

**THE EFFECT OF HUMAN RESOURCE MANAGEMENT
PRACTICES AND SERVANT LEADERSHIP ON ORGANIZATIONAL
COMMITMENT: THE MEDIATING ROLE OF ORGANIZATIONAL
LEARNING CAPABILITY IN A MALAYSIAN GOVERNMENT-
LINKED COMPANY**

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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

Ketidaktentuan ekonomi dengan cabaran yang semakin meningkat mendorong kepentingan komitmen organisasi dalam sesebuah organisasi. Syarikat Berkaitan Kerajaan di Malaysia yang merupakan sebahagian dari pemacu utama ekonomi dan badan yang memainkan peranan besar dalam menyumbang kepada kemajuan ekonomi negara harus menangani cabaran ini. Berdasarkan cabaran menangani komitmen organisasi dalam kalangan tenaga kerja dan mengekalkan keberadaannya, kajian yang berkaitan dengan isu ini adalah sangat diperlukan. Secara kajian empirikal, amalan pengurusan sumber manusia dan gaya kepimpinan *servant* yang semakin berkembang adalah antara faktor peramal atau penyebab kepada komitmen organisasi. Para pengkaji turut berminat untuk mengkaji kemampuan pembelajaran organisasi sebagai peranan perantara antara penyebab yang dinyatakan terhadap komitmen organisasi. Walau bagaimanapun, kajian kemampuan pembelajaran organisasi sebagai peranan perantara yang dilihat satu pendekatan strategik adalah terhad, justeru kajian yang lebih mendalam perlu dilakukan. Dengan mengambil kira jurang kajian hubungan antara amalan pengurusan sumber manusia, kepimpinan *servant* terhadap komitmen organisasi, dan kemampuan pembelajaran organisasi sebagai perantara, kajian ini dijalankan untuk mengkaji dalam konteks komitmen organisasi di sebuah syarikat berkaitan kerajaan di Malaysia. Kajian ini menggunakan pendekatan kualitatif dan kuantitatif. Pengumpulan data dilakukan menggunakan kaedah persampelan rawak. Seramai 270 sampel dianalisis menggunakan pendekatan kuantitatif, manakala 4 sampel dianalisis menggunakan pendekatan kualitatif di kalangan kakitangan di Malaysia Airport Holdings Berhad. Perisian PLS-SEM (Partial Least Square-Structures Equation Modelling) digunakan untuk mengkaji hipotesis dan disusuli dengan penggunaan perisian ATLAS-ti7 untuk mengkaji data kualitatif. Dapatan kajian menyokong keseluruhan hipotesis hubungan peramal terhadap komitmen organisasi kecuali amalan pengurusan sumber manusia. Hubungan secara tidak langsung berlaku antara amalan pengurusan sumber manusia dan komitmen organisasi, di mana kemampuan pembelajaran organisasi bertindak sebagai perantara terhadap keduanya. Dapatan kualitatif turut menyokong dapatan dari kajian kuantitatif. Hasil kajian ini memberi sumbangan teorikal dan pengisian tentang penyebab komitmen organisasi. Implikasi praktikal dibincangkan dan ruang potensi untuk kajian pada masa hadapan dikenal pasti dan dicadangkan. Kesimpulannya, kajian ini memberikan gambaran yang lebih menyeluruh tentang penyebab-penyebab dalam konteks komitmen organisasi.

