

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

By

RAEMAH ABDULLAH HASHIM

**Dissertation submitted to the College of Business, Universiti Utara
Malaysia in partial fulfilment of the requirement for the Degree of
Doctor of Business Administration**



Kolej Perniagaan
(College of Business)
Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

RAEMAH ABDULLAH HASHIM

calon untuk Ijazah
(candidate for the degree of)

DOKTOR PENTADBIRAN PERNIAGAAN (DBA)

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

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

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada : **22 September 2010**

*That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:
22 September 2010*

Pengerusi Viva (Chairman for Viva)	: <u>Prof. Dr. Ku Nor Izah Ku Ismail</u>	Tandatangan (Signature)
Pemeriksa Luar (External Examiner)	: <u>Assoc. Prof. Dr. Nik Mutasim Nik Ab. Rahman</u>	Tandatangan (Signature)
Pemeriksa Dalam (Internal Examiner)	: <u>Assoc. Prof. Dr. Husna Johari</u>	Tandatangan (Signature)

Tarikh: **22 September 2010**
(Date)

Penelajar
(Name of Student)

: Raemah Abdullah Hashim

Tajuk Tesis
(Title of the Thesis)

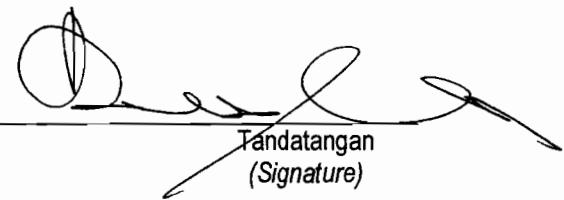
: Perceived Leadership Styles and Commitment to Service Quality
Among Academic Staff: A Mediating influence of Job Satisfaction

Program Pengajian
(Programme of Study)

: Doktor Pentadbiran Perniagaan (DBA)

Nama Penyelia/Penyelia-penyalia
(Name of Supervisor/Supervisors)

: Prof. Dr. Rosli Mahmood



A handwritten signature in black ink, appearing to read 'Prof. Dr. Rosli Mahmood', is placed above a handwritten label 'Tandatangan (Signature)'.

Tandatangan
(Signature)

PERMISSION TO USE
UNIVERSITI UTARA MALAYSIA

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

BY

RAEMAH ABDULLAH HASHIM

NO PART OF THIS UNPUBLISHED RESEARCH MAY BE REPRODUCED, STORED
IN A RETRIEVAL SYSTEM, OR TRANSMITTED, IN ANY FORM OR BY ANY
MEANS, ELECTRONIC, MECHANICAL, PHOTOCOPYING, RECORDING OR
OTHERWISE WITHOUT THE PRIOR WRITTEN PERMISSION EXCEPT AS
PROVIDED BELOW:

1. ANY MATERIAL CONTAINED IN OUR DERIVED FROM THIS
UNPUBLISHED RESEARCH MAY ONLY BE USED BY OTHERS IN THEIR
WRITING WITH DUE ACKNOWLEDGEMENT.
2. UUM OR ITS LIBRARY WILL HAVE THE RIGHT TO MAKE AND
TRANSMIT COPIES (PRINT OR ELECTRONIC) FOR INSTITUTIONAL AND
ACADEMIC PURPOSES.
3. THE UUM LIBRARY WILL HAVE THE RIGHT TO MAKE, STORE IN A
RETRIEVAL SYSTEM AND SUPPLY COPIES OF THIS UNPUBLISHED
RESEARCH IF REQUESTED BY OTHER UNIVERSITIES AND RESEARCH
LIBRARIES.

AFFIRMED BY : RAEMAH BT ABDULLAH HASHIM

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 keperhatianan 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.

ACKNOWLEDGEMENTS

My praise and gratitude to “The Almighty for the strength, He has given me in both ideas and actions in accomplishing this research project paper”.

I wish to express my sincere appreciation to my supervisor, Professor Dr. Rosli Mahmood, who has contributed so much towards the completion of this research paper, in terms of guidance, motivation, support, and ideas. Furthermore, he tirelessly assisted me in the right direction and also has helped me in solving so many problems related to completing this thesis paper. I am grateful for all his constant support and assistance in terms of time and knowledge. I couldn't ask for a better supervisor. Thanks for being so accessible and supportive- I really appreciate it! May Allah repay your kindness.

My sincere appreciation also to our beloved President and Vice Chancellor, Datuk Prof. Dr Md. Zabid Hj. Abdul Rashid of UNIRAZAK. It is with your support towards the staff of UNIRAZAK to keep on improving that paved the initial path for my quest to attain my DBA. Your encouragement, moral support and most importantly the time off from work is deeply appreciated.

I would also like to thank Assoc. Prof Dr. Ravindran Ramasamy of UNIRAZAK., who wholeheartedly advised and supported my efforts in ensuring that my statistical analysis were accurate and appropriate. My sincere gratitude also to En Mohmad Amin bin Mad Idris, of UUM, Kuala Lumpur, who has been my source of inspiration.

My special acknowledgement goes to my husband, family and friends, at UNIRAZAK and UUM, KL for their encouragement and moral support which motivated me to continue and complete this study. Without you all, I would not have make it.....

CERTIFICATION OF THESIS WORK

PERMISSSION TO USE

ABSTRAK	i
ABSTRACT	iii
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	x
LIST OF FIGURES	xiii

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION	1
1.1 BACKGROUND.....	1
1.2 PROBLEM STATEMENT	12
1.3 RESEARCH QUESTIONS.....	18
1.4 RESEARCH OBJECTIVES	19
1.5 SIGNIFICANCE OF THE STUDY.....	20
1.6 SCOPE OF THE STUDY	24
1.7 ORGANIZATION OF THE THESIS	25
CHAPTER 2: LITERATURE REVIEW.....	27
2.1 INTRODUCTION.....	27
2.2 COMMITMENT TO SERVICE QUALITY	28
2.2.1 Commitment to Service Quality – Theoretical Background	28
2.2.2 Defining Commitment to Service Quality.....	31
2.2.3 Commitment to Service Quality.....	34
2.2.4 Leadership Styles and Commitment to Service Quality.....	43
2.3 JOB SATISFACTION	49

2.3.1 Job Satisfaction: Theoretical background.....	49
2.3.2 Defining Job Satisfaction	56
2.3.3 Job Satisfaction.....	58
2.3.4 Leadership Styles and Job Satisfaction	69
2.4 LEADERSHIP STYLES.....	75
2.4.1 Perceived Leadership Styles.....	75
2.4.2 Leadership – Theoretical Background.....	79
2.4.3 Transformational Leadership.....	85
2.4.4 Transactional Leadership.....	90
2.4.5 Multifactor Leadership Questionaires	92
2.5 COMPARATIVE STUDIES BETWEEN PRIVATE AND PUBLIC UNIVERSITIES	96
2.6 SUMMARY	105
CHAPTER 3: RESEARCH METHODOLOGY.....	106
3.1 INTRODUCTION.....	106
3.2 RESEARCH FRAMEWORK.....	108
3.3 THEORETICAL UNDERPINNING.....	108
3.4 HYPOTHESES DEVELOPMENT.....	112
3.4.1 Relationship between Perceived Leadership Styles and Commitment to Service Quality	112
3.4.2 Mediating Effects of Job Satisfaction on the Relationship between Perceived Leadership Styles and Academic Staff's Commitment to Service Quality.....	114
3.5 RESEARCH DESIGN	117
3.6 OPERATIONAL DEFINITIONS	120
3.7 MEASUREMENT AND INSTRUMENTATION.....	122
3.7.1 Measurement of Independent Variables	123
3.7.2 Measurement of Mediating Variable.....	127
3.7.3 Measurement of Dependent Variable.....	130
3.8 DATA COLLECTION.....	131
3.8.1 Population and Sample.....	131
3.8.2 Reliability	137
3.8.3 Validity	139
3.8.4 Pre-Test	142

