THE MEDIATING EFFECT OF ORGANIZATIONAL COMMITMENT ON THE RELATIONSHIP BETWEEN HRM PRACTICES AND INTENTION TO LEAVE

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Thesis Submitted to

Othman Yeop Abdullah Graduate School of Business,

Universiti Utara Malaysia,

In fulfilment of the Requirement for Master in Human Resource Management

January 2014
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ABSTRACT

The year of 2020 has come near and Malaysia is in need of highly committed, competitive, productivity and efficient work forces to fulfil its Vision 2020 program. The purpose of this study was to examine the impact of HRM practices toward intention to leave and to investigate the influence of organization commitment as a mediator in the relationship between HRM practices and intention to leave among lecturers in various public universities in northern Malaysia. Internet survey questionnaires were sent using e-mail to 221 respondents working as lecturers in the public universities. Statistical Package software for Social Science (SPSS) Version 19.0 to analyze the data gathered. Pearson’s Correlation analysis was done to examine the relationship between all variable and was found that all HRM practices and organizational commitment have significant negative relationship with intention to leave. Multiple regressions analysis was conducted to test the hypotheses. It was found that not only HRM practices decrease employee’s intention to leave, the results also show that this relationship was partially mediated by organizational commitment. It is also suggested for the future research to include some other HRM practices that was not include in this study to examine its influence toward intention to leave. It is also recommendable to examine these relationships in other settings outside of academic sector.

ACKNOWLEDGEMENT

Alhamdulillah by the will of Allah S.W.T I am able to complete this thesis within required time. My sincerest gratitude, thanks and utmost appreciation go to everyone that has helped me on my study. First and foremost, I would like to express my deepest thanks to my supervisor, Subramaniam Sri Ramalu for his invaluable effort and time in providing proper guidance and encouragement for me to complete this study. He is the mentor of my academic life who constantly showed me support as well as providing with useful of knowledge in completing this paper.

Not to forget, I also want to thank Department of Academic Affairs in Universiti Utara Malaysia, Universiti Sains Malaysia, Universiti Malaysia Perlis and Universiti Teknologi Mara Arau for granting permission to carry out the study and without the participation of academic staff in answering this questionnaire, this research will never be completed.

I would like to express my sincerest gratitude to my parents for support and encouragement. Your sacrifices have not gone unnoticed and truly appreciated. Last but not least, many heartfelt thanks to my colleagues and friends for their support and always be there for me throughout this journey.
**Table of Contents**

Permission to use ........................................................................................................... I

Abstract ........................................................................................................................ II

Acknowledgement ........................................................................................................... III

Table of content ..............................................................................................................IV

List of Tables ................................................................................................................... VII

List of Figures ................................................................................................................... VIII

Chapter 1:  Introduction ........................................................................................................ 1

1.1 Background Of Malaysian Education Sector ......................................................... 13

1.2 Problem Statement ................................................................................................. 17

1.3 Objectives Of Study ............................................................................................... 23

1.4 Research Questions ............................................................................................... 23

1.5 Scope Of Study ....................................................................................................... 24

1.6 Significant Of Study .............................................................................................. 24

1.7 Definition Of Variable ......................................................................................... 27

1.7.1 Intention To Leave ........................................................................................... 27

1.7.2 Human Resource Management ....................................................................... 27

1.7.3 Organizational Commitment .......................................................................... 28

1.8 Organization Of Remaining Chapter ................................................................... 28

Chapter 2:  Literature Review .......................................................................................... 30

2.1 Introduction ............................................................................................................ 30

2.2 Intention to leave .................................................................................................. 30

2.3 Human Resource Management ............................................................................ 36

2.3.1 Working Condition .......................................................................................... 40

2.3.2 Equal Employment Opportunity ...................................................................... 42

2.3.3 Training And Development ............................................................................ 43
2.4 Organizational commitment ................................................................. 48
2.5 Hypothesized Framework ................................................................. 52

Chapter 3: Research methodology ........................................................ 53

3.1 Introduction ......................................................................................... 53
3.2 Research Design ................................................................................ 53
  3.2.1 Type Of Study ................................................................................ 54
  3.2.2 Unit of Analysis ............................................................................ 54
  3.2.3 Population .................................................................................... 54
  3.2.4 Sample and Sampling Technique ................................................ 54
  3.2.5 Data Collection Procedure .......................................................... 55
  3.2.6 Sources Of Data ........................................................................... 55
  3.2.7 Instrument of Study ...................................................................... 56
3.3 Data Analysis Technique .................................................................... 57
  3.3.1 Frequency Distribution ................................................................. 58
  3.3.2 Reliability Of Instruments ............................................................ 58
  3.3.3 Descriptive Statistic ..................................................................... 58
  3.3.4 Hypothesis Testing ....................................................................... 58
  3.3.5 Inferential Statistics: Pearson Correlation .................................... 59
  3.3.6 Multiple Regressions ................................................................... 59

