

INVESTIGATE THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL COMMITMENT AMONG ACADEMIC STAFF OF PUBLIC UNIVERSITIES IN MALAYSIA

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ABSTRACT

Previous studies on organisational commitment focus on one or two of its dimensions with little insight in the public sector, so also studies on human resource management practices did not attempt to use all the practices comprehensively. This paper examined the relationships between the four dimensions of human resource management practices and the three dimensions of organisational commitment among academics' staff in higher educational in Malaysia. The dimensions of organisational commitment as operationalised by this study are effective commitment, continuances commitment and normative commitment. Human resource management practices also as operationalised by this study are good and safe working conditions, recruitment and selection, equal employment opportunities, and training and development. Furthermore, this study also investigated the mediating effects of organisational justice on the relationships between human resource management practices and organisational commitment among academics' staff in higher education in Malaysia. Data were collected from three Malaysian public universities by 496 respondents using a Likert Scale survey instrument. Data analysis was conducted using Structural Equation Modeling (SEM) techniques via AMOS 20 and SPSS 20 for testing the study hypotheses. The results obtained indicated that majority of the hypothesised relationships two (2) out of three (3) direct relationships were supported, and one (1) direct relationship was not supported. The result of the mediator test hypothesis was significant. The outcome of this study provides a very sound insight of the study on organisational commitment in the public sector, particularly in higher education in Malaysia. It will also benefit the government, the policy makers and other concerned agencies in Malaysia. Organisational justice have been proven by this study as strategic tools that could be efficiently used by managers to effectively manage commitment of their staff.

Keywords: Organizational Commitment, HRM practices, Organisational justice and Academic Staff

INTRODUCTION

Employees such as human resources are considered to be one of the most essential resources within an organisation that help in achieving a competitive advantage. Moreover, it is believed that the effective management of people in organisations is an important to respond to rapidly changing and lively environments to attain superior organisational outcomes (Kehoe & Wright, 2013). According to Pankaj and Karunesh (2012) managing human resources is more difficult than managing technology or capital. Organisation use HR activities to managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organisational goals. As consequence, many of researchers have progressively focused on human resource management (HRM) practices as a handle by which managers shape the human capital within their organisations.

Over the past two decades, a large number of strategic HRM studies have examined the relationship between high commitment human resource management and organisational commitment (Meyer et al., 2000; Gould, 2003; Edgar & Geare, 2011; Gould et al., 2013; Kehoe & Wright, 2013; Wang et al., 2016). Together, the findings of these studies support the existence of a positive relationship between high commitment human resource management practices and organisational commitment. According to Meyer and Allen (1997) and Juliano et al. (2019) high commitment human resource management practices shapes employee behaviors and attitudes (job satisfaction and commitment) by developing psychological links between the organisation and employee goals. Studies of commitment follow the psychological approach or the exchange approach. Psychological approach refers to psychological identification with the goals and beliefs of the organisation, the extent organisational experiences are perceived as helping individuals to attain the goals of mastery and support, individuals will identify with the organisation and be committed to it (Yew, 2011). While, the exchange approach suggests that the employees' commitment to an organisation is a function of the extent to which an organisation is committed to them (Eisenberger et al., 1990; David et al., 2018) and they will reciprocate their perceptions of the organisation's commitment to them accordingly in their own commitment to the organisation.

Therefore, the current study aims to empirically examine the effect of high commitment HR practices on organisational commitment of academic staff in public universities of Malaysia. The study also seeks to examine the mediating effects organisational justice on this relationship. Organisational justice refers to the employee perceptions of fairness in the organisation. By testing the relationship between high commitment HR practices and organisational commitment, this study contributes to the literature in the fields of HRM and organisational commitment.

LITERATURE REVIEW

Human resource management practices are of particular importance in advancing inclusive teaching practices because of these teacher competencies required for successful implementation (Anne, 2017). Human resource management is considered as important approach which translates the strategic aims of the organisation into human resource policies and to create human resource strategies that generate a competitive advantage (Gary, 2008). Human resources may "help managers, department heads, or supervisors better understand what the HR department can bring to the table that will be useful. Farndale and Paauwe (2007) argued that "a company is only as good as its people, and human resource management (HRM) practices have been identified as a source of competitive advantage. While others have defined HRM as being concerned with the need to achieve congruency among the various HRM policies and practices so that Researchers become mutually supportive, rather than conflicting (Normala, 2006; Schuler & Jackson, 1987). Given this importance it is odd that there is comparatively little empirical data on human resource management (Gary, 2008).

