



UNIVERSITI PUTRA MALAYSIA

***MEDIATION EFFECTS OF ORGANISATIONAL COMMITMENT
ON RELATIONSHIP BETWEEN PERSONALITY TRAITS AND
TURNOVER INTENTION AT A PRIVATE UNIVERSITY IN
MALAYSIA***

NG CHEE HENG

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**By
NG CHEE HENG**

**Thesis Submitted to the School of Graduate Studies,
Universiti Putra Malaysia, in Fulfilment of the
Requirements for the Degree of Doctor of Philosophy**

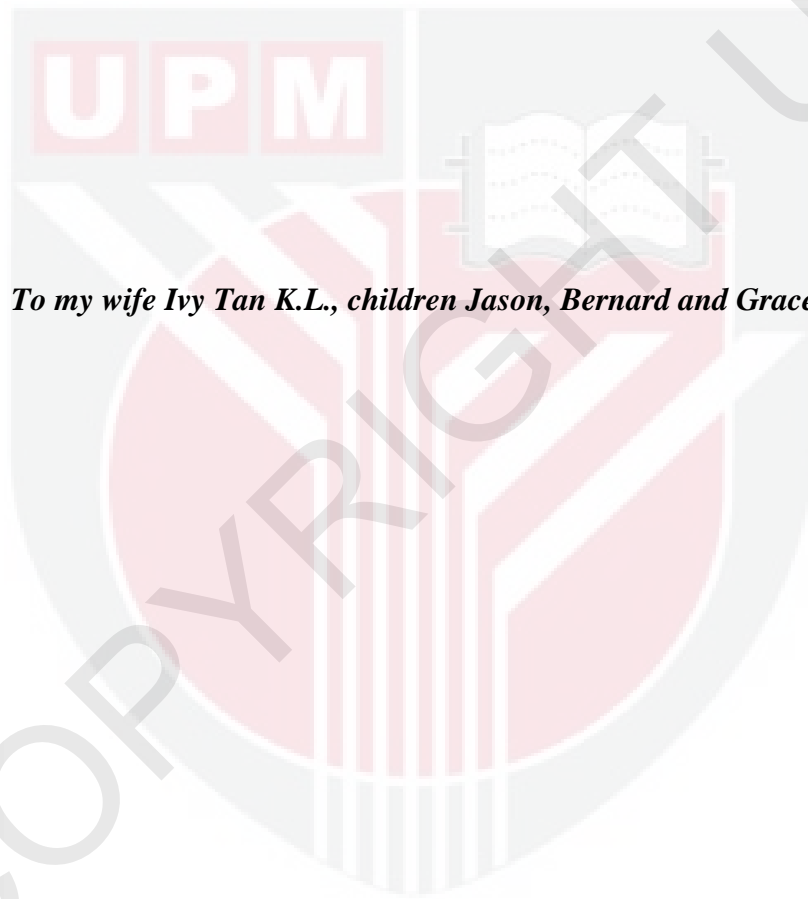
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To my wife Ivy Tan K.L., children Jason, Bernard and Grace.

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Abstract of the thesis presented to the Senate of the Universiti Putra Malaysia
in fulfilment of the requirements for the degree of Doctor of Philosophy

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September 2013

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Abstract: The management of the Private Higher Educational Institutions (PHEIs) in Malaysia is a relatively new area of study, gaining significance in the last 20-30 years. Within the PHEIs, researchers had discovered that a number of factors and management concepts co-existed and inter-related, and simultaneously these variables influence the policy formation, leadership styles and principles, future planning, staff mobility etc. of the institutions, where these organizations are basically profit-oriented business organizations.

This study investigated the mediation effects of the organizational commitment components on the relationships between the Big Five Personality factors and the turnover intention of the academic employees of a private university at the Klang Valley, Malaysia. Structural Equation Modelling techniques were used to conduct a simultaneous test on the best fitting structural model developed through the measurement model. The model proposed relationships between all the five personality trait factors, as the independent variables, and turnover intentions, as the dependent variable; to be mediated by three components of organizational commitments.

Path analysis conducted on the data found that four personality trait factors were statistically significant predictors of turnover intention; with Openness to experience (O) and Neuroticism (N) positively related while Conscientiousness (C) and Extraversion (E) were negatively related to the dependent variable. For organizational commitment components, all three components were found to correlate negatively to turnover intentions.

