

THE IMPACT OF HR PRACTICES AND TRUST IN
MANAGEMENT ON PERCEIVED
ORGANIZATIONAL SUPPORT (POS) IN
MALAYSIAN UNIVERSITIES

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

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LIST OF ABBREVIATIONS

DV	Dependent Variables
FR	Fairness of Reward
GO	Growth Opportunity
HR	Human Resources
IV	Independent Variables
OST	Organizational Support Theory
POS	Perceived Organizational Support
PDM	Participation in Decision Making
SD	Strongly Disagree
SA	Strongly Agree
SPSS	Statistical Package for Social Science
TM	Trust in Management
UTAR	University Tunku Abdul Rahman
UTP	University Teknologi Petronas
UPSI	University Pendidikan Sultan Idris

PREFACE

This research project was carried out by Bachelor of Business Administration (Hons) final year students based on a compulsory subject, namely UBMZ 3016 Research Project.

The research topic has been stipulated as “The Impact of HR Practices and Trust in Management on Perceived Organizational Support (POS) in Malaysian Universities”. The purpose of this research is to analyse, and study about the impacts of HR practices (participation in decision making, fairness of rewards, growth opportunity) and trust in management on POS in Malaysian universities.

The research will provide a deeper insight and new ideas to the academic staff in Malaysian universities on which dimension of HR practices is the most critical towards the POS in Malaysia academic industry.

ABSTRACT

Organizational behavior recognizes the importance of perceived organizational support in affecting employees' work commitment and will directly affect company performance. However, the studies that investigate the impact on perceived organizational support are few. This research aims to address this gap. Higher education industry becomes a significant industry in Malaysia and academic staff are viewed as one of the most important assets in this context. This research looked at the extent to which examines the impact of human resources practices and trust in management on perceived organizational support in Malaysian universities.

This study adopted quantitative research design. The questionnaire distributed to the academic staff in Perak universities through Google form. The data collected from 153 respondents and the Cronbach's Alpha reliability test of the independent variables and dependent variable are analysed by SPSS software. The Pearson Correlation Coefficient Analysis and Multiple Regression Analysis are used to test the relationship between independent variables and dependent variables as well.

Results revealed that participation in decision making, fairness of rewards, growth opportunity and trust in management was positively and significantly related to perceived organizational support. Findings, theoretical and managerial implications, limitation of study, and the recommendation of future research are discussed.

Keywords: Perceived organizational support, HR practices, participation in decision making, fairness of rewards, growth opportunity, trust in management, higher education industry

CHAPTER 1: INTRODUCTION

1.0 Introduction

The objective of the research is to examine the impact of human resources (HR) practices and trust in management on perceived organizational support (POS) in Malaysian universities. This chapter starts with the research background that brief the outline of the important studies which conducted in this research topic. The following is problem statement that will states the clear description of the issue regarding to this research topic. As an overview of the research, this chapter will also discuss research objectives, research questions, hypothesis, and significance of study.

1.1 Research Background

1.1.1 The Higher Education Industry in Malaysia

Malaysian higher education industry is made up of public and private institutions. There are 20 public universities and 467 private higher learning institutions in Malaysia (Siti Hamisah Tapsir, 2019). The current trend of Malaysian higher education has grown tremendous since the enrolment rates has significantly increased to about 44% compared with only 14% in the past 40 years (Siti Hamisah Tapsir, 2019). Higher education in Malaysia has now become a significant industry and is trusted globally as it provides quality education not only to Malaysians but also to international students (Siti Hamisah Tapsir, 2019). Malaysia focuses on the development in education therefore ministry of education put efforts on improving the effectiveness and quality of programme, strengthening research and development for up-to-date knowledge, and accomplishing greatness in higher education (Chang, Sirat & Dzulkifli Razak, 2015).

Academic employees are viewed as one of the most important assets for higher education industry and therefore, human resource practices are important which can contribute to organizational development and goal achievement (Intan Soraya Rosdi & Hezlin Harris, 2011). There are a lot of Malaysian private and public colleges which play significant role in higher education Malaysia as well. They grant students with diplomas or certificate while Malaysian universities grant students with bachelor's degree. Furthermore, Malaysian universities which went into various world ranking and emphasized in research are outstanding compared with the colleges in higher education industry. Therefore, it is important to focus on Malaysian universities only to get effective result in our research.

1.1.2 Perceived Organizational Support (POS)

Perceived organizational support (POS) is widely defined as an employee's belief that organization values his or her work contribution and well-being (Eisenberger, Huntington, Hutchison & Sowa, 1986). Perceived organizational support create positive effect as it can produce felt obligation of employees to care for organization's welfare and achieve organization's goal in return for high level of support (Rhoades & Eisenberger, 2002). Hence, when the organization generates strong perceived organizational support, employee retention and commitment will be higher. The strong perceived organization support such as organising employee support programmes can enhance the employee retention and reduce turnover intention (Satardien, Jano & Mahembe, 2019). Perceived organizational support created by human resource practices such as the level of attention to employees can generate positive workplace behaviour to retain the employees (Colakoglu, Culha & Atay, 2010). Faculty members are the main asset of a university in academic profession which will affect the overall university performance therefore their commitment level which influenced by POS is vital (Ali Hemmati Afif, 2018). Since higher education industry is worthy for research as it engages academics and students in the community activities, academics having a high need for

support to enhance their commitment in academics works (Tight, 2003). Malaysian universities continue facing the problem of academic staff turnover as the extent of academic staff turnover in Malaysia were less examined in recent years (Lew, 2009). Therefore, it is important to understand the academics need for organisational support in higher education industry to develop future human capital which are well-educated and may contribute to society.

1.2 Problem Statement

The higher education sector plays an important role in improving productivity and work skills, involving numerous scholars and students. This industry has the qualities of research. It has countless connections with industrial and community operation and the capacity of the country to sustain in a global information economy that is unpredictable. (Tight, 2003; Humphreys & Hoque, 2007).

“Education is the most powerful weapon which you can use to change the world” (Mandela, 2003). This line was spoken by Nelson Mandela in a speech in South Africa, this showed that how important education is. Education is the one pillar that cannot be absent in nation building (TheStar, 2019). Higher education is the key in the production of citizens who are educable for life and capable enough to contribute to social harmony and improved living standards (Norliza Zain et al., 2017).

Malaysia is ranked 22 out of 63 countries in terms of desirable talents, slipping from its 15th ranking in 2015 (IMD, 2019). Malaysia faces a two-pronged shortage of talent, firstly migration and secondly the impact of aging on the pool of talents (Zulita Mustafa, 2017). Malaysia is losing people at a higher rate than any other countries, and this outflow is skilled labor (Ahmad Bashawir & Junaimah Jauhar, 2015). Malaysian colleges have continued facing the problem of

turnover of university staff or "brain drain" over the past decades (Feng & Angeline, 2010).

Study shows that staffs that are loyal to the organization probably will show behaviors that are favorable to organizations such as withholding in their POS positions, perform well at their job and attendance (Meyer & Allen, 1997). It is pertinent to study the antecedents that can enhance POS in Malaysian universities. Foong, et al. (2014) indicate that future research may include some other factors which have not been included in their research to investigate the impact of HR practices on perceived organizational support (POS) of academic staff. According to Dessler (2007), HR practices include the recognition of human resource needs, screening, recruitment, training, promotion, evaluation as well as labor relations, safety and health, and justice issues. One of the reasons we use the three dimensions (participation in decision making, fairness of rewards, growth opportunity) of HR practices is because three of these dimensions are not stated in Dessler's paper. There are very less empirical studies which examine on the relationship between HR practices and POS of academic staff, so the study on how the three dimension (participation in decision making, fairness of rewards, growth opportunity) of HR practices can enhance the level of POS of academic staff in higher education industry is important (Rowley, 1996; Capelleras, 2005; Joiner & Bakalis, 2006).

Over the years trust in management has been defined in a broad variety of ways. Many general definitions of trust are built around the central idea that someone else's behavior against one who is vulnerable would be helpful rather than injurious. The concept of trust in management represents the faith of employees in the goal of an organization and its leaders and the belief that organizational action would support employees (Kim & Mauhorgne, 1993).

Książek et al. (2016) indicate that POS improves institutional trust in a Polish state university. The authors proposed that the field for future study, is an in-depth review of more universities using broader and more diversified samples as well as

a comparison of outcomes (Książek et al., 2016). From the study, showed the potential gap that we are going to examine in our paper which is the relationship between trust in management and POS in Malaysian universities.

Throughout our research, the purpose of our research is to provide a better realization to the top management of higher education industry in Malaysia about the impact of HR practices and trust in management on POS in Malaysian universities. Based on our best knowledge, there were less research related to the study of the impacts of HR practices (participation in decision making, fairness of rewards, growth opportunity) and trust in management on POS in Malaysian universities. When the high HR practices occurred, it helps to improve the higher level of POS. This is because the staff are the most valuable resource for any organization. Furthermore, our research also explores more about how Malaysian universities' academic staff perceives their organization. Because of above reasons, it showed there is a research gap and became our interest to further study.

In the end of this research, our paper will provide a deeper insight to the academic staff in Malaysian universities and new ideas to the employees of universities in Malaysia on trust in management and which dimension of HR practices is the most critical towards the POS in Malaysia higher education industry.

1.3 Research Objectives

1.3.1 General Objectives

The purpose of this research is to analyse, and study about the impacts of HR practices (participation in decision making, fairness of rewards, growth opportunity) and trust in management on POS in Malaysian universities.

1.3.2 Specific Objectives

- I. To study how the participation in decision making influence POS in Malaysian universities.
- II. To study how the fairness of rewards influence POS in Malaysian universities.
- III. To study how the growth opportunity influence POS in Malaysian universities.
- IV. To study how the trust in management influence POS in Malaysian universities.

1.4 Research Question

The following research questions are developed:

- I. What is the relationship between participation in decision making and POS in Malaysian universities?
- II. What is the relationship between fairness of rewards and POS in Malaysian universities?
- III. What is the relationship between growth opportunity and POS in Malaysian universities?
- IV. What is the relationship between trust in management and POS in Malaysian universities?

1.5 Hypotheses of the Study

The following hypotheses are developed:

- I. There is significant relationship between participation in decision making and POS in Malaysian universities.

II. There is significant relationship between fairness of rewards and POS in Malaysian universities.

III. There is significant relationship between growth opportunity and POS in Malaysian universities.

IV. There is significant relationship between trust in management and POS in Malaysian universities.

1.6 Significance of Study

This research is conducted to identify relationships between HR practices and trust in management on POS in Malaysian universities. Consequently, this study focuses on examining the data from the academic area in Malaysia. We found that HR practices and trust in management have a significant effect on POS. The three dimensions of HR practices (participation in decision making, fairness of rewards, and growth opportunity) have a positive impact on POS. Instead of being a regular study, we hope to find out the factors that impact on POS in Malaysian universities since the research in Malaysian universities to study is narrow.

For the gap of our research, the purpose of this project is to provide a better realization to academic staff and industry about the impact of HR practices and trust management influences on POS in Malaysian universities. For this research, we target to determine which dimensions of HR practices are significant to POS. First and foremost, participation in decision making is one of the elements of HR practices (Allen et al., 2003), which involved in HR system to improve the organization development (Heller, Pusic, Strauss and Wilpert 1998). Likert (1967) proved that employee participation in decision-making is not related to a specific organization, but rather a process of leadership, motivation and interaction designed to provide employees with opportunities to participate in organizational decisions.

Other than that, the fairness of rewards represented the differences between employees' effort and distribution of rewards by organization had the strongest indication of POS (Shore and Shore, 1995). Growth opportunity is another element of HR practice which significantly linked to POS when the organization look for the contribution of employees for further growth development (Wayne et al., 1997). Based on the research, Devi (2009) stated that the bonus paid as a reward will improve the ability and motivation of employees, thus, it might positively impact on POS.

Furthermore, the relationship between support and trust in organizational environment is rarely explored by empirical studies (Singh and Malhotra, 2015). Therefore, trust in management is also played an important role in organization citizenship behavior and employee loyalty which employees contributed the outcomes of cooperative behavior to the organization itself (Shockley-Zalabak, Ellis, and Winograd, 2000).

In the end of the research, it provides a deeper insight and new ideas to the academic staff in Malaysian universities on which dimension of HR practices is the most critical towards the POS in Malaysia academic industry. On the other hand, our research might be used as a source of literature review for the further research and provide more comprehension on HR practices and trust in management on POS in Malaysian universities since university is one of the academic areas which have a major market in Malaysia that provide education services to the students. Therefore, when the high HR practices occurred, it helps to improve the higher level of POS. It is because of the employees is the most important asset for every organization.

1.7 Chapter Layout

This research study is composed of five chapters to study the impact of HR practice and trust in management on POS in Malaysian universities. Chapter 1 briefly introduces the overall concept of the research project, including research background, problem statement, research objectives, research hypotheses, research significance and chapter layout. Factors are then formulated regarding the effects that it has to the dependent variable of the studies.

In the Chapter 2 of literature review, the relationship between independent and dependent variables will be illustrated. We studied the relationship between HR practice and trust in management towards POS in Malaysian universities. The review on the existing literature and related conceptual models will be discussed in detail in conjunction with the proposed theoretical or conceptual framework as well as the hypothesis to examine the relationship and the contents are reviewed from previously studied educational materials.

Chapter 3 will be the research methodology; it includes all our research design and how we go through our research. In addition, questionnaire will be developed and distributed to the specific respondents. SPSS software will be used to test the reliability of research. After the information is collected, the data is interpreted to produce valid and reliable results, and the conclusions of this chapter are finally reached.

Chapter 4 will conduct the analysis of results which are computed through SPSS software. This chapter will interpret three different analyses. Descriptive analysis includes demographic profile of respondents and central tendencies measurement of constructs. Besides that, the interpretation of reliability of variables is provided in scale measurement while the generation of conclusions about demographic characteristics is provided in inference analysis.

In chapter 5, the entire research will be summarized and more detailed interpretations on the research finding will be conducted. In addition, the research

is concluded by discussing the major findings, management implications, research limitations, and some ideas for future research.

1.8 Chapter Summary

This chapter had given a brief understanding about our research topic. The research background outlines the HR practices, trust in management, and POS in Malaysian universities. The issue or the gap regarding to the research topic also clearly highlighted in the problem statement. Furthermore, the research objectives which are general and specific had stated clearly follow by the research questions. The hypotheses of the research had provided in this chapter. Moreover, significance of study contributes for the staff who work in university. The next chapter will discuss the variables and the framework of this research.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

Chapter 2 start from underlying theories that study about the theories used in this research, followed by the review of the literature that study the dependent variable and independent variables. In additional, the relevant theoretical models will be retrieved from other researcher's framework, then the proposed conceptual framework will be established to shown the interrelationship between dependent variable and independent variables. Lastly, the hypotheses will be developed to study the proposed research framework.

2.1 Underlying Theory

2.1.1 Organizational Support Theory (OST)

The organizational support theory stated that workers pay attention to the way they are handled by organizations to determine the degree to which the company respects them and values their efforts (Du Plessis, 2010). Employees view the care provided by the organization's agents as an indicator of the overall beneficial or unfavorable attitude of the company toward them. The theory of organizational support further stated that the level of responsibilities of workers towards the company would be affected by POS (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). It indicates that workers with higher levels of POS are likely to be more loyal and more dedicated to their organization.

2.2 Review of Literature

2.2.1 Dependent Variable: Perceived Organizational Support (POS)

Research indicates that workers build global view about how much their employing company respects their efforts and take cares of their welfare (Eisenberger, Huntington, Hutchison & Sowa, 1986). POS is often viewed as the assurance that assistance is readily available when support is needed for an efficient job or to cope with stressful circumstances from the organization (Rhoades & Eisenberger, 2002). Besides, POS is viewed as an important part of the connection between their employee and their manager (Eisenberger, 1986). This indicates the workers ' trust in what the company is going to do to them.

Rooted in social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960), greater POS is anticipated to result in greater loyalty and obligation to the organization. (Shore & Wayne, 1993). POS is also a significant perception of organizational support theory (Eisenberger et al., 1986; Eisenberger, Cummings, Armeli & Lynch, 1997; Rhoades & Eisenberger, 2002), which theorizes that “workers will be completely persuaded that the organization is concerned for their well-being and acknowledges their contributions (Eisenberger, Vandenberghe, Rhoades, Stinglhamber & Sucharski, 2002, p. 565). Apart from that, employees' obligation on organizations' welfare will be enhanced by improving POS and helping to achieve the aims of the organization based on the norm of reciprocity (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001).

To obtain better work performance and meet the social-emotional needs of employees, the POS is important to be fostered on employee. Organizational support theory is the fundamental theory for POS concept. The theory will reciprocally push forward for optimal factors under social exchange development to deliver positive outcomes and remain intentional.

2.2.2 Human Resources Practices

‘HR practice is called if any practices concerned with improving competence, satisfaction, dedication and the growth of culture. The HR practice may be a program, a procedure, an operation, a custom, a law, or just a way. Good practices in the field of human resources make a difference to the success of the organization. Effective HR practices are those that lead to one or more of the three C's: Competencies, Commitment and Culture’ (Rao, 1999). HR practices can inspire workers, because social interactions influence the sharing of resources and benefits (Jiang, 2016).

The present research could be helpful in providing realization to the staffs of academic industry in Malaysia about the impact of HR practices on POS that will ensure high performance levels of academic staff resulting in increased achievement. Good management practices may affect the POS of Malaysian universities. HR practices include the identification of human resource needs, screening, recruiting, training, promotion, appraisal as well as workplace relations, safety and health, and justice issues. (Dessler, 2007). There are many dimensions of HR practices, but this research mainly focuses on three dimensions which are participation in decision making, fairness of rewards and growth opportunity.

2.2.3 Independent Variables: Participation in Decision Making

The definition of participation is the practice by which employees participate in solving problems and making decisions (Gürbüz, 2009). Participation in decision-making is often explained as the interaction between supervisors and subordinates in an organization (Stashevsky and Elizur, 2000). Besides, the elements of HR practices include participation in decision-making (Allen et al., 2003). Participation emphasizes the

ability to participate and share with employees. It can meet the humanistic needs of employees, including employee growth, expand the advantages of political democracy, and improve organizational productivity (Heller, Pusic, Strauss and Wilpert, 1998).

Han (2010) claims that employees have the right to involve in organizational decision making and which employees can influence work decisions. Employee participation in decision-making is a process of leadership, motivation and interaction, providing employees with opportunities to take part of organizational decision-making (Likert, 1967). Organizational psychologists have exclaimed that employee involvement in organizational decision-making is a vital part of job gratification, enthusiasm and performance, and employee psychological growth (Bakan et al., 2004). It can be said that individuals take these new opportunities very seriously. Thus, employees can trust their boss and the overall job satisfaction will increase when they are involved in decision-making; they consider his or her job challenging and rewarding in nature of.

Rosidi (1999) pointed out that participation is important in the decision-making procedure. Organization will achieve maximum organizational performance if participation in decisions making match with the organizational culture, which means that employees involved in decision making are ready to share advanced information that contributes to company performance (Han et al., 2010). Furthermore, participatory systems help generate an active and loyal workforce and employees can share common experiences, make unrestricted efforts and work in teams (Gürbüz, 2009). Scholars believe that participation is a mutual consultation between managers and staffs, which can jointly solve problems and reach teamwork decisions. As employees enthusiastically participate in the decision-making process (set personal goals), they internalize organizational objectives (Irawanto, 2015).

Support in the literature claims that participating in decision-making can increase employee motivation, job satisfaction, and organizational commitment, these results was attributed to empowerment (Pearson and Duffy, 1999). Studies show that employee participation in decision making across organizations is increasing (Harley, Ramsey, and Scholarios, 2000), so it is important to understand when and how participating in the workplace benefits employees and employers. Besides, Jackson (1983) claimed that participation is the source of strength and influence, source of information and source of social support.

2.2.4 Independent Variables: Fairness of Rewards

The fairness theory brings a concept of equity which it purports that every single person seeks for justness in every settlement (Goodwin and Ross, 1992). Justness in every deal indicates an individual always look forward to the satisfied rewards from the organization while they accomplished high accomplishment in their tasks (Williamson, 1993). In other words, the level of a person to judge between his or her efforts and achievement of the effort brings the determination of fairness (Adam, 1965).

Besides, pay, job security, recognition, promotions and bonus will be the examples of rewards (Shore and Shore, 1995). The author indicates that focuses on employee's rewards and well distribution of compensation might positively influence on POS. Thus, the fairness of rewards based on the employee's effort that illustrated by HR practices had the strongest indication of POS (Shore and Shore, 1995).

Additionally, researchers found out that employees not only care about the outcomes they desire or favour, but also care about how they are being treated during the evaluation process. This fair treatment situation in the workplace led to the development of rewards distribution approach to fairness (Kogan, 2004). When employees believed that the distribution of

rewards in an organization is fair, then they will believe the organization cares them (Arboleda, 2010). In contrast, when employees feel dissatisfied on his/her rewards based on their performance, it might cause the perception of unfairness from employees. Thus, the employees will reduce their contributions to exchange for the rewards in order to rectify the unfairness perception (Adams, 1965; Mowday, 1991; Janssen, 2001).

In order to improve the employees' loyalty to the organization at the same time to decline the rates of employees' perceived inequity, the HR practices of the company might play an important role on justice of rewards such as pay and bonus (Shaw, Delery, Jenkins and Gupta, 1998). Therefore, some studies measured employees' perception of organizational justice based on the fairness in distribution of rewards among employees (Greenberg, 1990). Hence, it showed a significant relationship between fairness of rewards and POS (Eisenberger, et al., 1986).

2.2.5 Independent Variables: Growth Opportunity

One of the dimensions that found in HR practices that shown a significant relationship between POS is growth opportunities (Wayne, Shore, & Liden, 1997). Growth opportunity refers to how the employers provide the opportunities for employees to grow and enhance their ability (Velez-Castrillon, White, & Brown, 2018). The opportunities provided by the employer for the employee to grow will attract and retain the talent in the organization.