On the contrary to the hard version, the soft version of HRM also referred to as the commitment approach, which although still primarily concerned with the performance of the organisation, is also likely to advocate equal concern for the wellbeing of its staff. The soft model is based on control through commitment (Theory Y). This model also known as developmental humanism, consists of the following : (1) emphasize on the importance of integrating HRM polices and business objectives. (2) Treat staff as valued assets. (3) Attain a competitive advantage through staff commitment, adaptability, skills and performance (Guest, 1999). The soft version of HRM has been linked with the concept of 'best practices. Over the past decade there has been a dramatic shift in the area of Human Resource

Management, for that reasons many of scholar it is argued that there a certain ‘practices’ of human resource management that must be abided by in order for this improved performance to be achieved. These have been referred to as Human Resource Management ‘best practices’.

The global spread of “best practices” in human resource management (HRM) and their impacts on organisational effectiveness have attracted a great deal of attention in recent years (Arthur, 1994; Kaifeng et al., 2011; Alfes at el., 2013). These best practices are termed differently in the literature, such as high-performance HR practices, high-involvement HR practices, and high-commitment HR practices.

Boselie et al. (2010) indicate that in 104 research studies for the greatest part HRM was understood as a set of staff management activities (practices). However, there is no single agreed, or fixed, list of HR practices or systems of practices that are used to define or measure human resource management. Moreover, there is no generally accepted theoretical rationale for selecting practices as vital to HRM, so different research studies deal with different practice (Asta & Zivile, 2012).

This study follows the views of Guest (2002) who emphasised the High levels of staff commitment have been found to be related to the use of “appropriate” HRM practice, and results from investing in HRM practices which benefit staff. The high commitment’ literature focuses on desired outcomes more than on practices themselves (Wood & de Menezes, 1998). In general, studies of high commitment work practices have a clearer definition of the desired outcome (involvement or commitment). High commitment HRM is about shaping staff behaviors and attitudes by developing psychological links between organisational and individual goals to increase effectiveness and productivity (Arthur, 1994; Kaifeng et al., 2011). In other words, high-commitment HR practices should promote the view that organisations are desirous of forming a long-term social relationship with staff (Kehoe & Wright, 2013). According to previous studies of high commitment HR practices; there is a lack of agreement about the specific practices that should be included in high performance work systems. However, the most widely used practices include recruitment and selection, training and development, promotion, job security, performance related pay, communication, and autonomy (Iverson, 2007; McClean, 2011; Price, 2011).

HRM scholars have extensively used social exchange theory as a framework to explain the relationship between high-commitment HR practices and staff outcomes (Kehoe & Wright, 2013; Gould, 2003; Gould, 2004). Social exchanges, involve the development of interdependent relationships in which unspecified bidirectional transactions occur. In other words, ‘something’ desirable is given by the ‘donor’, and at some future point in time, ‘something’ desirable is returned by the ‘recipient’ (Gould, 2007).

Based on the exchange theory and the study of Meyer and Allen, 1997 which stated that prescribed bundle of HR practices results in greater staff commitment and committed staff are more likely to exert themselves on behalf of the organisation. This is supported by Williams (2004) that eight out of ten high commitment practices examined such as training, team working, reduced status, communication and involving staff in decision making had significant effects on worker attitudes based on the logic of normative theories of HRM. Therefore, the selection of HR practices in this study was guided by two factors. First, these practices emphasize social exchange. Second, Researchers have been widely used in previous studies, and were found to have a positive influence on staff behavior and attitudes (Guest, 2003; Gould, 2004; Boselie, 2010; Gould et al., 2013). as well as These four criteria continue to be important elements in the development of successful HRM (Huselid, 1995; Alfes at el., 2013; Edgar & Geare, 2005). Moreover, these practices are applicable to higher

education providers in both the public and private sectors, and to local and international academic staff (MQA, 2012).

The four areas of HRM practice to be focused on in this study are – good and safe working conditions, training and development, equal employment opportunities (EEO), and recruitment and selection. The HRM practice dimension has been measured also by Edgar & Gear 2005 scale.

The previous sections have explained the definition of human resource management practices some of the general models of HRM that may help to understand the relationship between best practice HRM and organisational commitment, and the concept of practices which be focused in this study were discussion. The next section will review the theories which explain the relationship between HRM practices (high commitment HR practices) and organisational commitment.