3.8.5 Data Collection Procedure.....	144
3.9 TECHNIQUES OF DATA ANALYSIS	148
3.9.1 Descriptive Analysis.....	148
3.9.2 Tests of Significant Differences	149
3.9.3 Regression Analysis	149
3.10 SUMMARY	151
CHAPTER 4 :RESULTS AND DISCUSSIONS	152
4.1 INTRODUCTION.....	152
4.2 SAMPLING RESULTS	152
4.2.1 Data Collection and Data Entry.....	152
4.2.2 Profile of the Respondents	154
4.3 DATA PREPARATION AND SCREENING	156
4.3.1 Detection of Missing Data.....	156
4.3.2 Dectection of Outliers	157
4.4 VALIDITY AND RELIABILITY OF RESEARCH CONSTRUCTS	159
4.4.1 Validity Tests	159
4.4.2 Reliability Tests.....	170
4.5 DESCRIPTIVE STATISTICS	171
4.5.1 Normality Test (Skewness and Kurtosis of Study Variables)	172
4.5.2 Means and Standard Deviations of the Study Variables	174
4.6 TEST OF SIGNIFICANT DIFFERENCES.....	192
4.6.1 Demographic Variables and Commitment to Service Quality	193
4.6.2 Demographic Variables and Job Satisfaction.....	197
4.7 CORRELATION ANALYSIS.....	201
4.7.1 Normality, Linearity , Homodescedascity.....	202
4.7.2 Correlation among the Study Variables.....	203
4.7.3 Demographic Variables and Commitment to Service Quality	205
4.7.4 Demographic Variables and Job Satisfaction.....	206
4.8 MULTIPLE REGRESSION ANALYSIS.....	207
4.8.1 Assumptions of Multiple Regressions.....	207
4.9 HYPOTHESIS TESTING.....	210
4.9.1 Leadership Styles and Commitment to Service Quality.....	201

4.9.2 Mediating Effects of Job Satisfaction.....	213
4.10 SUMMARY	221
CHAPTER 5: CONCLUSION AND RECOMMENDATION.....	222
5.1 INTRODUCTION.....	222
5.2 RECAPITULATIONS OF THE STUDY	222
5.3 DISCUSSION ON THE FINDINGS	225
5.3.1 State of Commitment to Service Quality among the Academic Staff in Selected Malaysian Universities.....	225
5.3.2 State of Job Satisfaction among the Academic Staff in Selected Malaysian Universities.....	236
5.3.3 Relationship between Perceived Leadership Styles and Academic Staff's Commitment to Service Quality	251
5.3.4 Mediating Effects of Job Satisfaction on the Relationship between Perceived Leadership Styles on Academic Staff's Commitment to Service Quality.....	256
5.4 CONTRIBUTION TO THE BODY OF KNOWLEDGE.....	258
5.4.1 Theoretical Implications.....	258
5.4.2 Managerial Implications.....	263
5.5 LIMITATIONS OF STUDY.....	269
5.6 RECOMMENDATIONS FOR FUTURE RESEARCH.....	271
5.7 SUMMARY	274
REFERENCES.....	277

LIST OF TABLES

TABLE 1.1: NUMBERS OF PUBLIC AND PRIVATE HEIS IN MALAYSIA	3
TABLE 3.1: VARIABLES, SECTION AND SURVEY ITEMS AND RELATED HYPOTHESIS.....	123
TABLE 3.2: LEADERSHIP STYLES SCALES.....	126
TABLE 3.3: JOB SATISFACTION SCALES	129
TABLE 3.4: COMMITMENT TO SERVICE QUALITY SCALES.....	131
TABLE 3.5: TARGETED POPULATION NUMBERS IN PUBLIC UNIVERSITIES	132
TABLE 3.6: TARGETED POPULATION NUMBERS IN PRIVATE UNIVERSITIES....	133
TABLE 3.7: TOTAL TARGET POPULATION NUMBERS IN PRIVATE AND PUBLIC UNIVERSITIES.....	133
TABLE 3.8: PERCENTAGE OF EACH STRATUM AND DESIRED SAMPLE SIZE	135
TABLE 3.9: NUMBER OF SAMPLING UNITS FOR EACH STRATUM	137
TABLE 3.10: OVERALL INTERNAL RELIABILITY	144
TABLE 3.11: HYPOTHESES AND THE RESPECTIVE STATISTICAL TESTS	150
TABLE 4.1: PROFILE OF RESPONDENTS (ORGANIZATION, GENDER AND QUALIFICATION).....	155
TABLE 4.2: FACTOR LOADING FOR TRANSFORMATIONAL LEADERSHIP SCALE	164
TABLE 4.3: FACTOR LOADINGS FOR THE TRANSACTIONAL LEADERSHIP SCALE	166
TABLE 4.4: FACTOR LOADINGS FOR THE JOB SATISFACTION SCALE	168
TABLE 4.5: FACTOR LOADINGS FOR THE COMMITMENT TO SERVICE QUALITY SCALE	170
TABLE 4.6: RELIABILITY COEFFICIENTS FOR VARIABLES	171
TABLE 4.7: SKEWNESS AND KURTOSIS FOR THE STUDY VARIABLES	174
TABLE 4.8: MEAN AND STANDARD DEVIATION FOR STUDY VARIABLES	175
TABLE 4.9: DESCRIPTIVE STATISTICS (COMMITMENT TO SERVICE QUALITY)176	

TABLE 4.10: RESPONDENTS' AGREEMENT WITH COMMITMENT TO SERVICE QUALITY (PERCENTAGE).....	177
TABLE 4.11: TYPES OF ORGANIZATIONS AND COMMITMENT TO SERVICE QUALITY	178
TABLE 4.12: COMPARISONS: PUBLIC AND PRIVATE UNIVERSITY (COMMITMENT TO SERVICE QUALITY)	180
TABLE 4.13: COMPARISONS: PUBLIC AND PRIVATE UNIVERSITY (COMMITMENT TO SERVICE QUALITY IN PERCENTAGE).....	181
TABLE 4.14: DESCRIPTIVE STATISTICS (JOB SATISFACTION).....	183
TABLE 4.15: RESPONDENTS' JOB SATISFACTION PERTAINING TO JOB ASPECTS (PERCENTAGE)	184
TABLE 4.16 : TYPES OF ORGANIZATIONS AND JOB SATISFACTION	185
TABLE 4.17: COMPARISONS :PUBLIC AND PRIVATE UNIVERSITY (JOB SATISFACTION)	187
TABLE 4.18: COMPARISONS: PUBLIC AND PRIVATE UNIVERSITY (JOB SATISFACTION IN PERCENTAGE)	188
TABLE 4.19: DESCRIPTIVE STATISTIC (TRANSFORMATIONAL LEADERSHIP) ..	190
TABLE 4.20: DESCRIPTIVE STATISTICS (TRANSACTIONAL LEADERSHIP).....	193
TABLE 4.21: COMMITMENT TO SERVICE QUALITY AND GENDER	194
TABLE 4.22: COMMITMENT TO SERVICE QUALITY AND QUALIFICATION	195
TABLE 4.23 : COMMITMENT TO SERVICE QUALITY AND AGE	197
TABLE 4.24 : COMMITMENT TO SERVICE QUALITY AND NUMBER OF YEARS OF TEACHING.....	198
TABLE 4.25: JOB SATISFACTION AND GENDER	198
TABLE 4.26: JOB SATISFACTION AND ACADEMIC STAFF's HIGHEST QUALIFICATION.....	199
TABLE 4.27: JOB SATISFACTION AND AGE	199
TABLE 4.28: JOB SATISFACTION AND NUMBER OF YEARS TEACHING EXPERIENCE.....	201
TABLE 4.29: STUDY VARIABLES AND THEIR INTERCORRELATION COEFFICIENTS.....	204
TABLE 4.30: DEMOGRAPHIC AND COEFFICIENT WITH COMMITMENT TO SERVICE QUALITY	206