The research study had shown the four types of growth opportunities which are financial growth opportunity, career growth opportunity, professional growth opportunity, and personal growth opportunity. Financial growth opportunity is the employer will pay more than the normal salary to the employees who are top performance (Devi, 2009). For example, the employer will provide the bonus opportunities for the

employees who have good performance in their job accomplishment and achieved the organization's goals. Devi (2009) also stated that the bonus paid as a reward will enhance the skill and ability of the employees. Furthermore, the personal growth opportunity can be defined as a change of a person in their behavioral or a positively change that make a person "more complete and fully functioning" (Le Cunff, 2019). The personal growth opportunity is based on the culture of the organization and the working environments of the employees. This opportunity is very important especially for those employees who are new entrant in the organization. The personal opportunity will motivate the employees and keep them from bored in the workplace. For instance, the employer can arrange the flexible work schedules for the employees, and the social gathering also can be conducted after work. These will help to reduce their stress in the workplace and maintain the work-life balance (Le Cunff, 2019).

Majority of the study more focus on the career growth opportunity compared to three other opportunities. Based on the research studies, the career growth opportunity more likely based on the training provided by the organization and the reputation or prestige of the organization in the firm (Nouri & Parker, 2013). The training provided will enhance the knowledge, skills, and ability of the employees. This will help them to complete their job more smoothly compared to their previous situation before attend to the training. The training also had increased the growth opportunities of the professional which can train and improve the skill for the employees to work on the special task. The professional growth considers as the opportunity for employee to gain the new skills and the work experience that have positive impact for them to achieve the goal in their own career (Aarto-Pesonen & Tynjälä, 2017). Moreover, Nouri (2013) also proved that the organization with higher prestige in the firm will make the employees to believe that the organizational will provide them a good career opportunity. Hence, the training provided by the organization and the high prestige of organization had shown positively influenced the

career growth opportunities. This will help to raise the organizational commitment, and lead to the decrement of turnover intentions.

Growth opportunities is one of dimension in HR practices that bring impact to the POS. The relationship between these two variables will be further discuss in the research project.

2.2.6 Independent Variables: Trust in Management

Trust is vital in all areas of social life. It binds friendship, promoting bargaining and negotiation, reducing transaction costs on intercompany exchanges and so on (Gibbons, 2004). Globalization, workplace diversity, improved awareness of cultural differences, complex coalitions, information technology, and devolved decision-making are just some of the events and processes where trust matters (Shockley-Zalabak, Ellis & Winograd, 2000). There are many definitions of trust. Trust is referred to as "a psychological state that includes the intent to accept vulnerability based on a positive expectation of the intentions or behaviors of others" (Rousseau et al., 1998). Another definition interprets trust as "the possibility that one person's expectations, assumptions or beliefs about the future behavior of another person will be beneficial, or at least not detrimental to one's own interests" (Robinson, 1996).

In organizations, trust has proven to be an important predictor of outcomes, for instance cooperative behavior, organizational citizenship behavior and employee loyalty (Shockley-Zalabak, Ellis, and Winograd, 2000). Researchers have recognized the impact of trust on coordination and control at the organizational and interpersonal levels. Mutual trust has always been seen as a fundamental feature of change, and mutual trust has been enhanced through negotiation, participation and empowerment. "Trust-centricity" is the key to changing control and building long-term trust is important for change (Morgan and Zeffane, 2003). In general, trust

is seen as an essential element of interpersonal communication in personnel management. Individuals will have to devote more time to monitor the actions of others and to protect their own interests when there is insufficient trust in the organization (Cummings & Bromiley, 1996). When there is a high degree of trust between members of an organization, individuals will put more effort to work and bring profits to organization. Therefore, a lack of interpersonal trust in the organization will result in higher monitoring costs. (Paliszkievicz et al., 2014).

Fundamentally, all trust relationships are reciprocal in nature. In these trust relationships, a certain degree of symmetrical exchange is essential. It is based on three dimensions-the trustee's behavior, the assessment of the trustee's quality, and the collective or overall context in which it is embedded (Morgan and Zeffane, 2003). There are two forms of trust. First, cognition-based trust is based on an individual's thinking and trust in others, and is based on "good reason" as evidence of trust. The second is affect-based trust, which is based on the emotional bond of care and concern among individuals (Paliszkievicz, 2011).

Trust is important in different types of relationships. Trust can be horizontal (between colleagues), vertical (between managers and employees or between employees and managers), or institutional (between employees and organizations). Institutional trust is employee trust in organizational procedures, technology, management, goals, vision, competence and justice (Krot and Lewicka, 2012). Horizontal trust is the willingness of employees to be vulnerable by the actions of their colleagues, whose actions and behaviors are beyond their control. Vertical trust is generally more complex than horizontal trust. Our study focuses on vertical trust which is trust in management. Trust has multiple aspects: integrity, benevolence, and competence. Benevolence is unusual behavior that enhances the trustor's wellbeing. Competence is the level of performance that meets the formal requirements of an employee's job

while integrity is the extent to which the trustee's actions reflect the trustee's acceptable value (Krot and Lewicka, 2012).

2.3 Review of Relevant Theoretical Model

2.3.1 Model 1

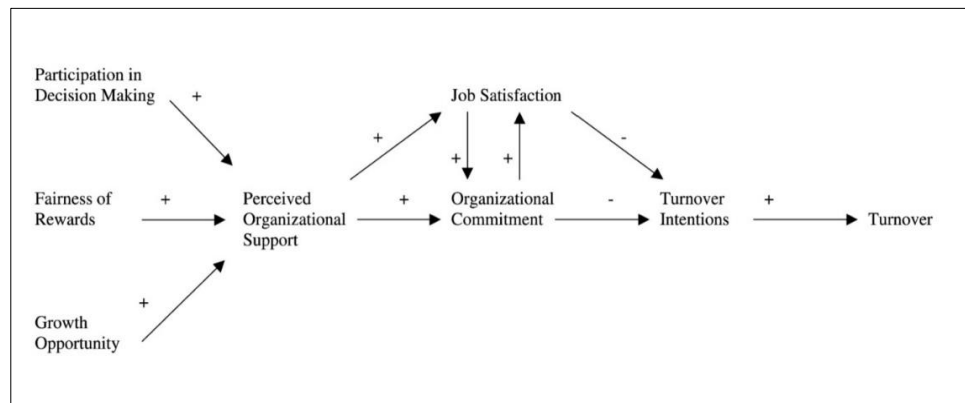


Figure 2.1: *The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process: Theoretical Model*

Note. From Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process. *Journal of Management*, 29(1), 99–118.

Figure 2.1 is the framework of the three HR practices impact on POS affecting the turnover. The researcher found that there is significant positive relationship between the HR practices and POS. They mentioned that HR practices are important to develop POS as they recognize employee contributions. They highlighted that these three dimensions of HR practices are linked to job satisfaction. Participation in decision making found positively related to commitment which leads to employees perceived that their contributions are valued. Accordingly, organizational rewards are found to have positive relationship with POS as rewards and benefits increased company's supportiveness on employees' perception (Rhoades, Eisenberger & Armeli, 2001). Moreover, growth opportunity

such as promotions and developmental experiences indicate future support from the organization which leads to employee perceived that organization appreciate their efforts.

2.3.2 Model 2

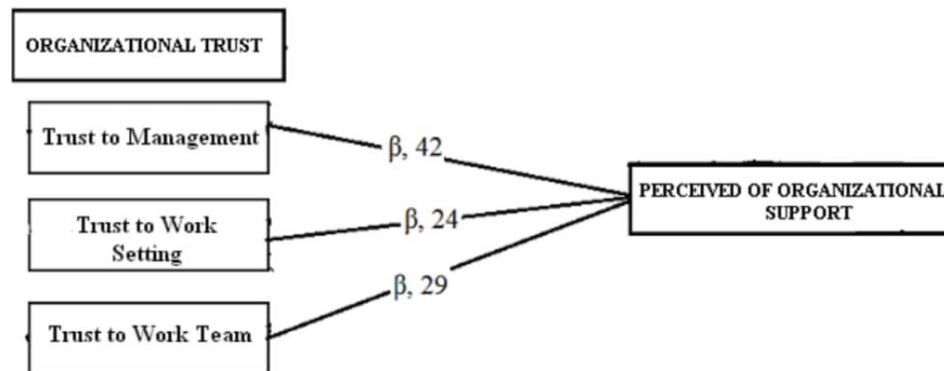


Figure 2.2: Correlation model of organizational trust and perceived of organizational support

Note. From Celep, C., & Yilmazturk, O. E. (2012). The Relationship among Organizational Trust, Multidimensional Organizational Commitment and Perceived Organizational Support in Educational Organizations. *Procedia - Social and Behavioral Sciences*, 46, 5763–5776.

Figure 2.2 is the framework showed organizational trust which included trust to management, trust to work setting, trust to work team related to POS. Organizational trust and support are important issue to affect level of commitment of employees in their work life. This research focuses on organizational image and organizational trusts in educational institutions. The researcher examine that the teachers contribute more in the workplace when their organizational commitment is higher. Hence, employees work harder when they treated well in return for the realization of organizational goals. This study matches with our research since it is about trust impact on POS in education industry. The researcher mentioned that employees trust to leaders and colleagues who impact on their perceived organizational support improve the organizational success and

organizational loyalty. Based on the result of simple regression analysis, organizational trust influence POS in which trust to management show 18% of the total variance of POS, trust to work setting show 16%, and trust to work team show 18%. Hence, trust to management, trust to work setting, and trust to work team impact on POS and has an important effect on organizational commitment.

2.3.3 Model 3

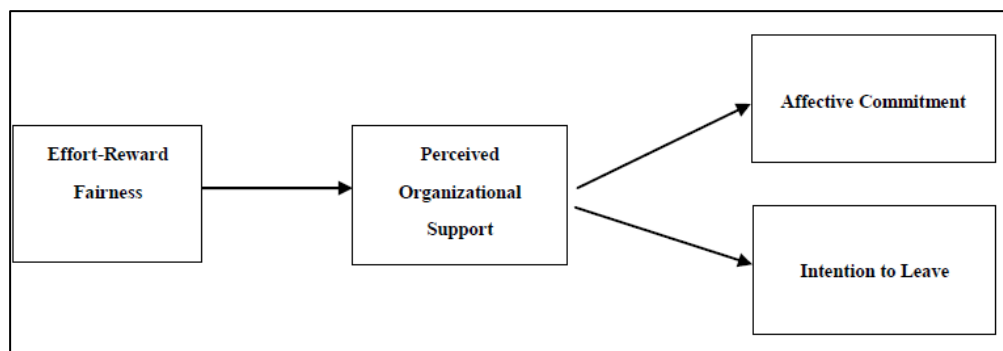


Figure 2.3: *Conceptual Model of Esra Dinç (2015)*

Note. From Dinç, E. (2015). Perceived organizational support as a mediator of the relationship between effort-reward fairness, affective commitment, and intention to leave. *International Business Research*, 8(4), 259.

Figure 2.3 shown the interrelationship between effort-reward fairness, POS, affective commitment, and intention to leave. POS is known as a mediator between effort-reward fairness, affective commitment, and intention to leave. The researcher had proved that “POS mediates the positive relationship between effort-reward fairness and affective commitment”. When the employees received the appropriate salary or reward from the organization, the employee will feel the organization have given the higher level of support to them, and this will lead to they have the highest organizational commitment’ level. Besides that, the researcher also had proved that “perceived organizational support mediates the negative relationship between effort-reward fairness and intention to leave”. The

study had shown by the analyst of questionnaire in this researcher's research project. Most of the employee with self-esteem that expect to have higher level of support from the organization, but when the organizational do not meet their expectation, they will have the intention to leave.

2.4 Proposed Theoretical Framework

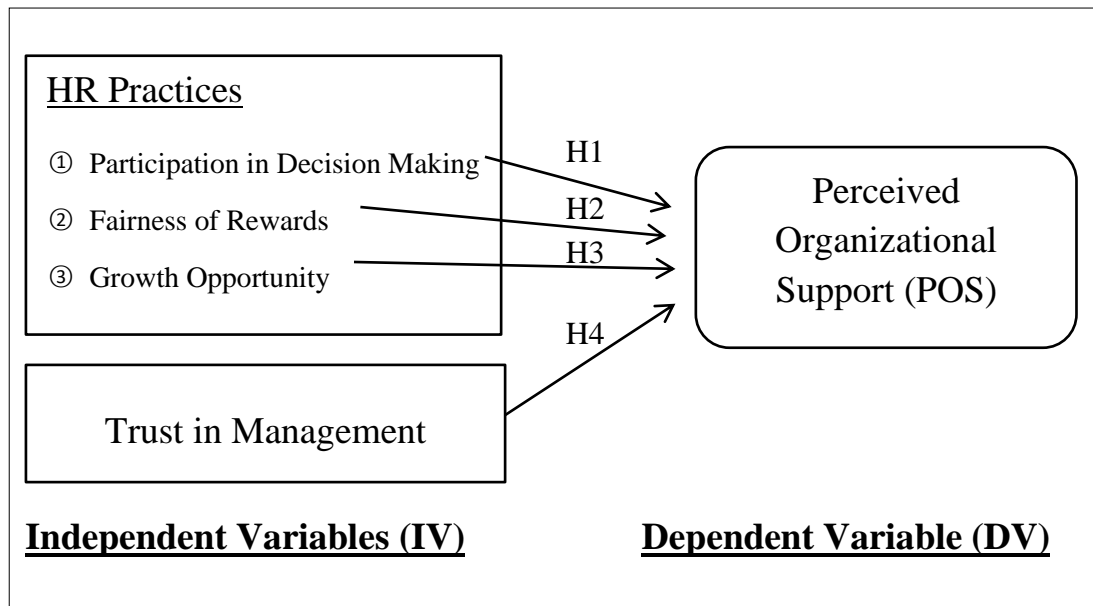


Figure 2.4: *Proposed Framework*

Figure 2.4 is the proposed theoretical framework which is designed to draw out the impact of HR Practice and trust in management on POS. From the review of theoretical model 1, it proposed that HR Practices with three dimensions which are participation in decision making, fairness of rewards and growth opportunity have impact on POS which they signal that organization cares about employees' well-being. Among them, participation in decision making can meet self-esteem needs; fairness of rewards can meet physiological needs; growth opportunities can meet employees' potential development needs and trust in management satisfy

employee social life needs (Liu, 2004). Hence, this research will come up four hypotheses to test the relationship between the variables in the part of hypotheses development.

For the role of HR practices, most research has found that it enhances human capital. HR practices should give the right to employees to participate organizational decision making and the extent to which employees can influence work decisions (Han, Chiang & Chang, 2010). Participation in decision-making is not related to a specific organization, but rather a process of leadership, motivation and interaction designed to give employees opportunities to participate organizational decisions (Likert, 1967). Another HR practice that can increase POS is fairness of rewards. Organizational support theory holds that good compensation indicates that the organization values employee contributions to the organization (Eisenberger, Rhoades, & Cameron, 1999). Specifically, some people think that this kind of organizational reward represents the organization's investment in employees and is interpreted by employees as a sign of organizational appreciation, thereby contributing to the development of POS (Eisenberger et al., 1999). In addition to meet physiological needs, employees need to expand their potential and build their capabilities in the organization, in other words, meet their needs for growth and self-actualization. Organization provides potential career opportunities, such as training and promotion will motivate employees to pay greater attention and recognize the organization's recognition of their contributions. Because these organizational actions are beyond the scope of company policy and union contract, employees will treat them as the organization's discretion and expression of their care and support (Rhoades and Eisenberger, 2002).

Other than HR practice, another independent variable that impact on POS is trust in management. With the diversity of workplace, the awareness of cultural differences, complex alliances, information technology and decentralized decisions are just some of the events and processes where trust is critical (Shockley-Zalabak, Ellis & Winograd, 2000). Trust is often seen as an essential element of interpersonal communication in personnel management. When there is

insufficient trust in the organization, individuals will have to spend more time monitoring the actions of others to protect their own interests (Cummings & Bromiley, 1996).

2.5 Hypothesis Development

2.5.1 The Relationship between Human Resource Practices and Perceived Organizational Support (POS)

HR practices played an important role in the development of individual POS. Researchers disputed growth opportunities imply the organization acknowledges and respects the efforts of their workers and suggests potential funding from the company (Wayne et al., 1997). Allowing employee involvement in decision making would signal an appreciation of employee contributions (Allen, Shore, & Griffeth, 2003). Supportive HRM activities acted as a discretionary treatment of the company to help the workers and to care about the well-being of the workers and thereby contributed to eventual incentives that could contribute to an increase in the judgment of the employees on organizational support through such constructive evaluation (Aizzat Nasurdin et al., 2008).

HR practices of discretionary compensation care strategies have strengthened the employee's judgement on organizational support. Rewards and equal recognition seem to indicate that an organization cares for the employees' welfare and is prepared to invest in them (Fasolo, 1995).

2.5.2 The Relationship between Participation in Decision Making and Perceived Organizational Support (POS)

As refer to the growth of POS, research shows that HR practices are antecedents of POS (Wayne et al., 1997). Precisely, HR practices advocate investing in employees and indicate acknowledgement for their contributions (e.g.: value employee participation), which indicates that the organization supports employees and is looking for establishment or continue to build social exchanges. Therefore, perceptions of organizations providing these practices should be positively correlated to POS (Shore & Shore, 1995). Similarly, allowing employees to participate should demonstrate that employees' contributions are appreciated.

Allen et al. (2003) argued that the objective existence of some practices might not always be perceived by employees in accordance with the intent of the organization. An organization may inspire involvement in decision-making and may even possess a formal participation mechanism. However, if staffs do not believe that the institution are willing to accept input and may take action, they are less likely to feel that the organization does provide participation.

It can be said that individuals take these new opportunities (a greater involvement of in decision making process) very seriously, so when employees are involved in decision-making as result their overall job satisfaction might increase, he or she can trust his or her supervisors and lead to high degree of POS (Gürbüz, 2009). Employees feel more affinity with the organization when they are allowed to participate in important organizational processes, such as decision-making. They feel that they and their advice are valued by the organization, and they are accepted and belong (Riel, 1994).

According to organizational support theory, employees value POS partly because POS meets their needs for approval, respect and affiliation, and provides comfort during times of stress. Therefore, when good supervision and HR practices (e.g.: partaking in decision making) lead to a higher POS,

employees will be more gratified with their job, more closely linked to the institution, and more enthusiastic to perceive the organization's goals as their goals, and are more loyal and loyal to the organization (Eisenberger et al., 2016).

Therefore, the following hypotheses are formed:

H₀: There is no significant relationship between participation in decision-making and perceived organizational support.

H₁: There is a significant relationship between participation in decision-making and perceived organizational support.

2.5.3 The Relationship between Fairness of Reward and Perceived Organizational Support (POS)

The past studies shown the fairness of reward had relationship with the POS. The study has proven that the fairness of reward is positively influenced the POS (Dinç, 2015). When the employees feel the reward given by the organization is always fair to everyone, then they will always perceive that they have received the support from the organization. Fairness of reward is one of the dimensions fall under HR practices (Allen, Shore, & Griffeth, 2003).

The reward or recognition can be given fairly by the organization to the employee who have good performance in the organizational. It shows a kind of cares from the organization to the well-being of employees, the employees will feel that cares and increase their satisfaction to the organization (Allen, Shore, & Griffeth, 2003). This will lead to increase the level of POS. On the other hand, the research also shown majority of the organizations normally believe their own reward systems are quite fair, but most of the employees disagree with this statement. This will cause the decrement of level in POS due to the unfair reward provided by the

organization. This study had clearly shown the positive relationship between the fairness of reward and POS.

In addition, Eisenberger et al. (1986) proposed that the fair salary should be paid by the organization to make the employee feel meaningful when working in the workplace. The employees will feel the higher level of POS if the organization treats them as what Eisenberger et al. (1986) mentioned. Furthermore, the POS will heighten the expectation of employees to the reward from the organization when they have good performance and achieved the organization's goals. The positive emotion will also be created among the employees if the organization met the expectation of the employees (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Therefore, the following hypotheses are formed:

H₀: There is no significant relationship between fairness of reward and perceived organizational support.

H₂: There is a significant relationship between fairness of reward and perceived organizational support.

2.5.4 The Relationship between Growth Opportunity and Perceived Organizational Support (POS)

According to the past studies of this research project, growth opportunity is one of the dimensions in HR practices that founded a significant relationship between the experiences of evolution and encouragement as well as POS (Wayne et al., 1997). Additionally, there was another supporting evidence strongly proved that the growth opportunities and some of the HR practices are also related to POS (Spector, 1997), however, the most strongly relationship that systematically correlated to POS is the growth opportunity.

Employees tend to satisfy with their needs is more important than the organization seek for their growth needs (Alderfer, 1972). Thus, the requirement of the employee's capability and inherent to be expanded by organization are the main growth opportunity of employees. Based on the literature review stated above, Devi (2009) stated that financial growth opportunity is one of the opportunities that organization provides some bonus rewards to the employees in order to boost their performance in the workplace and indirectly built-in a strong organizational support from the employees. Consequently, the personal growth opportunity is very important since this opportunity might change an individual behavior into positive as well as organization will decrease the stress of employees in the workplace and maintain the work-life balance of employees as stated by Le Cunff (2019) and thus, it might lead to a strong relationship on POS.

On the other hand, Nouri and Parker (2013) stated that the career growth opportunity is the training provided by organization and it might help the employees to enhance the knowledge and skills for future use as well as can complete the tasks given smoothly. Thus, it automatically built a significant relationship between employees' growth opportunity and POS since employees gained a fully skilled and knowledgeable from the given trainings by organization. At last, the professional obtained by the employee is also one of the growth opportunities as it can take an advantage in special task and build in their own career by having a strong POS (Aarto-Pesonen & Tynjälä, 2017). Therefore, the studies indicate that the perception of growth opportunities reflects a positive relationship to POS (Allen et al., 2003; Meyer & Smith, 2000; Wayne et al., 1997).

Therefore, the following hypotheses are formed:

H₀: There is no significant relationship between growth opportunity and perceived organizational support.

H₃: There is a significant relationship between growth opportunity and perceived organizational support.

2.5.5 The Relationship between Trust in Management and Perceived Organizational Support (POS)

There are few studies have reconnoitered the relationship between support and trust in an organizational environment (Singh and Malhotra, 2015). In the study of Celep and Yilmazturk (2012), the relationship between organizational trust and POS has been examined and they found that effect of organizational trust on POS is significant, teacher's trust to management could influence POS. Scholars have discovered strong positive relationship between organizational trust and POS (Alder, Noel & Ambrose, 2006). POS and trust are positively and significantly correlated (Shukla & Rai, 2015). Ristig (2009) had also found positive and substantial relationship between POS and trust.

