because they needed to do so.

POS was the employee's global belief concerning the extent to which the organization valued their contributions and cared about their well-being. The globality of POS was due to the diverse aspects of an employee's treatment by the employer perceived by the employees with regards to their contributions and well-being. The concept of POS can be traced back and better understood by referring to Blau's (1964) SET and the globality of POS can be referred to Eisenberger's et al. (1986) work on POS.

Literature reviews showed that POS was one of the factors that could enhance employee's OC. Looking from the context of contract-out FM services in the government premises; researcher believed there was a need to conduct research identifying the relationship between POS and OC of the FM employees. This is because of, in the contracting out FM services to the FM contractor's company, the FM employees were required to be stationed full time in the government premises to deliver the FM services. They were stationed outside of their FM contractor's company office and worked full time in the government premises. The question of whether the FM employees perceived their company provided enough supports in term of valuing their contribution and cared about their well-being although they were stationed outside of their company office may arise and may be affecting their OC. Therefore, it was interesting to study the relationship of POS and FM employee's OC in this kind of work situation.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed in detail about the approaches and processes implemented in obtaining and analyzing the data needed to test the hypotheses.

Researcher explained systematically the research methodology started from the theoretical framework proposed in this study; hypotheses developed right up to the data collection technique, and finally the statistical analysis technique used.

3.2 Research Framework / Model

Figure 3.1 showed the research framework for this study. The independent variable (IV) was POS, and the dependent variable (DV) was OC.

In this study the concept of the globality of POS as described by Eisenberger et al. (1986) was used. POS would be influenced by various aspects of an employee's treatment by the organization which included the organization's likely reaction to the employee's future illnesses, mistakes and superior performance, the organization's desire to pay a fair salary and, make the employee's job meaningful and interesting. Employees in turn would be influenced by their interpretation of organizational motives underlying that treatment. This implies that there will be an agreement in the degree of support that the employee would expect of the organization in a wide variety of situations.

Since one of the objectives of this study was interested in identifying the FM employees' POS of their organization when they were stationed at the government's premises away from their company office, researcher decided to use the concept of the globality of POS. In this case, POS was the FM employees' global belief concerning the extent to which their organization valued their contributions and cared about their well-being although they were stationed away from their company office. Therefore, there was no dimension of POS in this research due to the concept of the globality of POS.

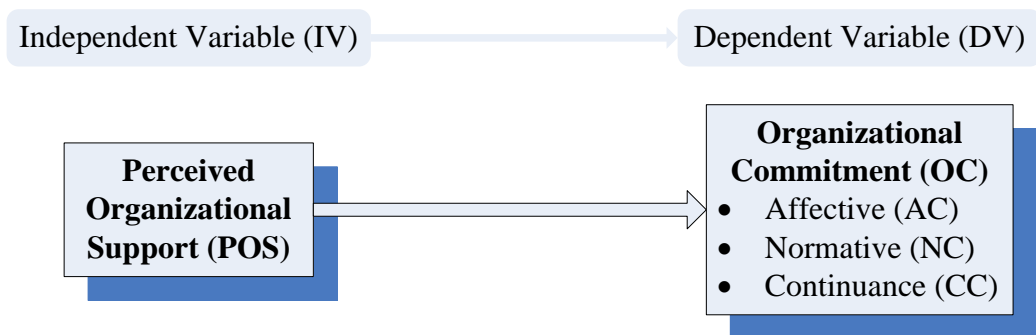


Figure 3.1
The Research Framework

For the DV, the three component conceptualization of OC by Meyer and Allen (1991) was utilized.

In this study, OC was a psychological state that characterized the relationship of FM employee with the FM contractor's company for which they belonged to and that has implications for their decision to remain with the organization. The components of OC were AC, NC, and CC.

AC was the FM employee's emotional attachment to, identification with and involvement in the FM contractor's company and its goals. AC became almost natural

and without any existence of pressure since the FM employee became emotionally attached to and enjoyed continuing membership in the FM contractor's company. AC resulted from and was induced by FM employee and the FM contractor's company's value congruency. Hence, the FM employees retained membership because they wanted to do so.

NC was the FM employee's belief about his/her responsibility to the FM contractor's company. As suggested by Wiener (1982), NC might result from internalization of normative pressures exerted either prior to, or after, individual's organizational entry. Therefore, the FM employees retained membership because they ought to do so.

CC was the FM employee's willingness to remain in the FM contractor's company. This willingness resulted from his/her awareness of the costs associated with leaving or abandoning the FM contractor's company. The cost may be both financial and non-financial form. Hence, CC does not possess an emotional attachment to the organization due to the existence of the awareness pressure in view of the cost associated with leaving the organization. Therefore, the FM employees retained membership because they needed to do so.

Since this study also interested in identifying the relationship between FM employee's POS and their OC and, the relationship between FM employee's POS and the components of OC (AC, NC and CC) of the FM employees, then, OC as conceptualized by Meyer and Allen (1991) was used as the DV. AC, NC, and CC were the dimensions of OC in this research.

3.3 Hypotheses Development

Based on the objectives of this research, four hypotheses have been developed and tested to determine the likelihood of the results of the data obtained from the respondents. The hypotheses developed were as follows:

- (1) H_1 : There will be significant positive relationship between POS with OC.
- (2) H_{1a} : There will be significant positive relationship between POS with AC.
- (3) H_{1b} : There will be significant positive relationship between POS with NC.
- (4) H_{1c} : There will be significant positive relationship between POS with CC.

The above-developed hypotheses for this research are illustrated in Figure 3.2 below.

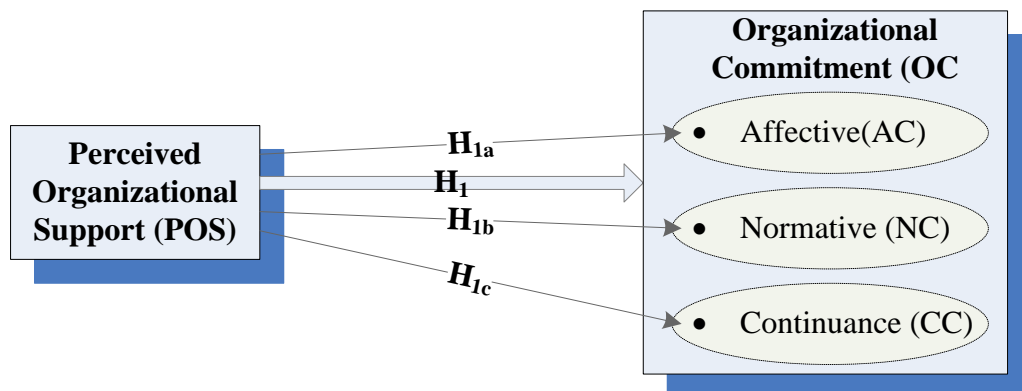


Figure 3.2
Hypotheses tested in this research.

3.4 Research Design

This quantitative research used descriptive, correlational and simple linear regression statistical analysis techniques approaches. The design of this research able to assess the level of FM employee's OC, correlation and relationship of POS with OC and, as well as with all the components of OC (AC, NC and CC). This study was carried out by using a structured questionnaire for the collection of data from the FM employees.

The survey forms were distributed among all the FM employees via S.O. representatives of the three FM contracts sites. Dual languages were used for the purpose of giving further understanding to the respondents while answering the questionnaires in the survey form.

3.5 Research Population

During this research, in Kuala Lumpur, there were three (3) government premises that contract-out the FM services to three (3) different FM contractor's companies. The FM employees of the FM contractor's company were those who delivered the FM services in the three (3) premises. Due to the permission to reveal the name of the government premises cannot be granted since it will expose the name of the FM contractor's companies, then the three (3) premises were labelled as Premise A, Premise B and Premise C. JKR was the government department that managed, supervised and monitored all the three (3) FM contracts for the three (3) government premises within the contract periods.

The targeted population for this research were the FM employees attached full-time in Premise A, Premise B and Premise C. These FM contracts were managed, supervised and monitored by JKR under the same conditions of contract, known as FM2008. The reason for selecting Premise A and Premise C were due to their status as the JKR's pilot project for the FM contract and Premise C was due to its highest FM contract amount among the three (3) government premises in Kuala Lumpur. Furthermore, due to the time and budget constraint, researcher believed selecting the three (3) premises were adequate enough as the stepping stone for future researchers to proceed with the same research topic in all the JKR's FM contracts so that the finding could be

generalized for all the FM employees in all the government's premises throughout Peninsular Malaysia. According to the data obtained from the Monthly Reports ended June 2014 for the three (3) FM contracts, there were a total of 130 FM employees for all the premises. Information about the FM employees according to their positions and premises is shown in Table 3.1.

Table 3.1
FM employees in Premise A, B and C.

