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**THE RELATIONSHIP OF HUMAN RESOURCE MANAGEMENT
PRACTICES TOWARDS ORGANIZATIONAL COMMITMENT
IN DHL ASIA PACIFIC SHARED SERVICES SDN BHD**



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**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA**

August 2018

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PRACTICES TOWARDS ORGANIZATIONAL COMMITMENT
IN DHL ASIA PACIFIC SHARED SERVICES SDN BHD**



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**Dissertation Submitted to
School of Business Management,
UUM College of Business, Universiti Utara Malaysia
in Partial Fulfilment of the Requirement for the Master of Human
Resource Management**



**Pusat Pengajian Pengurusan
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ABSTRACT

The purpose of this study is to determine the relationship between of Organizational Commitment and Human Resource Management Practices among employees at DHL Asia Pacific Shared Services Sdn Bhd. Data were collected from employees. Questionnaires were used and analysed using Statistical Package for Social Science (SPSS) version 21. Using correlation analysis, it was found that there was a significant relationship between the independent variables, namely compensation, performance appraisal and training and development with the dependent variable, organizational commitment. Among the independent variables, performance appraisal was found to be the factor which influenced most significantly relationship with organizational commitment in DHL Asia Pacific Shared Services Sdn Bhd.

Keywords: organizational commitment, human resources management practices, compensation, performance appraisal, training and development.



ABSTRAK

Tujuan kajian ini adalah untuk meneliti dan mendapatkan pemahaman yang lebih baik mengenai komitmen organisasi di kalangan pekerja-pekerja di DHL Asia Pacific Shared Services Centre. Data yang dikumpul adalah dari DHL Asia Pacific Shared Services Centre. Soal selidik telah digunakan dan dianalisis dengan menggunakan Pakej Statistik untuk Sains Sosial (SPSS) versi 21. Menggunakan analisis korelasi, didapati bahawa terdapat hubungan yang signifikan antara pembolehubah tak bersandar, iaitu ganti rugi, penilaian mutu kerja dan latihan dan pembangunan dengan pembolehubah bersandar, komitmen organisasi. Antara pembolehubah bebas, penilaian mutu kerja telah didapati menjadi faktor yang mempengaruhi paling ketara komitmen organisasi di DHL Asia Pacific Shared Services Centre Sdn Bhd.

Kata kunci: komitmen organisasi, latihan pengurusan sumber manusia, ganti rugi, penilaian mutu kerja, latihan dan pembangunan.



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ACKNOWLEDGEMENT

First and foremost, I would like to give deepest gratitude to Allah S.W.T, the Most Graceful and Merciful, for His blessing, courage and strength that make my research paper complete and success. I believe that without His blessing i cannot completing this research paper within the period given. Nevertheless, I also much appreciate to those who are involve and give utmost support either directly or indirectly until successfully managed to complete this research on time.

Then, i would like to dedicate million thanks to Prof Madya Dr. Fadzli Shah Abd Aziz for being my advisor in order to guide me besides sharing his experience and knowledge as ensuring my research comes within right track. His encouraging, understanding, and responsible often helped me to pursue my research work properly. No words can describe my special thanks to him and his guidance is too precious to me.

Besides that, I would also like to express my special thanks to all employees in DHL Asia Pacific Shared Services Sdn Bhd, from the top management to the lower level that had given me good cooperation and support especially during distributing and collecting data process. I really appreciate their suggestions and comments as my additional information.

Our utmost gratitude goes to my lovely families, helpful friends, and supportive lecturers who have provided a lot of ideas and advices with great understanding throughout completing this research. I'm deeply indebted to their continuous moral support. Once again, I really appreciate all individuals involved in this research paper even though my thanks is still not enough to repay, and may Allah S.W.T bless all of them.

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LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
HRMP	Human Resource Management Practices
OC	Organizational Commitment
IV	Independent Variable
DV	Dependent Variable



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CHAPTER 1

INTRODUCTION

1.1 Background of study

One of the most developing countries in the world, Malaysia will be able to attract foreign country to do investment here. Besides strategic location and high technology, cheapest cost of labor also is one of the main factors that influence foreign country to open business in Malaysia. Many worlds' largest multinational companies interested to operate their business in Malaysian market due to the rapid economy growth here.

In 1991, Tun Mahathir past target is to change Malaysia into a nation with high income by year 2020. It is one of the critical factors for the organizations to focus on the organizational commitment problems, whereby employee being committed to help organization to achieve the organizational goals. According to Caught, Shadur, and Rodwell (2000) organizational commitment also involved the employees' levels of identification, involvement and loyalty.

In 2012, any industries stated turnover rate among employee has go up from 12.3% to 13.2% increased. According to Watson (2013) it is shows manufacturing industry specifically experienced high rate 24% in 2013. Based on Choo, Desa and Assari (2016) and Lo and Min (2009) Gen-Y, one of the talented generations which has been exposed to highly digital economy and they have options in the market, are those generations that is no more loyalty to the organization. With the competitive market,

this generation might leave the organization in short duration of employment for better remunerations package due to no commitment to the organization.

Based on the situation above, it is vital to the organization to identify they can attract employees to stay with them and reduce turnover rates in Malaysia.

According to Kenneth Ho, Head of Shared Services Centre IBM Malaysia, Malaysia heading towards digitalization and automation industry with the ever-changing technological landscape, market in the needs of capabilities talent to tackle future industry. Organizational commitment plays an important role to ensure the company able to sustain in the competitive market. Many researchers have studied the relationship between organizational commitments with human resource management practices.

Organizational commitment can be explained as a psychological attachment to each individual to the organization. The more they attached with the organization, the higher the rate of commitment to the organization. Commitment is an active relationship between individual and organization that willing to give something to ensure their contribution to the organization's well-being. According to Porter et al (1974), it can be group into a strong belief of, the goals and values of organization; a consideration willingness to their effort; and a strong desire to be with organization.

1.1.1 Background of company

This study has been conducted at DHL Asia Pacific Shared Services Sdn Bhd. It is located at Menara Axis, Petaling Jaya. In short DHL APSSC is supporting DHL Express which is located at Menara TM, Kuala Lumpur. Forty years ago, DHL invested the international express industry. With strong experience in logistic, they lead the industry very well. With over 220 countries across the globe, DHL become one of the most admired companies to work with. Current workforce 100,000 employees worldwide today, make them stronger and led to the huge business.

1.2 Problem Statement

The previous studies demonstrated the important of organizational commitment towards organizational and individual outcomes. According to Mowday (1979) and Meyer & Allen (1991), organizational commitment impacts the organizational from the psychological individual attachment. The higher level of commitment, the most employees' attachment towards the organization. According to Mowday (1979) there are three elements to explained the meaning of the organizational commitment which are loyalty, involvement and willingness to achieved organizational goals, while Meyer & Allen (1991) said organizational commitment got three (3) commitments which is affective, continuance and normative commitment.

Although both scholars have different perspective towards the meaning of organizational commitment, however the related dimensions in organizational

commitment were subjected towards employee's loyalty to organization. Thus, organizational commitment had been applied for study on the related issue on the employee turnover in any organization.

