

**THE INFLUENCE OF HRM PRACTICES AND LMX ON THE  
ACADEMIC STAFF PERFORMANCE: THE ROLE OF WORK  
ENGAGEMENT AND PERSONALITY AS A MEDIATOR**

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**UNIVERSITI SAINS ISLAM MALAYSIA**

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ACADEMIC STAFF PERFORMANCE: THE ROLE OF WORK  
ENGAGEMENT AND PERSONALITY AS A MEDIATOR**

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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

Kakitangan akademik merupakan aset utama kepada Institusi Pengajian Tinggi (IPT) memandangkan pendidikan merupakan perniagaan teras institusi tersebut. Keupayaan staf akademik untuk memenuhi inspirasi dan matlamat yang ditetapkan oleh IPT adalah amat penting. Objektif kajian ini adalah untuk mengkaji hubungan langsung antara amalan pengurusan sumber manusia (PSM), pertukaran pemimpin-ahli, penglibatan kerja, personaliti dan prestasi kerja. Kajian ini juga mengkaji peranan penglibatan kerja dan personaliti sebagai pengantara. Kajian ini menyiasat hubungan ini dalam konteks IPT swasta di Malaysia. Dalam kajian ini, unit analisis adalah individu kakitangan akademik, dan pendekatan kuantitatif digunakan dengan mengumpul data menggunakan teknik persampelan berstrata melalui tinjauan dalam talian. Reka bentuk keratan rentas digunakan yang melibatkan 260 kakitangan akademik Malaysia yang bekerja di kolej universiti Islam di Malaysia yang menyertai SETARA 2019 yang mencapai tahap empat dan tahap tiga. Data dianalisis menggunakan teknik *Structural Equation Modeling* menggunakan perisian Amos versi 22. Daripada 12 hipotesis yang diuji, tujuh hipotesis telah disokong. Pertukaran pemimpin-ahli dan personaliti didapati mempunyai hubungan yang signifikan dengan prestasi kerja tetapi tidak dengan amalan PSM dan penglibatan kerja. Selain itu, kajian juga mendapati bahawa personaliti sebahagiannya menjadi pengantara hubungan antara pertukaran pemimpin-ahli dan prestasi kerja. Pengukuhan pertukaran pemimpin-ahli dan personaliti dicadangkan untuk menggalakkan prestasi kerja di kalangan kakitangan akademik.



## ABSTRACT

Academic staff members are the main assets to Higher Education Institutions (HEIs) since education is their core business. The job performance of the academic staff members that meets the aspirations and goals set by the HEIs is of utmost importance. The objectives of this study are to examine the direct relationship between human resources management (HRM) practices, leader-member exchange (LMX), work engagement, personality and job performance. The study also examined the role of work engagement and personality as a mediator. This study investigated these relationships in the context of private HEIs in Malaysia. In this study, the unit of analysis is the individual academic staff, and a quantitative approach is employed by collecting data using a stratified sampling technique through an online survey. A cross-sectional design was used that involved 260 Malaysian academic staff who worked at Islamic university colleges in Malaysia that participated in SETARA 2019 and achieved tier four and tier three. The data was analysed using the Structural Equation Modelling techniques using Amos version 22 software. Out of the 12 hypotheses tested, seven hypotheses were supported. LMX and personality were found to have a significant relationship with job performance but not with HRM practices and work engagement. In addition, the study also found that personality partially mediated the relationship between LMX and job performance. Reinforcing LMX and personality are suggested to encourage job performance among academic staff.

