

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

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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.

Tahun 2020 kian menjelang dan Malaysia memerlukan pekerja yang komited, berdaya saing, produktiviti dan cekap untuk memenuhi program Wawasan 2020. Tujuan kajian ini adalah untuk mengkaji kesan pengurusan sumber manusia terhadap hasrat meninggalkan organisasi dan untuk menyiasat pengaruh komitmen organisasi sebagai pengantara di dalam hubungan pengurusan sumber manusia dan hasrat meninggalkan organisasi di kalangan pensyarah di pelbagai universiti awam di utara Malaysia. Sebanyak 221 borang soal selidik telah dihantar menggunakan e – mel kepada responden yang bekerja sebagai pensyarah di universiti awam. Perisian Pakej Statistik Untuk Sains Sosial (SPSS) Versi 19.0 untuk menganalisis data yang dikumpulkan. Analisis korelasi Pearson dilakukan untuk melihat hubungan di antara semua pembolehubah dan didapati bahawa semua amalan pengurusan sumber manusia dan komitmen organisasi mempunyai hubungan negatif yang signifikan dengan niat untuk meninggalkan organisasi. Analisis regresi dilakukan untuk menguji hipotesis. Didapati bahawa bukan sahaja amalan pengurusan sumber manusia mengurangkan niat untuk meninggalkan organisasi, ia juga didapati hubungan ini diantarai sebahagian oleh komitmen organisasi. Adalah dicadangkan untuk penyelidikan masa hadapan untuk merangkumi beberapa amalan pengurusan sumber manusia yang lain yang tidak dikaji di dalam kajian ini untuk memeriksa pengaruhnya terhadap hasrat untuk meninggalkan organisasi. Adalah juga dicadangkan supaya kajian seperti ini harus dikaji di suasana yang lain selain daripada sektor akademik.

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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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