

**ACHIEVING COMPETITIVE ADVANTAGE (CA) THROUGH
THE ROLE OF TRAINING, COMPENSATION PRACTICES,
AND INNOVATIVE WORK BEHAVIOR (IWB)**

ESRAA FARID MOHAMMAD ALQAWASMEH

UNIVERSITI SAINS ISLAM MALAYSIA

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Esraa Farid Mohammad AlQawasmeh

Thesis submitted in partial fulfilment for the degree of
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UNIVERSITI SAINS ISLAM MALAYSIA

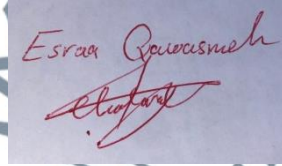
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AUTHOR DECLARATION

I hereby declare that "ACHIEVING COMPETITIVE ADVANTAGE (CA) THROUGH THE ROLE OF TRAINING, COMPENSATION PRACTICES, AND INNOVATIVE WORK BEHAVIOR (IWB)", submitted to USIM in fulfillment for the degree doctor of philosophy in economic and Muamalat administration, has not been submitted to another university as a thesis, or even from another author. I also certify that the work described here is entirely my own except for excerpts and summaries whose sources are appropriately cited in the references.

Date: 7th March 2022

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Esraa Farid Mohammad Qawasmeh (4140023) was born on the 13th of May, 1988. She is currently living in Irbid- Jordan. She worked as a teaching assistant at Jadara University for five years. She was previously a student at UNITEN and obtained an MBA. She is currently a Ph.D. candidate at USIM, majoring in Economics and Muamalat administration.



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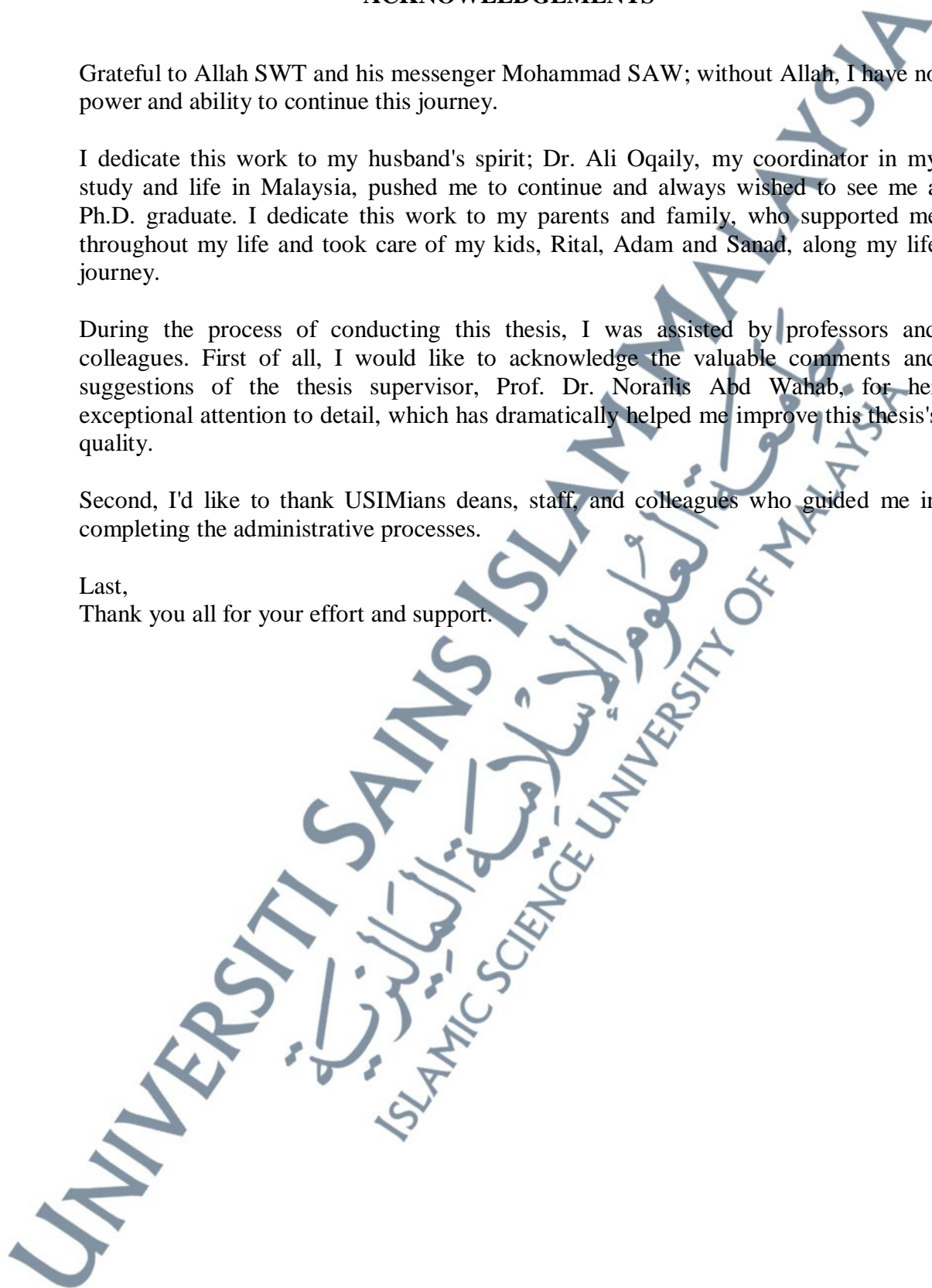
Grateful to Allah SWT and his messenger Mohammad SAW; without Allah, I have no power and ability to continue this journey.

