



**Pusat Pengajian Siswazah**  
(Centre for Graduate Studies)  
Jabatan Hal Ehwal Akademik  
(Department of Academic Affairs)  
Universiti Utara Malaysia

**PERAKUAN KERJA KERTAS PROJEK**  
(Certification of Project Paper)

Saya, yang bertandatangan, memperakukan bahawa  
(I, the undersigned, certify that)

**ABDUL SHUKOR BIN SHAMSUDIN**

calon untuk Ijazah  
(candidate for the degree of)

**Sarjana Sains (Pengurusan)**


telah mengemukakan kertas projek yang bertajuk  
(has presented his/her project paper of the following title)

**MANAGEMENT PRACTICES AND JOB SATISFACTION AMONG MIDDLE LEVEL MANAGEMENT AT  
PUBLIC INSTITUTIONS OF HIGHER LEARNING**

seperti yang tercatat di muka surat tajuk dan kulit kertas projek  
(as it appears on the title page and front cover of project paper)

bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi  
bidang ilmu dengan memuaskan.  
(that the project paper acceptable in form and content and that a satisfactory knowledge of the  
field is covered by project paper).

Nama : **Prof. Madya Dr. Hassan Ali**  
(Name) (Penyelia Utama / Principal Supervisor)

Tandatangan :   
(Signature)

Tarikh : **19/10/04**  
(Date)



**Pusat Pengajian Siswazah**  
(Centre for Graduate Studies)  
**Jabatan Hal Ehwal Akademik**  
(Department of Academic Affairs)  
**Universiti Utara Malaysia**

**PERAKUAN KERJA KERTAS PROJEK**  
(Certification of Project Paper)

Saya, yang bertandatangan, memperakukan bahawa  
(I, the undersigned, certify that)

**ABDUL SHUKOR BIN SHAMSUDIN**

calon untuk Ijazah  
(candidate for the degree of)

**Sarjana Sains (Pengurusan)**

telah mengemukakan kertas projek yang bertajuk  
(has presented his/her project paper of the following title)

**MANAGEMENT PRACTICES AND JOB SATISFACTION AMONG MIDDLE LEVEL MANAGEMENT AT  
PUBLIC INSTITUTIONS OF HIGHER LEARNING**

seperti yang tercatat di muka surat tajuk dan kulit kertas projek  
(as it appears on the title page and front cover of project paper)

bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi  
bidang ilmu dengan memuaskan.  
(that the project paper acceptable in form and content and that a satisfactory knowledge of the  
field is covered by project paper).

Nama : **Prof. Madya Dr. Hassan Ali**  
(Name) (Penyelia Utama / Principal Supervisor)

Tandatangan :  
(Signature)

Tarikh :  
(Date)

19/10/02

MANAGEMENT PRACTICES AND JOB SATISFACTION  
AMONG MIDDLE LEVEL MANAGEMENT  
AT PUBLIC INSTITUTIONS OF HIGHER LEARNING

A project paper submitted to the Faculty of Business Management in partial fulfillment  
of the requirements for the degree Master of Science (Management),

Universiti Utara Malaysia

By

Abdul Shukor bin Shamsudin (83036)

## **PERMISSION TO USE**

In presenting this project paper in partial fulfillment of the requirements for a post graduate degree from Universiti Utara Malaysia, I agree that the University Library may make it freely available for inspecting. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or, in their absence, by the Dean of the Faculty of Business Management. It is understood that any copying or publication or use of this project paper or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my project paper.

