THE MEDIATING EFFECT OF PSYCHOLOGICAL EMPOWERMENT IN THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP WITH WORK ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: A STUDY IN MALAYSIAN RESEARCH UNIVERSITIES

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Thesis submitted in partial fulfillment for the degree of DOCTOR OF PHILOSOPHY IN HUMAN RESOURCE MANAGEMENT

UNIVERSITI SAINS ISLAM MALAYSIA

August 2018
AUTHOR DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

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ACKNOWLEDGEMENTS

In the name of Allah, the most gracious, the most merciful. Praise be to Allah, the creator and custodian of the universe. Salawat and Salam to our Prophet Muhammad, peace and blessings of Allah be upon him in making this true for me.

First of all, I would like to express my humble gratefulness to almighty Allah (swt), Lord of Universe. Peace and Blessings be upon Muhammad, His servant and messenger.

In completing this research, I would like to acknowledge the intellectual sharing of many great individuals.

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ABSTRAK

ABSTRACT

Research on psychological empowerment has received attention among scholars, particularly in the field of management. One of the reason is because psychological empowerment can influence employees’ work attitude and behaviour. However, the discussion about this issue in the context of higher education is still limited, particularly in the context of Research Universities in Malaysia. Therefore, this study is conducted to address this gap. Specifically, this study examines the effect of transformational leadership on psychological empowerment, work engagement, and organizational citizenship behaviour. This study also tests the impact of psychological empowerment on work engagement, and organizational citizenship behaviour. Finally, this study explores the role of psychological empowerment as a mediator in the relationship between transformational leadership, work engagement, and organizational citizenship behaviour. The data of this study have been collected through a survey among 385 academic staff who work in the Malaysian Research Universities (Universiti Malaya, Universiti Sains Malaysia, Universiti Kebangsaan Malaysia, Universiti Putra Malaysia, and Universiti Teknologi Malaysia). Partial Least Squares (Smart-PLS) software was used to analyse the data and to test the hypotheses of this study. The results indicated that there was no significant effect of transformational leadership on work engagement. However, transformational leadership was found to have a positive and significant effect on psychological empowerment and organizational citizenship behaviour. It was also found that there was a positively and significant influence of psychological empowerment on work engagement and organizational citizenship behaviour. Most importantly, psychological empowerment found to be fully mediated the relationships between transformational leadership and work engagement, and it partially mediated the relationship between transformational leadership and organizational citizenship behaviour. The results of the current study have important implications for leaders in Malaysian higher education institutions in general and in Malaysian Research Universities in particular. Based on the results, the study suggests that leaders in Malaysian Research Universities have to adopt the strategy of enhancing psychological empowerment of the academic staff in order to maintain high level of work engagement and a high sense of citizenship behaviour to universities. This will enhance the performance and effectiveness of higher education in the Malaysian context.
المستخدِم