I dedicate this work to my husband's spirit; Dr. Ali Oqaily, my coordinator in my study and life in Malaysia, pushed me to continue and always wished to see me a Ph.D. graduate. I dedicate this work to my parents and family, who supported me throughout my life and took care of my kids, Rital, Adam and Sanad, along my life journey.

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Thank you all for your effort and support.



ABSTRAK

Kajian ini memberi tumpuan kepada latihan dan pampasan sebagai salah beberapa pemboleh ubah penting HRM. Tujuan penyelidikan adalah untuk mencapai CA melalui peranan latihan dan pampasan dan IWB. Tugas penyelidikan adalah untuk menentukan hubungan antara latihan, pampasan langsung dan IWB, kemudian untuk menganalisis kesan pengantaraan IWB pada CA yang dimoderasi oleh pampasan tidak langsung. Terdapat pelbagai metodologi yang dikembangkan untuk mencapai CA. Pengumpulan data kuantitatif menggunakan pendekatan deduktif melalui soal selidik. Menjalankan beberapa bahagian dan item atau soalan untuk kaedah tersebut adalah penting untuk menggabungkan keseluruhan hipotesis melalui analisis statistik, analisis faktor pengesanan dan pemodelan persamaan struktur. Penyelidikan ini memilih tiga bank Islam tempatan di Jordan yang merangkumi 3203 pekerja. Berdasarkan teknik kemudahan, nombor sampel yang harus dikumpulkan dari bank Islam Jordan adalah 219 pekerja. Kebolehpercayaan dan kesahan terbukti bersama dengan kesesuaian model. Dapatan kajian ini menunjukkan bahawa latihan mempengaruhi tingkah laku kerja inovatif secara positif; manakala, pampasan langsung tidak mempunyai pengaruh yang signifikan terhadap tingkah laku kerja yang inovatif. Selain daripada ini penemuan mendedahkan bahawa tingkah laku kerja yang inovatif mempunyai kesan positif pengantaraan yang positif ke atas CA. Sebaliknya, kesan kesederhanaan pampasan tidak langsung terhadap hubungan tingkah laku kerja inovatif dan kelebihan daya saing juga telah disahkan. Walau bagaimanapun, kesan ini telah mengubah kesan positif tingkah laku kerja inovatif ke atas kelebihan daya saing kepada kesan negatif. Beberapa implikasi, had dan arahan selanjutnya dibincangkan dan dicadangkan.

ABSTRACT

This study focuses on training and compensation as some of HRM's essential variables. The research aims to achieve CA through the role of training, compensation and IWB. The research task is to determine the relationship between training, direct compensation and IWB, then to analyze the mediation effect of IWB on CA, moderated by the indirect compensation. There are various methodologies developed on how to achieve CA. The collection of quantitative data uses the deductive approach through a questionnaire. Conducting several parts and items or questions for such a method is essential to combine the overall hypotheses through statistical analysis, confirmatory factor analysis and structural equation modeling. The research selected the three local Islamic banks in Jordan, including 3203 employees. Based on the convenience technique, the sample number that should be collected from Jordanian Islamic banks is 219 employees. Reliability and validity are proved along with model fit. The findings of this study indicate that training positively influences innovative work behavior; direct compensation has no significant influence on innovative work behavior. Apart from this, results revealed that innovative work behavior has a positive mediation effect on competitive advantage. In contrast, indirect compensation's moderating effect on the relationship between innovative work behavior and competitive advantage was also confirmed. However, this effect has converted the positive impact of innovative work behavior on competitive advantage to a negative impact. Some implications, limitations and further directions are discussed and suggested.