Chapter 4: results analysis ......................................................................... 60

4.1 Introduction ......................................................................................... 60
4.2 Response Rate .................................................................................... 60
4.3 Reliability Test .................................................................................... 60
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.4</td>
<td>Frequency Analysis</td>
<td>62</td>
</tr>
<tr>
<td>4.5</td>
<td>Descriptive Analysis</td>
<td>66</td>
</tr>
<tr>
<td>4.6</td>
<td>Correlation Analysis</td>
<td>68</td>
</tr>
<tr>
<td>4.7</td>
<td>Multiple Regression Analysis</td>
<td>71</td>
</tr>
<tr>
<td>4.8</td>
<td>Hypotheses Summary</td>
<td>79</td>
</tr>
<tr>
<td>Chapter 5:</td>
<td>Discussions and recommendations</td>
<td>82</td>
</tr>
<tr>
<td>5.1</td>
<td>Introduction</td>
<td>82</td>
</tr>
<tr>
<td>5.2</td>
<td>Discussion</td>
<td>82</td>
</tr>
<tr>
<td>5.3</td>
<td>Contribution And Recommendation</td>
<td>88</td>
</tr>
<tr>
<td>5.4</td>
<td>Limitation Of Study</td>
<td>90</td>
</tr>
<tr>
<td>5.5</td>
<td>Suggestions For Future Research</td>
<td>91</td>
</tr>
<tr>
<td>5.6</td>
<td>Conclusion</td>
<td>92</td>
</tr>
<tr>
<td>References</td>
<td></td>
<td>94</td>
</tr>
<tr>
<td>Appendix 1</td>
<td></td>
<td>111</td>
</tr>
<tr>
<td>Appendix 2</td>
<td></td>
<td>117</td>
</tr>
</tbody>
</table>
LIST OF TABLES

Table 1: Statistics of lecturer in public universities from 2009- 2012 .................... 16
Table 2: Average Yearly Turnover Rate of Executives ........................................ 22
Table 5: Reliability statistics for all variables ......................................................... 61
Table 3: Frequency analysis table for all variables .................................................. 63
Table 4: Descriptive statistics of all variables ......................................................... 66
Table 8: Correlation Analysis ................................................................................. 68
Table 9: Multiple regressions analysis between IVs and DV ................................. 72
Table 10: Multiple regression analysis between IVs and MV ................................. 74
Table 11: Multiple regressions between MV and DV ......................................... 75
Table 12: Results of regression analysis of mediating effect of OC on HRM practices and ITL............................................................... 76
<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1</td>
<td>Lee and Mitchell's Unfolding Model of Voluntary Turnover</td>
<td>34</td>
</tr>
<tr>
<td>Figure 2</td>
<td>Theoretical framework of the study</td>
<td>52</td>
</tr>
</tbody>
</table>
Chapter 1: INTRODUCTION

Intention to leave is a crucial matter that needs an attention in the organization and if left unchecked, it can lead to some other problem such as employees’ turnover. Intention to leave is a process where employees think of quitting their job but they did not do it yet. For the definition, intention to leave is an estimation of employees or individual regarding their probability to leave or quit the organization near future (Mowday, Porter & Steers, 1982; Vandenberg & Nelson, 1999). The definition explained to us that employees will intend to leave their organization in future time if the organization does not benefit them anymore. Employer can identify employees who have the intention to leave the organization from this three elements of withdrawal cognition process which are; (1) the employees will think about quitting the current job, (2) the employees plan to look for other job elsewhere and (3) the employees have intention to quit the job but not the element of turnover (Carmeli & Weisberg, 2006). If employees have one of these three criteria, it means that they have intention to leave the organization.

In the previous study on nurses, intention to leave start as a withdrawal process which the nurses will leave their ward, then the organization and lastly the profession (Krausz et al, 1995; Morrell, 2005). This is a step by step which the nurses take to leave their organization. There are several causes that can influence intention to leave among employees. Some of the causes of employee’s intention to leave are no challenging work and limited development. This can be support by previous study done in the nursing job where proportion of nurses quit their job because their job is not challenging and their job does not offer much development Hasselhorn et al, 2003, 2005a). In the study by Chan, Luk, Leong, Yeung and Van (2008) indicate that
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