لقد حظِيَ موضوع التمكين النفسي باهتمام كبير في أوساط الباحثين والمهتمين في هذا المجال وعلى وجه الخصوص في مجال إدارة الأعمال، إذ يُعدُّ عامل التمكين النفسي أحد أهم الأسباب التي قد تؤثر في سلوك الموظفين. ومن خلال استعراض الدراسات السابقة اتضح أن الدراسات لا تزال محدودة في قطاع التعليم العالي، لاسيما في الجامعات البحثية الماليزية. ومن هذا المنطلق، تم إجراء هذه الدراسة بُغية سد الفجوة البحثية، إذ تطّرِّبت هذه الدراسة إلى اختبار تأثير عامل القيادة التحويلية على كل من العوامل: التمكين النفسي، الارتباط الوظيفي، وسلوك المواطنة التنظيمية. وقد اختُبرت هذه الدراسة أيضا تأثير التمكين النفسي على عامل الارتباط الوظيفي، وسلوك المواطنة التنظيمية، فضلاً عن اختبار الدراسة لدور التمكين النفسي كمُثِكر وسِيط في العلاقة بين القيادة التحويلية من جانب، والارتباط الوظيفي، وسلوك المواطنة التنظيمية من جانب آخر. وِبما يتعلق ببيانات هذه الدراسة فقد تم توزيع الاستبانة الخاصة بمتغيرات الدراسة على عدد (385) موظفاً أكاديمياً يعملون في الجامعات البحثية الماليزية (جامعة المالايا، جامعة العلوم الماليزية، جامعة بورتا الماليزية، وجامعة التكنولوجيا الماليزية). ولغرض تحليل البيانات لاختبار فرضيات هذا البحث، تم استخدام برنامج المربعات الجزئية (سِمارت بي إل إس). أشارت نتائج هذه الدراسة إلى أنه لا يوجد تأثير ذو دلالة إحصائية للقيادة التحويلية على الارتباط الوظيفي، إلا أنه تبين وجود تأثير إيجابي ذي دلالة إحصائية لعامل القيادة التحويلية على التمكين النفسي، وسلوك المواطنة التنظيمية. والأهم من ذلك أن هذه الدراسة وجدت أن عامل التمكين النفسي في أوساط الأكاديميين في الجامعات الماليزية آتِفة الذكور توسط بشكل كامل العلاقة بين القيادة التحويلية والارتباط الوظيفي، وتوزع جزئيا العلاقة بين القيادة التحويلية، وسلوك المواطنة التنظيمية. وعطفاً على ما تناوله أعلاه، فإن نتائج الدراسة الحالية ستكون لها آثار مهمة على القادة في مؤسسات التعليم العالي الماليزية بشكل عام، وعلى الجامعات البحثية الماليزية على وجه الخصوص. واستنادا إلى النتائج، تشير الدراسة إلى أن القيادة في الجامعات البحثية الماليزية يَنصح أن يعتمدا على استراتيجية لتعزيز التمكين النفسي للموظفين الأكاديميين من أجل الحفاظ على مستوى عالٍ من المشاركة في العمل وإحساس عالٍ بسلوك المواطنة للجامعات. وهذا من شأنه أن يُعزز أداء وفعالية قطاع التعليم العالي الماليزيا.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUTHOR DECLARATION</td>
<td>ii</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>iii</td>
</tr>
<tr>
<td>ABSTRAK</td>
<td>iv</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>v</td>
</tr>
<tr>
<td>AL-MULAKHKHAS</td>
<td>vi</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>vii</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>x</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xii</td>
</tr>
<tr>
<td>LIST OF APPENDICES</td>
<td>xiii</td>
</tr>
<tr>
<td>ABBREVIATIONS</td>
<td>xiv</td>
</tr>
</tbody>
</table>

## CHAPTER 1: INTRODUCTION

1.1. Introduction                             1
1.2. Problem Statement                        5
1.3. Research Questions                       9
1.4. Research Objectives                      10
1.5. The Scope of the Study                  10
1.6. Significance of The Study                11
1.7. Definitions of Terms                    13
  1.7.1. Transformational Leadership          13
  1.7.2. Psychological Empowerment            13
  1.7.3. Organizational Citizenship Behaviour  14
  1.7.4. Work Engagement                      15
  1.7.5. Malaysian Research Universities      16
1.8. Organization of the Thesis               16
1.9. Summary                                  17

## CHAPTER 2: LITERATURE REVIEW

2.1. Introduction                             18
2.2. The Higher Education in Malaysia         18
2.3. Research Universities in Malaysia        20
  2.3.1. The Development of Research Universities  22
  2.3.2. Government Funds Polices              28
  2.3.3. Challenges to Academic in Research Universities  29
2.4. The Concept of Psychological Empowerment 31
2.5. Psychological Empowerment in Higher Education Sector  33
2.6. Antecedents of Psychological Empowerment  36
2.7. Consequences of Psychological Empowerment 46
2.8. Hypotheses Development                   54
  2.8.1. Relationship between Transformational Leadership and Psychological Empowerment  54
  2.8.2. Relationship Between Psychological Empowerment and Work Engagement  63
  2.8.3. Relationship Between Psychological Empowerment and Organizational Citizenship Behaviour  69
2.8.4. Relationship Between Transformational Leadership and Work Engagement 76
2.8.5. Relationship between Transformation Leadership and Organizational Citizenship Behaviour 80
2.8.6. Psychological Empowerment as a Mediator 83
2.9. Underpinning Theory 86
2.9.1. Psychological Empowerment Theory 86
2.9.2. Transformational Leadership Theory 90
2.9.3. Social exchange theory 94
2.10. Research Framework 95
2.11. Summary 97

CHAPTER 3: RESEARCH METHODOLOGY 98
3.1. Introduction 98
3.2. Research Design 98
3.3. Population 99
3.4. Sample 100
3.4.1. Sample Size 101
3.5. Data Collection Method and Procedures 102
3.6. Research Instruments 103
3.6.1. Demographic Information Survey 103
3.6.2. Transformational Leadership 103
3.6.3. Psychological Empowerment 104
3.6.4. Work Engagement 105
3.6.5. Organizational Citizenship Behaviour 106
3.7. Content Validity 108
3.7.1. Expert Judgment 109
3.7.2. Pilot Study 112
3.8. Data Analysis 114
3.8.1. Statistical Package for the Social Sciences (SPSS) 114
3.8.2. Smart-PLS 114
3.9. Summary 117