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المخلص

تركز هذه الدراسة على التدريب والتعويض كأحد المتغيرات المهمة في إدارة الموارد البشرية. الغرض من البحث هو تحقيق CA من خلال دور التدريب والتعويض و IWB. تتمثل مهام البحث في تحديد العلاقة بين التدريب والتعويض المباشر و IWB ، ثم تحليل تأثير الوساطة ل IWB على CA والأثر المعتدل من خلال التعويض غير المباشر. توجد منهجيات مختلفة مطورة حول كيفية تحقيق CA. يستخدم جمع البيانات الكمية المنهج الاستنتاجي من خلال الاستبيان. يعد إجراء العديد من الأجزاء والعناصر أو الأسئلة لمثل هذه الطريقة أمرًا مهمًا لدمج الفرضيات الشاملة من خلال التحليل الإحصائي وتحليل العوامل المؤكدة ونمذجة المعادلة الهيكلية. اختار البحث البنوك الإسلامية المحلية الثلاثة في الأردن والتي تضم 3203 موظفًا. بناءً على تقنية الراحة ، يكون رقم العينة الذي يجب جمعه من البنوك الإسلامية الأردنية هو 219 موظفًا. تم إثبات الموثوقية والصلاحية جنبًا إلى جنب مع ملائمة النموذج. تشير نتائج هذه الدراسة إلى أن التدريب يؤثر بشكل إيجابي على سلوك العمل المبتكر. في حين أن التعويض المباشر ليس له تأثير كبير على سلوك العمل المبتكر. بصرف النظر عن هذا ، كشفت النتائج أن سلوك العمل المبتكر له تأثير وساطة إيجابي على الميزة التنافسية. في المقابل ، تم تأكيد التأثير المعتدل للتعويض غير المباشر على العلاقة بين سلوك العمل المبتكر والميزة التنافسية. إلا أن هذا التأثير قد حول التأثير الإيجابي لسلوك العمل الابتكاري على الميزة التنافسية إلى تأثير سلبي. تمت مناقشة واقتراح بعض الآثار والقيود والمزيد من التوجيهات.

TABLE OF CONTENT

CONTENT	PAGE
AUTHOR DECLARATION	ii
BIODATA OF AUTHOR	iii
ACKNOWLEDGEMENTS	iv
ABSTRAK	v
ABSTRACT	vi
AL-MULAKHKHAS	vii
TABLE OF CONTENT	viii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
LIST OF APPENDICES	xiv
LIST OF EQUATIONS	xv
CHAPTER 1:INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem Statement	8
1.3 Research Questions	12
1.4 Research Objectives	14
1.5 Significance of Study	15
1.6 Scope of Study	17
1.7 Definition of Key Terms	18
1.8 Organization of the Thesis	21
CHAPTER 2:LITERATURE REVIEW	22
2.1 Introduction	22
2.2 Underpinning Theories	23
2.3 Human Resources Management (HRM) Practices	31
2.3.1 Training	36
2.3.1.1 Courses Quality	39
2.3.1.2 Training Methods	41
2.3.2 Direct Compensation	43
2.3.2.1 Salary	46
2.3.2.2 Allowances	47

2.3.2.3	Bounses	48
2.3.2.4	End of Service Indemnity	49
2.3.3	Indirect Compensation	50
2.3.3.1	Rewards	52
2.3.3.2	Insurance	53
2.3.3.3	Social Security	54
2.3.3.4	Travel	55
2.4	Innovative Work Behavior (IWB)	56
2.4.1	Opportunity Exploration	61
2.4.2	Idea Generation	61
2.4.3	Championing	62
2.4.4	Application	63
2.5	Training and Innovative Work Behavior (IWB)	64
2.6	Direct Compensation and Innovative Work Behavior (IWB)	68
2.7	Competitive Advantage (CA)	72
2.7.1	Time	79
2.7.2	Quality	79
2.7.3	Cost	81
2.7.4	Flexibility	82
2.8	Innovative Work Behavior (IWB) and Competitive Advantage (CA)	84
2.9	Indirect Compensation towards Innovative Work Behavior (IWB) and Competitive Advantage (CA)	88
2.10	Research Gap and Conceptual Model	93
2.11	Chapter Summary	96
CHAPTER 3: METHODOLOGY		100
3.1	Introduction	100
3.2	Research Design	101
3.3	Population and Samples	106
3.3.1	Unit of Analysis	107
3.3.2	Population of the Research	107
3.3.3	Research Sample and Sampling Technique	108
3.4	Data Collection Method	110
3.4.1	Development of Questionnaire	111
3.4.2	Variables Measurement	114
3.4.3	Data Collection Procedures	114

