

**THE FACTORS THAT INFLUENCE EMPLOYEE RETENTION
AND ITS IMPACT ON ORGANIZATIONAL CITIZENSHIP
BEHAVIOR AND JOB EMBEDDEDNESS: A STUDY AT THE
PUBLIC SECTOR ORGANIZATIONS IN MALAYSIA**

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UNIVERSITI SAINS ISLAM MALAYSIA

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ORGANIZATIONS IN MALAYSIA**

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DOCTOR OF PHILOSOPHY IN
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AUTHOR DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

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ABSTRAK

Penyelidikan berkaitan dengan pengekalan pekerja adalah sangat signifikan untuk dikaji, semestinya di dalam konteks organisasi sektor awam di Malaysia. Ini adalah kerana tahap pengekalan pekerja dalam konteks ini dianggap adalah tinggi. Oleh sebab itu, penyelidikan ini dijalankan untuk mengenalpasti tiga isu-isu berkaitan dengan pengekalan pekerja dalam lingkungan konteks ini. Pertama, untuk mengkaji faktor-faktor yang mempengaruhi pengekalan pekerja. Secara spesifik, kajian ini menguji kesan amalan pengurusan sumber manusia, budaya pembelajaran organisasi, kepimpinan transformasi, sokongan rakan sekerja terhadap pengekalan pekerja. Kedua, untuk mengkaji kesan-kesan pengekalan pekerja terhadap kelakuan kewarganegaraan organisasi serta pengukuhan pekerjaan. Ketiga, untuk menyiasat peranan-peranan pengekalan pekerja sebagai agen pengantaraan dalam hubungan antara amalan pengurusan sumber manusia, budaya pembelajaran organisasi, kepimpinan transformasi, sokongan rakan sekerja, kelakuan kewarganegaraan organisasi serta pengukuhan kerja. Data penyelidikan ini telah dikumpulkan melalui soalan kaji selidik terhadap 1110 pekerja sokongan di dalam organisasi sektor awam di Putrajaya, Malaysia. Data telah dianalisis dengan menggunakan teknik Model Persamaan Struktur. Kajian ini telah menemukan tiga faktor-faktor yang mempengaruhi pengekalan pekerja dalam konteks organisasi sektor awam di Malaysia. Faktor-faktor berkenaan adalah amalan pengurusan sumber manusia, budaya pembelajaran organisasi dan sokongan rakan sekerja. Justeru, kajian ini menyediakan bukti secara empirikal berkaitan dengan pengekalan pekerja sebagai agen pengantaraan dalam hubungan diantara faktor-faktor pengekalan (amalan pengurusan sumber manusia, budaya pembelajaran organisasi, kepimpinan transformasi dan sokongan rakan sekerja) serta kelakuan kewarganegaraan organisasi dan pengukuhan kerja.

ABSTRACT

Research related to employees' retention is very significant, particularly in the context of public sector organization in Malaysia. It is due to the level of employee retention in this context is considered high. Therefore, this study is conducted to address three issues related to employee retention in this context. First, to examine the factors that influence employee retention. Specifically, this study examine the effect of human resource management practice, organizational learning culture, transformational leadership and peer support on employee retention. Second, to examine the impact of employee retention on organizational citizenship behaviour and job embeddedness. Third, to investigate the role of employee retention as a mediator in the relationship between human resource management practice, organizational learning culture, transformational leadership and peer support, organizational citizenship behaviour and job embeddedness. The data of this study have been collected through survey among 1110 supporting staff employees of public sector organization that based in Putrajaya, Malaysia. The data have been analysed with structural equation model technique. This study has found three factors that influence employee retention in the context public sector organizations in Malaysia. The factors are human resource management practice, organizational learning culture and peer support. In addition, this study provides empirical evidence about the role of employee retention as a mediator between retention factors (human resource management practice, organizational learning culture and peer support) and organizational citizenship behaviour and job embeddedness.

الملخص

تعتبر البحوث المتعلقة باحتفاظ الموظفين مهمة جدا، ولا سيّما في سياق تنظيم القطاع العام في ماليزيا. ويرجع ذلك إلى مستوى الاحتفاظ بالموظفين في هذا السياق يعتبر عالية. ولذا يتم إجراء هذه الدراسة لمعالجة ثلاث قضايا تتعلق باحتفاظ الموظفين في هذا السياق. أولا، فحص العوامل التي تؤثر على الاحتفاظ بالموظفين. وعلى وجه التحديد، تبحث هذه الدراسة عن تأثير ممارسات إدارة الموارد البشرية، ثقافة التعلم التنظيمي، القيادة التحويلية ودعم الأقران على الاحتفاظ بالموظفين. ثانيا، دراسة تأثير الاحتفاظ بالموظفين على سلوك المواطنة التنظيمية والتكامل الوظيفي. ثالثا، تحقيق دور الاحتفاظ بالموظفين كوسيط في العلاقة بين ممارسات إدارة الموارد البشرية، ثقافة التعلم التنظيمي، القيادة التحويلية ودعم الأقران، سلوك المواطنة التنظيمية والتكامل الوظيفي. وقد جمعت بيانات هذه الدراسة من خلال مسح شمل ١١١٠ من موظفي القطاع العام العاملين في بوترا جايا، ماليزيا. تم تحليل البيانات باستخدام تقنية نموذج المعادلة البنيوية. وقد وجدت هذه الدراسة ثلاثة عوامل تؤثر على الاحتفاظ بالموظفين في سياق القطاع العام في ماليزيا. وتلك العوامل هي ممارسات إدارة الموارد البشرية، ثقافة التعلم التنظيمي ودعم الأقران. وبالإضافة إلى ذلك، توفر هذه الدراسة أدلة تجريبية حول دور الاحتفاظ بالموظفين كوسيط بين عوامل الاحتفاظ (ممارسة إدارة الموارد البشرية، ثقافة التعلم التنظيمي ودعم الأقران) وسلوك المواطنة التنظيمية والتكامل الوظيفي.

