# THE INFLUENCE OF HUMAN RESOURCE PRACTICES AND LEADERSHIP STYLE ON JOB SATISFACTION AND CYBERDEVIANCE AMONGST ADMINISTRATIVE EMPLOYEES IN JORDANIAN UNIVERSITIES

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# THE INFLUENCE OF HUMAN RESOURCE PRACTICES AND LEADERSHIP STYLE ON JOB SATISFACTION AND CYBERDEVIANCE AMONGST ADMINISTRATIVE EMPLOYEES IN JORDANIAN UNIVERSITIES

By

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# ABSTRACT

The advent of the Internet has transformed the way in which people work and live. While the Internet has offered many advantages and benefits to the workplace particularly in terms of speeding up information search, it also has potential drawbacks. One drawback is that people can misuse the Internet while at work. This phenomenon, which is called cyberdeviance, is a form of production deviance. As our theoretical understanding of cyberdeviance is still limited, this study attempts to investigate the role of HR practices and leadership style in cyberdeviant activities. It also seeks to examine the mediating influence of job satisfaction, with the application of social exchange theory. A survey of 273 administrative employees in in four universities in Amman, Jordan who were randomly selected using a cluster technique, was carried out for the period of five months from February until June 2011. Frequency, descriptive statistics, correlation, multiple regression, and hierarchical regression analyses were run to test the research hypotheses. Factor analyses revealed four dimensions of HR practices, i.e., performance appraisal, compensation practice, career advancement, and employment security. Leadership style produced a single dimension labelled supportive leadership style, while job satisfaction yielded two dimensions, namely, satisfaction with pay, and satisfaction with workload. Results showed that performance appraisal and leadership style were significantly and negatively related to cyberdeviance, contrary to expectation.But collectively, the predictor variables of dimensions of HR practices and leadership were found to explain 63.8% of variance in cyberdeviance. Two dimensions of job satisfaction, satisfaction with pay and satisfaction with workload, partially mediated the link between leadership style and cyberdeviance. But satisfaction with pay was found to partially mediate performance appraisal and cyberdeviance.It is recommended that organizations implement a good performance appraisal system and demonstrate supportive leadership as ways to reduce cyberdeviance at work.

**Keywords**: cyberdeviance; HR practices; Internet; job satisfaction; Jordan; leadership style

# ABSTRAK

Perkembangan Internet telah banyak mengubah kehidupan dan pekerjaan manusia. Walaupun Internet memberi banyak kelebihan dan kebaikan di tempat kerja khususnya dari segi mempercepatkan pencarian maklumat, tetapi ia turut mempunyai kelemahan. Salah satu kelemahannya ialah penyalahgunaan Internet semasa bekerja. Fenomena ini dikenali sebagai devian siber, iaitu satu bentuk devian pengeluaran. Oleh kerana pengetahuan teoritis tentang devian siber masih terhad, maka kajian ini dilakukan untuk menyelidik peranan amalan pengurusan sumber manusia (PSM) dan gaya kepemimpinan dalam mempengaruhi aktiviti devian siber. Ia juga menyiasat pengaruh kepuasan kerja dengan mengaplikasi teori pertukaran sosial (*social exchange theory*). Satu tinjauan dilakukan terhadap 273 orang pekerja pentadbiran yang bekerja di empat buah universiti di Amman, Jordan telah dipilih secara rawak dengan menggunakan teknik kluster yang dijalankan dalam tempoh lima bulan mulai bulan Februari sehingga Jun 2011. Analisis kekerapan, deskriptif, korelasi, regresi berbilang dan regresi hierarki digunakan untuk menguji hipotesis kajian. Analisis faktor mendedahkan empat dimensi amalan PSM iaitu penilaian prestasi, amalan pampasan, kemajuan kerjaya, dan jaminan kerja. Gaya kepemimpinan menghasilkan satu dimensi yang dilabelkan sebagai gaya kepemimpinan sokongan manakala kepuasan kerja menghasilkan dua dimensi iaitu kepuasan dengan bayaran dan kepuasan dengan beban tugas. Dapatan kajian menunjukkan bahawa penilaian prestasi dan gaya kepimpinan sokongan mempengaruhi secara signifikan dan negatif devian siber, tidak seperti yang dijangkakan. Walau bagaimanapun, secara kolektifnya pemboleh ubah peramal iaitu empat dimensi amalan PSM dan gaya kepemimpinan didapati menjelaskan 63.8% daripada varians dalam devian siber. Dua dimensi kepuasan kerja iaitu kepuasan dengan bayaran dan kepuasan dengan beban tugas menjadi pengantara sebahagian dalam hubungan antara gaya kepemimpinan dengan devian siber. Namun, kepuasan dengan bayaran menjadi pengantara sebahagian dalam hubungan antara penilaian prestasi dengan devian siber. Oleh itu, organisasi dicadangkan agar melaksanakan sistem penilaian prestasi yang baik dan mempamerkan sokongan kepemimpinan bagi mengurangkan devian siber di tempat kerja.

