CONTENTS

LIST OF TABLES	7
LIST OF FIGURES	8
PREFACE	9
ACKNOWLEDGEMENTS	11
ABOUT THE AUTHOR	12
INTRODUCTION	13
CHAPTER 1. EMPLOYEE PERFORMANCE	19
1.1. INTRODUCTION	19
1.2. DEFINITION AND CONCEPT OF EMPLOYEE	
PERFORMANCE	19
1.2.1. What is performance?	19
1.2.2. What is employee performance?	19
1.3. EMPLOYEE PERFORMANCE CONCEPT IN	
THE CONSTRUCTION SECTOR	20
1.4. THE IMPORTANCE OF EMPLOYEE PERFORMANCE IN	
THE CONSTRUCTION INDUSTRY	20
1.5. CONCLUSION	22
CHAPTER 2. HUMAN RESOURCE MANAGEMENT	
(HRM) PRACTICES	22
2.1. INTRODUCTION	22
2.2. DEFINITION AND CONCEPT OF HRM PRACTICES	22
2.2.1. What is HRM?	22
2.2.2. What are HRM practices?	23
2.3. HRM PRACTICES CONCEPT IN THE CONSTRUCTION	
SECTOR	23
2.4. DIMENSIONS OF HRM PRACTICES	23
2.4.1. Recruitment and selection	24
2.4.2. What are recruitment and selection in	
the construction sector?	24
2.4.3. Training and development	24
2.4.4. What are training and development in	
the construction sector?	25
2.4.5. Performance appraisal	26
2.4.6. What is performance appraisal in the construction sector?	26
2.4.7. Compensation and rewards	26
2.4.8. What are compensation and rewards in	
the construction sector?	27
2.5. THE IMPORTANCE OF HRM PRACTICES IN	
THE CONSTRUCTION INDUSTRY	27
2.6. CONCLUSION	28

CHAPTER 3. TRANSFORMATIONAL LEADERSHIP STYLE	28
3.1. INTRODUCTION	28
3.2. DEFINITION AND CONCEPT OF TRANSFORMATIONAL	
LEADERSHIP STYLE	28
3.2.1. What is leadership?	28
3.2.2. What is leadership style?	29
3.2.3. What is the transformational leadership style?	29
3.3. TRANSFORMATIONAL LEADERSHIP CONCEPT IN	
THE CONSTRUCTION SECTOR	30
3.4. DIMENSIONS OF TRANSFORMATIONAL	
LEADERSHIP STYLE	30
3.4.1. What is idealized influence?	31
3.4.2. What is idealized influence in the construction sector?	31
3.4.3. What is inspirational motivation?	32
3.4.4. What is inspirational motivation in the construction sector?	33
3.4.5. What is intellectual stimulation?	33
3.4.6. What is intellectual stimulation in the construction sector?	34
3.4.7. What is Individualized consideration?	34
3.4.8. What is individualized consideration in	
the construction sector?	35
3.5. THE IMPORTANCE OF LEADERSHIP STYLE IN	
THE CONSTRUCTION INDUSTRY	35
3.6. CONCLUSION	36
CHAPTER 4. EMPLOYEE COMMITMENT	36
4.1. INTRODUCTION	36
4.2. DEFINITION AND CONCEPT OF EMPLOYEE	
COMMITMENT	36
4.2.1. What is commitment?	36
4.2.2. What is employee commitment?	37
4.2.3. What is employee commitment in the construction sector?	37
4.3. DIMENSIONS OF EMPLOYEE COMMITMENT	37
4.3.1. What is affective commitment?	37
4.3.2. What is continuance commitment?	38
4.3.3. What is normative commitment?	38
4.4. THE IMPORTANCE OF EMPLOYEE COMMITMENT IN	
THE CONSTRUCTION INDUSTRY	38
4.5. THE MEDIATING EFFECT OF EMPLOYEE COMMITMENT	39
4.6. CONCLUSION	39
CHAPTER 5. ORGANIZATIONAL BEHAVIOR	40
5.1. INTRODUCTION	40
5.2. ORGANIZATIONAL BEHAVIOR IN THE CONSTRUCTION	
INDUSTRY	40
5.2.1. Organizational behavior in the Jordanian	
construction industry	40

5.2.2. The importance of the construction industry in Jord	dan 44
5.2.3. The importance of the construction industry	44
5.2.4. Organizational behavior in the global construction	industry 46
5.2.5. The challenges and approaches to addressing	
the challenges of the global construction industry	47
5.2.6. The future of the global construction industry	50
5.3. THEORIES IN ORGANIZATIONAL BEHAVIOR	50
5.3.1. What is theory?	50
5.3.2. The purpose of the theory/model	51
5.3.3. How the theory is developed	51
5.3.4. Theories of the research	52
5.4. HYPOTHESES DEVELOPMENT	56
5.4.1. HRM practices and employee performance	56
5.4.2. Transformational leadership and employee perforr	mance 58
5.4.3. HRM practices and employee commitment	59
5.4.4. Transformational leadership and employee commi	itment 60
5.4.5. Employee commitment and employee performance	e 61
5.4.6. HRM practices, employee commitment, and emplo	oyee
performance	62
5.4.7. Transformational leadership, employee commitme	nt, and
employee performance	63
5.5. MODEL OF THE RESEARCH	64
CHAPTER 6. ORGANIZATIONAL BEHAVIOR RESEARCH	64
6.1. INTRODUCTION	64
6.2. RESEARCH DESIGN	65
6.3. METHOD OF SAMPLING AND DATA COLLECTION	66
6.4. RESEARCH INSTRUMENT	69
6.5. RESEARCH INSTRUMENT VERACITY	70
6.5.1. Pre-test	71
6.5.2. Pilot study	71
6.6. FIELD STUDY	75
6.7. CHARACTERISTICS OF SURVEY RESPONDENTS	76
6.8. RESULTS AND FINDINGS	81
6.8.1. Descriptive statistics	81
6.8.2. Measurement model	89
6.8.3. Structural model	100
6.9. DISCUSSION	107
6.10. CONTRIBUTIONS	118
6.10.1. Theoretical contribution	118
6.10.2. Practical contribution	120
6.11. ORGANIZATIONAL BEHAVIOR RESEARCH SUMM	
6.12. CONCLUSION	123
REFERENCES	125