Organizational commitment of employees can be achieved by knowing the employee's commitment first such as offering attractive compensation and benefits, fairness performance appraisal and continuance training and development. According to Fred Luthans (2002) by communicating and clarifying company mission, vision and objective, it will improved effective two way communication, employee development support, and security concern.

Referring to Robert J.Vans (2006) these practices highlight the attractiveness of the career development of the employees. Human resource management practices were found influences by organizational commitment. Compensation, performance appraisal and training and development had strong relationship with the organizational commitment dimensions, which is affective commitment, continuance commitment and normative commitment (Meyer and Allen's (1990)). In other words, human resource management practices are directly and indirectly influenced organizational commitment in long term period.

For this study, formal interview had been conducted with Senior Human Resource Manager at DHL. Based on the data information shared, there are problem issue related to the turnover among employees from last 3 years from 2016 to 2018.

Table 1.1:
Total Turnover for 2015 to 2017 at DHL

Year	2015	2016	2017
Total employees	540	680	840
Total resigned	18	26	30

According to the DHL annual report above, it recorded an overall employee turnover are 18 resigned in 2015, 26 resigned in 2016 and 30 resigned in 2017. Thus, these studies are to focus on the problem related to the organizational commitment among employees in DHL. Outcome of this study will provide the solutions to increase organizational commitment among employees.

1.3 Research Questions

Based on the problems identified earlier, this study was carried out to address the issues of the influence of organizational commitment and HRM practices. Accordingly, the following research questions were compiled to further examine the matter:

1. What is the level of employees' status of Human Resource Management Practices?
2. What is the level of employees' status of Organizational Commitment?
3. What is the relationship between the Human Resources Management Practices and Organizational Commitment?

1.4 Research Objectives

The main objectives for this research was identify the relationship between organizational commitment and HRM Practices among employees in DHL Asia Pacific Shared Services Sdn Bhd.

1.4.1 To access level of Human Resource Management Practices.

1.4.2 To access level of Organizational Commitment.

1.4.3 To determine the relationship of Organizational Commitment and Human Resource Management Practices.

1.5 Scope of the Study

This research endeavours to fill the gaps in research literature as well as to provide insights into understanding how organizational commitment and human resource management practices. Looking at the global scenario where most parts of the world are facing shortages of manpower, a study focused on what is needed to help produce a better and closer picture of what is really happening in the shared services industry in Malaysia. Therefore, this study focuses on employees in DHL Asia Pacific Shared Services Sdn Bhd.

1.6 Limitations of the Study

For this study, researcher decided to choose selected employees only to participate in answering the questionnaire. This is due to some of them working on night shift and weekends. Therefore, the questionnaire was submitted by using link created from Google form. The researcher used WhatsApp as a main medium to share the link.

Owing to these limitations, the findings of this study may not be generalised. They are only applicable to the case of DHL Asia Pacific Shared Services Sdn Bhd.

1.7 Definition of terms, terminologies and concepts

1.7.1 Organizational Commitment

Organizational commitment can be defined as employee loyalty towards the organization which shows their willingness by give out full effort on behalf of the organization, connected with the acceptance of the organizational goals and values besides desirable in maintaining their membership.

1.7.2 Human Resource Management Practices

According to Ahmad and Schroeder (2003:27), when a company increases its efforts in one of the HRM practices, it shown positive correlations and more likely to increase efforts in other practices too. Human resource departments typically conduct activities which are designed to train and develop the organization's personnel, whether to deal with performance problems or help prepare an employee for a management role. Any organizational activities directed by human resource department may lead to the fulfilment of the organizational goals, said Schuler and Jackson (2013), Schuler and MacMillan (2015), Wright and Snell (1991).

1.7.3 Compensation

It can be defined as a pay and reward system that given to employees based on their performance result. It can be divided into two (2) which is monetary items such as incentives, commission and bonuses and non-monetary items as

such optical, dental and vacations. Compensation is one of the motivation factors that encourage employee to perform better and loyal to the organization. According to Ghebreorgis and Karsten (2016), the extent to which pay and rewards are fairly offered, employee benefit's position of a firm's pay relative to the pay of its competitors, firm's effort to maintain external equity, and the extent of compensation in line with organizational and job requirements.

1.7.4 Performance Appraisal

According to Dessler (2013), performance appraisal is defined as employees evaluation to how well do they do their jobs based on the performance standards. In general, performance appraisal is process in which an organization or by selected agency evaluate the company's employees in order to find out their performance level as well as using it as mechanism for promotion, firing and organizational decision making.

1.7.5 Training & Development

According to Edralin (2014), training can be defined as a special activities designed to assist learning of knowledge, attitude and skills among the employee in the company. It also helps to improve the specific job performance and achieving the organizational goals. On the other hand, development activities are aimed on the long-term by preparing future work responsibilities and the current work as well. Besides developing employee career progression, training and development also focus on training in technical training skills, counselling and other development programs.

1.8 Organization of the Thesis

The research paper is segregated into five chapters. It is explained in details for each chapter to get a better understanding about the relationship of human resource management practices towards employee organizational commitment.

Chapter One briefly explains about this research as a body of study which presented background of the study as an opening, describes the problem statement facing by the organization, determines the research questions and research objectives, identifies the scope and limitation of the study besides finding out definition of key terms used in this study.

Chapter Two expounds on the research literature that pertains to the subject matter of this study. This chapter shares how existing research views each variable of this study, and how this fits in with the overall theory of the study.

Chapter Three elaborates the methodology applied in this research. We explain the process of the development of the questionnaire for this study.

Chapter Four, data from all 254 questionnaires shall be analysed using SPSS (v21) for demographic analysis and SmartPLS.

Chapter Five discusses the research results. The chapter begins with reviewing how well the objectives of study were achieved, providing clear understanding of organizational commitment and human resource management practices. This chapter

is an outcome of the study. It summarize on the finding of the study, conclusion and suggestion for future research.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter present a review of previous studies and theory which applied in this research. The relationship between human resource management practices toward organizational commitment are discussed in a wider perspective and gives a clear understanding in defined its goals.

2.2 Organizational Commitment

Organizational commitment can be defined as individual psychological bonding towards the organization which involved strong loyalty and highest belief besides willingness of give out full efforts with higher commitment. According to Arnold (2005), organizational commitment shows a strong recognition of an individual's towards attachment with an organization. Marrow (1993) defined organizational commitment represent employee attitude and behavior. Employee are willing to sustain their participation due to their passion which are associated with organizational goals (Miller, 2003).

2.2.1 Definition and conceptualization of organizational commitment

The attitude shows by an employee reflect their feelings on loyalty, belief and involvement towards commitments (Morrow, 1993). Meyer and Allen (1991) define organizational commitment as a psychological attachment which build

up a strong relationship between employee and the organizations itself and their significance of participation in the organization.

They defined first dimension as effective commitment which are positive attachment and involvement to the organization. Employee will show up their positive work attitudes, better job performance and their loyalty to stay with the organization. Second dimension named as continuance commitment which employee will put their best effort and give a high commitment when the benefits and rewards offered to them are meet their expectations. Last dimension is under normative commitment where understanding of an employee when they are staying with the organizations.

