THE ROLE OF MANAGERS’ ATTITUDE IN MEDIATING THE RELATIONSHIP BETWEEN MANAGERS’ BEHAVIORS AND INTENTIONS TO RETAIN OLDER EMPLOYEES IN CORPORATE SECTOR IN LIBYA

Hatem Mohammed Rouhoma Salah

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

UNIVERSITI SAANS ISLAM MALAYSIA

February 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.

Date: 22<sup>th</sup> February 2018

Signature: 
Name: Hatem Mohammed Rouhoma Salah
Matric No: 4110239
Address: 568, Jalan Melati 21.
Desa Melati Bandar Baru Nilai
71800, Negeri Sembilan, Malaysia
ACKNOWLEDGEMENTS

All thankfulness and gratefulness be to Allah who guided and assisted me to complete this study.
A project such as doctoral dissertation is not personal individual task. It can’t be successful and accomplished without help. I would like to express my deepest appreciation to all those who provided me the possibility to complete this report. Give a special gratitude to my supervisor Dr. Kalsom Ali and Dr. Nasser Habtoor, who guided and inspired me in this doctoral journey. I thank you for the extraordinary support and the way you helped to build and maintain confidence in my ability to finish this work.

I would like to express my deepest appreciation to Prof Dr. Musa bin Abu Hassan and Dr. Adanan Mat Junoh for blessed memories who were an inspiration to me and I hope paradise will be their dwelling by Allah's forgiveness, mercy, and I wish Allah, the Almighty, to overlook their sins and shortcomings (Amin).

Also, I would like to express my deep appreciation to Mr. Mohammed Salah Rouhoma and Mr. Tartiq Alqazawi who impressively helped me in the collection of data in Libya. Similarly, I express gratitude to my friends in Libya who made great effort to help me with a collection of data in Libya.

Additionally, I wish to indicate my sincere thanks to my honorable parents and beloved wife and children for their continual support, encouragement, love, prayers for my progress and teaching me the values in life that brought me to where I’m today. Likewise, I wish to thank to my dearest friend Mr. Abdul Azeez Abdul Wahab for helping me in many valuable discussions.

Furthermore, I wish to thank the University Science Islam Malaysia (USIM) instructors and support staff for their feedback, advice, and the attention to details that prepared me for this endeavor. I would also like to acknowledge my family and country Libya who sponsored me through the achievement of this doctoral dissertation.

Finally, I wish to express my sincere thanks to Malaysia as a country and her wonderful and accommodating people and government. I’m grateful for the fantastic years I spent in the country which I had no idea that this was going to be such a life changing trip.
ABSTRAK

