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**COMMITMENT-BASED HR PRACTICES AND
ORGANIZATIONAL PERFORMANCE:
THE MEDIATING ROLE OF
ORGANIZATIONAL LEARNING
CAPABILITY AND SOCIAL CAPITAL**



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PERFORMANCE:
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CAPABILITY AND SOCIAL CAPITAL**



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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia
in Fulfilment of the Requirement for the Degree of Doctor of Philosophy**

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ABSTRACT

The main objectives of this study were to investigate (a) the relationship between commitment-based HR practices (e.g. selection, compensation, training and development) and organizational performance, organizational learning capability, and organizational social capital; (b) the relationship between organizational learning capability and organizational performance; (c) the relationship between organizational social capital and organizational performance; and (d) the mediating role of organizational learning capability and organizational social capital on the relationship between commitment-based HR practices and organizational performance. Specifically, this study hypothesized that (a) commitment-based HR practices, organizational learning capability and organizational social capital relationship are positively related to organizational performance and (b) the relationship between commitment-based HR practices and organizational performance is mediated by organizational learning capability and organizational social capital. To test the hypotheses, the Partial Least Square – Structural Equation Modelling (PLS-SEM) statistical technique was employed to analyze the survey data collected from 401 Japanese MNCs organizations in Kedah, Pulau Pinang, Perak, Selangor, Kuala Lumpur, Melaka and Johor. The results of the study showed that (a) commitment-based HR practices are positively related to organizational performance, organizational learning capability and organizational social capital; (b) organizational learning capability has no influence on organizational performance; (c) organizational social capital is positively related to organizational performance; and (d) organizational learning capability does not mediate the relationship between commitment-based HR practices and organizational performance, and organizational social capital fully mediates the relationship between commitment-based HR practices and organizational performance. Theoretically, the study contributes to knowledge by providing support for the importance of commitment-based HR practices and the mediating role of organizational social capital which influence the organizational performance of Japanese MNCs in Malaysia. Practically, this study provides guidelines to policy-makers and HR practitioners to understand that business success depends on the organization's capabilities and abilities to utilize its human resources to achieve its business objectives and goals. The result of this study is able to offer evidence that commitment-based HR practices help promote mutual and long-term relationships in the organization at all levels. Hence, HR practitioners need to institute HR practices that encourage network-building relationships characterized by trust, cooperation and commitment towards the organization.

Keywords: commitment-based HR practices, organizational learning capability, organizational social capital, organizational performance, Japanese MNCs.