The concept of organisational commitment has been subject to numerous studies which defined it in many ways. Like every other psychological construct, it is quite hard to have a universally accepted definition. However, it has been defined and measured in several different fashions (Suma and Lesha, 2013). According to Mathieu & Zajac, (1990) the numerous definitions and measures have the common point that organisational commitment is considered to be a bond or a linkage of the individual to the organisation. Organisational commitment may be defined as relative strength of an individual's identification with and involvement in a specific organisation. It can be categorized by three factors: 1) a strong belief in and acceptance of organisation's goals and values; 2) a willingness to exert considerable effort on the behalf of the organisation; and 3) a strong desire to maintain membership in the organisation. (Porter, et al., 1979).

Over the last few decades, the justice construct has evolved from the one dimension of distributive justice, to the two dimensions of distributive and procedural justice, to the three dimensions of distributive, procedural, and interactional justice, and finally to the four dimensions of distributive, procedural, interpersonal, and informational justice. the first wave from 1950s to 1970s, focusing on distributive justice, or fairness in distribution of resources; the second wave from the mid-1970s to the mid-1990s, with the major focus on procedural justice, fairness of procedures involved in decision making processes; the third wave, beginning in the mid-1980s and continuing today, with attention to interactional justice, or fairness of interpersonal treatment; and the most recent integrative wave, emphasizing the need to examine the combined effects of various organisational justice dimensions (Colquitt, 2005). Therefore, the current article is aimed to fill a gap in the literature pertaining to the current organisational commitment level among academic staff of public universities.

RESEARCH QUESTIONS

The paper is anticipated to explore the riposte of these four research questions:

- 1- Do human resource management practice relate with organisation commitment?
- 2- Do human resource management practice relate with organisation justice?
- 3- Does organisation justice mediate the relationship between human resource management practices and organisation commitment?
- 4- Do organisation justice relate with organisation commitment?

METHODS

The framework of this paper includes independent variables represented by researcher four human resource management practices: good and safe working conditions, training and development, equal employment opportunities (EEO), and recruitment and selection.

Moreover, two dependent variables also were included in this framework; first, organisational justice as mediator variable for the relationship of human resource management practices and organisation commitment. It includes three elements; researchers are distributive justice, procedural justice, and interactional justice. Second organisation commitment represented by three dimensions; researchers are affective, continuance and normative commitment.

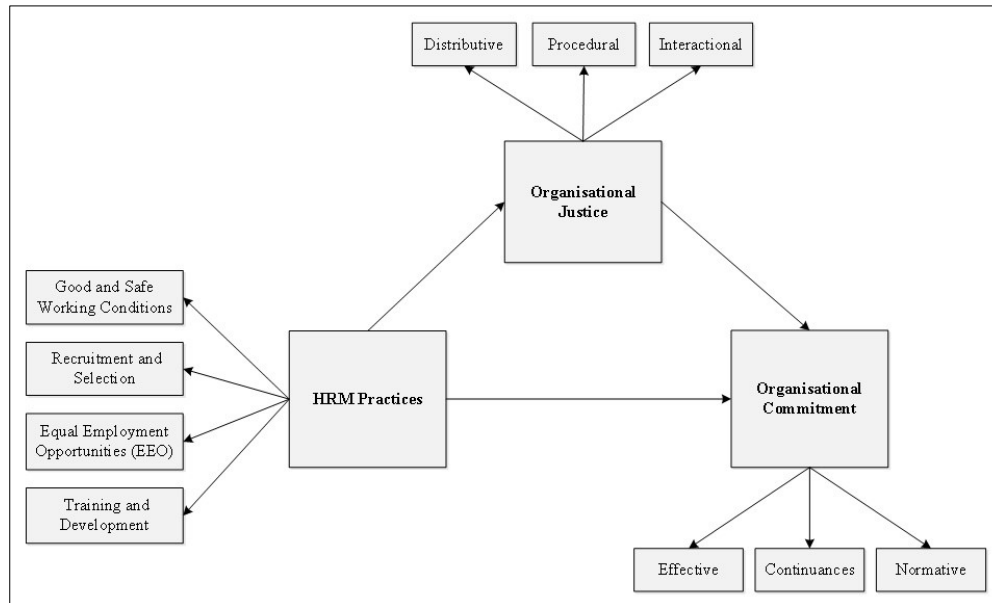


Figure 1: Research Frame Work

A population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran & Bougie, 2010). A population considers as a complete group that divides the set of common elements relevant to the research project (Hair et al., 2007). The population of interest identifies the target population. The research project can only be designed to collect data from objects or elements in the population of interest. Hair et al. (2007) argue that the target population is an important step in the design of the research project.

