

**PERCEIVED LEADERSHIP STYLES AND
COMMITMENT TO SERVICE QUALITY AMONG
ACADEMIC STAFF: THE MEDIATING INFLUENCE
OF JOB SATISFACTION**

By

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**Dissertation submitted to the College of Business, Universiti Utara
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Doctor of Business Administration**



Kolej Perniagaan
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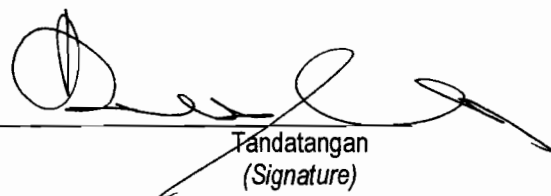
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ABSTRAK

Penyelidikan terdahulu telah menunjukkan beberapa universiti di Malaysia telah kehilangan pelajar kerana kualiti perkhidmatan yang tidak berapa memuaskan. Hal ini memberi penekanan bahawa terdapat masalah kurang keperhatian terhadap para pelajar. Dengan persaingan global dan dalam negara, serta pertumbuhan pusat pengajian tinggi awam dan swasta yang pesat ini, para pemimpin akademik amat diperlukan untuk tidak hanya menumpukan perhatian terhadap melakukan perubahan organisasi dari perspektif negara sahaja, tetapi juga untuk memotivasi kakitangan akademik terhadap kualiti dalam perkhidmatan mereka.

Oleh yang demikian, tujuan utama kajian ini adalah untuk menentukan perhubungan di antara persepsi gaya kepimpinan dengan komitmen terhadap perkhidmatan kualiti, dipengantara oleh kepuasan kerja di kalangan staf akademik di Universiti-Universiti terpilih di Malaysia. Secara khusus tujuannya ialah : 1) untuk menentukan status komitmen terhadap perkhidmatan kualiti di kalangan staf akademik di Universiti-Universiti terpilih di Malaysia; 2) untuk menentukan status kepuasan kerja di kalangan staf akademik di Universiti-Universiti terpilih di Malaysia; 3) untuk menentukan perhubungan persepsi gaya kepimpinan dengan komitmen staf akademik terhadap perkhidmatan kualiti di Universiti Malaysia dipilih; dan 4) untuk menentukan kesan pengantara kepuasan kerja keatas perhubungan persepsi gaya kepimpinan dan komitmen staf akademik terhadap perkhidmatan kualiti di Universiti-Universiti terpilih di Malaysia.

Berdasarkan tujuan dan soalan kajian, empat (4) hipotesis telah diajukan untuk menentukan hubungan antara persepsi gaya kepimpinan dan komitmen terhadap perkhidmatan kualiti, kesan pengantara kepuasan kerja terhadap hubungan antara persepsi gaya kepimpinan dan komitmen terhadap perkhidmatan kualiti dikalangan staf akademik.

Sampel untuk kajian ini terdiri daripada kakitangan akademik daripada enam universiti di Lembah Klang, Malaysia. Majoriti responden berasal dari fakulti perniagaan, yang berusia antara 30 dan kurang dari 40 tahun, dengan kelayakan sarjana dan kelayakan setaraf dan berpengalaman mengajar di antara 1 dan kurang dari 5 tahun. Keseluruhan jumlah kaji selidik yang berguna adalah sebanyak 387 dengan respon sebanyak 36 peratus terdiri daripada kedua-dua universiti swasta dan awam.

Kajian ini mendapati bahawa persepsi gaya kepimpinan mempunyai pengaruh yang signifikan terhadap komitmen staf akademik dalam perkhidmatan kualiti. Kepuasan kerja juga dijumpai mempunyai kesan pengantara yang tidak sepenuhnya kepada persepsi gaya kepimpinan transformasi dan transaksional dan komitmen terhadap perkhidmatan kualiti. Terdapat juga perbezaan yang ketara di kalangan staf akademik terhadap komitmen perkhidmatan yang berkualiti dan kepuasan kerja di antara universiti awam dan swasta di Malaysia.