**Kata kunci**: devian siber; amalan pengurusan sumber manusia (PSM); Internet; kepuasan kerja; Jordan; gaya kepemimpinan

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iv

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<div align="right">

Ahmad Said Ibrahim Al-Shuaibi
2013

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# TABLE OF CONTENTS

## CHAPTER THREE: RESEARCH METHOD

# LIST OF TABLES

# LIST OF FIGURES

**Page**

# LIST OF ABBREVIATIONS

| | |
|---|---|
| BTS | Bartlett's Test of Sphericity |
| CA | Career Advancement |
| CD | Cyberdeviance |
| CFA | Confirmatory Factor Analysis |
| CP | Compensation Practice |
| DWB | Deviant Workplace Behaviour |
| EFA | Exploratory Factor Analysis |
| ES | Employment Security |
| GDP | Gross Domestic Product |
| HR | Human Resources |
| JD | Jordanian Dinar |
| JDI | Job Descriptive Index |
| JDS | Job Diagnostic Survey |
| KMO | Kaiser-Meyer-Olkin |
| MJS | Measure of Job Satisfaction |
| MLQ | Multifactor Leadership Questionnaire |
| MLT | Multifactor Leadership Theory |
| MSA | Measure of Sampling Adequacy |
| MSQ | Minnesota Satisfaction Questionnaire |
| N | Sample Size |
| OCB | Organizational Citizenship Behaviour |
| PA | Performance Appraisal |
| PCA | Principal Components Analysis |
| $r$ | Correlation Coefficient |
| $R^2$ | Coefficient of Determination |
| SLS | Supportive Leadership Style |
| SPSS | Statistical Package for Social Sciences |
| SWL | Satisfaction with Workload |
| SWP | Satisfaction with Pay |
| UK | United Kingdom |
| US | United States |
| VIF | Variance Inflation Factor |

# CHAPTER ONE

# INTRODUCTION

## 1.1    BACKGROUND OF STUDY

The advent of the Internet has brought both positive and negative impacts on organizations (Case & Young, 2002), prompting Richards (2012) to call it a "double-edged" sword. A positive impact is that the Internet has enabled better communication both within an organization and with other organizations. It has allowed employees to work faster, smarter, which leads to increased productivity due to enhanced accessibility to information (Chen, Chen, & Yang, 2008; Henle & Blanchard, 2008). However, these technological advancements have also brought many unintentional and unforeseen problems. One of these problems is that the new technology offers an opportunity for employees to engage in new forms of deviant behavior during work hours such as surfing non-work related sites (Roman, 1996; Tapia, 2006), playing games, performing personal banking online, updating personal blogs/websites, or wasting organizational time by using email (Weatherbee, 2010). In other words, the accessibility of the Internet at work has enabled employees to engage in non-work related activities while at work. Furthermore, according to Lim and Teo (2005), since accessing the Internet has changed ways that work could be done, it also has added to people more chances to waste time at the cyberspace in the name of doing work. The Internet has also been used to send emails that are harassing and abusive in nature (Drolet, 2000). In other words, employees at the workplace are finding even more novel ways for their misuse of the Internet and the domain consists of a wide range of

The contents of the thesis is for internal user only

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