Position	Premise A (Person)	Premise B (Person)	Premise C (Person)
Facilities Manager	1	4	1
Verifier	1	1	2
Mechanical Engineer	1	2	1
Electrical Engineer	1	2	1
Civil Engineer	1	2	1
Competent Electrical Chargeman HT (BO) and LV (A4)	2	2	3
Mechanical Supervisor	1	2	1
Electrical Supervisor	-	2	1
Civil Supervisor	1	2	1
Technicians Civil / Mechanical / Electrical	9	18	11
Competent Wireman three phase (PW4)	1	2	1
Competent Wireman single phase (PW1 or higher)	1	4	1
Plumber	-	1	-
Carpenter	-	1	-
Customer Care Personnel	2	2	2
IT Executive	1	4	2
HR and Admin Executive	-	1	1
Finance Executive	-	1	-
Custodial Service Executive	-	2	3
Architect	-	1	-
HSE Officer	-	1	1
Landscape Supervisor	-	1	2
BAS Operator / Technicians	-	10	3
Total Population / Premise:	23	68	39
Total:	130 FM employees		

3.6 Sample Size

According to Roscoe (1975) cited in Lau (2012), appropriate sample size was made up of more than 30 and less than 500, for most research. It was up to the researcher in selecting a suitable sample size as long as it complied with the procedure. Krejcie and Morgan (1970) cited in Sekaran (2003) has greatly simplified the size decision by providing a table that ensures a good sample decision. Based on Table 11.3 provided in Sekaran (2003), a sample size for a population of 130 was 97 (p. 294).

In this study, researcher used the simple random sampling as described in Sekaran (2003, p. 270) since it has the least bias and offers the most generalizability. The numbers of respondents were proportioned according to the total numbers of FM employees at each premise to make-up the sample size of 97 FM employees needed for this study. Table 3.2 below showed the provision of sample size according to the three (3) premises. It is important to note that, the finding of this research only valid to represent all the FM employees for three (3) premises and cannot be generalized to represent all the FM employees in the government premises throughout Peninsular Malaysia.

Table 3.2
Sample Size

Government Premises	Numbers of FM Employees (make-up %)	Sample
Premise A	23 (17.7%)	17
Premise B	68 (52.3%)	51
Premise C	39 (30.0%)	29
Total	130 (100%)	n = 97

Source: Sekaran (2003)

3.7 Questionnaire / Instruments

This study was carried out by using structured questionnaires. The questionnaires were divided into three (3) sections in the survey form. This survey forms used both the Malay and English language. Researcher believed that, by using these dual-languages will helps to facilitate the respondent's i.e. FM employee's understanding while answering the questions in the survey form. Next, to avoid misinterpretation of the questions and mistakes while giving their answers.

Initially, the instruments and references proposed in the questionnaire were as shown in Table 3.3.

Table 3.3
Instruments and references in questionnaires (Initial)

Section	Elements	Numbers of questions	Question number	Reference
A	FM employee's POS	16	1 to 16	SPOS by Eisenberger et al. (1986)
B	FM employee's OC	(Total: 24)	(17 to 40)	ACS, NCS and CCS by Allen and Meyer (1990)
Sub-B1	FM employee's AC	8	17 to 24	ACS by Allen and Meyer (1990)
Sub-B2	FM employee's NC	8	25 to 32	NCS by Allen and Meyer (1990)
Sub-B3	FM employee's CC	8	33 to 40	CCS by Allen and Meyer (1990)
C	FM employee Background / Demography	7	41 to 47	Gender, age, highest qualification, position, years of experience, years of employment and salary range.
Total questionnaires: 47				

3.7.1 Instrument: Survey of Perceived Organizational Support (SPOS)

The 36 items developed by Eisenberger et al. (1986) were used as the basis for the questionnaires to survey the FM employees' POS. However, when considering the 36

items will consume too much time for the respondents to complete and will affect their sincere answers, researcher decided to utilize the shorter version of SPOS, which comprised of 16 items. The original 16 items together with the original factor loading by Eisenberger et al. (1986) were as shown in Table 3.4.

Table 3.4
Shorter version of SPOS; 16 items

	Item statement	Factor loading
1.	The organization values my contribution to its well-being.	.71
2.	If the organization could hire someone to replace me at a lower salary it would do so. (R)	.69
3.	The organization fails to appreciate any extra effort from me. (R)	.72
4.	The organization strongly considers my goals and values.	.74
5.	The organization would ignore any complaint from me. (R)	.71
6.	The organization disregards my best interests when it makes decisions that affect me. (R)	.73
7.	Help is available from the organization when I have a problem	.74
8.	The organization really cares about my well-being.	.83
9.	Even if I did the best job possible, the organization would fail to notice. (R)	.80
10.	The organization is willing to help me when I need a special favour.	.72
11.	The organization cares about my general satisfaction at work.	.82
12.	If given the opportunity, the organization would take advantage of me. (R)	.73
13.	The organization shows very little concern for me. (R)	.84
14.	The organization cares about my opinions.	.82
15.	The organization takes pride in my accomplishments at work.	.76
16.	The organization tries to make my job as interesting as possible.	.72

Source: Eisenberger et al. (1986)

In this research, ‘organization’ means the FM contractor’s company where the FM employees were belonged to. Therefore, the word ‘organization’ was replaced by ‘company’ to avoid confusing whether the word ‘organization’ means the government’s organization of the governments premises where the FM employees were attached to; or the FM contractor’s company where the FM employees were

belonged to; or the JKR organization itself. (R) indicated the item was reverse scored. These 16 items were then translated to Malay language to provide dual-languages in the final survey form.

3.7.2 Instrument: FM Employee’s Organizational Commitment (OC)

Meyer and Allen (1991) have conceptualized the three components of OC, which comprised of AC, NC, and CC. In this research, the FM employee’s OC was determined by measuring all the three components of OC (AC, NC and CC). The 8 items, each for the Affective Commitment Scale (ACS), Normative Commitment Scale (NCS) and Continuance Commitment Scale (CCS) developed by Allen and Meyer (1990) were used as the instruments for measuring the three components of FM employee’s OC.

Table 3.5, Table 3.6 and Table 3.7 listed the 8 items, each for statements in ACS, NCS, and CCS, respectively. Similarly, to avoid confusing to the respondents in answering the questionnaires, the word ‘organization’ was replaced by ‘company’. (R) indicated the reverse scored items. Also, all the 24 items were then translated to Malay language to provide dual-languages in the final survey form.

3.7.2.1 Affective Commitment Scale (ACS) Items

Table 3.5
The 8 items of ACS

Item statement	
1.	I would be very happy to spend the rest of my career with this organization.
2.	I enjoy discussing my organization with people outside it.
3.	I really feel as if this organization's problems are my own.
4.	I think that I could easily become as attached to another organization as I am to this one. (R)

Table 3.5 (Continued)

Item statement	
5.	I do not feel like 'part of the family' at my organization. (R)
6.	I do not feel 'emotionally attached' to this organization. (R)
7.	This organization has a great deal of personal meaning for me.
8.	I do not feel a strong sense of belonging to my organization. (R)

Source: Allen and Meyer (1990)

3.7.2.2 Normative Commitment Scale (NCS) Items

Table 3.6
The 8 items of NCS

Item statement	
1.	I think that people these days move from company to company too often.
2.	I do not believe that a person must always be loyal to his or her organization. (R)
3.	Jumping from organization to organization does not seem at all unethical to me. (R)
4.	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.
5.	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.
6.	I was taught to believe in the value of remaining loyal to one organization.
7.	Things were better in the days when people stayed with one organization for most of their careers.
8.	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore. (R)

Source: Allen and Meyer (1990)

3.7.2.3 Continuance Commitment Scale (CCS) Items

Table 3.7
The 8 items of CCS

Item statement	
1.	I am not afraid of what might happen if I quit my job with-out having another one lined up. (R)

Table 3.7 (Continued)

Item statement	
2.	It would be very hard for me to leave my organization right now, even if I wanted to.
3.	Too much in my life would be disrupted if I decided I wanted to leave my organization now.
4.	It wouldn't be too costly for me to leave my organization now. (R)
5.	Right now, staying with my organization is a matter of necessity as much as desire.
6.	I feel that I have too few options to consider leaving this organization.
7.	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
8.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice — another organization may not match the overall benefits I have here.

Source: Allen and Meyer (1990)

3.7.3 Instrument: FM Employee's Background/Demography

The last section of the survey form comprised the items developed to seek respondent's demographic information. It consisted of gender, education level and, age, position, years experience, years employment and salary ranges. Demographic questions should be asked at the end of the questionnaire so that a refusal to answer the question will not affect other responses (Dillon, Madden and Firtle, 1997 cited in Lau, 2012).

3.7.4 Measurement Scale / Scoring Method

All the survey questions in Section A and B used seven-point Likert Scale as the scoring measurement method. Initially, there were a total of 40 questions in both sections. Respondents were asked to indicate on a seven-point Likert Scale with anchors of (1) 'Strongly Disagree' to (7) 'Strongly Agree'. All the seven-point Likert Scale is shown in Table 3.8.

Table 3.8
Seven-Point Likert Scale.

(1)	(2)	(3)	(4)	(5)	(6)	(7)
Strongly Disagree	Disagree	Somewhat Disagree	Uncertain	Somewhat Agree	Agree	Strongly Agree

According to Sekaran (2003) the Likert or some form of numerical scale was usually the one most frequently used to measure attitudes and behaviors in organizational research. Likert scale was interval scale and used when responses to various items that measured a variable can be tapped on a five-point (or seven-point or any other number of points) scale, which can thereafter be summated across the items (Sekaran, 2003). SPOS developed by Eisenberger et al. (1986) used seven-point Likert Scale. Similarly, ACS, NCS and CCS developed by Allen and Meyer (1990) also utilized the seven-point Likert Scale. Therefore, researcher has also decided to use the seven-point Likert Scale for the questionnaires in this research.