TABLE 4.31: DEMOGRAPHIC AND COEFFICIENT WITH JOB SATISFACTION.....	207
TABLE 4.32: REGRESSION ANALYSIS SUMMARY: RELATIONSHIP BETWEEN LEADERSHIP STYLES AND COMMITMENT TO SERVICE QUALITY	213
TABLE 4.33: TRANSFORMATIONAL LEADERSHIP STYLE AND COMMITMENT TO SERVICE QUALITY MEDIATED BY JOB SATISFACTION.....	216
TABLE 4.34 : TRANSACTIONAL LEADERSHIP STYLE AND COMMITMENT TO SERVICE QUALITY MEDIATED BY JOB SATISFACTION	219
TABLE 4.35: SUMMARY OF HYPOTHESIS TESTS.....	222

LIST OF FIGURES

FIGURE 2.1 : HERZBERG'S MOTIVATION-MAINTENANCE MODEL	56
FIGURE 3.1: RESEARCH FRAMEWORK	108
FIGURE 4.1: JOB SATISFACTION MEDIATES TRANSFORMATIONAL LEADERSHIP AND COMMITMENT TO SERVICE QUALITY.....	215
FIGURE 4.2: JOB SATISFACTION MEDIATES TRANSACTIONAL LEADERSHIP AND COMMITMENT TO SERVICE QUALITY	218

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

The contents of
the thesis is for
internal user
only

REFERENCES

Anderson, V. (2007). Contingent and marginalised? Academic development and part-time teachers. *International Journal for Academic Development* , 12, 111-121.

Antonakis, J., Avolio, B. J.,& Sivasubramanian, N. (2003). Context and leadership : An examination of the nine-factor full-range leadership theory using Multifactor Leadership Questionnaire. *The Leadership Quarterly* , 14,261-294.

Ariffin, A.Z.M. (2006). *A study of destination preferences for corporate meetings*. Unpublished PH.D. Dissertation, Universiti Malaya, Malaysia.

Arokiasamy, L., Ismail, M., Ahmad, A. & Othman, J. (2007). Background of Malaysian private institutions of higher learning and challenges faced by academicians. *The Journal of International Social Research* , 2, 60-67.

Ary, D., Jacobs, L. C., & Razavieh, A. (1996). *Introduction to research in education*. Orlando, Florida: Harcourt Brace College Publishers.

Ashill, N.J., Carruthers, J., & Krisjanous, J. (2006). The effect of management commitment to service quality on frontline employees' affective and performance outcomes: An empirical investigation of New Zealand public healthcare sector. *Int. J. Nonprofit Volunt. Sect. Mark. Wiley InterScience* , 11, 271-287.

Atilgan, E., Akinci, S., & Aksoy, S. (2003). Mapping service quality in the tourism industry. *Managing Service Quality* , 13, 412-422.

Avolio, B.J. (1999). *Full leadership development*. CA Sage: Thousand Oaks.

Avolio, B.J., Bass, B.M., & Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire. *Journal of Occupational and Organisational Psychology*, 72, 441-462.

Babakus, E., Yavas, U., Karatepe, O.M., & Avci, T. (2003). The effect of management commitment to service quality on employees' affective and performance outcomes. *Journal of the Academy of Marketing Science*, 31, 272-286.

Babbar, S., & Koufteros, X. (2008). The human element in airline service quality: contact personnel and the customer. *International Journal of Operations & Production Management*, 28, 804-830.

Babbie, E.R. (2005). *The basics of social research*. Belmont: Thomson Wadsworth.

Bartlett, M.S. (1954). A note on the multiplying factors for various chi square approximations. *Journal of the Royal Statistical Society*, 16, 296-298.

Baharun, R. (2005). *Identifying needs and wants of university students in Malaysia*. Kuala Lumpur: Malaysian Management Review.

Bajunid, A. (2004). *Professional development of school principals for revitalizing schooling in Malaysia*. Netherlands: Kluwer Academic Publishers.

Bajunid, I.A. (2008). The development of educational leaders in Malaysia: The creation of a professional community. In D. Johnson & R. Maclean (Ed); *Teaching: Professionalization, Development and Leadership* (pp. 215-232). United States of America: Springer Science & Business Media.

Barnett, K., McCormick, J., & Conners, R. (2001). Transformational leadership in schools: Panacea, placebo or problem? *Journal of Education Administration*, 39, 24-46.

Baron, R.M., & Kenny, D.A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Psychology* , 6, 1173-1182.

Bass, B.M.(1985a). *Leadership and performance beyond expectation*. New York: Harper.

Bass, B.M. (1985b). Leadership: Good, better, best. *Organisational Dynamics* , 3, 26-40.

Bass, B.M. (1990). *Bass & Stogdill's handbook of leadership: Theory, research and managerial applications (3rd Ed)*. London: Collier Macmillan Publisher.

Bass, B.M. (1995). Theory of transformational leadership redux. *Leadership Quarterly* , 6, 463-478.

Bass, B.M. (1997). Does the transactional –transformational paradigm transcend organisational and national boundaries? *American Psychologist* , 52,130-139.

Bass, B.M. (1998). *Transformational leadership: Industry, military, and educational impact*. New Jersey: Erlbaum.

Bass, B. M., & Avolio B. J. (1990). The implications of transactional and transformational leadership for individual team organizational development. *Research in Organisational Change and Development* , 4, 231-272.

Benny, W.D., & Feldman, S. (1985). *Multiple regression in practice*. Thousand Oaks, CA: Sage Publications.

Bess, J.L., & Goldman, P. (2001). Leadership ambiguity in universities and K-12 schools and the limits of contemporary leadership theory. *The Leadership Quarterly* , 12, 419-450.

Bitner, M.J. (1992). Servicescapes: The Impact of physical surroundings on customers and employees. *Journal of Marketing*, 56, 57-71.

Bland, C.J., Center, B.A., Finstad, D.A., Risbey, K.R. & Staples, J. (2006). The impact of appointment type on the productivity and commitment of full-time faculty in research and doctoral institutions. *The Journal of Higher Education*, 77, 89-123

Blumber, B., Cooper, D.R., & Schindler, P.S. (2005). *Business research methods (2nd Edition)*. London: McGraw-Hill.

Boehnke, K., Bontis, N., DiStefano, J.J., & DiStefano, A.C. (2003). Transformational leadership : An examination of cross differences and similarities. *Leadership & Organisation Development Journal*, 24, 5-15.

Bono, J.E., & Judge, T.A. (2004). Personality and transformational and transactional leadership: A meta-analysis. *Journal of Applied Psychology*, 89, 901-910.

Boon, O.K., & Arumugam, V. (2006). The influence of corporate culture on organisational commitment : Case study of semiconductor organisations in Malaysia. *Sunway Academic Journal*, 3, 99-115.

Boring, E.G. (1982). Sensation and perception in the history of experimental psychology. In *New Encyclopaedia Britannica (15th Edition)*, (vol 14, pp38). Chicago: Willliam Benton & Helen Hemingway Benton.

Bowen, D.E., Siehl, C., & Schneider, B. (1989). A framework for analyzing customer service orientations in manufacturing. *Academy of Management Review*, 14, 75-95.

Burns, J.M. (1978). *Leadership*. New York: Harper & Row.

Campbell, D.J., & Campbell, K.M. (2003). Global versus facet predictors of intention to quit: Differences in a sample of male and female Singaporean managers and non-managers. *The International Journal of Human Resource Management*, 14, 1152-1177.

Castillo, J.X., Conklin, E.A., & Cano, J. (1999). Job satisfaction of Ohio agriculture education teachers. *Journal of Agricultural Education* , 40, 19-27.