Requests for permission to copy or to make other use of materials in this project paper, in whole or in parts, should be addressed to:

Dean  
Faculty of Business Management  
Universiti Utara Malaysia  
06010 UUM Sintok  
Kedah Darul Aman

## ABSTRAK

Institut pengajian tinggi awam mempunyai peranan dan tanggungjawab yang berat dalam mendidik graduan bagi memastikan kesinambungan pembangunan yang lestari untuk negara ini. Sehubungan dengan itu institut pengajian tinggi awam memerlukan sumber tenaga manusia yang rajin, komited dan berkemampuan. Oleh itu kajian ini bertujuan untuk melihat secara empiris perkaitan di antara amalan-amalan pengurusan dan kepuasan kerja di kalangan pegawai-pegawai pengurusan peringkat pertengahan yang bertugas di institut pengajian tinggi awam. Secara khusus amalan pengurusan merujuk kepada amalan kepimpinan, amalan komunikasi dan amalan pembuatan keputusan. Responden kajian ini terdiri dari 133 pegawai kumpulan pengurusan dan professional dari pelbagai skim perkhidmatan pada gred 41 (di bawah Skim Saraan Malaysia). Ujian korelasi Pearson menunjukkan amalan pengurusan mempunyai perkaitan yang nyata dengan kepuasan kerja. Ujian pekali regresi menunjukkan hanya amalan kepimpinan merupakan faktor peramal kepada kepuasan kerja. Ujian T pula menunjukkan terdapat perbezaan yang nyata antara jantina dan kepuasan kerja. Manakala ujian ANOVA bagi umur dan tempoh perkhidmatan dengan kepuasan kerja adalah sebaliknya.

## **ABSTRACT**

Public institutions of higher learning are given an important and huge responsibility to produce graduates to enable a sustainable and continuous development of the country. Consequently the institutions require hard working, high commitment and competent staff members. Therefore the purpose of the study is to examine empirically the relationship between management practices on job satisfaction among middle level management at public institutions of higher learning in northern region. Specifically the dimension of management practices that was examined was leadership practices, communication practices and decision making practices. The respondents of the study are 133 management and professional staff members of various service schemes in grade 41 (under Malaysian Remuneration Scheme). The Pearson correlation suggested management practices have significant correlation with job satisfaction. Multiple regression analysis indicated leadership practices were the only predictor in explaining the respondents' job satisfaction. The results of t-Test analysis also reveal gender has significant difference to job satisfaction. Meanwhile Oneway ANOVA suggested age and tenure do not show significant differences on job satisfaction.

## **DEDICATION TO**

Aishah Mohamed

Shamsudin Abdul Rahman

Norazimah Mat Noh

Afifah Abdul Shukor

Luqman Abdul Shukor

Maisarah Abdul Shukor

## ACKNOWLEDGEMENTS

Ahamdulillah for His grace and mercy. First and foremost I would like to express my sincere gratitude to my academic supervisor, Associate Professor Dr. Hassan Ali for his valuable time, guidance, opinions, suggestions and encouragement throughout the preparation of this project. My gratitude and thanks is also extended to all my lecturers in the program of Master of Science (Management) that have given continuous support and encouragement. My special appreciation and gratitude are extended to the Management of Universiti Utara Malaysia for the permission and sponsorship.

I would like to express my gratitude to the management of Universiti Utara Malaysia, Universiti Sains Malaysia and Universiti Teknologi MARA for their permission and assistance in helping me to conduct the study at their institutions. I also wish to express my appreciation and thanks to all respondents for their participation and cooperation.

My sincere appreciation is also extended to all my colleagues and friends particularly to Mr. Mohd Sobhi Ishak and Mr. Abdul Rahim Romle for their constant support, assistant and encouragement in completing this project. Finally and most specially, I would like to extent my sincere appreciation and gratitude to my family for their love, patience, support, encouragement and reassurances throughout my pursuance of the Master of Science (Management) program.