He views attitudinal constructs such as high motivation, job involvement, job performance, and job satisfaction. According to Bateman and Strasser (1984); Mathieu and Zajac (1990), they defined organizational commitment as a characteristics of the job such as flexibility, responsibility, and role conflict; and other variables including age, gender, length of tenure.

There are multiple tools which can be used in order to manage and assessing employee commitment level. For employers which are having an interest in measuring employee's belief on the organizational goals, involvement to give a full commitment to organizations and have an intention to stay with the organization, they will find that Organizational Commitment Questionnaire (OCQ) developed by Mowday, Steers and Porter (1979) are useful. However,

for employers who want to measure employees' level in term of effective, continuance and normative, the Three-Component Organizational Commitment Scale designed by Allen and Myers' (1990) can be used as a measurement tools.

Another perspective by Becker (1960), Alluto, Hrebiniak and Alonso (1973) organisational commitment is the "exchanged-based definition" or "side-bet" theory. Based on the theory above, employee will committed to the organizations irrespective of how stressful they are. However, if there are alternative benefits, they will be willing to leave the organization.

Mowday, Porter and Steers (1982, p 26) said, support the "side-bet" theory by describing organisational commitment as a behaviour "relating to the process by which individuals become locked into a certain organisation and how they deal with this problem". This behavioural aspect of organisational commitment is explained through calculative and normative commitments.

Hrebiniak & Alutto (1972) view that the calculative or normative perspective refers to the commitment of employee to continue working for the organisation based on the notion of weighing cost benefits of leaving an organisation. Wiener and Vardi (1980, p 90) defined organisational commitment as "behavioural intention or reaction, determined by the perception of individual of the normative pressure".

2.3 Human Resource Management Practices

According to Decenzo and Robbins (2005), human resource management practices have four key function which are have a good planning in achieving organization goals and objective, organizing and developing organizational structure by having a job enrichment and teamwork in order to increase job satisfaction besides lower the turnover rate and absenteeism, ensure the right and capable people can lead on the right job and have a higher motivation, and last but not least control by monitoring activities involvement by an employee to meet their goals. This strategic approach are successfully achieve when the organization and employee itself working together to meet the right objective of organization.

2.3.1 Definition and conceptualization of Compensation

Sharkawi (2001) stated that rewards offered to employees are an individual process which motivates them to get them on payment with make some effort in achieving their goals. Employer believe that by offering a good compensation and benefits packages to their employee will motivate and influence them to have a better performance thus will have increase their productivity. Besides that, the pay system is also related to employee performance appraisal. Employee with a good rating in their performance appraisal has a greater reward in term of increment of salary and promotion.

2.3.2 Definition and conceptualization of Performance Appraisal

McGregor (1957) stating that the objective of performance appraisal can be

achieve when the organization have a systematic process on their increment of salary, directly informing the subordinate their work performance and changes of attitude, behaviors and skill, and also as a reference person of employee by their superior. Performance are measured valid if the data are accurate, standardized and timely which align with the compensation policies system (Burack, Elmer and Smith , 1977).

2.3.3 Definition and conceptualization of Training and Development

Training is one of the human resource management practices dimensions that important which can develop our attitude, behaviours and organizational commitment. By increasing the skill, motivation and knowledge of employees, it will enhance organizational commitment of the employees as well the intellectual capital of organization is enhanced too (Bulut & Culha, 2010)

According to Long ago, Cox (1984), he argued that training developed the employees as more valued entity by developing them ethically. This will increase their commitment towards organization. These are a few of the benefits of training for both employees as well as organisations. On the other hand, Rousseau, 1990 said, by learning more skills, employees expectations become high and they expecting to growth and look for opportunities. They start look for job alternatives and thinking to change the organization.

2.4 The Relationship between Variables

2.4.1 Relationship between Compensation and Organizational Commitment

Liza (2014) stating that the salary structure which design as a compensation strategy will motivates employee to commit themselves in the organization. This agreed by Rizal et al. (2014), compensation is influenced by the organizational commitment however it is not give any impact towards employee performance.

Malaysian Act 1955 shows that employers are compulsory to provide some kinds of benefit to their employees as this will affects to employees job productivity and performance as well as individual self-motivation. The remuneration offered to employees are reflects their individual capabilities.

2.4.2 Relationship between Performance Appraisal and Organizational Commitment

McGregor (1957) stating that the objective of performance appraisal can be achieve when the organization have a systematic process on their increment of salary, directly informing the subordinate their work performance and changes of attitude, behaviours and skill, and also as a reference person of employee by their superior.

2.4.3 Relationship between Training and Development and Organizational Commitment

Employees will feel more attached to the organization if they received full training support from their supervisors or organization. The sense of being supported for training is significantly related to the organizational commitment. In West, previous studies reported that support from supervisor for training and OC are significant (Bartlett, 2011; Bulut & Culha, 2010) but some other studies found insignificant relation (Filstad, 2011) or significant but negative relation (Smeenk, Eisinga, Teelken, & Doorewaard, 2006).

In Malaysia, Bashir & Long, 2015; Kadiresan, et al.,2015 showed that training-related to variables have a significant and positive relationship with organization commitment. Whereby Juhdi, Pa'wan and Hansaram (2013) found that Malaysia employees feel more committed to the organizations if they have skills and abilities to perform their jobs.

2.5 Summary

This chapter can concluded that literature of topic selected in order to complete the research. With the literatures, researcher can get the basic understanding of this topic and the bases for the next chapter. This chapter include the definition of organizational commitment, human resource management practices, the relationship between each of variables.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methodology that is used in achieving the objective of the research. The research methodology used for this study is inclusive of research framework, hypotheses development, research design, operational definition, instrumentation development, data collection and techniques of data analysis that would be elaborated respectively in this chapter.

3.2 Research Framework

Based on the discussion in Chapter 2, the framework for this research has been developed. This study has two categories that are independent variables and dependent variable. The independent variables in this study are the human resource management practices and the dimension of the human resource management practices are compensation, performance appraisal and training & development whereby the dependent variable is the organizational commitment. The detail of the research framework is explained in Figure 3.1 below.