Chen, K., Blendinger, J., & McGrath, V. (2000). Job satisfaction among high school assistant principals. *Annual Meeting of the Mid-South*. Bowling Green, KY: Educational Research Association.

Chen, L.Y. (2004). Examining the effect of organization culture and leadership behaviours on organizational commitment, job satisfaction, and job performance at small and middle-sized firms of Taiwan. *The Journal of American Academy of Business, Cambridge* , 5, 232-438.

Cheung, M.F.Y., Wu, W., Chan, A.K.K., & Wong, M.M.L. (2008). Supervisor-Subordinate guanxi and employee work outcomes: The mediating role of job satisfaction. *Journal of Business Ethics* , 88, 77-89.

Christie, P. (2002). Learning about leadership : Recent perspectives from education. *[Review of the books: The Making of Education Leaders by Peter Groon & Changing Leadership for Changing Times by Leithwood, K., Jantzi, D & Steinbach, R]* , 23, 129-135.

Chiu, S., & Chen, H. (2005). Relationship between job characteristics and organisational citizenship behaviour: The mediational role of job satisfaction. *Social Behaviour and Personality* , 33, 523-540.

Clark, R.A., Hartline, M.D., & Jones, K.C. (2008). The effects of leadership style on hotel employees' commitment to service quality. *Cornell Hospitality Quarterly* , 1-23.

Cohen, J. (1988). *Statistical power analysis for behavioural science (2nd Edition)*. Hillsdale: Lawrence Erlbaum Associates.

Cohen, J. (1992). A power premier. *Psychologist Bulletin* , 112, 155-159.

Cook, C., Heath, F., Thompson, R.L., & Thompson, B . (2001). Score reliability in web – or internet-based surveys: Unnumbered graphic rating scales versus Likert-type scales. *Educational and Psychological Measurement* , 61, 697-706.

Crampton, S.M. & Wagner, J.A. (1994). Percept-percept inflation in micro organizational research: an investigation of prevalence and effect. *Journal of Applied Psychology*, 67 - 76.

Curry, C.D. (2001). Review of the dropout study from the University of Aarhus. University of Copenhagen: Available from <http://ts.mivu.org/default.asp?show=issue&id=145>. [Accessed December 5,2009].

Curry, J.P., Wakefield, D.S., Price, J.L., & Muller, C.W. (1986). On the causal order of job satisfaction and organisational commitment. *Academy of Management Journal*, 29, 847-858.

Cuthbert, R.E. (1996). *Working in higher education*. Buckingham & Bristol, PA, USA: Society of Research into Higher Education & Open University Press.

Dabko, S., Salem,O. Genaidy, A. & Daraiseh, N. (2008). Job satisfaction of women in construction trades. *Journal of Construction Engineering and Management*, 134,205-216.

Daft, R.L. (2004). *Organization theory and design (3rd Edition)*. Canada: Thomson Learning.

Davis, K., & Newstrom, J.W. (1989). *Human behaviour at work (8th Edition)*. New York: McGraw-Hill.

Davis, D., & Cosenza, R. M. (1998). *Business research for decision making (2nd Edition)*. Boston: PWS –Kent Publishing House.

Deem, R., Mok, K.H., & Lucas,L. (2008). Transforming higher education in whose image? Exploring the concept of the 'world-class' university in Europe and Asia. *Higher Education Policy*, 21, 83–97.

Dillon, W.R., Madden, T.J., & Firtle, N.H. (1993). *Essentials of marketing research*. USA: Von Hoffmann Press.

Dogramaci, I. (2008). *Private versus public universities : The Turkish experience*. Paper presented at the APEID/UNESCO Asia Pacific Preparatory Conference for the 2009 World Conference on Higher Education, Macao.

Douglas, J., Douglas, A., & Barnes., B. (2006). Measuring student satisfaction at a UK university. *Quality Assurance in Education* , 14,251-267.

DSS Research, Inc. (2000). *Complementary methodologies: Internet versus mail surveys*. [Web document], 11 pages: Available: <http://www.dssresearch.com/PDFs/internet-v-mail.pdf> [2010, 4 May].

Economic Planning Unit. (2006). *Ninth Malaysian Plan 2006-2010*. Putrajaya: Prime Minister's Department.

Economic Planning Unit. (2008). *Mid-Term review of the 9th Malaysia Plan (2006-2010)*. Putrajaya: Prime Minister Department.

Economic Planning Unit. (2010). *Tenth Malaysia Plan (2011-2015)*. Putrajaya: Prime Minister Department.

Elmadag, A.B., Ellinger, A.E., & Franke, G.R. (2008). Antecedents and consequences of frontline service employee commitment to service quality. *Journal of Marketing Theory and Practice* , 16, 95-110.

Emery, C.R., & Barker, K.J. (2007). The effect of transactional and transformational leadership styles on the organisational commitment and job satisfaction on customer contact personnel. *Journal of Organisational Culture, Communication and Conflict* , 11, 77-90.

Erkutlu, H. (2006). The impact of transformational leadership on organisational and leadership effectiveness. *Journal of Management Development* , 27, 708-726.

Eunyoung, K. (2007). Transformational leadership. *Encyclopedia of Educational Leadership and Administration* , [Web document],1 page. Available: <http://sage-creference.com/edleadership/Article-n575.html> [2008, 14 Febuary].

Evans, L. (2001). Developing deeper into morale, job satisfaction and motivation among education professionals. *Educational Management & Administration* , 29, 291-306.

Feinstein, A. H. (2000). *A Study of relationship between job satisfaction and organizational commitment among restaurant employees*. Las Vegas: University of Nevada.

Festinger, L. (1957). *A Theory of Cognitive Dissonance*. Stanford, CA: University of Stanford Press.

Field, A. (2009). *Discovering statistics using SPSS*. Los Angeles: SAGE.

Firdaus, A. (2006). Measuring service quality in higher education: HEdPERF versus SERVPERF. *Marketing Intelligence & Planning* , 24, 31-47.

Flynn, D.M., & Tannenbaum, S.I. (1993). Correlates of organisational commitment: Differences in the public and private sector. *Journal of Business and Psychology* , 8, 103-116.

Ford, J.B., Joseph, M., & Joseph, M. (1999). Importance-performance analysis as a strategic tool for service marketers: The case of service quality perceptions of business students in New Zealand and the USA. *The Journal of Service Marketing* , 13, 171-186.

Geijsel, F., Sleegers, P., Leithwood, K., & Jantzi, J. (2003). Transformational leadership effects on teachers' commitment and effort toward school reform. *Journal of Educational Administration* , 41,228-256.

George, J., & Jones, G . (1996). The experience of work and turnover intentions: Interactive effects of value attainment, job satisfaction, and positive mood. *Journal of Applied Psychology* , 81, 318-325.

Gomez, J., & Salleh, I.M. (2008, October 10). *Malaysian universities rise in "Times" rankings*. Kuala Lumpur: New Straits Times.

Green, S.B. (1991). How many subjects does it take to do a regression analysis? *Multivariate Behavioural Research* , 26, 449-510.

Griffith, J. (2003). Relation of principal transformational leadership to school staff job satisfaction, staff turnover, and school performance. *Journal of Educational Administration* , 42, 333-356.

Gronroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing* , 18, 36-45.

Gronroos, C. (2007). *Service management and marketing*. USA: John Wiley & Sons, Ltd.

Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E., & Tatham, R.L. (2006). *Multivariate data analysis*. Singapore: Pearson Education International.

Hair, J., Money, A., Page ,M., & Samouel, P. (2007). *Research methods for business*. U.S.A: John Wiley and Sons.

Hartline, M.D, Maxham III, J.G., & McKee, D.O. (2000). Corridors of influence in the dissemination of customer-oriented strategy to customer contact service employees. *Journal of Marketing* , 64,35-50.