Based on the above foundation, the target population for this study is all the academic staff in the public researching universities in Malaysia. These are Universiti of Malaya (UM), Universiti Kebangsaan Malaysia (UKM) and Universiti Putra Malaysia (UPM). These universities were selected because they are the most highly populated researching universities. A total of 7297 academic staff comprises the population of the research. Academic staff were chosen because they are the pace setters and most active and important assets in any academic institution (Oyebanji, 2009). The next section will go on to explain the sample size. The technique was applied in determining the sample size for this research: The approach followed Krecie and Morgan's (1970), as reproduced by Sekaran (2003) for the population of approximately 7297 is given as approximately 496 participations. The researcher raises the sample size to 496 in order to increase the reliability of data instrument. The sample size in the present research is 496 responses were collected to test the research questions.

The questionnaire consists of 59 items. Each item consists of a Likert scale multiple-choice question which starting from 1 to 7 as follows 1 = Very Strongly Disagree (V.S.D), 2 = Strongly Disagree (S.D), 3 = Disagree (D), 4 = Neither agree nor disagree (N), 5 = Agree (A), 6 = Strongly Agree (S.A), 7 = Very Strongly Agree (V.S.A).

In this paper used quantitative method, a set of statistical analysis via software SPSS V.20 and software AMOS V.20 (SEM) for analysis data collection.

Table1. Quantitative Analysis Details

Type	Analysis	Sample Size
Questionnaire	Descriptive	496
	Cronbach alpha	
	Correlation	
	EFA	
	CFA	
	SEM	
	MANOVA	

The researcher used a set of statistical analysis via software SPSS V.20 and software AMOS V.20 (SEM), which include descriptive analysis of respondent characteristics, data screening and cleaning (Skewness, Kurtosis and Cronbach alpha), exploratory factor analysis (EFA), confirmatory factor analysis (CFA), Structural Equation Modeling SEM and multivariate analysis of variance (MANOVA).

Descriptive analysis of respondent characteristics used to know frequencies and percentages of whole demographic characteristics respondent, which will use some of them in MANOVA analysis. Besides, data screening and cleaning have used analysis (Skewness, Kurtosis and Cronbach alpha) which used to get pure data for using in next analyses. Exploratory factor analysis was used to measure constructs validity and to determine if all the independent variables are needed (Forero, 2009). Exploratory factor analysis (EFA) to derive the latent factors (Grace & Goodman, 2013).

FINDINGS & DISCUSSIONS

This section describes the findings the impact of human resource management practices on organizational justice and organizational commitment among academic staff of public universities in Malaysia

Reliability of Scales: Hair et al. (2003) said, that generally the lower limit for Cronbach's alpha is 0.7, and it may be decreased to 0.6 in exploratory researches. Nunnally (1978) further suggested that an average reliability score of 0.70 would suffice for basic research. The Cronbach Alpha values for each scale ranged for items from 0.970 to 0.971; and for factors from 0.865 to 0.906. Thus, all scales exhibit sufficient reliability.

The first series of analyses explored the demographic characteristics of the respondents using descriptive statistics. Tables 1 present the profile of survey respondents with regards to personal attributes (gender and age). As indicated in Table 2, the respondents were fairly evenly distributed across the different categories in these attributes. Table 3 the majority of respondents were female 66.9%, versus male 33.1%. The age levels displayed a normal distribution; with the majority of respondents, 31% were between 26 and 35 years old, 30.8% under 45 years old and 30.4% between 36 and 45 years old.

Table 2. Descriptive Statistics of Respondent Characteristics

Characteristic	Value	Frequency	Percentage (%)
Gender	Male	164	33.1
	Female	332	66.9
Age	Under 25	153	30.8
	26-35	154	31.0
	36-45	151	30.4
	46-55	31	6.3
	56 and above	7	1.4

The correlation analysis is used to examine whether a relationship exists between all factors. In analyzing the results from Pearson's Correlation Matrix and as shown in the table 3, all factors were found a significant correlation, which was found the strongest significant correlation positive correlation of ($r = 0.831^{**}$) between all factors while was found the weakest significant correlation positive correlation of ($r = 0.764^{**}$).