CHAPTER 4: DATA ANALYSIS AND FINDINGS 118
4.1. Introduction 118
4.2. Response Rates 118
4.3. Profiles of Respondents 119
4.4. Analysis of Assumption 121
4.4.1. Assessment of Multivariate Outliers 121
4.4.2. Normality Test 122
4.4.3. Multicollinearity 123
4.5. Descriptive Analysis 125
4.6. Measurement Model Assessment 129
4.6.1. Construct Reliability 129
4.6.2. Convergent Validity 131
4.6.3. Discriminant Validity 136
4.7. Goodness of Fit (GoF) of the Model 139
4.8. Establishment of Second-Order Constructs 140
4.9. Structural Model Assessment 142
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.9.1 Direct Effect</td>
<td>143</td>
</tr>
<tr>
<td>4.9.2 Effect Size</td>
<td>146</td>
</tr>
<tr>
<td>4.9.3 Mediation Effect Analysis</td>
<td>147</td>
</tr>
<tr>
<td>4.10 Prediction Relevance of the Model</td>
<td>153</td>
</tr>
<tr>
<td>4.11 Importance-Performance Map Analysis (IPMA)</td>
<td>156</td>
</tr>
<tr>
<td>4.12 Summary of Research Hypotheses</td>
<td>158</td>
</tr>
<tr>
<td>4.13 Summary</td>
<td>158</td>
</tr>
</tbody>
</table>

CHAPTER 5: DISCUSSION, IMPLICATIONS, LIMITATIONS, AND SUGGESTIONS FOR FUTURE RESEARCH 160

5.1 Introduction 160
5.2 Recapitulation of The Study 160
5.3 Discussion 161

5.3.1 The Influence of Transformational Leadership on Psychological Empowerment. 161
5.3.2 The Influence of Psychological Empowerment on Work Engagement. 163
5.3.3 The Influence of Psychological Empowerment on Organizational Citizenship Behaviour. 164
5.3.4 The Influence of Transformational Leadership on Work Engagement. 165
5.3.5 The Influence of Transformational Leadership on Organizational Citizenship Behaviour. 167
5.3.6 The Mediating Effect of Psychological Empowerment on the Relationship between Transformational Leadership and Work Engagement. 168
5.3.7 The Mediating Effect of Psychological Empowerment on the Relationship between Transformational Leadership and Organizational Citizenship Behaviour. 170

5.4 Implications of the Study 172

5.4.1 Theoretical Implications 172
5.4.2 Practical implications 174

5.5 Limitations and Suggestions for Future Research 176
5.6 Conclusion 177

REFERENCES 180

APPENDICES 207
Appendix A: The Survey Instrument 207
Appendix B: Cover Letter: Institutional 213
Appendix C: Introduction Letters from The Researcher 215
Appendix D: Universities Approvals to Collect the Data 219
Appendix E: Certificate of English Editing 224
Appendix F: Normality Test of Work Engagement 225
Appendix G: Normality Test of Organizational Citizenship Behaviour 226
## LIST OF TABLES

