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**FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES**

**HUMAN RESOURCE PRACTICE INFLUENCE EMPLOYEE  
ORGANIZATIONAL COMMITMENT:  
A CASE STUDY AT DEPARTMENT OF STATISTICS MALAYSIA**

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## **ABSTRACT**

Commitment of employees is an important variable for improving the performance of organizations. Organizational commitment of employees has been found to be a function of other organizational variables or several other factors. This study explored factors influencing employee organizational commitment in Department of Statistics Malaysia. The objectives of the study are to determine level of understanding by employee on employees' commitment factors influence towards organization commitment, to examine level of employee organizational commitment, and to explore which human resource practices more influence to employees' organizational commitment. This survey use the data collection technique of questionnaire using simple random sampling sample where 130 have been distributed and 100 best questionnaires used for findings analysis. This research show the level of understanding employee commitment based on organizational commitment and Human Resource Practice.

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## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction

The dynamic nature of human resource management in recent decades affirms the need for more research studies on the impact of human resource practices on employee organizational commitment. Meyer and Allen (1997) believe that the relationship between human resource practices and employee commitment should be examined more fully. They asserted that additional research is needed to identify the antecedents associated with the multiple domains of employee commitment. Human resource practice is important in order to ensure organization owned asset to run their organization effectively. Human resource practice become a link between organizational and employee.

People are the key to success in today's highly competitive global economy (Kreitner and Kinicki, 2001). Commitment of employees is an important variable for improving the performance of organizations. Most studies on commitment focus on the organization as a whole (Nijhof et. al, 1998). There is distinction between organizational commitment and task commitment (Peeters and Meijer, 1995).

Employee commitment is when the degree to which an employee feels devoted to the tasks that make up the job, and the degree to which an employee finds tasks to be personally relevant. Organizational commitment can be defined as an individual's psychological bond to the organization, including a sense of job involvement, loyalty and a belief in the values of the organization (O'Reilly, 1989). In other word, it is employee obligation, dedication and loyalty to the organization where they work. When there is commitment or loyalty to an organization, the feelings of willingness to remain with an organization arise, and reduce turnover and increase job performance. In this study, it is more toward organizational commitment.

## CHAPTER 2

### LITERATURE REVIEW & CONCEPTUAL FRAMEWORK

#### 2.1 Literature Review

This chapter provides a review of literature on human resource practice influence employee organizational commitment and conceptual framework of the study.

##### 2.1.1 Introduction

A study of organizational commitment is a vital aspect in the organizational process to identify Human Resources practices that are most likely contributing to the high commitment level among employees (Chai Lee Kian, 2006). In this chapter, we will explore into concepts and theoretical views of organizational commitments and the factors that influence organizational commitment. This chapter discusses the topics and issues from previous studies.

##### 2.1.2 Concept of Organizational Commitment

Hall et.al (1970) defined organizational commitment as the “process by which the goals of the organizations and those of the individual become increasingly integrated and congruent”. Sheldon (1971) defines organizational commitment as an attitude or an orientation towards the organizations, which links or attracts the identity of the person to the organizations. Salancik (1977) defines organizational commitment as “a state of being in which an individual becomes bound by actions to beliefs that sustains activities and involvement”. Porter et.al (1974), defined organizational commitment as “the strength of an individual’s identification with and involvement in a particular organization”. They characterize it by three psychological factors: desire to remain in an organization,

## CHAPTER 3

### RESEARCH METHOD

#### 3.1 Introduction

This section explains and justifies the research strategy chosen. Research design issues, which include the sampling technique, questionnaire, procedure and data analysis techniques, are addressed.

#### 3.2 Research Design

The research design selected in this study is a quantitative. The study depends mainly on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. The study is confined to a few selected. Multi-Stage Random Sampling Method was used in the study to select the sample.

#### 3.3 Unit of Analysis

This study will address the factors of employee commitment to organization in Department of Statistics Malaysia, Sarawak. Therefore the unit of analysis will be the employees from various level of employee in Department of Statistics Malaysia, Sarawak.

Units	Sample	Illustrative
Individuals	Employee of Department of Statistics Malaysia, Sarawak	Factors influencing employee commitment in organization.

Figure 3.1: Unit of analysis of study.