THE MEDIATING EFFECT OF HUMAN RESOURCE MANAGEMENT IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL LEARNING CULTURE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WORK ENGAGEMENT

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August 2017
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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“Alhamdulillah Jazakumullah Khairan Kathira”

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ABSTRAK

ABSTRACT

Over the last decade, many researches had been conducted to examine the factors that effects human resource management in organization. However, the mediating effect of human resource management in the relationship between organizational learning culture had not adequately tested, particularly in the context of Malaysia. In recent years, significant remarks have been verified and well documented in organizing the human resource management (HRM) and the relationship between organizational performance by the previous studies. However, researcher has called for the investigation of the mediating effect of human resource management outcomes such as in the relationship between organizational learning culture with organizational citizenship behavior, and work engagement. Most of the previous studies have been conducted in the Western countries and revealed a significance relationship between human resource management and employee’s work engagement. However, such relationship has not yet empirically examined. This study is conducted to addresses the gaps were highlighted. The data, were collected though survey from the government agency employees those who are working at Yayasan Sabah, in East Malaysia. There were 214 useable responses obtained are used for further analysis. The data was analyzed with Statistical Package for the Social Sciences (SPSS) version 22 software, to examine the research framework such as tools application conducting exploratory factor analysis. These tools are used to ensure that data is free from any violation of the assumptions such as normality, outliers, multicollinearity, linearity and homoscedasticity. The major outcomes show that the organizational learning culture has an important role as a predictor of human resource management, and significant relationship between organizational citizenship behavior and work engagements. And finally, the Human resource management also appear to have a mediating role as originally proposed.
ملخص البحث

قبل عقد من الزمن، وقد أجريت بعض الأبحاث لدراسة العوامل التي تؤثر على إدارة الموارد البشرية في المنظمة. ومع ذلك، فإن تأثير إدارة الموارد البشرية العلاقات وسطية مع ثقافة التعليم التنظيمية لا يزال أي بحث متعارض، وخاصة في سياق ماليزيا. بعض السنوات الأخيرة، وقد تم كحالة وصل إلى أداء المنظمة وخصوصا من قبل(M) HRM (توثيق أهمية إدارة الموارد البشرية بعض الباحثين السابق. ومع ذلك، فقد دعا الباحثون على فحص آثار تتعلق على وجه التحديد ما يتعلق بوساطة إدارة الموارد البشرية مع ثقافة التعليم التنظيمية سوف تشكل السلوك والرغبة في التعاون في تنظيم المواطنين والعمال من التعاون. أجرت معظم الدراسات السابقة في معظم الدول العربية وجدت أن هناك علاقة ذات دلالة إحصائية بين إدارة الموارد وموظف التعاون الإنسان. ومع ذلك، لم يتم بعد استكشاف مثل هذه العلاقة من الناحية العلمية. وتعد هذه الدراسة إلى تقديم إجابات على الأسئلة المطروحة. بيانات هذه الدراسة باستخدام الاستبيان والحصول عليها من الموظفين الذين يعملون في السكاك مؤسسة في شرق ماليزيا وقد تلقى ما مجموعه 142 الردود واستخدم لتحليل البيانات. وقد تم تحليل البيانات باستخدام النسخة 22 لبرنامج SPSS (SPSS "سرية البرامج الإحصائية للعلوم الاجتماعية" أرضية). وتستخدم هذه الطريقة لتحديد صحة البيانات والاحتمالات تتعلق الحياة الطبيعية، التقييم المنطقي، الخطأ المتعدد، الخطي ومتعدد التفاوت. وآظهرت النتيجة الرئيسية لهذه الدراسة أن ثقافة التعليم التنظيمي دورا هاما باعتباره مؤشرا لإدارة الموارد البشرية، ووجدت علاقة ذات دلالة إحصائية بين المنظمة واستعدادها لتعاون سكان عمال التعاون.

وفي الختام، ظهرت إدارة الموارد البشرية أيضا كوسيلة رئيسية كما هو مفترض في بداية الدراسة.
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GLOSSARY

Academic; A full-time member of the instructional staff of a university and may mean, or be used interchangeable with the word “teacher”, “lecturer”, “instructor”, or “faculty member”.