3.8 Data Collection

As explained earlier, this study involved the participation among FM employees from the three government premises in Kuala Lumpur.

To facilitate a satisfactory response rate, consent and clearance to conduct a survey for this study were requested to JKR via official letters. To ensure anonymity, the government premises were labeled as Premise A, Premise B and Premise C. The letters stated that all the data yet to be obtained were strictly for academic purposes. The privacy of the three (3) government premises institutions and the respondents are fully confidential. It was estimated that the response rate will be around 70 to 80 percent.

Once permission granted, 97 survey forms were distributed to FM employees of the three (3) government premises by using hard copies through the FM contracts S.O. representatives and the via the management of the FM contractors at sites. Duration of one week was given to complete the survey forms. At the middle of the week, follow up calls as a reminder were given to the respondents via their management at sites to complete the survey forms. This ensured high response rate obtained and gave ample time in completing the survey forms at their convenient time besides their busyness in their daily tasks.

The respondents may also submit back the survey form in the envelopes provided in order to ensure confidentiality of the responses. They also do not need to provide any identification on the survey forms. All the returned survey forms were collected at the end of the week.

The above data collection method was applied to allow respondents attend the questionnaire in the survey forms without any pressure so that whatever responses reflected their true opinions. No financial incentive or inducement was offered for completion of the questionnaire. Therefore, the responses bias due to time constraint and the presence of the researcher does not arise.

3.9 Statistical Methods / Analysis

This study used the primary data, i.e. the data obtained from the survey forms that were distributed to respondents. These data were analyzed by using the Statistical Package for Social Sciences (SPSS) software.

3.9.1 Descriptive Analysis

Descriptive analyses were used to assess the level of FM employee's OC who work full time in the three (3) government premises and their POS towards the FM contractor's companies. In determining the FM employee's OC as well as its components and POS level, researchers used mean as a middle point which separated between high and low level scores.

According to Healey (2005), mean was a good descriptive measurement in determining the convergence of scores where it worked as an accurate balancing lever for the marks. Therefore, each scoring in the distribution of scores affected the mean, compared to the median which only showed the middle point in the distribution of scores. Research objective number (1) and (2) were fulfilled by using this analysis.

3.9.2 Pearson Correlation, r

In this study the strength of the relationship between IV and DV was identified by using Pearson coefficient of correlation, r. Table 3.9 showed the strength of the relationship for the range of r. Research objective number (3), (4), (5) and (6) were fulfilled by this analysis technique.

Table 3.9
Pearson Coefficient of Correlation and Correlation Strength

Range of coefficient, r	Strength of association
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.00 to ± 0.20	Slight, almost negligible

Source: Adapted from Hair, Money, Samouel and Page (2007)

3.9.3 Bi-variate Linear Regression (Simple Linear Regression)

Bi-variate analysis explored the association between one outcome variable (referred to as the DV) and one predictor variables (referred to as IV). Bi-variate techniques concerned the statistical analysis of relationships between two variables. Simple linear regression analysis was one example of bi-variate technique.

Simple linear regressions were used to fulfill objective number (7) and to confirm the correlation analyses for objective number (3), (4), (5) and (6) of this research. The models for simple linear regressions were shown in Table 3.10 below. Four simple linear regressions were conducted. The first one explored the predictive or explanatory relationship between FM employees' POS with their OC. The second, third and fourth were between FM employees' POS with the first, second and third components of FM employees' OC, i.e. AC, NC, and CC, respectively. These regression analyses determined how, and to what extent, the criterion variable (DV) varies as a function of changes in the predictor variable (IV). In other words, researcher used these analyses to determine how, and to what extent, the changes in FM employees' POS affected the changes in the FM employees' OC and as well as the three components of OC.

Table 3.10
The four Simple Linear Regressions for this research

The 1st. simple linear regression:

$$Y_{OC} = \beta_0 + \beta X_{POS}$$

In this case; β_0 is the intersection point at Y_{OC} axis, when X_{POS} equal to 0;

Y_{OC} = FM employees' OC (DV);

X_{POS} = FM employees' POS (IV); and

β is the regression coefficients for X_{POS} . β explains the total changes in Y_{OC} due to one unit change in X_{POS} .

Table 3.10 (Continued)

The 2nd. simple linear regression:

$$Y_{AC} = \beta_0 + \beta X_{POS}$$

In this case; β_0 is the intersection point at Y_{AC} axis, when X_{POS} equal to 0;

Y_{AC} = FM employees' AC, i.e., the first component of OC (DV);

X_{POS} = FM employees' POS (IV); and

β is the regression coefficients for X_{POS} . β explains the total changes in Y_{AC} due to one unit change in X_{POS} .

The 3rd. simple linear regression:

$$Y_{NC} = \beta_0 + \beta X_{POS}$$

In this case; β_0 is the intersection point at Y_{NC} axis, when X_{POS} equal to 0;

Y_{NC} = FM employees' NC, i.e., the second component of OC (DV);

X_{POS} = FM employees' POS (IV); and

β is the regression coefficients for X_{POS} . β explains the total changes in Y_{NC} due to one unit change in X_{POS} .

The 4th. simple linear regression:

$$Y_{CC} = \beta_0 + \beta X_{POS}$$

In this case; β_0 is the intersection point at Y_{CC} axis, when X_{POS} equal to 0;

Y_{CC} = FM employees' CC, i.e., the third component of OC (DV);

X_{POS} = FM employees' POS (IV); and

β is the regression coefficients for X_{POS} . β explains the total changes in Y_{CC} due to one unit change in X_{POS} .

3.10 Statistical Analysis Techniques Summary

With all the explanations above the statistical analysis techniques used in analyzing the data for this research were summarized as in Table 3.11 below.

Table 3.11
Statistical Analysis Techniques Summary

Research hypotheses	Statistical analysis technique
H ₁ : There will be significant positive relationship between FM employee's POS with FM employee's OC.	Pearson Correlation and Simple Linear Regression
H _{1a} : There will be significant positive relationship between FM employee's POS with FM employee's AC.	Pearson Correlation and Simple Linear Regression
H _{1b} : There will be significant positive relationship between FM employee's POS with FM employee's NC	Pearson Correlation and Simple Linear Regression
H _{1c} : There will be significant positive relationship between FM employee's POS with FM employee's CC.	Pearson Correlation and Simple Linear Regression

3.11 Pilot Study

A pilot study has been conducted at Premise A, Premise B and Premise C with the total respondents of 30 FM employees. This pilot study was conducted to test the reliability of the questionnaire produced and is essential to ensure reliable information obtained when conducting the real research. Table 3.12 showed the distribution of questionnaires according to the premises. The respondents were randomly selected, and the numbers of respondents were proportioned according to the total numbers of FM employees at each premise to make-up the 30 FM employees needed for this pilot test. All the 30 sets of questionnaires distributed were completely filled and returned.

Table 3.12
Questionnaires Distribution for Pilot Study

Government Premises	Numbers of FM Employees (make-up %)	Questionnaires Distributed	Questionnaires Returned
Premise A	23 (17.7%)	5	5
Premise B	68 (52.3%)	16	16
Premise C	39 (30.0%)	9	9
Total	130 (100%)	30	30

3.11.1 Reliability Analysis (Pilot Study)

This pilot study tested the reliability of the proposed questionnaires by using the Cronbach's Alpha value.

Reliability of a measure or questionnaire was established by testing for both consistency and stability. Consistency indicated how well the items measuring a concept hanged together as a set. Cronbach's Alpha was a reliability coefficient that indicated how well the items in a set were positively correlated to one another. Cronbach's Alpha was computed in terms of the average intercorrelations among the items measuring the concept. The closer Cronbach's Alpha to 1, the higher the internal consistency reliability (Sekaran, 2003).

According to Chua Yan Piaw (2006), the Cronbach's Alpha value of 0.65 to 0.95 can be considered as satisfactory. According to Hinton, Brownlow, McMurray and Cozens (2004, p. 363) Cronbach's Alpha scored above 0.75 was generally taken to indicate a scale of high reliability, 0.5 to 0.75 was generally accepted as indicating a moderately reliable scale, while a figure below this generally indicated a scale of low reliability. Due to these, researcher have targeted the Cronbach's Alpha value at the level of 0.65 and above for the reliability of the proposed questionnaires to be at satisfactory.

Table 3.13 showed the pilot study's initial result of the reliability test for the proposed questionnaire. The variable that showed potential concern in term of reliability was NC with the Cronbach's Alpha value of 0.31 and was shaded in gray. Due to the low Cronbach's Alpha value, the consistency and stability of the proposed items used to measure NC were questionable.

Table 3.13
Pilot Study's Summary of Cronbach's Alpha Values for Variables

Variables	Number of Items	Number of Items Discarded	Cronbach's Alpha
POS (IV)	16	0	.92
OC (DV)	24		
AC (DV's component)	8	0	.67
NC (DV's component)	8	0	.31
CC (DV's component)	8	0	.83

Further investigation was done by analyzing the eight questions that used to measure NC with the aim to enhance the Cronbach's Alpha level. Table 3.14 showed the initial reliability analysis result for each question used to measure NC.

