

**THE IMPACT OF COMPETENCY-BASED TRAINING AND
CREATIVE THINKING APPLICATION ON EMPLOYEE
PERFORMANCE: EXPERIENCE AS MEDIATOR**

SAED DIRAR THEEB

UNIVERSITI SAINS ISLAM MALAYSIA

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PERFORMANCE: EXPERIENCE AS MEDIATOR**

Saed Dirar Theeb

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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.

Date: June 2023

Signature:

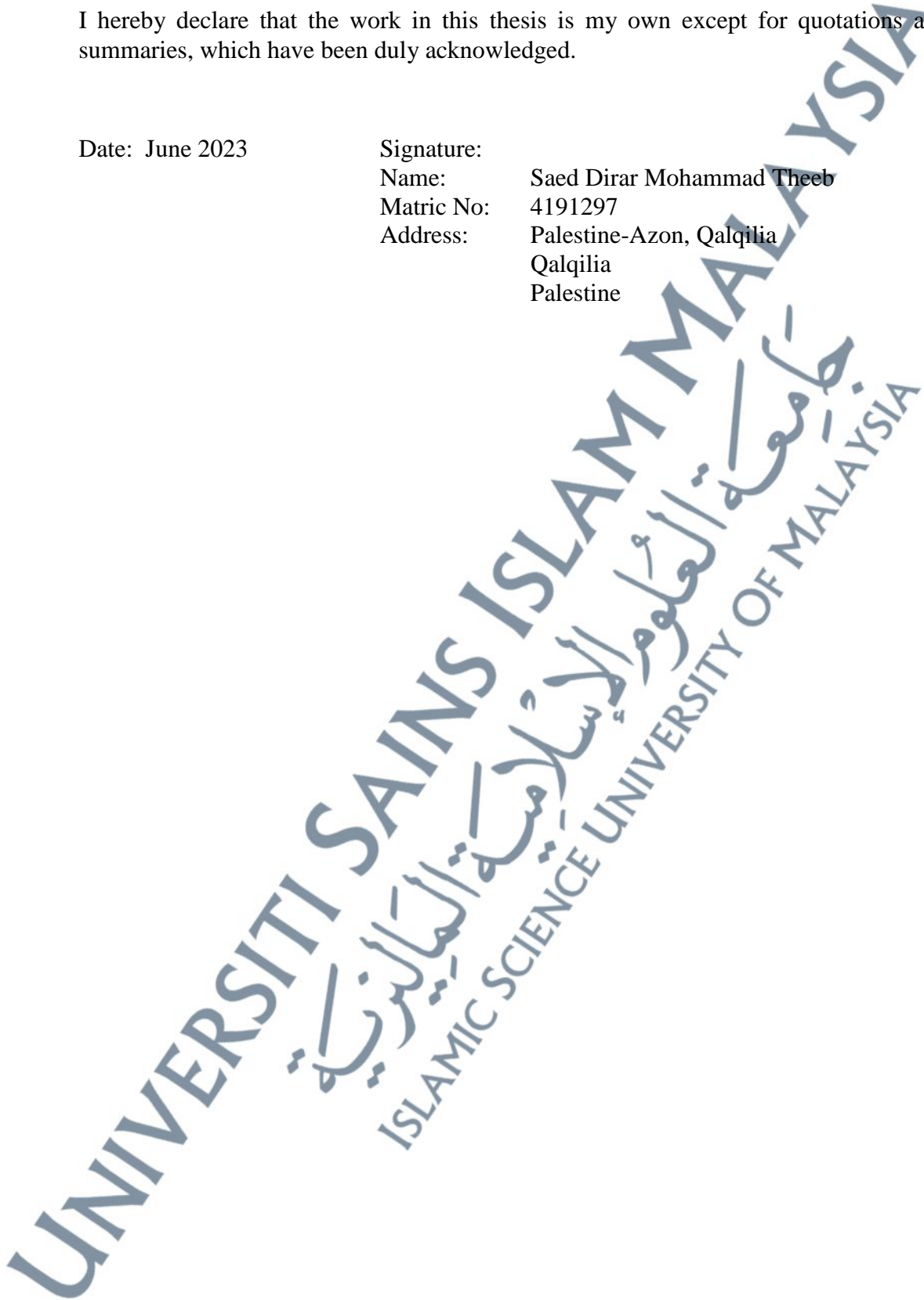
Name: Saed Dirar Mohammad Theeb

Matric No: 4191297

Address: Palestine-Azon, Qalqilia

Qalqilia

Palestine



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ABSTRAK

Kajian ini menunjukkan korelasi antara latihan berasaskan kecekapan dan komponennya (persekitaran latihan dan strategi latihan) dan prestasi pekerja. Ia juga menunjukkan hubungan antara aplikasi pemikiran kreatif dan komponennya (wawasan pemimpin dan budaya pemikiran kreatif) dan prestasi pekerja. Selain itu, kajian ini menggunakan pengalaman sebagai pengantara antara pembolehubah bebas dan bersandar. Kajian ini direka mengikut kriteria penyelidikan deskriptif dan menggunakan kaedah kuantitatif. Pengkaji mengumpulkan data daripada populasi kajian, iaitu Polis Awam Palestin. Sampel rawak seramai 375 responden telah dipilih berdasarkan data demografi. Setelah menguji hipotesis kajian, dapatan juga menunjukkan wujudnya korelasi antara persekitaran latihan dan prestasi pekerja. Tambahan pula, dapatan menunjukkan adanya korelasi antara strategi latihan dan prestasi pekerja. Didapati juga tiada hubungan antara visi pemimpin dan prestasi pekerja. Selain itu, dapatan juga menunjukkan hubungan antara budaya pemikiran kreatif dan prestasi pekerja. Tambahan pula, dapatan yang berkaitan dengan pembolehubah pengantara, iaitu pengalaman, menunjukkan terdapat korelasi antara pengalaman sebagai mediator di satu sisi dan antara persekitaran latihan dan prestasi pekerja di sisi lain. Dapatan juga menunjukkan bahawa terdapat korelasi antara pengalaman sebagai pengantara, di satu sisi, dan antara persekitaran latihan dan prestasi pekerja, di sisi lain. Selain daripada itu, dapatan menunjukkan bahawa tidak terdapat korelasi antara pengalaman sebagai pengantara dan antara visi pemimpin dan prestasi pekerja. Manakala, didapati hubungan antara pengalaman sebagai pengantara dan antara budaya pemikiran kreatif dan prestasi pekerja. Oleh itu, kajian ini dapat menjawab semua persoalan kajian dan mencapai semua objektif kajian ini. Dapatan kajian ini dibentangkan dan dianalisis berdasarkan perbincangan setiap isu kajian dengan matlamat dan hasil analisis hipotesis serta kajian lepas. Kajian terdahulu menunjukkan sokongan terhadap hasil kajian semasa, dan kajian terdahulu yang keputusannya mempertikaikan hasil kajian semasa telah dijelaskan tanpa berat sebelah. Hasil kajian menyumbang untuk menunjukkan kepentingan latihan berasaskan kompetensi dan aplikasi pemikiran kreatif dalam meningkatkan prestasi pekerja dalam Polis Awam Palestin. Akhir sekali, hasil kajian dan perbincangan dapatan menunjukkan bahawa hasilnya boleh digeneralisasikan kepada organisasi tentera dan awam di Palestin.