Hartline, M.D., & Ferrell, O.C. (1996). The management of customer-contact service employees: An empirical investigation. *Journal of Marketing* , 60,52-70.

Hartog, N.D.N., Muijen, V., & Koopman, P.L. (1997). Transactional versus transformational leadership: An analysis of the MLQ. *Journal of Occupational and Organizational Psychology* , 70, 19-34.

Hashim, K.M., Ahmad, S., Leng, O.L. (2007). Leadership styles and job satisfaction among employees in SMEs. *International Conference on Leadership in a Changing Landscape Malaysia*. (p. 10). Kuala Lumpur , Malaysia: University Tun Abdul Razak.

Hasan, H.F.A., Ilias, A., Rahman, R.A., & Rahman, M.Z.A. (2008). Service quality and student satisfaction: A case study at private higher education institutions. *International Business Research* . 1, 163-175.

Hassan, F., & Sheriff, N.H. (2006). Students' need recognition for higher education at private colleges in Malaysia: An exploratory perspective. *Sunway Academic Journal* , 3, 61-71.

Heck, R.H., Johnsrud, L.K., & Rosser, V.J. (2000). Administrative effectiveness in higher education: Improving assessment procedures. *Research in Higher Education* , 41, 663-684.

Henne, D., & Locke, E.A. (1985). Job dissatisfaction: What are the consequences. *International Journal of Psychology* , 20, 221-240.

Herscovitch, L. & Meyer, J.P. (2002). Commitment to organisational change: Extension of a three-component model. *Journal of Applied Psychology* , 87, 474-487.

Herzberg, F., Mauser, B., & Snyderman, B. (1959). *Work and the nature of man*. London: Staples Press.

Honingh, M.E, & Oort, F.J. (2009). Teachers' organisational behaviour in public and private funded schools. *International Journal of Educational Management* , 23, 172-184.

Horner, M. (1997). Leadership theory, past, present and future. *Team Performance Management* , 3, 270-287.

Houston, D., Meyer, L.H., & Paewai, S. (2006). Academic staff workloads and job satisfaction: Expectation and values in academe. *Journal of Higher Education Policy and Management* , 28, 17-30.

Huang, T., & Hsiao, W. (2007). The causal relationship between job satisfaction and organisational commitment. *Social Behavior and Personality* , 35, 1265-1276.

Hudson, S., Hudson, P., & Miller, G.A. (2004). The measurement of service quality in the tour operating sector: A methodological comparison. *Journal of Travel Research* , 42,305-312.

Hui, H.C., Chui, C.K., Yu, P.L.H., Cheng, K., & Tse, H.H.M. (2007). The effects of service climate and the effective leadership behaviour of supervisors on frontline employee service quality: A multi -level analysis. *Journal of Occupational and Organizational Psychology* , 80,151-172.

Hutcheson, G., & Sofroniou, N. (1999). *The multivariate social scientist*. London: Sage.

Ilacqua, J.A., Shumacher, P. & Li, H.C . (2001). Factors contributing to job satisfaction in higher education. *Higher Education* , 1,51-61.

Isahak, A. (2007). The philosophy of higher education of the 21st century. *Bulletin of Higher Education Research* , 10,15-16.

Ismail, A. & Abiddin, N.Z. (2009). Service attributes of graduate research students' needs in a Malaysian university. *The Journal of International Social Research* , 2, 323-338.

Jabnoun, N., & Rasasi A.J. (2005). Transformational leadership and service quality in UAE hospitals. *Managing Quality Service Journal* , 15,70-81.

Jain, K.K., Abu, N.K., Akhbar, A., & Sapuan, D.A. (2004). Retaining E-Learners: A case study of University Tun Abdul Razak, Malaysia. *The Journal of Management Awareness* , 7, 47-58.

Jasman,G. (2009, October,9). *University's success hailed*. New Straits Times, p.5.

Jensen, J.J.P., Vera, D., & Crossan, M. (2009). Strategic leadership for exploration and exploitation: The moderating role of environmental dynamism. *The Leadership Quarterly* , 20, 5-18.

Jusoh, A., Omain, S.Z., Majid, A.A., Som, M.H., & Shamsuddin, A.S. (2004). *Service quality in higher education: Management students' perspective*. Shah Alam: Research Management Centre, UiTM.

Judge, T.A. & Bono, J.E. (2000). Five factor model of personality and transformational leadership. *Journal of Applied Psychology* , 85, 751-765.

Judge, T.A., & Piccolo, R.F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology* , 89, 755-768.

Kaiser, H.E. (1970). A second-generation Little Jiffy. *Psychometrika* , 35, 401-415.

Kaiser, H.F. (1974). An index of factorial simplicity. *Psychometrika* , 39, 31-36.

Kandampully, J. (2002). *Service management the new paradigm in hospitality*. Australia: Pearson Education .

Kaur, S. (2008, June 14). *Ministry sets target to transform higher education*. The Star Online: Retrieved from <http://thestar.com.my>.

Kent, T.W., Crofts, J.C. & Aziz, A. (2001). Four factors of transformational leadership behaviour. *Leadership & Organization Development Journal*, 22, 221-219.

Kim, H.J., Tavitiyaman P., & Kim, W.G. (2009). The effect of management to service on employee service behaviours : The mediation effect of job satisfaction. *Journal of Hospitality & Tourism Research* , 33, 369-390.

Kirkbride, P. (2006). Developing transformational leaders: The full range leadership model in action. *Industrial and Commercial Training* , 38, 23-33.

Kreitner, R., & Kinicki, A. (1995). *Organizational behaviour*. London : Irwin .

Krejcie, R.V., & Morgan, D.W. (1970). Determining the sample size for research activities. *Educational and Psychological Measurement* , 30, 607-610.

Kroth, M. (2007). *The manager as motivator*. United States of America: Greenwood Press.

Kroth, P.J., McPherson, L., Leverence, R., Pace, W., Daniels, E., Rhyne, R.L., Williams, R.L. (2009). Combining web-based and mail surveys improves response rates: A PBRN study on PRIME Net. *Annals of Family Medicine* , 7, 1-4.

Kumar, M., Kee, F.T., & Manshor, A.T. (2009). Determining the relations , importance of critical factors in delivery service quality of banks. An application of domain analysis in SERVQUAL model. *Managing Service Quality* , 19, 211-228.

Kusku, F. (2003). Employee satisfaction in higher education: The case of academic and administrative staff in Turkey. *Career Development International* , 8,347-356.

Lacy, F.A., & Sheehan, B.A. (1997). Job satisfaction among academic staff : An international perspective. *Higher Education* , 34, 305-322.

Latif, L.A., Sungsri, S. & Bahroom, R. (2009). Managing retention in ODL institutions: A case study on Open University Malaysia and Sukhothai Thammathirat Open University. *ASEAN Journal of Open and Distance Learning* , 1, 1-10.

Landrum, H., & Prybutok, V. R. (2004). A service quality and success model for the information service industry. *European Journal of Operational Research* , 156 , 628-643 .

LeBlanc, G., & Nguyen, N. (1997). Searching for excellence in business education : An exploratory study of customer impressions of service quality. *International Journal of Education Management* , 11, 72-79.

Lee, D., & Lee, E. (2005). Service quality on internet store loyalty: Mediating role of internet store satisfaction and internet store image. *Asia Pacific Advances in Consumer Research* , 6,386-392.

Leithwood, K. (1994). Leadership in school restructuring,. *Educational Administration Quarterly* , 30, 498-518.

Leithwood, K., & Jantzi, D. (1999). Transformational school leadership effects: A replication. *School Effectiveness and School Improvement* , 10, 451-479.

Leithwood, K. (2008). Should educational leadership focus on best practices or next practices? *Journal Education Change* , 9,71-75.