Penyelidikan ini mengkaji peranan sikap pengurus sebagai pengantara perhubungan di antara tingkah laku pengurus dan niat pengurus untuk mengekalkan pekerja yang lebih tua dalam sektor korporat di Libya. Diskriminasi usia adalah salah satu aspek yang paling mencabar dalam tenaga kerja. Kajian ini menilai pengaruh kepercayaan stereotaip, norma subjektif, kawalan tingkah laku yang dipersepsikan, dan matlamat organisasi ke atas hasrat untuk mengekalkan pekerja yang lebih tua dengan sikap pengurus sebagai mediator. Kajian ini dijalankan melalui pendekatan kuantitatif dengan menggunakan soalselidik. Sejumlah 296 responden telah dipilih secara rawak. Pakej statistik sains sosial (SPSS) digunakan untuk menjalankan analisis faktor, analisis kebolehpercayaan dan analisis statistik deskriptif. Program AMOS digunakan untuk menjalankan model persamaan struktur dan juga menguji hipotesis penyelidikan. Kajian ini memberi sumbangan kepada khazanah pengetahuan dalam sumber manusia khususnya bahawa teori perilaku yang dirancang (TPB) dapat menjelaskan pengaruh tingkah laku pengurus terhadap niat pengurus untuk mengekalkan pekerja yang lebih tua di sektor korporat Libya. Hubungan statistik yang signifikan terhasil di antara kepercayaan stereotaip, norma subjektif, kawalan tingkah laku yang dipersepsikan dan matlamat organisasi serta niat pengurus untuk mengekalkan pekerja yang lebih tua. Selain itu, hubungan di antara sikap pengurus dan niat pengurus untuk mengekalkan pekerja yang lebih tua juga secara statistik adalah signifikan. Ujian hubungan mediasi mengesahkan bahawa sikap pengurus berperanan sebagai mediator dalam hubungan di antara tingkah laku pengurus dan niat pengurus untuk mengekalkan pekerja yang lebih tua dalam sektor korporat di Libya. Dapatan kajian ini menambahkan lagi literatur yang sedia ada dengan mengungkap kesan mediasi sikap pengurus terhadap hubungan di antara kepercayaan stereotaip, norma subjektif, kawalan tingkah laku yang dipersepsikan, dan tujuan organisasi dan niat pengurus untuk mengekalkan pekerja yang lebih tua dalam sektor korporat. Selanjutnya, adalah disyorkan tumpuan diberi kepada sikap pengurus dalam intervensi niat mereka untuk mengekalkan pekerja yang lebih tua. Hasil kajian ini menunjukkan bahawa pihak pengurusan harus menggalakkan sikap positif dalam kalangan pengurusan terhadap pekerja yang lebih tua. Kajian ini menyimpulkan bahawa sikap pengurus mempunyai pengaruh terhadap niat pengurus; walau bagaimanapun, mungkin terdapat faktor lain yang mempengaruhi niat pengurus untuk mengekalkan pekerja yang lebih tua.
ABSTRACT
The research investigated the role of managers’ attitude in mediating the relationship between managers’ behavior and managers’ intentions to retain older employees in the corporate sector in Libya. Discrimination of age is one of the most challenging aspects of the workforce. This study examined the influence of stereotypical belief, subjective norms, perceived behavioral control, and organizational goals on intention to retain older employees by examining the managers’ attitude as a mediator. This research was conducted through a quantitative approach by using a questionnaire. A total of 296 respondents were randomly selected. The statistical package of social science (SPSS) software was used to run factor analysis, reliability analysis and descriptive statistical analysis. AMOS program was used to carry out the structural equation model as well as testing the research hypotheses. The study contributes to the body of knowledge in human resources specifically the Theory of Planned Behavior (TPB) that can predict the influence of managers’ behavior on managers’ intention to retain older employees in the Libyan corporate sector. Statistically significant relationships were found between stereotypical belief, subjective norms, perceived behavioral control, and organizational goals and managers’ intention to retain older employees. The relationship between managers’ attitude and managers’ intention to retain older employees was statistically significant too. A test of the mediated relationship confirmed that the managers’ attitude has a mediating role in the relationship between managers’ behavior and managers’ intentions to retain older employees in Libyan corporate sector. This finding adds to existing literature by uncovering the mediating effect of managers’ attitude on the relationship between stereotypical belief, subjective norms, perceived behavioral control, and organizational goals and managers’ intention to retain older employees in corporate sectors. Consequently, it is recommended that focus be given on managers’ attitude in the interventions of managers’ intentions to retaining older employees. The results of the study imply that management should encourage a positive attitude among managers toward older employees. The study concluded that managers’ attitude has an influence on managers’ intention; however, there may be other factors that affect managers’ intention to retain older employees.
الملخص

