

CONSEQUENCES OF JOB EMBEDDEDNESS
AND THE MEDIATING ROLE OF
CONTINUANCE COMMITMENT ON
INTENTION TO STAY IN MALAYSIAN
INFORMATION AND COMMUNICATION
TECHNOLOGY INDUSTRY

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DOCTOR OF PHILOSOPHY

UNIVERSITI MALAYSIA PAHANG



SUPERVISOR'S DECLARATION

I hereby declare that I have checked this thesis and in my opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Doctor of Philosophy.

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STUDENT'S DECLARATION

I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

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DEDICATION

This thesis is dedicated to my dear husband **Dr. A.K.M. Moshiul Alam (Mamun)**, for your wholehearted love, endless support, prayers and strong patience throughout the entire long journey. You truly are the blessings of my life.

And

To my beloved Parents: **Abdur Rashid & Laila Rashid**, I am always Thankful to Almighty Allah that made me as your child. Thank you for showing me the importance and value of education and pushing me always to do the best I can in all things, so that I might receive the glory. You both have supported me and my activities for a lifetime. I can never repay all that you have given me; I love you both so much.

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ABSTRAK

Kajian niat pekerja untuk kekal penting terutamanya dalam sektor teknologi maklumat dan komunikasi di Malaysia, yang mana memperoleh pendapatan yang tinggi dan impak kekurangan pekerja berkemahiran. Para pengurus perlu mengenali nilai pekerja mereka dengan menggalakkan mereka untuk terus kekal bekerja dengan menggunakan bakat dan keupayaan mereka, dan juga menghalang mereka daripada mencari kerja di tempat lain untuk peluang yang lebih baik. Berdasarkan teori keterlibatan pekerja dan pertukaran sosial, tujuan kajian ini adalah untuk mengkaji hubungan antara keterlibatan kerja (semasa waktu kerja dan semasa waktu tidak bekerja) dan niat untuk kekal bekerja dengan komitmen berterusan sebagai hubungan pengantara. Di samping itu, hubungan ini terus meningkatkan dan menilai sejauh mana keterlibatan kerja (semasa waktu kerja dan semasa waktu tidak bekerja) mempengaruhi keinginan pekerja untuk kekal bekerja. Kajian tinjauan dilakukan dengan memperoleh sejumlah 177 responden melalui soal selidik yang ditadbir sendiri untuk dianalisis dengan kadar maklum balas sebanyak 70.8%. SPSS 20.0 & SmartPLS 3 untuk mengkaji permodelan persamaan struktural digunakan dalam mengesahkan hipotesis yang dibangunkan untuk kajian ini. Hasil analisis permodelan persamaan struktural menunjukkan model ini adalah relevan dengan nilai. Hasil kajian ini juga menunjukkan bahawa terdapat hubungan positif yang signifikan antara dimensi padanan dan dimensi semasa waktu kerja dan semasa waktu tidak bekerja; keterlibatan pekerja dan niat untuk kekal. Pada masa yang sama, komitmen berterusan sebahagiannya mengantara hubungan ini. Selain itu, komitmen berterusan memainkan perantaraan penuh antara pegorbanan organisasi dan niat untuk kekal. Hasil kajian bukan sahaja menyokong hasil kajian terdahulu bahawa pekerja yang terlibat atau bersemangat dalam pekerjaan mereka lebih berminat untuk kekal dalam kerjanya, tetapi juga memperluas kepentingan luar waktu kerja dan alasan tidak afektif untuk kekal bekerja. Kajian ini menambah faktor yang menyumbang kepada mengapa pekerja kekal dalam pekerjaan mereka. Pengurangan pekerja yang berhenti mampu memberi manfaat kewangan kepada organisasi teknologi maklumat dan komunikasi Malaysia dan seterusnya dapat memberi manfaat sosial yang positif kepada masyarakat.

ABSTRACT

Investigating employee's intention to stay is particularly important within the Malaysian Information and Communication Technology sector, which is characterized by high turnover and the impact of the global shortage of skilled employee's. The managers need to recognize the value of their employee's by encouraging them to remain for their resource talent to be used, and also discourage them from looking elsewhere for better opportunities. Grounded in Job Embeddedness and Social Exchange theory, the purpose of this study was to investigate the relationship between job embeddedness (on-the-job and off-the-job) and intention to stay with the mediating relationship of continuance commitment. Additionally, these relationships further enhance and evaluate the extent to which job embeddedness (on-the-job and off-the-job) influences employee's intention to stay. A survey was conducted with total of 177 personally administrative structured questionnaires were obtained with the response rate of 70.8%. SPSS 20.0 & SmartPLS 3 for structural equation modeling was utilized in confirming the hypotheses developed for the study. The results of the structural equation modeling analysis indicated the model was substantial. The findings of the study also revealed that there was a significant positive relation between fit and links dimension of on-the-job; off-the job embeddedness and intention to stay. At the same time, continuance commitment partially mediates these relationships. Moreover, continuance commitment plays full mediation between sacrifice organization and intention to stay. The results not only supported previous outcomes that people who were more embedded in their jobs had more intent to stay, but also expanded the significance of off-the-job and non- affective reasons of staying job. This research adds to the body of knowledge concerning what contributes to why people stay their jobs. Reduced employee turnover can financially benefit to Malaysian Information and Communication Technology Industry organization and that in turn can have a positive social benefit on the community.

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LIST OF ABBREVIATIONS

AVE.	Average Variance Extracted
CA	Cronbach's Alpha
CB-SEM	Co-Variance-Based Structural Equation Modeling
CC	Continuance Commitment
CR	Composite Reliability
DV	Dependent Variables
FC	Fit Community
FO	Fit Organization
GDP	Gross Domestic Product
GNI	Gross National Income
HR	Human Resource
HRM	Human Resource Management
HTMT	Heterotrait-Monotrait Ratio of correlations
ICT	Information and Communication Technology
IN	Intention to Stay
IT	Information Technology
IV	Independent Variable
JE	Job Embeddedness
K-S	Kolmogorov-Smirnov
KSAs	Knowledge, Skills, And Abilities
LC	Links Community
LO	Links Organization
LVs	Latent Variables
MBA	Master of Business Administration
MEF	Malaysian Employers Federation
MSC	Multimedia Super Corridor
MV	Mediating Variables
PLS-SEM	Partial Least Square-Structural Equation Modeling
SC	Sacrifice Community
SEM	Structural Equation Modeling
SO	Sacrifice Organization

S-W	Shapiro-Wilk
TCM	Three-Component Model
USBLS	United States. Bureau of Labor Statistics
VIF	Variance Inflation Factors

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