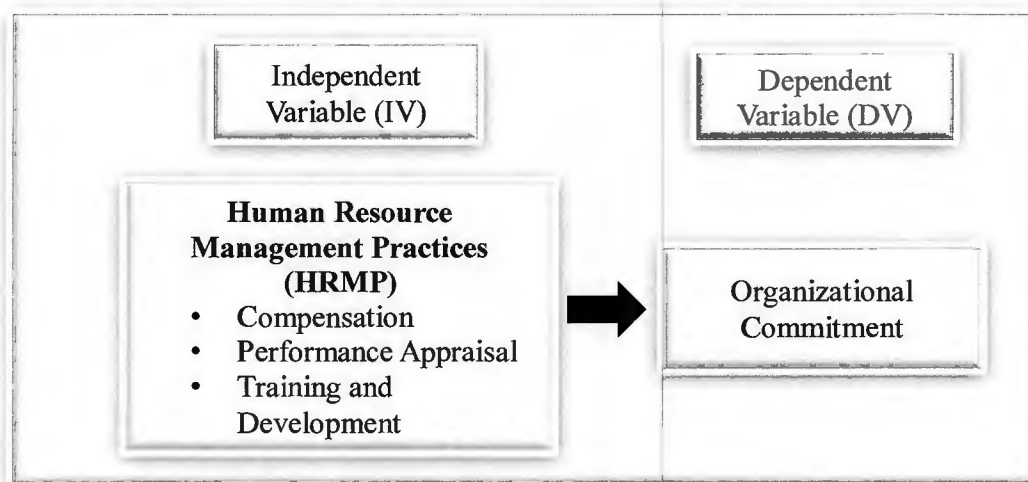


Figure 3.1: Research Framework

3.3 Hypotheses Development

Hypotheses are an unproven proposal about the aspect or occurrence that attracts the researcher (Sekaran, 1992). Hypothesis will be based on the researcher's question because it is just a statement fairly there is a question that need to be answered. Therefore, the research hypothesis for this study as follows:

H1: There is a positive relationship between organizational commitment and human resource management practices among employees in DHL Asia Pacific Shared Services Sdn Bhd.

3.4 Research Design

Research design is the plan for collecting and utilizing all of the data gathered so that the desired information can be obtained. In this study, as it is involves a number of respondents to gathered some information, quantitative data approach have been used. The data have been collected by distributes the questionnaire among the employees. To achieve the objective of this study, cross sectional method was applied in this case. Research design are included with the type of study, source of data, unit of analysis, population frame, sample size and sampling design.

Additionally, cross sectional survey has been used in detail. Cross sectional survey defines as a study that undertaken the data collected in order to answer the research questions (Sekaran, 2013). Moreover, Younf and Hagerty (2007) briefed that data from analysis is more objective and scientific that can be replicated and compared. The advantages of using quantitative analysis are that it allows reporting in summary results in numerical with a specific degree of confident.

3.5 Operational Definition

Operational definition is operationalizing based on the attitude dimensions, or aspects that according to the concept. It also defines the construct that need to be measured then change into visible and measureable component to expand an index of dimension of ideas (Sekaran, 2013). The purpose of operational part is to clarify the nature of the variables that involves and helps to link the theoretical constructs under the study.

3.5.1 Organizational Commitment

A strong individual attachment in a particular organization (Mowday et al., 1979). Becker (1960) stated that commitment as an individual engagement in a constant stage of activity.

3.5.2 Human Resource Management Practices

The capabilities of an organization strongly support by human resource management practices. According to Schuler and Jackson (1987), human resource management practices act as a system in the organization. The systems that can attract, develop, motivate and retain employees as well. This is to ensure it is successful implement and organizations will be able to sustain in the competitive market.

3.5.3 Compensation

Employee remuneration can be classified into monetary and non-monetary items. There are various components in compensation such as fixed pay, variable pay and equity pay. According to Amin et al. (2014) and Sardar at al.

(2011), employees should receive the compensation as just and at par with the current market rates.

3.5.4 Performance Appraisal

Employee individual performance with standard requirements as set by the company. The aim is for improvement, enhancement of motivation and identification of training needs. Individual performance appraisal also positively related with organizational performance.

3.5.5 Training and Development

Process in develop individual skills and knowledge. It will help to enhance individual competency. According to Juhdi, Pa'wan, and Hansaram (2013), they found that employees in Malaysia with skills and abilities to perform their jobs have high commitment with the organization.

3.6 Instrument Development

The main data is collected by using specific questionnaire to gather data, information and feedback from the employees as the respondents. Questionnaire is the common instrument being used in data collection in identifying and analysing the requirements and to measure the variables of interest.

3.6.1 Instrument

Questionnaire is the main instrument used in collecting the data in this study. Questionnaires were administered to employees in all DHL Asia Pacific

Shared Services Sdn Bhd. Questionnaires were used as the research instrument to gather the required data from all 254 respondents. The questionnaire was distributed to 300 respondents from various departments. The questionnaire was divided into three (3) major sections. The first section sought to access background information of the respondents. The second section investigated the company organizational commitment. The third sections asked questions regarding the remaining three variables in human resource management practice.

Table 3.1
Instrument and item used in the questionnaire

Variable	Number of items	Sources
<u>Section A</u> Background Information	10	General
<u>Section B</u> Organizational Commitment	18	Myer & Allen's 1997
<u>Section C</u> Human Resource Management Practices	15	Delery and Doty (1996), Tsui eer al. (1997) and Bigliardi et al. (2005)

3.6.2 Scale of measurement

In this study, 5 Likert had been applied in instrument development. The term described as per Table 3.2 below. Three scales utilised in this study seek to obtain particular information (Sekaran, 2001). Section two and section three used the Likert scale. Respondents were asked for every item in the questionnaire to show their degree of agreement or disagreement using five – Point Likert – type scales which make it easier for the respondents to comprehend the format and produce more precise answers. The latter scale is viewed as important in business research, and widely used, since it lends itself

to adjustment corresponding to the focus (Cavana et al., 2001).

Table 3.2
Five points Likert Scale for Dependent and Independent Variable

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

3.7 Data Collection

The primary data has been used as the main instrument to gather information from the respondents. The advantage of using the questionnaire is it minimizes the cost and the details of ambiguity amongst respondents that will lead to honest responses (Schermerhorn, 2000).

The questionnaire was administered in structured questions through Likert Scale. Specifically in data collection, the researcher used personal administered questionnaires to do the survey. The advantage is the researcher can get all the survey feedback in short period of time compared to mail or electronic questionnaires. The researcher can recognize the exact requirement to measure the important variable by using the questionnaire meanwhile the data will be collected effectively. Approximately 300 sets of questionnaires were distributed that consists to selected employees at DHL Asia Pacific Shared Services Sdn Bhd. The questionnaire was distributed through multiple channels such as application WhatsApp, emails and Google form. The respondents were given sufficient time to answer the questionnaire.

3.7.1 Population

According to Sekaran (1992) population refers to a total number of people from various groups of races. A specific group of individuals is used by the

researcher in the related subject. Hence, the target population for this research will be the employees that are working in DHL Asia Pacific Shared Services Sdn Bhd. The total numbers of employees that are working in the organization targeted by the researcher are 750 employees.

Table 3.3
Distribution of employees

Position	Total Employees
Junior Associate	220
Senior Associate	180
Specialist	98
Senior Specialist	72
Team Leader	48
Supervisor	45
Others	87
Total (N)	750

3.7.2 Sampling

Sample defines as a subset of the population. Sample size contributes selected members from the total population. According to Sekaran (1992), the procedures of probability sampling offers a feasible and well-organized with alternative unlimited design. The population of sample size of the respondents would be 300 with different grade level of employees in this organization. The questionnaires were sent out personally to the respondents to get faster response by using Google Form method.

3.7.3 Data Collection Procedures

The primary data has been used as the main instrument to gather information from the respondents. The questionnaire was administered in structured questions through Likert Scale.