Penemuan ini memberi sumbangan khususnya dalam bidang literatur, teori dan dalam reka bentuk penyelidikan. Di antara cadangan kepada para pembuat dasar dan pemimpin akademik di universiti ialah meningkatkan komitmen staf akademik terhadap perkhidmatan kualiti dengan mempertingkatkan pencapaian kepuasan kerja, dengan memberi keutamaan terhadap kedudukan perkhidmatan kualiti sebagai prioriti utama dan bekerjasama dengan kerajaan di dalam melatih para akademik dalam bidang kepimpinan. Beberapa cadangan juga telah dibuat untuk kajian masa depan, seperti memasukkan variabel baru, kaedah diad dan pengumpulan data paksi dan adaptasi pengukuran untuk menyesuaikan dengan budaya tempatan.

ABSTRACT

Past researches have suggested that some universities in Malaysia were losing student because their standard of service quality was not up to the expectation. This gives emphasis that there is some concern in the way the students' were being treated or handled. With the global and national competition, growth of public and private universities there is a need for academic leaders to not only transform the national academic outlook from the national perspective but also to motivate the academic staffs' commitment towards service quality excellence.

Therefore, the primary objective of this study was to explore the relationships of perceived leadership styles and commitment to service quality, mediated by job satisfaction among the academic staff in selected Malaysian Universities. Specifically the objectives were : 1) to determine the status of commitment to service quality among the academic staff in selected Malaysian Universities; 2) to determine the status of job satisfaction among the academic staff in selected Malaysian Universities; 3) to determine the relationships of perceived leadership styles on the commitment of the academic staff towards service quality in selected Malaysian Universities; and 4) to determine the mediating effects of job satisfaction on the relationships of perceived leadership styles and the commitment of academic staff to service quality in selected Malaysian Universities.

Based on the objectives and research questions, four (4) hypothesis were proposed to determine the relationship between perceived leadership styles and commitment to service quality and the mediating effects of job satisfaction on the relationship between perceived leadership styles and commitment to service quality of the academic staff.

The sample for this study consisted of academic staff from six universities in the Klang Valley, Malaysia. Majority of the respondents were from the business faculty, between the ages of 30 and less than 40 years old, with masters and other qualifications and with between 1 and less than 5 years of teaching experience. The total useable questionnaires were 387 with a response rate of 36 percent from both private and public universities.

This study reveals that perceived leadership styles have a significant positive relationships on the academic staff's commitment to service quality. Job satisfaction was found to have only a partial mediating effect on transformational and transactional leadership styles and commitment to service quality. There were also significant differences in academic staff commitment to service quality and job satisfaction among the public and private universities in Malaysia.

The findings of this study contribute in the specific area of literature, theory and also in research design. Among the recommendations made to the policy makers and academic leaders at the universities were in enhancing the commitment of the academic staff to service quality by achieving job satisfaction, ranking service quality as the number one priority and opening avenues for collaboration with the government in training of academicians in leadership. Several suggestions were also made for future studies such as the inclusion of new variables, dyadic methods of sampling, longitudinal methods of data collection and the adaption of measurements to suit the local culture.

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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND

Malaysia's economy has undergone a transformation from that of a production based to that of a knowledge-based economy (k-economy). There has also been a call for some restructuring to tackle critical issues such as demand for more professional and skilled labour to manage the capital intensive, high technology and knowledge based industries (Mustapha & Abidin, 2008). Only through solid education and training systems can this transformation process into becoming a developed nation become a reality (Mohamad, 1991). Realising the importance of this transformation process, RM45 billion was allocated by the government under the Ninth Malaysia Plan, for the "development of human capital" which was considered as one of the key trusts to pace up the transformation process (Economic Planning Unit, 2006).

This growing awareness regarding the importance and contribution of the

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