When employees trust in management, they may receive higher levels of support. Some of the organizations are based on values, the focus of trust in other colleagues and administration, and the organizational provision play an vital role in work life and work. From this perspective, determining the effectiveness of organizational trust on organizational support remains an important issue (Celep and Yilmazturk, 2012).

Moreover, Tyler and Kramer (2001) indicated a remarkable positive correlation relationship amongst trust and POS. Enhancing the sense of trust in the organization may arouse employees' sense of care and support for the organization (Stinglhamber et al., 2006). These findings demonstrate the importance of trust and organizational support for organizations, in addition to building organizational commitment.

Therefore, the following hypotheses are formed:

H₀: There is no significant relationship between trust in management and perceived organizational support.

H₄: There is a significant relationship between trust in management and perceived organizational support.

2.6 Chapter Summary

According to this chapter, we had found out that there is a significant relationship between HR practices (participation in decision making, fairness of rewards, growth opportunity) and trust in management toward the POS. This chapter also had discussed the review of the relevant theoretical models and the proposed conceptual framework for our research topic. Next, the hypotheses for the relationships between dependent variable and independent variables have been created to summarize this chapter. The following chapter will study about the methodology in conducting this research project.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter will describe the overview of the method used to obtain information and relevant data to support the formulated hypothesis and to back justification of the relationship between variables. It is a description of the research design, data collection method, sampling design and sampling location. Primary and Secondary researches done within this study will be disclose of the sampling design and location of samples, data obtained will be sorted in relation to the definition of construct and measurement scales to bring meaning to the information obtain as well as analysis of the data obtained. Data are used to test against the hypothesis formulated.

3.1 Research Design

Research design used systematic plan to collect and analyse the required data (Zikmund, Babin, Carr, & Griffin, 2010). In short, research design is a plan of the proposed research work. Research can be perceived as the structure of research (Akhtar, 2016). A research design includes processes such as data collection, measurement, and analysis of data in order to answer the research questions.

In this research design, it comprises of two types of design which are quantitative design and qualitative design. Qualitative research is the data that preferably are symbol, number code or name, while quantitative research is a type of design that measure of counts, value and expressed in number. Quantitative research will be involved in this study. The POS of a quantitative research was used to perform this study as it describes the study's independent and dependent variables explicitly and accurately (Matveev, 2002).

In addition, there are three categories of research which are exploratory research, descriptive research and causal research. A causal research is to determine the variable might be causing certain behavior whether there is an impact and influence connections between variables when the problem of the study has been closely defined (Zikmund et al., 2003). Cause and effect relationships will be focus in this research. We used causal research to identify the cause and effect of the relationships between trust in management, HR practices and POS in order to find out the reason which cause the problem of our independent variable and dependent variable. Thus, this study is to determine the impact of HR practices and trust in management (independent variables) on perceived organizational support in Malaysian universities (dependent variable).

3.2 Data Collection Methods

Data collection is the process of collecting and evaluating information on variables of interest, in an established systematic manner that allows one to answer specified research questions, test hypotheses, and analyze results (Syed, 2016). Meanwhile, there are two categorized under the methods of collecting data which are primary and secondary data. Only the primary data is derived to be used in data collection and concluding a hypothesis for this research analysis.

3.2.1 Primary Data

Primary data defined as the data which is known as first-hand sources that collected by the researchers. There are some methods used to collect those data which are the data can be collected through experiments, observations, interviews, or surveys. According to Kothari (2004), data are the evidence, information, or measurement that were collected and processed to find out the results of the study. In this study, primary data will be collected by using questionnaire method because it can save plenty of cost and time.

This questionnaire method commonly will be used in investigation of social sciences (Murgan, 2015). Designed questions are prepared in the questionnaire for target respondents to answer. The questionnaire was adopted and modified from related research journals of the past researchers.

3.3 Sampling Design

3.3.1 Target Population

Target population is determined as the targeted whole group which their information is desired (Sajjad Kabir, 2016). In this research, the academic staffs that work at universities in Malaysia is known as the target population due to there are a lot of academic staffs in the Malaysian universities, and they are able to provide the answer for each question that set in the survey form.

3.3.2 Sampling Frame and Sampling Location

According to Sajjad Kabir (2016), sampling frame is known as a list that contain the selected sampling units. The sampling frame of this research is the university's academic staffs in Perak, Malaysia. The researchers choose Perak due to there are a large number of academic staffs work at that area according to the portal of each university. Since there are more academic staffs in Perak, there is a higher chance to achieve high accuracy data as the estimation for all the academic staffs in Malaysian universities on this research study (Zamboni, 2018). In additional, Perak has been chosen by researchers because this state has few universities with higher ranking in Malaysia compared to other states (Times Higher Education, 2020). For example, University Tunku Abdul Rahman (UTAR) located at Kampar, University Pendidikan Sultan Idris (UPSI) located at Tanjong Malim,

University Teknologi Petronas (UTP) located at Tronoh, and etcetera (UniRank, 2020). The ranking of a university is based on its performance. This performance will be evaluated by “QS world University Rankings” based on six metrics. One of the metric that take out the highest percentage in evaluation is academic reputation (Qs Quacquarelli Symonds, 2020), so the universities in Perak state can be defined as they have high quality academic staffs that provide the proper and good teaching skills for students and lead to good result achieved. The good performance on academic staffs can be known as they have high perceived organizational support (POS) (Caesens, Stinglhamber, Demoulin, & De Wilde, 2017).

3.3.3 Sampling Elements

The academic staffs that work in Malaysian universities are known as the targeted respondents in this research. The selected Malaysian universities is located at Perak state as stated in sampling location of this research. The academic staffs only are needed to participate in this research, and the administrative staffs are excluded.

3.3.4 Sampling Techniques

Sampling methods are classified into two types which are probability sampling and non-probability sampling. There are various types of methods used in each of the sampling method (Mohsin Hassan Alvi, 2016). In this research, convenient sampling method that under non-probability sampling has been used. Convenient sampling also can be known as “opportunity sampling” that can involve the targeted population who are available and easy to participant in this research (Mohsin Hassan Alvi, 2016). This method is very beneficial in this research due to the broad category of the target population (Mohsin Hassan Alvi, 2016). For instance, all the academic staffs in Perak state of Malaysian universities will have different categories of gender, age, educational qualification and etcetera. Besides, the selected

sample in this research can have a good representative of the population. The softcopy of the questionnaire survey form has been distributed to the selected sample which are the academic staffs in Malaysian universities at Perak state.

3.3.5 Sampling Size

The application of G power has been used to calculate the sample size due to the unknown number or population. The result from the calculation of G power (figure 3.1) shown there are total numbers of at least 119 sample size are needed for the researchers to collect the data. Therefore, there are 300 sets of survey form decided to distribute in order to avoid the risk of get the insufficient data.

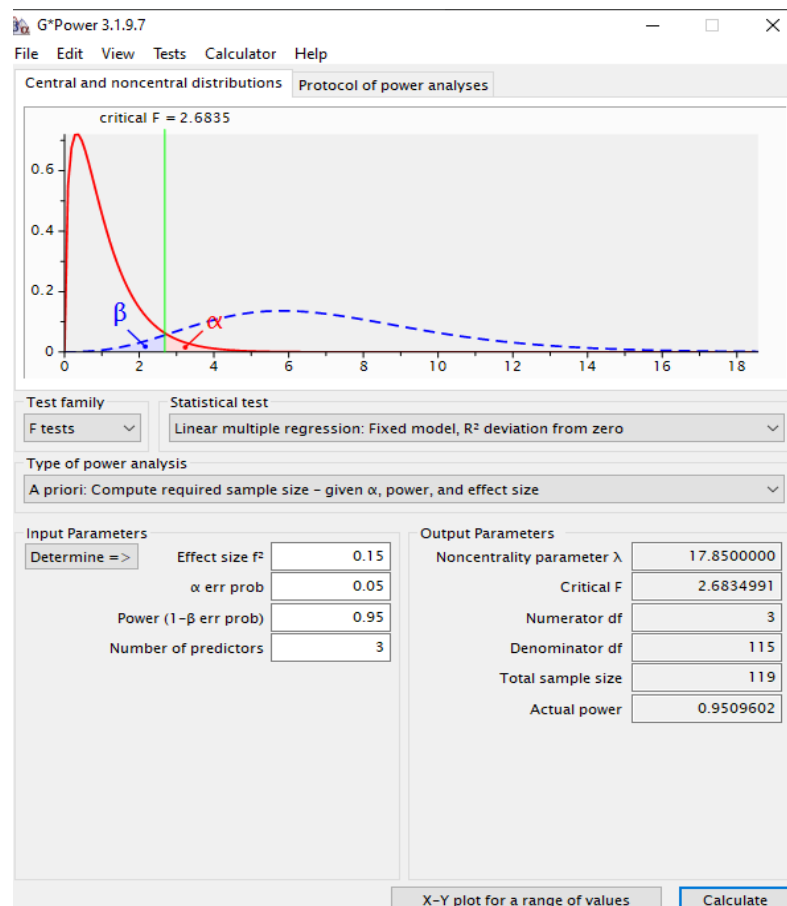


Figure 3.1: G Power Result

3.4 Research Instrument

In this research, we used self-administered survey that respondents are on self-commitment to complete the questionnaires which indicates that researchers will not obstacle the respondents on answering. However, the questionnaire will be distributed through Google Forms and E-mail as well as distribute the questionnaire forms to the staff in Malaysian universities. The purpose of using questionnaire is because of the terms of behavior, attitudes, opinions, preference and intention can be measured by questions in a quick and cheap way to allocate data from a large number of respondents compared to other methods (McLeod, S., 2018).

3.4.1 Questionnaire Design

Questionnaire will be prepared by using Google Form and segregated to respondents through online social media such as Facebook and E-mail. All the questions from the questionnaire given are required to be answered by the targeted respondents. Besides, the questionnaires distributed are able to be allocated within a short time period in order to further our research. This questionnaire consists of four sections and there are the fixed alternative questions as long as help respondents to make decision quickly by choosing among the several alternatives.

In section A, all the questions which regard to the demographic profile of respondents such as gender, age, ethnic and education level are generally being asked from the respondents in the first section. Hence, the demographic profile of the respondent is able to be differentiated accurately. In section B, C and D, the questions are more likely to obtain the views of respondents towards the factors of HR practices and trust in management leads to POS in Malaysian universities. All the questions designed is related to the independent variables (IV) and dependent variable (DV) which linked to our research.

3.4.2 Pilot Test

In pilot study, the pilot test is targeted to determine the reliability and consistency of the questionnaire; to discern the shortcomings and potential problems in the research instrument and protocol on prior to implement the whole study (Zailinawati Abu Hassan, Schattner & Mazza, 2006). In order to avoid any mistakes and errors, 30 pilot tests will be conducted and 30 respondents in Malaysian universities will be carried out to answer the questions prepared through the distribution questionnaires. Respondents are required to give feedbacks from the questionnaire. After collected all sets of questionnaires, the reliability and validity test were tested through Statistical Package for Social Science (SPSS) software to alter, manage, retrieve and analyze the data.

There are 5 rating in the rules of Thumb Cronbach's Alpha Coefficient Size (Hair, J. F., Money, M. W., Samouel, P., & Page, M. J., 2015). Table 3.1 is the Alpha Coefficient Range Strength of Association.

Table 3.1: *Alpha Coefficient Range Strength of Association*

<0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9 and above	Excellent

Variables	Cronbach's Alpha
-----------	------------------

	Value (α)
Independent variable - Participation in decision making	0.880
Independent variable - Fairness of rewards	0.954
Independent variable - Growth opportunity	0.941
Independent variable - Trust in management	0.773
Dependent variable – Perceived organisational support	0.930

The result of reliability test and the alpha value has capture into the table above. It showed that participation in decision making, fairness of rewards, growth opportunity, trust in management, and perceived organisational support with a coefficient alpha value of 0.880(very good), 0.954(excellent), 0.941(excellent), 0.773(good), 0.930(excellent) respectively. Hence, this questionnaire is ready to conduct the full study since the pilot test had shown the reliability of this set of questionnaires.

3.5 Construct Measurement

3.5.1 Origins of Constructs

Table 3.2: *The Constructs Origins*

Variables	Developed from	Total items
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Independent Variable: Fairness of Rewards	Hassan (2002)	3 items
Independent Variable: Growth Opportunities	Silbert (2005)	4 items
Independent Variable: Participation in Decision Making	Han, Chiang and Chang (2010) Denton and Zeytinoglu (1993)	3 items
Independent Variable: Trust in Management	Cook and Wall (1980) Jiang and Probst (2019)	7 items
Dependent Variable: Perceived Organisational Support (POS)	Eisenberger, Huntington, Hutchison, and Sowa (1986)	16 items

3.5.2 Scale of Measurement

Scale of measurement refers to the way of defining and classifying variables. Each scale of measurement has certain attributes, which in turn determine the appropriateness of using certain statistical analyses. The four metrics are nominal, ordinal, interval and ratio. There are four types of measurement scale which are nominal scale, ordinal scale, interval scale and ratio scale.

3.5.2.1 Nominal Scale

The nominal level is considered to be the most basic measurement level between measurement ranges and nominal scale is used for non-numeric variables (Sekaran & Bougie, 2013). This scale is the simplest of the four variable measurement scales. A nominal scale involves only assigning data to categories with no order or ranking. In some cases, this scale is used for classification purposes-the numbers associated with the variables of this scale are only labels used for classification or division. For this research, there are 4 demographic questions that can be measured by nominal scale in Section A of questionnaire, which are question 1 (Gender), question 3 (Citizenship) and question 7 (Marital status) and question 9 (Channel of communication).

Gender:

Male

Female

Figure 3.2: *Example of Nominal Scale*

3.5.2.2 Ordinal Scale

The ordinal scale is defined as a variable measurement scale, used to describe only the order of variables, not the difference between

each variable. The nominal scale can be applied for any variable that can be ranked according to preference. The difference between nominal and ordinal scale is that there is order or rank in the class or group in the ordinal question (Sekaran & Bougie, 2010). Under Section A of the questionnaire in this study, five questions were classified as ordinal scale. For instance, the respondent's age, higher educational qualification, how long have been attached to the current university, current position in University and how often communicate with superior.

Age:

- 30 or below
- 31 to 40
- 41 to 50
- 51 to 60
- More than 60

Figure 3.3: *Example of Ordinal Scale*

3.5.2.3 Interval Scale

The interval scale is defined as a numerical scale, where the order of the variables and the differences between these variables are known. Variables with familiar, constant, and computable differences are classified using the interval scales. Generally, an interval scale has both of the nominal and ordinal scale characteristics (Sekaran & Bougie, 2010). This scale is applied to all the designed questions under the five major dimensions in Section B, Section C and Section D. The questionnaire in this study was scored using a seven-point Likert scale to show the degree of the respondent's opinion.

Strongly Disagree ----- Strongly Agree

1 2 3 4 5 6 7

No.	Fairness of Rewards (Compensation)	SD ←-----→SA
1	I am rewarded fairly for the amount of effort that I put in.	1 2 3 4 5 6 7

Figure 3.4: *Example of Interval Scale*

3.6 Data Processing

Data processing refers to a process of using the raw data convert to a meaningful information. The process includes checking, editing, coding, and transforming before generate and analyse the data (Sekaran & Bougie, 2013).

3.6.1 Data Checking

Data checking is the significant step for researcher to check the questionnaire (Sekaran & Bougie, 2013). Researcher will check the questionnaire on the grammar or spelling error and avoid jargon used. The aim of data checking is to make sure the final data was refined and accurate (Marco Di Zio, 2016). In this research, researcher will double-check the collected questionnaires before progressing to the next step.

3.6.2 Data Editing

Data editing is to clarify the responses, make omissions, and avoid the biased editing and logical adjustment (Sekaran & Bougie, 2013). This process is to ensure that there is no questionnaire manipulation or whether there are any respondents who have not fully answered the questionnaire. Adjustment will be made if any missing or defect answer are found.

3.6.3 Data Coding

Data coding is the process of driving codes from the observed data. The purpose of data coding is to summarize the collected data, remove unused data and bring meaning for the data (ReadingCraze, 2014). In this process, the respondent's response will be digitized with numbers before key into the SPSS software. The software will then analyze the data once the responses has been tabulated and catalogued into the system.

3.6.4 Data Transforming

This is a process of transcribe or turn any form of data into written form to ensure they are able to study in detail and use together with analytic coding (Stuckey, 2014). It is the step where researcher transfers coded data into computer to run the reliability test by using SPSS software. SPSS software analyses the data and release the accurate and reliable result for the research.

3.7 Data Analysis

Data analysis is the process of systematically applying statistical techniques to define, summarize, restate, and evaluate data. Researchers used the Statistical Package for Social Science (SPSS) to code and analyse the data collected from respondents through questionnaires to identify whether there is a significant relationship between the variables. This enables researchers to have a better understanding towards the relationship between the variables.

3.7.1 Descriptive Analysis

The frequency distribution was used in this study to analyze the demographic or personal information of respondents under Part A of the questionnaire. Hypothesis can be made from the demographic information of each question in the questionnaire. For this research, researchers will use pie charts to better represent the demographics of respondents, and frequency distribution will be a better approach because it is simpler and does not contain much information. As for the other parts of the questionnaire (which mostly consists of scaling answers), we chose to use clustered bar charts to represent them.

3.7.2 Reliability Analysis

According to Zikmund et al. (2013), reliability is a guide of a measure's internal consistency. In same time, consistency is the key to understanding reliability. It claimed a measure is reliable when different goes at measuring something unites on the similar result. If similar result can be acquired by repetitive testing, either by same or different people, the outcomes can be said as reliable due to its consistency.

Table 3.3: *Categories of reliability*

Alpha Ranges	Level of Reliability
$\alpha = 0.80$ to 0.95	Very good reliability
$\alpha = 0.70$ to 0.80	Good Reliability
$\alpha = 0.60$ to 0.70	Fair Reliability
$\alpha = < 0.60$	Poor Reliability

Note. From Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods* (9th ed). New York: South-Western/Cengage Learning

Based on Table 3.3, Alpha value that range 0.8 to 0.95 is consider as very good reliability, range 0.70 to 0.80 consider as good reliability, 0.60 to 0.70 consider as fair reliability and the last one which is less than 0.60 consider as poor reliability.

3.7.3 Inferential Analysis

In this analysis, the relationship between the independent and dependent variables will be analysed using Pearson's correlation coefficient and multiple regressions. The reason the researches made the decision included the fact that the independent and dependent variables are both in metric scale, and also because researchers are mainly testing one-to-one hypotheses. Therefore, using the Pearson correlation coefficient is appropriate because it can provide relative results. It will show the direction, intensity, and importance between the independent and dependent variables. It depends on the direction of the relationship between the independent and dependent variables. Hence, the value can be positive or negative.

Table 3.4: *Categories of correlation:*

Coefficient Range	Strength
+/- 0.91 to +/- 1.00	Very strong
+/- 0.71 to +/- 0.90	High
+/- 0.41 to +/- 0.70	Moderate
+/- 0.21 to +/- 0.40	Small but definite relationship
0.00 to +/- 0.20	Slight, almost negligible

Note. From Hair, Money, Samouel, (2007). Research methods for business. Chichester, West Sussex: John Wiley & Sons, Inc.

The Pearson correlation coefficient is a number between -1 and +1. It measures the strength and direction between the independent and dependent variables. The symbol + or - indicates the relevant direction. A positive (+) correlation coefficient indicates that if the value of one variable increases, the value of the other variable also tends to increase and vice versa. In this research, Pearson Correlation Coefficient is used to test the following hypotheses:

H₁: There is a significant relationship between participation in decision making and perceived organizational support.

H₂: There is a significant relationship between the fairness of rewards and perceived organizational support.

H₃: There is a significant relationship between growth opportunity and perceived organizational support.

H₄: There is a significant relationship between trust in management and perceived organizational support.

Multiple Regression

Multiple regression is used to predict the value of dependent variable by two or more independent variables. In this research, independent variables are participation in decision making, fairness of rewards, growth opportunity, and trust in management while the dependent variable is perceived organisational support. All the independent variables are put into the same equation to predict the dependent variable. Then, each variable's coefficient is determined to explain the variables relationship and predict future outcomes.

3.8 Chapter Summary

In conclusion, this chapter briefly discussed about the research design, data collection methods, sampling design, research instrument, construct of measurement and data processing. Data processing describe the data preparation process before the data are analysed. The research methodologies were important as it helps in collecting, analysing and interpreting collected data. The computer software, SPSS was used to assist in conducting the analysis. Lastly, this chapter summarized the analysis method such as descriptive analysis, reliability analysis and inferential analysis that used to analysed the questionnaire data. Those useful data and information collected through questionnaires will be discussed in the following chapter.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

This chapter focuses on analysing and interpreting the data of descriptive analysis, inferential analysis and scale measurement by applying SPSS Statistics Software. The data are collected from 153 respondents in Perak universities. This chapter further explain the relationship between the independent variables (participation in decision making, fairness of rewards, growth opportunity, trust in management) and dependent variable (perceived organisational support) through the table and charts.

4.1 Descriptive Analysis

In descriptive analysis, nine demographic questions are analysed through simple graphics to provide understanding regarding the demographic profile of the respondents.

4.1.1 Respondent Demographic Profile

The details of respondent demographic profile that took part in survey are gender, group age, citizenship, educational qualification, year been attached, current position, marital status, duration communicate with supervisor and the usual channel communication during period COVID19.