يهدف البحث لإجراء دراسة إحصائية في استكشاف الدور تجاهات المدراء كعامل وسيط بين سلوك المدراء حول العمال كبار السن، ونوايا المدراء للاحتفاظ بكبار السن من الموظفين في الشركات الليبية. وقد افترضت الدراسة أن الصور النمطية عن كبار السن من الموظفين والمعايير الشخصية والسلوكيات المحسوسة والأهداف التنظيمية من خلال دراسة الإتجاهات كعامل وسيط لها تأثير على نية المدراء في الاحتفاظ بالموظفين كبار السن. ما مجموعه 296 استبانة كانت صالحة لتحليل البيانات. استخدمت في تحليلها برنامج الحزمة الإحصائية لعلوم الاجتماعية (SPSS) لاختبار التحليل العاملي، وتحليل الصدق والثبات (Amos) لإجراء النمذجة بالنموذجية الاجتماعية (SEM) وكذلك تحليل واختبار فرضيات البحث. هذا البحث دراسة تجريبية في ليبيا لقطاع الشركات المساوية تكون فيها الصور النمطية لكبار السن من الموظفين والمعايير الشخصية والسلوكيات المحسوسة، والأهداف التنظيمية كعوامل مستقرة الإتجاهات كعامل وسيط. وقد وصلت الدراسة لعده نتائج مهمة وهي: أن الصور النمطية عن كبار السن من الموظفين والمعايير الشخصية والسلوكيات المحسوسة، والأهداف التنظيمية من خلال دراسة الاتجاهات كعامل وسيط لها تأثير على نية المدراء في الاحتفاظ بالموظفين كبار السن. ووجهت النتائج أن هناك علاقة ذات دلالات إحصائية بين الاعتقاد النمطي، والمعايير الذاتية، والسيطرة السلوكية المتصورة، والأهداف التنظيمية، ونية المدراء على الاحتفاظ بالموظفين كبار السن. وكانت العلاقة بين اتجاهات المدراء ونوايا المدراء في الاحتفاظ بالموظفين كبار السن دالة إحصائية. والأتجاهات المدراء كعامل وسيط بين سلوك المدراء ونوايا المدراء للاحتفاظ بالموظفين كبار السن في القطاعات الشركات في ليبيا، وهي تعتبر إضافة إلى الأدوات والدراسات السابقة الموجودة من خلال اختبار تأثير العلاقة الوسيطة لاتجاهات المدراء بين الاعتقاد النمطي، والمعايير الذاتية، والسيطرة السلوكية المتصورة، والأهداف التنظيمية، ونية المدراء على الاحتفاظ بالموظفين كبار السن في قطاعات الشركات. وتوصي الدراسة بأن تركز على اتجاهات المدراء لأثرها الملموس على نوايا المدراء. وتؤكد نتائج الدراسة أن الإدارة يجب أن تشجع الاتجاهات الاجتماعية بين المدراء تجاه كبار السن من الموظفين. ويوصي أيضا بأن يتعمد قطاع الشركات مقياس البحث كمؤشر قياس لقياس سلوك المدراء اتجاه الموظفين كبار السن. ومن ثم كالدمة لتقديم تصنيف نية المدراء للاحتفاظ بالموظفين كبار السن في قطاعات الشركات. وخلصت الدراسة إلى أن موقف المدراء له تأثير على نية المدراء؛ رغم ان، قد تكون هناك عوامل أخرى تؤثر على نية المدراء للاحتفاظ بالموظفين كبار السن.
<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>x</td>
</tr>
<tr>
<td>LEST OF APPENDICES</td>
<td>xii</td>
</tr>
<tr>
<td>LIST OF ABBREVIATIONS</td>
<td>xiii</td>
</tr>
<tr>
<td>LIST OF ABBREVIATIONS</td>
<td>xiv</td>
</tr>
</tbody>
</table>

CHAPTER 1: INTRODUCTION

1.1 Research Background 1
1.2 Problem Statement 3
1.3 Research Questions 5
1.4 Research Objectives 6
1.5 Significance of the Study 7
1.6 Research Contribution 7
1.6.1 Theoretical Contributions 8
1.6.2 Practical Contributions 9
1.7 Scope of the Study 10
1.8 Definition of key terms 11
1.9 Operational Definitions 12
1.10 Organisation of the Thesis 16

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction 18
2.2 Overview of Older Employees 18
2.3 The Role of Managers in Organisations 26
2.4 Research Underpinning Theories 32
2.4.1 Theory of Reasoned Action (TRA) 32
2.4.2 Theory of Planned Behaviour (TPB) 37
2.5 Factors That Influences the Managers’ Intention to Retain Older Employees 47
2.5.1 Managers’ Intention to Retain Older Employees 47
2.5.2 Attitudes towards Older Employees 48
2.5.3 Stereotypical Belief 51
2.5.4 Subjective Norms about Older Employees 55
4.7 The Measurement Model Assessment 115
   4.7.1 Assessment of Reliability and Validity 120
   4.7.2 Convergent Validity and Discriminant Validity 120
   4.7.3 Assessment of the Structural Model and Hypotheses Testing 122
4.8 Mediation Analysis 130
   4.8.1 The Mediation Effect of Attitudes on the Relationship between Stereotypical Beliefs and Intention to Retain Older Employees 130
   4.8.2 The Mediation Effect of Attitudes on the Relationship between Subjective Norms and Intention to Retain Older Employees 133
   4.8.3 The Mediation Effect of Attitudes on The Relationship between Perceived Behavioral Control and Managers’ Intentions to Retain Older Employees 136
   4.8.4 The Mediation Effect of Attitudes on the Relationship between Organizational Goals and Intention to Retain Older Employees 139
4.9 Summary 142

