

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

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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
September 2014**

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EFFECT OF ISLAMIC WORK ETHICS IN YEMEN**

By

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**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**

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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, persekitaran 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 pemboleh ubah penyederhana. Berbekalkan teori pertukaran sosial, teori *Weber*, dan teori motivasi *Herzberg–hygien*, kajian ini meneliti peranan pemboleh ubah 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 pemboleh ubah 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

ACKNOWLEDGEMENTS

In the name of Allah SWT, the Most Gracious and the Most Merciful, the researcher would like to thank the Almighty Allah for His blessings and help to complete this research. In accomplishing this thesis, I am truly indebted and do appreciate many persons and institutions that have encouraged me through this hard yet challenging journey. Whilst being grateful to all of them, I must register my gratefulness to some particular individuals.

First and foremost, I would like to thank my supervisor Assoc. Prof. Dr. Norazuwa Bt Mat from the College of Business at the Universiti Utara Malaysia (UUM). Sincere thanks go to her for her relentless guidance during all the stages of my PhD study. Without her assistance, encouragement, support and valuable comments, the accomplishment of my research would have been more difficult. Also, I would like to thank my second supervisor Assoc. Prof. Dr. Siti Norezam Bt Othman, who has also guided me in every stage of the research process, and also provided constructive comments that had helped me in leading this work to the right track.

In addition, my sincere appreciation also goes to Dr. Fais Ahmad and Assoc. Prof. Dr. Abdul Halim Abdul Majid, from the College of Business at the Universiti Utara Malaysia (UUM), for their constructive comments that led this thesis in the right direction.

Moreover, special thanks go to Professor Dr. Saeed Awad, Dean of Faculty of Administrative Sciences University of Aden, Assoc. Prof. Dr. Mohammed Abdurashid from Faculty of Administrative Sciences University of Aden, Assoc. Prof. Dr. Gamal Mohammed Dean Faculty of Languages University of Aden, Dr. Nabil Al-Mekhlafi, University of Tamar and Dr. Abdullah Al-Swidi, College of Management and Economics, Qatar University for reviewing and examining the questionnaire in terms of its appropriateness and completeness of the constructs as well as for their comments and feedbacks. Moreover, especial thank for Dr. Khaled Alqasa, Faculty of Administrative Sciences University of Aden, Dr. Ebrahim Al-Matari, School of Accountancy (SOA), College of Business (COB), Universiti Utara Malaysia (UUM), Ammran University, Yemen, Dr. Abdu Ja'afaru Bambale, Bayero University, Kano (BUK), Nigeria, Mr. Mohammed Abuauf, Arab Open University (KSA) and Mr. Abdussalaam Iyanda Ismail, Universiti Utara Malaysia (UUM), for their constructive comments and invaluable suggestions during my Ph.D journey. Finally, I would like to thank Dr. Fahmi Fararah, Seiyun Community College, Hadhramaut, Yemen for his support and help in the statistical analysis.

Furthermore, my heartfelt gratitude goes to many individuals who helped directly or indirectly, in one way or another, in the completion of this study. Moreover, sincere thanks go to the UUM's Sultanah Bahiyah library staff for their friendly cooperation during my years of study. Finally, I would like to thank my parents and my wife for their

encouragement, support and patience that kept me moving forward in completing this study as without them, I could not have completed this study.

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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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