Specifically in data collection, the researcher used personal administered questionnaires to do the survey. The advantage is the researcher can get all the survey feedback in short period of time compared to mail or electronic questionnaires. The researcher can recognize the exact requirement to measure the important variable by using the questionnaire meanwhile the data will be collected effectively.

Approximately 300 sets of questionnaires were prepared for distribution that consists of mentioned above. The questionnaire used WhatsApp as main medium to send to employees. The respondents were given sufficient time of more than one day to answer the questionnaire.

3.7.4 Pilot Test

Pilot Test is a questionnaire through interviewing significant employees in DHL to instantly detect confusion of items, if any. According to Cavana et al. (2001), the goal of pilot test a questionnaire is to refine the research instrument to ensure it has measurement items that cover all aspects of the variables being measured, and the wording of items are clear and understandable.

A total of 50 respondents were contacted during this pilot test activity. These 50 respondents were selected from different department that were not included in the main sample of study. This pilot test was conducted in a month of January 2018. The questionnaires were revised and modified by the researcher to rectify any inconsistencies that may have been highlighted following the respondents' completion of the questionnaire. The data were then analysed through SPSS version 21.0 for reliability.

Table 3.4 below shows the results for reliability investigation utilizing Cronbach's alpha value as a key determinant to accept the reliability to the variable.

Table 3.4
Reliability of Pilot Study

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.905	.945	33

3.8 Techniques of Data Analysis

To analyze the data, few steps have been taken. The feedback form from the respondent will be arranged according to the serial number. The feedback form has been checked to make sure the form has been answered and completed based on the data gathered. The purpose of checking is to ensure the collected data is accurate, trustworthy in information given, complete and arranged accordingly to shorten the coding and tabulation. Frequency analysis is used to generate the data from the demographic profiles. The frequency analysis produce an easy solution in generating and analyzing number of respondents based on gender, age, length of employment in the company, marital status and position in the organization. Additionally, it explains

that regression analysis is used to investigate the hypothesis and to verify the link between independent variables and dependent variables.

3.8.1 Data Coding

Data coding is the process of driving codes from the observed data. In qualitative research the data is either obtained from observations, interviews or from questionnaires. The purpose of data coding is to bring out the essence and meaning of the data that respondents have provided.

3.8.2 Cleaning of Data

This research is requiring the data cleaning process where significantly affect the final statistical results. The entire process is guided by the preliminary plan of data analysis, which was formulated in the research design phase. Cleaning the data requires consistency checks and treatment of missing responses, generally done through SPSS. Consistency checks serve to identify the data, which are out of range, logically inconsistent or have extreme values. The missing responses are treated carefully to minimise their adverse effects by assigning a suitable value (neutral or imputed) or discarding them methodically (case wise or pair wise deletion). Missing responses pose problems if their proportion to the total is significant (more than 10 percent).

3.8.3 Reliability Analysis

The most prominent test for inter-item consistency reliability is Cronbach's alpha coefficient. The Cronbach's Alpha is utilized to quantify the reliability of the instruments in the study and the most well-known type of interior

consistency reliability coefficient is between two scores going from 0 to 1.00. Sekaran and Bougie (2010) clarified that commonly reliability coefficient that considered average in the range of 0.60, and the 0.70 and above is considered as high reliability standards. It was found that the questionnaire items in this research are in the range of 0.6 to 0.8 which considered acceptable as the minimum benchmark of the minimum Cronbach's Alpha value is 0.50 indicated by Sekaran (2003).

3.9 Inferential Analysis

Inferential analysis uses statistical tests to see whether a pattern we observe is due to chance or due to the program or intervention effects. Researchers often use inferential analysis to determine if there is a relationship between an intervention and an outcome as well as the strength of that relationship.

Common statistical tests and the meaning of statistical significance are the things to consider before starting inferential analysis.

3.10 Summary

This chapter discussed the methodology of this research, which comprised of research framework, hypotheses development, research design, operational definition, instrument development, data collection and techniques of data analysis. The results of the analyses are presented in the next chapter.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

The main purpose of this study is to identify the relationship between independent variable which are compensation, performance appraisal and also training and development besides the dependent variables which is organizational commitment. The objective of this study is to achieve the research questions which have been emphasized in chapter one as well as to validate the hypotheses that be developed in chapter 1. Statistical Package of the Social Science (SPSS) version 21.0 was used to examine all the data. This data examined with descriptive analysis, reliability analysis, regression analysis and correlation analysis. Moreover, frequency analysis has been used to analyses the respondents' demographic characteristics such as gender, ethnicity, marital status and age. In this chapter, it deliberates the statistical methods used in analysing the sample data and interprets the findings correlated to the study's hypothesis.

4.2 Cleaning of Data

The process of inserting raw data from the questionnaire that has been received is the first step before the data analysed by SPSS software. Each data entered by using the coding system based on the item category and the number of questions in the questionnaires. The coding refers to the Table 4.1.

Table 4.1
Code List

Code List	Description
OC	Organizational Commitment
HRMP	Human Resource Management Practice

According to Allison (2002) that the data screening is to make sure the given set has been return to the researcher, an authentication process is followed that checks for the suitability of numerical codes for each of the values that has been placed in each variable under the study.

Data screening is defined as the process of exploratory error data and correcting them based on previous studies in data analysis (Allison, 2002). The showing may involve checking the unprocessed data. The purpose of data screening is to identify the outliers and handle the missing data. In this study, there is no missing and input errors have been found.

4.3 Demographic Analysis

Demography is the statistical study of the sampling size and background. This section will show descriptive analysis of demographic features like gender, ethnicity, marital status, age, highest education level, job category, employment status, working experience, number of years in the present company, and number of years in the present position. This statistic involves 300 respondents from DHL Asia Pacific Shared Services Sdn Bhd. The details as per Table 4.2 below.

Table 4.2
Respondents' demographic characteristics

Demographic	Characteristics	Frequency	Percentage (%)
Gender	Male	88	35
	Female	166	65
Ethnicity	Malay	180	71
	Chinese	20	7.8
	India	54	21.2
Marital Status	Single	164	64.6
	Married	90	35.4
Age	18 to 25 years old	52	20.5
	26 to 33 years old	121	47.6
	34 to 41 years old	73	28.7
	42 to 29 years old	8	3.1
	50 and above	0	0
Highest Education Level	Primary school certificate	0	0
	SRP/SPM/STPM	13	5.11
	Diploma or equivalent	66	26
	Bachelor's degree or equivalent	158	62.2
	Master's degree or higher	17	6.7
Job Category	Junior Associate	103	41
	Senior Associate	79	31
	Specialist	37	15
	Senior Specialist	17	6
	Supervisor	18	7
Employment Status	Permanent	248	97.6
	Contract	3	1.2
	Temporary	3	1.2

Working Experience	0-5 years	117	46
	6-10 years	62	24.5
	11-15 years	64	25.2
	16-20 years	8	3.1
	More than 20 years	3	1.2
Number of years in the present company	Less than 1 year	97	38
	1-5 years	97	38
	6-10 years	31	12
	11-20 years	29	11
	More than 20 years	0	0
Number of years in the present position	Less than 1 year	109	43
	1-5 years	119	46.8
	6-10 years	15	5.9
	11-20 years	11	4.3
	More than 20 years	0	0

4.3.1 Respondent Rate

For this research, researcher has distributed 300 questionnaires to the employees at DHL Asia Pacific Shared Services Sdn Bhd. Since March until June, only 273 returned and based on Krejcie and Morgan sampling only required 254 for 750 populations. The distribution channels including application WhatsApp, emails and Google form. Table 4.3 shown frequency of questionnaire distributed.