ABSTRAK

Objektif utama kajian ini ialah untuk mengkaji hubungan antara komitmen berasaskan pengurusan sumber manusia (pengambilan pekerja, ganjaran, latihan dan pembangunan) dengan prestasi organisasi, kemampuan pembelajaran organisasi dan kemampuan sosial organisasi. Selain itu, objektif kajian ini juga adalah untuk mengkaji hubungan antara komitmen berasaskan pengurusan sumber manusia dan prestasi organisasi dengan kemampuan pembelajaran organisasi dan kemampuan sosial organisasi sebagai pemboleh ubah pengantara. Secara khususnya, hipotesis kajian ini adalah merangkumi hubungan antara komitmen berasaskan pengurusan sumber manusia, kemampuan pembelajaran organisasi dan kemampuan sosial organisasi yang secara positif berkaitan dengan prestasi organisasi. Manakala hipotesis hubungan antara komitmen berasaskan pengurusan sumber manusia dengan prestasi organisasi dipengaruhi secara positif oleh pemboleh ubah kemampuan pembelajaran organisasi dan kemampuan sosial organisasi. Bagi menguji hipotesis, teknik statistik *Partial Least Square – Structural Equation Modelling* (PLS-SEM) digunakan untuk menganalisis data soal selidik yang dikumpul daripada 401 buah organisasi multinasional dari Jepun yang berada di negeri Kedah, Pulau Pinang, Perak, Selangor, Kuala Lumpur, Melaka dan Johor. Keputusan kajian menunjukkan bahawa hubungan antara komitmen berasaskan pengurusan sumber manusia dengan prestasi organisasi, kemampuan pembelajaran organisasi dan kemampuan sosial organisasi adalah positif. Manakala kemampuan pembelajaran organisasi tiada hubungan positif dengan prestasi organisasi dan kemampuan sosial organisasi pula adalah signifikan dengan prestasi organisasi. Hasil kajian juga menunjukkan bahawa kemampuan pembelajaran organisasi tidak signifikan sebagai pemboleh ubah pengantara dalam hubungan antara komitmen berasaskan pengurusan sumber manusia dengan prestasi organisasi dan kemampuan sosial organisasi adalah signifikan sebagai pemboleh ubah pengantara dalam hubungan antara komitmen berasaskan pengurusan sumber manusia dengan prestasi organisasi. Secara teorinya, kajian ini menyumbang kepada pengetahuan dengan memberi sokongan terhadap kepentingan komitmen berasaskan pengurusan sumber manusia yang mempengaruhi prestasi organisasi multinasional Jepun di Malaysia. Di samping itu, kajian ini dapat meningkatkan pengetahuan tentang peranan kemampuan sosial organisasi sebagai pemboleh ubah pengantara antara komitmen berasaskan pengurusan sumber manusia dengan prestasi organisasi multinasional Jepun di Malaysia. Secara praktiknya, kajian ini dapat memberi panduan kepada pihak pengamal sumber manusia untuk memahami bahawa untuk mencapai kejayaan dalam pengurusan perniagaan, ia bergantung kepada kemampuan organisasi dengan memanfaatkan sumber manusia melalui komitmen berasaskan pengurusan sumber manusia dan kemampuan sosial organisasi. Hasil kajian ini membuktikan bahawa pengurusan sumber manusia yang efektif boleh meningkatkan komitmen serta mempromosikan hubungan jangka panjang yang menguntungkan semua peringkat dalam organisasi. Oleh itu, pihak pengamal dan pengurusan sumber manusia perlu menggalakkan hubungan sosial dalam organisasi yang berteraskan kepercayaan, kerjasama dan komitmen terhadap organisasi.

Kata kunci: komitmen berasaskan pengurusan sumber manusia, kemampuan pembelajaran organisasi, kemampuan sosial organisasi, prestasi organisasi, multinasional Jepun

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LIST OF ABBEVIATIONS

ABB

JETRO

JAP

MIDA

MATRADE

MITI

MOFA

OLC

OSC

OP

FULL LIST

Japanese External Trade Organization

Japanese Association Penang

Malaysia Investment Development Authority

Malaysia External Trade Development Corporation

Malaysia of International Trade and Industry

Ministry of Foreign Affairs

Organizational Learning Capability

Organizational Social Capital

Organizational Performance



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CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter introduces the background of study, followed by the problem statement, research questions, and objectives, the significance of the study, the scope, and the definitions of key terms. The organization of the chapters and its summary are also presented.

1.1 Background of the Study

Business organizations play a significant role in today's civilization because they serve as a driving force in the national economy and social development (Gavrea, Ilies, & Stegeran, 2011) by providing employment opportunities to the people and generating income for the government, contributing subsequently towards the growth of a country's gross domestic product (GDP) (MIDA, 2015). Realizing their crucial role in the national development, many researchers have been analysing the performance of organizations for the last 25 years. In doing so, researchers have been able to find out why some organizations managed to achieve best performance while others failed to do so (Bashaer Almatrosshi, Sanjay Kumar Singh, Sherine Farouk, 2016; Florian, 2013; Gavrea et al., 2011; Overstreet, Hanna, Byrd, Cegielski, & Hazen, 2013; Popova & Sharpanskykh, 2010; Richard, Devinney, Yip & Johnson, 2009).