## ملخص البحث

يعد أعضاء هيئة التدريس مصدر الدعم الأساسي لمؤسسات التعليم العالي نظرا لأن التعليم هو المهمة الأساسية لها. إن قدرتهم على تحقيق الطموحات والأهداف التي حددتها المؤسسات تعتبر أمرا مهما للغاية. تهدف هذه الدراسة إلى فحص العلاقة المباشرة بين ممارسات إدارة الموارد البشرية، وتبادل القادة والأعضاء، والمشاركة في العمل، والأداء الشخصي والعملي، كما تهدف كذلك إلى تقصي دور الوسيط في الأداء الشخصي والعملي. تبحث هذه الدراسة تلك العلاقة في سياق مؤسسات التعليم العالي الخاصة في ماليزيا. وحدة التحليل لهذه الدراسة هي أعضاء هيئة التدريس. ولتحقيق تلك الأهداف المرسومة فإن هذه الدراسة تعتمد على المنهج الكمي، ويتم جمع البيانات باستخدام تقنية أخذ العينات الطباقية (*stratified random sample*) من خلال المسح عبر الإنترنت، بالإضافة إلى استخدام التصميم المقطعي (*cross-sectional design*) الذي يضم 260 عضوا أكاديميا ماليزيا يعملون في كليات الجامعة الإسلامية في ماليزيا، والتي شاركت في التصنيف المتكامل للمؤسسة التعليمية العليا الماليزية (SETARA2019)، وحصلت على المستوى الثالث والرابع. وبجانب ذلك، يعتمد تحليل البيانات على تقنية ممدجة المعادلات الهيكلية (*Structural Equation Modeling*)، فيتم ذلك باستخدام برنامج *Amos version 22*. ومن بين 12 فرضية تم اختبارها، قُبلت 7 فرضيات من بينها. توصلت الدراسة إلى أن التبادل بين القادة والأعضاء، وبين شخصية أعضاء هيئة التدريس لهما علاقة متينة بأداء العمل، وليست هناك أية علاقة بممارسات إدارة الموارد البشرية والمشاركة في العمل. وبالإضافة إلى ذلك، توصلت الدراسة إلى أن شخصية الأعضاء تتوسط جزئيا في العلاقة بين تبادل القادة والأعضاء وأداء العمل. لذلك، تقترح الدراسة تقوية تبادل القادة والأعضاء وتبادل الشخصيات لتعزيز أداء العمل من قبل أعضاء هيئة التدريس.

## TABLE OF CONTENTS

<b>Contents</b>	<b>Page</b>
AUTHOR DECLARATION	ii
ACKNOWLEDGEMENT	iii
ABSTRAK	iv
ABSTRACT	v
AL-MULAKKHAS	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	xii
LIST OF FIGURES	xiv
LIST OF APPENDICES	xv
LIST OF SYMBOLS	xvi
LIST OF ABBREVIATIONS	xvii

### **CHAPTER 1: INTRODUCTION**

1.1	Background of the Study	1
1.2	Problem Statement	3
1.3	Research Questions	7
1.4	Research Objectives	8
1.5	The Significance of the Study	8
1.6	Scope of the Study	10
1.7	Definition of Key Terms	11
1.7.1	Higher Education Institutions in Malaysia.	11
1.7.2	University College	11
1.7.3	Academic Staff	11
1.7.4	Job Performance	12
1.7.5	HRM practices	12
1.7.6	Leader- member Exchange (LMX)	14
1.7.7	Work Engagement.	14

1.7.8	Personality	14
1.8	Structure of the Thesis	15
1.9	Chapter Summary	17

## **CHAPTER 2: LITERATURE REVIEW**

2.1	Introduction	18
2.2	Higher Education Institutions in Malaysia	18
2.2.1	Public University	19
2.2.2	Private University	19
2.3	Academic Staff	20
2.4	Job Performance	21
2.4.1	Job Performance Dimensions	23
2.5	Performance Evaluation in Higher Education Institutions	29
2.5.1	Teaching Performance	30
2.5.2	Research Performance	32
2.5.3	Publication Performance	32
2.6	Factors that Influence Job Performance	34
2.6.1	Human Resources Management Practices	34
2.6.2	Leader-member Exchange (LMX)	47
2.6.3	Work Engagement	58
2.6.4	Personality	60
2.7	Underpinning Theory	64
2.7.1	Job Demand-Resource Model (JD-R)	64
2.7.2	Work Performance Theory (Blumberg & Pringle, 1982)	66
2.7.3	Social Exchange Theory	67
2.8	Hypothesis Development	69
2.8.1	HRM Practices and Job Performance	69
2.8.2	Human Resource Management (HRM) Practices and Work Engagement	70
2.8.3	Human Resource Management (HRM) Practices and Personality	72