## TABLE OF CONTENTS

## Page

Permission to use	ii
Abstrak	iii
Abstrack	iv
Dedication	v
Acknowledgement	vi
List of tables	x
List of figures	xi
CHAPTER 1 INTRODUCTION	
1.0 Introduction	1
1.1 Civil service in Malaysia	1
1.2 Public Institutions of Higher Learning	6
1.3 Personnel	9
1.4 Problem statement	12
1.5 Objectives of the study	18
1.6 Conclusion	18
CHAPTER 2 LITERATURE REVIEW	
2.0 Introduction	20
2.1 Job satisfaction	20
2.2 Leadership practices	28
2.3 Communication practices	32
2.4 Decision making practices	35

2.5	Conclusion	39
CHAPTER 3 METHODOLOGY		
3.0	Introduction	40
3.1	Population and sample	40
3.2	Operational definition	41
3.3	Instrument	43
3.4	Data collection method	44
3.5	Analysis techniques	44
3.6	Pilot study	44
3.7	Theoretical framework	45
3.8	Hypothesis	46
3.9	Limitations of the study	47
3.10	Conclusion	48
CHAPTER 4 FINDINGS		
4.0	Introduction	49
4.1	Demographic results	49
4.2	Descriptive statistic for variables	58
4.3	Pearson correlation	59
4.4	Multiple regression analysis	61
4.5	The effects of demographic variables on the relationship between management practices and job satisfaction	66
4.6	Conclusion	69

## CHAPTER 5 DISCUSSION AND CONCLUSION

5.0	Introduction	70
5.1	Discussion	70
5.2	Conclusion	74
5.3	Recommendation	75

## REFERENCES

## APPENDIX

	<b>LIST OF TABLES</b>	<b>Page</b>
Table 1.1	Number of public service personnel, 1985 to 2000	10
Table 1.2	Public institutions of higher learning personnel (as of 30 Jun 2003)	11
Table 2.1	Job satisfaction's dimension and characteristics	22
Table 3.1	Distribution of respondents	41
Table 3.2	Contents of the questionnaires	43
Table 3.3	Reliability of the instrument	45
Table 4.1	Gender of the respondents	50
Table 4.2	Age of the respondents	51
Table 4.3	Tenure of the respondents	52
Table 4.4	Working institution of the respondents	53
Table 4.5	Job classification of the respondents	54
Table 4.6	Education level of the respondents	55
Table 4.7	Marital status of the respondents	56
Table 4.8	Race/ethnicity of the respondents	57
Table 4.9	Descriptive statistics of independent and dependent variables	58
Table 4.10	Pearson correlation matrix – relationship between Management practices and job satisfaction	59
Table 4.11	Multiple regression analysis for independents variables and job satisfaction	62
Table 4.12	Multiple regression analysis for independents variables and job satisfaction (Universiti Utara Malaysia)	63
Table 4.13	Multiple regression analysis for independents variables and job satisfaction (Universiti Sains Malaysia)	64
Table 4.14	Multiple regression analysis for independents variables and job satisfaction (Universiti Teknologi MARA)	65
Table 4.15	T-test between gender and job satisfaction	66
Table 4.16	Results of Oneway ANOVA test on respondents' age and job satisfaction	67
Table 4.17	Results of Oneway ANOVA test on tenure and job satisfaction	68

<b>LIST OF FIGURE</b>	<b>Page</b>
Figure 3.1    Theoretical framework	46

# **CHAPTER 1**

## **INTRODUCTION**

### **1.0 INTRODUCTION**

This introductory chapter is to give some overview of the scenario on the administration of the Malaysian civil service and the roles of the public institutions of higher learning in achieving national development goals. As a statutory body, generally the institutions are bound by government policies and procedures as well. Among the main purpose of the establishment of the institutions are to provide higher learning education for the people (Abdullah Sanusi, 1993).

### **1.1 CIVIL SERVICE IN MALAYSIA**

Basically the pattern of the administration in Malaysia (Malaya before the formation of Malaysia on 16 September 1963) could be seen in three following stages: the traditional, the colonial and the responsible-democratic era (Milne & Mauzy, 1980). The civil service in Malaysia evolved from the British Colonial civil service. Originally the British Bureaucracy in the country consisted of the British East India Company and later in 1858 the responsibility was passed to the British Crown. As a former British colonial, the Malaysian civil service was a legacy of the British administration in Malaya since