Accountability; Concept which implies taking ownership of all responsibilities and honoring commitments; delivering outputs for which the staff member has responsibility within prescribed time, cost and quality standards; operating in compliance with organizational regulations and rules; supporting subordinates, providing oversight and taking responsibility for delegated assignments; taking personal responsibility for personal shortcomings and, where applicable, those of the work unit.

Best Practice; Innovative policy, strategy, programmed, process or practice with demonstrated positive impact upon performance, currently being use by at least one major employer, and that is relevant and applicable to others.

Culture; A collective programming of the mind, which distinguishes the members of one group or category of people from another. Culture is also defined as “the complete way of life of a people: the shared attitudes, values, goals, and practices that characterize a group; their customs, art, literature, religion, philosophy, et cetera; the pattern of learned and shared behavior among the members of a group”.

Compensation; Pay structures within an organization. It can be link to employee appraisal and it is effective managed if performance is measure adequately.

Competitive Advantage; The quality of the employees, as a competing organization’s systems and processes can be copie but not its people and all other things being equal among competing companies.

Compensation; Structures, which are devised and managed to provide and maintain, appropriate types and levels of pay, benefits and other forms of reward.

Competencies; Combination of skills, attributes, and behaviors’ act directly related to successful performance on the job.

Content Validity; An aspect of validity assessing the correspondence between the individual items and the concept through ratings by expert judges, and pre-tests with multiple sub-populations or other means.

Construct Reliability; An aspect of reliability measuring the internal consistency of a set of measures rather than the reliability of a single variable.

Construct Validity; An aspect of validity testing how well the results obtained from the use of the measure fit the theories around which the test was design. In other words, construct validity testified that the instrument did tap the concept as theorized.
Dependent Variable; It is a variable of primary interest to the study, also known as the criterion variable.

Employment Branding; A combination of marketing, communication, and technology used by an organization intended to give it greater visibility amongst a large population within a short timeframe.

Employee Engagement; An “engaged employee” is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization’s interests.

Human Resource Management; The formal structure within an organization responsible for all the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people.

Independent Variable; A variable that influences the dependent or criterion variable and accounts for (or explains) its variance.

Information Technology; Computer technology, both hardware and software, for processing and storing information, as well as communication technology including networking and telecommunications for transmitting information.

Generalisability; The probability that the results of the research findings apply to other subjects, other groups, other settings, and other conditions.

Longitudinal Study; A research study for which data are gather at several points in time to answer a research question.

Management; The act of getting people together to accomplish desired goals. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal.

Methodology; The strategy, plan of action, process, or design lying behind the choice and use of particular methods and linking the choice and use of methods to the desired outcomes.

Moderating Variable; The moderator or the moderating variable is one that has a strong contingent effect on the independent variable and dependent variable relationship. That is, the presence of a third variable (the moderating variable) modifies the original relationship between the independent and the dependent variables.

Multicollinearity; When the dependent variables are highly correlated, this is referred to as multicollinearity.

Organizational Culture; The values, attitudes, beliefs and behaviors that characterize an organization. New employees pick up the unwritten workplace ethos.
Organizational Effectiveness: The ability of an organization to fulfill its mission through a blend of sound management, strong governance, and a persistent rededication to achieving results.

Organizational Citizenship Behaviors: The voluntary, "above the call of duty" behaviors (example talking up the firm to outsiders, helping coworkers, et cetera) that are vitally important but often unrecognized sources of firm success.

Organizational Learning: A continuous process that enhances its collective ability to accept, make sense of, and respond to internal and external change. It is more than the sum of the information held by employees. It requires systematic integration and collective interpretation of new knowledge that leads to collective action and involves risk-taking as experimentation.

Ownership: Concept, which refers to the enjoyment of proprietary rights, enabling staff members to act as appropriate and necessary.

Pilot Study: The study conducts to detect weaknesses in design and instrumentation and to provide proxy data for selection.

Population: The entire group of people that the researcher wishes to investigate. This research is government agency staff at Yayasan Sabah who has already had working experience as executive and non-executive.