Table 3: Correlations Between All Factors

	F1HRMPs	F2OC
F2OC	0.785**	
F3OJ	0.764**	0.831**

** . Correlation is significant at the 0.01 level (2-tailed). Note: F1HRMPs (Factor Human Resource Management Practices), F2OC (Factor Organisational Commitment), F3OJ (Factor Organisational Justice).

Full Measurement of SEM Model 2nd order full measurement of SEM model: Based on the 2nd order of model fit as shown in Figure 4.11 the CFA model was shown to have an acceptable fit ($R^2/df = 3.166$, $RMR = 0.046$, $GFI = 0.934$, $AGFI = 0.903$, $NFI = 0.951$, $RFI = 0.936$, $IFI = 0.966$, $TLI = 0.955$, $CFI = 0.965$ and $RMSEA = 0.066$). R^2/df value was almost equal three. All factors loadings were above 0.7. The covariance between factors was statistically significant ($p < 0.001$, $CR = 5.490$). In other words, the covariance estimate was 5.490 standard errors above zero. An absolute value of CR above 1.96 implies statistical significance.

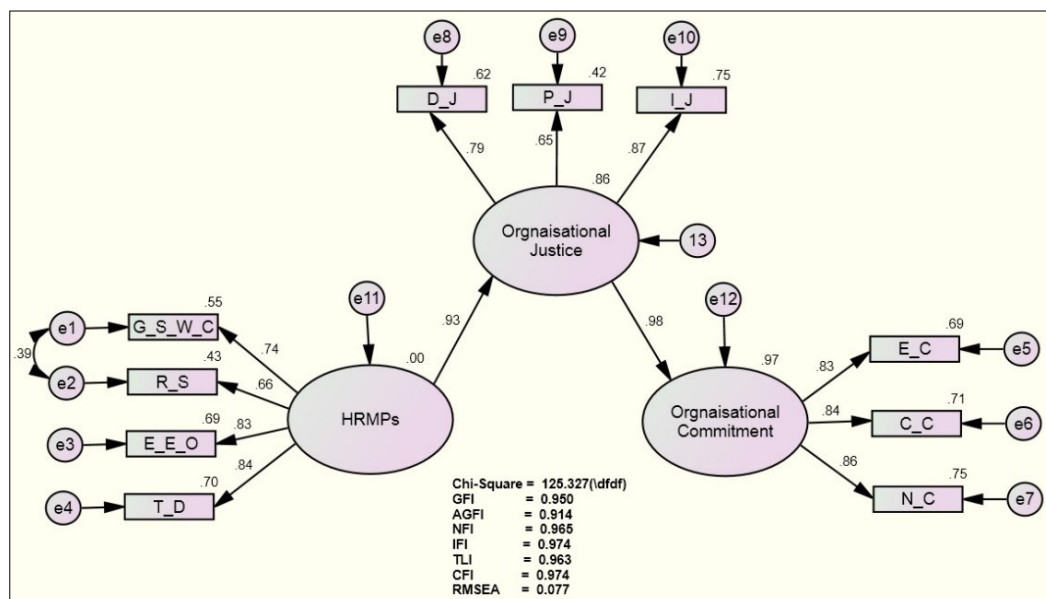


Figure 2: Schema of the 2nd Order Full Measurement of SEM Model

Note: HRMPs (Human Resource Management Practices), G_S_W_C (Good and Safe Working Conditions), R_S (Recruitment and Selection), E_E_O (Equal Employment Opportunities), T_D (Training and Development), E_C (Effective Commitment), C_C (Continuance Commitment), N_C (Normative Commitment), D_J (Distributive Justice), P_J (Procedural Justice), I_J (Interactional Justice).

Based on the overall measurement of SEM model, which involved the 1st order and the 2nd order CFA, the 2nd order CFA of SEM model was shown to have an acceptable fit rather than the 1st order. Additionally, the results of the 2nd order constructs, factor loading and model fit were much better than the 1st order. Likewise, the 2nd order has had the best value of statistical significance.

Hypothesis results lead the interpretation of the research output. This research hypothesis is supported when significant at $p < 0.05$. The results of the tests of hypothesis are summarized below in Table 4.