Ling, S. (2008, June 14). Higher Education:What makes a leader? *New Straits Times Online* .Retrieved from <http://www.nst.com.my>.

Liao, H., & Chuang, A. (2007). Transforming service employees and climate: A multilevel, multisource examination of transformational leadership in building long-term service relationship. *Journal of Applied Psychology* , 92,1006-1019.

Little, M.M., & Dean, A.M. (2006). Links between service climate, employee commitment and employees' service quality capability. *Managing Service Quality* , 16, 460-476.

Locke, E.A. (1969). What is job satisfaction? *Organisational Behaviour and Human Performance* , 4, 309-336.

Lok, P., & Crawford, J. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison. *Journal of Management Development* , 23, 321-338.

Looy, B.V., Gemmel, P., & Dierdonck, R.V. (2003). *Service management*, (2nd Edition). Great Britain: Prentice Hall.

Lyons, S.T., Duxbury, L.E., & Higgins, C.A. (2006). A comparison of the values and commitment of private sector, public sector, and parapublic sector employees. *Public Administration Review* , 605-618.

Lum,L., Kervin, J., Clark, K., Reid, F., & Sirola, W. (1998). Explaining nursing turnover intent: job satisfaction, pay satisfaction, or organisational commitment? *Journal of Organisational Behaviour* , 19, 305-320.

Lunenburg, F.C. (2003). Emerging perspectives: The usefulness of the construct of transformational leadership in educational organisation. Presented at the *Annual meeting of National Council of Professional Educational Administrator Administration*, Sedona, Arizona

Lussier, R.N., & Achua, C.F. (2004). *Leadership theory application skill development*. Australia. South Western, Australia: Thomson.

McFarlin, D.B., Coster, E.A., Rice, R.W., & Cooper, A.T. (1995). Facet importance and job satisfaction: another look at the range -of-affect hypothesis. *Basic and Applied Social Psychology* , 16, 489-502.

Mahmood, R. (2005). Ethical perceptions of small business owners in Malaysia. *International Journal of Management and Entrepreneurship* , 1, 138-145.

Mahmood, R., & Rahman, G.A. (2007). How bank managers assess small business borrowers? *Malaysian Management Review* , 43-53.

Majumdar, A.S. (2004). *Traits of an academic*. [Web document]. Available: <http://geocities.com/html>. [2009,1August]

Malhorta & Mukherjee . (2004). The relative influence of organizational commitment and job satisfaction on service quality of customer contact employees in banking call centers. *Journal of Services Marketing* , 18,162-174.

Mandal, G.M.K., & Dalal, R.S. (2006). Job satisfaction of faculty members of veterinary sciences: an analysis. *Livestock Research for Rural Development* , 18, 1-8.

Mardia, K.V. (1971). The effect of nonnormality on some multivariate tests and robustness to nonnormality in the linear model. *Biometrika* , 58, 105-121.

Manfreda, K.L., Bosnjak, M., Berzelak, J., Haas, I., & Vehovar, V. (2008). Web surveys versus other survey modes : A meta-analysis comparing response rates. *Journal of Market Research* , 50,79-104.

Marston, S., Courtney, V., & Brunetti, G. (2006). The voices of experienced elementary teachers: Their insights about the profession. *Teacher Quarterly* , 33,111-132.

Martin, W. A. (1986). *Quality service: The restaurant manager's bible*. U.S.A : The Cornell University Press.

Maynard, D.C., & Joseph, T.A. (2008). Are all part-time faculty underemployed? The influence of faculty status preference on satisfaction and commitment. *High Education* , 55,149-154.

McGuire, E., & Kennerly, S.M. (2006). Nurse managers as transformational and transactional leaders. *Nursing Economics* , 24, 179-185.

Mertler, C.A. (2001). Teacher motivation and job satisfaction in the new millennium. Paper presented at the *Annual Meeting of the Mid -Western Educational Research Association* .Chicago, IL.

Mertler, C.A. (2002). Job satisfaction and perception of motivation among middle and high school teachers. *American Secondary Education* , 31, 43-53.

Meyer, J.P. & Allen, C.A. (1991). A three component conceptualisation of organisational commitment. *Human Resources Management Review* . 1, 61-98.

Ministry of Higher Education. (2007). *National Higher Education Plan (2007-2010)*. Malaysia: Ministry of Education.

Mohamad, M. (1991). *The way forward. Kuala Lumpur*. Malaysia: Prime Minister Department.

Mok, K.H. (2008). Singapore's global education hub ambitions. *International Journal of Education Management* , 22, 527-546.

Morris, C.G., & Maisto, A.A. (2009). *Understanding Psychology*. New Jersey: Pearson Edu. Inc.

Morshidi, S. (2006). *Higher education in South-East Asia. Asia-Pacific programme of educational: Asia-Pacific programme of educational innovation for development*. Bangkok: United Nations Educational, Scientific and Cultural Organization.

Mowday, R., Steers, R. & Porter, L. (1979). The measurement of organisational commitment . *Journal of Vocational Behaviour* , 14,224-227.

Moxley, L.S. (1977). *Job satisfaction of faculty teaching higher education: An examination of Herzberg's dual-factor theory and Porter's need satisfaction research*. Unpublished doctoral dissertation, University of Michigan, USA.

Mustapha, R., & Abidin, Z.N. (2008). Undergraduate students perception of K-Economy and globalisation : A case study in Malaysian public university. *The Journal of International Social Research* , 1, 500-521.

Narimawati, U.S.E. (2007). The influence of work satisfaction, organizational commitment and turnover intention towards the performance of lecturers at West Java private higher institution institution. *Journal of Applied Sciences Research* , 3, 549-557.

Nasurdin, A.M., & Ramayah, T. (2003). The link between satisfaction and commitment: is it different for old and young worker? Paper presented at the *Human Resource Development Conference*. Kuching, Sarawak.

Natasha, D., & Subroto, B. (2003). Effects of management commitment on service quality to increase customer satisfaction of domestic airlines in Indonesia. *Singapore Management Review* , 25, 85-102.

National Higher Education Research. (2004). *Enhancing quality of faculty in Private Higher Education Institution*. Penang, Malaysia: USM.

Nemanich, L.A., & Keller, R.T. (2006). Transformational leadership in an acquisition : A field study of employees. *The Leadership Quarterly* , 18, 49-68.

Nguni, S., Sleegers, P., & Denessen, E. (2006). Transformational and transactional leadership effects on teachers' job satisfaction, organizational commitment, and organizational citizenship behaviour in primary schools: The Tanzanian case. *School Effectiveness and School Improvement* , 17, 145– 177.

Nielsen, K. , Yarker, J., Randall, R., & Munir, F. (2009). The mediating effects of team and self-efficacy on the relationship between transformational leadership, and job satisfaction and psychological well-being in healthcare professionals: A cross-sectional questionnaire survey. *International Journal of Nursing Studies* , 46, 1236– 1244.

Nielsen, I., & Smyth, R. (2008). Job satisfaction and response to incentives among China's urban workforce. *The Journal of Socio- Economics* , 37, 1921-1936.

Noordin, F. & Jusoff, K. (2009). Levels of job satisfaction amongst Malaysian academic staff. *Asian Social Science* , 5, 122-128.

Nunnally, J.C. (1978). *Psychometric Methods. (2nd Edition)*. New York : Mc Graw Hill.

Nunnally, J.C., & Berstein, I. H. (1994). *Psychometric Theory.(3rd Edition)*. New York: McGraw Hill.

O'Neil, M. (2000). The role of perception in disconfirmation models of service quality. Measuring business excellence. *Journal of Quality Focus* , 4, 46-59.

O' Neil, M.A., & Palmer, A. (2004). Importance-Performance analysis : A useful tool for directing continuous quality improvement in higher education. *Quality Assurance in Education* , 12, 39-52.