CHAPTER 5: CONCLUSION AND RECOMMENDATION
   5.1 Introduction 144
   5.2 Background Context 144
   5.3 Discussion of the Findings 148
   5.4 Limitation 168
   5.5 Implications 169
      5.5.1 Theoretical Implication 169
      5.5.2 Practical Implication 170
   5.6 Recommendation for Future Work 172
   5.7 Conclusions 172

REFERENCES 176
Appendix A 195
Appendix B 199
Appendix C 204
Appendix D 215
## LIST OF TABLES

<table>
<thead>
<tr>
<th>Tables</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 3.1: Study Population</td>
<td>77</td>
</tr>
<tr>
<td>Table 3.2: Questionnaire Sections</td>
<td>80</td>
</tr>
<tr>
<td>Table 3.3: Stereotypical Belief Measurement Source</td>
<td>81</td>
</tr>
<tr>
<td>Table 3.4: Attitudes Measurement Source</td>
<td>82</td>
</tr>
<tr>
<td>Table 3.5: Subjective Norms Measurement Source</td>
<td>83</td>
</tr>
<tr>
<td>Table 3.6: Perceived Behavioural Control Measures</td>
<td>83</td>
</tr>
<tr>
<td>Table 3.7: Organisational Goals Measurement Sources</td>
<td>84</td>
</tr>
<tr>
<td>Table 3.8: Managers’ Intention to Retain Older Employees</td>
<td>84</td>
</tr>
<tr>
<td>Table 3.9: Overview of Different Sections of Survey Questionnaires</td>
<td>85</td>
</tr>
<tr>
<td>Table 3.10: Cronbach’s Alphas for Every Measurement Scale Reported from the Pilot Study</td>
<td>90</td>
</tr>
<tr>
<td>Table 4.1: Cronbach’s Alphas for Every Measurement Scale Found in the Actual Study (n=330)</td>
<td>94</td>
</tr>
<tr>
<td>Table 4.2: Respondent Profile</td>
<td>97</td>
</tr>
<tr>
<td>Table 4.3: Observations Farthest from the Centroid (Mahalanobis Distance)</td>
<td>100</td>
</tr>
<tr>
<td>Table 4.4: Assessment of Normality</td>
<td>101</td>
</tr>
<tr>
<td>Table 4.5: Results of Mean, Mode, and Median of Metric Variables Involved in this Study</td>
<td>105</td>
</tr>
<tr>
<td>Table 4.6: Test for Multicollinearity</td>
<td>106</td>
</tr>
<tr>
<td>Table 4.7: KMO and Barletts</td>
<td>108</td>
</tr>
<tr>
<td>Table 4.8: Total Variance Explained</td>
<td>111</td>
</tr>
<tr>
<td>Table 4.9: Extracted Rotated</td>
<td>112</td>
</tr>
</tbody>
</table>
Table 4.10: Model Fit Indices and Recommended Thresholds
Table 4.11: Goodness-of-Fit of Revised Measurement Model
Table 4.12: Factor Loadings of all Constructs
Table 4.13: Correlations and Discriminant Validity Assessment of All Constructs
Table 4.14: Goodness-of-Fit of Structural Model
Table 4.15: Standardised Causal Effects of the Structural Model and Hypotheses Assessment
Table 4.16: H10 Parameter Estimates for Structural Model
Table 4.17: H10 Mediation Analysis
Table 4.18: H10 Bootstrapping Analysis
Table 4.19: H11 Parameter Estimates for Structural Model
Table 4.20: H11 Mediation Analysis
Table 4.21: H11 Bootstrapping Analysis
Table 4.22: H12 Parameter Estimates for Structural Model
Table 4.23: H12 Mediation Analysis
Table 4.24: H12 Bootstrapping Analysis
Table 4.25: H13 Parameter Estimates for Structural Model
Table 4.26: H13 Mediation Analysis
Table 4.27: H13 Bootstrapping Analysis
# LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figures</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 2.1:</td>
<td>Factors Determining an Individual’s Behavior</td>
<td>34</td>
</tr>
<tr>
<td>Figure 2.2:</td>
<td>Theory of Planned Behavior Ajzen (1991)</td>
<td>38</td>
</tr>
<tr>
<td>Figure 2.3:</td>
<td>Theory of Planned Behavior 2006</td>
<td>40</td>
</tr>
<tr>
<td>Figure 2.4:</td>
<td>Conceptual Framework</td>
<td>68</td>
</tr>
<tr>
<td>Figure 3.1:</td>
<td>Research Process</td>
<td>74</td>
</tr>
<tr>
<td>Figure 4.1:</td>
<td>Histogram Visualising Test of Normality for this Research</td>
<td>103</td>
</tr>
<tr>
<td>Figure 4.2:</td>
<td>Normal Probability Plot for This Research</td>
<td>103</td>
</tr>
<tr>
<td>Figure 4.3:</td>
<td>Screen Plot</td>
<td>109</td>
</tr>
<tr>
<td>Figure 4.4:</td>
<td>Measurement Model</td>
<td>117</td>
</tr>
<tr>
<td>Figure 4.5:</td>
<td>Revised Measurement Model</td>
<td>119</td>
</tr>
<tr>
<td>Figure 4.6:</td>
<td>Structural Model</td>
<td>125</td>
</tr>
<tr>
<td>Figure 4.7:</td>
<td>H10 Single Mediator Model</td>
<td>132</td>
</tr>
<tr>
<td>Figure 4.8:</td>
<td>H11 Single Mediator Model</td>
<td>135</td>
</tr>
<tr>
<td>Figure 4.9:</td>
<td>H12 Single Mediator Model</td>
<td>138</td>
</tr>
<tr>
<td>Figure 4.10:</td>
<td>H13 Single Mediator Model</td>
<td>141</td>
</tr>
<tr>
<td>Figure 5.1:</td>
<td>Study of Developed Model</td>
<td>147</td>
</tr>
<tr>
<td>Figure 5.2:</td>
<td>Structural Model Developed Model</td>
<td>150</td>
</tr>
</tbody>
</table>
# LEST OF APPENDICES