4.1.1.1 Gender

Table 4.1: *Respondents' Gender*

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
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	•Male	65	42.5	65	42.5
Valid	•Female	88	57.5	153	100.0
	Total	153	100.0		

Note. Generated from SPSS software (Version 20)

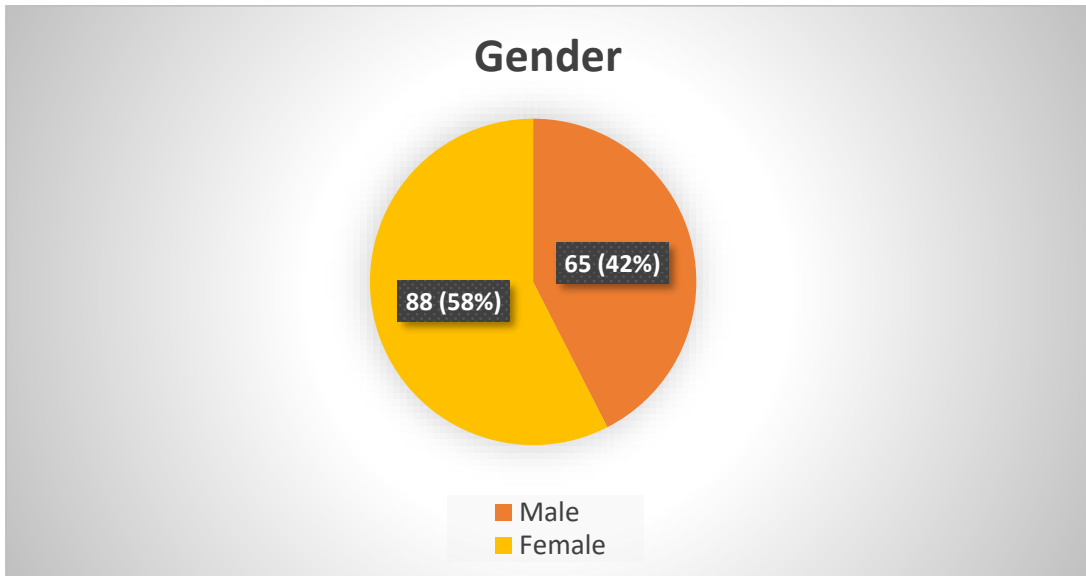


Figure 4.1: Respondent's Gender

Note. Developed for the research

Table 4.1 and Figure 4.1 shows that 42% (65 respondents) are male respondents and 58% (88 respondents) are female respondents from a total of 153 respondents participate in the survey.

4.1.1.2 Age Group

Table 4.2: Respondents' Age Group

	Frequency	Percent	Cumulative Frequency	Cumulative Percent	
Valid	•30 or below	7	4.6	7	4.6
	•31 to 40	51	33.3	58	37.9
	•41 to 50	60	39.2	118	77.1
	•51 to 60	28	18.3	146	95.4

•More than 60	7	4.6	153	100.0
Total	153	100.0		

Note. Generated from SPSS software (Version 20)

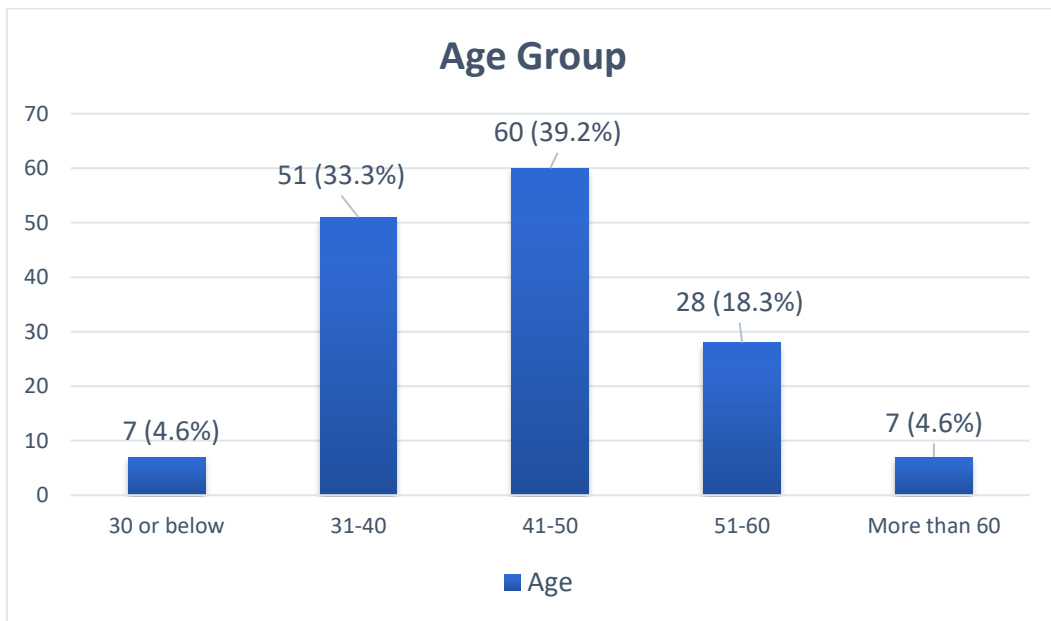


Figure 4.2: Respondent's age group

Note. Developed for the research

The column chart above is about the respondents' age group. Table 4.2 and Figure 4.2 shows that 4.6% (7 respondents) of total 153 respondents are 30 years old or below, 33.3% (51 respondents) is the age group of 31-40 years old, 39.2% (60 respondents) is the age group of 41-50 years old, 18.3% (28 respondents) is the age group of 51-60 years old, and 4.6% (7 respondents) is the age group of more than 60 years old.

4.1.1.3 Citizenship

Table 4.3: Respondents' Citizenship

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Valid •Malaysian	153	100.0	153	100.0
•Non-Malaysian	0	0	153	100.0

Note. Generated from SPSS software (Version 20)

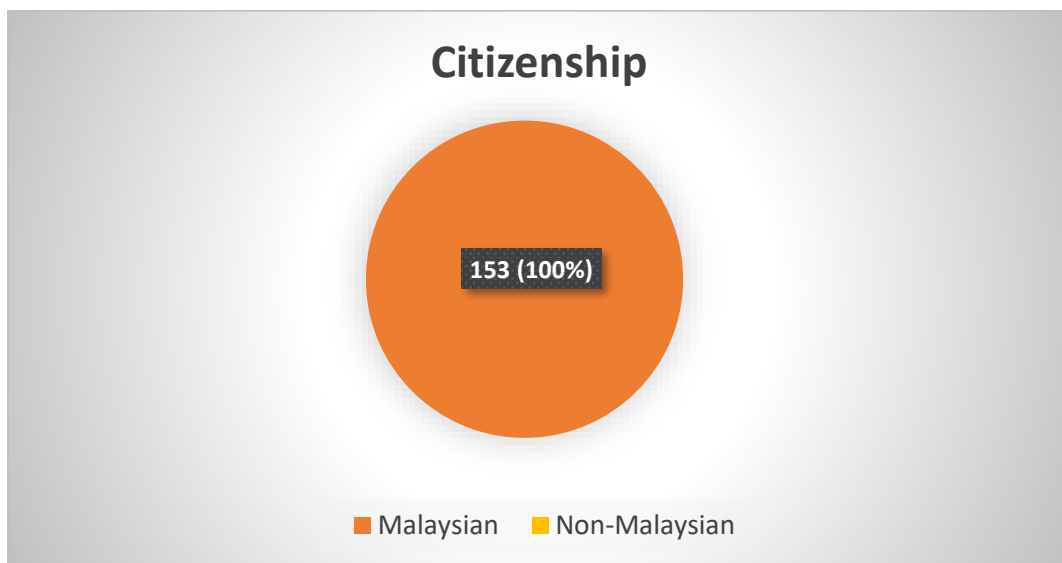


Figure 4.3: Respondent's citizenship

Note. Developed for the research

Table 4.3 and Figure 4.3 shows that all of the respondents are Malaysian.

4.1.1.4 Educational Qualification

Table 4.4: Respondents' Higher Educational Qualification

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
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•Bachelor's degree or its equivalent	19	12.4	19	12.4
•Master's degree or its equivalent	84	54.9	103	67.3
•Doctorate's degree or its equivalent	50	32.7	153	100.0
Total	153	100.0		

Note. Generated from SPSS software (Version 20)

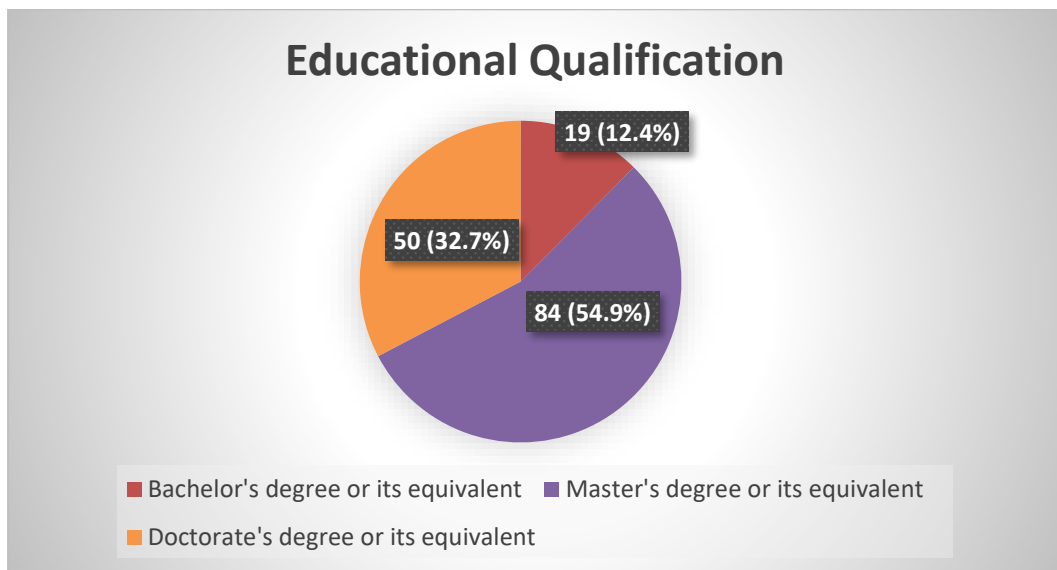


Figure 4.4: Respondent's Educational Qualification

Note. Developed for the research

Table 4.4 and Figure 4.4 shows that 12.4% (19 respondents) out of total 153 respondents belong to the educational qualification of Bachelor's degree or its equivalent, 54.9% (84 respondents) is Master's degree or its equivalent, and 32.7% (50 respondents) is Doctorate's degree or its equivalent.

4.1.1.5 Year Been Attached to the Current University

Table 4.5: Respondents' Year Been Attached to the Current University

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Valid •Below 2 years	13	8.5	13	8.5
•2 to less than 4 years	17	11.1	30	19.6
•4 to less than 6 years	24	15.7	54	35.3
•6 to less than 8 years	33	21.6	87	56.9
•8 and less than 10 years	30	19.6	117	76.5
•10 years and above	36	23.5	153	100.0
Total	153	100.0		

Note. Generated from SPSS software (Version 20)

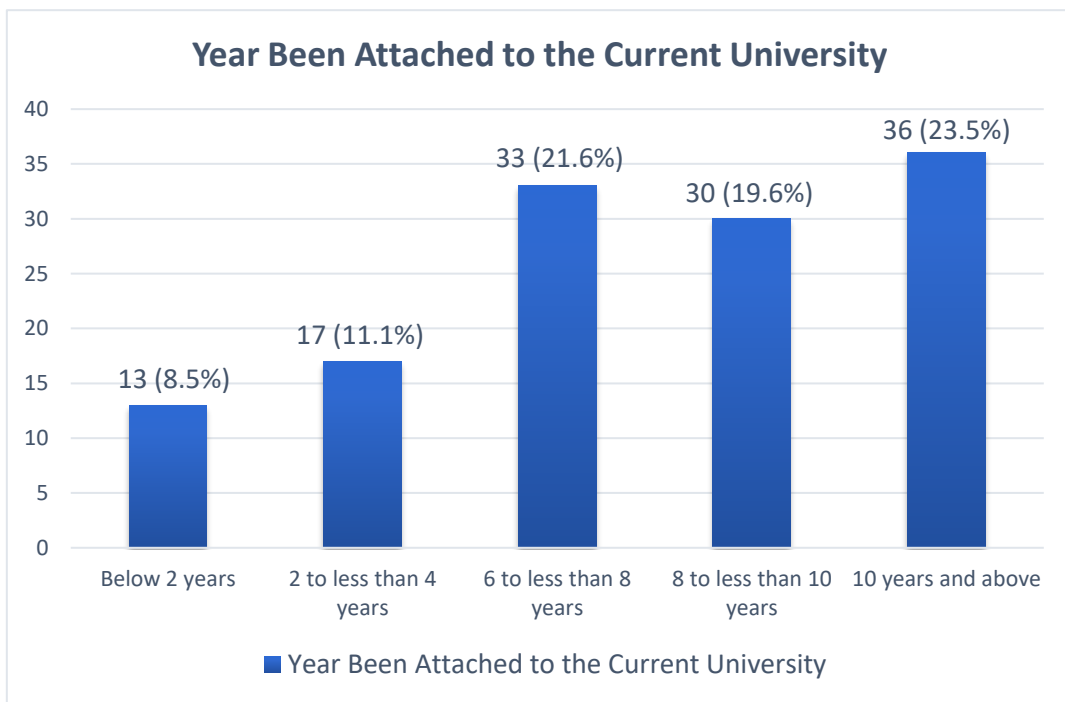


Figure 4.5: Respondent's Year Been Attached to the Current University

Note. Developed for the research

Table 4.5 and Figure 4.5 shows that the respondent's year been attached to the current university is categorized into five groups. The major respondents in our research are with 10 years and above been attached to the current university, which are 23.5% (36 respondents) out of 153 total respondents. Besides that, 21.6% (33

respondents) are 6 to less than 8 years, 19.6% (30 respondents) are 8 to less than 10 years, 11.1% (17 respondents) are 2 to less than 4 years. There are only 8.5% (13 respondents) are below 2 years been attached to the current university.

4.1.1.6 Current Position in the University

Table 4.6: Respondents' Current Position in the University

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Valid •Lecturer	62	40.5	62	40.5
•Senior Lecturer	43	28.1	105	68.6
•Assistant Professor	21	13.7	126	82.4
•Associate Professor	18	11.8	144	94.1
•Professor	5	3.3	149	97.4
•Other	4	2.6	153	100.0
Total	153	100.0		

Note. Generated from SPSS software (Version 20)

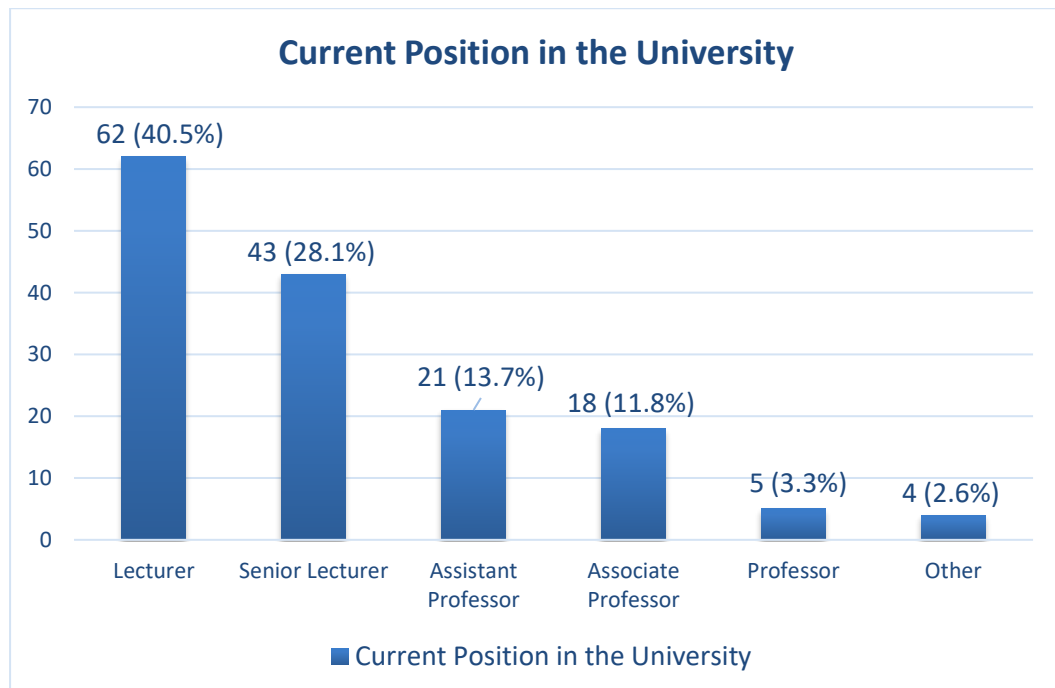


Figure 4.6: *Respondent's Current Position in the University*
Note. Developed for the research

Table 4.6 and Figure 4.6 shows that the respondent's current position in the university is categorized into five groups and other. The major respondents in our research are in the position of lecturer, which are 40.5% (62 respondents) out of 153 total respondents. The following 28.1% (43 respondents) are senior lecturer, 13.7% (21 respondents) are assistant professor, 11.8% (18 respondents) are associate professor, and 3.3% (5 respondents) are professor. Besides that, there are 2.6% (4 respondents) from other position mentioned that they are assistant lecturer.

4.1.1.7 Marital Status

Table 4.7: *Respondents' Marital Status*

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Valid •Single	55	35.9	55	35.9
•Married	98	64.1	153	100.0
Total	153	100.0		

Note. Generated from SPSS software (Version 20)

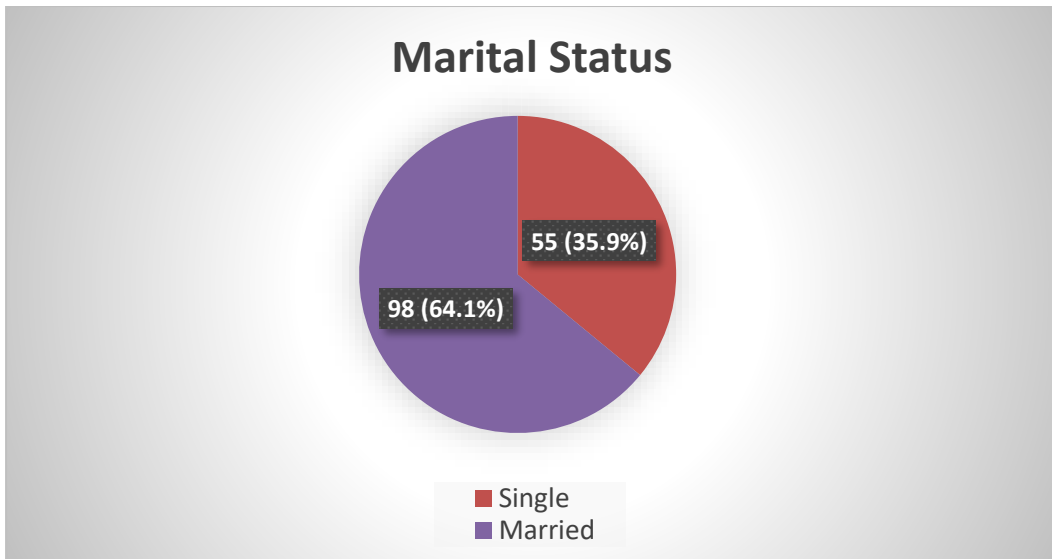


Figure 4.7: Respondents' Marital Status

Note. Developed for the research

Table 4.7 and Figure 4.7 shows the marital status of respondents. There are 35.9% (55 respondents) respondents out of total 153 respondents participate in the survey are single and 64.1% (98 respondents) respondents are married.

4.1.1.8 Duration Communicate with Supervisor during Period of COVID19

Table 4.8: Respondents' Duration Communicate with Supervisor during Period of COVID19

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
•1 time per month	5	3.3	5	3.3
•2 times per month	7	4.6	12	7.8
•3 times per month	36	23.5	48	31.4
Valid •4 times per month	36	23.5	84	54.9
•More than 4 times per month	69	45.1	153	100.0
Total	153	100.0		

Note. Generated from SPSS software (Version 20)

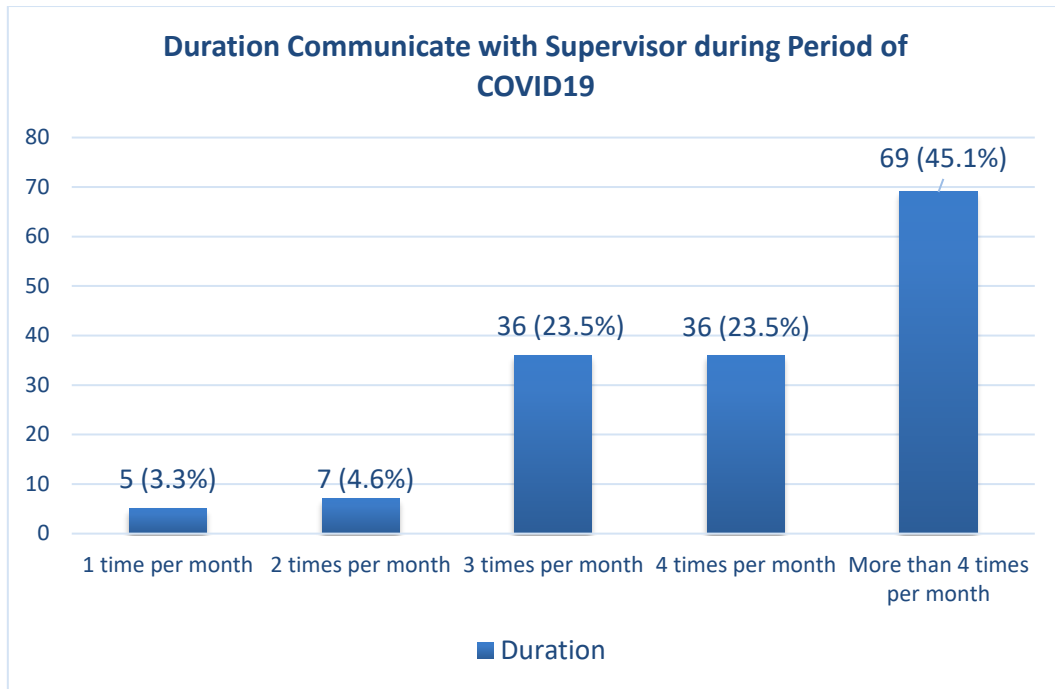


Figure 4.8: Respondents' Duration Communicate with Supervisor during Period of COVID19

Note. Developed for the research

Table 4.8 and Figure 4.8 shows that most of the respondents communicate more than 4 times per month with supervisor during period of COVID19 in which 45.1% (69 respondents) out of total 153 respondents. The statistic of respondents communicate 3 and 4 times per month with supervisor during period of COVID19 are same, which are 23.5% (36 respondents) each. Besides that, the duration of 2 times per month are 4.6% (7 respondents) and the duration of 1 time per month are only 3.3% (5 respondents).