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Abdullah Sanusi Ahmad (1993). *Adjunct Professor's collection of public lectures: Development in public administration and management: current issues*. Universiti Utara Malaysia, Kedah.
- Abdullah Sanusi Ahmad (1997). *Public administration reforms in Malaysia: A developing country perspective* [Online] Available <http://www.adb.org/Documents/Conference/Governance/chap6.pdf>.
- Ahmad Sarji Abdul Hamid (1993). *The changing civil service*. Petaling Jaya: Pelanduk.
- Ahmad Sarji Abdul Hamid (1996a). Speech on the launching ceremony of 'Perkhidmatan Awam Malaysia' book [Online] Available [www.pmo.gov.my/webNotesApp?KSNMain.nsf/0/564658a6ce5cd4454825674f0012c391?OpenDocument](http://www.pmo.gov.my/webNotesApp?KSNMain.nsf/0/564658a6ce5cd4454825674f0012c391?OpenDocument)
- Ahmad Sarji Abdul Hamid (1996b). *Civil service reform, toward Malaysian Vision 2020*. Petaling Jaya: Pelanduk.
- Aidura Ayeop. Individual characteristics and job satisfaction among secondary school teachers in Kubang Pasu. Unpublished masters dissertation, Universiti Utara Malaysia, 2003.
- Barret, J. (1995). Concordance: The only way to go for empowerment organization. *The Occupational Psychologist*, 28, 20-26.
- Bass, B. & Stodgill, R. (1990). *Bass and Stodgill's handbook of leadership*. New York: The Free Press.
- Bedeian, Arthur G. & Glueck, William F. (1983). *Management 3<sup>rd</sup> ed*. New York: The Dryden Press.
- Benke, R.L. & Rhode, J.G. (1980). The job satisfaction of higher level employees in Certified Public Accounting firms. *Accounting, Organizations and Society*, 72, 187-201.
- Bolman, L & Deal, T. (1997). *Reframing organization: Artistry, choice and leadership*. San Francisco: Jossey-Boss Publishers.
- Bowditch, J. & Buono, A. (1994). *Organizational behavior*. New York: John Wiley & Son Inc.
- Brown, Adele. (2000). *The staff burnout scale for health professionals (revised)*. Park Ridge: London Press.



- Burton, Gene. & Thakur, Manab (1995). *Management today principles and practice*. New Delhi: Tata McGraw-Hill Publishing Co. Ltd.
- Butler, R.J. (1991). *Designing organizations: A decision making perspective*. London: Routledge.
- Butler, R.J. (1997). Decision making. In Arndt Sorge and Malcolm Warner (Ed.). *The IEBM handbook of organizational behavior*. London: Thomson Learning.
- Cassar, Vincent. (1999). Investigating interaction effects between participation and favorable work-related attitudes among Maltese middle-managers. *Journal of Managerial Psychology*, 14 (1), 57-68.
- Chung, K. H. (1987). *Management: Critical success factors*. Boston: Allyn and Bacon.
- Daft, Richard L. (2001). *Essentials of organization theory and design 2<sup>nd</sup> ed*. Ohio: South-Western College Publishings.
- Davis, K. (1987). *Human relations at work*. New York: McGraw Hill.
- Dr. Fawzi mula dengar masalah kakitangan. (2001, 6 Jun). *Utusan Malaysia*, p.4.
- Dubno, Peter. (1985). Attitudes toward women executives: A longitudinal approach. *Academy of Management Journal*, March 1985, 235-239.
- Ebert, R. & Mitchell, T. (1975). *Organizational decision processes: Concepts and analysis*. New York: Crane Russak.
- Eklund, Mona & Hallberg, Ingalill Rahm. (2000). Factors influencing job satisfaction among Swedish occupational therapists in psychiatric care. *Scandinavian Journal Caring Sciences*, 14 (3), 162-171.
- Emerson, Rupert. (1979). *Malaysia: A study in direct and indirect rule*. Kuala Lumpur: University of Malaya Press.
- Eyre, E.C. (1983). *Effective communication made simple*. London: Heinemann.
- Festinger, Leon. (1964). *Conflict, decision and dissonance*. California: Stanford University Press.
- Fiedler, F. & Chemers, Martin. (1984). *Improving leadership effectiveness: The leader match*. New York: Wiley.
- Find out what are the non-money factors for motivation. (2001, 16 August). *The Star*, p.11.

