

UNIVERSITI MALAYA ORIGINAL LITERARY WORK DECLARATION

Name of Candidate: **ROSSLINA BINTI AHMAD MOKHTAR** (I.C/Passport No: 591217075298)

Registration/Matric No: CHA030022

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Title of Thesis (“this Work”): **QUALITY OF WORK LIFE ORIENTATION: ANTECEDENTS AND EFFECTS ON ORGANISATIONAL COMMITMENT IN THE MALAYSIAN PUBLIC SERVICE**

Field of Study: **Human Resource Management**

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Name: Dr. Norbani Che Ha

Designation: Senior Lecturer, Faculty of Business and Accountancy, University of Malaya.

ABSTRACT

The primary objective of this study is to examine the antecedents and effects of quality of work life (QWL) orientation on organisational commitment. The framework examines certain organisational aspects and individual characteristic that are associated with the QWL orientation and their contribution towards organisational commitment. The four antecedents are identified as: organisational culture, organisation structure, social capital and leadership behaviour. The QWL orientation dimensions used are namely job characteristics and work environment. The study also examines the direct effect of the antecedents on organisational commitment and further explored whether organisation's orientation towards QWL mediated the relationship between the antecedents and organisational commitment.

Using a self-administered questionnaire, a survey was conducted and the respondents were from the Malaysian public service organisations. The key informant was the Head of Human Resource Division or Department. The original sample comprised of 500 organisations but only 203 organisations responded to the survey. Regression analysis (OLS) and structural equation modeling were conducted to test all the hypotheses of this study.

The findings indicated that social capital, organisational culture, organisation structure and leadership behaviour were important determinants of QWL orientation. Although the contribution of each variable are small (between 2.3 – 1.5 percent) but it is statistically significant. Social capital showed significant support for QWL orientation whereas organisation structure had an inverse relationship with the orientation. This is expected in the public service organisations as these organisations rely on hierarchical control structures with rules and procedures are strictly enforced. As for the leadership behaviour, relation-oriented behaviour is significant antecedent of QWL orientation compared to task-oriented. It is reasonable to suppose that leaders or managers in the public organisation tend to exhibit task-oriented behaviour who value impersonal and formalised aspects of performance. On the mediation test, the results showed that the model exhibited the superiority of the partially-mediated model over the fully-mediated and non-mediated model. In other words, this study found that some of QWL orientation dimensions mediate the relationship between the antecedents and organisational commitment at different degree.

This study makes both theoretical and methodological contributions, especially in identifying the significant elements that influence the organisational orientation toward QWL and their effects on organisational commitment. In short, it provides useful pointers to public human resource managers to assess the impact (both negative and positive) of public service reforms and change initiatives that has been undertaken in order to rectify the available discrepancies and further suggest practical innovative orientation.

ABSTRAK

Objektif utama kajian ini adalah untuk menyelidik anteseden dan kesan orientasi persekitaran kerja berkualiti keatas komitment organisasi. Kerangka kajian ini menyelidik beberapa aspek organisasi dan ciri-ciri individu yang berkaitan dengan orientasi persekitaran kerja berkualiti serta kesannya kepada komitment organisasi. Sebanyak empat anteseden telah dikenalpasti iaitu budaya organisasi, struktur organisasi, modal sosial dan gelagat kepimpinan sementara dimensi orientasi persekitaran kerja berkualiti yang digunakan ialah ciri-ciri perkerjaan dan persekitaran kerja. Kajian ini juga menyelidik kesan secara langsung anteseden keatas komitment organisasi di samping meneroka samada orientasi organisasi kepada persekitaran kerja yang berkualiti merupakan ‘pengantara’ dalam perkaitan antara anteseden dan komitment organisasi. Dengan menggunakan borang soal selidik yang diisi sendiri, kajian telah dijalankan keatas organisasi-organisasi perkhidmatan awam sebagai respondennya sementara Pengurus Sumber Manusia Bahagian atau Jabatan tersebut sebagai pemberi maklumat utama. Saiz sampel kajian adalah sebanyak 500 buah organisasi perkhidmatan awam tetapi hanya 203 buah organisasi sahaja yang mengemukakan maklumbalas kepada kajian ini. Analisis regresi dan “structural equation model” telah digunakan untuk menguji hipotesis kajian ini.

Dapatan kajian menunjukkan bahawa keempat-empat anteseden iaitu modal sosial, budaya organisasi, struktur organisasi dan gelagat kepimpinan merupakan faktor penentu kepada orientasi persekitaran kerja berkualiti. Walau pun sumbangan setiap pemboleh ubah tersebut adalah kecil (diantara 2.3 – 1.5 peratus) tetapi secara statistiknya adalah signifikan. Modal sosial menunjukkan sokongan yang signifikan sementara struktur organisasi mempunyai perkaitan yang negatif dengan orientasi persekitaran kerja berkualiti. Dapatan kajian seperti ini adalah dijangkakan kerana organisasi perkhidmatan awam masih lagi bergantung kepada struktur kawalan hirarki dimana penguatkuasaan peraturan dan prosidur dititikberatkan. Selain itu, kepimpinan berorientasikan perhubungan merupakan anteseden yang signifikan berbanding gelagat kepimpinan berorientasikan kerja. Ini menunjukkan bahawa pemimpin atau pengurus organisasi perkhidmatan awam lebih cenderung mempamerkan gelagat kepimpinan berorientasikan kerja yang tidak mengutamakan hal-hal peribadi tetapi lebih kepada aspek pencapaian. Dapatan kajian juga menunjukkan model ‘separa pengantara’ (partially-mediated) lebih diterima berbanding model ‘pengantara sepenuhnya’ (fully-mediated) dan ‘tiada pengantara’ (non-mediated). Ini bermakna bahawa sebahagian daripada dimensi orientasi persekitaran kerja berkualiti merupakan ‘pencelah’ dalam perkaitan antara antecedent dan komitment organisasi pada tahap yang berbeza.

Kajian ini juga telah memberi sumbangan dari segi teori dan metodologi terutama dalam mengenalpasti elemen-elemen signifikan yang mempengaruhi orientasi organisasi kearah persekitaran kerja berkualiti serta kesannya keatas komitmen organisasi. Dengan kata lain, dapatan kajian telah memberikan petunjuk yang berguna kepada pengurus sumber manusia untuk membuat penilaian (secara positif dan negatif) keatas inisiatif dan pembaharuan dalam perkhidmatan awam yang telah dilaksanakan disamping memperbetulkan sebarang kesilapan sedia ada dan seterusnya mengemukakan cadangan inovasi yang lebih praktikal.

PUBLICATIONS

The following publication is based on the research presented in this thesis, and may contain results and material presented herein.

Ahmad-Mokhtar, R and Che Ha, N., “Antecedents of Quality of Work Life Orientation: An Empirical Investigation in the Malaysian Public Service Organisations”, accepted and presented at the 21st ANZAM 2007 Conference, Sydney, Australia (4-7 December).

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