ABSTRACT

The critical role of human resources in linking sport organizations to profits is increasingly acknowledged by sport managers. Efforts have been made to enhance the effectiveness of employee contributions to the sport organizations. To provide insightful inputs to this endeavour, the present study develops a model of human resource management (HRM) in sport and proposes it to be tested in the context of Malaysian golf clubs.

The model illustrates that there are strong correlation coefficients between service-based HRM practices and employee organizational citizenship behaviour (OCB), and between employee OCB and perceived service quality. Further, the model also depicts that these relationships are moderated by the nature of employee job orientation that is; the fact that whether or not the employees are in physical contact with customers will determine the significance of the relationships among those studied variables. Specifically, the HRM practices that are observed in this study are support at work, training, reward system, supervisory assistance and performance appraisals.

Survey in a form of self-administered questionnaire has been utilized as the method to collect the data of study. Upon approval and assistance of 68 18-hole golf club management, 680 questionnaires have been mailed to non-executive employees of those participating golf clubs. The samples usable for the study account for a response rate of 325 (48%). Scale purification procedures which include assessments of item-to-total correlation, Cronbach’s Alpha and exploratory factor analysis indices have been performed as a preliminary analysis to ensure the reliability and validity of the instruments used to measure the constructs. Finally, before the hypotheses are tested using structural equation model (SEM) technique, a confirmatory factor analysis has been carried out to verify the fit of the measurement model.

Based on the results of SEM test, it is revealed that training is the only one that is not significantly related to OCB. Meanwhile, the rest of other service-based HRM practices indicate large magnitudes of standardized regression weights, led by supervisory assistance as the highest and reward system as the weakest significant predictor of OCB. OCB is also found to be highly associated with perceived service quality. The model undergoes a mediation test and the result demonstrates that it presents better as a fully mediated rather than partially mediated framework. Hence, in the fully mediated model, OCB is shown to be a non-mediator in the training-perceived service quality link while it is a strong mediator in the other service-based HRM practices-perceived service quality links. In contrast to the earlier prediction, the model however is not moderated by the nature of employee job orientation. This means that the proposed model is valid among both the non- and customer-contact employees.

This study contributes to the body of knowledge of sport management particularly in highlighting the important role of human resources in sport businesses. For sport researchers, the findings as well as the research methodology adopted in this study serve as valuable inputs in their future researches. As for sport practitioners, this study helps the identification of significant factors that influence the decision to design HRM practices that are geared towards achieving high service quality. In short, the theory and practice of sport management are advanced one step further by the contribution of this research exercise.
PERANAN KELAKUAN KEWARGANEGARAAN SEBAGAI PENGANTARA DI DALAM HUBUNGAN DI ANTARA AMALAN-AMALAN PENGURUSAN SUMBER MANUSIA BERASASKAN PERKHIDMATAN DAN PERSEPSI KUALITI PERKHIDMATAN DI DALAM KELAB GOLF DI MALAYSIA: ORIENTASI KERJA PEKERJA SEBAGAI FAKTOR PENGARUH

ABSTRAK


Model ini menggambarkan bahawa terdapat korelasi koefisien yang kuat yang menghubungkan amalan-amalan PSM yang berasaskan perkhidmatan dengan kelakuan kewarganegaraan (organizational citizenship behaviour) dan kelakuan kewarganegaraan dengan persepsi kualiti perkhidmatan. Selain daripada itu, model ini juga menonjolkan bahawa perhubungan di antara variabel-variabel tersebut adalah dipengaruhi oleh orientasi kerja yang dilakukan oleh pekerja, iaitu samada pekerja tersebut berhubung secara langsung atau tidak langsung dengan pelanggan akan menentukan tahap signifikan perhubungan di antara variabel-variabel yang dikaji. Secara spesifik, amalan-amalan PSM yang berasaskan perkhidmatan yang dikaji di dalam penyelidikan ini ialah, sokongan di tempat kerja, latihan, sistem ganjaran, sokongan daripada penyelia dan penilaian prestasi.