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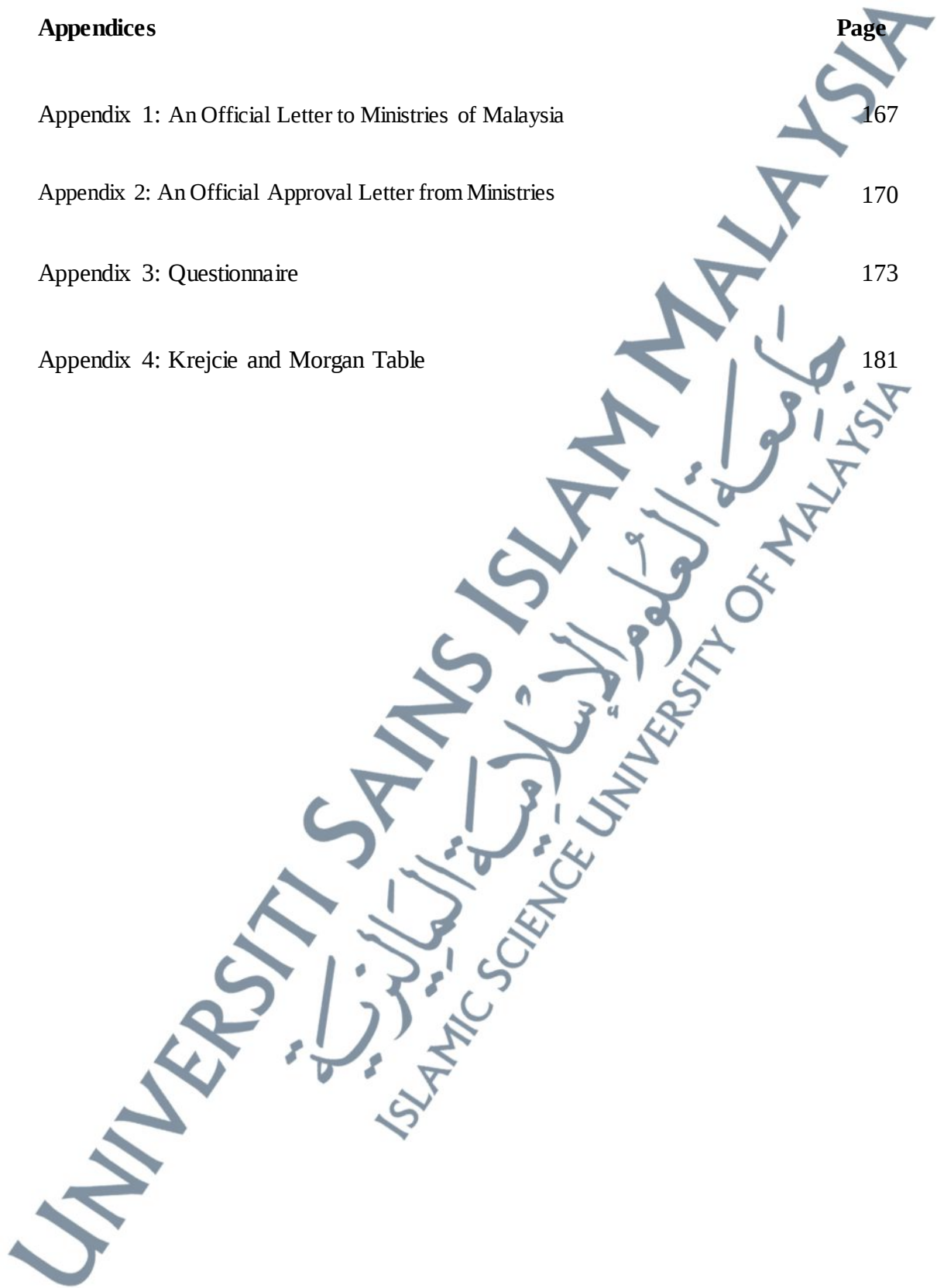
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Appendix 3: Questionnaire

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Appendix 4: Krejcie and Morgan Table

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LIST OF ABBREVIATIONS

n.d.	no date/no year
OLC	Organization Learning Culture
OCB	Organization Citizenship Behavior
HRMP	Human Resource Management Practice
TL	Transformational Leadership
PS	Peer Support
SEM	Structural Equation Modelling
MLE	Maximum Likelihood Estimation
CFI	Comparative Fit Index
RMSEA	Root Mean Square Error of Approximation
AVE	Average Variance Extracted
SET	Social Exchange Theory
JET	Job Embeddedness Theory
PSD	Public Service Department