- Floyd, David (1999). Eastern and western management practices: myth or reality? *Management Decision*, 37 (8), 628-632.
- Gaziel, Haim H. (1993). Coping with occupational stress among teachers : A cross-cultural study. *Journal of Comparative Education*, 29 (11), 67-79.
- Gibson, Jane Whitney & Hodgetts, Richard M. (1991). *Organizational communication*. New York: Harper Collins Publishers.
- Group: Don't corporatise varsities now. (1998, 3 March). *The Star*, p.6.
- Goldhaber, G.M. (1983). *Organizational communication*, 3<sup>rd</sup> ed. Iowa: Wm. C. Brown Co. Publishers.
- Gray, J.L. & Starke, F.A. (1988). *Organizational behavior: concepts and applications*. Columbus: Merrill.
- Given, W.B.Jr. (1994). *How to manage people: The applied psychology of handling human problems in business*. Singapore: S.S.W. Mubarak Brothers.
- Guthrie, W. & Reed, J. (1991). *Education administration and policy, effective leadership for American education*. Massachusetts: Allyn and Bacon.
- Hackman & Oldham. (1980). *Work redesign*. USA: Addison-Wesley Publishing Company, Inc.
- Halim Ali (1997). Speech on Quality Day Jabatan Perdana Menteri [Online] Available <http://www.pmo.gov.my/WebNotesApp/KSNMain.nsf/0/830489e903aee7104825674f0012084a?OpenDocument>
- Herzberg, F., Mausner, B., Peterson, R. & Capwell, D. (1957). *Job attitudes: A review of research and opinion*. Pittsburgh: Psychological Service of Pittsburgh.
- Hersey, P. & Blanchard, K. (1977). *Management of organizational behavior: Utilizing human resources*. Englewood Cliffs, NJ: Pentice Hall.
- Hill, M.D. (1983). *Some factors affecting the job satisfaction of academic women*. Montreal, Canada: American Education Research Association.
- Holdnak, B. J., Harsh, J., & Bushardt, S. C. (1993). An examination of leadership style and its relevance to shift work in an organizational setting. *Health Care Management Review*, 18, 21-30.
- Ilozor, D.B., Ilozor, B.D. & Carr, John. (2001). Management communication strategies determine job satisfaction in telecommuting. *The Journal of Management Development*, 20 (6), 495-507.

- INTAN (1991). *Malaysia kita*. Kuala Lumpur: INTAN.
- Ivancevich, J & Matteson, M. (2002). *Organizational behavior and management*. Boston: McGraw Hill.
- Jabatan Perkhidmatan Awam (1993). *Laporan tahunan 1991-1992*. Kuala Lumpur: Percetakan Nasional Malaysia Berhad.
- Johnsrud, Linda K., Heck, Ronald H. & Rosser, Vicki J. (1998). Morale matters: Midlevel administrators and their intent to leave. Paper presented at the annual meeting of the American Education Research Association, San Diego, CA.
- Johnsrud, Linda K. & Rosser, Vicki J. (1997). Administrative staff turnover: predicting the intentions of stayers and leavers. Paper presented at the annual meeting of the Association for the study of Higher Education, Albuquerque, NM.
- Juhary Ali & Ljung, Jorgen. (1999) Culture and Management Practices: A Comparison Between Specific Country Clusters and Cultures. In Daing Nasir Ibrahim et.al. (Ed.). *7<sup>th</sup> Tun Abdul Razak International Conference Proceedings*, (pp. 299-312) Penang Malaysia.
- Kamarul Zaman Ahmad et. al. (2003). The association between ethical decision-making, job satisfaction, organizational commitment and selected demographic variables, *Malaysian Management Journal*, 7 (2), 1-11.
- Kellogg, C.E. (1985). *The impact of leader behavior on volunteer satisfaction with work*. Ann Arbor: UMI.
- Kline, Theresa J.B. & Boyd, J.E. (1991). Organizational structure, context and climate: their relationships to job satisfaction at three managerial levels. *The Journal of General Psychology*, 118 (4), 305-316.
- Kotter, John. P. (1998). *The leadership factor*. New York: The Free Press.
- Kouzes, James M. & Posner, Barry Z. (1993). *Leadership practices inventory: A self-assessment and analysis*. California: Pfeiffer.
- Kouzes, James M. & Posner, Barry Z. (1997). *The leadership challenge*. San Francisco: Jossey-Bass Publishers.
- Kouzes, James M. & Posner, Barry Z. (2002). *The leadership challenge*. San Francisco: Jossey-Bass.
- Kovach, B.E. (1989). *The organizational gameboard: winning the game at work in changing times*. Englewood Cliffs, NJ: Educational Technology Publications.