Kaedah penyelidikan dalam bentuk soalselidik kendiri telah digunakan sebagai alat untuk mengumpul data. Setelah mendapat kebenaran dan bantuan daripada 68 pihak pengurusan kelab golf yang mempunyai 18 lubang, 680 kertas soalselidik telah dipos kepada pekerja berpangkat bukan eksekutif di kesemua kelab golf yang terlibat. Daripada jumlah tersebut, 325 (48%) respon layak digunakan sebagai data untuk kajian ini. Bagi memastikan skala yang digunakan untuk mengukur variabel-variabel yang dikaji mempunyai kebolehpercayaan (reliability) dan kesahan (validity), prosedur penyucian skala (scale purification) telah dijalankan ke atas data. Nilai-nilai item-total-correlation, Cronbach’s Alpha, dan beberapa indeks exploratory factor analysis diperiksa sebagai analisis di peringkat awal. Akhirnya, sebelum semua hipotesis diuji dengan menggunakan teknik structural equation model (SEM), confirmatory factor analysis telah diaplikasikan ke atas data bagi membuktikan kesesuaian ukuran model (measurement model).

Berdasarkan kepada keputusan ujian SEM, hanya latihan merupakan satu-satunya amalan HRM yang berasaskan perkhidmatan yang tidak mempunyai hubungkait signifikan dengan kelakuan kewarganegaraan. Manakala hubungan di antara kelakuan kewarganegaraan dengan amalan-amalan HRM yang lain menunjukkan nilai standardized regression weights yang tinggi, dengan sokongan daripada penyelia sebagai faktor tertinggi dan sistem ganjaran sebagai faktor terendah. Kelakuan kewarganegaraan juga didapati mempunyai perhubungan yang sangat kuat dengan
persepsi kualiti perkhidmatan. Ujian pengantara (mediation) telah dijalankan ke atas model dan keputusan menunjukkan bahawa model yang dicadangkan adalah lebih baik jika ianya wujud sebagai model pengantara lengkap (fully mediated) berbanding dengan model separa lengkap (partially mediated). Sehubungan dengan itu, di dalam model pengantara lengkap, kelakuan kewarganegaraan telah menunjukkan bahawa ianya berfungsi sebagai pengantara yang signifikan di antara amalan-amalan HRM berasaskan perkhidmatan dan persepsi kualiti perkhidmatan. Hanya di antara latihan dan persepsi kualiti perkhidmatan, variabel kelakuan kewarganegaraan tidak menunjukkan fungsi pengantara yang signifikan. Disebalik ramalan yang telah dibuat di awal kajian, model ini tidak dipengaruhi oleh orientasi kerja yang dilakukan oleh pekerja. Ini bermaksud, model yang dicadangkan di dalam kajian ini adalah sah di kalangan semua pekerja, tidak kira semada mereka berhubung secara langsung atau tidak langsung dengan pelanggan.

Kajian ini memberi sumbangan kepada ilmu pengurusan sukan terutamanya didalam menekankan kepentingan peranan sumber manusia di dalam perniagaan sukan. Kepada para penyelidik sukan, hasil kajian serta kaedah penyelidikan yang digunakan di dalam kajian ini berfungsi sebagai input berguna di dalam kajian-kajian yang akan dijalankan pada masa hadapan. Manakala kepada para pengamal sukan, kajian ini membantu mengenalpasti faktor-faktor penting yang mempengaruhi keputusan dalam merekabentuk amalan-amalan PSM yang menjurus kepada pencapaian kualiti perkhidmatan yang tinggi. Kesimpulannya, melalui sumbangan yang diberikan oleh kajian ini, teori dan amalan pengurusan sukan telah maju setapak ke kehadapan.
The following publications are based on the research presented in this thesis, and may contain results and material presented herein.


