

**HRM PRACTICES, JOB SATISFACTION AND INTENTION TO STAY:
A STUDY OF A PRIVATE COLLEGE IN PENANG**

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**UNIVERSITI UTARA MALAYSIA
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**HRM PRACTICES, JOB SATISFACTION AND INTENTION TO STAY:
A STUDY OF A PRIVATE COLLEGE IN PENANG**

A project paper submitted to the College of Business in partial fulfilment of the requirements for the Master in Human Resources Management

By

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ABSTRACT

The purpose of this study is to identify the relationship between HRM practices, job satisfaction and intention to stay. HRM practices specifically addressed five dimensions; compensation and benefits, training and development, performance appraisal, supervisor role and career advancement.

This study involved survey of the employee in KDU College, Penang Campus. A total of 190 questionnaires were distributed to the respondents and 130 questionnaires were returned and useable. The data was analysed by “Statistical Package for Social Science” (SPSS Window) Version 16.0. Correlation and multiple regression analysis were used to analyse the data.

The findings found that there were relationship between the independent variables (HRM practices and job satisfaction) and the dependent variable (intention to stay). The result indicated there were positive relationships between HRM practices and intention to stay, however the regression analysis result indicated only three of the HRM practices namely performance appraisal, career advancement and compensation and benefits are significant with intention to stay. It was also found that there were positive relationship between job satisfaction and intention to stay. The results shown that HRM practices influence intention to stay the most compare to job satisfaction.

Keywords: HRM practices, job satisfaction, intention to stay, private college, Penang.

ABSTRAK

Kajian ini bertujuan untuk mengenalpasti hubungan di antara amalan pengurusan sumber manusia, kepuasan kerja and keinginan untuk terus berada di organisasi. Amalan pengurusan sumber manusia khasnya mempunyai lima dimensi; iaitu pampasan dan faedah, latihan dan perkembangan, penilaian prestasi, peranan penyelia and kemajuan kerjaya.

Kajian ini melibatkan staf di Kolej KDU, Kampus Pulau Pinang. Sejumlah 190 borang soalselidik diedarkan tetapi hanya 130 soalselidik telah dikembalikan untuk analisis selanjutnya. Data dianalisis menggunakan “Statistical Package for Social Science” (SPSS-Window) Versi 16.0. Ujian yang digunakan untuk analisis data termasuklah Ujian korelasi and regrasi.

Hasil kajian menunjukkan terdapat hubungan antara pembolehubah bebas (amalan pengurusan sumber manusia dan kepuasan kerja) dan pembolehubah bersandar (keinginan untuk terus berada di organisasi). Keputusan kajian mendapati terdapat hubungan positif diantara amalan pengurusan sumber manusia dengan keinginan untuk terus berada di organisasi, tetapi, keputusan analisis regrasi menunjukkan hanya tiga dimensi iaitu penilaian prestasi, peranan penyelia serta pampasan dan faedah significant dengan keinginan untuk terus berada di organisasi. Terdapat hubungan positif di antara kepuasan kerja dengan keinginan untuk terus berada di organisasi. Keputusan juga menunjukkan bahawa amalan pengurusan sumber manusia lebih mempengaruhi keinginan untuk terus berada di organisasi berbanding dengan kepuasan kerja.

Katakunci: amalan pengurusan sumber manusia, kepuasan kerja, keinginan untuk terus berada di organisasi, kolej swasta, Pulau Pinang.

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TABLE OF CONTENTS

	Page
PERMISSION TO USE	i
DISCLAIMER	ii
ABSTRACT	iii
ABSTRAK	iv
ACKNOWLEDGEMENT	v
LISTS OF TABLES	x
LISTS OF FIGURES	x
CHAPTER 1 INTRODUCTION	
1.1 Introduction	1
1.2 Problem Statement	4
1.3 Research Questions	10
1.4 Research Objectives	11
1.5 Significance of the Study	11
1.6 Definition of Key Terms	12
1.7 Conclusion	14
CHAPTER 2 LITERATURE REVIEW	
2.1 Introduction	15
2.2 Review of the Relevant Literature	15
2.2.1 Intention to stay	15
2.2.2 HRM Practices	17
2.2.2.1 Compensation and benefits	19
2.2.2.2 Training and development	22