ABSTRACT

Uncertainties and increasing challenges in economics have led to the importance of organizational commitment in an organization. Government-linked companies in Malaysia, the leading economic players that play a substantial role in contributing to the country's economic growth, are responsible for overcoming these challenges. Given the complexity in predicting employee commitment and the difficulties faced by today's organizations in maintaining the workforce, there is a need to conduct further organizational commitment studies. Empirically, human resource management practices and the evolving servant leadership style are exemplary factors found to be the antecedents for organizational commitment. Researchers are also interested in examining the role of organizational learning capability between the antecedents mentioned above and organizational commitment. However, there are minimal studies on the mediation role of organizational learning capability, thereby necessitating a further investigation to examine such association. Recognizing the gap in linking or incorporating human resource management practices, servant leadership, organizational learning capability, and organizational commitment, this research was conducted to explore the context of organizational commitment specifically in a selected government-linked company in Malaysia. Adopting quantitative and qualitative methods, data collection was conducted on a sample of 270 (for quantitative analysis), and 4 samples (for qualitative analysis) of employees in Malaysia Airport Holdings Berhad. The quantitative data were analyzed using Partial Least Square Structural Equation Modelling (PLS-SEM) software while the qualitative data was analyzed using ATLAS-ti7. The findings indicated support for all hypothesized relationships between organizational commitment antecedents, except for human resource management practices. An indirect effect was found between human resource management practices and organizational commitment with organizational learning capability acting as mediator. This is further supported by the qualitative findings in this study. Theoretically, this study provides additional insights into the context of organizational commitment, particularly in Malaysia. Furthermore, a detailed discussion of the research's practical implications is also provided, including identification and suggestions for potential approaches in future endeavours. Finally, this study also contributed to further augmenting the vast landscape of organizational commitment.

المخلص

عدم اليقين الاقتصادي مع التحديات المتزايدة يدفع أهمية الالتزام التنظيمي داخل المنظمة. وتعد الشركات المرتبطة بالحكومة في ماليزيا واحدة من المحركات الرئيسية للاقتصاد، حيث تلعب دوراً رئيسياً في المساهمة في التقدم الاقتصادي للبلاد، ويجب أن تواجه هذا التحدي. وبالنظر إلى تحديات معالجة الالتزام التنظيمي بين القوى العاملة والحفاظ على وجودها، من الضروري إجراء دراسة تتعلق بهذه المسألة. وفي الدراسات التجريبية، تعد ممارسات إدارة الموارد البشرية والأسلوب المتنامي للقيادة الخادمة من بين عوامل التنبؤ أو أسباب الالتزام التنظيمي. ويهتم الباحث أيضاً بدراسة قدرة المنظمة على التعلم كدور وسيط بين العوامل السببية المنصوص عليها في الالتزام التنظيمي. ومع ذلك، فإن دراسة قدرة التعلم التنظيمي كدور وسيط ينظر إليها على أنها نهج استراتيجي محدود. ولذلك، هناك حاجة إلى دراسة أكثر تعمقاً. ومع الأخذ في الاعتبار فجوة الدراسة بين ممارسات إدارة الموارد البشرية، والقيادة الخادمة على الالتزام التنظيمي، وقدرة التعلم التنظيمي كوسيط، أجريت هذه الدراسة لفحص سياق الالتزام التنظيمي في شركة مرتبطة بالحكومة في ماليزيا. وتم جمع البيانات كميًا ونوعًا عن طريق أخذ العينات العشوائية، ما مجموعه 270 عينة كمية و 4 عينات نوعية من بين الموظفين في Malaysia Airport Holdings Berhad. وتم استخدام برنامج PLS-SEM (نمذجة المعادلات الهيكلية بالمربعات الجزئية) لدراسة الفرضية وتبعه استخدام برنامج ATLAS-ti7 لدراسة البيانات النوعية. وتدعم نتائج الدراسة الفرضية العامة لعلاقة التنبؤ بالالتزام التنظيمي باستثناء ممارسات إدارة الموارد البشرية. وهناك علاقة غير مباشرة بين ممارسات إدارة الموارد البشرية والالتزام التنظيمي، حيث تعمل قدرة التعلم التنظيمي كوسيط بينهما. وتدعم النتائج النوعية أيضاً نتائج الدراسات الكمية. وتساهم هذه الدراسة من الناحية النظرية وتقدم نظرة ثاقبة لأسباب الالتزام التنظيمي. وتتم مناقشة الآثار العملية ويتم تحديد واقتراح المساحة المحتملة للبحث في المستقبل. باختصار، تساهم هذه الدراسة في تقديم صورة أكثر شمولية لأسباب الالتزام التنظيمي.

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