- Lam, Terry, Baum, Tom & Pine, Ray. (2001). Study of managerial job satisfaction in Hong Kong's Chinese Restaurants. *International Journal of Contemporary Hospitality Management*, 13 (1), 35-42.
- Likert, R. (1961). *New patterns in management*. New York: McGraw Hill.
- Li, Lan. (1996). Predictors of expatriate hotel manager satisfaction in Asian Pacific countries. *International Journal of Hospitality Management*, 15 (4), 363-372.
- Li, Lan & Tse, Eliza. (1998). Antecedents and consequences of expatriate satisfaction in the Asian Pacific. *Tourism Management*, 19 (2), 135-143.
- Linz, S. J. (2003). Job Satisfaction among Russian workers. *International Journal of Manpower*, 24 (6), 626-652.
- Locke, E. (1983). The nature and causes of job satisfaction. In M. Dunnette (ed.). *Handbook of industrial and organizational psychology*. Chicago: Rand McNally.
- Loke, J. Chiok Foong. (2001). Leadership behaviors: effects on job satisfaction, productivity and organizational commitment. *Journal of Nursing Management*, 9 (4), 191-124.
- Lunenburg, F. & Ornstein, A. (2004). *Education administration: Concepts and practices*. Sydney: Thomson.
- Luthans, Fred. (1989). *Organization behavior*. McGraw Hill inc.: USA.
- Mahmood Nazar Mohamed et. al. (1997). Etika kerja di kalangan kakitangan sektor awam. Unpublished report, Universiti Utara Malaysia, Kedah.
- Malaysia (1971). *Second Malaysia Plan 1971-1975*. Kuala Lumpur: Government Printers.
- Malaysia (1991). *Sixth Malaysia Plan 1991-1995*. Kuala Lumpur: Percetakan Nasional Malaysia Berhad.
- Malaysia (1993). *Mid-term review of the sixth Malaysia Plan 1991-1995*. Kuala Lumpur: Percetakan Nasional Malaysia Berhad.
- Malaysia (1994). *The civil service of Malaysia: A paradigm shift*. Kuala Lumpur: Government Printers.
- Malaysia (1997). *Federal constitution*. Kuala Lumpur: ILBS.
- Malaysia (1999) *Mid-term review of the seventh Malaysia plan 1996-2000*. Kuala Lumpur: Percetakan Nasional Malaysia Berhad.