2.2.2.3 Performance appraisal	23
2.2.2.4 Supervisor role	25
2.2.2.5 Career advancement	26
2.2.3 Job satisfaction	27
2.2.4 Relationship between HRM Practices and Intention to Stay	31
2.2.4.1 Compensation and Benefits and Intention to Stay	31
2.2.4.2 Training and Development and Intention to Stay	33
2.2.4.3 Performance Appraisal and Intention to Stay	34
2.2.4.4 Supervisor Role and Intention to Stay	35
2.2.4.5 Career Advancement and Intention to Stay	36
2.2.5 Relationship between Job Satisfaction and Intention to Stay	37
2.3 Research Framework	38
2.4 Conclusion	39
CHAPTER 3 METHODOLOGY	
3.1 Introduction	40
3.2 Research Design	40
3.3 Questionnaire Design	41
3.4 Measurement	42
3.4.1 Intention to Stay	42
3.4.2 HRM Practices	43
3.4.3 Job Satisfaction	45
3.5 Population and Sampling Design	47
3.6 Data Collection	48
3.7 Data Analysis	48

3.8 Conclusion	49
----------------	----

CHAPTER 4 FINDINGS

4.1 Introduction	50
------------------	----

4.2 Responses Rate	50
--------------------	----

4.3 Demographic Profile	51
-------------------------	----

4.4 Reliability Test	53
----------------------	----

4.5 Descriptive Analysis	53
--------------------------	----

4.6 Pearson Correlation Analyses	55
----------------------------------	----

4.7 Multiple Regression Analysis	56
----------------------------------	----

4.7.1 Multiple Regressions between the Dimension of HRM practises and Intention to Stay	56
--------------------------------------------------------------------------------------------	----

4.7.2 Multiple Regressions between the Job Satisfaction and Intention to Stay	57
----------------------------------------------------------------------------------	----

4.7.3 Multiple Regressions between HRM practices and Job Satisfaction on Intention to Stay	58
-----------------------------------------------------------------------------------------------	----

4.8 Conclusion	59
----------------	----

CHAPTER 5 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction	60
------------------	----

5.2 Discussions of the Research Findings	60
------------------------------------------	----

5.2.1 Research Objective One	60
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To examine the relationship between HRM practices (compensation and benefits, training and development, performance appraisal, supervisor role, career advancement) and intention to stay.

5.2.1.1 Relationship between Compensation and Benefits and Intention to Stay	61
5.2.1.2 Relationship between Training and Development and Intention to Stay	62
5.2.1.3 Relationship between Performance Appraisal and Intention to Stay	63
5.2.1.4 Relationship between Supervisor Role and Intention to Stay	64
5.2.1.5 Relationship between Career Advancement and Intention to Stay	65
5.2.2 Research Objective Two To investigate the relationship between job satisfaction and intention to stay.	66
5.2.3 Research Objective Three To determine whether HRM practices or job satisfaction influence intention to stay the most.	67
5.3 Limitation of the Research	69
5.4 Implications of Study	70
5.5 Recommendation for further research	71
5.6 Conclusion	72
REFERENCES	74
APPENDICES	
Appendix 1 (Survey Questionnaire)	83
Appendix 2 (SPSS Result)	89

LISTS OF TABLES

	Page
Table 1.1 Total Resignation from year 2006 to 2010	6
Table 1.2 Reason of Employees Resignation Year 2011	7
Table 3.1 Questionnaire Design	41
Table 3.2 Items Constituting the Intention to Stay Scale	42
Table 3.3 Items Constituting the HRM Practices Scale	43
Table 3.4 Items Constituting the Job Satisfaction Scale	46
Table 4.1 Survey responses	50
Table 4.2 Respondents' Demographic Profile	52
Table 4.3 Reliability Test on Instruments Results of the Variables	53
Table 4.4 Mean and Standard Deviation of the Variables	54
Table 4.5 Inter correlations of the Major Variables	55
Table 4.6 Results of Regression Analysis of HRM Practices Dimensions on Intention to Stay.	57
Table 4.7 Results of Regression Analysis of Job Satisfaction on Intention to Stay.	58
Table 4.8 Results of Regression Analysis of HRM Practices and Job Satisfaction to Intention to Stay.	59

LIST OF FIGURES

	Page
Figure 1.0: Research Framework	38

CHAPTER 1

INTRODUCTION

1.1 Introduction

Human resource management is a comprehensive approach to management of people at work and it seeks to achieve integration and coordination with overall planning and other managerial functions (Dunn, 1985).

Organisations develop human resource policies that genuinely reflect their beliefs and principles and the relationship between management and employees, or they may merely devise policies that deal with current problems or requirements (Chew, 2005). These HRM practices should include compensation and benefits, training and development, performance appraisal, supervisor role and career advancement which may influence the satisfaction of the employee and the intention to stay or quit from their current organisation.

According to Huang (2001), HRM practices are areas that influence employees' intention to leave, job satisfaction, and organizational commitment. Employees are our most important asset. Employee turnover represents a critical problem to an organization in terms of loss of talent, additional employment and training costs (Loi et al., 2006).

It cannot be denied, effective HRM practices is important to reduce turnover, it can help organizations to achieve higher flexibility, product quality, and performance while remaining cost competitive by inducing workers to work harder and using the

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