ABSTRACT

The goal of the present study was to clarify the impact of competency-based training, and its components (training environment and training strategy) on employee performance. It also shows the impact of creative thinking application and its components (the leader's vision, and the culture of creative thinking) on employee performance. Moreover, this study used experience as a mediator between the independent and dependent variables. The researcher gathered data from the study population (Palestinian Civil Police). The study was designed following the Explanatory research criteria, and opting for the quantitative method.). A random sample of 375 respondents was selected based on demographic data. The results demonstrated a correlation between the training environment and employee performance. Furthermore, the results indicated a correlation between the training strategy and employee performance. It was also found that there is no correlation between the leader's vision and employee performance. Moreover, the results also demonstrated a correlation between the culture of creative thinking and employee performance. Furthermore, the results that are related to the mediator variable i.e., the news showed that there is a correlation between experience as a mediator on the one hand, and between the training environment & employee performance, on the other hand. The results also demonstrated a correlation between experience as a mediator, on the one hand, and between the training environment & employee performance, on the other hand. In addition to the above, the results showed that there is no correlation between experience as a mediator and between the leader's vision & employee performance. Meanwhile, it was found that there is a correlation between experience as a mediator, and between the culture of creative thinking & employee performance. Thus, the study was able to answer all research questions and address all the objectives of the present study. The findings of the present study were presented and analyzed based on discussing each research issue with the aims and results of hypotheses analysis, with previous studies. Earlier studies showed that supported the results of the present study and previous studies whose results disputed the results of the current investigation were clarified without bias. The results of the study contributed to demonstrating the significance of competency-based training and creative thinking application in boosting employee performance in the Palestinian Civil Police. Finally, the results of the study and the discussion of the findings showed that the results can be generalized to military and civilian organizations in Palestine.

