

THE RELATIONSHIP BETWEEN LEADER-MEMBER EXCHANGE, ORGANIZATION LEARNING CULTURE WITH JOB SATISFACTION AND THE MEDIATING ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES AMONG THE PUBLIC SECTOR IN THE SULTANATE OF OMAN

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UNIVERSITI SAINS ISLAM MALAYSIA

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RESOURCE MANAGEMENT PRACTICES AMONG THE
PUBLIC SECTOR IN THE SULTANATE OF OMAN**

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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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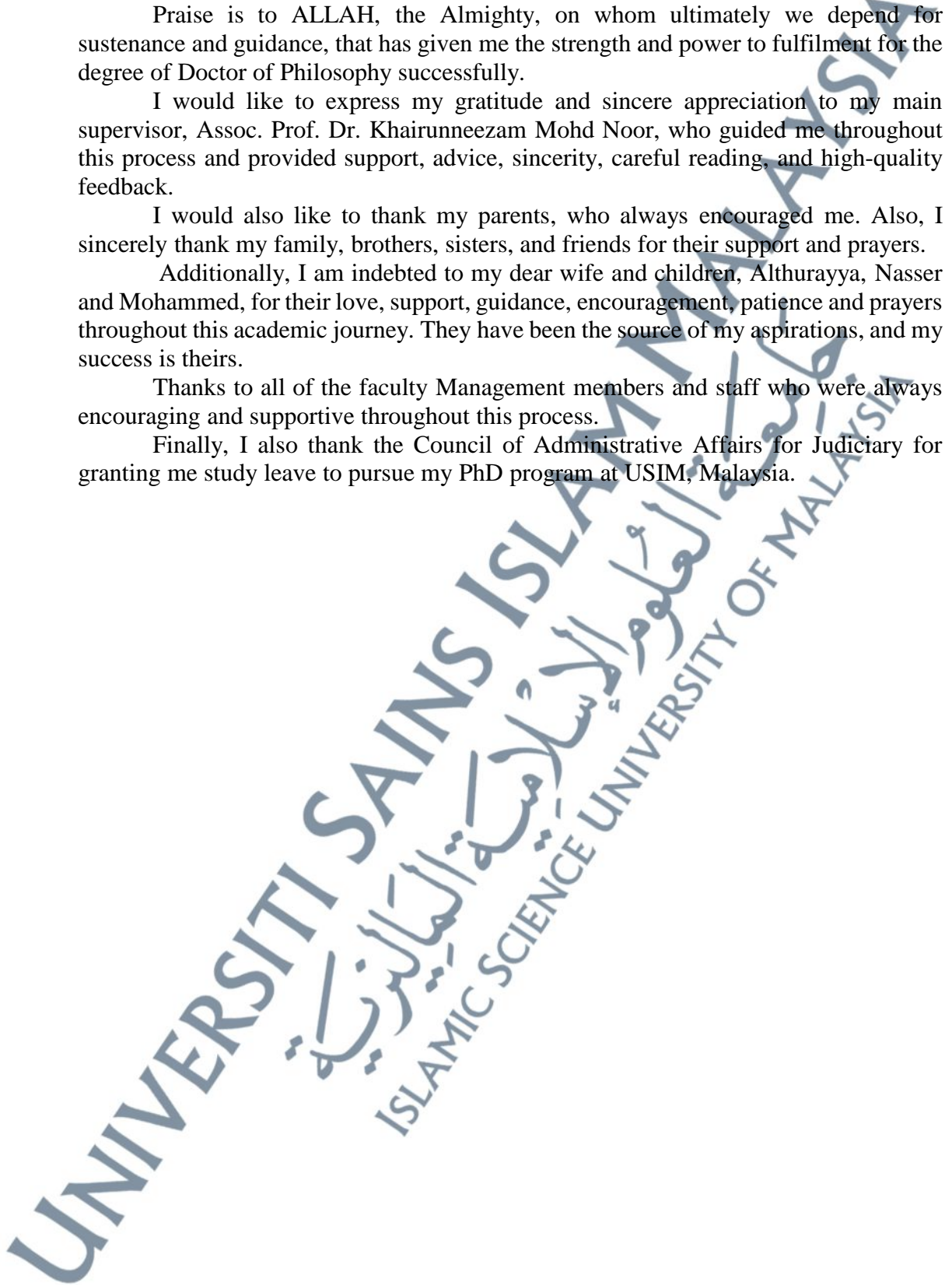
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ABSTRAK