ACKNOWLEDGEMENT

The completion of this thesis will not be materialized without the contributions made by a number of people. Especially my supervisor, Assoc. Prof. Dr. Ghazali Musa, his advices, ideas and unflinching encouragement provide directions which have helped me see the light at the end of the tunnel. I am also greatly indebted to Prof. Dr. Packianathan Chelladurai, my second supervisor whose scientist intuition has exceptionally inspired and enriched my capacity as a student, a researcher and a scientist I wanted to be. The crucial inputs given by these individuals have made them the backbone of this research.

I would also like to gratefully acknowledge Prof. Dr. Masoud Abessi for his views and knowledge particularly in data analysis interpretation which has given me the hope that was almost fading during one of my most trying moments. Many thanks also go to Prof. Dr. Nor Khomar Ishak, Assoc. Prof. Dr. Ong Fon Sim and all other lecturers of the Business and Accountancy faculty who have offered their critical opinions and suggestions to my research work. Those professional thoughts have stimulated, sharpened and nourished my intellectual maturity which I will benefit from, for a long time to come.

It is also my pleasure to acknowledge the roles played by my friends particularly, Hasliza, Wirdati and Tuty who were not only helping me engaged in intelligent discussions but making me realized that I was not alone in this challenging experience.

This thesis has become a reality by the support given by the Ministry of Youth and Sport and Malaysian Golf Association as well as the assistance and guidance from people of several departments of University of Malaya, which include the Business and Accountancy faculty, Sport Center, Institute of Graduate Studies, Institute of Research Management and Consultancy and Human Resource Division. Their involvements have reduced the obstacles that stood in the way of my thesis path.

The tribute also goes to my beloved mother and family whose prayers and faiths in me have kept me going through this significant part in my life. And above all, to my dearest husband, Mohd Nabil, my wonderful children Aishah Nur Dayana and Mohd Hazim, with their unconditional loves, sacrifices and patience, I have gotten the strength and confidence to endure this long and eventful journey.

From the bottom of my heart, thank you very much.
TABLE OF CONTENT

Abstract i
Abstrak ii
Publications iv
Acknowledgement v
Table of Content vi
List of Tables ix
List of Figures x
List of Appendices x

CHAPTER 1: INTRODUCTION

1.1 Introduction 1
1.2 Problem Statement 1
1.3 Employees as Critical Resources in Sport 2
1.4 Service-Based Human Resource Management 7
1.5 Organizational Citizenship Behaviour 9
1.6 Perceived Service Quality 10
1.7 The Nature of Employee Job Orientation 13
1.8 Sport Employees 14
1.9 Golf Industry in Malaysia 16
1.10 Theoretical Underpinnings 18
  1.10.1 Role Behaviour Theory 18
  1.10.2 Social Exchange Theory 19
  1.10.3 Resource-Based View Theory 21
  1.10.4 Service-Profit Chain Theory 22
1.11 Research Questions 24
1.12 Research Aims 25
1.13 Research Objectives 25
1.14 Importance of Study 26
1.15 Definition of Terms 28
1.16 Overview of the Remaining Chapters 32
1.17 Conclusion 33