الملخص

هدفت الدراسة الحالية الى تسليط الضوء على اثر التدريب القائم على الكفاءة ومكوناته (بيئة التدريب واستراتيجية التدريب) وأداء الموظف. كما هدفت الى تحليل اثر تطبيق التفكير الإبداعي ومكوناته (رؤية القائد وثقافة التفكير الإبداعي) وأداء الموظف. استخدمت الدراسة الحالية التجربة كوسيط بين المتغيرات المستقلة والتابعة. اعتمد الباحث على الحصول على بيانات من مجتمع الدراسة ، الشرطة المدنية الفلسطينية. تم تصميم البحث وفق البحث التوضيحي ، بالإضافة إلى الطريقة الكمية المستخدمة في الدراسة الحالية. تم أخذ عينة طبقية عشوائية قوامها 375 مبحوثاً حسب البيانات الديموغرافية. وكانت نتائج فحص فرضيات الدراسة وجود علاقة بين بيئة التدريب وأداء الموظف. كما أشارت النتائج إلى وجود علاقة ارتباط بين استراتيجية التدريب وأداء الموظف. أظهرت النتائج عدم وجود علاقة بين رؤية القائد وأداء الموظف. كما أظهرت النتائج وجود علاقة ارتباط بين ثقافة التفكير الإبداعي وأداء الموظف. وأظهرت النتائج فيما يتعلق بمتغير الوسيط وهو الخبر وجود علاقة ارتباط بين الخبرة كوسيط بين بيئة التدريب وأداء الموظف. أظهرت النتائج أيضاً أن هناك ارتباطاً بين الخبرة كوسيط بين بيئة التدريب وأداء الموظف. أظهرت النتائج عدم وجود علاقة بين الخبرة كوسيط بين رؤية القائد وأداء الموظف. أظهرت النتائج أن هناك علاقة ارتباط بين الخبرة كوسيط بين ثقافة التفكير الإبداعي وأداء الموظف. وبذلك استطاعت الدراسة الإجابة على جميع أسئلة البحث وتلبية جميع أهداف الدراسة الحالية. تمت مناقشة نتائج الدراسة الحالية بناءً على مناقشة كل موضوع بحث مع أهداف ونتائج تحليل الفرضيات مع الدراسات السابقة. تم توضيح الدراسات السابقة التي دعمت نتائج الدراسة الحالية والدراسات السابقة التي عارضت نتائجها نتائج التحقيق الحالي دون تحيز. كما ساهمت نتائج الدراسة في توضيح أهمية دور التدريب المبني على القدرات، و تطبيق التفكير الإبداعي في تعزيز أداء الموظف في الشرطة المدنية الفلسطينية. أخيراً أظهرت نتائج الدراسة ومناقشتها، إمكانية تعميم هذه النتائج على المنظمات العسكرية والمدنية في فلسطين.

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LIST OF ABBREVIATIONS

| | |
|----------------|--|
| PCP | Palestinian Civil Police |
| TD | Training Department |
| TC | Training Centre |
| GIZ | Gesellschaft für Internationale Zusammenarbeit |
| UNOPS | United Nations Office for Project Services |
| HR | Human Resources |
| HRM | Human Resource Management |
| Admin | Administrative Assistant |
| COO | Chief Operating Officer |
| PM | Project Manager |
| K | Knowledge |
| S | Skill |
| B | Behavior |
| A | Attitude |
| HQ | Headquarters |
| R&D | Research and Development |
| TOS | Terms of Service |
| CERI | Centre for Educational Research and Innovation |
| CISCO | Chief Information Security Office |
| CTA | Creative Thinking Application |
| CBT | Competency-based Training |
| TE | Training Environment |
| TS | Training Strategy |
| LV | leader's Vision |
| EP | Employee Performance |
| EI | Employee Innovation |
| AMOS | Analysis of Moment Structures |
| AVE | Average Variance Explained |
| CFA | Confirmatory Factor Analysis |
| CFI | Comparative Fit Index |
| CMIN/DF | Minimum Discrepancy Function Divided by Degrees of Freedom |
| CR | Composite Reliability |
| DF | Degrees of Freedom. |
| EI | Employee Involvement |
| EXP | Experience |
| f ² | Effect Size |
| GFI | The Goodness of Fit Index |
| HTMT | Heterotrait-Monotrait |
| KMO | Kaiser–Meyer–Olkin |
| MAH | Mahalonobis Distance |
| NFI | Normed Fit Index |
| QW | Quality of Work |
| R ² | Coefficient of Determination |
| RMSEA | Root Mean Square Error of Approximation |
| SEM | Structural Equation Modeling |
| SPSS | Statistical Package for Social Sciences |
| TLI | Tucker Lewis Index |