UNIVERSITI PUTRA MALAYSIA

ORGANIZATIONAL LEARNING CAPABILITY, PROCEDURAL JUSTICE AND JOB PERFORMANCE AMONG ROYAL MALAYSIAN AIR FORCE AIR CRAFT TECHNICIANS

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By

BIBI ZARJAAN BT AKHBAR KHAN

Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in Fulfilment of the Requirements for the Degree of

Doctor of Philosophy

February 2011
DEDICATION

This thesis is dedicated to:

My late parents, Mr Akbar Khan bin Aladad Khan and Madam Robaayah bt Alabaks

My beloved children, Norshazreen Azwin, Norshahril Hizam and Nor Arif
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Chair : Associate Professor Dr. Khairuddin Idris, PhD
Faculty: Faculty of Educational Studies.

Since Independence to the present, Malaysia has undergone a rapid period of technological, economic and social change; heading towards Vision 2020 is expected to be even more rapid and stressful. Organizations that are able to visualise the future will be able to sustain themselves through rapid changes by gradually shifting their strategies to flow according to the environmental changes. By doing so, they would have a competitive advantage in the industry. The key factor for the organizations to compete and sustain themselves is learning, specifically organizational learning, as this will enable the workforce to improve their competency and efficiency, and thus promote organizational effectiveness.
Organizational learning is no longer exclusive to the private sector, and it is increasingly emerging as a vital strategy in the public sector. The Royal Malaysian Air Force, as part of this sector, has already inculcated the K-force (knowledge force) as part of this strategy: the intention is to develop their organization into an internationally competitive entity.

The purpose of this study is to determine the effect of organizational learning capability on job performance and perceptions of procedural justice among the aircraft technicians in the Malaysian Air Force Flying Squadrons. In addition, this study seeks to determine the role of procedural justice as a mediating variable in the relationship between organizational learning capability and the aircraft technician’s job performance.

The population of the study is about 1150 aircraft technicians working in 16 Air Force squadrons in Malaysia. Primary data is collected via questionnaires administered to 290 aircraft technicians chosen by proportionate sampling procedure. A total of 235 answered questionnaires were returned and used in the final analysis.

The constructs used in this study are organizational learning (Gomez et al., 2004), procedural justice (Niehoff and Moorman, 1993) and job performance (Suliman, 2001). The reliability and validity of the instrument are established via Cronbach’s alpha. SPSS Version 16 is used to analyse the data quantitatively to provide evidence for model testing and the
presence of mediation effect within the relationships between independent and dependent variables. Sobel’s z-test concludes the analysis to verify the presence of mediation effect.

The study reveals that the level of organizational learning, procedural justice and job performance are rather high among the aircraft technicians. Organizational learning capability is positively related to perception of procedural justice and job performance among them. Procedural justice is also positively related with job performance and this variable partially mediates the relationship between organizational learning capability and job performance.
Sejak mencapai kemerdekaan sehingga lah kini, Malaysia telah melalui fasa perubahan yang ketara dari aspek teknologi, ekonomi dan sosial; dan dijangka perubahan ini akan memberi lebih tekanan lagi menjelang Wawasan 2020. Organisasi yang mampu membayangkan keadaan di masa hadapan kebiasaannya berupaya mengekalkan kepentingan organisasi mereka melalui perubahan tersebut dengan sentiasa merubah strategi mereka mengikut perubahan persekitaran. Dengan cara yang tersebut, mereka akan dapat bersaing dalam industri yang sama. Untuk bersaing dan mempertingkatkan keupayaan sesebuah organisasi, perkara yang paling penting adalah memberi keutamaan terhadap pembelajaran organisasi, memandangkan pembelajaran organisasi menjadi isu terkini yang penting dalam pengurusan sesebuah organisasi.
Pembelajaran organisasi bukan lagi dianggap sebagai penting dan sesuai dilaksanakan dalam sektor swasta sahaja, malah ianya telah semakin diiktiraf penting di sektor awam. Sebagai sebahagian daripada sektor kerajaan dan menyedari peri pentingnya pembelajaran organisasi, Tentera Udara Di Raja Malaysia (TUDM) telah memperkenalkan konsep Tentera Berpengetahuan (K-Force) dengan harapan mempertingkatkan keberkesanan organisasi mereka.