In order to perform well, organizations must have the resilience to withstand the challenges (e.g., market volatility, control of market share, surveillance of competitors, increase of raw materials prices, currency pressures, international regulations and shortage of competent human resources) derived from the market

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APPENDIX





HUMAN RESOURCE DIRECTOR /MANAGER

Dear Sir /Madam

I am a PhD student in COB, Universiti Utara Malaysia, Kedah. Currently, I am conducting a research on '**Commitment-based HR Practices and Organizational Performance: The mediating role of Organizational Learning Capability and Organizational Social Capital**'.

Your participation in completing the questionnaire is important to the success of this research. It will be grateful if you are able to return the completed questionnaires by soonest. The information you provide will remain strictly anonymous and confidential.

I would appreciate your returning the questionnaire at your earliest convenience. Thank you in advance for your cooperation. Should you have any enquiries, please do not hesitate to contact me or my supervisors.

Yours sincerely,
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SECTION ONE:

1. ORGANIZATION PROFILE

In year your organization established in Malaysia:

1 – 5 6-10 11 – 15
16 – 20 21 and above

Number of employees in 2015:

1 – 50 51 – 150 51 – 500
501 – 1,000 1,001 and above

Type of industry:

Manufacturing Non-manufacturing

2. RESPONDENT PROFILE

Job position: _____

Service Duration:

2-3 years 7 - 9 years
 4-6 years >10 years Others, please specify _____

Highest academic qualification:

Bachelor Degree Doctoral Degree
 Master Degree Others, please specify _____

Nationally:

Malaysian Non-Malaysian

Years with this organization /department: _____

Years of working experience: _____

SECTION TWO

INSTRUCTION: With reference to your organization HR practices, please indicate the level of agreement to the following statements by circling the appropriate number in the scale given.

Strongly degree (1) ————— Strongly agree (7)

	Strongly disagree	Disagree	Disagree somewhat	Undecided	Agree	Agree somewhat	Strongly agree
1 Internal candidates are given consideration over external candidates for job openings.	1	2	3	4	5	6	7
2 We select employees based on an overall fit to the company.	1	2	3	4	5	6	7
3 Our selection system focuses on the potential of the candidates to learn and grow with the organization.	1	2	3	4	5	6	7
4 We ensure that all employees in these positions are made aware of internal promotion opportunities.	1	2	3	4	5	6	7
5 Employee bonuses and incentive plans are based primarily on the performance of the organizations.	1	2	3	4	5	6	7
6 Salaries for employees in these positions are higher than those of our competitors.	1	2	3	4	5	6	7
7 Shares of stock are available to all core employees through stock purchase plans.	1	2	3	4	5	6	7
8 Goals for incentive plans are based on business unit or company performance.	1	2	3	4	5	6	7
9 We provide multiple career path opportunities for employees to move across multiple functional areas of the company.	1	2	3	4	5	6	7
10 We provide training focused on team-building and teamwork skills training.	1	2	3	4	5	6	7
11 We sponsor company social events for employees to get to know one another.	1	2	3	4	5	6	7

12	We offer an orientation program that trains employees on the history and processes of the organization.	1	2	3	4	5	6	7
13	We use job rotation to expand the skills of employees.	1	2	3	4	5	6	7
14	We have a mentoring system to help develop these employees.	1	2	3	4	5	6	7
15	Performance appraisal are used primarily to set goals for personal development.	1	2	3	4	5	6	7
16	Performance appraisals are used to plan skill development and training for future advancement within the company these employees.	1	2	3	4	5	6	7



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SECTION THREE

INSTRUCTION: With reference to your organization social capital, please indicate the level of agreement to the following statements by circling the appropriate number in the scale given.