Table 3.14
Initial Reliability Analysis for NC's Questions

Question No.	Corrected Item-Total Correlation	Alpha If Item Deleted
Q25	.01	.34
Q26'	.42	.07
Q27'	-.30	.57
Q28	.24	.23
Q29	.41	.10
Q30	.16	.26
Q31	.16	.27
Q32'	.22	.23

According to Hinton et al. (2004, p. 362) an item displayed a weak positive or a negative relationship to the total indicated a question that may be poor on reliability and thus affected the findings from the whole scale. In this case, two questions which were Q25 and Q27 (shaded with grey in Table 3.14) showed potential concern in term of reliability due to its correlation of 0.01 and the only negative correlation of -0.30

with the overall total, respectively. After removing Q27, the Cronbach's Alpha for NC increased to 0.57 and further to 0.67 after removing Q25.

The two questions that being removed from the NC's measurement items were shown in Table 3.15. With the removal of the two questions, there were six reliable items left for the measurement of NC conducted in the real research.

Table 3.15
Questions that being removed from NC's measurement items

Question No.	Item statement
Q25	I think that people these days move from company to company too often. <i>Saya berpendapat, pada masa kini, pekerja kerap kali bertukar kerja dari satu Syarikat ke satu Syarikat yang lain.</i>
Q27'	Jumping from company to company does not seem at all unethical to me. (R) <i>Pada pendapat saya, melompat kerja dari satu Syarikat ke satu Syarikat yang lain adalah sama sekali tidak beretika. (R)</i>

Note:

Italic indicates statements translated to Malay language
(R) indicates the reverse scoring item

Finally, researcher managed to get all the Cronbach's Alpha value within the targeted range of 0.65 and above for the reliability of the proposed questionnaires to be satisfied. Referring to Table 3.16, the results of the reliability of the measurement appeared satisfactory. Internal consistency of the scales ranged from 0.67 (AC and NC) to 0.92 (POS), which suggested the specified indicators were sufficient for use (Chua Yan Piaw, 2006; Hinton et al., 2004). Overall, the reliability analysis result suggested that the items' reliability were obtained and indicated that the variables of POS and OC can be evidenced in the actual situation.

Table 3.16
Pilot Study's Summary of Cronbach's Alpha Values for Variables (Q25 and Q27 removed)

Variables	Number of Items	Number of Items Discarded	Cronbach's Alpha
POS (IV)	16	0	.92
OC (DV)	24	2	.88
AC (DV's component)	8	0	.67
NC (DV's component)	8	2	.67
CC (DV's component)	8	0	.83

3.11.2 Improvement on the Questionnaire / Instruments

After conducting the pilot study, researcher removed two items that used to measure NC and hence improved the reliability of the measurement to at least at satisfactory level. The final questionnaires which comprised of 45 items were used in the actual research and can be referred in Table 3.17 below.

Table 3.17
Instruments and references in questionnaires (Final)

Section	Elements	Numbers of questions	Question number	Reference
A	FM employee's POS	16	1 to 16	SPOS by Eisenberger et al. (1986)
B	FM employee's OC	(Total: 22)	(17 to 24, 26, 28 to 40)	ACS, NCS and CCS by Allen and Meyer (1990)
Sub-B1	FM employee's AC	8	17 to 24	ACS by Allen and Meyer (1990)
Sub-B2	FM employee's NC	6	26, 28 to 32	NCS by Allen and Meyer (1990)
Sub-B3	FM employee's CC	8	33 to 40	CCS by Allen and Meyer (1990)
C	FM employee Background / Demography	7	41 to 47	Gender, age, highest qualification, position, years of experience, years of employment and salary range.
Total questionnaires: 45				

3.12 Summary

This chapter outlined the research methodology applied in this study. It included a description of the sample and the places chosen for study, the number of respondents involved, the research instruments explaining the questionnaire structures and the measurement of IV and DV.

This chapter also explained how researcher performed data collection procedures and methods that used to analyze the data acquired.

Exploring the relationship between FM employee's POS and FM employee's OC as well as the three components of OC was important in determining the level of the FM employees' OC and their POS, which component of OC was dominance and, how and to what extent the FM employee's POS affected their OC as well as the three components of the OC. This research could be the basis for the future research that could be further relates with the FM employees' performance in delivering the FM services.

In the next chapter, researcher reported the findings of the actual study in accordance with the research objectives outlined in Chapter 1.

CHAPTER 4

RESULTS AND FINDINGS

4.1 Introduction

This chapter described the statistical analyses results and findings and suggested answers for the research questions outlined in chapter 1. Researcher described the findings of the statistical analyses of the data obtained including interpretation of the hypotheses results of the study. All the data obtained were analyzed by using Statistical Package for Social Sciences (SPSS) Version 16 software.

In the descriptive analysis, researcher described the characteristics of the demography and background of the respondents in the form of percentage and frequency. Subsequently, reliability analysis, and descriptive analysis were used to assess the goodness of the measures. It also covered the analysis related to the measurement of the level of POS and OC of the FM employees as well as the three components of OC, i.e., AC, NC, and CC.

For inferential analysis, the research hypotheses were tested by using the Pearson correlation technique and simple linear regression to ensure the objective of the study was met and proposed the answers to the research questions. Finally, the results of the hypotheses testing which used the correlation analysis and regression analysis were discussed.

4.2 Data Preparation

According to Malhotra (2004) as cited in Lau (2012), processes involved in the preparation of data analysis includes data checking, editing, coding, transcription, verification and cleaning of data.

Therefore, prior to data entry, researcher visually checked for missing data or the existence of too many no responses from the respondents to the survey questions and the questionnaire sets involved have been excluded. Researcher also visually checked whether same responses scales have been circled throughout the whole survey questionnaires and also excluded the questionnaires involved.

Before executing data analysis, researcher used the 'listwise' function to checks for duplicity of the data, 'replace missing value' function to replace acceptable numbers of missing data and 'recode' function to recode reverse scored items in the SPSS Version 16 software.

4.2.1 Survey's Response Rate

A total of 97 sets of survey forms were distributed to the three premises. From these 97 sets of survey forms, 76 sets were returned. After screening visually on each of the returned survey forms, 8 were excluded due to incomplete answers and/or giving the same scale answers for all the 38 questions that used the Likert Scale. As recommended by Hair et al. (2007), incomplete survey questionnaires with missing data that exceeded 15% of the total questionnaires were removed from the final samples.

Finally, final samples made up of 68 sets of survey questionnaires were taken for subsequent analysis. These final samples represent 70.1% survey's response rate and can be further referred in Table 4.1.

Table 4.1
Survey's Response Rate

Government Premises	Questionnaires Distributed	Questionnaires Returned	Usable Questionnaires (after data screening)	Percentage (%)
Premise A	17	14	13	76.5%
Premise B	51	40	37	72.5%
Premise C	29	22	18	62.1%
Total	97	76	68	70.1%

4.2.2 Handling Missing Data

In this research, the survey forms with missing data that exceeded 15% of the total questionnaires were removed for subsequent analysis as recommended by Hair et al. (2007). According to Sekaran (2003) answers may have been left blank because the respondent did not understand the question, did not know the answer, was not willing to answer, or was simply indifferent to the need to respond to the entire questionnaire.

There were 8 missing data, 2 from Q2, 1 from Q19, 4 from Q24 and 1 from Q26. The items' statements for the questions involved with the missing data can be referred in Table 4.2.

There are alternatives in handling the missing data. First, is to allow the computer to ignore the blank responses. However, this will reduce the sample size for subsequent analyses. Alternatively, is to assign to the item the mean value of the responses of all those who have responded to that particular item (Sekaran, 2003).

Researcher have decided to replace the 8 missing values with the mean value of the responses of all those who have responded to the four items. This decision could avoid further reduction to the total numbers of samples for next analyses. Furthermore, the sample size decision for this research already considered as small (n=97).

Table 4.2
List of Questions with Missing Data

Question No.	Item statement	Measure
Q2	If the Company could hire someone to replace me at a lower salary, it would do so. (R) <i>Jika boleh, Syarikat akan mengambil pekerja lain bagi menggantikan saya dengan bayaran gaji yang lebih rendah. (R)</i>	POS
Q19	I really feel as if this Company's problems are my own. <i>Saya amat merasakan masalah Syarikat juga adalah masalah saya.</i>	OC (AC)
Q24	I do not feel a strong sense of belonging to my Company. (R) <i>Saya tidak berasa semangat kekitaan terhadap Syarikat ini. (R)</i>	OC (AC)
Q26	I do not believe that a person must always be loyal to his or her Company. (R) <i>Saya tidak percaya bahawa pekerja mestilah sentiasa setia kepada Syarikat di mana dia bekerja. (R)</i>	OC (NC)

Note:

Italic indicates statements translated to Malay language

(R) indicates the reverse scoring item

4.2.3 Recode Reverse Scoring Items

There were 15 reverse scoring items in the questionnaires. The items' statements were as listed in Table 4.3. Generally, questionnaires use positive scoring questions to extract data from respondents (Kumar, 2005; Zikmund, 2003). However, according to Sekaran (2003) a good questionnaire should include both positively and negatively worded questions. The inclusion of several reverse scoring items or negatively worded questions in the questionnaires could minimize the respondent's tendency to

mechanically circle the points toward one end of the scale and as the signal that the respondents really read the survey questions properly (Sekaran, 2003).

