



UNIVERSITI PUTRA MALAYSIA

**MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT IN
RELATIONSHIPS BETWEEN STRUCTURAL EMPOWERMENT AND
ORGANIZATIONAL CULTURE, AND WORKPLACE OUTCOMES AMONG
ACADEMICS IN MALAYSIAN RESEARCH UNIVERSITIES**

SAHAR AHADI

FPP 2012 17

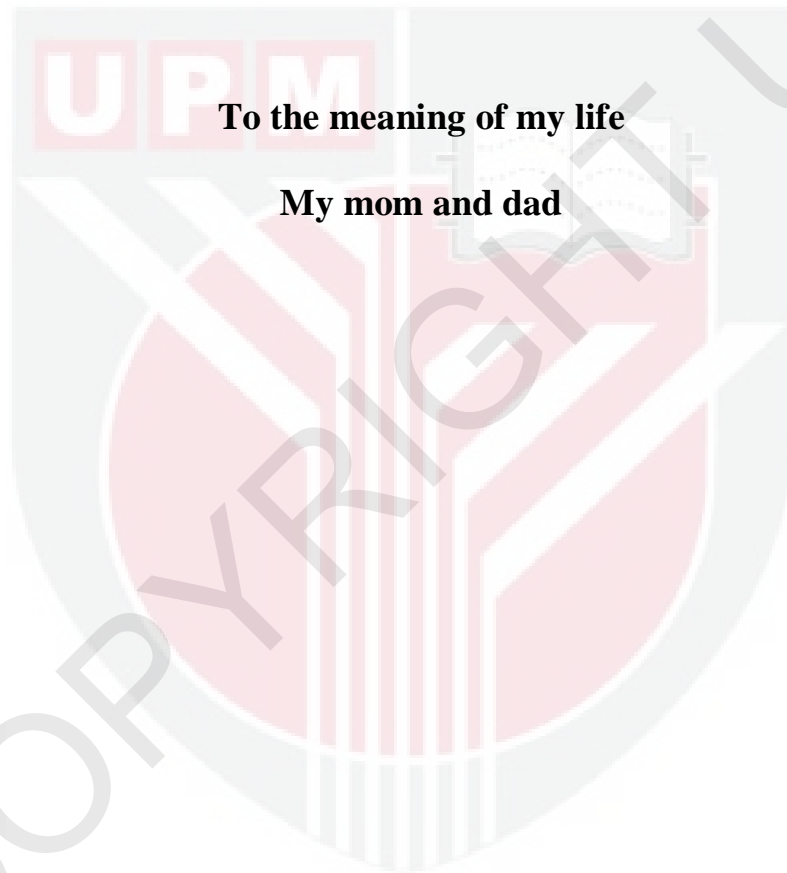
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AMONG ACADEMICS IN MALAYSIAN RESEARCH UNIVERSITIES**

By

SAHAR AHADI

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in Fulfillment of the Requirements for the Degree of Doctor of Philosophy**

November 2011



To the meaning of my life

My mom and dad

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Abstract of thesis presented to the senate of University Putra Malaysia in fulfillment
of the requirement for the degree of Doctor of Philosophy

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November 2011

Chairman: Turiman Suandi, PhD

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The purpose of this study is to examine the mediating effect of psychological empowerment in the relationship between structural empowerment; organizational culture and work related outcomes (job satisfaction and organizational commitment) among academic staffs in research universities in Malaysia. A total of 260 academic staffs from four research universities (UM; UKM; UPM; and USM) participated in this study. Questionnaires were used as instruments to gather data on structural empowerment; organizational culture; psychological empowerment; job satisfaction;

and organizational commitment. SPSS and AMOS softwares were utilized for analysis the data.

Descriptive statistics (means, standard deviations, and correlation coefficients) were used. The results of confirmatory factor analysis (CFA), which verify the proposed factor structure and test of the construct validity and composite validity, were reported. In conducting confirmatory factor analysis, some items that report lower factor loadings were removed, also, some constructs that cannot appropriately support the construct validity were deleted. Finally, structural model was used to test research hypothesis.