4.1.1.9 Usual Channel with Supervisor during Period COVID19 (Phone)

Table 4.9: Respondents' Usual Channel with Supervisor during Period COVID19_Phone

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Valid •No	45	29.4	45	29.4
•Yes	108	70.6	153	100.0
Total	153	100.0		

Note. Generated from SPSS software (Version 20)

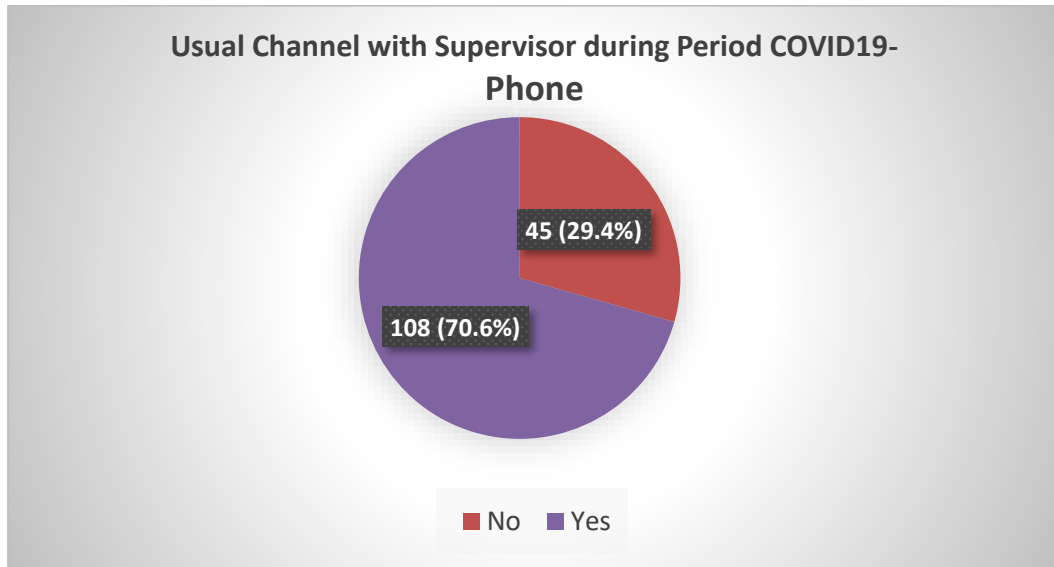


Figure 4.9: Respondents' Usual Channel with Supervisor during Period COVID19_Phone

Note. Developed for the research

Table 4.9 and Figure 4.9 shows the respondents' usual channel with supervisor during period COVID19 with phone. There are 70.6% (108 respondents) out of total 153 respondents are using phone to communicate while 29.4% (45 respondents) are not communicate with phone usually.

4.1.1.10 Respondents' Usual Channel with Supervisor during Period COVID19 (Email)

Table 4.10: Respondents' Usual Channel with Supervisor during Period COVID19_Email

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Valid •No	17	11.1	17	11.1
Valid •Yes	136	88.9	153	100.0
Total	153	100.0		

Note. Generated from SPSS software (Version 20)

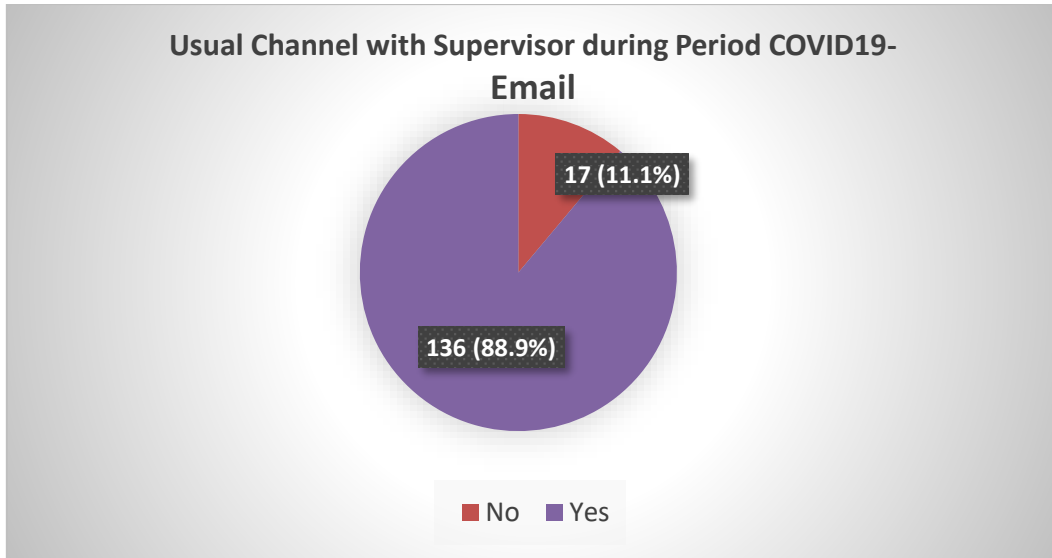


Figure 4.10: Respondents' Usual Channel with Supervisor during Period COVID19_Email

Note. Developed for the research

Table 4.10 and Figure 4.10 shows the respondents' usual channel with supervisor during period COVID19 with email. There are 88.9% (136 respondents) out of total 153 respondents are using email to communicate while only 11.1% (17 respondents) are not communicate with email usually.

4.1.1.11 Usual Channel with Supervisor during Period COVID19 (Social Media)

Table 4.11: Respondents' Usual Channel with Supervisor during Period COVID19_Social Media

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Valid •No	37	24.2	37	24.2
•Yes	116	75.8	153	100.0
Total	153	100.0		

Note. Generated from SPSS software (Version 20)

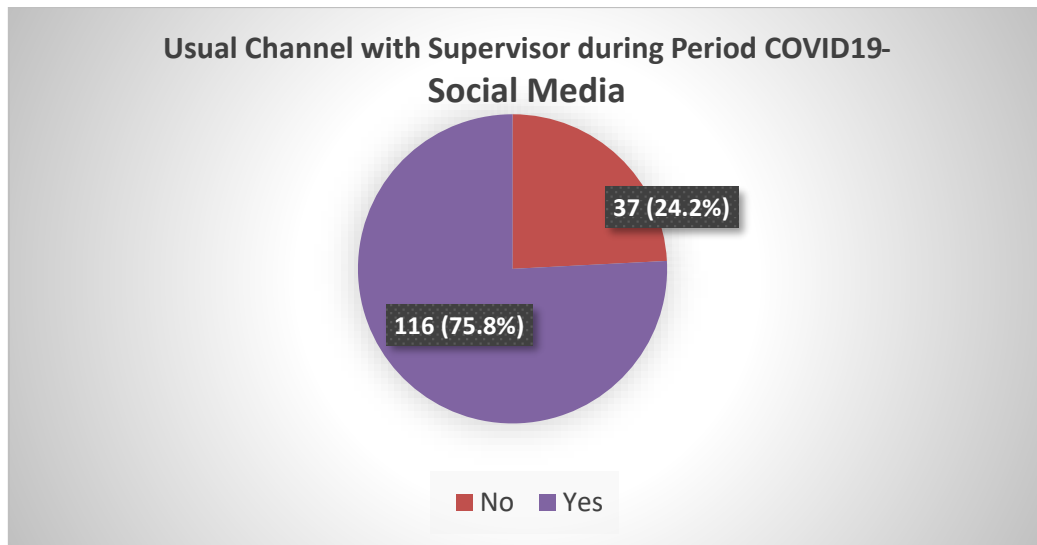


Figure 4.11: Respondents' Usual Channel with Supervisor during Period COVID19_Social Media

Note. Developed for the research

Table 4.11 and Figure 4.11 shows the respondents' usual channel with supervisor during period COVID19 with social media. There are 75.8% (116 respondents) out of total 153 respondents usually communicate with supervisor by using social media while 24.2% (37 respondents) are not communicate with social media usually.

4.1.1.12 Usual Channel with Supervisor during Period COVID19 (Face to Face Meeting)

Table 4.12: Respondents' Usual Channel with Supervisor during Period COVID19_Face to Face Meeting

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Valid •No	128	83.7	128	83.7
•Yes	25	16.3	153	100.0
Total	153	100.0		

Note. Generated from SPSS software (Version 20)

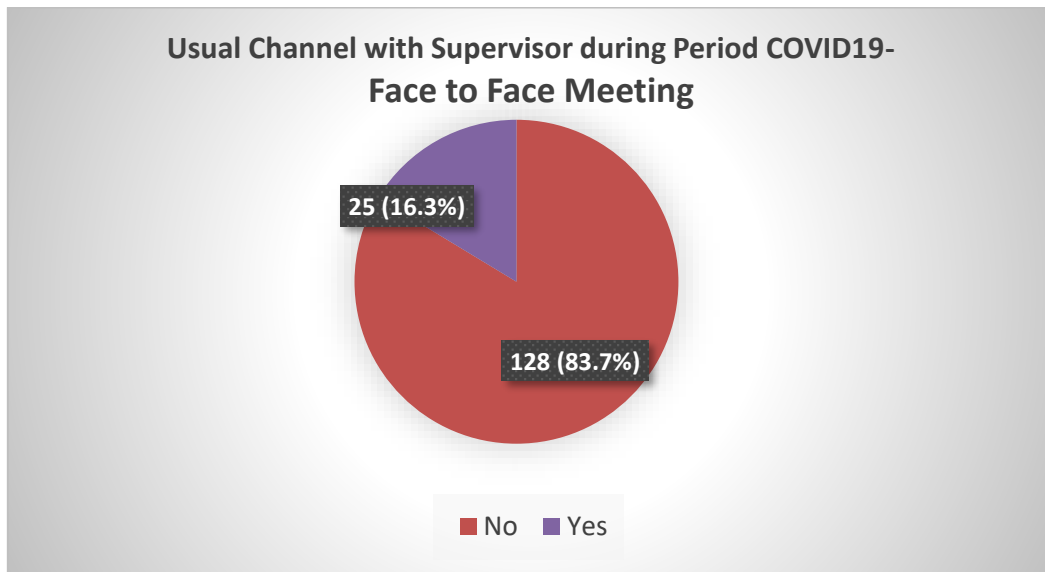


Figure 4.12: Respondents' Usual Channel with Supervisor during Period COVID19_ Face to Face Meeting

Note. Developed for the research

Table 4.12 and Figure 4.12 shows the respondents' usual channel with supervisor during period COVID19 with face to face meeting. There are 83.7% (128 respondents) out of total 153 respondents are not usually communicating with supervisor with face to face meeting during period COVID19 while only 16.3% (25 respondents) are communicate with face to face meeting usually during this period.

4.1.2 Central Tendencies Measurement of Constructs

Central tendencies show the SPSS results of all the mean and standard deviation of each questions in the survey.

4.1.2.1 Participation in Decision Making

Table 4.13: *Central Tendencies Measurement of Participation in Decision Making*

No.	Statement	Mean	Mean Ranking	Standard Deviation	Standard Deviation Ranking
PDM1	In my workgroup there is a great deal of opportunity to be involved in resolving problems regarding my job.	5.9477	1	1.16862	1
PDM2	I am allowed to participate in decisions regarding my job.	5.8235	2	1.16482	3
PDM3	I am allowed a significant degree of influence in decisions regarding my work.	5.7908	3	1.16785	2

Note. Generated from SPSS software (Version 20)

Table 4.13 shows the central tendencies measurement of participation in decision making. The highest mean is PDM1 with value of 5.9477 which indicated that major respondents agreed

with this statement. The other mean value followed by PDM2 (5.8235) and PDM3 (5.7908).

From the table 4.13 we also can conclude that PDM1 has the highest standard deviation of 1.16862. The other standard deviation value continued with PDM3 (1.16785) and PDM2 (1.16482).

4.1.2.2 Fairness of Reward

Table 4.14: *Central Tendencies Measurement of Fairness of Reward*

No.	Statement (Items)	Mean	Ranking (Mean)	Std. Deviation	Ranking (Standard Deviation)
FR1	I am rewarded fairly for the amount of effort that I put in.	5.7974	2	1.19406	1
FR2	I am rewarded fairly for the work I have done well.	5.7582	3	1.08837	3
FR3	I am rewarded fairly in view of the amount of experience that I have.	5.8562	1	1.14374	2

Note. Generated from SPSS software (Version 20)

Table 4.14 shows the central tendencies measurement of fairness of reward. The highest mean is FR3 with value of 5.8562 which indicated that major respondents agreed with this statement. The other mean value followed by FR1 (5.7974) and FR2 (5.7582).

We can also see that FR1 has the highest standard deviation of 1.19406. Which then continued with FR3 (1.14374) and ended with FR2 (1.08837) that has the lowest standard deviation which indicated that major respondents agreed with it.

4.1.2.3 Growth Opportunity

Table 4.15: *Central Tendencies Measurement of Growth Opportunity*

No.	Statement (Items)	Mean	Ranking (Mean)	Std. Deviation	Ranking (Standard Deviation)
GO1	There are plenty of opportunities to advance here.	5.8039	3	1.01345	2
GO2	My superior provides me the opportunity to improve my skills and knowledge.	5.8235	2	0.89676	4
GO3	My superior encourages me to apply my new abilities and skills in the context of daily work.	5.8889	1	0.95666	3

GO4	Performs regular performance review of employees in order to enhance their professional development and enrichment in their jobs.	5.7843	4	1.02560	1
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Note. Generated from SPSS software (Version 20)

Table 4.15 display the growth opportunity's central tendencies measurement. GO3 has the highest mean of 5.8889, this prove that most of the respondents agree with this statement. Then followed by GO2 (5.8235), GO1 (5.8039) and ended with GO4 with the lowest mean of 5.7843.

For the standard deviation of growth opportunity, we can see that GO4 has the highest standard deviation of 1.02560, which then continued with GO1 (1.01345), GO3 (0.95666), and ended with GO2 (0.89676) that has the lowest standard deviation in answer.

4.1.2.4 Trust in Management

Table 4.16: *Central Tendencies Measurement of Trust in Management*

No.	Statement (Items)	Mean	Ranking (Mean)	Std. Deviation	Ranking (Standard Deviation)
TM1	I believe my immediate superior has high integrity.	6.0458	1	1.03453	5

TM2	I can expect my immediate superior to treat me in consistent and predictable fashion.	5.7974	7	1.01540	6
TM3	I think my immediate superior is not always honest and truthful.	6.0131	4	1.42804	2
TM4	I believe my immediate superior's motives and intentions are good.	6.0392	2	0.96574	7
TM5	I don't think my immediate superior treats me fairly.	6.0196	3	1.21650	3
TM6	I think my immediate superior is open and upfront with me.	5.9346	5	1.04298	4
TM7	I am not sure I fully trust my immediate superior.	5.8824	6	1.45069	1

Note. Generated from SPSS software (Version 20)

Table 4.16 shows the trust in management's central tendencies measurement. It indicates that TM1 has the highest mean value of

6.0458 that is the most respondents agreed with it. Then followed by TM4 (6.0392), TM5 (6.0196), TM3 (6.0131), TM6 (5.9346), TM7 (5.8824) and ended with TM2 with the lowest mean value of 5.7974.

For the standard deviation of trust in management, we can see that TM7 has the highest standard deviation of 1.45069, which then continued with TM3 (1.42804), TM5 (1.21650), TM6 (1.04298), TM1 (1.03453), TM2 (1.01540) and ended with TM4 (0.96574) that has the lowest standard deviation in answer and agreed by major respondents.

4.1.2.5 Dependent Variable: Perceived Organisation Support

Table 4.17: *Central Tendencies Measurement of Perceived Organisation Support*

No.	Statement (Items)	Mean	Ranking (Mean)	Std. Deviation	Ranking (Standard Deviation)
POS1	The university values my contributions to its well-being.	6.0458	2	0.97562	16
POS2	The university could hire someone to replace me at a lower salary it would do so.	5.6863	14	1.57476	2
POS3	The university fails to appreciate any extra effort	5.8235	9	1.29329	7

	from me.				
POS4	The university strongly considers my goals and values.	5.9150	6	1.00622	15
POS5	The university would ignore any complaint from me.	5.9412	3	1.31907	6
POS6	The university disregards my best interests when it makes decisions that affect me.	5.6863	14	1.39770	3
POS7	Help is available from the university when I have a problem.	6.0915	1	1.00890	14
POS8	The university really cares about my well-being.	5.9216	5	1.06084	13
POS9	Even if I did the best job possible, the university would fail to notice.	5.9281	4	1.33330	5
POS10	The university is willing to help me when I need a special favor.	5.8693	7	1.26018	8

POS11	The university cares about my general satisfaction at work.	5.7451	12	1.09141	11
POS12	If given the opportunity, the university would take advantage of me.	5.1307	16	2.00884	1
POS13	The university shows very little concern for me.	5.8235	9	1.36747	4
POS14	The university cares about my opinion.	5.8366	8	1.13240	10
POS15	The university takes pride in my accomplishments at work.	5.7908	11	1.08004	12
POS16	The university tries to make my job as interesting as possible.	5.7386	13	1.23422	9

Note. Generated from SPSS software (Version 20)

Table 4.17 shows the perceived organisation support's central tendencies measurement. It indicates that POS7 has the highest mean value of 6.0915 that is the most respondents agreed with it. Then followed by POS1 (6.0458), POS5 (5.9412), POS9 (5.9281), POS8 (5.9216), POS4 (5.9150), POS10 (5.8693), POS14 (5.8366), POS13 and POS3 have the same mean value which is (5.8235), POS15 (5.7908), POS11 (5.7451), POS16 (5.7386), POS2 and

POS6 which has the same mean value (5.6863) and ended with POS12 with the lowest mean value of 5.1307.

For the standard deviation of perceived organisation support, we can see that POS12 has the highest standard deviation of 2.00884, which then continued with POS2 (1.57476), POS6 (1.39770), POS13 (1.36747), POS9 (1.33330), POS5 (1.31907), POS3 (1.29329), POS10 (1.26018), POS16 (1.23422), POS14 (1.13240), POS11 (1.09141), POS15 (1.08004), POS8 (1.06084), POS7 (1.00890), POS4 (1.00622), and ended with POS1 (0.97562) that has the lowest standard deviation and agreed by major respondents.

4.2 Scale Measurement

4.2.1 Reliability Test

Table 4.18: *Cronbach's Coefficient Alpha (α)*

Coefficient Alpha (α)	Level of Reliability
0.80 to 0.95	Very good reliability
0.70 to 0.80	Good reliability
0.60 to 0.70	Fair reliability
<0.60	Poor reliability

Note. From Zikmund, W. G., Carr, B., Griffin, M., & Babin, B. J. (2013).

Business research methods (9th ed). New York: South-Western/Cengage Learning

Table 4.19: *Reliability Analysis Result*

Variable	Number	Cronbach's Alpha	Results of
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		of Items	Pilot Study	Actual Study	Reliability
Dependent Variable (DV)	Perceived Organisation Support	16	0.930	0.934	Very good reliability
Independent Variable (IV)	Participation of Decision Making	3	0.880	0.895	Very good reliability
	Fairness of Reward	3	0.954	0.909	Very good reliability
	Growth Opportunity	4	0.941	0.833	Very good reliability
	Trust in Management	7	0.773	0.881	Very good reliability

Note. Generated from SPSS software (Version 20)

Through the SPSS software, Table 4.19 showed the result of Cronbach's Alpha of perceived organisation support (DV) is from pilot study of 0.930 to actual study of 0.934. Thus, it can be explained that POS has very good reliability. Besides that, Cronbach's Alpha of participation of decision making (IV) is from pilot study of 0.880 to actual study of 0.895, which indicated that participation in decision making has very good reliability. Fairness of reward (IV) also has very good reliability which Cronbach's Alpha of pilot study from 0.954 became actual study of 0.909. Furthermore, growth opportunity (IV) has very good reliability in which the Cronbach's Alpha of actual study is 0.833 from pilot study of 0.941. Lastly, trust in management (IV) increased from Cronbach's Alpha of pilot study of 0.773 to actual study of 0.881, therefore trust in management has very good reliability. In conclusion, all variables fall under the Cronbach's Coefficient Alpha (α) range of 0.80 to 0.95 have very good reliability and the results of 153 sets of questionnaires are reliable.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Analysis

Pearson Correlation Analysis used to measure the strength, direction, correlation, and significances of relationship between dependent and independent variables. Pearson Correlation Analysis used to test four independent variables which are participation in decision making, fairness of rewards, growth opportunity and trust in management.

Table 4.20: *Coefficient range that shows the Strength of Pearson Correlation Coefficient*

Coefficient Range	Strength
±0.91 to ±1.00	Very Strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but Definite Relationship
0.00 to ±0.20	Slight, Almost Negligible

Note. From Hair, Jr., Money, A. H., Samouel, P., & Page, M. (2007). Research methods for business. Chichester. West Sussex: John Wiley & Sons, Inc

4.3.1.1 Hypothesis 1: Participation of Decision Making and Perceived Organisation Support

H₀: There is no significant relationship between Participation of Decision Making and Perceived Organisation Support.

H₁: There is a significant relationship between Participation of Decision Making and Perceived Organisation Support.

Table 4.21: *Correlations between Participation of Decision Making and Perceived Organisation Support*

Perceived Organisation Support		
Participation in Decision Making	Pearson Correlation	0.725
	Sig. (2-tailed)	<0.000
	N	153

Note. Generated from SPSS software (Version 20)

Based on Table 4.21, it shows a positive relationship between participation in decision making and POS. Participation in decision making has a positive value of 0.725 correlations with POS. Hence, when participation in decision making is high, the POS will be high. The correlation coefficient value 0.725 falls under the range of ± 0.71 to ± 0.90 . Thus, the strength of relation is high and significant as the p-value (<0.000) is less than alpha value (0.05).

4.3.1.2 Hypothesis 2: Fairness of Reward and Perceived Organisation Support

H₀: There is no significant relationship between Fairness of Reward and Perceived Organisation Support.

H₂: There is a significant relationship between Fairness of Reward and Perceived Organisation Support.