Strongly degree (1) ————— Strongly agree (7)

	Strongly disagree	Disagree	Disagree somewhat	Undecided	Agree	Agree somewhat	Strongly agree
1 Employees engage in open and honest communication with one another.	1	2	3	4	5	6	7
2 Employees at this organization have no hidden agendas or issues.	1	2	3	4	5	6	7
3 Employees share and accept constructive criticisms without making it personal.	1	2	3	4	5	6	7
4 Employees discuss personal issues if they affect job performance.	1	2	3	4	5	6	7
5 Employees willingly share information with one another.	1	2	3	4	5	6	7
6 Employees at this organization keep each other informed at all times.	1	2	3	4	5	6	7
7 Employees can rely on the managers they work with in this organization.	1	2	3	4	5	6	7
8 Employees in this organization are usually considerate of one another's feelings.	1	2	3	4	5	6	7
9 Employees have confidence in one another in this organization.	1	2	3	4	5	6	7
10 Employees in this organization show a great deal of integrity.	1	2	3	4	5	6	7
11 There is team spirit among employees in this organization.	1	2	3	4	5	6	7

12	Overall, employees at this organization are trustworthy.	1	2	3	4	5	6	7
13	Employees are committed to organizational goals.	1	2	3	4	5	6	7
14	Employees enthusiastically pursue collective goals and mission.	1	2	3	4	5	6	7
15	Every employee is in total agreement on the organization's vision.	1	2	3	4	5	6	7



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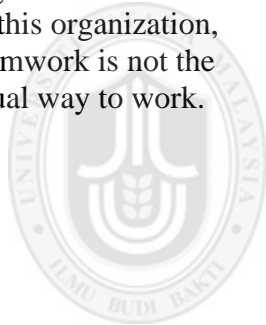
SECTION FOUR

INSTRUCTION: With reference to your organization learning capability, please indicate the level of agreement to the following statements by circling the appropriate number in the scale given.

Strongly degree (1) ————— Strongly agree (7)

	Strongly disagree	Disagree	Disagree somewhat	Undecided	Agree	Agree somewhat	Strongly agree
1 The managers frequently involve their employees in important decision-making process.	1	2	3	4	5	6	7
2 Employee learning is considered more as expenses than investment.	1	2	3	4	5	6	7
3 The organization's management looks favorably on carrying out changes in any area to adapt to and/or keep ahead of new environmental situations.	1	2	3	4	5	6	7
4 Employee learning capability is considered a key factor in this organization.	1	2	3	4	5	6	7
5 This organization follows up what other organizations in the sector are doing, adopting those practices and techniques it believes to be useful and interesting.	1	2	3	4	5	6	7
6 Experiences and ideas provided by external sources (advisors, customers, training, etc) are considered a useful instrument for this organization's learning.	1	2	3	4	5	6	7

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|----|--|---|---|---|---|---|---|---|
| 7 | Part of this organization's culture is that employees can express their opinions and make suggestions regarding the procedures and methods in place of carrying out tasks. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8 | Errors and failures are always discussed and analyzed in this organization on all levels. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9 | Employees have the chance to talk among themselves about new ideas, programs and activities that might be of use to the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10 | In this organization, teamwork is not the usual way to work. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |



SECTION FIVE

INSTRUCTION: With reference to your organization performance, please indicate the level of agreement to the following statements by circling the appropriate number in the scale given.

Worse (1) ————— Very good (5)

1 Compare to other organization's that do the same kind of work, how do you compare your organization's market performance and internal performance over the last three years in terms of:

	Worse	Not good	Satisfactory	Good	Very good
a) Quality of products and services.	1	2	3	4	5
b) Development of new products and services.	1	2	3	4	5
c) Ability to attract employees.	1	2	3	4	5
d) Ability to retain employees.	1	2	3	4	5
e) Satisfaction of customers or clients.	1	2	3	4	5
f) Relations between management and employees.	1	2	3	4	5
g) Marketing of products and services?	1	2	3	4	5
h) Growth in sales?	1	2	3	4	5
i) Profitability?	1	2	3	4	5
j) Market Share?	1	2	3	4	5

Thank you for sparing your valuable time to complete this survey