Prior to further data analysis, all the responses to the reverse scoring items have been recoded so that the responses can be interpreted the same way as positive scoring items. Responses which were circled '1' recoded to '7', '2' recoded to '6', '3' recoded to '5', '4' recoded to '4' and vice versa. In doing this, researcher have utilized the 'Recode' command in SPSS Version 16 software.

Table 4.3
The 15 Reverse Scoring Items

Question No.	Item statement	Measure
Q2	If the Company could hire someone to replace me at a lower salary, it would do so. <i>Jika boleh, Syarikat akan mengambil pekerja lain bagi menggantikan saya dengan bayaran gaji yang lebih rendah.</i>	POS
Q3	The Company fails to appreciate any extra effort from me. <i>Syarikat tidak menghargai usaha yang lebih daripada saya.</i>	POS
Q5	The Company would ignore any complaint from me. <i>Syarikat tidak mengendahkan sebarang aduan daripada saya.</i>	POS
Q6	The Company disregards my best interests when it makes decisions that affect me. <i>Syarikat mengenyepikan kepentingan terbaik saya apabila membuat keputusan-keputusan yang memberikan kesan terhadap saya.</i>	POS
Q9	Even if I did the best job possible, the Company would fail to notice. <i>Walaupun saya bekerja dengan sebaik mungkin, Syarikat tetap tidak menyedarinya.</i>	POS
Q12	If given the opportunity, the Company would take advantage of me. <i>Sekiranya diberi peluang, Syarikat akan mengambil kesempatan terhadap saya.</i>	POS
Q13	The Company shows very little concern for me. <i>Syarikat menunjukkan keprihatinan yang sedikit terhadap saya.</i>	POS

Table 4.3 (Continued)

Question No.	Item statement	Measure
Q20	I think that I could easily become as attached to another Company as I am to this one. <i>Saya dengan mudah akan berasa terikat dengan Syarikat lain sepertimana dengan Syarikat ini.</i>	OC (AC)
Q21	I do not feel like 'part of the family' at my Company. <i>Saya tidak merasakan bahawa saya adalah 'sebahagian daripada keluarga' di Syarikat ini.</i>	OC (AC)
Q22	I do not feel 'emotionally attached' to this Company. <i>Saya tidak berasa 'terikat secara emosi' dengan Syarikat ini.</i>	OC (AC)
Q24	I do not feel a strong sense of belonging to my Company. <i>Saya tidak berasa semangat kekitaan terhadap Syarikat ini.</i>	OC (AC)
Q26	I do not believe that a person must always be loyal to his or her Company. <i>Saya tidak percaya bahawa pekerja mestilah sentiasa setia kepada Syarikat di mana dia bekerja.</i>	OC (NC)
Q32	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore. <i>Saya berpendapat, untuk terus menjadi seseorang yang penting di dalam Syarikat adalah tidak bermakna lagi pada masa kini.</i>	OC (NC)
Q33	I am not afraid of what might happen if I quit my job without having another one lined up. <i>Saya tidak khuatir terhadap apa yang akan berlaku sekiranya saya berhenti kerja tanpa mendapat apa-apa tawaran daripada Syarikat lain.</i>	OC (CC)
Q36	It wouldn't be too costly for me to leave my Company now. <i>Tidak banyak kerugian yang saya perlu tanggung sekiranya saya meninggalkan Syarikat ini sekarang.</i>	OC (NC)

Note:

Italic indicates statements translated to Malay language

4.3 Descriptive Statistics of Respondents' Demographic Profile

Based on the survey, the majority of respondents (83.8%) were male, and the remaining (16.2%) were female. In term of age, the result showed that respondents mainly belonged to the 21 to 30 years age group (77.9%), followed by 31 to 40 years age group (11.8%) and 41 to 50 years age group (10.34%).

In the case of qualification, about half (51.5%) of the respondents were Certificate holders, followed by Diploma holders (23.5%), First Degree holders (20.6%) and the minority (4.4%) were belonged to the group of Master Degree and Above holders as their highest education level. Majority of the respondents were belonged to the Technical position group (72.1%).

Looking at the Experience Years in the FM industry, more than half of the respondents have 1 to 3 year experience (55.9%) and followed by those with more than 7 year experience (16.2%) in the industry. Majority of the respondents have been employed by the FM contractor's company for 1 to 3 years (57.4%), followed by less than 1 years employment (25.0%), more than 7 years employment (10.3%) and 3 to 5 years employment (7.4%). Majority of the respondents were paid RM1,000 to RM2,500 (70.6%) as their monthly salary, and surprisingly there was also a respondent with less than RM1,000 monthly salary (1.5%). Respondents' demographic compositions were shown in Table 4.4.

Table 4.4
Demographic Profile of Respondents

		Frequency (N = 68)	Percentage (%)
Gender	Male	57	83.8%
	Female	11	16.2%
	Total (N)	68	100.0%
Age	21 - 30 years old	53	77.9%
	31 - 40 years old	8	11.8%
	41 - 50 years old	7	10.3%
	Total (N)	68	100.0%
Qualification	Certificate	35	51.5%
	Diploma	16	23.5%
	First Degree	14	20.6%
	Master Degree and Above	3	4.4%
	Total (N)	68	100.0%

Table 4.4 (Continued)

		Frequency (N = 68)	Percentage (%)
Position Group	Technical	49	72.1%
	Engineering	11	16.2%
	Administrative	3	4.4%
	Managerial	5	7.4%
	Total (N)	68	100.0%
Years Experience	<1 year	10	14.7%
	1 - 3 years	38	55.9%
	3 - 5 years	7	10.3%
	5 - 7 years	2	2.9%
	>7 years	11	16.2%
	Total (N)	68	100.0%
Years Employment	<1 year	17	25.0%
	1 - 3 years	39	57.4%
	3 - 5 years	5	7.4%
	>7 years	7	10.3%
	Total (N)	68	100.0%
Salary	<RM1,000	1	1.5%
	RM1,000 - RM2,500	48	70.6%
	RM2,500 - RM4,000	12	17.6%
	RM4,000 - RM5,500	4	5.9%
	RM5,500 - RM7,000	1	1.5%
	>RM7,000	2	2.9%
	Total (N)	68	100.0%

4.4 Reliability Analysis (Actual Research)

Previously, researcher has conducted a pilot study to test the reliability of the proposed questions that measured the variables in this research. Two questions have been discarded.

In this actual research, once again researcher has conducted reliability analysis and this time involved 68 respondents from the three premises. As stated by Fah and Hoon (2009, p. 312) questionnaires is reliable when the repeated measurement made under the same environment give the same results.

Referring to Table 4.5, the results of the reliability of the measurement appeared satisfactory. Internal consistency of the scales ranged from 0.66 (NC) to 0.89 (POS) suggested the specified indicators were sufficient for use (Chua Yan Piaw, 2006; Hinton et al., 2004). In conclusion, the reliability analysis result suggested that the items' reliability were obtained, indicating that the measurement scales of the variables were stable and consistent. Thus, reliable measurement of POS and OC can be evidenced in the actual situation.

Table 4.5
Summary of Cronbach's Alpha Values for Variables

Variables	Number of Items	Number of Items Discarded	Cronbach's Alpha
POS (IV)	16	0	.89
OC (DV)	22	0	.83
AC (DV's component)	8	0	.67
NC (DV's component)	6	0	.66
CC (DV's component)	8	0	.75

4.5 Descriptive Statistics of Variables

In this research, the study variables, POS and OC as well as its three components (AC, NC, and CC) were evaluated using 7 points Likert Scale by the respondents. Subsequently, researcher utilized descriptive statistics to analyze the characteristics of all the study variables. This analysis was used to answer the research question (1) and (2) and fulfill research objective (1) and (2). Two types of measures used in descriptive statistics as stated by Fah and Hoon (2009, p. 155) were Measures of Central Tendency and Measures of Dispersion or Variability.

Researcher used Mean as the measure of central tendency to represent the average of the data set for all the study variables. In term of describing this average, the 7 point

Likert Scale have been divided into three categories i.e. Low (1 to 3), Moderate (3.1 to 5) and High (5.1 to 7). The mean value that falls into any of these categories is described as ‘Low’, ‘Moderate’ or ‘High’ depending on the three category ranges and this reflected the level of the study variables, for example, the level of FM employees’ OC and their POS.

Measures of Dispersion or Variability are numerical index used to give information about the dispersion or variability of data in a data set (Fah & Hoon, 2009, p. 155). Researcher used standard deviation to measures the dispersion of data that deviated around the mean and, minimum and maximum values to check for errors in data entry.

Summary of the overall descriptive statistics results of the study variables, specifically, mean, standard deviation, as well as maximum and minimum values were shown in Table 4.6.

Table 4.6
Overall Descriptive Statistics of the Study Variables

	N	Minimum	Maximum	Mean	Std. Deviation
POS	68	1.75	6.25	4.72	.83
OC	68	2.82	6.00	4.78	.67
AC	68	3.12	6.00	4.84	.76
NC	68	2.67	6.83	4.93	.88
CC	68	1.75	6.25	4.60	.90
Valid N (listwise)	68				

The results showed that the mean on POS was 4.72 with Std. Deviation = 0.83 and the mean for OC was 4.78 with Std. Deviation = 0.67. For the three components of OC, the mean for AC was 4.84 with Std. Deviation = 0.76, the mean for NC was 4.93 with Std. Deviation = 0.88 and the mean for CC was 4.60 with Std. Deviation = 0.90.