Kajian ini bertujuan untuk menguji impak budaya pembelajaran organisasi serta pertukaran pemimpin-ahli terhadap pengurusan sumber manusia dan peranannya dalam kepuasan pekerjaan. Kajian ini mengguna pakai pendekatan kuantitatif, yang mana data dikumpul melalui soal selidik yang diadaptasi daripada kajian lepas dan diedarkan secara maya kepada saiz sampel yang disasarkan. Dengan menggunakan teknik persampelan rawak berstrata, sampel kajian yang dipilih terdiri daripada kakitangan pentadbiran di pelbagai jabatan kerajaan dan teknik ini memberi setiap peserta peluang yang sama serta diwakili sampel yang sama dalam kajian. Sifat psikometrik instrumen telah diuji melalui ulasan pakar, manakala konsistensi dalaman diukur melalui nilai Alfa Cronbach. Keputusan ketekalan dalaman menunjukkan bahawa instrumen tersebut adalah sesuai untuk mana-mana latihan akademik kerana nilai alfa Cronbach berada antara nilai julat .811 sehingga .955 untuk faktor individu, manakala nilai individu terletak antara nilai julat .80 hingga .93, yang membuktikan kesesuaian instrumen tersebut. Beberapa kaedah statistik digunakan untuk menganalisis data yang dikumpul, seperti Confirmatory Factor Analysis (CFA) dan Structural Equation Modeling (SEM). Hasil kajian menunjukkan kepuasan kerja kakitangan dapat diramal secara positif dan langsung melalui budaya pembelajaran organisasi dan pertukaran pemimpin-ahli serta secara tidak langsung melalui pengurusan sumber manusia. Hasil analisis juga mendedahkan wujudnya hubungan yang positif dan signifikan antara pengurusan sumber manusia dan kepuasan kerja. Seperti yang telah diketengahkan sebelum ini, pengurusan sumber manusia memainkan peranan penting sebagai perantara budaya pembelajaran organisasi dan pertukaran pemimpin-ahli di satu pihak dan kepuasan kerja di pihak yang lain. Justeru, dapatan kajian secara signifikan membayangkan bahawa peningkatan amalan pengurusan sumber manusia akan membangkitkan kepuasan kerja dalam kalangan kakitangan sektor awam. Kesimpulannya, strategi dan dasar baharu diperlukan dalam pengurusan sumber manusia untuk dipromosikan dalam kalangan kakitangan institusi sektor kerajaan di Kesultanan Oman bagi memastikan dan meningkatkan kepuasan kerja mereka serta mewujudkan persekitaran pekerjaan yang berkualiti, serta membantu kakitangan dalam pelbagai institusi menyesuaikan diri dengan pergerakan global yang pesat.

