



**UNIVERSITY RESEARCH GRANT
FINAL REPORT
Geran Penyelidikan Universiti
Laporan Akhir**

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A.	PARTICULARS OF RESEARCH / MAKLUMAT PENYELIDIKAN:
(i)	<p>Title of Research: A COMPREHENSIVE MODEL LINKING HUMAN RESOURCE MANAGEMENT PRACTICES AND SERVICE-ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIORS OF CUSTOMER-CONTACT HOTEL EMPLOYEES IN MALAYSIA</p> <p><i>Tajuk Penyelidikan:</i></p>
(ii)	<p>Account Number: 1001/PMGT/816193</p> <p><i>Nombor Akaun:</i></p>
B.	PERSONAL PARTICULARS OF RESEARCHER / MAKLUMAT PENYELIDIK:
(i)	<p>Name of Research Leader: PROF. DR. AIZZAT MOHD. NASURDIN</p> <p><i>Nama Ketua Penyelidik:</i></p>
	<p>Name of Co-Researcher: (1) ASSOC. PROF. DR. NOOR HAZLINA AHMAD (2) DR. TAN CHENG LING</p> <p><i>Nama Penyelidik Bersama:</i></p>
(ii)	<p>School/Institute/Centre/Unit: SCHOOL OF MANAGEMENT</p> <p><i>Pusat Pengajian /Institut/Pusat/Unit:</i></p>
D.	<p>Duration of this research:</p> <p><i>Tempoh masa penyelidikan ini:</i></p> <p>*Duration : 3 YEARS</p> <p><i>Tempoh :</i></p> <p>From : 1 DECEMBER 2011 To : 30 NOVEMBER 2014</p> <p><i>Dari: Ke :</i></p>

<p>E.</p>	<p>ABSTRACT OF RESEARCH</p> <p>(An abstract of between 100 and 200 words must be prepared in Bahasa Malaysia and in English. This abstract will be included in the Annual Report of the Research and Innovation Section at a later date as a means of presenting the project findings of the researcher/s to the University and the community at large)</p> <p>Abstrak Penyelidikan (Perlu disediakan di antara 100 - 200 perkataan di dalam Bahasa Malaysia dan juga Bahasa Inggeris. Abstrak ini akan dimuatkan dalam Laporan Tahunan Bahagian Penyelidikan & Inovasi sebagai satu cara untuk menyampaikan dapatan projek tuan/puan kepada pihak Universiti & masyarakat luar).</p> <p>The two main objectives of this research are: first, to examine the direct effects of HRM practices (selective hiring, orientation, job security, training, compensation, performance appraisals, and career advancement) on service-oriented organizational citizenship behaviors and; second, to examine the indirect effects of HRM practices (selective hiring, orientation, job security, training, compensation, performance appraisals, and career advancement) on service-oriented organizational citizenship behaviors through the mediating effect of organizational commitment. Data was gathered from a sample of 580 customer-contact employees from 29 hotels in Peninsular Malaysia. Results using PLS technique revealed that selected HRM practices have direct as well as indirect effects on SO-OCBs via commitment. Findings, implications, limitations, and suggestions for future research are discussed.</p>
<p>F.</p>	<p>SUMMARY OF RESEARCH FINDINGS <i>Ringkasan dapatan Projek Penyelidikan</i></p> <p>Path analysis using PLS technique showed that three HRM practices (job security, performance appraisal, and career advancement) were positively and directly related to organizational commitment. On the other hand, selective hiring, orientation, training, and compensation were found to be unrelated to commitment. In addition, selective hiring, orientation, job security, and performance appraisal were found to be positively and directly related to service-oriented organizational citizenship behaviors (SO-OCBs). Meanwhile, training and compensation were found to be unrelated to SO-OCBs. In addition, the path between commitment and SO-OCB was found to be significant. As for the mediation tests, our results provided support for the mediating effect of organizational commitment on the relationships between three HRM practices namely, career advancement, job security, and performance appraisal and SO-OCBs. On the other hand, organizational commitment did not mediate the relationship between compensation, orientation, selective hiring, and training and SO-OCBs.</p>

G. COMPREHENSIVE TECHNICAL REPORT

Laporan Teknikal Lengkap

Applicants are required to prepare a comprehensive technical report explaining the project.
(This report must be attached separately)

Sila sediakan laporan teknikal lengkap yang menerangkan keseluruhan projek ini.
[Laporan ini mesti dikepulkan]

PLEASE SEE ATTACHED REPORT.

List the key words that reflect our research:

Senaraikan kata kunci yang mencerminkan penyelidikan anda:

English	Bahasa Malaysia
SERVICE-ORIENTED CITIZENSHIP BEHAVIORS	GELAGAT KEWARGAAN BERORIENTASIKAN SERVIS
HUMAN RESOURCE MANAGEMENT PRACTICES	AMALAN PENGURUSAN SUMBER MANUSIA
ORGANIZATIONAL COMMITMENT	KOMITMEN ORGANISASI