Table 4.3
Frequency of questionnaire distributed

Items	Total set of questionnaire
Number of questionnaire distributed	300
Number of questionnaire collected back	254
Number of questionnaire used for the analysis	254

4.4 Descriptive Analysis

The descriptive analysis is to analyse the demographic data. By using the descriptive analysis, researchers also can test the objectives of this study. Frequency distribution is used for this study to obtain a count of responses associated with various values of the variables. In addition, the researchers used this analysis by analysing the raw data from the questionnaires to find the mean value of the variables.

4.5 Reliability Analysis (Cronbach's Alpha)

Cronbach's Alpha is one of the most general tests used for reliability analysis (Coakes, Steed & Ong, 2010). Furthermore, Cronbach's Alpha analysis shows that it has become an average covariance between the items when item is not standardized and when the item is standardized, the average will be correlation within the test. It is because the correlation of coefficient is interpreted by Cronbach's Alpha gives value in the range of 0 to 1.

According to Sekaran (2003), the focus of the Cronbach's Alpha is to test for consistency and stability. The reliability coefficient explains how could one variable is positively correlated with another variables. The higher internal consistency reliability can be seen when Cronbach's Alpha is closer to 1 that is called better. Scores that is more 47 than 0.8 is considered good, meanwhile scores of 0.7 is acceptable and scores less than 0.6 is considered poor.

Table 4.4 below shown the rules-of-thumb of Cronbach's alpha coefficient range (Hair, Black, Babin, Anderson and Tatham, 2010).

Table 4.4
Cronbach's Alpha Coefficient Range

Strength Level	Alpha Coefficient Range
Poor	< 0.6
Moderate	0.6 - < 0.7
Good	0.7 - < 0.8
Very Good	0.8 - < 0.9
Excellent	≥ 0.9

Table 4.5
Reliability Statistics Item -Total Statistics

Scale	Number of items	Cronbach's Alpha (α)	Strength of Association
Organizational Commitment	18	0.920	Excellent
HRM Practices	15	0.870	Very Good
Compensation	5	0.618	Moderate
Performance Appraisal	5	0.855	Very Good
Training and Development	5	0.867	Very Good
Overall (IV and DV)	33	0.931	Excellent

Reliability test were conducted for both independent and dependent variable that are the organizational commitment, HRM Practices and job satisfaction by using the Cronbach's Alpha. The value from 0 to 1 might defined as the better consistency reliability but according to Malhotra (2000) that the value 0.6 for the scale still considered acceptable and reliable.

For the total Cronbach's Alpha in reliability statistics shows (0.931). The consistency score shows in the table are acceptable and reliable. Moreover, the Cronbach's alpha for the organizational commitment shows (0.920) with 18 items and human resource

management practices shows Cronbach's alpha (0.870) with 15 items. The above table shows that all the value in the level of 0.8 is very good and excellent.

4.5.1 Reliability of measurement tools

The reliability of the measurement tool was then evaluated. According Oppenheim (2000), reliability means consistency and this is a precondition for validity. It reflects the accuracy of the measures of scale, specifically for consistency and stability, for which the reliability coefficient is an indicator (Cavana et al., 2001; Sekaran, 2000; Bryman & Cramer, 1990). All quantitative data from section 3, 4 and 5 were subjected to the reliability test to evaluate the internal consistency of the questionnaire items.

The variable used to measure the inter-item consistency reliability for this study was the Cronbach coefficient alpha. It is the most popular test (Cavava et al., 2001; Sekaran, 2000) and is widely accepted by (Bryman & Cramer, 1990). Each section of the three measurement tools in the questionnaire was subjected to the reliability test and also the total items of the questionnaire, and this was then followed by calculating the corrected item-total correlation to examine the item analysis. The findings of the reliability test for each section of the questionnaire are explained in Table 4.6 below.

Table 4.6
Results of reliability analysis

Sections	Variables and Dimensions	Number of Items	Cronbach's Alpha
A			
Dependent Variables	Organizational Commitment	18 items	0.920
	Affective Commitment	6 items	0.882
	Continuance Commitment	6 items	0.847
	Normative Commitment	6 items	0.866
B			
Independent Variables	Human Resource Management Practices	15 items	0.873
	Compensation	5 items	0.618
	Performance Appraisal	5 items	0.855
	Training & Development	5 items	0.867
	All items	33 items	0.931

4.5.2 Mean of Main Variables

Mean defines as the average value of data set Fah and Hoon (2009). Mean and standard deviation can be used to deliberate figures that can use to report essential propensity. Meanwhile, standard deviation is used to calculate the “dispersion” or “spread”. It is required to identify the means and standard deviations of each variable to test the significance between the independent and dependent variables. Following table represent the mean, standard deviation, minimum and maximum values of all variables.

Table 4.7
Mean of Main Variables (n=254)

	N	Mean	Std. Deviation
MEAN VALUE HRMP	254	3.6013	.70150
MEAN VALUE OC	254	3.3683	.59634
Valid N (listwise)	254		

As displayed in the Table 4.7 above, the mean value for independent variable which is human resource management practice is 3.60 are within 1-5 Lickert scale. It means, the mean value among respondents in this study was quite high. As for the mean of dependent variable which is organizational commitment, the mean value is 3.37 which means the value is quite high as well.

Following findings describe the responses received from each of the element in the variable construct. The dependent variable in this study is organizational commitment. This variable contains 18 questions to evaluate by respondents. In this research the respondents requested to answer from the range strongly disagree to strongly agree for every question that specified. For an example 1 for Strongly Disagree, 2 for Disagree, 3 for Neutral, 4 for Agree and 5 for Strongly Agree.

4.6 Inferential Analysis

Inferential statistics will makes inferences regarding populations based on data drawn from the population. The statistician will collect a sample or samples from the employees at DHL and makes inferences about the entire population using the sample instead of using the entire population to gather the data.

4.6.1 Hypothesis Testing

Hypothesis testing in the correlation coefficient analysis result has been shown the magnitude and direction of relationship of independent variables and dependent variables in this study. The relationship between variables is useful to test the developed hypothesis. Multi regression analysis has been use to test the relationship as per hypothesis develop in this study. Correlation and

regression analysis was applied to test the hypothesis which was developed as above. The details of the analysis were explained below.

Table 4.8
Hypothesis Testing

H1	There is a positive relationship between organizational commitment and human resource management practices among employees in DHL Asia Pacific Shared Services Sdn Bhd.	Accepted
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4.6.2 Correlation Analysis

Correlation was taken to identify the relationship between variables. The objective of a correlation analysis is to quantify whether the variables correlate to each other.

