

**THE EFFECT OF HRM PRACTICES AND SELF-EFFICACY ON  
THE PERFORMANCE OF ACADEMIC STAFF IN JORDAN:  
THE MODERATING EFFECT OF NEPOTISM**

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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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## ABSTRAK

Prestasi kakitangan akademik adalah penting untuk universiti dan negara. Kajian terdahulu mengenai prestasi akademik di kalangan negara membangun terhad kepada kajian deskriptif atau korelasi sahaja. Justeru, kajian ini dibangunkan untuk mengkaji aspek prestasi kakitangan akademik di Jordan mengikut teori pandangan berasaskan sumber, teori kognitif sosial serta model efikasi sendiri. Kajian ini mengandaikan bahawa amalan pengurusan sumber manusia dan efikasi sendiri secara signifikan mempengaruhi prestasi kakitangan akademik. Nepotisme diandaikan akan memberi kesan sederhana negative dalam amalan pengurusan sumber manusia dan efikasi sendiri terhadap prestasi kakitangan akademik. Populasi kajian ini terdiri daripada tiga universiti awam di Jordan. Menggunakan teknik persampelan berstrata, 248 maklumbalas telah dikumpulkan daripada kakitangan akademik menggunakan soal-selidik sebagai alat pengumpulan data. Data dianalisis menggunakan *Statistical Package of Social Science (SPSS)* dan *Analysis of a Moment Structures (AMOS)*. SPSS digunakan untuk menyampaikan maklumat deskriptif, menjalankan ujian kebolehpercayaan dan *Exploratory Factor Analysis (EFA)*. AMOS pula digunakan untuk menilai ukuran dan model struktur, serta untuk menguji hipotesis kajian ini. Dapatan kajian menunjukkan bahawa amalan pengurusan sumber manusia ( $B = 0.17$ ,  $P\text{-value} < 0.001$ ) dan komponennya (pengambilan dan pemilihan, latihan dan pembangunan, kenaikan pangkat, dan penilaian prestasi) mempunyai kesan yang signifikan terhadap prestasi kakitangan akademik. Efikasi sendiri ( $B = 0.73$ ,  $P\text{-value} < 0.001$ ) dan komponennya seperti pengalaman lepas, pujukan lisan dan isyarat emosi mempunyai kesan positif yang signifikan terhadap prestasi kakitangan akademik. Pengalaman wakil daripada efikasi sendiri tidak menjejaskan prestasi kakitangan akademik. Dapatan ini turut menunjukkan bahawa nepotisme memberi kesan sederhana terhadap amalan pengurusan sumber manusia dan efikasi sendiri terhadap prestasi kakitangan akademik ( $B = -0.14$ ,  $P\text{-value} < 0.05$ ). Nepotisme juga didapati mempunyai kesan negatif secara langsung terhadap prestasi kakitangan akademik ( $B = -0.11$ ,  $P\text{-value} < 0.05$ ). Penemuan kajian ini mencadangkan agar kriteria pengambilan dan pemilihan dipertingkatkan berdasarkan kemahiran, kecekapan, dan keupayaan dan bukannya pada perhubungan. Efikasi sendiri dicadangkan untuk dipertingkatkan melalui penubuhan kursus latihan untuk kakitangan akademik. Seterusnya, kajian ini mendapati bahawa penghapusan nepotisme boleh meningkatkan prestasi kakitangan akademik dan juga pangkat universiti di seluruh negara. Dapatan kajian ini terhad kepada kakitangan akademik di universiti awam di Jordan dan hanya terkait dengan pembolehubah yang digunakan dalam kajian ini sahaja. Lebih banyak kajian diperlukan di universiti swasta di Jordan dan negara lain.

## ABSTRACT

Performance of academic staff is important for universities and nations. Previous studies on academic performance among developing countries are limited to descriptive or correlational studies. Thus, this study investigates the performance of academic staff in Jordan according to the resource based view, social cognitive theory as well as the self-efficacy model. This study proposes that Human Resource Management (HRM) practices and self-efficacy significantly affect the performance of academic staff. Nepotism is proposed to negatively moderate the effect of HRM practices and self-efficacy on performance of academic staff. The population of this study consists of three public universities in Jordan. Using stratified sampling technique, 248 responses were collected from academic staff using a questionnaire as a data collection tool. The data was analysed using Statistical Package of Social Science (SPSS) and Analysis of a Moment Structures (AMOS). SPSS was used to present the descriptive information, conduct reliability test and Exploratory Factor Analysis (EFA). AMOS was used to assess the measurement and structural models, and to examine the hypotheses of this study. The findings showed that HRM practices ( $B = 0.17$ ,  $P\text{-value} < 0.001$ ) and its components (recruitment and selection, training and development, promotion, and performance appraisal) have significant effect on the performance of academic staff. Self-efficacy ( $B = 0.73$ ,  $P\text{-value} < 0.001$ ) and its components such as past experience, verbal persuasion and emotional cues have significant positive effects on performance of academic staff. The vicarious experience from self-efficacy did not affect the performance of academic staff. The findings also showed that nepotism moderated the effect of HRM practices and self-efficacy on the performance of academic staff ( $B = -0.14$ ,  $P\text{-value} < 0.05$ ). Nepotism also found to have a direct negative effect on performance of academic staff ( $B = -0.11$ ,  $P\text{-value} < 0.05$ ). The findings of this study recommended to enhance the criteria of recruitment and selection to be based on skills, competency, and capabilities rather than on relationships. Self-efficacy suggested to be improved through the establishment of training courses for academic staff. Further, it is found out the elimination of nepotism may improve the performance of academic staff as well as the rank of the universities. The findings of this study are limited to academic staff in public universities in Jordan and the variables that were included in this study. More studies are needed in private universities in Jordan and other countries.

