UNIVERSITI PUTRA MALAYSIA

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

BIBI ZARJAAN BT AKHBAR KHAN

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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

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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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Abstract of thesis presented to the Senate of Universiti Putra Malaysia
in fulfilment of the requirement for the degree of
Doctor of Philosophy

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

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February 2011

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.

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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 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

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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.

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Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

PEMBELAJARAN ORGANISASI, PERSEPSI KEADILAN PROSEDUR DAN PRESTASI KERJA TERHADAP JURUTEKNIK UDARA TENTERA UDARA DI RAJA MALAYSIA

Oleh

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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.

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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.

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Soal selidik yang digunapakai adalah kombinasi soal selidik yang telah banyak kali diguna dan diuji sebelum ini. Soal selidik bagi pembelajaran organisasi adalah daripada Gomez et.al (2004), keadilan prosedur (Niehoff and Moorman, 1993) dan kepuasan kerja (Suliman, 2001). Cronbach Alfa telah dibuat bagi menentukan validiti dan kebolehpercayaan (*reliability)* soal selidik dan hasilnya didapati bahawa ianya dalam lingkungan nilai yang boleh diterima. Korelari Pearson, regerasi, dan analisis laluan (path analysis) digunakan bagi mencari jawapan kepada soalan kajian dan mencapai objektif kajian. Ujian Z-Sobel (Sobel's z-test) merupakan ujian terkini yang dilakukan di dalam kajian ini untuk mengesahkan kehadiran kesan mediasi di antara pemboleh-ubah.

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.

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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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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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This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment on the requirement for the degree of Doctor of Philosophy. The members of the supervisory committee were as follows:

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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 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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TABLE OF CONTENTS

		Page
DEDICATION		ii
ABSTRACT		iii
ABSTRAK		vi
ACKNOWLEDGEMENTS		x
APPROVAL		xiv
DECLARATION		xv
LIST OF FIGURES		xx
LIST OF TABLES		xxi
LIST OF ABBREVIATIONS		xxii
CHAPTER		
1	**INTRODUCTION**	
1.1	Background of the Study	1
1.2	Problem Statement	8
1.3	Research Questions	12
1.4	Objectives of the Study	12
1.5	Research Framework	15
1.6	Significance of the Study	16
	1.6.1 Theoretical Contributions	17
	1.6.2 Practical Contributions	18
1.7	Assumptions	20
1.8	Scope and Limitation of the Study	21
1.9	Operational Definitions	23
1.10	Organization of the Thesis	25
2.	**LITERATURE REVIEW**	26
2.1	Introduction	26
2.2	Conceptual Background	26
	2.2.1 Organizational Learning Capability	26
	2.2.2 Organizational Learning Process	36
2.3	Levels of Learning	44
	2.3.1 Individual Learning	44
	2.3.2 Organizational Learning	50

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2.4	Training and Learning	57
2.5	Learning Organization and Organization Learning	61
2.6	Workplace Learning	65
2.7	Organizational Justice	68
2.8	Procedural Justice: Process and Decision Control	72
2.9	Procedural Justice in Training and Learning Organizations	79
2.10	Procedural Justice and Performance	81
2.11	Mediation Effect of Procedural Justice	82
2.12	Job Performance	84
2.13	Conceptualisation of Job Performance	84
2.14	Contemporary Theories of Job Performance	90
2.15	Performance and Job Performance Theory	92
2.16	Theory of Individual Differences	95
2.17	Self Efficacy and Social Cognition Theory	95
2.18	Work adjustment theory	96
2.19	Model of Effective Performance	96
2.20	Dimensions of Job Performance	100
	2.20.1 Role of Job Performance	100
	2.20.2 Contextual Performance	101
	2.20.3 Task Performance	103
2.21	Links between Employees' Contextual and Task Performance	103
2.22	Measuring Individual's Performance	105
2.23	Measuring Contextual Performance	105
2.24	Organizational Learning, Organizational Justice, and Job Performance	106
2.25	Identification of Research Gap	110
2.26	Research Framework	111
2.27	Chapter Summary	112
3	**RESEARCH METHODOLOGY**	113
3.1	Introduction	113
3.2	Research Design	113
3.3	Research Framework	114
3.4	Population of the Study	117
3.5	Sample Size	118
3.6	Sampling Procedure	119
3.7	Research Instruments	120
	3.7.1 Organizational Learning Capability	120
	3.7.2 Procedural Justice	121
	3.7.3 Job Performance	122
3.8	Demographic Variables	123
3.9	Measurement Scales	124
3.10	Pre Testing	124
3.11	Instrument Reliability	125

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3.12	Validity	126
3.13	Data Collection Procedure	128
3.14	Response Rate	129
3.15	Data Analysis Procedure	130
3.16	Normality	136
3.17	Validity and Reliability Analysis	137
3.18	Chapter Summary	138
4	**RESULTS AND DISCUSSIONS**	140
4.1	Introduction	140
4.2	Demographic profiles of respondents	
	4.2.1 Gender	142
	4.2.2 Age Group	143
	4.2.3 Level of Education	143
	4.2.4 Marital Status	143
	4.2.5 Job /Trade	144
	4.2.6 Working Experience in the RMAF	144
	4.2.7 Duration in Present Squadron	144
	4.2.8 Rank	145
4.3	Level of Organizational Learning, Procedural Justice and Job Performance	147
	4.3.1 Organizational Learning Capability	148
	4.3.2 Procedural Justice	149
	4.3.3 Job Performance	150
4.4	Relationship between Organizational Learning, Procedural Justice and Job Performance	157
	4.4.1 Organizational Learning and Job Performance	157
	4.4.2 Organizational Learning and Procedural Justice	159
	4.4.3 Procedural Justice and Job Performance	160
4.5	The Extent to which Organizational Learning and Procedural Justice Explains Job Performance	161
4.6	The Role of Procedural Justice as mediating variable on the Relationship between Organizational Learning and Job Performance	164
5	**CONCLUSION AND RECOMMENDATIONS**	170
5.1	Introduction	170
5.2	Research Summary	170
	5.2.1 Summary of the Study	170
	5.2.2 Summary of the Finding	172
5.3	Current level of Organization Learning, Procedural Justice and Job Performance	172
5.4	Relationships among the variables	173
5.5	The Extent to which Organizational Learning and Procedural Justice Explain Job Performance	174
5.6	Procedural Justice as Mediator	174
5.7	Conclusion	175

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5.8 Implications of the Study 176
5.8.1 Theoretical Implications 176
5.8.2 Practical Implications 179
5.9 Recommendation for the Future Research 183

REFERENCES 186

APPENDICES

A. Sample of Questionnaire 221
B Reliability Test for Questionnaire (Pre-Test) 234
C Result of Frequencies of Latent Variables 235
D Result of Normal QQ Plot and Detranded QQ Plot of Latent Variables 236
E Results of Cronbach Alpha Value for Organizational Learning, Procedural Justice and Job Performance 239
F Result of Scatter Plot for Organizational Learning, Procedural Justice and Job Performance 240
G Result of One Way ANOVA of the latent Variables. 242
BIODATA OF STUDENT 255

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