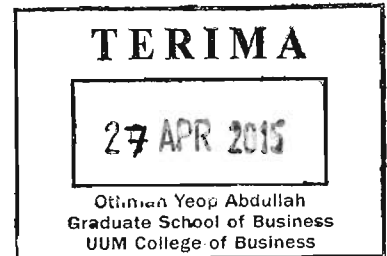


**HUMAN RESOURCE MANAGEMENT PRACTICES AND
ORGANIZATIONAL PERFORMANCE: THE MEDIATION OF
KNOWLEDGE MANAGEMENT AND THE MODERATION OF
COMPETITIVE STRATEGIES IN JORDANIAN SERVICE
ORGANIZATIONS**



By
Daifallah Olaimat

UUM
Universiti Utara Malaysia

Thesis submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Fulfillment of the Requirement for the Degree of Doctor of Philosophy



Kolej Perniagaan
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Nama Pelajar
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: Daifalla Eiyadh Nazzal Olaimat

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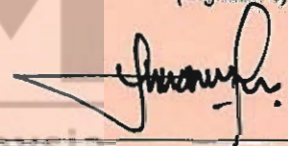
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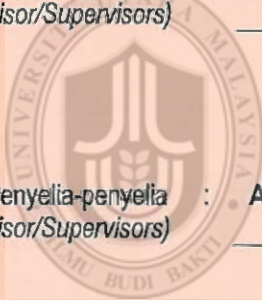
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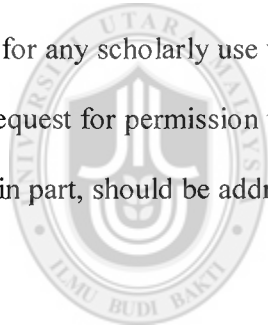


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ABSTRACT

This study examined the mediating influence of knowledge management on human resource management (HRM) practices and organizational performance (OP), and the moderating role of competitive strategies on the relationship between knowledge management (KM) and organizational performance. Two-hundred and sixty service organizations in Jordan participated in the survey. Multiple regression and hierarchical multiple regressions were used to test the hypotheses. Results indicated that only three dimensions of HRM practices (i.e. staffing, training and development, and job security) had positive influence on OP. Factor analysis revealed three dimensions of KM: technical, cultural, and human. The results further showed that specific HRM practices were significantly associated with different KM dimensions. Performance appraisal had a positive influence on technical KM, while staffing, performance appraisal, and job security were positively associated with cultural KM. Staffing, training and development, and employee participation and involvement were found to enhance human KM. In addition, different dimensions of KM were found to mediate between different types of HRM practices and OP. Technical KM mediated the relationship between staffing, and training and development and OP, while cultural KM mediated the relationship between staffing and job security, and OP. On the other hand, human KM mediated the relationship between staffing, training and development, and job security, and OP. Finally, competitive strategies interacted with human KM in predicting OP. This study offers several recommendations on how to improve the performance of the service sector in Jordan, discusses limitations of the study, and outlines suggestions for future research.

Keywords: human resource management practices, knowledge management, competitive strategies, service sector, Jordan

ABSTRAK

Kajian ini meneliti pengaruh pengantara pengurusan pengetahuan terhadap amalan pengurusan sumber manusia (PSM) dan prestasi organisasi (PO), dan peranan penyederhana strategi kompetitif terhadap hubungan antara pengurusan pengetahuan (PP) dan prestasi organisasi. Sebanyak 260 organisasi perkhidmatan di Jordan mengambil bahagian dalam kaji selidik ini. Kaedah regresi berbilang dan regresi hierarki telah digunakan untuk menguji hipotesis. Keputusan menunjukkan bahawa hanya tiga dimensi amalan PSM (iaitu penstafan, latihan dan pembangunan, dan jaminan kerja) mempunyai pengaruh yang positif terhadap PO. Analisis faktor mendedahkan tiga dimensi PP iaitu teknikal, kebudayaan, dan manusia. Keputusan seterusnya menunjukkan bahawa amalan ASM yang mempunyai kaitan yang signifikan dengan dimensi PP berbeza. Penilaian prestasi mempunyai pengaruh yang positif terhadap PP teknikal, manakala penstafan, penilaian prestasi, dan jaminan kerja mempunyai kaitan yang positif dengan PP budaya. Penstafan, latihan dan pembangunan, serta penyertaan pekerja dan penglibatan didapati dapat meningkatkan PP manusia. Di samping itu, dimensi PP yang berbeza didapati menjadi pengantara antara pelbagai jenis amalan PSM dan PO. PP teknikal mengantara hubungan antara penstafan, dan latihan dan pembangunan serta PO. Manakala PP budaya mengantara hubungan antara penstafan dan jaminan pekerjaan, dan PO. Sebaliknya, PP manusia mengantara hubungan antara penstafan, latihan dan pembangunan, dan jaminan kerja, dan PO. Akhir sekali, strategi kompetitif berinteraksi dengan PP manusia untuk meramal PO. Kajian ini menawarkan beberapa cadangan tentang cara untuk meningkatkan prestasi sektor perkhidmatan di Jordan, membincangkan batasan kajian, dan menggariskan cadangan untuk kajian masa hadapan.

Kata kunci: amalan pengurusan sumber manusia, pengurusan pengetahuan, strategi kompetitif, sektor perkhidmatan, Jordan

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2014

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CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND OF STUDY

Today, it is widely recognized that the success and vitality of the service sector are the essential factors in measuring an economy's progress, its quality, and its future (Lee, Ribeiro, Olson, & Roig, 2007). The services sector contributes two third of Jordanian income revenues where its different branches including telecommunications, tourism, health, and education, besides the financial sector, transport and others are considered the largest suppliers to accelerate the economic progress and advancement of the country. In Jordan, the services sector is the main pillar of the national economy by up to three-quarters of the jobs that generated by the economy (Central Bank of Jordan, 2011). Consequently, the monetary value that has been generated from that sector in the national economy income from 2008 to 2012 estimated approximately USD21 billion (Alrai, 2013).

Table 1.1 reveals the Gross Domestic Product (GDP) in the Hashemite Kingdom of Jordan for the periods between 2005 and 2009, while Table 1.2 represents the tabulation a number of employees per sector of the economy. In the agricultural sector, 28900 employees were duly employed in 2005; the figure appreciated to 41391 in 2006, 38922 in 2007, 39809 in 2008, and 40545 in 2009. The agricultural sector was the fifth largest employer of labor in Jordan, with industrial sector in 2009 having 84044 being the number one employer of labor in Jordan. This is followed by the transport and communication with 71774 employees in 2009. Tourism had 40665 employees in 2009

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