3.4.4	Questionnaire Translation	115
3.5	Pilot Study	116
3.5.1	Demographic Data of the Pilot Study	117
3.5.2	Reliability of Measurement	118
3.5.3	Validity of the Pilot Study	119
3.5.4	Descriptive Analysis of the Pilot Study	120
3.6	Ethical Considerations	124
3.7	Data Analysis Techniques	125
3.8	Chapter Summary	128
CHAPTER 4: FINDINGS AND DISCUSSION		129
4.1	Introduction	129
4.2	Demographic Information	129
4.3	Descriptive Statistics	131
4.4	Reliability, Confirmatory Factor Analysis, and Validity	132
4.5	Correlation Coefficients	139
4.6	Hypotheses Testing	140
4.7	Moderation Analysis	145
4.8	Chapter Summary	147
CHAPTER 5: CONCLUSION AND RECOMMENDATION		148
5.1	Introduction	148
5.2	Discussion	148
5.2.1	First Hypothesis	148
5.2.2	Second Hypothesis	150
5.2.3	Third Hypothesis	152
5.2.4	Fourth Hypothesis	153
5.2.5	Fifth Hypothesis	153
5.3	Implication	154
5.3.1	Theoretical Implication	155
5.3.2	Practical Implications	155
5.4	Limitations and Further Directions	156
5.5	Conclusion	157

REFERENCES
APPENDICES

159
199



LIST OF TABLES

TABLES	PAGE
Table 1.1: Jordanian Banks 2021	4
Table 1.2: Employees' Expenses in Jordanian Islamic Banks	11
Table 3.1: Research Objectives and Questions	102
Table 3.2: Population of The Study	108
Table 3.3: Sampling Rates	109
Table 3.4: Sample Numbers Based on Sampling Techniques	110
Table 3.5: Development of The Questionnaire	111
Table 3.6: Questionnaire Creterion	114
Table 3.7: Demographic Data of The Pilot Study	118
Table 3.8: Pilot Study Reliability	119
Table 3.9: Factor Analysis of The Pilot Questionnaire	120
Table 4.1: Demographic Characteristics	130
Table 4.2: Descriptive Statistics	132
Table 4.3: Unstandarized Regression Weights	134
Table 4.4: Reliability, CFA, and Validity	135
Table 4.5: Correlations and Discriminant Validity	140
Table 4.6: Regression Weights OR Path Coefficients	143
Table 4.7: The Indirect Effects of D_Compensation, Trainingn and I_Compensation	145
Table 4.8: Moderated mediation through I_Compensation	146
Table 4.9: The Total indirect effect (mediated and moderated)	147

LIST OF FIGURES

FIGURES	PAGE
Figure 2.1: Resource Based View	24
Figure 2.2: The Harvard Model	26
Figure 2.3: Guest Model	26
Figure 2.4: Reinforcement Theory	27
Figure 2.5: Theory of Planned Behavior	28
Figure 2.6: Equity Theory	29
Figure 2.7: Research Framework	31
Figure 2.8: HRM Practices	32
Figure 2.9: Total Compensation System	46
Figure 2. 10: Research Model	95
Figure 3.1: Research Design	106
Figure 4.1: Factor Analysis Model	137
Figure 4.2: The structural model of the variables	142
Figure 4.3: Path Coefficients Model	143

LIST OF APPENDICES

APPENDICES	PAGE
Appendix 1: Questionnaire in English	199
Appendix 2: Panel of Experts	202
Appendix 3: Questionnaire in Arabic	203
Appendix 4: Descriptive Analysis of Pilot Study	206
Appendix 5: AMOS Statistics	209

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LIST OF EQUATIONS

EQUATION

PAGE

(1. 1)

109

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