

TABLE OF CONTENTS

ACKNOWLEDGEMENT	2
ABSTRACT	7
CHAPTER 1: INTRODUCTION	8
1.1 General Background	8
1.2 Problem Statement	12
1.3 Research Questions	16
1.4 Objectives of the Research	16
1.5 Significance of the Research	16
1.6 Limitations of the Study	17
1.7 Research Structure	18
CHAPTER 2: LITERATURE REVIEW	20
2.1 Definitions of Organizational Commitment	20
2.2 Definitions of HRM Practices	21
2.3 Definitions of Performance Appraisal	22
2.4 Performance Appraisal in Malaysia	24
2.5 Definitions of Training and Development	27
2.6 Definitions of Turnover Intentions	28
2.7 Theoretical Framework	29
2.8 Performance Appraisal with Organizational Commitment	31
2.9 Training and Development with Organizational Commitment	32
2.10 Organizational Commitment with Turnover Intentions	33
2.11 Conclusion	34

CHAPTER 3: RESEARCH METHODOLOGY	35
3.1 Population and Sample	35
3.2 Data Collection	36
3.3 Measures	36
3.3.1 Performance Appraisal (Independent Variable)	37
3.3.2 Training and Development (Independent Variable)	37
3.3.3 Organizational Commitment (Dependent Variable)	37
3.3.4 Turnover Intention (Dependant Variable)	38
3.3.5 Summary of Measures	38
3.4 Analysis	39
3.5 Ethical Considerations	39
3.6 Conclusion	40
CHAPTER 4: RESEARCH FINDINGS	41
4.1 Introduction	41
4.2 Frequency Analysis	41
4.3 Factor and Reliability Analysis	44
4.3.1 Factor and Reliability Analysis on Performance Analysis	45
4.3.2 Factor and Reliability Analysis on Training and Development	46
4.3.3 Factor and Reliability Analysis on Dependent Variables	47
4.4 Descriptive Analysis	48
4.5 Correlations Analysis	49
4.6 Regression Analysis	51
4.7 Conclusion	57
CHAPTER 5: CONCLUSION AND RECOMMENDATIONS	58
5.1 Overview of the Study	58
5.2 Summary of the Research Study	58

5.2.1. Review of Research Objectives	59
5.2.2. Review of Research Hypothesis	59
5.3 Suggestion for Future Research	60
REFERENCES	64
APPENDIX	74

LIST OF FIGURES

Figure 1.1 : Research Structure

Figure 2.1 : The stages of PA implementation in Malaysia

Figure 2.2 : Cycle of performance management, appraisal and salary progression

Figure 2.7 : Theoretical framework

Figure 4.1 : Distribution of sample based on job position

LIST OF TABLES

Table 3.1 : Reliability of measures

Table 4.1 : Profile of respondents

Table 4.2 : Factor analysis on Performance Appraisal

Table 4.3 : Factor analysis on Training and Development

Table 4.4 : Factor analysis on dependent variables with Varimax rotation

Table 4.5 : Descriptive analysis of the variables

Table 4.6 : Correlations among the variables

Table 4.7 : Scatterplot on Organizational Commitment

Table 4.8 : Multiple R on Organizational Commitment

Table 4.9 : ANOVA on Organizational Commitment

Table 4.10 : Normal P-Plot of Regression on Organizational Commitment

Table 4.11 : Coefficient on Organizational Commitment

Table 4.12 : Scatterplot on Intention To Leave

Table 4.13 : Multiple R on Intention To Leave

Table 4.14 : ANOVA on Intention To Leave

Table 4.15 : Normal P-Plot of Regression on Intention To Leave

Table 4.16 : Coefficient on Intention To Leave

LIST OF SYMBOLS AND ABBREVIATIONS

OC	Organizational Commitment
HR	Human Resource
HRM	Human Resource Management
KMO	Kaiser-Meyer-Olkin (SPSS Measures of Sampling Adequacy)
M	Mean
p	The p value tells if the analysis is significant or not (level of significance)
PA	Performance Appraisal
r	The r-value indicates strength and direction (\pm) of the correlation
SD	Standard Deviation
TI	Turnover Intention
β	Indicate the individual contribution of each predictor to the regression model. A positive value tell that there's a positive relationship between predictor and the outcome and vice versa.