ABSTRACT

This study aims to test the impact of the organization learning culture and leader-members exchange on human resource management and their subsequent role in job satisfaction. This study followed the quantitative approach, where the data was collected via the adopted questionnaire from past studies and distributed electronically to the targeted sample size. The study sample consisted of administrative employees working in various governmental departments and used a stratified random sampling technique. This technique gave each participant equal opportunity and an equal sample representative in the study. The psychometric properties of the instruments were tested via experts' comments, while the internal consistencies were examined through Cronbach's alpha. The results of the internal consistency suggested that the instruments were appropriate and suitable for any academic exercises since the values of Cronbach' alpha ranged between for individual factors ranged between .811 to .955, while its value for individual items ranged between .80 to .93, which indicated appropriateness and suitability of the instruments. Several statistical methods were used to analyse the collected data, such as Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). It was found that organisational learning culture and leader-member exchange positively and directly predict employee job satisfaction and indirectly via human resources management. The result of the analysis also revealed the existence of a positive and significant relationship between human resource management and job satisfaction. As was previously highlighted, human resource management played a pivotal role in mediating between the organization learning culture and leader-members exchange on the one hand and job satisfaction on the other. Therefore, the findings significantly imply that enhancing human resource management practices would boost employees' job satisfaction in government sector institutions. Hence, it is recommended that new strategies and policies are needed in human resources management to promote government sector institutions' employees in the Sultanate of Oman to ensure and enhance their satisfaction and establish a quality job environment, which may help employees in various institutions to adapt to the rapid global movement.

الملخص

تهدف هذه الدراسة إلى اختبار تأثير الثقافة التعليمية للمنظمة وتبادل أعضاء القيادة على إدارة الموارد البشرية وأثرهم على الرضا الوظيفي. وقد اتبعت هذه الدراسة المنهج الوصفي. اتبع الباحث في جمع البيانات طريقة العينة العشوائية الطبقية. جمع الباحث بيانات الدراسة عن طريق الاستبانة تم اعتمادها بناءً على الإطار النظري والدراسات السابقة، وتم توزيعها إلكترونياً من عدد من الموظفين الإداريين (593 موظفاً) العاملين في مختلف مؤسسات القطاع الحكومي، والتي بلغ عددها (31) وزارة حكومية. واستخدم الباحث كذلك من خلال دراسة استطلاعية معامل ألفا لاختبار جودة المقياس المستخدم. وقد أظهرت نتيجة تحليل معامل ألفا بجودة عالية للمقياس المستخدم حيث تراوحت قيمة معامل ألفا بين (0.811 - 0.955)، مما يدل على جودة الاستبانة وملاءمتها لإجراء هذا البحث العلمي. إضافة إلى ذلك، فقد تبني الباحث مجموعة من الطرق الإحصائية المتمثلة في التحليل التوكيدي والمعادلة البنائية النموذجية وتحليل التباين المتعدد للمتغيرات التابعة. وقد أظهرت نتيجة التحليل بوجود تأثير إيجابي في بين عوامل الثقافة التعليمية للمنظمة وتبادل أعضاء القيادة على إدارة الموارد البشرية؛ كما كشفت نتيجة التحليل بوجود علاقة إيجابية وهامة بين إدارة الموارد البشرية والرضا الوظيفي. إضافة إلى ذلك، أظهرت نتائج الدراسة أن لإدارة الموارد البشرية دوراً محورياً في التوسط بين تبادل أعضاء القيادة والثقافة التعليمية للمنظمة من جهة والرضا الوظيفي من جهة أخرى. لذلك، فإن نتائج هذه الدراسة قد يكون لها أثر مهم في تعزيز إدارة الموارد البشرية ورفع مستوى الرضا الوظيفي للموظفين في مؤسسات القطاع الحكومي. وقد أوصت هذه الدراسة بالتركيز على استراتيجيات وسياسات جديدة في إدارة الموارد البشرية لمؤسسات القطاع الحكومي في سلطنة عمان لضمان استمرارية الرضا الوظيفي مما قد يساعد الموظفين في مختلف المؤسسات على التكيف مع الطفرة الإلكترونية العالمية السريعة.

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LIST OF ABBREVIATION

(OLC)	Organization Learning Cultur
(LMX)	Leader Member Exchange
(HRM)	Human Resource Management
(J. Sat)	Job Satisfaction
(CFA)	Confirmatory Factor Analysis
(SME)	Structural Modeling Equation

