



**THE INFLUENCE OF HIGH PERFORMANCE WORK SYSTEM,
ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE. A STUDY IN
THE MINISTRY OF EDUCATION IN OMAN**

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MASTER OF HUMAN RESOURCE MANAGEMENT

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ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE. A STUDY IN
THE MINISTRY OF EDUCATION IN OMAN**

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In Fulfilment of the Requirements for the Degree of Master of Human Resource Management

Universiti Utara Malaysia,

By

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DECLARATION

I declare that the substance of this project paper has never been submitted for any degree or post graduate program and qualifications.

I certify that all the support and assistance received in preparing this project paper and all the source abstracted have been acknowledged in this stated project paper.

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ABSTRACT

The need to enhance the performance of employees in the ministry of education in Oman has made the researcher to conduct this study. Specifically, the study focuses on the influence of high performance work system (HPWS) and organizational culture on the performance of employees in the ministry of education in Oman. A cross sectional study of questionnaire survey research design was conducted in this respect. Questionnaire data was generated from 162 employees and the questionnaire were distributed by hand. The findings from the testing of the hypotheses demonstrated that HPWS have significant positive relationship with employees performance except for the performance management system (PMS) which shows a negative relationship with employees performance. The culture of the organizational was also found to have a positive effect on the performance of employees in the ministry. On this note, the study recommends for the urgent need by the ministry to give serious consideration to the performance management system if they want to achieve better performance. In conclusion the present study presented the theoretical and practical implication in addition to the limitations of the study and suggestions for future study are included in this regard.

Keywords: High Performance Work System HPWS, PMS, selective training and development, individual role and employee performance.

ABSTRAK (MALAY)

Keperluan untuk meningkatkan prestasi kakitangan dalam Kementerian Pendidikan di Oman telah mendorong pengkaji melaksanakan kajian ini. Secara khusus, kajian ini memberi tumpuan kepada pengaruh sistem kerja berprestasi tinggi dan budaya organisasi terhadap prestasi kakitangan dalam Kementerian Pendidikan di Oman. Kajian keratan rentas menggunakan kaedah tinjauan soal selidik telah dilakukan dalam kajian ini. Data soal selidik telah dijana daripada 162 pekerja menerusi soal selidik yang telah diedarkan sendiri oleh pengkaji. Penemuan daripada pengujian hipotesis menunjukkan bahawa HPWS mempunyai hubungan positif yang signifikan dengan prestasi pekerja. Namun demikian, sistem pengurusan prestasi menunjukkan hubungan yang negatif dengan prestasi pekerja. Budaya organisasi juga didapati mempunyai pengaruh positif ke atas prestasi pekerja di kementerian itu. Selain itu, kajian ini juga mencadangkan keperluan segera untuk pihak kementerian memberi perhatian yang serius kepada sistem pengurusan prestasi jika mereka mahu mencapai prestasi yang lebih baik. Kesimpulan dalam kajian ini, membentangkan implikasi teori dan praktikal sebagai tambahan kepada batasan kajian dan cadangan untuk kajian masa depan.

Kata kunci: Sistem Kerja Berprestasi (HPWS), Sistem Pengurusan Prestasi (PMS), Latihan dan Pembangunan, Peranan Individu dan Prestasi Pekerja.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Economic environment has continue to undergo changes, characterize by changing customers and shareholder demands and has increase the market competition for both private and public organizations. In an effort to remain competitive in this type of environment, a high standard job performance is crucial for organization (Tsui, Lin & Yu, 2013). It is inevitable that achieving this, requires improving employees performance because of employees direct interest in the achievement of organizational goal. This is due to the believe that employee's performance play an important role in affecting organization access to important resources, a key mechanism in contributing positively to overall job performance of the organization (Sparrowe, Liden & Kraimer, 2001). Employee performance will help in determining the extent to which organizations achieve their goals, such as improving customer satisfaction, perceived service quality, customer loyalty and brand image (Tsui, Lin & Yu, 2013). It is therefore, important for organizations in ensuring that its goals are consistently achieved by aligning individual performance with organizational goals.

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