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



**Dissertation Submitted to  
School of Business Management,  
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Resource Management**



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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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## LIST OF ABBREVIATIONS

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



# 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,

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## APPENDIX A

### SURVEY QUESTIONNAIRE, ENGLISH VERSION



COLLEGE OF BUSINESS

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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  
College of Business,  
Universiti Utara Malaysia  
06010 Sintok,  
Kedah.  
017 3633842, azila276@gmail.com, norazila.othman@dhl.com

## 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.