Table 4.22: *Correlations between Fairness of Reward and Perceived Organisation Support*

Perceived Organisation Support	
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Fairness of Rewards	Pearson Correlation	0.707
	Sig. (2-tailed)	<0.000
	N	153

Note. Generated from SPSS software (Version 20)

Table 4.22 indicated that there is a positive relationship between fairness of rewards and POS as there is a positive value of 0.707 correlation coefficient. Therefore, the higher the fairness of rewards, the higher the POS. The value of 0.707 falls under coefficient range from ± 0.41 to ± 0.70 . Therefore, the strength of relation is high and significant as the p-value (<0.000) is less than alpha value (0.05).

4.3.1.3 Hypothesis 3: Growth Opportunity and Perceived Organisation Support

H₀: There is no significant relationship between Growth Opportunity and Perceived Organisation Support.

H₃: There is a significant relationship between Growth Opportunity and Perceived Organisation Support.

Table 4.23: *Correlations between Growth Opportunity and Perceived Organisation Support*

	Perceived Organisation Support	
Growth Opportunity	Pearson Correlation	0.720
	Sig. (2-tailed)	<0.000
	N	153

Note. Generated from SPSS software (Version 20)

From the result of table 4.23, there is a positive relationship between growth opportunity and POS because of the positive correlation coefficient value 0.720. This explains that the better growth opportunity, the higher POS. The value of correlation coefficient 0.720 falls under coefficient range from ± 0.71 to ± 0.90 . Therefore, the strength of relation is high and significant as the p-value (< 0.000) is less than alpha value (0.05).

4.3.1.4 Hypothesis 4: Trust in Management and Perceived Organisation Support

H₀: There is no significant relationship between Trust in Management and Perceived Organisation Support.

H₄ : There is a significant relationship between Trust in Management and Perceived Organisation Support.

Table 4.24: *Correlations between Trust in Management and Perceived Organisation Support*

Perceived Organisational Support		
Trust in Management	Pearson Correlation	0.693
	Sig. (2-tailed)	<0.000
	N	153

Note. Generated from SPSS software (Version 20)

The analysis of table 4.24 shows that there is a positive relationship between trust in management and POS because of the positive correlation coefficient value of 0.693. Thus, trust in management is higher, POS will be higher. The value of correlation coefficient 0.693 falls within coefficient range from ± 0.41 to ± 0.70 . Therefore,

the strength of relation is moderate and significant due to the p-value (<0.000) is less than alpha value (0.05).

4.3.2 Multiple Regression Analysis

Table 4.25: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.121	4	20.530	69.745	<0.000
	Residual	43.566	148	0.294		
	Total	125.687	152			

a. Dependent Variable: Perceived Organisational Support

b. Predictors: (Constant), Participation in Decision Making, Fairness of Rewards, Growth Opportunity, Trust in Management

Note. Generated from SPSS software (Version 20)

According to the results in Table 4.25, p value <0.000 is less than the alpha value (0.05). It proves that the F statistic of this research was significant, which shows that the proposed research model is a good descriptor in explaining the relationship between the dependent variable and the independent variable. Therefore, all independent variables (participation in decision-making, fairness of rewards, growth opportunities, trust in management) are significant to explain the variance in POS. The data supports alternative hypotheses.

Table 4.26: R-square Value's Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.808	0.653	0.644	0.54255

Note. Generated from SPSS software (Version 20)

Table 4.27: *Rule of Thumb for Interpreting the Strength of a Correlation Coefficient*

R-squared Value	Strength
Less than 0.3	None or very weak
0.3 to 0.5	Weak or low
0.5 to 0.7	Moderate
More than 0.7	Strong

Note. From Moore, D. S. (2007). *The basic practice of statistics*. New York: WH Freeman and Company.

R-squared is a measure of goodness of fit of a linear regression model. This statistic represents the percentage of variance in the dependent variable explained by the independent variables. In this study, independent variables (participation in decision making, fairness of rewards, growth opportunity, trust in management) can explain 65.3% of the variations in dependent variable (POS). Based on table 4.27, it shows that our result 65.3% is moderate.

Table 4.28: *Multiple Regressions on Independent Variable and Dependent Variable (Coefficient)*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.579	0.344		1.684	0.094
1 Participation in Decision Making	0.196	0.073	0.229	2.677	0.008
Fairness of Rewards	0.186	0.067	0.215	2.760	0.007
Growth Opportunity	0.255	0.095	0.223	2.677	0.008
Trust in Management	0.255	0.071	0.252	3.579	0.000

Note. Generated from SPSS software (Version 20)

In this research, all the independent variables are significant in predicting the dependent variable (POS). The result from the table 4.28 shows that the p-value of the independent variables (participation in decision making, fairness of rewards, growth opportunity, trust in management) are 0.008, 0.007, 0.008 and 0.000 respectively. All of the independent variables are less than the alpha value (0.05). Summarizing the above results, the four selected independent variables are significance for predicting the variance of POS.

Regression Equation:

$$Y = a + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4$$

Where,

Y= Perceived Organizational Support (POS)

a= constant

X₁= Participation in Decision Making

X₂= Fairness of Rewards

X₃= Growth Opportunity

X₄= Trust in Management

B_i= the slope (coefficient of X_n)

Multiple Regression Equation

$$POS = 0.579 + 0.196 (\text{Participation in Decision Making}) + 0.186 (\text{Fairness of Rewards}) + 0.255 (\text{Growth Opportunity}) + 0.255 (\text{Trust in Management})$$

Highest Contribution

Based on the equation, it showed that trust in management was the independent variables that contribute the highest to the variation of the dependent variable (POS) as its beta value, 0.252 (under standardized coefficients) was the largest if compared to the rest. Therefore, it indicated that trust in management had the strongest contribution in explaining the variance in POS when the variance explained by all other predictor variables in the model is controlled for.

Second Highest Contribution

Participation in decision making granted the second highest position in contributing the variation to POS since its beta value, 0.229 (under standardized coefficients) was the second highest position if compared to the rest. This meant that participation in decision making made the second vital contribution in explaining the variance in POS when the variance explained by all other predictor variables in the model is controlled for.

Third Highest Contribution

The variable that had third highest contribution in variation of POS was growth opportunity since its beta value, 0.223 (under standardized coefficients) was the third highest position if compared to the rest. This means that growth opportunity makes the third strongest unique contribution in explaining the variance in POS when the variance explained by all other predictor variables in the model is controlled for.

Lowest Contribution

By comparing with other variables, fairness of rewards had the least contribution in this research to predict the variation of POS since its beta value (under standardized coefficients) was 0.215, which was the lowest value. This means that fairness of rewards makes the least contribution to explain the variation in POS, when the variance explained by all other predictor variables in the model is controlled for.

4.4 Chapter Summary

In a nutshell, three analyses have been completed in this chapter. In the descriptive analysis, the demographic data of the respondents has been analysed and provided in the form of tables, pie charts, and bar charts. In addition, the scale measurement is performed to show the reliability of the questionnaire survey. For inference analysis, Pearson Correlation Coefficient and Multiple Linear Regression Analysis have been performed by using SPSS software (version 20) to show the relationship between the dependent variable (POS) and the independent variable (participation in decision making, fairness of rewards, growth opportunity, trust in management).

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

The summarizing of analysis on data collected and all the analyst made in previous chapter will be presented in this chapter. Chapter five will also determine the study's implications and the limitations that created some challenges on this study. Besides, there are some recommendations will be provided in this chapter to improve the future research. The followed is conclusion will be made to conclude this chapter.

5.1 Summary of Statistical Analysis

Table 5.1: *Demographic Information's Summary*

	Categories	Frequency	Percent (%)
Gender	• Male	65	42.5
	• Female	88	57.5
Age Group	• 30 or below	7	4.6
	• 31 to 40	51	33.3
	• 41 to 50	60	39.2
	• 51 to 60	28	18.3
	• More than 60	7	4.6
Citizenship	• Malaysian	153	100
	• Non-Malaysian	0	0
Educational Qualification	• Bachelor's degree or its equivalent	19	12.4

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	<ul style="list-style-type: none"> • Master's degree or its equivalent 	84	54.9
	<ul style="list-style-type: none"> • Doctorate's degree or its equivalent 	50	32.7
Year Been Attached to The Current University	<ul style="list-style-type: none"> • Below 2 years • 2 to less than 4 years • 4 to less than 6 years • 6 to less than 8 years • 8 to less than 10 years • 10 years and above 	13 17 24 33 30 36	8.5 11.1 15.7 21.6 19.6 23.5
Current Position in the University	<ul style="list-style-type: none"> • Lecturer • Senior lecturer • Assistant professor • Associated professor • Professor • Others 	62 43 21 18 5 4	40.5 28.1 13.7 11.8 3.3 2.6
Marital Status	<ul style="list-style-type: none"> • Single • Married 	55 98	35.9 64.1
Duration Communicate with Supervisor during Period of Covid-19	<ul style="list-style-type: none"> • 1 time per month 	5	3.3

	<ul style="list-style-type: none"> • 2 times per month • 3 times per month • 4 times per month • More than 4 times per month 	7	4.6
		36	23.3
		36	23.3
		69	45.1
Usual Channel with Supervisor during Period Covid-19 (Phone)	<ul style="list-style-type: none"> • No • Yes 	45	29.4
		108	70.6
Usual Channel with Supervisor during Period Covid-19 (Email)	<ul style="list-style-type: none"> • No • Yes 	17	11.1
		136	88.9
Usual Channel with Supervisor during Period Covid-19 (Social Media)	<ul style="list-style-type: none"> • No • Yes 	37	24.2
		116	75.8
Usual Channel with Supervisor during Period Covid-19 (Face-to-Face Meeting)	<ul style="list-style-type: none"> • No • Yes 	128	83.7
		25	16.3

Note. Develop for research

Table 5.1 is the summary on targeted respondents' demographic information. There are total of 153 respondents participate in this research, while the female's respondents occupy 57.5% (88 respondents) more than male's respondents which are 42.5% (65 respondents). On the other hand, the largest age group among the

respondents are in category of 41 to 50 years old. It has 39.2% (60 respondents) in this category. There are 7 respondents (4.6%) only in age group for 30 years old or below, and more than 60 years old. The followed age group like 31 to 40 years old and 51 to 60 years old have the value of 33.3% (51 respondents) and 18.3% (28 respondents). All the 153 respondents are Malaysian.

Furthermore, majority of the respondents which are 84 (54.9%) of them have master's degree qualification, whereas 50 (32.7%) of them hold the doctorate's degree and 19 (12.4%) of them are known as bachelor's degree holders. Besides, 36 respondents (23.5%) have been working in their current university for more than 10 years, while 13 respondents (8.5 %) have been working for less than 2 years. 11.1% of respondents (17 respondents) have worked in between 2 to 4 years at their current university. There are also 24 respondents (15.7%) who worked for 4 years but less than 6 years, 33 respondents (21.6%) who worked for 6 years but less than 8 years, and 30 (19.6%) respondents who worked for 8 years but less than 10 years at their current university.

According to the data collected, the largest group in the survey is 62 respondents (40.5%) who work as lecturer's position in the university. The smallest group is 4 respondents (3.6%) who selected "others". The job position like senior lecturer, assistant professor, associate professor, and professor consist of 43 respondents (28.1%), 21 respondents (13.7%), 18 respondents (11.8%), and 5 (3.3%) respondents accordingly. In additional, the respondents with married status (98 respondents) have occupied more than half (64.1%) in the survey compared to the respondents with single status which have only 35.9% (55 respondents) in the survey.

During Covid-19 pandemic, most of the respondents with 45.1% (69 respondents) will communicate with their supervisor more than 4 times per month. There are only a small group with 5 respondents (3.3%) shown seldom communicate with supervisor which is 1 time per month only. The followed group with the lowest duration is 2 times per month. This group consists only 7 respondents (4.6%). In

the duration of 3 times and 4 times per month categories, there are same number of respondents which are 36 respondents (23.5%) for each category.

The movement of all people in Malaysia are restricted by government during the Covid-19 pandemic and need to face the situation like work or meeting through virtual platform. The channel used for communication between academic staffs and supervisors such as phone, email, social media, and face-to-face meeting are tested in this survey. In the terms of phone, email, and social media channels, majority of the respondents react “Yes” more than react “No”. There are more than 70% in each of these three channels for the respondents who react “Yes”. However, in the terms of face-to-face meeting channel, it shown 83.7% of respondents (128 respondents) do not use it for communicate with their supervisor which react "No" in the survey, and only 16.3% of respondents (25 respondents) used it which react "Yes". Kupritz and Cowell (2011) stated that the employees in the workplace more prefer to choose communication channel like email compared to face-to-face meeting in the “time-sensitive” situation like the urgent information that need to clearly transfer to both parties or urgent documents that need to send for signing by others immediately.

5.2 Discussion of Major Findings

Table 5.2: Hypothesis Testing Results' Summary

Hypothesis	Result	Supported (Rejected H ₀)
H ₁ : There is a significant relationship between Participation of Decision Making and Perceived Organisation Support.	r-value = 0.725 p-value = < 0.000	Yes

H ₂ : There is a significant relationship between Fairness of Reward and Perceived Organisation Support.	r-value = 0.707 p-value = < 0.000	Yes
H ₃ : There is a significant relationship between Growth Opportunity and Perceived Organisation Support.	r-value = 0.702 p-value = < 0.000	Yes
H ₄ : There is a significant relationship between Trust in Management and Perceived Organisation Support.	r-value = 0.693 p-value = < 0.000	Yes

Note. Develop for research

5.2.1 Relationship between Participation of Decision Making and Perceived Organisation Support (POS)

H₁: There is a significant relationship between Participation of Decision Making and Perceived Organisation Support.

Table 5.2 shown the high correlation coefficient value (r-value) in H₁ which is 0.725 that result to the positive relationship between participation in decision making and POS. Its mean that when the academic staffs have more involved in participation in decision making, the POS of academic staffs will also increase. Besides, the result of p-value is < 0.000, and also less than the alpha value (0.05). This had led to the significant relationship between participation in decision making and POS. Therefore, the H₀ should be rejected, and H₁ will be supported. Shore and Shore (1995) had stated that if the organization allow the employees to participate in decision making, it will show the organization take care of the employees' contribution, and finally relate to high POS formed. On the other word, the

result in the survey shown positive relationship between both variables are due to the university offer them to participate in decision making. The academic staffs will feel satisfy in their current workplace for having the chance to involve in decision making, and it will positively impact to the high POS level.

5.2.2 Relationship between Fairness of Reward and Perceived Organisation Support (POS)

H₂: There is a significant relationship between Fairness of Reward and Perceived Organisation Support.

The result on correlation coefficient value (r-value) for H₂ (0.707) explains the moderate relationship between fairness of reward and POS, and in the terms of p-value is shown significant relationship between both variables because the p-value is <0.000 and less than alpha value (0.05). Hence, the H₁ in this hypothesis will be supported, and reject H₀. Its mean that when the academic staffs received the fair's reward from the university, then they will have higher level on POS. The past study of Dinc (2015) had proved that the fairness of reward will positively impact the POS. The academic staffs will feel the university is fully care and support them once they received the fairness reward based on their achievement in goals and well-being performance. In this situation, the job satisfaction of academic staffs will increase also. It is very important for the university to offer the fair reward to all the staff, because there is a past studies shown the level of POS will decrease due to the unfair reward system arise in the organization (Allen, Shore, & Griffeth, 2003).

5.2.3 Relationship between Growth Opportunity and Perceived Organisation Support (POS)

H₃: There is a significant relationship between Growth Opportunity and Perceived Organisation Support.

The positive correlation coefficient value (r-value) in H3 which is 0.720 shown the positive and high relationship between growth opportunity and POS. The positive relationship between both variables can defined as the better the growth opportunity, the higher the POS. The result of p-value in H3 is < 0.000 and less than alpha value (0.05), so it can be claimed that there is a significant relationship between these both variables, H_1 is supported and H_0 is rejected. Wayne (1997) stated that the growth opportunity in HR practices has strong significant relationship with POS. The level of POS from academic staffs will increase when the university provide them the growth opportunities in financial, personal, career, and professional. The bonus rewards given by university to academic staffs will enhance their performance in work, this will built-in a strong organizational support. Besides, the personal growth opportunity provided by university such as reduce the stress level of academic staffs will also led to the increment in POS. According to Nouri and Parker (2013), the career growth opportunity like training will also show the positive and significant relationship between growth opportunity and POS. In conclude, the past studies and the data analysis in previous had proven that the perception of growth opportunities will cause a positive relationship in POS.

5.2.4 Relationship between Trust in Management and Perceived Organisation Support (POS)

H_4 : There is a significant relationship between Trust in Management and Perceived Organisation Support.

According to Table 5.2, the moderate and positive relationship between trust in management and POS are shown due to the correlation coefficient value (r-value) which is 0.693. This result explained that when the trust in management increase, the POS will also increase. Moreover, the p-value result of both variables is < 0.000 and less than alpha value (0.05), this

result had made the H_1 supported, and reject H_0 which mean that the significant relationship between trust in management and POS had shown. Trust in management will significantly influenced POS as stated by Celep and Yilmazturk (2012). When the academic staffs trust in management (university), its mean that they are receiving the higher level of support from university. The work-life balance of academic staffs will also be maintained if they trust to their current university, it will indirectly reflect to the increment in POS level because the trustworthy relationship is built between both parties, and the positive expectation will be formed by the academic staffs toward the workplace (university).

5.3 Implication of The Study

5.3.1 Theoretical Implication

According to Eisenberger, Huntington, Hutchison and Soya (1986), perceived organizational support or POS signifies the employee's belief in his organization about how much the authority values his contribution for the company and considers his well-being. The concept of POS is basically based on an organization's commitment to an employee. POS is driven by different aspects which include organization strategies job enrichment, pay scale, rewards and approval by the management. Therefore, it cannot be denied that POS is directly related to HR practices; rather, POS is a consequence and by product of HR practices. If an organization practice supportive HR activity, the employees are bound to be encouraged, inspired and work harder for the organization. This supportive approach enhances an employee's trust and faith in the organization he is working in. It has been observed that if the authorities are interested in talking about the employees' contributions to the organization, they give maximum efforts to achieve those rewards and appreciation. Some detailed studies have established the relationship

between HR practices and POS. For instance, the news of promotions has always worked as a positive influence in POS. Any development in the period of any individual is directly related to HR practices of the organization. This research work and survey have established their implications regarding this topic.

5.3.2 Managerial Implication

In this case, the authorities of Malaysian universities are responsible and concerned in building of positive POS within the organization. The yearly performance of the university completely depends on the authority's efforts to encourage the employees. Effective HR activities are proportionate to the performances of the staffs. The key HR practices like approval of performances, recommending for promotions and effective training have been observed to influence POS positively and in a significant manner. As opined by Eisenberger et al. (2016), good HR practices include advising the staffs about career options and provide the information on the ways one can develop his career path. The organization offers training and career to the employees will leads to improve the trust in management in the workplace as well. These kinds of interactions signal the employees that the organization is interested about his well-being and promotions. It ensures the employees that all of them would be given equal chances to make a prosperous career. This would automatically drive them to provide greater commitment for the organization. A University which empowers their employees to deliver their opinion openly is perfect for generating positive POS.

5.4 Limitations of Study

Throughout this research, we met some limitations and difficulties. Firstly, the response bias. The respondents might provide the incorrect information. Certain

questions in the questionnaires are considered to be sensitive topics, those questions raised issues of disapproval or the consequences of a true answer. Respondents may not answer questions in line with their daily behaviours which make our result unreliable.

Moreover, cross sectional approach has been used in our research study. We found that the data might be less accurate due to the research is done in the short time frame and not consistently.

Furthermore, next limitation is nature of quantitative research, respondent had limited choices when answering questionnaires that they were not allowed to provide their own opinions and suggestions.

Based on the high percentage of R squared value, the independent variables (participation in decision making, fairness of rewards, growth opportunity and trust in management) can explain 65.3% of the variations in dependent variable (POS). However, this means that there are still 34.7% of the remainder that are not explained in this study. In other words, there are still some other variables are important to explain the perceived organizational support that were not considered in this study.

5.5 Recommendation of Future Research

After completing this report, we found that there is still available space to enhance the quality of the research in the future. Due to the limitation of our research, we are going to find out some recommendations which could assist researchers for future research purposes.

Firstly, future researchers might broaden the perspective of this study in other states instead of Perak. They can target on Kuala Lumpur, Selangor, Kedah, Sabah

and Sarawak by using the same independent variables and dependent variable as well.

Secondly, we suggest having longitudinal study to overcome the problem of cross-sectional study. This is due to cross sectional study hardly to provide data accuracy whereas longitudinal study needs a period of time to collect the data so the data will be more appropriate compared to cross sectional study.

Next, we also recommend other methods, including face-to-face interview and telephone interview. Therefore, future researchers can provide respondents a clearer understanding and researchers can reap more advantages, such as raising the potential for respondents to offer false answers.

Other than that, future researchers should give the respondents a blank slot to write their opinions or answers after they have answered the survey in order to solve the limitations of restricted findings in quantitative research.

Last but not least, some important variables are not cover in our study are also recommended to future researchers since the R square value in our research is only 65.3 percent. For instance, the relationship of conflict and task conflict in the workplace, the relationship with job insecurity, affective organizational commitment and perceived performance can also be suggested for future research purpose.

5.6 Conclusion

In conclusion, both descriptive analysis and inferential analysis are summarized and supported in this research project. This chapter provides a deeper understanding and better view about the correlation between four independent variables under HR practices viewed as participation in decision making, fairness

of rewards, growth opportunity, trust in management and dependent variable as POS in Malaysian universities. It helps the respondents to understand well on how HR practices and trust in management impact on POS. Through this survey, we found out that all variables are significant to the level of POS and it is proven that the high HR practices and trust in management in the workplace increase employees' perceived organization support.

In a nutshell, this chapter also contains limitations and few guidelines for future researchers in order to escape the restrictions that result in a low degree of reliability. We hope that the recommendations provided will enable future researchers to perform better research in the areas of POS at workplaces broadly.

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Appendix A

Dear Respondent,

We are the students of Bachelor of Business Administration (Hons) from University Tunku Abdul Rahman (UTAR). We are currently conducting a survey for our final year project (FYP).

The severe impacts created by the COVID 19 pandemic is inevitable in educational industry especially in the higher educational industry. Hence, this research is pivotal and in time to examine several distinct variables which are pervasive and vital in the higher educational environment especially during this difficult time period.

Your co-operation in answering this questionnaire is highly important to us. This will be of tremendous help for the completion of our research and in the achievement of its purpose. We truly appreciate you for taking your time and effort in completing these questions. All of the information obtained with regards to this research will be kept strictly confidential. This information is solely for academic research purposes.