CHAPTER 2: REVIEW OF LITERATURE

2.1 Introduction 34
2.2 Literature Review 34
  2.2.1 Human Resource Management (HRM) 34
    2.2.1a HRM and Sport Management 37
    2.2.1b HRM and Service 38
  2.2.2 Service-Based HRM Practices 50
    2.2.2a Support at Work 52
    2.2.2b Training 54
    2.2.2c Reward System 56
    2.2.2d Supervisory Assistance 59
    2.2.2e Performance Appraisals 61
CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction 97
3.2 Overview of Research Design 97
3.3 Research Method - Survey 100
3.4 Measurement of Constructs 101
  3.4.1 Support at Work 103
  3.4.2 Training 104
  3.4.3 Reward System 105
  3.4.4 Supervisory Assistance 106
  3.4.5 Performance Appraisals 107
  3.4.6 Perceived Service Quality 108
  3.4.7 Altruism 114
  3.4.8 Loyalty 115
  3.4.9 Teambuilding 116
  3.4.10 Conscientiousness 117
  3.4.11 Moderating Variable 118
3.5 Questionnaire 118
3.6 Sampling 121
  3.6.1 Samples 121
  3.6.2 Sample Size 122
  3.6.3 Sampling Unit 123
3.7 Data Collection Process 123
3.8 Content Validity 124
3.9 Pilot Test 125
3.10 Data Analysis Procedures 130
  3.10.1 Scales Purification 130
  3.10.2 Multivariate Assumptions 132
    3.10.2a Normality, Outliers, Linearity and Homoscedasticity 133
    3.10.2b Multicollinearity 134
  3.10.3 Confirmatory Factor Analysis 134
  3.10.4 Structural Equation Modeling 136
3.11 Conclusion 138
CHAPTER 4: RESULTS

4.1 Introduction 139
4.2 Response Rates 139
4.3 Descriptive Characteristics 140
4.4 Scales Purification 141
4.5 Multivariate Assumptions 150
  4.5.1 Normality, Outliers, Linearity and Homoscedasticity 150
  4.5.2 Multicollinearity 152
4.6 Measurement Model 153
  4.6.1 Unidimensionality 156
  4.6.2 Construct Reliability 160
  4.6.3 Construct Validity 163
4.7 OCB as a Second Order Model 165
4.8 Structural Model 168
  4.8.1 Hypotheses Testing 170
4.9 Answers to Research Questions 178
4.10 Conclusion 179

CHAPTER 5: DISCUSSION OF RESULTS AND CONCLUSION

5.1 Introduction 180
5.2 Results of Hypotheses 180
5.3 Discussions 182
5.4 Implications to Research and Practice 185
5.5 Limitations and Directions for Future Researches 193
5.6 Conclusion 195