<table>
<thead>
<tr>
<th>Tables</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 2.1: Performance Indicators for Malaysian Research Universities</td>
<td>21</td>
</tr>
<tr>
<td>Table 2.2: Antecedents of psychological empowerment</td>
<td>44</td>
</tr>
<tr>
<td>Table 2.3: Consequences of psychological empowerment</td>
<td>52</td>
</tr>
<tr>
<td>Table 2.4: Summary of studies investigating the relationship between transformational leadership and psychological empowerment</td>
<td>61</td>
</tr>
<tr>
<td>Table 2.5: Summary of studies investigating the relationship between psychological empowerment and work engagement</td>
<td>68</td>
</tr>
<tr>
<td>Table 2.6: Summary of studies investigating the relationship between psychological empowerment and organizational citizenship behaviour</td>
<td>75</td>
</tr>
<tr>
<td>Table 2.7: Summary of studies investigating the relationship between transformational leadership and work engagement</td>
<td>79</td>
</tr>
<tr>
<td>Table 2.8: Summary of studies investigating the relationship between transformational leadership and organizational citizenship behaviour</td>
<td>82</td>
</tr>
<tr>
<td>Table 3.1: Total Number of Academic Staff in Malaysian Research Universities</td>
<td>100</td>
</tr>
<tr>
<td>Table 3.2: The Sample Size Based on Stratified Random Sampling</td>
<td>102</td>
</tr>
<tr>
<td>Table 3.3: Transformational Leadership Questionnaire</td>
<td>104</td>
</tr>
<tr>
<td>Table 3.4: Psychological Empowerment Questionnaire</td>
<td>105</td>
</tr>
<tr>
<td>Table 3.5: Work Engagement Questionnaire</td>
<td>106</td>
</tr>
<tr>
<td>Table 3.6: Organizational Citizenship Behaviour Questionnaire</td>
<td>107</td>
</tr>
<tr>
<td>Table 3.7: Summary of Measurement Scales and its Sources</td>
<td>108</td>
</tr>
<tr>
<td>Table 3.8: List of Experts for Content Validity</td>
<td>109</td>
</tr>
<tr>
<td>Table 3.9: Content Validity: The instrument before and after expert’s feedback</td>
<td>110</td>
</tr>
<tr>
<td>Table 3.10: Result of The Reliability Analysis</td>
<td>113</td>
</tr>
</tbody>
</table>
## LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figures</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 2.1: Research Framework for the Study</td>
<td>96</td>
</tr>
<tr>
<td>Figure 4.1: Research Model</td>
<td>135</td>
</tr>
<tr>
<td>Figure 4.2: Structural Model</td>
<td>144</td>
</tr>
<tr>
<td>Figure 4.3: PLS Algorithm Results</td>
<td>146</td>
</tr>
<tr>
<td>Figure 4.4: Testing the Mediation Effect Using Baron and Kenny (1986) Approach</td>
<td>148</td>
</tr>
<tr>
<td>Figure 4.5: Sobel Test Calculator for Significance of Mediation</td>
<td>153</td>
</tr>
<tr>
<td>Figure 4.6: The Predictive Relevance of The Endogenous Latent Variables (Q2)</td>
<td>155</td>
</tr>
<tr>
<td>Figure 4.7: IPMA (Priority Map) for Organizational Citizenship Behaviour (OCB)</td>
<td>157</td>
</tr>
<tr>
<td>Figure 4.8: IPMA (Priority Map) for Work Engagement (WE)</td>
<td>157</td>
</tr>
</tbody>
</table>
LIST OF APPENDICES

<table>
<thead>
<tr>
<th>Appendices</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A: The Survey Instrument</td>
<td>207</td>
</tr>
<tr>
<td>Appendix B: Cover Letter: Institutional</td>
<td>213</td>
</tr>
<tr>
<td>Appendix C: Introduction Letters from The Researcher</td>
<td>215</td>
</tr>
<tr>
<td>Appendix D: Universities Approvals to Collect the Data</td>
<td>219</td>
</tr>
<tr>
<td>Appendix E: Certificate of English Editing</td>
<td>224</td>
</tr>
<tr>
<td>Appendix F: Normality Test of Work Engagement</td>
<td>225</td>
</tr>
<tr>
<td>Appendix G: Normality Test of Organizational Citizenship Behaviour</td>
<td>226</td>
</tr>
</tbody>
</table>
## ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>AKEPT</td>
<td>Institutional Leadership and Management Competencies</td>
</tr>
<tr>
<td>ETP</td>
<td>The Economic Transformation Programme</td>
</tr>
<tr>
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<td>Key Performance Indicators</td>
</tr>
<tr>
<td>LMX</td>
<td>Leader–member exchange</td>
</tr>
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<td>Malaysia Education Blueprint</td>
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<td>MOHE</td>
<td>Ministry of Higher Education</td>
</tr>
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<td>MRUs</td>
<td>Malaysian Research Universities</td>
</tr>
<tr>
<td>OCB</td>
<td>Organizational Citizenship Behaviour</td>
</tr>
<tr>
<td>PE</td>
<td>Psychological empowerment</td>
</tr>
<tr>
<td>PLS</td>
<td>Partial Least Squares</td>
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<tr>
<td>SEM</td>
<td>Structural Equation Modelling</td>
</tr>
<tr>
<td>SPSS</td>
<td>Software Package for Statistical Analysis</td>
</tr>
<tr>
<td>TFL</td>
<td>Transformational leadership</td>
</tr>
<tr>
<td>VAF</td>
<td>Variance Accounted For</td>
</tr>
<tr>
<td>WE</td>
<td>Work Engagement</td>
</tr>
</tbody>
</table>
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