- Malaysia (2002). *Perintah-perintah am dan arahan pentadbiran*. Petaling Jaya: ILBS.
- McNeal, Gloria J. (2003). African American nurse faculty satisfaction and scholarly productivity at predominantly white and historically black colleges and universities. *ABNF Journal*, 14 (1), 4-12.
- McNeese-Smith D.K. (1997). The influence of manager behaviour on nurses' job satisfaction, productivity and commitment. *Journal of Nursing Administration*, 27, 47-55.
- McShane, Steven L. & Von Glinow, Mary Ann. (2000). *Organizational Behavior*. USA: Irwin McGraw-Hill.
- Md Zahid Abdul Rashid (2000). Defining research in management. In Salleh Yahya, Noor Azman Ali and Lailawati Mohd. Salleh (ed.), *Research in management*. Malaysia: Pustaka Prinsip.
- Menswastakan perkhidmatan awam. (1994, 6 June). *Utusan Malaysia*, p.6
- Milne, R.S. & Mauzy, Diane K. (1980). *Politic and government in Malaysia*. Singapore: Times Books International.
- Mintzberg, Henry (1979). *The structuring of organizations*. Englewood Cliffs, NJ: Prentice Hall.
- Mobley, W.H. (1982). *Employee turnover, causes, consequences and control*. Reading, MA: Addison-Wesley.
- Mohammad Noor Haji Salleh. (1999). Misi, visi dan harapan. Paper presented at the retreat for Universiti Utara Malaysia administrative officers, Pulau Langkawi, Malaysia.
- Mohd Nazari Ismail & De Souza, Sharon Ann (2002). Top ten skills or qualities business administration graduates should possess: The views of Malaysian Managers. *Malaysian Management Review*. 37 (1), 19-26.
- Mohd. Nor Ghani (1970). *The Malaysian civil service : A model for reform*. Kuala Lumpur: Prime Minister's Department.
- Mohd Salleh Abas (1984). *Pemerintahan Malaysia*. Kuala Lumpur: Dewan Bahasa dan Pustaka.
- Montgomery, John D. & Esman, Milton J. (1966). *Development administration in Malaysia*. Kuala Lumpur: The Government Printer.
- Naumann (1993). Antecedents and consequences of satisfaction and commitment among expatriate managers. *Group & Organization Management*, 18 (2), 153-187.

- Ness, Gayl D. (1967). *Bureaucracy and rural development in Malaysia*. Berkeley: University of California Press.
- Noran Fauziah Yaakub & Ahmad Mahdzan Ayob (1999). Higher education and socioeconomic development in Malaysia: A human resource development perspective. Paper presented at the ASAIHL conference, Auckland Institute of Technology, New Zealand.
- Omundson, J.R. Schroeder, R. & Stevens, M. (1996). Type A personality, job satisfaction turnover intentions among Certified Public Accountants: A comparison of Euro-Am Hispanics. *Hispanic Journal of Behavioral Sciences*, 39-50.
- Orpen, Christopher. (1997). The interactive effects of communication quality and job involvement on managerial job satisfaction and work motivation. *The Journal of Psychology*, 131(5), 519-522.
- Oshagbemi, Titus. (1997). Job satisfaction and dissatisfaction in higher education, *Education and Training*, 39 (9), 354-359.
- Oshagbemi, Titus. (2002). How satisfied are academics with their primary tasks of teaching, research and administration and management?, *International Journal of Sustainability in Higher Education*, 1 (2), 124-136.
- Oshagbemi, Titus. (2003). Personal correlates of job satisfaction: empirical evidence from UK universities, *International Journal of Social Economics*, 30 (12), 1210-1232.
- Pool, S. W. (1997). The relationship of job satisfaction with substitute of leadership, leadership behavior and work motivation. *The Journal of Psychology*, 131(3), 271-283.
- Porter, L. W. & Roberts, K. (1993). Communication in organizations. In M. D. Dunnette (Ed.). *Handbook of industrial and organizational psychology* (pp. 1553-1589). Chicago, IL: Rand Mc Nally.
- PSD agrees with PM on pay rise. (2003, 6 Mei). *The Star*, p.12.
- Privatization is not a magic pill. (1994, 3 April). *The New Straits Times*, p.34.
- Public Service Department (1993). *Upholding the integrity of the Malaysian Civil Service*. Petaling Jaya: Pelanduk Publications.
- Reasonable wages will do, private sector told. (2000, 25 July). *The Star*, p.2.
- Robbins, Stephen P. (1988). *Management concepts and applications 2<sup>nd</sup>*. Ed. Englewood Cliffs, NJ: Prentice Hall.