Thank you very much for your time and participation. If you have any enquiry, please do not hesitate to contact any one of our team members.

Yours sincerely,

Name	Email
Marvin Yeap Ke Ding	marvin88@live.com.my
Thye Mei Teng	maythye@hotmail.com
Au Weng Chee	wengchee07@gmail.com
Tan Jia Wen	nicky980328@gmail.com
Chong Chun Hui	chunhui0822@gmail.com

PERSONAL DATA PROTECTIONS STATEMENT

Please be informed that accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, University Tunku Abdul Rahman("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Acknowledgment of Notice

- I have been notified by you and that I hereby understood, consented and agreed per UTAR above notice.
- I disagree, my personal data will not be processed.

Section A: Demographic Information

Instructions: Please [√] or fill in the blanks with an appropriate answer.

1. **Gender:**
 Male Female

2. **Age:**
 30 or below 51 to 60
 31 to 40 More than 60
 41 to 50

3. **Citizenship:**
 Malaysian Non-Malaysian (Expatriate)

4. **Higher Educational Qualification:**
 Bachelor's degree or its equivalent
 Master's degree or its equivalent
 Doctorate's degree or its equivalent

5. **How long have you been attached to the current university?**
 Below 2 years 6 to less than 8 years
 2 to less than 4 years 8 and less than 10 years
 4 to less than 6 years 10 years and above

6. **What is your current position in the university?**
 Lecturer Associate Professor
 Senior Lecturer Professor
 Assistant Professor Others: (Please Specify): _____

7. **Marital Status:**
 Single Married

8. **How often do you communicate with your superior during the period of COVID 19 pandemic and you are required to teach/work from home?**
 1 time per month 4 times per month
 2 times per month More than 4 times per month
 3 times per month

9. **What is/are the usual channel(s) of communication between you and your superior during the period of COVID 19**

**pandemic and you are required to teach/work from home?
You may tick more than one choice.**

- Phone Social Media
 Email Face-to-face meeting

Section B: Human Resource Practices

This section is about your perceptions toward the university’s human resource practices. Please **CIRCLE** the scale provided to indicate your degree of agreement or disagreement for each statements.

No.	Participation in Decision Making	SD ←----- →SA
	During the period of COVID 19 pandemic, I need to teach/work from home, and I think...	
1	in my workgroup there is a great deal of opportunity to be involved in resolving problems regarding my job.	1 2 3 4 5 6 7
2	I am allowed to participate in decisions regarding my job.	1 2 3 4 5 6 7
3	I am allowed a significant degree of influence in decisions regarding my work.	1 2 3 4 5 6 7
No.	Fairness of Rewards (Compensation)	SD ←----- →SA
	During the period of COVID 19 pandemic, I need to teach/work from home, and I am...	
1	rewarded fairly for the amount of effort that I put in.	1 2 3 4 5 6 7
2	rewarded fairly for the work I have done well.	1 2 3 4 5 6 7
3	rewarded fairly in view of the amount of experience that I have.	1 2 3 4 5 6 7
No.	Growth Opportunity (Professional Development)	SD ←----- →SA
	During the period of COVID 19 pandemic, I need to teach/work from home, and I think...	
1	there are plenty of opportunities to advance here.	1 2 3 4 5 6 7
2	my superior provides me the opportunity to improve my skills and knowledge	1 2 3 4 5 6 7
3	my superior encourages me to apply my new abilities and skills in the context of daily work.	1 2 3 4 5 6 7
4	performs regular performance review of employees in order to enhance their professional development and enrichment in their jobs.	1 2 3 4 5 6 7

Section C: Trust towards Superior

This section is about your perceptions of trust toward your immediate superior. Please **CIRCLE** the scale provided to indicate your degree of agreement or disagreement for each statements.

No.	Trust in Management	SD ←----- →SA
	During the period of COVID 19 pandemic, I need to teach/work from home, and I...	
1	believe my immediate superior has high integrity.	1 2 3 4 5 6 7
2	can expect my immediate superior to treat me in consistent and predictable fashion.	1 2 3 4 5 6 7
3	think my immediate superior is not always honest and truthful.	1 2 3 4 5 6 7
4	believe my immediate superior's motives and intentions are good.	1 2 3 4 5 6 7
5	don't think my immediate superior treats me fairly.	1 2 3 4 5 6 7
6	think my immediate superior is open and upfront with me.	1 2 3 4 5 6 7
7	am not sure I fully trust my immediate superior.	1 2 3 4 5 6 7

Section D: Perceived Organisational Support

This section is about your perceptions toward the university's supportiveness. Please **CIRCLE** the scale provided to indicate your degree of agreement or disagreement for each statements.

No.	Perceived Organisational Support	SD ←----- →SA
	During the period of COVID 19 pandemic, I need to teach/work from home, and I think....	
1	the university values my contributions to its well-being.	1 2 3 4 5 6 7
2	the university could hire someone to replace me at a lower salary it would do so.	1 2 3 4 5 6 7
3	the university fails to appreciate any extra effort from me.	1 2 3 4 5 6 7
4	the university strongly considers my goals and values.	1 2 3 4 5 6 7
5	the university would ignore any complaint from me.	1 2 3 4 5 6 7

6	the university disregards my best interests when it makes decisions that affect me.	1 2 3 4 5 6 7
7	help is available from the university when I have a problem.	1 2 3 4 5 6 7
8	the university really cares about my well-being.	1 2 3 4 5 6 7
9	even if I did the best job possible, the university would fail to notice.	1 2 3 4 5 6 7
10	the university is willing to help me when I need a special favor.	1 2 3 4 5 6 7
11	the university cares about my general satisfaction at work.	1 2 3 4 5 6 7
12	if given the opportunity, the university would take advantage of me.	1 2 3 4 5 6 7
13	the university shows very little concern for me.	1 2 3 4 5 6 7
14	the university cares about my opinion.	1 2 3 4 5 6 7
15	the university takes pride in my accomplishments at work.	1 2 3 4 5 6 7
16	the university tries to make my job as interesting as possible.	1 2 3 4 5 6 7

Appendix B

Permission to Conduct Survey



UNIVERSITI TUNKU ABDUL RAHMAN
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

1st June 2020

To Whom It May Concern

Dear Sir/Madam,

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

<u>Name of Student</u>	<u>Student ID</u>
Au Weng Chee	17ABB00295
Chong Chun Hui	18ABB00569
Marvin Yeap Ke Ding	17ABB00522
Tan Jia Wen	16ABB05133
Thye Mei Teng	18ABB00183

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely,

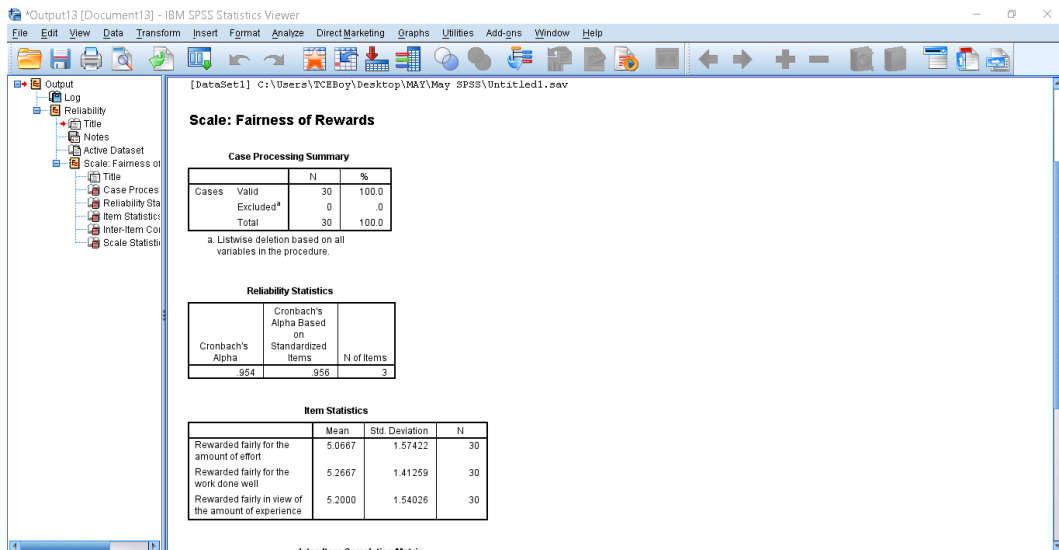
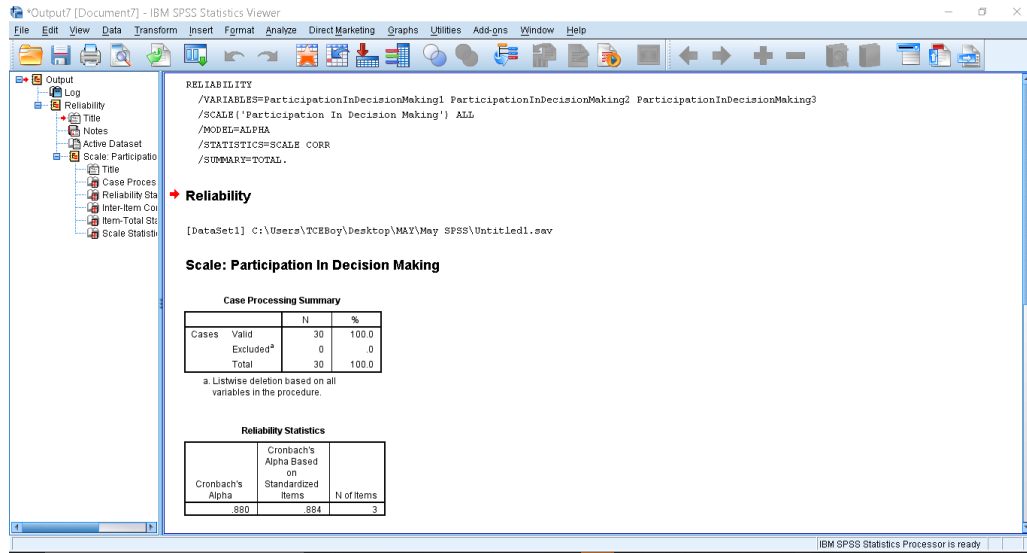
TeeCW

Mr Tee Chee Wee
Head of Department,
Faculty of Business and Finance
Email: teecw@utar.edu.my

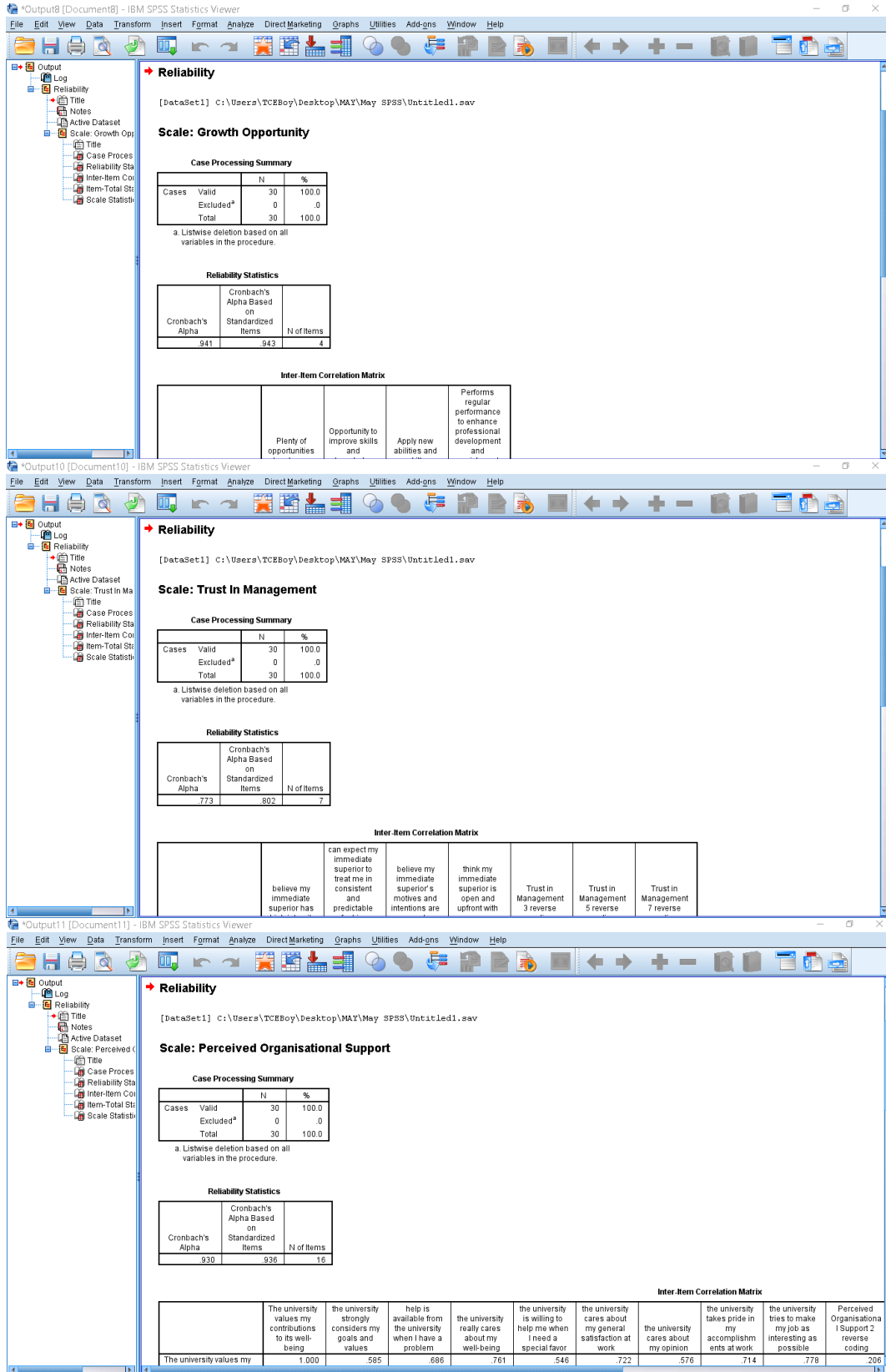
Dr Choe Kum Lung
Supervisor,
Faculty of Business and Finance
Email: choekl@utar.edu.my



Reliability Test (Pilot Study)

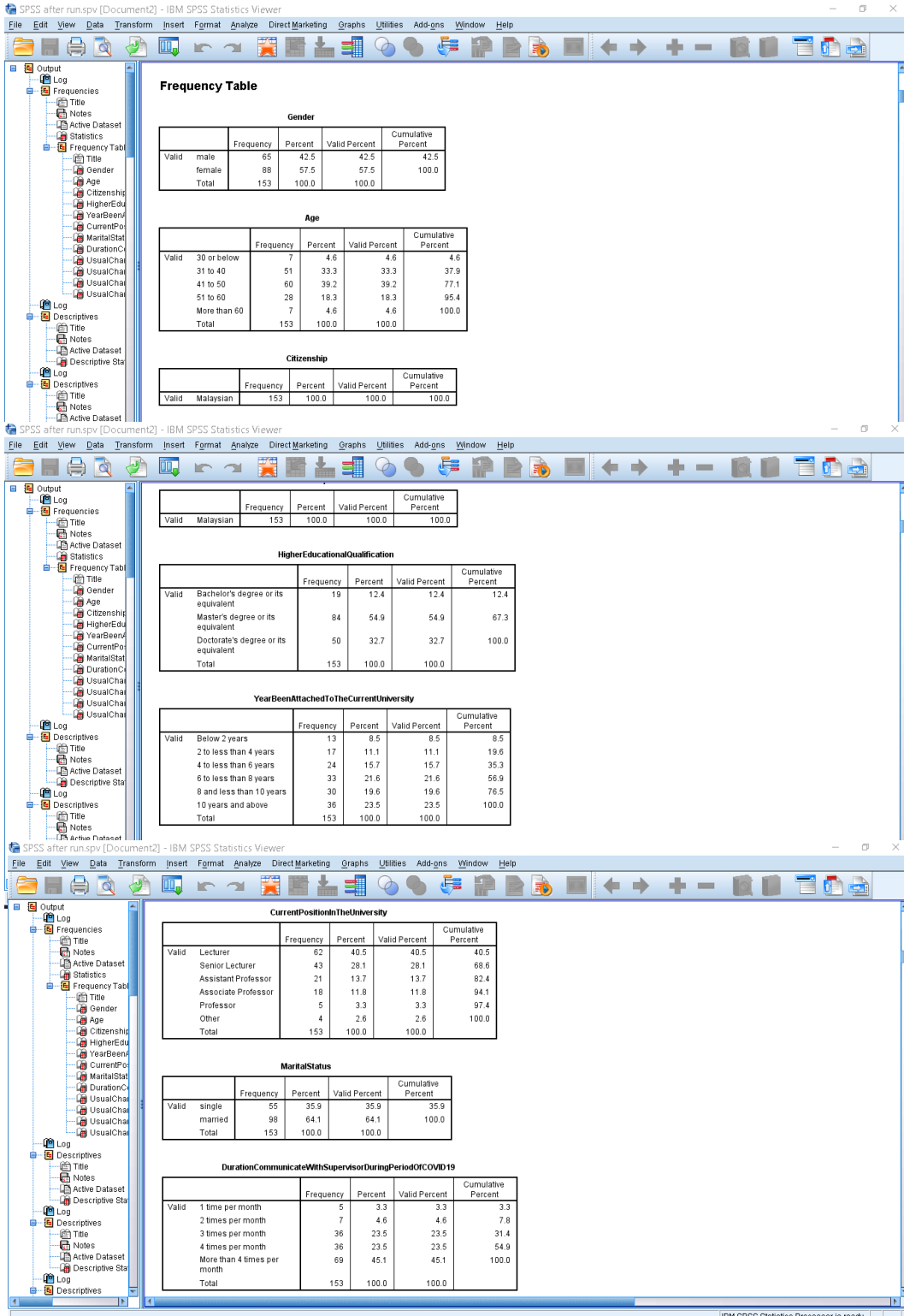


The Impact of HR Practices and Trust in Management on Perceived Organizational Support (POS) in Malaysian Universities



Appendix D

Frequency Table (Full Study)



The Impact of HR Practices and Trust in Management on Perceived Organizational Support (POS) in Malaysian Universities

SPSS after run.spv [Document2] - IBM SPSS Statistics Viewer

File Edit View Data Transform Insert Format Analyze Direct Marketing Graphs Utilities Add-ons Window Help

Output

- Log
- Frequencies
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- Log
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UsualChannelWithSupervisorDuringPeriodCOVID19_Phone

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	45	29.4	29.4	29.4
Yes	108	70.6	70.6	100.0
Total	153	100.0	100.0	

UsualChannelWithSupervisorDuringPeriodCOVID19_Email

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	17	11.1	11.1	11.1
Yes	136	88.9	88.9	100.0
Total	153	100.0	100.0	

UsualChannelWithSupervisorDuringPeriodCOVID19_SocialMedia

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	37	24.2	24.2	24.2
Yes	116	75.8	75.8	100.0
Total	153	100.0	100.0	

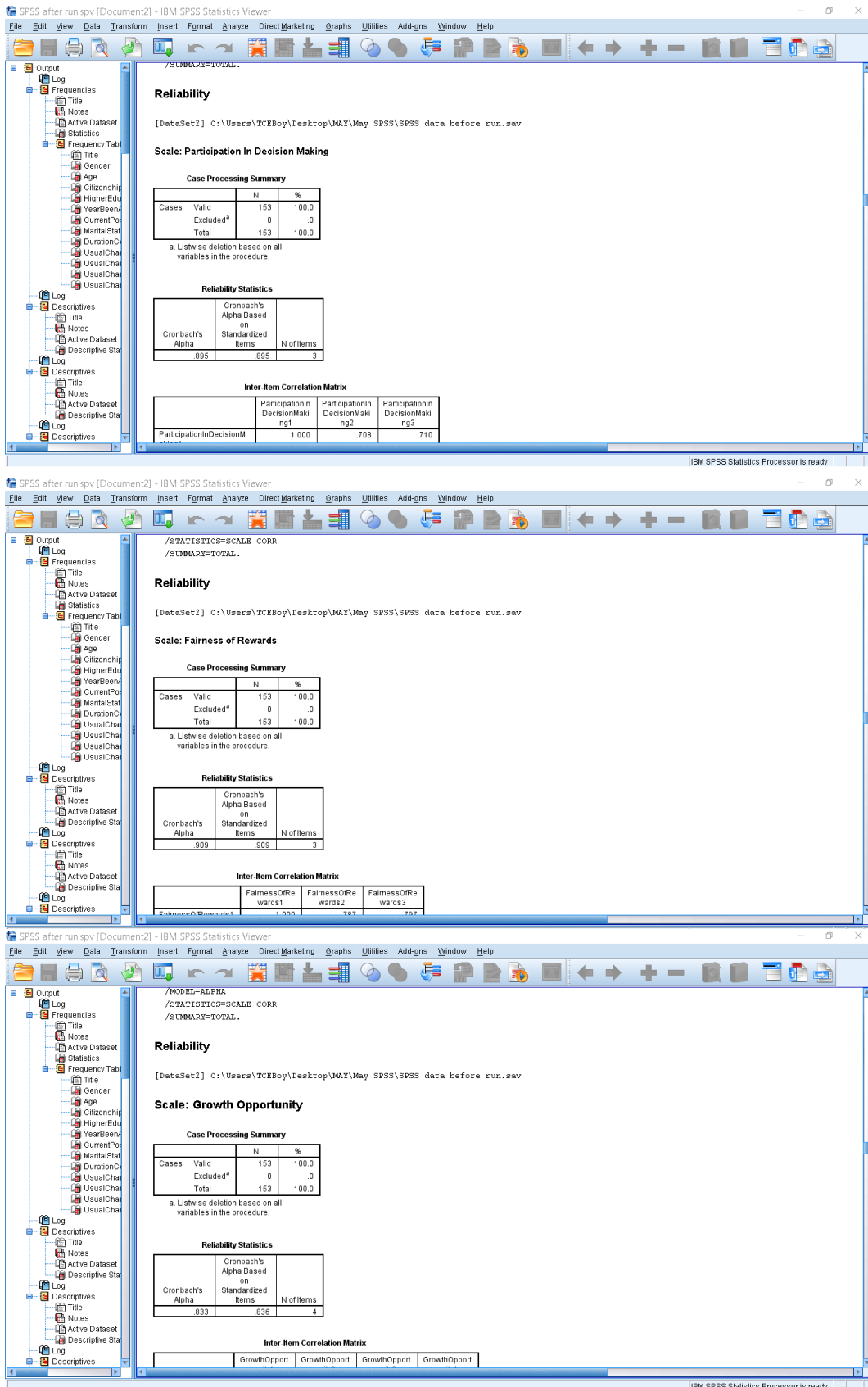
UsualChannelWithSupervisorDuringPeriodCOVID19_FacetofaceMeeting