<table>
<thead>
<tr>
<th>Appendices</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A</td>
<td>Questionnaire Arabic version</td>
<td>195</td>
</tr>
<tr>
<td>Appendix B</td>
<td>Questionnaire English version</td>
<td>199</td>
</tr>
<tr>
<td>Appendix C</td>
<td>Analysis Summary</td>
<td>204</td>
</tr>
<tr>
<td>Appendix D</td>
<td>Lectures names</td>
<td>215</td>
</tr>
<tr>
<td>Acronym</td>
<td>Meaning</td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>---------------------------------</td>
<td></td>
</tr>
<tr>
<td>INT</td>
<td>Intention</td>
<td></td>
</tr>
<tr>
<td>ATT</td>
<td>Attitude</td>
<td></td>
</tr>
<tr>
<td>SN</td>
<td>Subject Norms</td>
<td></td>
</tr>
<tr>
<td>PBC</td>
<td>Perceived Behavior Control</td>
<td></td>
</tr>
<tr>
<td>OG</td>
<td>Organization Goals</td>
<td></td>
</tr>
<tr>
<td>STB</td>
<td>Stereotypical Beliefs</td>
<td></td>
</tr>
<tr>
<td>LME</td>
<td>Libyan Ministry of Economy</td>
<td></td>
</tr>
<tr>
<td>LSM</td>
<td>Libyan Stock Market</td>
<td></td>
</tr>
<tr>
<td>TPB</td>
<td>Theory of Planned Behavior</td>
<td></td>
</tr>
<tr>
<td>TRA</td>
<td>Theory of Reason Action</td>
<td></td>
</tr>
</tbody>
</table>
REFERENCES


Hackman, J. R. (1990). Groups that work (and those that don't).


Knabe, A. (2012). *Applying Ajzen's theory of planned behavior to a study of online course adoption in public relations education*.


Nilsson, K. (2011). *Attitudes of managers and older employees to each other and the effects on the decision to extend working life*.


