THE INFLUENCE OF HIGH PERFORMANCE WORK SYSTEM, ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE. A STUDY IN THE MINISTRY OF EDUCATION IN OMAN

By
NADAA MANSOOR AMER AL RAWAS
813773

MASTER OF HUMAN RESOURCE MANAGEMENT
OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS
UNIVERSITI UTARA MALAYSIA
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THE INFLUENCE OF HIGH PERFORMANCE WORK SYSTEM, ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE. A STUDY IN THE MINISTRY OF EDUCATION IN OMAN

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Othman Yeop Abdullah Graduate School of Business

In Fulfilment of the Requirements for the Degree of Master of Human Resource Management

Universiti Utara Malaysia,

By

NADAA MANSOOR AMER AL RAWAS
813773
DECLARATION

I declare that the substance of this project paper has never been submitted for any degree or post graduate program and qualifications.

I certify that all the support and assistance received in preparing this project paper and all the source abstracted have been acknowledged in this stated project paper.

NADAA MANSOOR AMER AL RAWAS
813773
Othman Yeop Abdullah
Graduate School of Business
University Utara Malaysian
06010 Sintok
Kedah Darul Aman
Malaysia.
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ABSTRACT

The need to enhance the performance of employees in the ministry of education in Oman has made the researcher to conduct this study. Specifically, the study focuses on the influence of high performance work system (HPWS) and organizational culture on the performance of employees in the ministry of education in Oman. A cross sectional study of questionnaire survey research design was conducted in this respect. Questionnaire data was generated from 162 employees and the questionnaire were distributed by hand. The findings from the testing of the hypotheses demonstrated that HPWS have significant positive relationship with employees performance except for the performance management system (PMS) which shows a negative relationship with employees performance. The culture of the organizational was also found to have a positive effect on the performance of employees in the ministry. On this note, the study recommends for the urgent need by the ministry to give serious consideration to the performance management system if they want to achieve better performance. In conclusion the present study presented the theoretical and practical implication in addition to the limitations of the study and suggestions for future study are included in this regard.

**Keywords:** High Performance Work System HPWS, PMS, selective training and development, individual role and employee performance.

Kata kunci: Sistem Kerja Berprestasi (HPWS), Sistem Pengurusan Prestasi (PMS), Latihan dan Pembangunan , Peranan Individu dan Prestasi Pekerja.
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CHAPTER 1

INTRODUCTION

1.1 Introduction

Economic environment has continued to undergo changes, characterized by changing customer and shareholder demands and has increased market competition for both private and public organizations. In an effort to remain competitive in this type of environment, a high standard job performance is crucial for organizations (Tsui, Lin & Yu, 2013). It is inevitable that achieving this requires improving employees' performance because of employees' direct interest in the achievement of organizational goals. This is due to the belief that employee's performance plays an important role in affecting organization access to important resources, a key mechanism in contributing positively to overall job performance of the organization (Sparrowe, Liden & Kraimer, 2001). Employee performance will help in determining the extent to which organizations achieve their goals, such as improving customer satisfaction, perceived service quality, customer loyalty and brand image (Tsui, Lin & Yu, 2013). It is therefore, important for organizations in ensuring that its goals are consistently achieved by aligning individual performance with organizational goals.
The contents of the thesis is for internal user only
REFERENCES


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