

STRATEGIC HUMAN RESOURCE
MANAGEMENT PRACTICES, PERCEIVED
ORGANISATIONAL SUPPORT AND
EMPLOYEE TRUST TOWARDS
ORGANISATIONAL COMMITMENT

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Doctor of Philosophy

UNIVERSITI MALAYSIA PAHANG



SUPERVISOR'S DECLARATION

I hereby declare that I have checked this thesis and in my opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Doctor of Philosophy in Technology Management.

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STUDENT'S DECLARATION

I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

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LIST OF ABBREVIATIONS

AC	Affective Commitment
AGFI	Adjusted Goodness Fit Index
AMOS	Analysis of Moment Structure
AP	Appraisals
AVE	Average Variance Extracted
CC	Continuance Commitment
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CR	Critical Ratios
DF	Degree of Freedom
EFA	Exploratory Factor Analysis
EP	Employee Participation
ES	Employee Security
ET	Employee Trust
GFI	Goodness Fit Index
HR	Human Resources
HRM	Human Resource Management
ICL	Internal Career Ladders
IT	Information Technology
JD	Job Description
MBO	Management by Objectives
ML	Maximum Likelihood
MNC	Multi National Company
NC	Normative Commitment
NFI	Normed Fit Index
NOC	National Oil Corporation
OC	Organisational Commitment
OPEC	Organisation of the Petroleum Exporting Countries
POS	Perceived Organisational Support
PP	Pay for Performance
P-value	Probability Value

RMSR	Root Mean Square Residual
SE	Standardised Error
SET	Social Exchange Theory
SHRM	Strategic human resource management practices
SEM	Structural Equation Modelling
SE	Standardised Error
SD	Standard Deviation
SPSS	Statistical Package of Social Sciences
TLI	Tucker Lewis Index
TR	Training
UK	United Kingdom
US	United States

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ABSTRACT

The purpose of this research was to identify key SHRM practices that are used in oil and gas industry and the effect of these practices on employee trust perceived organisational support and organisational commitment. More specifically this research is intended to determine what influence do SHRM practices have on employee trust, perceived organisational support and organisational commitment. Oil companies in Libya have faced a structural problem, after the revolution that started in 2011. This structural problem led to a massive economic fall due to lack of HR strategies performed during the war by the oil companies. Changes in the oil and gas industry have increased the importance of employees towards the performance of the business. Oil and gas companies need to apply strategic human resource management (SHRM) practices to retain employee trust and commitment towards the organisation. Employee trust and perceived organisational support are the two measures of employee attitude that determines organisational commitment. The research was conducted using the quantitative method, and self-administered survey questionnaire was used to gather information from low and middle-level human resource managers. Three hundred and thirty-one managers with a response rate of 66.2% completed the survey that measured their use of SHRM practices and demographics. Structural equation modelling was used to examine the exploratory and confirmatory factor analysis of the instruments. The quantitative results revealed that SHRM practices are more significant to increase trust and commitment. The causal paths between the constructs of SHRM practices, employee trust and organisational commitment found significant indirect effect statistically. Employee trust and perceived organisational support were found to be partially mediating between SHRM practices and organisational commitment. This results concluded that firms with the less dynamic environment might possess a lack of SHRM practices. Development and motivation of the employees including their training and communication skills are required for the high competitive environment. The SHRM model validated in this research suggests that out of the seven variables (internal career ladders, training, appraisals, employment security, employee participation, job description, and pay for performance) only training and appraisals contribute directly to explain organisational commitment. This research thus confirms that training and appraisals lie in the strategic models and enables the SHRM policies to be in force. Social exchange theory (SET) explained the relationships between employees and managers very well in this study. SET from this research confirmed that the exchange of resources between the individuals is very important.

ABSTRAK

Tujuan kajian ini dijalankan adalah untuk mengenal pasti amalan strategik pengurusan sumber manusia yang digunakan dalam industri minyak dan gas dan kesan amalan-amalan ini ke atas kepercayaan pekerja, persiv sokongan organisasi dan komitmen organisasi. Lebih khusus lagi, kajian ini adalah bertujuan untuk menentukan apakah pengaruh amalan strategik pengurusan sumber manusia terhadap kepercayaan pekerja, persiv sokongan organisasi dan komitmen organisasi. Syarikat-syarikat minyak di Libya telah menghadapi satu masalah struktur, selepas revolusi yang bermula pada tahun 2011. Masalah struktur ini membawa kepada kejatuhan ekonomi besar-besaran kerana kekurangan strategi sumber manusia yang berlaku semasa perang oleh syarikat-syarikat minyak. Perubahan dalam industri minyak dan gas telah meningkatkan tahap kepentingan pekerja ke arah prestasi perniagaan tersebut. Syarikat-syarikat minyak dan gas perlu melaksanakan amalan strategik pengurusan sumber manusia (SHRM) untuk mengekalkan kepercayaan pekerja dan komitmen terhadap organisasi. Kepercayaan pekerja dan persiv sokongan organisasi adalah dua pengukur terhadap sikap pekerja yang menentukan komitmen organisasi. Kajian ini dijalankan dengan menggunakan kaedah kuantitatif dan soal selidik yang ditadbir sendiri untuk mengumpul maklumat daripada pengurus sumber manusia peringkat rendah dan peringkat pertengahan. Tiga ratus tiga puluh satu pengurus dengan kadar respons sebanyak 66.2% telah menyiapkan kaji selidik tersebut yang mengukur penggunaan amalan strategik pengurusan sumber manusia dan demografi. Structural Equation Modelling telah digunakan untuk memeriksa analisis faktor penerokaan dan pengesahan bagi instrumen tersebut. Keputusan kuantitatif mendedahkan bahawa amalan pengurusan sumber manusia strategik adalah lebih penting untuk meningkatkan kepercayaan dan komitmen. Perkaitan di antara konsep amalan strategik pengurusan sumber manusia, kepercayaan pekerja dan komitmen organisasi didapati mempunyai kesan langsung yang ketara secara statistik. Kepercayaan pekerja dan sokongan organisasi dilihat didapati menjadi sebahagian pengantaraan di antara amalan pengurusan sumber manusia strategik dan komitmen organisasi. Kesimpulan daripada keputusan ini ialah syarikat dengan persekitaran yang kurang dinamik mungkin mempunyai kekurangan amalan pengurusan sumber manusia strategik. Pembangunan dan motivasi kakitangan termasuk latihan kemahiran dan komunikasi mereka adalah diperlukan bagi persekitaran persaingan yang tinggi. Model pengurusan sumber manusia strategik yang digunakan dalam kajian ini menunjukkan bahawa daripada tujuh pembolehubah (tangga kerjaya dalaman, latihan, penilaian, keselamatan pekerjaan, penyertaan pekerja, skop kerja, dan membayar untuk prestasi) hanya pembolehubah latihan dan penilaian menyumbang secara langsung untuk menjelaskan komitmen organisasi. Kajian ini sekali gus mengesahkan bahawa latihan dan penilaian perlu diletakkan pada model strategik dan membolehkan dasar-dasar pengurusan sumber manusia strategik berkuatkuasa. Teori pertukaran sosial (SET) menjelaskan hubungan antara pekerja dan pengurus dengan baik dalam kajian ini. SET dari kajian ini mengesahkan bahawa pertukaran antara sumber individu adalah sangat penting.

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