## الملخص

أن أداء أعضاء هيئة التدريس مهم للجامعات والدول، وتقتصر الدراسات السابقة في البلدان النامية على الدراسات الوصفية أو الارتباطية. بناءً على النظرية القائمة على الموارد والنظرية المعرفية الاجتماعية بالإضافة إلى نموذج الكفاءة الذاتية، تقترح هذه الدراسة أن ممارسات إدارة الموارد البشرية والكفاءة الذاتية لها تأثير إحصائي مهم على أداء أعضاء هيئة التدريس، وتقتصر الدراسة على المحابة هو عامل شرطي مؤثر بين ممارسات إدارة الموارد البشرية والكفاءة الذاتية من جهة وأداء أعضاء هيئة التدريس من جهة أخرى. يتكون مجتمع هذه الدراسة من ثلاث جامعات حكومية في الأردن، وباستخدام تقنية العينات الطبقية، تم جمع ٢٤٨ إجابة من أعضاء هيئة التدريس باستخدام الاستبيان كأداة لجمع البيانات. تم تحليل البيانات باستخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS) وتحليل الهياكل اللحظية (AMOS)، وقد تم استخدام SPSS لتقديم المعلومات الوصفية وإجراء اختبار الموثوقية والتحليل الاستكشافي (EFA)، بينما تم استخدام AMOS لتقييم نماذج القياس، النموذج الهيكلي، واختبار فرضيات هذه الدراسة. وأظهرت النتائج أن ممارسات إدارة الموارد البشرية (البيتا = ٠.١٧، مستوى الدلالة أقل من ٠.٠٠١) وأبعادها (التوظيف والاختيار، التدريب والتطوير، الترقية، وتقييم الأداء) لهم تأثير إيجابي مهم إحصائياً على أداء أعضاء هيئة التدريس، وتشير النتائج أيضاً أن الكفاءة الذاتية (البيتا = ٠.٧٣، مستوى الدلالة أقل من ٠.٠٠١) وأبعادها الخبرة السابقة، الإقناع اللفظي، والإشارات العاطفية لها تأثير إيجابي مهم إحصائياً على أداء أعضاء هيئة التدريس، أما التجربة غير المباشرة من الكفاءة الذاتية فلها أثر إحصائي غير مهم على أداء أعضاء هيئة التدريس. أظهرت النتائج أيضاً أن المحسوبية عملت كعامل شرطي مؤثر في تأثير ممارسات إدارة الموارد البشرية والكفاءة الذاتية على أداء أعضاء هيئة التدريس (البيتا = -٠.١٤، مستوى الدلالة أقل من ٠.٠٥)، كما وجدت النتائج أن المحسوبية لها تأثير سلبي مباشر على أداء أعضاء هيئة التدريس (البيتا = -٠.١١، مستوى الدلالة أقل من ٠.٠٥)، تمت مناقشة النتائج وتوصي الدراسة صانعي القرار في الجامعات الأردنية بتعزيز معايير التوظيف والاختيار على أساس المهارات والكفاءة والقدرات بدلاً من العلاقات. يجب تحسين الكفاءة الذاتية من خلال إقامة دورات تدريبية لأعضاء هيئة التدريس والقضاء على المحسوبية لتحسين أداء أعضاء هيئة التدريس وكذلك تحسين ترتيب الجامعات. نتائج هذه الدراسة محددة لأعضاء هيئة التدريس في الجامعات الحكومية في الأردن وهي محددة أيضاً بالمتغيرات المستخدمة، ويوجد حاجة لدراسات في الجامعات الخاصة في الأردن والدول الأخرى.

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## LIST OF ABBREVIATIONS

| Acronym | Meaning                                |
|---------|----------------------------------------|
| AGFI    | Adjusted goodness fit index            |
| AMOS    | Analysis of moment of structure        |
| AVE     | Average Variance Extracted             |
| CA      | Cronbach's Alpha                       |
| CFA     | Confirmatory Factor Analysis           |
| CFI     | Comparative fit index                  |
| Chisq   | Chi-square                             |
| CR      | Composite Reliability                  |
| DF      | Degree of freedom                      |
| EC      | Emotional cues                         |
| EFA     | Exploratory factor analysis            |
| EO      | entrepreneurial orientation            |
| GFI     | Goodness fit index                     |
| HRM     | Human Resource Management              |
| IFI     | Incremental fit index                  |
| KMO     | Kaiser-Meyer-Olkin                     |
| NEP     | Nepotism                               |
| NFI     | Normed fit index                       |
| PA      | Performance appraisal                  |
| PE      | Past experience                        |
| PRO     | Promotion                              |
| PLS     | Partial Least Square                   |
| RBV     | Resource Based View                    |
| RMR     | Root Mean Square Residual              |
| RMSEA   | Mean square error of approximation     |
| RP      | Research performance                   |
| SER     | Selection and recruitment              |
| SPSS    | Statistical Package for Social Science |
| TD      | Training and development               |
| TLI     | Tukerlewis index                       |
| TP      | Teaching performance                   |
| VE      | Vicarious experience                   |
| VIF     | Variation Inflation Factor             |
| VP      | Verbal persuasion                      |