The mean values for all the variables fall into the category range of moderate. However, looking at the three components of OC, NC recorded the highest mean towards the level of high, followed by AC and CC. All the Std. Deviation values recorded less than 1.0, thus reflecting the respondents' opinions while giving answers to the questionnaires were consistent.

4.6 Correlation Analysis of Variables

Researcher used correlation analysis for answering the research questions (3), (4), (5) and (6) and fulfilled research objectives (3), (4), (5) and (6). According to Fah and Hoon (2009, p. 177), correlation is a measurement about the strength of the linear relationship between two variables with the possibilities of the relationships' existence are positive linear correlation, negative linear correlation or no correlation at all. Pearson correlation, r with the ranges as recommended by Hair et al. (2007) was referred to determine the strength of association between the variables.

Table 4.7 showed the relationships between POS with OC as well as between POS with each component of OC (AC, NC and CC). The results revealed that the correlation between POS with OC was $r=0.69(p<0.01)$. In term of the relationship between POS with each of OC's components, the results recorded that the correlation between POS with AC, between POS with NC and between POS with CC were $r=0.54(p<0.01)$, $r=0.55(p<0.01)$ and $r=0.56(p<0.01)$, respectively. In conclusion, the correlation analysis results suggested that POS have significant positive linear relationship with OC, as well as with each OC's components, with moderate strength of association.

Table 4.7
Pearson's Correlation Coefficients of the Study Variables

		POS	OC	AC	NC	CC
POS	Pearson Correlation, r	1				
	Sig. (2-tailed)					
	N	68				
OC	Pearson Correlation, r	.69**	1			
	Sig. (2-tailed)	.00				
	N	68	68			
AC	Pearson Correlation, r	.54**	.75**	1		
	Sig. (2-tailed)	.00	.00			
	N	68	68	68		
NC	Pearson Correlation, r	.55**	.78**	.40**	1	
	Sig. (2-tailed)	.00	.00	.00		
	N	68	68	68	68	
CC	Pearson Correlation, r	.56**	.84**	.40**	.53**	1
	Sig. (2-tailed)	.00	.00	.00	.00	
	N	68	68	68	68	68

** Correlation is significant at the 0.01 level (2-tailed).

4.7 Bi-variate Linear Regression (Simple Linear Regression) Analysis

Regression analysis is a statistical procedure used to predict and explain the value of DV based on the value of one or more IV(s). Simple linear regression is a regression model based on one DV and one IV (Fah & Hoon, 2009, p. 177).

Researcher used simple linear regression since this research involved only one IV, which was POS and one DV (with three components) which was OC. Hypothesis H₁ is to determine the relationship between POS with OC. Separately, since OC consisted of three components (AC, NC and CC), another three hypotheses (H_{1a}, H_{1b} and H_{1c})

were tested to determine the relationship between POS with each of OC's components, making a total of four hypotheses for this research. Therefore, a total of four simple linear regressions analyses were done separately to test the four hypotheses.

4.7.1 Relationship between POS with OC (AC, NC and CC)

Table 4.8 showed the summary of the result for the 1st simple linear regression analysis which determined the relationship between POS with OC.

Table 4.8
The 1st Simple Linear Regression analysis result to test H_1

Independent Variable	Standardized Beta	Significance
POS	.687	.000 ^a
F Value	59.031	
R Value	.687 ^a	
R Square	.472	
Adjusted R Square	.464	

Note:

- a. Predictors: (Constant), POS
- b. Dependent variable = OC (AC, NC and CC)

Statistically, the result revealed that the regression model with the predictor, POS was significant ($R = 0.687$, $R \text{ Square} = 0.472$, $\text{Adjusted R Square} = 0.464$, $F(1, 66) = 59.031$, $p < 0.001$). In simpler words, the correlation coefficient between the predictor, POS with the dependent variable, OC was 0.687 (moderate relationship), and POS accounted for 47.2% of the variation in the FM employees' OC. The remaining 52.8% accounted for another factor(s) that does not include in this study.

The Adjusted R Square suggested that the generalizability of this model in another population was 0.381. This means that the cross validity of this model was fine where

the value of R Square = 0.472 will drop to Adjusted R Square = 0.464 which was a drop at only 0.008 (about 0.8%).

The significant F-test revealed the significance of the regression model, meaning that the independent variable (POS) explained a significance amount of the variance in the dependent variable (OC), and the relationship was linear. Therefore, the F-test [F (1, 66) = 59.031, $p < 0.001$] indicated an overall significant prediction of the independent variable (POS) on the dependent variable (OC). Conclusively, POS was positively significant with OC with 47.2% of the variance in OC was explained by the variance in POS. H_1 was supported.

4.7.2 Relationship between POS with AC

Table 4.9 showed the summary of the result for the 2nd. simple linear regression analysis which determined the relationship between POS with AC.

Table 4.9
The 2nd. Simple Linear Regression analysis result to test H_{1a}

Independent Variable	Standardized Beta	Significance
POS	.537	.000 ^a
F Value	26.787	
R Value	.537 ^a	
R Square	.289	
Adjusted R Square	.278	

Note.

a. Predictors: (Constant), POS

b. Dependent variable = AC

Statistically, the result revealed that the regression model with the predictor, POS was significant (R = 0.537, R Square = 0.289, Adjusted R Square = 0.278, F(1, 66) = 26.787, $p < 0.001$). In simpler words, the correlation coefficient between the predictor, POS with the component of dependent variable, AC was 0.537 (moderate

relationship) and POS accounted for 28.9% of the variation in the FM employees' AC. The remaining 71.1% accounted for another factor(s) that does not include in this regression analysis.

The Adjusted R Square suggested that the generalizability of this model in another population was 0.278. This means that the cross validity of this model was fine where the value of R Square = 0.289 will drop to Adjusted R Square = 0.278 which was a drop at only 0.011 (about 1.1%).

The significant F-test revealed the significance of the regression model, meaning that the independent variable (POS) explained a significance amount of the variance in the component of dependent variable (AC) and the relationship was linear. Therefore, the F-test [F (1, 66) = 26.787, p < .001] indicated an overall significant prediction of the independent variable (POS) on the component of dependent variable (AC). Conclusively, POS was positively significant with AC with 28.9% of the variance in AC was explained by the variance in POS. H_{1a} was supported.

4.7.3 Relationship between POS with NC

Table 4.10 showed the summary of the result for the 3rd. simple linear regression analysis which determined the relationship between POS with NC.

Table 4.10
The 3rd. Simple Linear Regression analysis result to test H_{1b}

Independent Variable	Standardized Beta	Significance
POS	.548	.000 ^a
F Value	28.353	
R Value	.548 ^a	
R Square	.300	
Adjusted R Square	.290	

Note.

a. Predictors: (Constant), POS

b. Dependent variable = NC

Statistically, the result revealed that the regression model with the predictor, POS was significant ($R = 0.548$, $R \text{ Square} = 0.300$, $\text{Adjusted } R \text{ Square} = 0.290$, $F(1, 66) = 28.353$, $p < 0.001$). In simpler words, the correlation coefficient between the predictor, POS with the component of dependent variable, NC was 0.548 (moderate relationship) and POS accounted for 30.0% of the variation in the FM employees' NC. The remaining 70.0% accounted for another factor(s) that does not include in this regression analysis.

The Adjusted R Square suggested that the generalizability of this model in another population was 0.290. This means that the cross validity of this model was fine where the value of $R \text{ Square} = 0.300$ will drop to $\text{Adjusted } R \text{ Square} = 0.290$ which was a drop at only 0.01 (about 1.0%).

The significant F-test revealed the significance of the regression model, meaning that the independent variable (POS) explained a significance amount of the variance in the component of dependent variable (NC) and the relationship was linear. Therefore, the F-test [$F(1, 66) = 28.353$, $p < .001$] indicated an overall significant prediction of the independent variable (POS) on the component of dependent variable (NC). Conclusively, POS was positively significant with NC with 30% of the variance in NC was explained by the variance in POS. H_{1b} was supported.

4.7.4 Relationship between POS with CC

Table 4.11 showed the summary of the result for the 4th simple linear regression analysis which determined the relationship between POS with CC.

Statistically, the result revealed that the regression model with the predictor, POS was significant ($R = 0.555$, $R \text{ Square} = 0.307$, $\text{Adjusted } R \text{ Square} = 0.297$, $F(1, 66) =$

29.307, $p < 0.001$). In simpler words, the correlation coefficient between the predictor, POS with the component of dependent variable, CC was 0.555 (moderate relationship) and POS accounted for 30.7% of the variation in the FM employees' CC. The remaining 69.3% accounted for another factor(s) that does not include in this regression analysis.

Table 4.11
The 4th. Simple Linear Regression analysis result to test H_{1c}

Independent Variable	Standardized Beta	Significance
POS	.555	.000 ^a
F Value	29.307	
R Value	.555 ^a	
R Square	.307	
Adjusted R Square	.297	

Note.

- a. Predictors: (Constant), POS
- b. Dependent variable = CC

The Adjusted R Square suggested that the generalizability of this model in another population was 0.297. This means that the cross validity of this model was fine where the value of R Square = 0.307 will drop to Adjusted R Square = 0.297 which was a drop at only 0.01 (about 1.0%).