REFERENCES 197
# LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Support at Work Measurement</td>
<td>103</td>
</tr>
<tr>
<td>3.2</td>
<td>Training Measurement</td>
<td>105</td>
</tr>
<tr>
<td>3.3</td>
<td>Reward System Measurement</td>
<td>106</td>
</tr>
<tr>
<td>3.4</td>
<td>Supervisory Assistance Measurement</td>
<td>107</td>
</tr>
<tr>
<td>3.5</td>
<td>Performance Appraisals Measurement</td>
<td>108</td>
</tr>
<tr>
<td>3.6</td>
<td>Perceived Service Quality Measurement</td>
<td>112</td>
</tr>
<tr>
<td>3.7</td>
<td>Altruism Measurement</td>
<td>115</td>
</tr>
<tr>
<td>3.8</td>
<td>Loyalty Measurement</td>
<td>116</td>
</tr>
<tr>
<td>3.9</td>
<td>Teambuilding Measurement</td>
<td>117</td>
</tr>
<tr>
<td>3.10</td>
<td>Conscientiousness Measurement</td>
<td>117</td>
</tr>
<tr>
<td>3.11</td>
<td>Results of Pilot Study (n=60)</td>
<td>127</td>
</tr>
<tr>
<td>3.12</td>
<td>Item-to-total Correlations</td>
<td>128</td>
</tr>
<tr>
<td>3.13</td>
<td>Correlation between Employee and Customer Perceived Service Quality</td>
<td>129</td>
</tr>
<tr>
<td>4.1</td>
<td>Descriptive Characteristics of Respondents (n = 325)</td>
<td>140</td>
</tr>
<tr>
<td>4.2</td>
<td>Mean, Standard Deviation, Item-to-total Correlation and Cronbach’s Alpha</td>
<td>141</td>
</tr>
<tr>
<td>4.3</td>
<td>KMO and Bartlett's Test for the Constructs of Service-based HRM, OCB and PSQ</td>
<td>144</td>
</tr>
<tr>
<td>4.4</td>
<td>The EFA Results of Service-Based HRM Construct</td>
<td>145</td>
</tr>
<tr>
<td>4.5</td>
<td>The EFA Results of OCB Construct</td>
<td>146</td>
</tr>
<tr>
<td>4.6</td>
<td>The EFA Results of Perceived Service Quality Construct</td>
<td>146</td>
</tr>
<tr>
<td>4.7</td>
<td>Results of Item-to-total Correlations, Factor loadings, Eigenvalue and Cronbach’s Alpha of Service-Based HRM Constructs</td>
<td>148</td>
</tr>
<tr>
<td>4.8</td>
<td>Results of Item-to-total Correlations, Factor loadings, Eigenvalue and Cronbach’s Alpha of OCB Constructs</td>
<td>149</td>
</tr>
<tr>
<td>4.9</td>
<td>The Levels of Skewness and Kurtosis of All Variables</td>
<td>151</td>
</tr>
<tr>
<td>4.10</td>
<td>Tolerance and VIF Values of Service-Based HRM Variables</td>
<td>153</td>
</tr>
<tr>
<td>4.11</td>
<td>Tolerance and VIF Values of OCB Variables</td>
<td>153</td>
</tr>
<tr>
<td>4.12</td>
<td>Regression Weights</td>
<td>159</td>
</tr>
<tr>
<td>4.13</td>
<td>Item Reliability, Standardized Regression Weights, Composite Reliability and Average Variance Extracted</td>
<td>160</td>
</tr>
<tr>
<td>4.14</td>
<td>Results of Average Variance Extracted and Squared Correlations of Each Construct</td>
<td>165</td>
</tr>
<tr>
<td>4.15</td>
<td>Comparative Fit Statistics &amp; Indexes for Competing Models of OCB</td>
<td>167</td>
</tr>
<tr>
<td>4.16</td>
<td>The Overall Fit of the Proposed Structural Model</td>
<td>169</td>
</tr>
<tr>
<td>4.17</td>
<td>The Overall Fit of the Complete Mediation and Partial Mediation Model</td>
<td>172</td>
</tr>
<tr>
<td>4.18</td>
<td>The Model’s Overall Fit in Non- and Customer-Contact Employee Samples</td>
<td>177</td>
</tr>
<tr>
<td>5.1</td>
<td>A Summary of Hypotheses Testing</td>
<td>181</td>
</tr>
</tbody>
</table>
## LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>The Conceptual Framework of the Mediating Role of OCB in the Relationship between Service-Based HRM Practices and Perceived Service Quality as Moderated by the Nature of Employee Job Orientation</td>
<td>95</td>
</tr>
<tr>
<td>4.1</td>
<td>The Measurement Model</td>
<td>155</td>
</tr>
<tr>
<td>4.2</td>
<td>OCB – The Measurement Model</td>
<td>166</td>
</tr>
<tr>
<td>4.3</td>
<td>The Competing OCB Models</td>
<td>167</td>
</tr>
<tr>
<td>4.4</td>
<td>The Proposed Structural Model</td>
<td>168</td>
</tr>
<tr>
<td>4.5</td>
<td>Parameter Estimates of the Related Paths</td>
<td>174</td>
</tr>
</tbody>
</table>

## LIST OF APPENDICES

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Sources of Service-Based HRM Constructs</td>
<td>224</td>
</tr>
<tr>
<td>B</td>
<td>The Instrument of Study – The Questionnaire</td>
<td>226</td>
</tr>
<tr>
<td>C</td>
<td>Graphical Plots : The Relationship between Service-Based HRM and OCB Variables</td>
<td>233</td>
</tr>
<tr>
<td>D</td>
<td>Support Letter – Ministry of Youth and Sport</td>
<td>234</td>
</tr>
<tr>
<td>E</td>
<td>Support Letter – Malaysian Golf Association</td>
<td>235</td>
</tr>
</tbody>
</table>