The results of structural model showed there was a significant partial mediation on the influence of structural empowerment on organizational commitment through psychological empowerment. And there was a significant partial mediation on the influence of structural empowerment on job satisfaction through psychological empowerment. Also, there was a significant and partial mediation on the influence of clan culture on organizational commitment through psychological empowerment. And there was a significant partial mediation on the influence of clan culture on job satisfaction through psychological empowerment

Therefore, psychological empowerment in the context of higher education organization specially in research universities consider as an important factor, which may improve work outcomes' behaviors of academic staff. If leaders of higher education can improve the psychological empowerment of academic staff in research universities, this will help them achieve greater commitment and job satisfaction among academics.

Abstrak tesis yang dikemulkakan kepada Senat Universiti Putra Malaysia
sebagai memenuhi keperluan untuk ijazah Doktor Falsafa

**PERANAN PERANTARA PENGUPAYAAN PSIKOLOGI DALAM
HUBUNGAN ANTARA PENGUPAYAAN STRUKTUR DAN BUDAYA
ORGANISASI , DAN HASIL TEMPAT KERJA DALAM KALANGAN STAF
AKADEMIK DALAM UNIVERSITI PENYELIDIKAN DI MALAYSIA**

Oleh

SAHAR AHADI

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Pengerusi: Turiman Suandi, PhD

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Objektif kajian ini adalah untuk mengkaji keberkesanan pengaruh psikologi yang berperanan sebagai perantara terhadap hubungan dalam pengupayaan struktur, budaya organisasi, dan hasil kerja dalam organisasi (kepuasan kerja dan komitmen organisasi) di kalangan staf akademik universiti penyelidikan di Malaysia. Sebanyak 260 staf akademik dari empat universiti penyelidikan (UM, UKM, UPM, dan USM) telah dipilih sebagai responden dalam kajian ini. Kaedah soal selidik telah digunakan sebagai instrumen bagi mengumpul data untuk mengkaji keberkesanan

pengaruh psikologi yang berperanan sebagai perantara ke atas pengupayaan struktur budaya organisasi, kepuasan hasil kerja organisasi, dan komitmen organisasi. Perisian SPSS dan AMOS telah digunakan dalam penganalisan data.

Statistik deskriptif (mean, standard deviation, dan correlation coefficients) telah digunakan dalam kajian ini. Analisis Pengesahan Faktor (CFA) digunakan untuk membuktikan hubungan antara faktor yang mempengaruhi pengupayaan struktur dan ujian kesahihan soalan serta kesahihan data komposit.

Dalam pengaplikasian Analisis Pengesahan Faktor (CFA), item yang tidak menepati kesahihan dan item yang tidak dapat membuktikan data telah dipadam. Struktur Model telah digunakan untuk mengkaji hipotesis kajian ini.

Dapatan kajian menunjukkan Struktur Model yang menjadi pengantara mempunyai hubungan separa signifikan dengan struktur dalam organisasi serta komitmen dalam organisasi apabila kaedah pengaruh psikologi digunakan. Keputusan juga menunjukkan struktur dalam organisasi mempunyai hubungan separa signifikan dalam mempengaruhi kepuasan kerja apabila kaedah pengaruh psikologi digunakan. Tambahan pula, data menunjukkan hubungan signifikan dan hubungan separa signifikan antara budaya berpuak dan komitmen dalam organisasi serta hubungan separa signifikan antara budaya berpuak dengan kepuasan hasil kerja apabila kaedah psikologi digunakan.

Oleh sebab itu, pengaruh psikologi yang berperanan sebagai perantara adalah lebih memihak kepada konteks organisasi pengajian tinggi terutama universiti penyelidikan dimana ia boleh meningkatkan kepuasan hasil kerja staf akademik. Sekiranya pemimpin dalam pengajian tinggi boleh meningkatkan kesedaran

psikologi dikalangan staf akademik dalam universiti penyelidikan, ia boleh membantu meningkatkan tahap komitmen serta meningkatkan tahap kepuasan pekerjaan dikalangan staf akademik.



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They made it possible for me to actually do this.

APPROVAL

I certify that an Examination Committee has met on 25 November 2011 to conduct the final examination of Sahar Ahadi on her Doctor of Philosophy thesis entitled “Mediating Role of Psychological Empowerment in Relationships Between Structural Empowerment and Organizational Culture, and Workplace Outcomes Among Academics in Malaysian Research Universities” in accordance with Universiti Pertanian Malaysia (Higher Degree) Act 1980 and Universiti Pertanian Malaysia (Higher Degree) Regulations 1981. The Committee recommends that the candidate be awarded the relevant degree.

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DECLARATION

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



Sahar Ahadi

Date: 25 November 2011

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