JOB SATISFACTION AND JOB PERFORMANCE WITH MODERATING EFFECT OF ISLAMIC WORK ETHICS IN YEMEN

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ABSTRACT

Job performance which focuses on improving workers productivity has been the most widely dependent variable studied in the field of industrial and organisational psychology. In Yemen, universities face many problems that prevent the achievement of quality education, a motivated workforce, improved learning, a good learning environment, and the general development of the university system. In the context of Yemen, more than 10% of the financial budget for higher education have been returned to the Ministry of Finance at the end of each year. This is a good reason to believe that there is a lack of staff, and the ability to utilize resources effectively to improve learning and the general conditions of the learning environment. Findings of previous studies regarding the relationship between job satisfaction and job performance were mixed, hence suggesting the need to incorporate a moderating variable. Drawing upon the social exchange theory, Weber's theory, and Herzberg's motivator - hygiene theory, this study examined the moderating role of Islamic work ethics (IWE) on the relationship between job satisfaction and job performance among 475 administrative staffs in the Yemeni public universities. Using the Partial Least Squares structural equation modelling (PLS-SEM), the results show that work itself was significantly related to contextual performance. Similarly, supervision and work itself were significantly related to task performance. In addition, the relationship between work itself and task performance was found to be moderated by IWE. Conversely, IWE was not found to be a moderator variable on the relationships between co-workers, pay, promotion, supervision, and contextual performance. The direct and moderating effect of IWE on the relationship between overall job satisfaction and overall job performance was also supported. The theoretical and practical contributions of the study are discussed and suggestions for future research are provided.

Keywords: Job Satisfaction, Islamic Work Ethics, Job Performance, Yemen

ABSTRAK

Prestasi kerja yang memberikan tumpuan kepada peningkatan produktiviti pekerja telah menjadi pemboleh ubah bersandar yang paling banyak dikaji dalam bidang industri dan psikologi organisasi. Di Yaman, banyak universiti menghadapi masalah dalam mencapai pendidikan berkualiti, tenaga kerja bermotivasi, penambahbaikan pembelajaran, persekitaranan pembelajaran yang baik dan pembangunan am dalam sistem universiti. Dalam konteks negara Yaman, lebih 10% daripada bajet kewangan pendidikan tinggi telah dikembalikan kepada Kementerian Kewangan pada setiap akhir tahun. Puncanya adalah masalah kekurangan kakitangan, keupayaan menggunakan sumber secara berkesan untuk meningkatkan pembelajaran dan situasi am persekitaran pembelajaran. Dapatan kajian terdahulu berkenaan hubungan antara kepuasan kerja dan prestasi kerja adalah bercampur. Oleh itu, kajian ini mencadangkan keperluan untuk menggabungkan pembolehubah penyederhana. Berbekalkan teori pertukaran sosial, teori *Weber*, dan teori motivasi *Herzberg– hygien*, kajian ini meneliti peranan pembolehubah penyederhana iaitu etika kerja Islam (IWE) terhadap hubungan antara kepuasan kerja dan prestasi kerja dalam kalangan 475 kakitangan pentadbiran di universiti awam negara Yaman. Dengan menggunakan model persamaan berstruktur separa dua terkecil (PLS-SEM), hasilnya menunjukkan bahawa kesan kerja itu sendiri secara signifikannya berkait dengan prestasi kontekstual. Begitu juga dengan penyeliaan dan kerja itu sendiri yang mempunyai hubungan yang signifikan dengan prestasi tugas. Selain itu, hubungan antara kerja itu sendiri dan prestasi tugas didapati disederhanakan oleh IWE. Sebaliknya, IWE didapati tidak berperanan sebagai pembolehubah penyederhana bagi hubungan antara rakan sekerja, gaji, kenaikan pangkat, penyeliaan, dan prestasi kontekstual. Kesan secara langsung dan penyederhanaan IWE terhadap hubungan antara keseluruhan kepuasan kerja dan keseluruhan prestasi kerja juga disokong. Sumbangan teori dan praktikal kajian telah dibincangkan dan cadangan untuk kajian akan datang juga telah disediakan.

Kata kunci: Kepuasan Kerja, Etika Kerja Islam, Prestasi Kerja, Yaman

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LIST OF ABBREVIATIONS

AGFI	Adjusted Goodness of Fit Index
API	Academic Performance Index
AYP	Adequate Yearly Progress
CP	Contextual Performance
DV	Dependent variable
GDP	Gross Domestic Product
GFI	Goodness of Fit Index
HRM	Human Resource Management
IV	Independent variable
IWE	Islamic Work Ethics
JDI	Job Descriptive Index
JP	Job Performance
JS	Job Satisfaction
MoHESR	Ministry of Higher Education and Scientific Research
OCBs	Organisational Citizenship Behaviours
PLS	Partial Least Squares or PLS Modelling
SCEP	The Supreme Council of Education Planning
SET	Social Exchange Theory
SPSS	Statistical Package for the Social Sciences
TP	Task Performance
YR	Yemeni Riyal

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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Job performance can be defined as a behaviour measured through the level that improves organisational effectiveness (Motowidlo, Borman & Schmidt, 1997). Job performance, a focus on workers' productivity, is one of the most important dependent variables of industrial and organisational psychology today (Borman, 2004).

A study conducted by Rhoades and Eisenberger (2002) on the subject of meta-analytic indicates that job performance is a multidimensional construct that consists of two dimensions or behaviours, namely: in-role/task performance and discretionary work behaviours or non-task/extra-role. The former deals with the actual expectations from an employee by the organisation as part of his/her job or role, and the latter highlights the control of the employees including; pro-social behaviour (Puffer, 1987) and organisational citizenship behaviours (Podsakoff, MacKenzie, Moorman & Fetter, 1990; Organ, 1988; Podsakoff, MacKenzie, Paine & Bachrach, 2000).

On one hand, a clear difference in these dimensions of job performance was developed by Borman and Motowidlo (1993) that refers to the work behaviour related to the organisations' technical core; either by implementing its technical processes or by maintaining and examining its technical requirements (Motowidlo, Borman & Schmit, 1997) and is usually regarded as core or in-role responsibilities that recruits perform to

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