Table 4. Results of Hypothesis Testing

Hypothesis	Path	β	R^2	P-Value	Support
H1a	H.R.M.Ps ---> O.C	0.042	1.85	0.086	No
H1b	H.R.M.Ps ---> O.J	0.641**	0.131	< 0.001 (***)	Yes
H1c	H.R.M.Ps ---> O.J ---> O.C	0.712**	0.339	< 0.001 (***)	Yes
H2a	O.J ---> O.C	0.767**	0.632	< 0.001 (***)	Yes

Note: H.R.M.Ps (Human Resource Management Practices), O.C (Organisational Commitment), O.J (Organisational Justice), not significant at $p > 0.05$; * significant at $p < 0.050$; ** significant at $p < 0.010$; *** significant at $p < 0.001$

Based on table 4 above, the results of the test hypothesis are reported as follows:

H1a: Human resource management practices has a negative influence on organisational commitment is not supported because $\beta = 0.042^{**}$, $r^2 = 1.85$, $p > 0.05$.

H1b: Human resource management practices has a positive influence on organisational justice is **supported** because $\beta = 0.641^{**}$, $r^2 = 0.131$, $p < 0.001$.

H1c: Human resource management practices has a positive influence on organisational commitment via organisational justice as mediator is **supported** because $\beta = 0.712^{**}$, $r^2 = 0.339$, $p < 0.001$.

H2a: Organisational justice has a positive influence on organisational commitment is **supported** because $\beta = 0.767^{**}$, $r^2 = 0.632$, $p < 0.001$.

The researcher used in the analysis of multivariate analysis of variance subsidiaries (MANOVA), the main goal of the use of this analysis is to test the difference between whole variables of the research. The analysis results of Master showed that human resource management practices (Mean = 4.86, Std. Deviation = 0.89), organisational commitment (Mean = 5.04, Std. Deviation = 0.94), organisational justice (Mean = 5.30, Std. Deviation = 0.97), whereas, results of PhD showed that human resource management practices (Mean = 4.66, Std. Deviation = 0.75), organisational commitment (Mean = 4.76, Std. Deviation = 0.76), organisational justice (Mean = 5.04, Std. Deviation = 0.84). Refer to Table 5.

Table 5. Means of Dependent Variables on Education Variable

Education	Standard	Human Resource Management Practices	Organisational Commitment	Organisational Justice
Master	Mean	4.86	5.04	5.30
	Std. Deviation	0.89	0.94	0.97
	Sample	160	160	160
PhD	Mean	4.66	4.76	5.04
	Std. Deviation	0.75	0.76	0.84
	Sample	336	336	336

First, the research found results of human resource management practices, which involves four dimensions Good and Safe Working Conditions (G_S_W_C), Recruitment and Selection (R_S), Equal Employment Opportunities (E_E_O) and Training and Development (T_D), significantly loaded in the 2nd order ($p < 0.001$). Besides, the model fit of the human resource management practices factor was an acceptable model fit ($R^2/df = 2.254$, $RMR = 0.057$, $GFI = 0.950$, $AGFI = 0.928$, $NFI = 0.957$, $RFI = 0.945$, $IFI = 0.976$, $TLI = 0.969$, $CFI = 0.976$ and $RMSEA = 0.050$). In addition, all observed indicators strongly loaded on the 1st order constructs. The average (AVE) for the four measures of human resource management practices factors were 0.884 (AVE_{HRMPs}) and a critical ratio of the three measures of human resource management practices factor were 3.913 (CR_{HRMPs}). The composite reliability values for the three measures were 0.933 (CR_{GSWC}), 0.932 (CR_{RS}), 0.933 (CR_{EEO}) and 0.946 (CR_{TD}). It was evident (\sqrt{AVR} greater than the correlation between the four constructs) that the model possessed discriminant validity. Thus, the four dimensions were empirically distinct and contributed independently to the 2nd order construct of human resource management practices.

Second, the research found results of organisational commitment, which involves three dimensions Effective Commitment (E_C), Continuances Commitment (C_C) and Normative Commitment (N_C), significantly loaded in the 2nd order ($p < 0.001$). Besides, the model fit of the organisational commitment factor was an acceptable model fit ($R^2/df = 2.311$, $RMR = 0.042$, $GFI = 0.952$, $AGFI = 0.930$, $NFI = 0.954$, $RFI = 0.942$, $IFI = 0.973$, $TLI = 0.966$, $CFI = 0.973$ and $RMSEA = 0.051$). In addition, all observed indicators strongly loaded on the 1st order constructs. The average (AVE) for the three measures of the organisational commitment factor were 0.947 (AVE_{OC}) and a critical ratio of the three measures of the organisational commitment factor were 3.392 (CR_{OC}). The composite reliability values for the three measures were 0.933 (CR_{EC}), 0.932 (CR_{CC}) and 0.932 (CR_{NC}). It was evident (\sqrt{AVR} greater than the correlation between the three constructs) that the model possessed discriminant validity. Thus, the three dimensions were empirically distinct and contributed independently to the 2nd order construct of organisational commitment.

