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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Thesis submitted in partial fulfilment for the degree of
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UNIVERSITI SAINS ISLAM MALAYSIA

August 2018
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ABSTRAK

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 سيما 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 شامل 111 موظف القطاع العام العاملين في بوترا جايا، ماليزيا. تم تحليل البيانات باستخدام تقنية مصفوفة المعادلة الإيجابية. وقد وجدت هذه الدراسة ثلاثة عوامل تؤثر على الاحتفاظ بالموظفين في سياق القطاع العام في ماليزيا. وتم إجراء هذه الدراسة أداة 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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<td>n.d.</td>
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<tr>
<td>OLC</td>
<td>Organization Learning Culture</td>
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<td>OCB</td>
<td>Organization Citizenship Behavior</td>
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<td>HRMP</td>
<td>Human Resource Management Practice</td>
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<tr>
<td>TL</td>
<td>Transformational Leadership</td>
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<td>PS</td>
<td>Peer Support</td>
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<td>SEM</td>
<td>Structural Equation Modelling</td>
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<td>Job Embeddedness Theory</td>
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<tr>
<td>PSD</td>
<td>Public Service Department</td>
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