P-value: Is "the probability of observing a test statistic at least as large as the one calculated assuming the null hypothesis is true".

Questionnaire: A pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives.

Reliability: The extent to which research findings would be the same if the research were to be repeat later, or with a different sample of subjects.

Recruitment: System of attracting, assessing, and selecting candidates that is external to the organization to fill vacancies. This process is distinct from the one whereby serving staff who selected to fill vacancies.

Sample: A sample is a subset of the population, comprising some members selected from the population.

Strategic Planning: The process of determining a company's long-term goals and then identifying the best approach for achieving those goals.

Strategic HR: The process of taking a long-term approach to Human Resource Management through the development and implementation of HR programs that address, solve business problems, and directly contribute to major long-term business objectives.
Strategic HRM: Align human resource management (HRM) with the strategic goals of an organization.

Theoretical Framework: A collection of theories and models from the literature, which underpins a positivistic research study. It is a conceptual model of how the researcher theorises or makes logical sense of the relationships among the several factors that have been identified as important to the problem. The theoretical framework may be referred to as a conceptual framework or as the research model. These three terms are use interchangeable in this research.

Validity: The extent to which the data collected truly reflects the phenomenon being study.
ABBREVIATION

AMO  Abilities Motivation Opportunity
ANOVA Analysis of Variance
AVE  Average Variance Extracted
BSC  Balanced Scorecard
CQI  Continuous Quality Improvement
CVF  Culture Values Framework
DOSH Department of Safety and Health
DLOQ Dimensions of Learning Organization Questionnaire
DF  Degrees of freedom (df) is the number of values in the final calculation
DV  Dependent Variables
EFA  Exploratory Factor Analysis
ERD  Entity-Relationship Diagram
EPU  Economic Planning Unit
GDP  Gross Domestic Product
GPA  Grade Point Average
HRM  Human Resource Management
HRD  Human Resource Development
HRDC Human Resource Development Council
HRDF Human Resource Development Fund
HR  Human Resource
INSAN Training Institute for State Public Services
INTAN National Institute of Public Administration
ICTs Information and Communication Technologies
ICSB Innoprise Corporations Sdn.Bhd
IDS Institute for Development Studies
IV  Independent Variables
KPIs Key Performance Indicators
KMO Kaiser-Meyer-Olkin Measure of Sampling Adequacy
KYS Kolej Yayasan Sabah
LFPR Labour Force Participation Rates
LMX Leader-Member-Exchange
MAMPU Management Administrative Modernization
MEF Malaysian Employer Federations
MICE Meetings, Incentives, Conventions, and Exhibitions
MLE Maximum Likelihood
MOHR Ministry of Human Resources
NIOSH National Institute Occupational Safety and Health
OLC Organizational Learning Culture
OCB Organizational Citizenship Behavior
PBUH Peace be Upon Him
PERKESO Pertubuhan Keselamatan Sosial
PERKEM Persidangan Kebangsaan Ekonomi Malaysia
RBV Resource Based View
RM Ringgit Malaysia
SD  Standard Deviation
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>SDC</td>
<td>Sabah Development Corridor</td>
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<tr>
<td>SEM</td>
<td>Structural Equation Modeling</td>
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<tr>
<td>SHRM</td>
<td>Strategic Human Resource Management</td>
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<tr>
<td>SMEs</td>
<td>Small and Medium Sized Enterprise</td>
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<tr>
<td>SOCSO</td>
<td>Social Security Organisation</td>
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<tr>
<td>SPSS</td>
<td>Statistics Package for Social Science</td>
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<tr>
<td>SIG</td>
<td>Significance level (Sig.)</td>
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<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities, Threats</td>
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<tr>
<td>TNA</td>
<td>Training Needs Analysis</td>
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<tr>
<td>TQM</td>
<td>Total Quality Management</td>
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<td>USIM</td>
<td>University Sains Islam Malaysia</td>
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<td>US</td>
<td>United State</td>
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<td>UK</td>
<td>United Kingdom</td>
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<tr>
<td>UWES</td>
<td>Utrecht Work Engagement Scale</td>
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BIBLIOGRAPHY