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	128	83.7	83.7	83.7
Yes	25	16.3	16.3	100.0
Total	153	100.0	100.0	

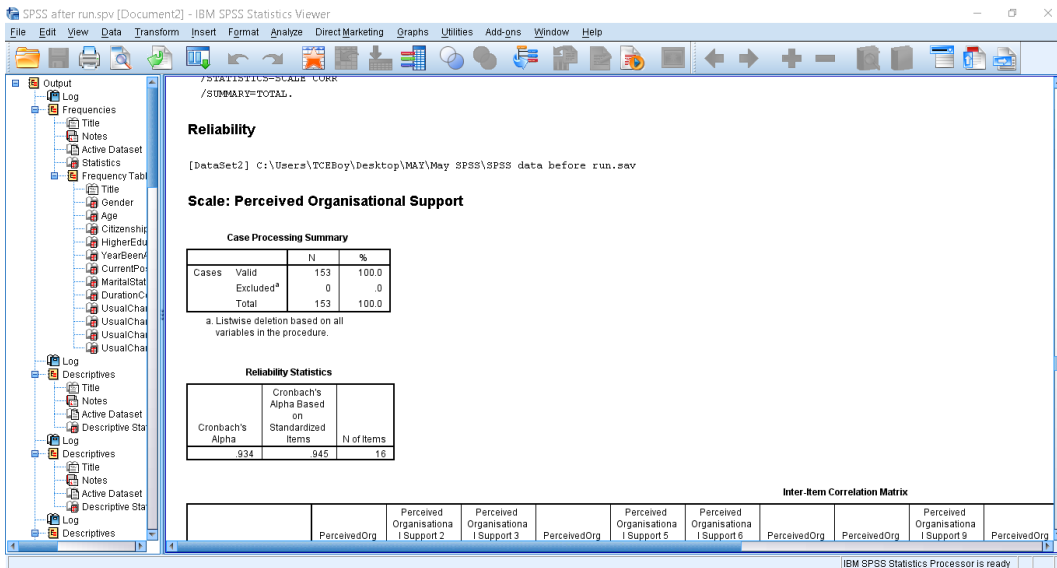
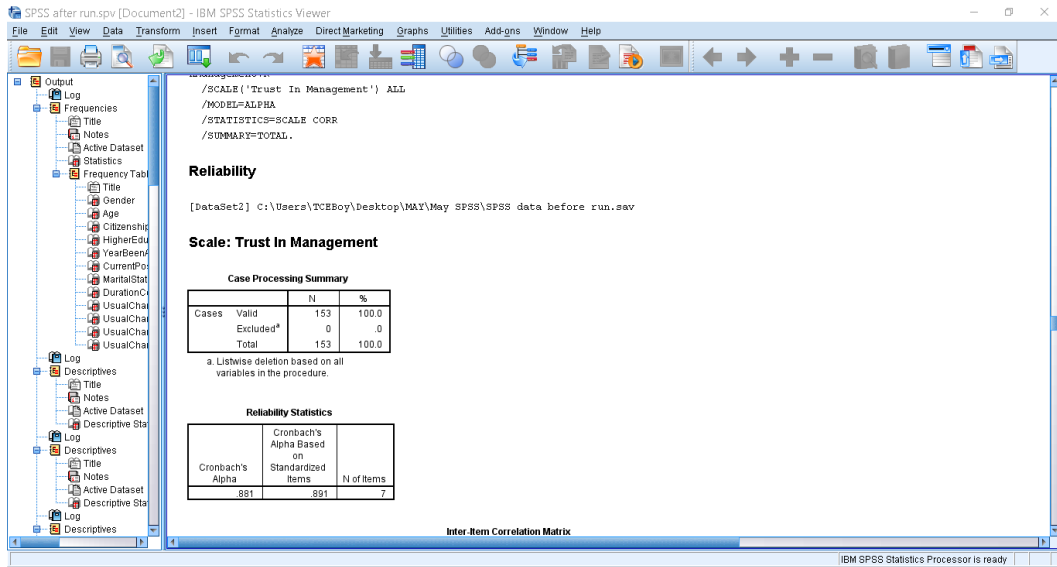
IBM SPSS Statistics Processor is ready

Appendix E

Reliability Test (Full Study)

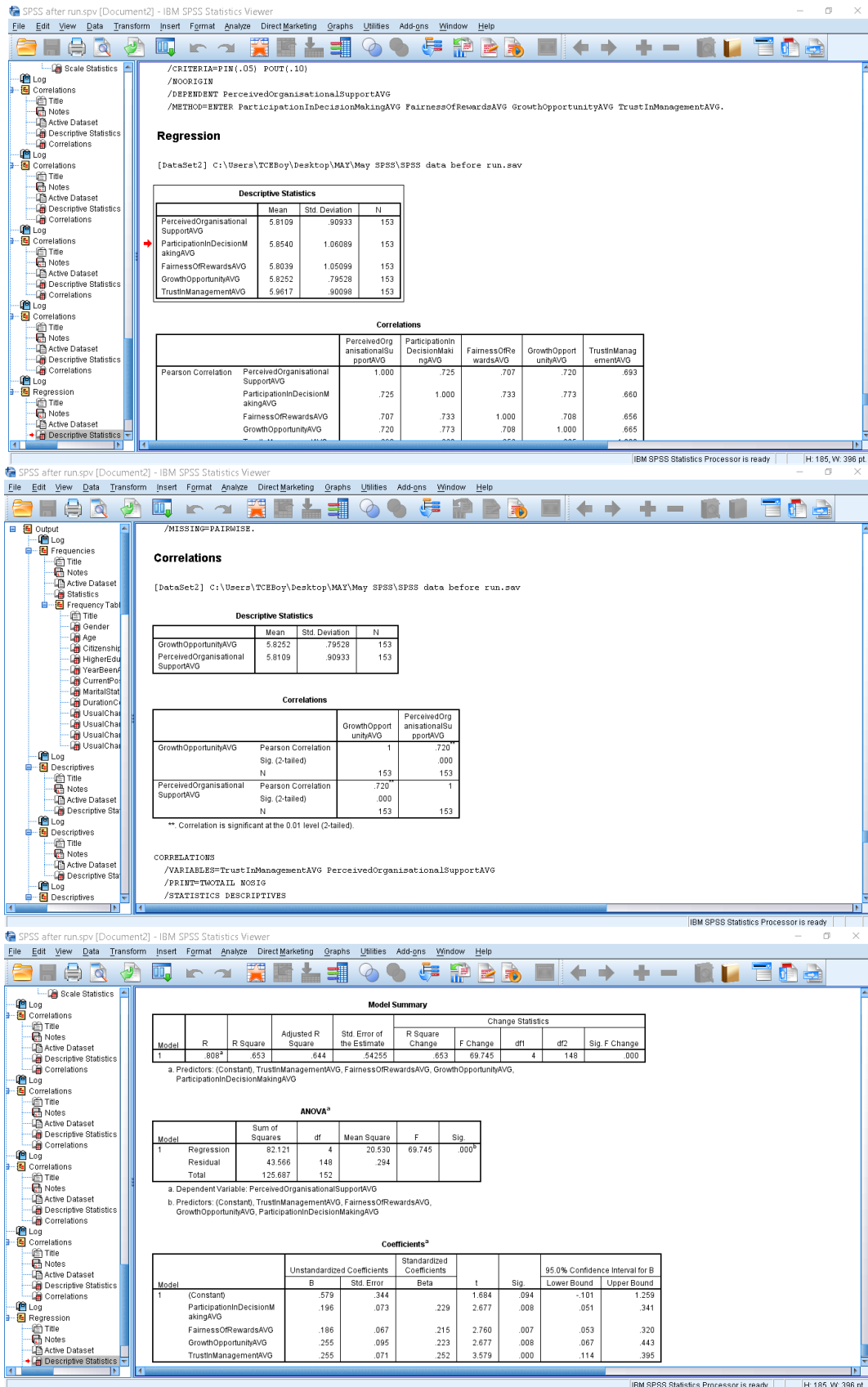


The Impact of HR Practices and Trust in Management on Perceived Organizational Support (POS) in Malaysian Universities

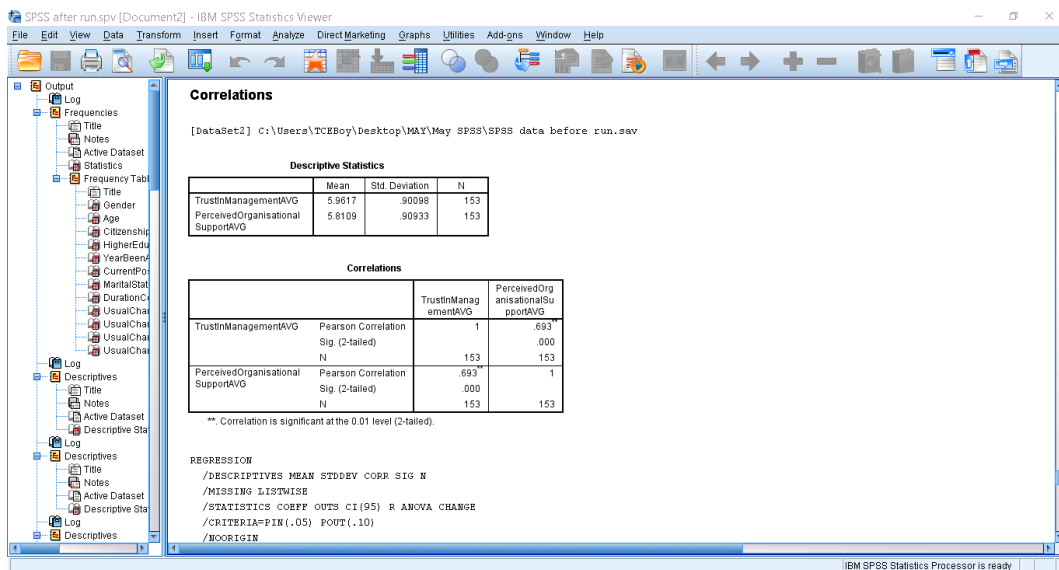
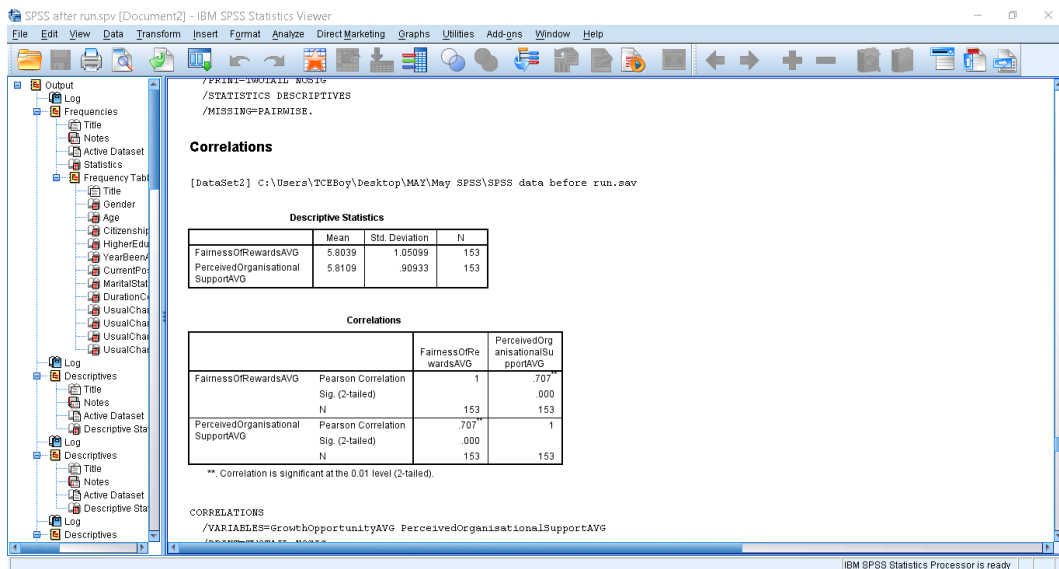
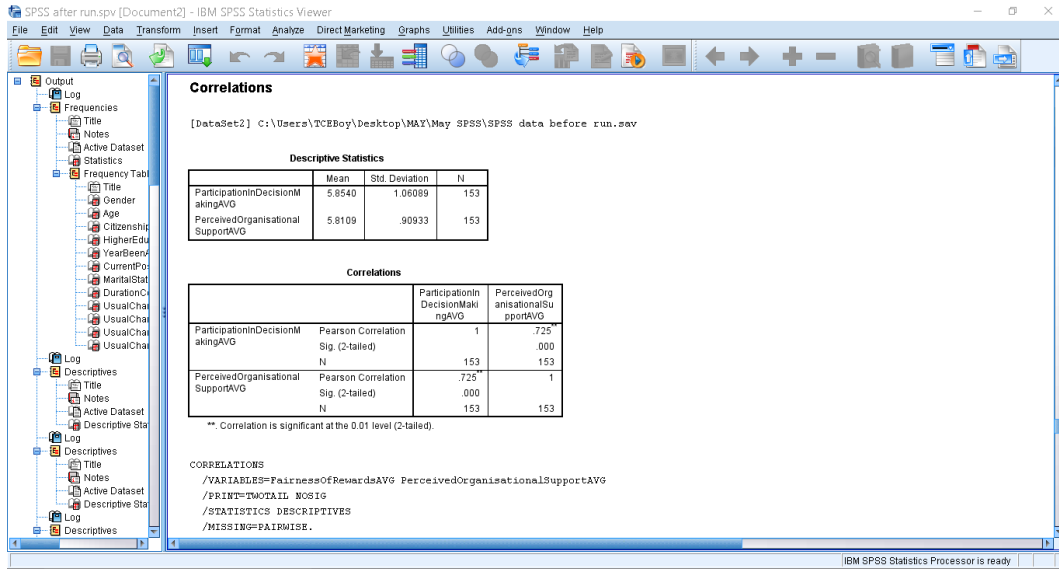


Appendix F

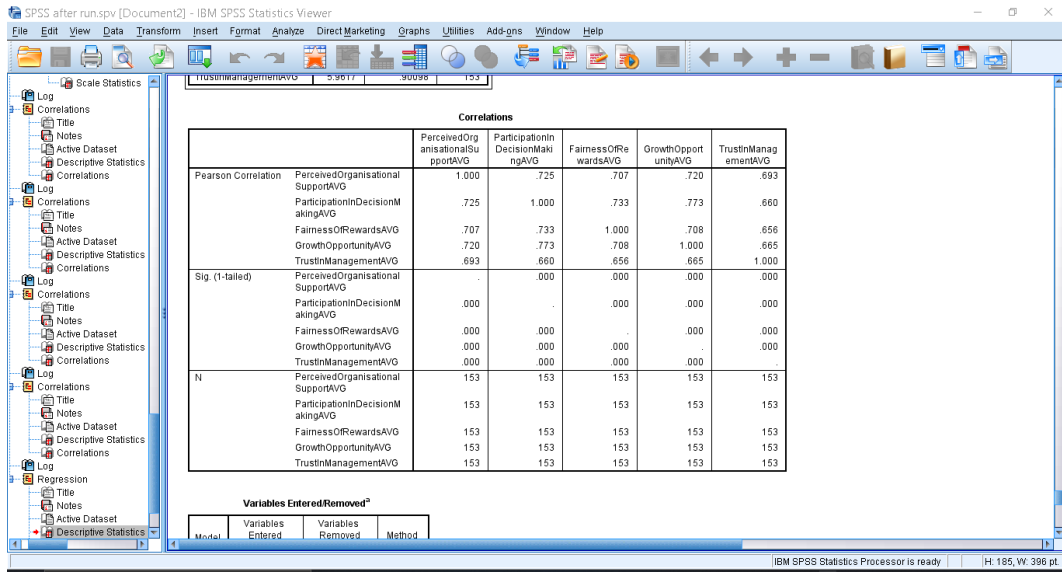
Pearson Correlation Coefficient (Full Study)



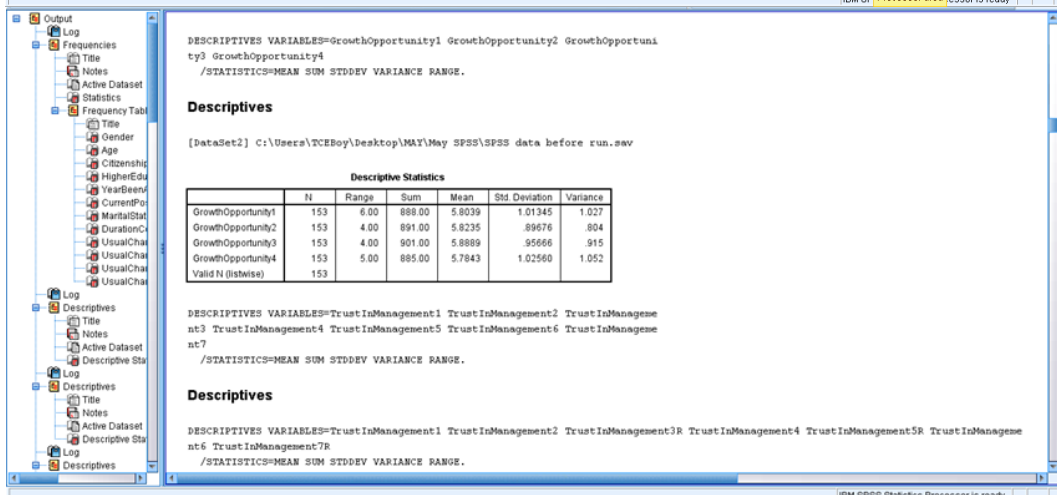
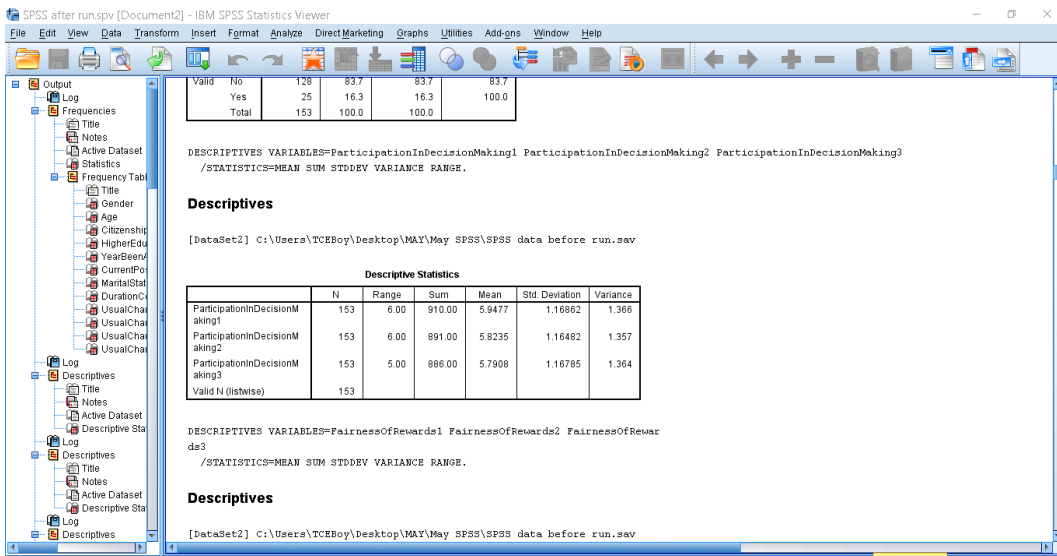
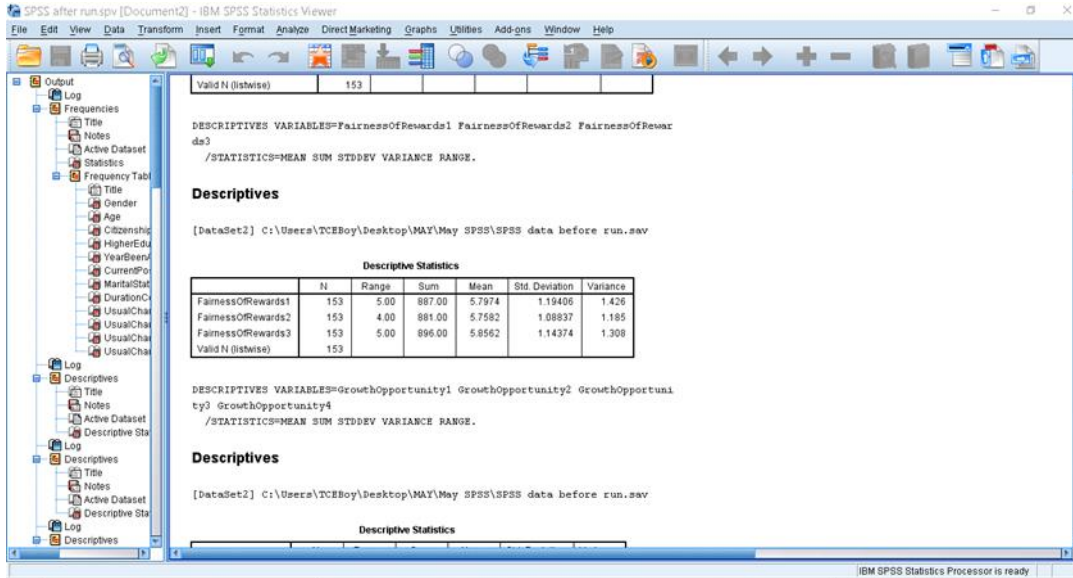
The Impact of HR Practices and Trust in Management on Perceived Organizational Support (POS) in Malaysian Universities



The Impact of HR Practices and Trust in Management on Perceived Organizational Support (POS) in Malaysian Universities



Descriptive Analysis



The Impact of HR Practices and Trust in Management on Perceived Organizational Support (POS) in Malaysian Universities