Third, the research found results of organisational justice, which involves three dimensions Distributive Justice (D_J), Procedural Justice (P_J) and Interactional Justice (I_J), significantly loaded in the 2nd order ($p < 0.001$). Besides, the model fit of the organisational justice factor was an acceptable model fit ($R^2/df = 2.638$, $RMR = 0.042$, $GFI = 0.958$, $AGFI = 0.935$, $NFI = 0.958$, $RFI = 0.945$, $IFI = 0.974$, $TLI = 0.965$, $CFI = 0.973$ and $RMSEA = 0.058$). In addition, all observed indicators strongly loaded on the constructs and the results of 2nd order were acceptable rather than 1st order. The average (AVE) for the three measures of organisational justice factor were 0.972 (AVE_{OJ}) and a critical ratio of the three measures of organisational justice factor were 9.569 (CR_{OJ}). The composite reliability values for the three measures were 0.934 (CR_{DJ}), 0.935 (CR_{PJ}) and 0.936 (CR_{IJ}). It was evident (\sqrt{AVR} greater than correlation between the three constructs) that the model possessed discriminant validity. Thus, the three dimensions were empirically distinct and contributed independently to the 1st order construct of organisational justice.

The research proposed involve 4 interaction, relationships: 3 direct relationships and one indirect relationship. The findings supported two direct strong positive relationships causal relationships and one indirect strong positive relationship causal relationship. On the other hand, the findings not supported one direct negative relationship will explain all of them in fellow sections.

First of all, the findings of this research supported the three causal relationships. The research found two direct a strong positive relationship ($\beta = 0.641^{**}$, $p < 0.01$, $R^2 = 0.131$) between

human resource management practices and organisational justice; ($\beta = 0.769^{**}$, $p < 0.01$, $R^2 = 0.632$) between organisational justice and organisational commitment. Also, the research found one indirect a strong positive relationship ($\beta = 0.712^{**}$, $p < 0.01$, $R^2 = 0.339$) between human resource management practices and organisational commitment using organisational justice as mediator. On the other hand, the research found direct a negative relationship ($\beta = 0.42$, $p > 0.01$, $R^2 = 1.85$) between human resource management practices and organisational commitment.

The findings supported direct a strong positive relationship between the human resource management practices and organisational justice, while the findings supported direct a strong positive relationship between the organisational justice and organisational commitment. Otherwise, the findings supported indirect a strong positive relationship between the human resource management practices and organisational commitment using organisational justice as mediator among academic staff of public universities in Malaysia.

Based on the results of hypothesis testing four hypotheses were developed as summarised below:

First, results research hypothesis 1 (H1a) does not support the hypothesis proposed in the literature review because $\beta = 0.042$, $p > 0.001$, $R^2 = 1.84$.

On the other hand, the results hypothesis 2 (H1b) support the hypothesis proposed in the literature review because $\beta = 0.641^{**}$, $p < 0.01$, $R^2 = 0.131$.

Additionally, the results hypothesis 3 (H1c) support the hypothesis proposed in the literature review because $\beta = 0.712^{**}$, $p < 0.01$, $R^2 = 0.339$.

In addition, the results research hypothesis 4 (H2a) support the hypothesis proposed in the literature review because $\beta = 0.767^{**}$, $p < 0.01$, $R^2 = 0.632$.

CONCLUSION AND RECOMMENDATIONS

This study has brought to fore empirically a number of established linkages and relationships among the variables and all were tested both directly and indirectly to ably provide answers to research questions posed in the introductory chapter and the corresponding research objectives. Future studies may want to consider extending the scope to cover other Malaysian public universities. Secondly, this study focused on only one region the Middle region in Malaysia, future studies have the opportunity to include other regions in Malaysia for comparative analysis to be able to provide basis for generalization. Thirdly, this study was undertaken only in one country (Malaysia), future studies may consider the applicability of similar studies in other Asia countries or beyond.

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