According to Sekaran and Bougie (2010), correlation analysis used to determine the strength of the relationship between two (2) or more variables. In this study, correlations test was used to measure the relationship between independent (IV) variable which is Human Resource Management Practices and dependant variable (DV) organizational commitment. The symbol of correlation is (r), and it range from -1.0 to 1.0. The value of -1.0 means a perfect negative correlation while a value of 1.0 represents a perfect positive correlation. The value of 0.0 represent a lack of correlation. The closer the measurement to 1,0. The more likely the relationship is statistically significant (Muchinsky, 1993). The guideline on the strength of relationship based on Pearson correlation coefficient (Cavanna *et al*, 2001) are shown in the following Table 4.9.

Table 4.9
The Strength of Relationship of Correlation Coefficient

No.	Correlation Coefficient	Strength of relationship
1	0.10 to 0.29 or -0.10 to -0.29	Weak
2	0.30 to 0.49 or -0.30 to -0.49	Moderate
3	0.50 to 1.00 or -0.50 to -1.00	Strong

Cavanna *et al*, 2001

Correlation was taken to identify the relationship between variables. The objective of a correlation analysis is to quantify whether the variables correlate to each other.

Based on the Table 4.9 above, it shows the correlation coefficient between variable towards dependent variable which is organizational commitment. Refer to the above correlation result Table 4.10, the coefficient value for correlation between organizational commitment and human resource management practices was 0.63. It shown there moderate relationship for both variables. However correlation analysis cannot determined to what extend HRMP explained for Organizational Commitment among the respondents in this study. Thus, the data was subjected to regression analysis, the result explained below.

Table 4.10
Correlation Matrix

Variables	OC	HRMP
Organizational Commitment (OC)	1	
Human Resource Management Practices (HRMP)	.635**	1

4.6.3 Regression Analysis

Since the researcher used the Linear Regression, then the researcher will use the value of R Square to test the goodness of fit. The value of R Square shows the value of 0.403. Thus, it can be said that there are about 40% of the total variation organizational commitment in DHL of which has been explained by compensation, performance appraisal and training and development. Meanwhile, the other 60% are explained by the other factors

Table 4.11
Result for Regression Analysis for HRMP and Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.635 ^a	.403	.401	8.30814

a. Predictors: (Constant), TotalHRMP

b. Dependent Variable: TotalOC

Table 4.12
Hypothesis Testing

Hypothesis	Hypothesis	Result
H1	There is a positive relationship between organizational commitment and human resource management practices among employees in DHL Asia Pacific Shared Services Centre Sdn Bhd.	Accepted

4.7 Summary

This chapter discusses the findings for the hypotheses and research objectives that have been set at the beginning of the research. The descriptive findings for each of the variables are also presented in table forms while the hypotheses were tested using the appropriate test method. Qualitative analysis was also conducted to answer the objective of this research. The findings for the hypotheses testing are H_1 are accepted.



CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter provides a summary of what has been found in relation to the analysis and interpretation of findings based on the conclusions.

5.2 Recapitulation of the study

The objective of this research is to investigate the relationship between organizational commitments towards human resource management practices among DHL. The findings indicated that the objective of the research was accomplished. There is positive relationship between organizational commitment and sub-dimensions towards human resource management practices among employees in DHL. The sub-dimensions for human resource management practices are i) compensation ii) performance appraisal and iii) training and development.

5.3 Discuss on Research Objectives

5.3.1 Research Objective 1: To access level of Human Resource Management Practices.

The first research objective for this research was to access level of Human Resource Management Practices among respondents. According to the result in Chapter 4, Table 4.7 above, the mean value for Human Resource

Management Practices of the respondents was 3.60 for scale 1 to 5. The result explained the understanding of human resource management practices is quite high among the respondents.

Referring to the demographic table shown that the number of years in the present company less than 1 year 38.2 percent. Maximum 11 to 20 years is 11.4 percent. It indicates that there are loyal employees working in DHL. This is because DHL always open the opportunity for career progression and marketable benefits.

5.3.2 Research Objective 2: To access level of Organizational Commitment.

The second research objective is to access level of Organizational Commitment among the respondents in DHL. According to the result in Chapter 4, the mean value for organizational commitment was 3.36 for scale 1 to 5. It had shown the organizational commitment also quite high. Refer to the respondent demographic frequencies analysis, Table 4.2 above working 20 years or more with DHL where the respondent is still loyal towards the company.

5.3.3 Research Objective 3: To determine the relationship of Organizational Commitment and Human Resource Management Practices.

To answer this research objective, correlation and regression analysis was conducted to get the related result. Similarly, hypothesis testing has been developing based to the previous study. Correlation analysis revealed that there is strong correlation between human resource management practice and organizational commitment and regression analysis indicate that 40% of organizational commitment explained but human resource management practice.

5.4 Limitations

In implementing this research, researcher faced some limitations. The limitations may contribute to the difficulties in ensuring the process flows smoothly and systematically. The limitations are appended below:

5.4.1 Time Constraint

This research is conducted as a study project so there would be limitation of time. Since this research was conducted during working hours, the opportunity in expanding information and data regarding this research is limited.

5.4.2 Insufficient cooperation

The cooperation from the respondents a bit slow and researcher need to follow up closely. The researcher found it was quite difficult to get cooperation from the respondents due to insufficient time to answer the questionnaire and not be

able to respond fast even though researcher using Google form and Whatsapp is the main platform for distribution.

5.4.3 Unavailability and unreliable data

Lack of available and reliable data gathered during the process has limited the scope of data analysis, people tend to be innocent and fear to reveal their comments, and the size of samples should be larger and should also involve managerial level.

5.4.4 Limited Sources

Researchers faced limited references and information sources due to either no information or limited information available in organization. On top of that, there are no previous researches done the related issue.

5.5 Recommendation

5.4.1 Compensation

a) To review the language allowance

As shared services centre market now is very competitive, researcher would recommend DHL to review the language allowance provided to the employee. In DHL, they have several positions required foreign languages such as Korean, Japanese, Vietnamese, Thailand and French. By increasing the language allowance, it will motivate those employees to stay and loyal with the organization.

b) Continues to offer total rewards to their employees

The researcher recommends that DHL continues to offer total rewards to their employees that includes intrinsic and extrinsic, that can leads to motivation and engagement levels among their employees. Researchers also recommend that the evaluation of rewards is based on the team or group instead of individual approach. Hence the management can change their strategies in form of rewards so that employees can find them favourable and positive.

5.4.2 Performance Appraisal

a) Provide feedback

It is good to provide feedback either positive or negative during performance appraisal and documented for future improvement. Most of the company practicing twice yearly which is mid-year review or end year review to assess employee progression. The performance appraisal is one of the useful discussion platforms between employees and supervisor or manager. It consolidates employee performance information in one form. The summary of the discussion provides a running record of employee performance discussions for the year. One of the effective methods is lecture. Summarize the discussion with positive thought, reinforcing and future development for the employees.