The significant F-test revealed the significance of the regression model, meaning that the independent variable (POS) explained a significance amount of the variance in the component of dependent variable (CC) and the relationship was linear. Therefore, the F-test [$F(1, 66) = 29.307, p < .001$] indicated an overall significant prediction of the independent variable (POS) on the component of dependent variable (CC). Conclusively, POS was positively significant with CC with 30.7% of the variance in CC was explained by the variance in POS. H_{1c} was supported.

Finally, the findings for all the hypotheses tests were listed in Table 4,12. All the four hypotheses for this research were supported.

Table 4.12
Hypotheses Test Results

Research hypotheses	Results	Conclusion
H ₁ : There will be significant positive relationship between FM employee's POS with FM employee's OC.	Supported	Moderate positive relationship
H _{1a} : There will be significant positive relationship between FM employee's POS with FM employee's AC.	Supported	Moderate positive relationship
H _{1b} : There will be significant positive relationship between FM employee's POS with FM employee's NC.	Supported	Moderate positive relationship
H _{1c} : There will be significant positive relationship between FM employee's POS with FM employee's CC.	Supported	Moderate positive relationship

4.8 Conclusion

This chapter has presented and analyzed the results of the study. The response rate was considered as high where 70.1% out of 97 sets of questionnaires distributed were returned and analyzed. The reliability test was done once again and explained in this chapter to ensure the reliability of the survey questions and the results were satisfied.

Descriptive analyses were used to describe the demographic composition of the respondents and characteristic of the study variables. It was found that the FM employees' OC was at moderate level, and they also perceived that their company moderately supported them. Also, the three components of OC (AC, NC and CC) were at moderate level.

It was also found that the FM employees' POS have significant moderate positive association with their OC as well as the three components of OC (AC, NC and CC).

This means that the higher the FM employees perceived their company supported them, the higher they become committed to their company. Subsequently, four hypotheses tests were done and further supported the initial findings.

The next chapter discussed further the findings. The directions for future research were also being suggested.

CHAPTER 5

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This concluding chapter discussed the findings of this research and highlighted their implications. The discussion also focussed on whether the research objectives have been answered based on a quantitative approach. Recommendations for future study also being presented. Based on the findings elaborated in Chapter 4, it was concluded that POS have significant effects on OC.

5.2 Recapitulation of the Study Findings

The purpose of this study was to explore the relationship between POS and OC among FM employees in the three (3) government premises in Kuala Lumpur. There were seven (7) main research questions that guided this research as follows:

- (1) What is the OC level of the FM employees who work full time in delivering the FM services in these government premises?;
- (2) What is the POS level of the FM employees who were stationed full time in these government premises toward their companies?;
- (3) Does POS have a relationship with OC among these FM employees?;
- (4) Does POS have a relationship with AC among these FM employees?;
- (5) Does POS have a relationship with NC among these FM employees?;
- (6) Does POS have a relationship with CC among these FM employees?; and

(7) Does POS influence these FM employees' OC?

POS with the concept of the Globality of POS as described in Study 1 by Eisenberger et al. (1986) was the independent variable in this research. OC as conceptualized by Meyer and Allen (1991) was the dependent variable with the components of AC, NC, and CC.

This study was conducted and surveyed based on simple random sampling with the sample size of 97. The numbers of sample were proportioned according to the population of the three (3) premises. A total of 97 questionnaires were distributed. 76 questionnaires were returned, and 68 were usable after screening, making a response rate of 70.1%. Reliability test have been done, resulted that the internal consistency of the measurements used were satisfactory.

Correlation analysis result showed that POS and OC, as well as POS and each component of OC, were moderately associated. Further, a simple linear regression analysis have been conducted to confirm the relationship between POS with OC and to determine the influence of POS to OC. Separately, another three simple linear regression analyses have also been conducted to confirm the relationship between POS and each of the components of OC. All the simple linear regression analyses results supported the four hypotheses of this study. POS have significant positive relationship with OC as well as with AC, NC, and CC.

5.3 Discussion on Research Findings

5.3.1 The level of FM Employees' OC

Descriptive statistic of variables revealed that the FM employees' overall OC was at moderate level with a mean score of 4.78. Similarly, for the three components of OC, which were AC, NC, and CC, with a mean score of 4.84, 4.93 and 4.60, respectively. This means that all the FM employees were moderately committed to their company where they belong to. In other words, they were partially loyal to their company and decided to remain.

Another question may arise. Which component of OC was dominantly displayed by these FM employees? Overall, the result showed that AC, NC, and CC were all at a moderate level band. However, there were slight differences in term of the mean scores where NC scored the highest followed by AC and CC. This means that the FM employees moderately committed to their company with the dominant inducement by a feeling of obligation. This could result from what Wiener (1982) characterized as the pressures exerted prior to, or after; they work with the FM company. In this case, they might understand that they worked with the FM company to deliver the contract-out FM services. Their company entered FM contract which governed by such condition of contract (FM 2008) and monitored by JKR, thus, yielding the FM employees feel more obligated with their duty and responsibilities. The FM employees' OC was at moderate level with the dominance of NC or a feeling of obligation to their company. Therefore, research question (1) is answered, and research objective (1) is fulfilled.

5.3.2 The level of FM Employees' POS

Descriptive statistic of variables revealed the FM employees' POS was also at moderate level with a mean score of 4.72. This means that the FM employees perceived globally that their company moderately supported them in term of cares about their well-being and values their contribution while they were stationed at the three (3) government premises.

Researcher believed that, since the top management of the FM companies has to manage their operational cost within the FM contract cost, they have to stringently control their budget. One of the alternatives is by hiring minimum qualified FM employees so that the lower monthly salary could be imposed. This could be seen in term of respondents' demographic profile which mainly received RM1,000 to RM2,500 (70.6%) as their monthly salary and qualified 1 to 3 year experience in the FM industry (55.9%). They received average salary due to their experience period and thus, they perceived that their company moderately supported them in term of organizational reward, in this case was their salary. This could be in agreement with Dawley et al. (2008) which suggested that when the employer provides employees with fair treatment, and values their contributions and well-being, employees perceived high levels of support and thus feel obligated to reciprocate. However, in this study, the FM employees perceived that their company moderately supported them. The limitation in term of financial due to the FM contract cost and the nature of the private company's main objective was to generate profits, might be among the factors that contributed to this finding. Therefore, research question (2) is answered, and research objective (2) is fulfilled.

5.3.3 The Relationship between FM Employees' POS with their OC

The correlation analysis results revealed that POS have significant positive linear relationship with OC with the correlation was $r=0.69(p<0.01)$. This proved that POS moderately associated with OC and in the form of positive linear relationship.

Next, researcher has conducted the 1st. simple linear regression in order to test H_1 and to confirm the correlation analysis result in term of determining the relationship between POS with OC. The 1st. regression analysis resulted that the correlation coefficient (β) between the predictor, POS with the dependent variable, OC was 0.687 (moderate relationship), and POS accounted for 47.2% (R Square = 0.472) of the variation in the FM employees' OC. This regression analysis result confirmed the earlier correlation analysis result and supported H_1 .

These findings also supported recent researches by Lew (2009); Luxmi et al. (2011); Rahaman (2012) and Yahya et al. (2012) where all of them found that POS have significant positive association with OC. Their studies were done among academicians working for private higher educational institutions in Malaysia; doctors from a leading hospital in Chandigarh, India; teachers from public and private secondary level schools in Bangladesh; and, academic expatriates who served a public university in Malaysia, respectively.

At this stage, these findings have answered research question (3) and research objective (3). The FM employees' POS significantly and moderately related with their OC and in the form of positive linear relationship.

5.3.3.1 The Relationship between FM Employees' POS with their AC

The correlation analysis result also revealed the relationship between POS with each of the OC's components. Based on the correlation analysis, it was found that POS was moderately associated with AC, with $r=0.54(p<0.01)$. This finding suggested that the FM employees' AC was moderately associated with what they perceived their company supported them in term of cares about their well-being and values their contribution.

Similarly, researcher also conducted separately the 2nd. simple linear regression in order to test H_{1a} and to confirm the earlier correlation analysis result in term of determining the relationship between POS with AC. The 2nd. regression analysis resulted that the correlation coefficient (β) between the predictor, POS with the first component of dependent variable, AC was 0.537 (moderate relationship) and POS accounted for 28.9% (R Square = 0.289) of the variation in the FM employees' AC. This regression analysis result confirmed the earlier correlation analysis result and supported H_{1a} .

Therefore, at this stage, these findings have answered research question (4) and research objective (4). The FM employees' POS significantly and moderately related with their AC and in the form of positive linear relationship.

The finding from the 2nd. regression analysis suggested that the FM employees' AC can be enhanced by increasing the support by their company towards them. This finding was consistent with Meyer and Allen (1991); Rhoades and Eisenberger (2002); Luxmi et al. (2011); Eta Wahab et al. (2014) which noted that POS helps to encourage employee's emotional attachment to their organisations and profession. Thus, the FM employees who are cared for and valued by their company will become

more emotionally attach to their organization in an affective way. As stated by Porter, Mowday and Dubin (1974), affectively committed employees believe in and accept the organization's goals and values, willing to focus effort on helping the organization in achieving its goals and therefore they maintain organizational membership because they 'want' to.