2.8.4	Leader-member Exchange (LMX) and Job Performance	73
2.8.5	Leader-member Exchange (LMX) and Work Engagement	75
2.8.6	LMX and personality	76
2.8.7	Work Engagement and Job Performance	77
2.8.8	Personality and Job Performance	78
2.8.9	Work Engagement as a Mediator in the Relationship HRM Practices, LMX and Job Performance	80
2.8.10	Personality as a Mediator in the Relationship between HRM Practices, LMX and Job Performance	83
2.9	Research Framework	84
2.10	Research Hypotheses	85
2.11	Chapter Summary	87

### **CHAPTER 3: METHODOLOGY**

3.1	Introduction	89
3.2	Research Philosophy	89
3.2.1	Epistemology	89
3.2.2	Research Approach	92
3.3	Research Design	94
3.4	Population and Sample	95
3.4.1	Study Population	96
3.4.2	Sample	97
3.5	Questionnaire Design	100
3.5.1	Demographic	100
3.5.2	Academic Staff Performance	101
3.5.3	HRM Practices	102
3.5.4	Leader-member Exchange (LMX)	103
3.5.5	Work Engagement	104

3.5.6	Personality	105
3.6	Data Collection Procedures	106
3.6.1	Pre-Test	108
3.6.2	Pilot Study	108
3.7	Data Analysis Strategy	109
3.7.1	Preliminary Analysis	110
3.7.2	Descriptive Statistic	111
3.7.3	AMOS- SEM Analysis	111
3.7.4	Analysing the Mediating Variable in Model	120
3.8	Chapter Summary	121

#### **CHAPTER 4: DATA ANALYSIS RESULTS**

4.1	Introduction	122
4.2	Response Rate	122
4.3	Preliminary Analysis	123
4.3.1	Missing Values Analysis	123
4.3.2	Assessment of Outliers	124
4.3.3	Data Distribution	126
4.4	Descriptive Statistic	127
4.4.1	Demographic Characteristic of the Participant	127
4.4.2	Descriptive Analysis of Variable	131
4.5	AMOS-SEM Analysis	132
4.5.1	Measurement Model	132
4.5.2	Structural Model	151
4.5.3	Mediation Analysis	159
4.6	Summary of Results	162
4.7	Chapter Summary	164

#### **CHAPTER 5: DISCUSSION AND CONCLUSION**

5.1	Introduction	165
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5.2	Research Summary	165
5.3	Discussion on Findings	167
5.3.1	HRM Practices and Job Performance	167
5.3.2	HRM Practices and Work Engagement	168
5.3.3	HRM Practices and Personality	169
5.3.4	Leader-member Exchange and Job Performance	170
5.3.5	Leader-member Exchange and Work Engagement	171
5.3.6	Leader-member Exchange and Personality	172
5.3.7	Work Engagement and Job Performance	173
5.3.8	Personality and Job Performance	173
5.3.9	Work Engagement as a Mediator	174
5.3.10	Personality as a Mediator	175
5.4	Implications of the Study	176
5.4.1	Theoretical Implications	176
5.4.2	Practical Implications	177
5.5	Limitations and Directions for Future Research	178
5.6	Conclusions	179
	<b>REFERENCES</b>	181
	<b>APPENDICES</b>	222

## LIST OF TABLES

<b>Tables</b>	<b>Page</b>
Table 1.1:	Structure of the Thesis 16
Table 2.1:	Campbell Eight Factors 23
Table 3.1:	Total Number of Academic Staff 97
Table 3.2	The Proportionate Stratified Sampling of Respondents 99
Table 3.3	Table to Determining Sample Size 99
Table 3.4	Demographic Questions for Research Participants 100
Table 3.5	The Items for Academic Staff Job Performance 101
Table 3.6	The Items for HRM Practices 102
Table 3.7	The Items for LMX 103
Table 3.8	The Items for Work Engagement 104
Table 3.9	The Items for Personality 105
Table 3.10	Table of Reliability Analysis 109
Table 3.11:	The Three Categories of Model Fit and the Level of Acceptance 117
Table 4.1:	Observation Farthest from the Centroid (Mahalanobis distance) 124
Table 4.2:	Assessment of Normality 127
Table 4.3:	Demographic Data of Respondents (n= 260) 128
Table 4.4:	Descriptive Statistics and Correlation Matrix 131
Table 4.5:	Description of Job Performance Construct 134
Table 4.6:	Description of HRM Practices Construct. 137
Table 4.7:	Description of LMX Construct. 139
Table 4.8:	Description of Work Engagement Construct 141
Table 4.9:	Description of Personality Construct, Component and Items 142