5.4.3 Training and Development

a) Apply coaching skills during “Gemba” walk

Gemba walk is the term used to describe personal observation of work. Leader may practicing a daily Gemba walk to observe where and what the work that are being done. Hence, the researchers suggest during the Gemba walk,

leaders may coach their subordinates based on their observations. By establish a great coaching relationship between leaders and employees; it may improve every interaction and makes management far easier. Effective coaching will create more trust for both sides and keep the door for better improvement in future.

b) Develop standard organization training module as part of soft skills development module for all employees.

At DHL, researchers recommend that the company should send or conduct training and development programs since the company provide limited training and development programs for their employees. The purpose of having a training program in the company is to ensure that employees can improve their knowledge, skills and abilities. Besides, the employees are participating in activities such as team building during the training and development programs to improve communication among employees and to reduce the gap between employees as well as to have a good relationship, cooperation and tolerance.

5.6 Conclusion

This chapter will conclude all the findings, analysis and discussion related to organizational commitment which has been discovered in DHL from this research. From the research and all the data that has been gathered, all the independent variables such as compensation, performance appraisal and training and development correlates significantly well with organizational commitment. Meanwhile, changes to

any of these Independent Variables, will give a direct linear change to Organizational Commitment which acts as Dependent Variables, which can conclude that all the three independent variables are the main drivers to organizational commitment. So, it will significantly influence the result of DHL organizational commitment score.

It has been concluded that the factors influencing organizational commitment in DHL are from these three independent variables i.e.: Compensation, Performance Appraisal and Training and Development. However, the other factors such as business objectives, career growth, continuous improvement, job security, organizational policy and work life balance should not be neglected. They may be used as the independent variables for further research in the future. From the questionnaire survey, majority of the respondents are highly engaged in working with DHL, however when it comes to compensation, they are still considering for other factors. An employee is an asset of DHL which can build the growth of an organization; the management should improve the working conditions.

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APPENDIX A

SURVEY QUESTIONNAIRE, ENGLISH VERSION



COLLEGE OF BUSINESS

UNIVERSITI UTARA MALAYSIA

Dear Sir/Madam

I am Norazila Binti Othman, a Master of Human Resource Management student from Universiti Utara Malaysia (Matric no: 821323), currently conducting a research entitled "The relationships of Human Management Practices towards Organizational Commitment". In endeavoring to conduct this research data will be collected from DHL Asia Pacific Shared Services Centre's employees.

Fortunately you have been nominated to take part in this research and may I ask that you kindly complete the questionnaire enclosed. I assure you that it would not take longer than 30 minutes as your cooperation will contribute to improving the HRM Practices on organizational commitment at DHL Asia Pacific Shared Services Sdn Bhd.

All data provided will be treated as confidential and will only be used for this academic research. Thank you for your cooperation

Yours sincerely,
Norazila Binti Othman
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Questionnaire

Section A: Background Information

Please tick (x) in the appropriate box or fill the space provided.

No	Items	Details	
1.	Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female
2.	Ethnicity	<input type="checkbox"/> Malay <input type="checkbox"/> Indian <input type="checkbox"/> Other (Please specify:.....)	<input type="checkbox"/> Chinese
3.	Marital status	<input type="checkbox"/> Single <input type="checkbox"/> Other (Please specify:.....)	<input type="checkbox"/> Married
4.	Ageo	<input type="checkbox"/> 18-25 <input type="checkbox"/> 34-41 <input type="checkbox"/> 50 and above	<input type="checkbox"/> 26-33 <input type="checkbox"/> 42-49
5.	Highest education level	<input type="checkbox"/> Primary school certificate <input type="checkbox"/> SRP / SPM / STPM <input type="checkbox"/> Diploma or equivalent <input type="checkbox"/> Bachelor's degree or equivalent <input type="checkbox"/> Master's degree or higher	

6.	Job category	<input type="checkbox"/> Junior Associate <input type="checkbox"/> Senior Associate <input type="checkbox"/> Specialist <input type="checkbox"/> Senior Specialist <input type="checkbox"/> Other (please specify :) Job title:
7.	Employment status	<input type="checkbox"/> Permanent <input type="checkbox"/> Contract <input type="checkbox"/> Temporary
8.	Working experience	<input type="checkbox"/> 0-5 years <input type="checkbox"/> 6-10 years <input type="checkbox"/> 11-15 years <input type="checkbox"/> 16-20 years <input type="checkbox"/> 20 years or more
9.	Number of years in the present company	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1-5 years <input type="checkbox"/> 6-10 years <input type="checkbox"/> 11-20 years <input type="checkbox"/> More than 20 years
10.	Number of years in the present position	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1-5 years <input type="checkbox"/> 6-10 years <input type="checkbox"/> 11-20 years <input type="checkbox"/> More than 20 years

Section B: Organizational Commitment

Please tick (x) in the appropriate box to indicate your level of agreement for each statement below.

1-strongly disagree 2-disagree 3-neutral 4-agree 5-strongly agree

Item	Statement	1	2	3	4	5
1.	It would be very hard for me to leave my job at this organization right now even if I wanted to.					
2.	I would be very happy to spend the rest of my career in this organization.					
3.	I do not feel any obligation to remain with my organization (External).					
4.	I really feel as if this organization's problems are my own.					
5.	Too much of my life would be disrupted if I leave my organization.					
6.	Even if it were to my advantage, I do not feel it would be right to leave.					
7.	I feel like 'part of my family' at this organization.					
8.	I would feel guilty if I left this organization now.					
9.	I feel 'emotionally attached' to this organization.					
10.	This organization deserves my loyalty.					
11.	Right now, staying with my job at this organization is a matter of necessity as much as desire.					
12.	This organization has a great deal of personal meaning for me.					
13.	I believe I have too few options to consider leaving this organization.					
14.	I feel a strong sense of belonging to this organization.					
15.	I would not leave my organization right now because of my sense of obligation to it.					

16.	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.					
17.	I owe a great deal to this organization.					
18.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.					

Section C: HRM Practices

Please tick (x) in the appropriate box to indicate your level of agreement for each item below.

1-strongly disagree 2-disagree 3-neither agree nor disagree 4-agree 5-strongly agree

Item	Statement	1	2	3	4	5
1.	I am satisfied with the financial compensation (incentive and bonuses) offered by this organization.					
2.	Extensive training and development programs are offered by the organization to improve my job skills.					
3.	The amount of incentive and bonuses that I obtained depends on my individual effort.					
4.	My performance is determined based on the achievement of my personal performance target.					
5.	The training provided by the organization helps me to enhance my work performance.					
6.	I am satisfied with the process used to determine my non-financial rewards (awards and benefits).					
7.	Training programs offered by the organization help me to develop varieties of skills and ability.					
8.	Besides the achievement of individual target, my performance is also being evaluated based on the 'persistence' obtained.					

9.	The amount of income i receive reflects on what I deserve.					
10.	Performance target is based on the agreement between me and my superior.					
11.	Career counseling and planning assistance are provided to all agents.					
12.	My performance is evaluated based on my performance target.					
13.	Rewards (incentive, bonuses, awards and benefits) that I receive depends on my performance target.					
14.	Opportunities for advancement are available to all employees.					
15.	My performance standard is based on my personal performance target.					

Questionnaire finish.

Thank you for your time and participation.