Ogaard, T., Marnburg, E., & Larsen, S. (2008). Perceptions of organisational structure in the hospitality industry: Consequences for commitment, job satisfaction and perceived performance. *Tourism Management* , 29, 661-671.

Oshagbemi, T. (1997a). Job satisfaction and dissatisfaction in higher education. *Education and Training* , 39,354-359.

Oshagbemi, T. (1997b). Job satisfaction profiles of university teachers. *Journal of Managerial Psychology*, 121, 27-39.

Oshagbemi, T. (2000). Is length of service related to level of job satisfaction? . *International Journal of Social Economic* , 27, 213-226.

Oshagbemi, T. (2001). How satisfied are academics with the behaviour / supervision of their line managers? *International Journal of Educational Management* , 15, 283-291.

Oshagbemi, T. (2003). Personal correlates of job satisfaction : Empirical evidence from UK universities. *International Journal of Social Economics* , 30, 1210-1232.

Othman, R., Ghani, R.A., & Arshad, R. (2001). Great expectations- CEO's perception of the performance gap of the HRM function in the Malaysian manufacturing. *Personnel Review* , 30, 61-80.

Pallant, J. (2002). *SPSS Survival Manual*. Sydney: Allen & Unwin.

Parasuraman, A., Zeithaml,V. A., & Berry, L. B. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing* , 64, 12-40.

Parasuraman, A., Zeithaml, V.A., & Berry, L.L. (1990). *Delivering quality service. Balancing customer perceptions and expectation.* U.S.A: Colliers Macmillan Publishers

Peng, K.Z., Ngo, H., Wong, C. (2009). Gender differences in work commitment of Chinese workers: An investigation of two alternatives explanations. *Journal of World Business* , 44, 323-335.

Peccei, R., & Rosenthal, P. (1997). The antecedents of employee commitment to customer service: Evidence from a UK service context. *The International Journal of Human Resource Management* , 8, 66-86.

Perrachione, B.A., Rosser, V.J., & Peterson. G.J. (2008). Why do they say? Elementary teachers' perceptions of job satisfaction and retention. *The Professional Educator* , 32, 1-17.

Peters, T.J., & Waterman, R.H. (1982). *In search of excellence*. New York: Harpers and Row.

Podsakoff, P.M., Todor, W.D., & Skov, R. (1982). Effects of leader contingent and noncontingent reward and punishment behaviours on subordinate performance and satisfaction. *Academy of Management Journal* , 25, 810-821

Podsakoff, P.M., & Todor, W.D. (1985). Relationship between leader reward and punishment behaviour and group process and productivity. *Journal of Management* , 11, 55-73.

Podsakoff, P.M., MacKenzie, S.B., & Bommer, W.H. (1996). Transformational leader behaviours and substitutes to leadership as determinants of employee satisfaction, commitment, trust, and organisational citizenship behaviours. *Journal of Management* , 22, 259-298.

Podsakoff, P.M., Bommer, W.H., Podsakoff, N.P., & MacKenzie, S.B. (. (2006). Relationships between leader reward and punishment behaviour and subordinate attitudes, perceptions, and behaviours: A meta-analytic review of existing and new research. *Organisational Behaviour & Human Performance* , 99, 113-142.

Politis, J.D. (2006). Self-leadership behavioural-focused strategies and team performance. A mediating influence of job satisfaction. *Leadership & Organisational Development Journal* , 27, 203-216.

Porter, L.W., Steers, R.M., & Boulian, P.V. (1973). *Organisational commitment, job satisfaction and turnover among psychiatric technicians*. Unpublished manuscript, University of California, Irvine.

Porters, L.H., Steers, R.M., & Boulian, P.V. (1974). Organisational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Psychology* , 59, 603-609.

Rad, A.M.M., & Yarmohammadian, M.H. (2006). A study of relationship between managers' leadership style and employees' job satisfaction. *Leadership in Health Services* , 19, 11-27.

Rahman, M.I., & Parveen, R. (2008). Job satisfaction: A study among public and private teachers of Bangladesh. *Journal of ICMAB* , 34, 73-90.

Rashed, A. (2006). Effect of gender on job satisfaction and organisational commitment in Kuwait, the. *International Journal of Management* . Retrieved March, 3, 2010, from <http://findarticles.html>

Rashid, M.Z.A., Sambasivan, M., & Johari, J. (2003). The influence of corporate culture and organisational commitment and performance. *Journal of Management Development* , 22, 708-728.

Rayton, B.A. (2006). Examining the interconnection of job satisfaction and organizational commitment: an application of the bivariate probit model. *International Journal of Human Resource Management* , 17, 139-154.

Razak, D.A., & Mohamed, R. (2008). Shifting rhetorics into reality: Transforming higher education for sustainable development- Universiti Sains Malaysia in the Apex framework. Paper presented at the APEID/UNESCO Asia Pacific Preparatory Conference , Macao.

Reeves, C., & Hoy, F. (1993). Employee perceptions of management commitment and customer evaluations of quality service in independent firms. *Journal Of Small Business Management* , 52-59.

Rego, A., & eCunha, M.P. (2008). Workplace spirituality and organizational commitment : An empirical study. *Journal of Organizational Change* , 21,53-75.

Reyes, P., & Pounder, D.G. (1993). Organisational orientation in public and private elementary schools. *Journal of Educational Research* , 87, 86-93.

Romainville, M. (1996). Teaching and research at university: A difficult pairing. *Higher Management* , 8, 135-144.

Rosser, V.J. (2004). Faculty members' intention to leave. A national study on their worklife and satisfaction. *Research in Higher Education* , 45, 285-308.

Rowden, R.W. (1999). the relationship between charismatic leadership behaviours and organizational commitment. *Leadership and Organizational Development Journal* , 21,30-35.

Rowold, J., & Heinitz, K. (2007). Transformational and charismatic leadership: Assessing the convergent, divergent and criterion validity of the MLQ and the CKS. *The Leadership Quarterly* , 18, 121-133.

Saane, N.V., Sluiter, J.K., Verbeek, A.M., & Frings-Dresen, M.H. (2003). Reliability and validity of instruments measuring job satisfaction- a systematic review. *Occupational Medicine* , 53, 191–200.

Saad, H.S., Samah, A.J.A., & Juhdi, N. (2008). Employees' perception on quality work life and job satisfaction in a private higher learning institution. *International Review of Business Research Papers* , 4, 23-34.

Sahney, S.D.K., Banwet., & Karunes. S. (2004). A SERVQUAL and QFD approach to total quality education. *International Journal of Productivity* , 53,143-168.

Sahney, S., Banwet, D.K., & Karunes, S. (2008). An integrated framework of indices for quality management in education: A faculty perspective. *The TQM Journal* , 20, 502-519.

Salam, S., Cox, J., Sims Jr, & Henry, P. (1996). How to make a team work : Mediating effects of job satisfaction. *Academy of Management* , 293-297.

Sallis, E. (2002). *Total quality management in education*. United Kingdom: Biddles.Co.

Sapuan, D.A. (2008). Putting the blame where it belongs: a study of causes attributing to drops outs. *The International Journal of Learning* , 14, 73-82.

Santhapparaj, A.S., & Alam, S.S. (2005). Job satisfaction among academic staff in private universities in Malaysia. *Journal of Social Sciences* , 1-4. Retrieved March 1, 2010, from <http://thefreelibrary.com>.

Schemerhorn, J.R, Hunt J.G., & Osborn R.N. (2005). *Organizational behaviour. (9th Edition)*. New York, U.S.A: Wiley and Sons.

Schneider, B., & Bowen, D.E. (1985). Employee and customer perceptions of service in banks: Replication and extension. *Journal of Applied Psychology* , 70, 423-433.

Sekaran,U. (2005). *Research methods for business*. India: John Wiley & Sons, Inc.

