THE INFLUENCE OF JOB SATISFACTION FACTORS TOWARDS EMPLOYEES INTENTION TO LEAVE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT THE SULTAN QABOOS UNIVERSITY

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

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ABSTRAK

Tujuan kajian ini adalah untuk mengkaji faktor-faktor individu dan organisasi yang mempengaruhi kepuasan kerja seseorang pekerja di dalam konteks Sultan Qaboos University. Kajian ini juga bertujuan untuk mengkaji impak kepuasan kerja terhadap niat pekerja untuk berhenti dan tingkah laku kewargaaan organisasi. Tambahan lagi, kajian ini juga menguji peranan pengantaraan kepuasan kerja dalam hubungan antara faktor-faktor individu, faktor-faktor organisasi, niat untuk berhenti dan tingkah laku kewargaaan organisasi. 351 responden telah mengambil bahagian dalam tinjauan tersebut. Beberapa analisis statistik dijalankan ke atas data yang dikumpulkan seperti analisis regresi berganda, untuk menguji hipotesis-hipotesis kajian ini dan regresi hierarki untuk menguji pengantaraan. Kajian ini mendapatkan bahawa terdapat hubungan yang signifikan antara faktor-faktor individu (umur, konflik kerja-kekeluarga, komitmen), faktor-faktor organisasi (rakan sekerja, pembayaran, tekanan kerja, persekitaran tempat kerja) dan kepuasan kerja. Tambahan pula, kajian ini mendedahkan bahawa kepuasan kerja berkaitan secara negatif dengan niat untuk berhenti, dan berkaitan secara positif dengan tingkah laku kewargaan organisasi. Walau bagaimanapun, hasil menunjukkan bahawa tiada terdapat hubungan yang signifikan antara autonomi, pengawasan, beban kerja dan kepuasan kerja. Di samping itu, hasil menunjukkan bahawa kepuasan kerja menjadi pengantara hubung antara konflik kerja-kekeluarga, komitmen, hubungan dengan rakan sekerja dan persekitaran tempat kerja dan niat untuk berhenti, dan laku kewargaaan organisasi.
The purpose of this study is to examine the individual and organizational factors that have influence on employees’ job satisfaction in the context of Sultan Qaboos University. This study also aims to examine the impact of job satisfaction on employees’ intention to leave and organizational citizenship behavior (OCB). Moreover, the current study also tested the mediating role of job satisfaction in the relationship between individual factors, organizational factors from one hand, employee intention to leave and organizational citizenship behavior from the other hand. 351 respondents have participated in the survey. Several statistical analyses were conducted on the collected data such as multiple regression analysis in order to test the hypotheses of this study and a hierarchical regression analysis in order to test the mediation hypotheses. This study found that there is a significant relationship between individual factors (age, work-family conflict, and commitment), organizational factors (co-workers, payment, job stress, workplace environment) and job satisfaction. Furthermore, the current study revealed that job satisfaction is negatively related to intention to leave, and positively related to organizational citizenship behavior. However, the result showed that there is no significant relationship between autonomy, supervision, workload and job satisfaction. In addition, the result revealed that job satisfaction mediates the relationship between work-family conflict, commitment, relationship with co-worker, payment, workplace environment and intention to leave. Finally, this study also shows that job satisfaction mediates the relationship between work-family conflict, commitment, relationship with co-worker, workplace environment and organizational citizenship behavior.
لهدفت هذه الدراسة إلى دراسة العوازل الفردية والمؤسساتية التي تؤثر على الرضا الوظيفي للموظفين في سياق جامعة السلطان قابوس. كما تهدف هذه الدراسة أيضا إلى دراسة تأثير الرضا الوظيفي على نية الموظفين في ترك وظائفهم، والسلوك المواطنة المؤسسية. علاوة على ذلك فإن الدراسة الحالية أيضا تعتبر دور وسالة الرضا الوظيفي في العلاقة بين العوازل الفردية والمواد المؤسسية، ونية ترك الوظيفة وسلوك المواطنة المؤسسية، لجذب 351 مشاركًا في الاستجابة على الاستبانة، وأجريت عدة تحليلات إحصائية على البيانات التي تم جمعها مثل تحليل الانحدار المتعدد من أجل اختبار فرضيات هذه الدراسة، والإعداد المقدم من أجل اختبار الوساطة، ووجدت هذه الدراسة علاقة ذات دلالة إحصائية بين العوازل الفردية (العمر، الصراخ بين العمل والأسرة، الاننزام)، العوازل المؤسسية (زملاء العمل، المدونات، الإجهاد الوظيفي، بيئة مكان العمل)، والرضا الوظيفي. إضافة إلى ذلك تكشف هذه الدراسة أن الرضا الوظيفي يرتبط سلبا بيئة مغادرة الوظيفة، ويرتبط إيجابيا بسلوك المواطنة المؤسسية. وفي المقابل فإن النتيجة أظهرت أنه لا توجد علاقة ذات دلالة إحصائية بين الاستقلال الذاتي، الإشراف، وصعب العمل، من جهة، وبين الرضا الوظيفي من جهة أخرى، كما أظهرت النتيجة أن الرضا الوظيفي يؤثر كوسيلة في العلاقة بين صراع العمل والأسرة، الاننزام، العلاقة مع زملاء العمل، والبيئة في مكان العمل من جهة، و بين نية مغادرة الوظيفة من جهة أخرى، وأخيرا تشير نتائج هذه الدراسة إلى أن الرضا الوظيفي يؤثر كوسيلة في العلاقة بين صراع العمل والأسرة، الاننزام، العلاقة مع زملاء العمل، والبيئة في مكان العمل من جهة، وبين السلوك التنظيمي المؤسس من جهة أخرى.
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