Table 4.10:	Factor Loading, Average Variance Expected and Construct Reliability of Job Performance	144
Table 4.11:	Factor Loading, Average Variance Expected and Construct Reliability of HRM Practices	145
Table 4.12:	Factor Loading, Average Variance Expected and Construct Reliability of LMX	145
Table 4.13:	Factor Loading, Average Variance Expected and Construct Reliability of Work Engagement	145
Table 4.14:	Factor Loading, Average Variance Expected and Construct Reliability of Personality	146
Table 4.15:	The Fitness Index for Measurement Model	149
Table 4.16:	The Composite Reliability (CR) and AVE for All Contracts	149
Table 4.17:	The Discriminant Validity Index Summary	150
Table 4.18:	Underlying Hypotheses	151
Table 4.19:	The Fitness Indexes for Structural Model	154
Table 4.20:	The Regression Path Coefficients and Their Significance Based on P-value < 0.05	155
Table 4.21:	Summary of Results of Hypothesis 1 to Hypothesis 8 (Direct Path Coefficient)	158
Table 4.22:	Coefficient of Determination for Mediation Relationships: R-Squared (n=260)	159
Table 4.23:	Summary of Analysis Result	162

## LIST OF FIGURES

Figures		Page
Figure 2.1	The Dyadic Relationship	50
Figure 2.2	Stages of LMX	53
Figure 2.3	The Research Framework	85
Figure 2.4	The Research Framework and Hypotheses	87
Figure 3.1:	Six-Stage Process for Structural Equation Modelling	112
Figure 4.1:	The CFA Output for Job Performance Construct	135
Figure 4.2:	The CFA Output for Job Performance Construct after Removing JPT2 and JPR3	136
Figure 4.3:	The CFA Output of HRM Practices Construct.	138
Figure 4.4:	The CFA Output for LMX Construct.	140
Figure 4.5:	The CFA Output for Work Engagement Construct after Removing Item WE-Vi3.	141
Figure 4.6:	The CFA Output for Personality Construct.	143
Figure 4.7:	The Measurement Model Combining All Latent Constructs Simultaneously	148
Figure 4.8:	The Structural Model	153
Figure 4.9:	The Results of The Structural Model	164

## LIST OF APPENDICES

Appendices		Page
Appendix 1:	The Approval Letter of Data Collection from University	222
Appendix 2:	The Approval Letter/ Email from The Three Islamic University Colleges	224
Appendix 3:	The Questionnaires (English and Malay Language Versions)	228

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## LIST OF SYMBOLS

$\beta$	beta
$p$	p- value
$n$	Sample
$R^2$	R-Squared
$\chi^2$	chi-square

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## LIST OF ABBREVIATIONS

AGFI	Adjusted Goodness-of-Fit
AVE	Average Variance Extracted
CFI	Comparative Fit Index
CR	Composite Reliability
EFA	Exploratory Factor Analysis
GFI	Goodness-of-Fit
HEIs	Higher Education Institutions
HRM practices	Human Resources Management Practices
JD-R	Job-Demand Resources
LMX	Leader-member Exchange
MOHE	Ministry of Higher Education
NFI	Normed Fit Index
RMSEA	Root Mean Square Error of Approximation
SEM	Structural Equation Modelling
SETARA	Rating System for Malaysian Higher Education Institutions
SPSS	Statistical Package for Social Sciences
TLI	Tucker-Lewis Index
VDL	Vertical Dyad Linkage