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

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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 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

Kata kunci: devian siber; amalan pengurusan sumber manusia (PSM); Internet; kepuasan kerja; Jordan; gaya kepemimpinan
"When it comes to this part, the words become scarce because as much as we try to thank everyone involved, some will be unintentionally left out, or the words are simply not enough to convey what is in our minds"

It gives me great pleasure in expressing my gratitude to all those people who have supported in making this thesis possible. First and foremost, I must acknowledge and thank The Almighty Allah for His blessing, protection and guidance me throughout my enlightenment journey. I could never have accomplished this without the faith I have in the Almighty. I felt His love in every step of the way.

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person you wanted me to be always. To these people, I always fall short of words and feel impossible to describe their support in words. If I have to mention one thing about them, among many, then I would proudly mention that my parents are very simple and they have taught me how to lead a simple life. I would simply say, "Father, Mother you are the greatest!" I ask God to keep them safe, and shower them with His blessing constantly.

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Ahmad Said Ibrahim Al-Shuaibi
2013
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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
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