Tujuan kajian ini adalah untuk menentukan kesan positif pembelajaran organisasi ke atas prestasi kerja dan persepsi keadilan prosedur organisasi di kalangan juruteknik penerbangan di semua skuadron penerbangan TUDM. Dalam masa yang sama, kajian ini juga bertujuan menentukan peranan pemboleh-ubah keadilan prosedur sebagai pemboleh-ubah mencelah (mediator) terhadap hubungan antara pembelajaran organisasi dengan prestasi kerja.

Populasi kajian adalah terdiri daripada lebih kurang 1150 juruteknik penerbangan yang berada di kesemua 16 buah skuadron penerbangan TUDM di seluruh Malaysia. Prosedur kutipan data telah dibuat dengan penyelidik sendiri mengedarkan borang soal selidik kepada responden yang dipilih melalui kaedah persampilan proportionate. Sampel asal seramai 290 juruteknik telah dipilih daripada semua skuadron penerbangan TUDM. Sebanyak 235 (81%) soal selidik lengkap yang dipulangkan telah digunakan dalam analisis kajian ini.

Hasil kajian menunjukkan bahawa tahap pembelajaran organisasi, persepsi keadilan prosedur organisasi dan prestasi kerja adalah tinggi di kalangan juruteknik penerbangan TUDM. Pembelajaran organisasi mempunyai hubungan positif ke atas persepsi keadilan prosedur dan kepuasan kerja di kalangan juruteknik penerbangan tersebut. Begitu juga persepsi keadilan prosedur turut mempunyai kesan positif terhadap prestasi kerja dan pemboleh-ubah ini telah bertindak sebahagiannya sebagai pembolehubah mencelah (mediator) di antara pembelajaran organisasi dan prestasi kerja. Sebagai kesimpulannya, kajian ini telah sedikit sebanyak menyumbang dan memperkayakan pengetahuan dalam bidang ini.
Implikasi daripada hasil kajian ini adalah pegawai pemerintah dan pegawai memerintah serta semua peringkat pegawai latihan samada di skuadron mahupun di Kementerian Pertahanan perlu memberi perhatian serta penekanan khusus bagi mewujudkan suasana pembelajaran organisasi yang kondusif. Mereka juga perlu berusaha agar proses ke arah pembelajaran tersebut dilihat adil dan memberi peluang bagi semua pekerja terlibat menyumbang dalam proses pembelajaran organisasi. Cara begini akan mewujudkan suasana yang lebih menguntungkan dan menggalakkan pekerja untuk berusaha mencapai prestasi yang lebih baik. Secara tidak langsung, keperihatinan ini akan meningkatkan prestasi kerja dan sekaligus meningkatkan produktiviti negara.
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This dissertation could not have been completed by me alone; some wonderful individuals who gave their support, directly and indirectly, made this endeavour a reality. In addition to their individual support, we have in a way learnt as a team, and I have certainly learnt from this experience. I am eternally grateful for all their support, because I am certain that without this support and encouragement, it would have been impossible for me to complete this research, which at times seemed never ending.

Firstly, this dissertation is dedicated to my family. They were there at the beginning and end of this undertaking, as well as walking every step of the way with me. A million thanks and affection to my beloved children, Norshazreen Azwin, Norshahril Hizam and Nor Arif and my late parents, Akhbar Khan bin Aladad Khan and Robayah binti Alabaks for their endless prayers and blessing and all my siblings for their support and understanding and not forgetting my beloved friend Lieutenant Colonel Sabri bin Salman who always providing me the support with patience, encouragement and inspiration that has greatly facilitated the completion of this challenging effort.
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I sincerely thank you all.

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Date:
DECLARATION

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

______________________________

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Date: 7 February 2011
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BIODATA OF STUDENT