5.3.3.2 The Relationship between FM Employees' POS with their NC

The previous correlation analysis result also revealed the relationship between POS with NC, which was the second component of OC. The result suggested POS was also moderately associated with NC, with $r=0.55(p<0.01)$.

Next, researcher conducted separately the 3rd. simple linear regression to test H_{1b} and to confirm the correlation analysis result in term of determining the relationship between POS with NC. The 3rd. regression analysis revealed that the correlation coefficient (β) between the predictor, POS with the second component of dependent variable, NC was 0.548 (moderate relationship) and POS accounted for 30.0% (R Square = 0.300) of the variation in the FM employees' NC. This regression analysis result also confirmed the earlier correlation analysis result and supported H_{1b}.

These findings have answered research question (5) and research objective (5). The FM employees' POS was also found to be significantly and moderately related with their NC and in the form of positive linear relationship.

From the 3rd. regression analysis, POS was found to impact NC in a positive relationship. This finding was consistent with Wahab and Quaddus (2009); Luxmi et al. (2011) which revealed that POS helps to encourage employee's feeling in term of their obligation to remain with the organization. This finding suggested that, the FM

employees who are cared for and valued by their company will feel obligated to remain in and believe about their responsibility to the company. As stated by Wiener (1982), such a feeling of obligation is due to the employee's belief that it is the right and moral things to do. Therefore, they maintain organizational membership because they 'ought' to.

5.3.3.3 The Relationship between FM Employees' POS with their CC

Referring to the earlier correlation analysis result, POS was also found to be moderately associated with CC, which was the third component of OC, with $r=0.56(p<0.01)$.

Subsequently, the 4th regression analysis result also confirmed the correlation analysis result in term of determining the relationship between POS with CC and supported H_{1c} . The correlation coefficient (β) between the predictor, POS with the third component of dependent variable, CC was 0.555 (moderate relationship) and POS accounted for 30.7% (R Square = 0.307) of the variation in the FM employees' CC.

At this stage this stage, these findings have answered research question (6) and research objective (6). The FM employees' POS also significantly and moderately related with their CC and in the form of positive linear relationship.

Interestingly, based on the 4th regression analysis result, POS was also found to be an important determinant of CC. The present results showed that POS also positively correlates with and influence CC. This finding was consistent with Wahab and Quaddus (2009); Luxmi et al. (2011); Jais and Mohamad (2013) which revealed that POS positively influence CC. On the other hand, this findings was inconsistent with Rhoades and Eisenberger (2002) which stated that POS and CC had a small, negative

relationship and Yahya et al. (2012) which stated that POS and CC had no relationship.

These present findings suggested that, the FM employees who are cared for and valued by their company will continue to retain membership with their company. As stated by Meyer and Allen (1991), this continuing action (retaining organizational membership) was due to the recognition of the costs associated with its termination. This means that the employee might perceive the costs that he/she should bare when leaving the organization and when it comes to unfavorable results, he/she decided to remain with the organization. Jha (2011) also stated that one of the factors that the employee continues to remain in an organization is because of personal investment such as acquiring job skills and years of employment in a particular organization. In this research, 77% of the respondents belong to the group of 21 to 30 years old, 25% of the respondents with < 1 years of employment and 57.4% with 1 to 3 years of employment. Therefore, in addition to the organizational support they received from the FM companies, these groups of employees might be continuing to remain with the companies to acquire job skills and build their experience before seeking for other job opportunities. Hence, they maintain organizational membership because they ‘need’ to.

5.3.4 The Influence of FM Employees’ POS to their OC

It was known that, from the previous correlation analysis, POS have significant positive linear relationship with OC, with the correlation was $r=0.69(p<0.01)$. Next, researcher analyzed the finding in term of determining the magnitude or the influence of POS related to OC by conducting the 1st simple linear regression. The 1st regression result indicated that, the correlation coefficient (β) between the predictor,

POS with the dependent variable, OC was 0.687 (moderate relationship) and POS accounted for 47.2% (R Square = 0.472) of the variation in the FM employees' OC. The regression model with the predictor, POS was also statistically significant with $F(1, 66) = 59.031, p < 0.001$.

In term of explaining the influence of POS to OC, the β value predicted that at every unit change of POS resulted in a total increment by 0.687 in OC. However, it should be noted that this changes due to POS represented only 47.2% of the total variation in OC and was statistically shown by the R Square = 0.472. The remaining 52.8% were not influenced by POS and come from other factors that do not include in this research. Therefore, this finding answered research question (7), fulfilled research objective (7) and supported H_1 .

This result also similar to the findings by recent researchers such as Dawley et al. (2008); Lew (2009); Colakoglu et al. (2010); Luxmi et al. (2011); Yahya et al. (2012); Rahaman (2012); Jais and Mohamad (2013), where all of them have found that POS have positive predicting role in determining OC. In other words, this finding further suggested that the more the FM employees perceived globally their company supports them in term of valuing their contribution and cares about their wellbeing; the more they become committed to their company.

5.4 Practical Implication

This research was able to emphasize several important things that the management of the FM contractor's company needs to concern. The findings of this research revealed that the FM employees' OC was at moderate level. Similarly, the FM employees perceived globally that the FM contractor's company moderately supported them in

term of valuing their contribution and cares about their well-being while they were stationed at the three government premises to deliver the FM services. The findings also confirmed that POS was positively related and influenced the FM employees' OC. Therefore, it is suggested that the senior management of the FM contractor's company considers enhancing their FM employees' OC by increasing their organizational support to their employees. The policy makers and human resources practitioners of the FM contractor's company should consider the perception of supports to foster OC of the FM employees. Understanding the relationship between employee perceptions of support and OC are crucial in assisting human resource practitioners to maintain a high level of commitment among employees in the future. Programs that could make the FM employees perceived their company highly values their contribution and cares about their well-being could be formulated. Such programmes should be able to:

- (1) demonstrate that, senior management cares about employees' well-being;
- (2) show that, senior management considers employees' opinions;
- (3) show that, senior management acknowledges employees who do a good job;
- (4) show that, senior management express pride in employee's work accomplishments;
- (3) demonstrate that, senior management consider employees' goals and values; and
- (4) demonstrate that, senior management provides help when employees have problems.

Employees who have a high level of POS tend to reciprocate by performing in ways that benefit the organization.

5.5 Direction for Future Research

Researcher has provided several recommendations for the direction for future research and can be traced back by referring to Figure 1.1 and Figure 1.2 for the ideas.

The first; this research can be used as the basis for future research that would include a larger population so that the findings can be generalized to the whole FM employees throughout Peninsular Malaysia. Of course, time and cost implication must also be considered.

The second; this research was done in the environment of the contract-out FM services in the government premises. Meaning that the FM employees belong to the FM contractor's company but they are attached to the government premises to deliver the contract-out FM services. This research only investigated on how the FM employees perceived their company supported them and not about the support they received from government organizations of the premises. Therefore, researcher believed, there is a need to conduct a comparative research to determine how the FM employees perceive the support they receive from both, the FM contractor's company and the government organization. Due to this view, the issue of dual-commitment of the FM employees may also arises; first is about their commitment to the FM contractor's company where they belong to, and the second is about their commitment to the government's organization where they attach to.

The third; this research was done to identify the relationship between POS with OC and also with the components of OC in the environment of contract-out FM services. It was understood that the FM contract is a performance-based contract and governed by FM2008. Researcher believed that, there is a need to further expand this research by investigating the impact of FM employees' OC to the organizational performance,

in this case the FM contractor company's performance. Knowing that the FM industry is still in its infancy stage in Malaysia as stated by Moore and Finch (2004), this third recommendation could at least contribute to the development of FM industry in Malaysia towards maturity in term of managing human resources.

5.6 Conclusion

Firstly, all the seven research objectives have been fulfilled, and all the seven research questions have been answered. The first research objective was to assess the level of FM employees' OC who worked full time in the three government premises in Kuala Lumpur and have been fulfilled by conducting a descriptive statistic for the study variables. The findings of this descriptive statistic have provided answers to research question (1) in term of determining the level of OC. It was found that the FM employee's OC was at a moderate level as well as their AC, NC, and CC. In addition, POS was also found to be at moderate level, and this answered research question (2).

The research objectives (3), (4), (5) and (6) were to determine the relationships between POS with the FM employees' OC and with the three components of OC. These objectives have been fulfilled by conducting a correlation analysis and four simple linear regression analyses. The correlation analysis have suggested answers to research questions (3), (4), (5) and (6) in term of determining the strength of association between POS with OC as well as POS with AC, NC and CC. It was found that the FM employee's POS was positively related to OC with moderate strength of association. Similarly, POS was also found to be positively related to AC, NC and CC with moderate strength of association. Next, the four regression analyses confirmed the correlation analysis result and supported H_1 , H_{1a} , H_{1b} and H_{1c} . Research questions

(3), (4), (5) and (6) have been answered. POS have significant positive linear relationship with OC, as well as with AC, NC, and CC.

Finally, the research objective (7) was to determine the influence of POS to the FM employees' OC and have been fulfilled by analyzing further the 1st. regression analysis results. Analyzing further the 1st. regression result yielded answer to research question (7) in determining the influence of POS to OC. It was confirmed that the FM employee's POS significantly and positively influenced their OC. The higher they perceived their company values their contributions and cares about their well-being, the more they become committed to their company.

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