The mediation effects of the organizational commitment components on the relationship were analysed using the SEM bootstrapping techniques; with a powerful 1000 bootstrap samples. Analysis results showed that while the continuance commitment partially

mediated the relationship between Openness to experience (O) and Turnover intention (TI); both continuance and normative commitments fully mediate relationships between Conscientiousness (C) and Turnover Intention (TI), and Neuroticism (N) and Turnover Intention (TI). Mediation effects by organizational commitment components on relationships between Extraversion (E) and Turnover Intention (TI), Agreeableness (A) and Turnover Intention (TI) were not supported by the data.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
Sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**KESAN PERANTARAAN KOMITMEN ORGANISASI
KE ATAS
PERHUBUNGAN ANTARA TRET PERSONALITI DAN
KECENDERUNGAN PUSING GANTI PEKERJA
DI SEBUAH UNIVERSITI SWASTA DI MALAYSIA**

Oleh

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Pengurusan Institusi-institusi Pengajian Tinggi Swasta (IPTS) di Malaysia merupakan satu bidang baru penyelidikan, dan telah menjadi semakin meluas pada 2-3 dekad kebelakangan ini. Di kalangan IPTS, para penyelidik telah mendapati banyak faktor persekitaran dan konsep pengurusan mempunyai jalinan yang rapat serta saling mempengaruhi satu sama lain. Pembolehubah-pembolehubah ini mempengaruhi penggubalan dasar, stail kepimpinan, rancangan jangka panjang dan pendek, kadar pusing ganti pekerja dan kecenderungan berhenti kerja dan sebagainya dalam institusi-institusi ini; di mana organisasi-organisasi ini lebih berfungsi sebagai satu institusi perniagaan atau korporat.

Kajian ini mengkaji kesan-kesan perantaraan yang disebabkan oleh komponen-komponen komitmen organisasi ke atas perhubungan di antara faktor-faktor tret personaliti dan kecenderungan pusing ganti kerja (TI) para staf akademik sebuah universiti swasta tempatan di Lembah Klang, Malaysia. Kaedah Permodelan Persamaan Struktur (SEM) digunakan untuk menganalisa secara serentak model struktur penyesuaian terbaik (best fitting structure model) yang dibina melalui penganalisaan model struktur pengukuran. Model struktur pengukuran asal mencadangkan perhubungan diantara kelima-lima faktor tret personaliti, ketiga-tiga komponen komitmen organisasi dan pembolehubah kecenderungan pusing ganti kerja.

Analisa laluan yang dijalankan mendapati empat faktor tret personaliti merupakan faktor ramalan kecenderungan pusing ganti kerja (TI); dengan Openness to experience (O) (Kesudian menerima pengalaman baru) dan Neuroticism (N) (Kestabilan dari segi emosi) berhubungkait secara positif dengan kecenderungan pusing ganti kerja (TI) manakala Conscientiousness (C) (Sifat cermat, bertanggungjawab dan kecekapan mengurus), Extraversion (E) (Tabiat senang bergaul dan interaksi) berhubungkait secara negatif. Untuk komponen komitmen organisasi, didapati ketiga-tiga komitmen Afektif

(Affective), Sambungan (Continuance) dan Normatif (Normative) berkait secara negatif dengan kecenderungan pusing ganti kerja (TI).

Kesan perantaraan oleh komponen-komponen komitmen organisasi ke atas perhubungan faktor-faktor tret personaliti dan kecenderungan pusing ganti kerja dikaji dengan teknik 'bootstrapping' SEM, dengan 1000 sampel bootstrap. Keputusan analisa menunjukkan sementata komitmen Sambungan (Continuance) mengenakan kesan perantaraan separa (partial mediation) ke atas perhubungan Openness to experience (O) dengan TI, Komitmen Sambungan dan Komitmen Normatif (Normative) kedua-duanya mengenakan kesan perantaraan penuh (full mediation) terhadap perhubungan di antara Conscientiousness (C) dan TI, serta Neuroticism (N) dengan TI. Kesan perantaraan ke atas perhubungan tret Agreeableness (A) (Sifat suka membantu, peramah, penyayang) dengan TI, Extraversion (E) dengan TI tidak disokong oleh data dalam kajian ini.

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To All these people, sincerely a big Thank You and May God Bless You Always.

I certify that a Thesis Examination Committee has met on 20 September 2013 to conduct the final examination of Ng Chee Heng on his thesis entitled “Mediation Effects of Organizational Commitment on Relationship between Personality Traits and Turnover Intention in a Private University in Malaysia” in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Doctor of Philosophy.

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