- Robbins, Stephen P. (1993). *Organizational behavior*. New Jersey: Prentice Hall International.
- Rusli Mohd, Sulong Ibrahim & Abdullah Mohamed (1987). Motivation and job satisfaction of logyard at Amanah Saham Pahang, Occasional paper 5:10, Faculty of Forestry, Universiti Pertanian Malaysia.
- Sarker, S. J., Crossman, Alf & Chinmeteeptuck, Parkpoom (2003). The relationship of age and length of service with job satisfaction: an examination of hotel employees in Thailand. *Journal of Managerial Psychology*, 18 (7), 745-758.
- Sekaran, Uma. (2000). *Research methods for business 3<sup>rd</sup> ed*. New York: John Wiley & Son, Inc.
- Simon, Herbert A. (1997). *Administrative behavior: A study of decision-making processes in administrative organizations*. New York: Free Press.
- Siti Mazenah Saad, (1999). Dimensi baru peranan pentadbir-pentadbir universiti. Paper presented at the retreat for Universiti Utara Malaysia administrative officers, Pulau Langkawi, Malaysia.
- Smith, A.L. (1991). *Innovative employee communication: New approaches to improving trust, teamwork and performance*. Englewood Cliffs, NJ: Prentice Hall.
- Smith, P.C., Kendall, L.M. & Hulin, C.L. (1969). *The measurement of satisfaction in work and retirement*. Chicago: Rand McNally.
- Steers, R. M. and Black, J. Steward. (1994). *Organizational behavior*. New York: HarperCollins.
- Steers, R.M., Ungson, G.R. & Mowday, R.T. (1985). *Managing effective organizations: an introduction*. Boston: Kent.
- Stoner, James A.F., Freeman, Edward R. & Gilbert, Daniel R. Jr. (1995). *Management 6<sup>th</sup> ed*. Englewood Cliffs, NJ: Prentice Hall.
- Sufean Hussin (1996). *Pendidikan di Malaysia: Sejarah, sistem dan falsafah*. Kuala Lumpur: Dewan Bahasa dan Pustaka.
- Syd Abdul Rahman Syd Zin. Kekerapan menggunakan amalan komunikasi kepengurusan di kalangan pegawai-pegawai pengurusan dan professional Negeri Melaka. Unpublished masters dissertation, Universiti Putra Malaysia, 1994.
- Tadbiran sektor awam perlu contohi swasta. (1989, 26 September). *Berita Harian*, p.5.

- Tang, T. Li-Ping, Singer, M. G. & Roberts, S. (2000). Employees' perceived organizational instrumentality: an examination of the gender differences, *Journal of Managerial Psychology*, 15 (5), 378-406.
- Thompson, K. R. & Luthans, F. (1990). Organizational culture: A behavioral perspective. In B. Schneider (Ed.), *Organizational climate and culture* (pp. 319-344). San Francisco: Jossey-Bass.
- Thill, J.V. & Bovee, C.L. (1991). *Excellence in business communication*. New York: McGraw Hill.
- University and university colleges Act (1971)
- University of Arizona (2001). Millennium project phase II description [Online] Available at [http://www.u.arizona.edu/~millen/phase2/pages\\_1-50pdf](http://www.u.arizona.edu/~millen/phase2/pages_1-50pdf)
- Vroom, V. & Yetton, P. (1975). *Leadership and decision making*. University of Pittsburg Press.
- Yukl, G. A. (1994). *Leadership in organizations*. 3<sup>rd</sup> ed. Englewood Cliffs, NJ: Prentice Hall.
- Yousef, D. A. (1998a). Organizational commitment: a mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western contry, *Journal of Managerial Psychology*, 15 (1), 624-640.
- Yousef, D. A. (1998b). Satisfaction with job security as a predictor of organizational commitment and job performance in a multicultural environment, *International Journal of Manpower*, 19 (3), 184-194.
- Zakaria Ismail & Abdul Aziz Kadir (1989). Supervisory parcipative behavior and employee job satisfaction: A longitudinal quasi-experiment, *Jurnal Pengurusan*, 8;29-42.