Shih, T., & Xitao, F . (2007). Comparing response rates in e-mail and paper surveys: A meta-analysis. *Educational Research Review* , 4,26-40 .

Shore, L.M., Newton, L.A., & Thornton III, G.C. (1990). Job and organizational attitudes in relation to employee behavioural intentions. *Journal of Organisational Behaviour* , 11, 57- 67.

Silva, P. (2006). Effects of disposition on hospitality employee job satisfaction and commitment. *International Journal of Contemporary Hospitality Management* , 18, 317-328 .

Sim, K.C., & Idrus, R.M. (2004). A study of quality assurance practises in the Universiti Sains Malaysia (USM) Malaysia. *Turkish Online Journal of Distance Education* , 5, 1-9.

Singh, K. (2007). Relationship between leadership style and organizational commitment in public agencies. Paper presented at the *International Conference of Leadership in the Changing Landscape* , Kuala Lumpur, Malaysia.

Smith, P.C., Kendall, L.M., & Hulin, C.L. (1969). *The measurement of satisfaction in work and retirement: A strategy for the study of attitudes*. Chicago, IL: Rand McNally.

Snipes, R.L., Oswald, S.L., LaTour, M., & Armenakis, A.A. (2005). The effects of specific job satisfaction facets on customer perceptions of service quality: An employee-level analysis. *Journal of Business Research* , 58, 1330-1339.

Sohail, M. S., & Shaikh, N.M. (2004). Quest for excellence in business education: A study of student impressions of service quality. *The International Journal of Educational Management* , 18, 58-65.

Soutar, G., & McNeil, M. (1999). Measuring service quality in a tertiary institution. *Journal of Educational Administration* , 24, 72-519.

Spector, C.M. (1977). *Job satisfaction: Application, assessment, cause, and consequences*. CA, U.S.A: Sage, Thousand Oaks.

Ssesanga, K. & Garrett, M. (2005). Job satisfaction of university academics: Perspectives from Uganda. *Higher Education* , 50, 33-56.

Staw, B.M., & Ross, J. (1985). Stability in the midst of change: A dispositional approach to job attitudes. *Journal of Applied Psychology* , 3, 469-480.

Steers, R.M., & Mowday, R.T. (1977). The motivational properties of tasks. Paper presented at *Annual Conference of the Mid West Academy of Management* , St Louis, USA.

Steers, R.M., Mowday, R.T., & Shapiro, D. L. (2004). The future of work motivation theory. *Academy of Management Review* , 29, 379-387.

Stevens, J. (2001). *Applied multivariate statistics for social sciences. (4th Edition)*. Hillsdale, N.J: Lawrence Erlbaum Publishing.

Stogdill , R.M. (1974). *Handbook of leadership: A survey of theory and research*. New York: Free Press.

Subramony, M., Beehr, T.A., & Johnson, C.M. (2004). Employee and customer perceptions of service quality in an Indian firm. *International Association for Applied Psychology* , 53, 311-327.

Suliman, A.M.T. (2001). Is it really a mediating construct? The mediating role of organizational commitment in work climate-performance relationship. *Journal of Management Development* , 21, 170-183.

Suwandee, S. (1994). *Job satisfaction and selected characteristics of faculty members in public and private universities in Bangkok, Thailand*. Unpublished Doctoral Dissertation, Illinois State University, USA.

Sweeny, A.P., Hohenshil, T.H., Fortune, J.C. (2002). Job satisfaction among employee assistance professionals: A national study. *Journal of Employment Counseling* , 39, 50-55.

Tabachnick, B.G., & Fidell, L.S. (2001). *Using multivariate statistic*. Boston: Allyn and Bacon.

Takakura, K. (2008). Strength and weaknesses of the public and private universities. Paper presented at the *APEID/UNESCO Asia Pacific Preparatory Conference for the 2009 World Conference on Higher Education* , Macao.

Taner, T., & Antony, J. (2006). Comparing public and private hospital care service quality in Turkey. *Leadership in Health Services* , 19, 1-10.

Tejeda, M.J., Scandura, T.A., & Pillai, R. (2001). The MLQ revisited psychometric properties and recommendation. *The Leadership Quarterly* , 12, 31-52.

Terpstra, D.E., & Honoree, A.L. (2004). Job satisfaction and pay satisfaction levels of university faculty by discipline type and by geographic region. *Education* , 3, 528-539.

Terpstra, D.E., & Honoree, A.L. (2009). The effects of different teaching, research, and service emphases on individual and organizational outcomes in higher education institutions. *Journal of Education for Business* , 84, 169-176.

Testa, M.R., & Mueller, S.L. (2009). Demographic and cultural predictors of international service worker job satisfaction. *Managing Service Quality* , 19, 195-210.

Tosi, H.L. & Mero, N.P. (2003). *The Fundamentals of organisational behaviour*. Cornwall: Blackwell Publishing.

Tsai, C. (2008). Leadership style and employee's job satisfaction in international tourist hotels. *Advances in Culture, Tourism and Hospitality Research*, 2, 293-332.

Volkwein , J.F., & Parmley, K. (2000). Comparing administrative satisfaction in public and private universities. *Research in Higher Education* , 41, 95-116.

Volkwein, J.F., & Zhou, Y. (2003). Testing the model of administrative job satisfaction. *Research in Higher Education* , 44, 149-171.

Voss, R., Gruber, T., & Szmigin, I. (2007). Service quality in higher education: The role of student expectation. *Journal of Business Research* , 60, 949-959.

Wallach, E. (1983). Individuals and organization: the cultural match. *Training and Development Journal* , 12,28-36.

Walumbwa, F.O., Wang, P., Lawler, J.J., & Shi, K. (2004). The role of collective efficacy in the relations between transformational leadership and work outcomes. *Journal of Occupational and Organisational Psychology* , 77, 515-530.

Walumbwa, F.O., Orwa, B., Wang, P., & Lawler, J.J. (2005). Transformational leadership, organizational commitment, Job satisfaction: A comparative study of Kenyan and U.S, Financial Firms. *Human Resource Development Quarterly* , 16, 235-256.

Weiss, D.J., England, G.W., & Lofquist, L.H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. Minneapolis: University of Minnesota Press.

Williams, F.K., Ricciardi, D., & Blackbourn,R. (2007). Theories of. *Encyclopedia of Educational Leadership and Administration* , [Web document],5 pages. Available: <http://sage-creference.com/edleadership/Article-n332.html> [2008, 14 Febuary].

Witt, C. A., & Steward. (1996). Solicitors and customer care. *The Services Industries Journal* , 16, 21-34.

Wolverton , Montez, J., & Gmelch.W.H. (2000). The roles & challenges of deans. Paper presented at the meeting of the Association for the Study of Higher Education (ASHE), Sacrenento, CA

Wong, E.S.K., & Heng, T.N. (2009). Case study of factors influencing jobs satisfaction in two Malaysian universities. *International Business Research* , 2, 86-98.

Wong, Y.T., Ngo, H.Y., & Wong, C.S. (2002). Affective organizational commitment of workers in Chinese joint ventures. *Journal of Managerial Psychology* , 17, 580-598.

Worsfold, P. (1999). HRM, performance, commitment and service quality in the hotel industry. *International Journal of Contemporary Hospitality Management* , 11, 340-348.

Yeo, R.K. (2008). Servicing service quality in higher education: Quest for excellence. *On the Horizon* , 16, 152-161.

Yew, T.Y. (2007). Job satisfaction and affective commitment: A study of employees in the tourism industry in Sarawak, Malaysia. *Sunway Academic Journal* , 27-43.

Yiing, L.H., & Ahmad, K.Z.B. (2008). The moderating effects of organisational culture on the relationships between leadership behaviour and organisational commitment and between organisational commitment and job satisfaction and performance. *Leadership and Organisational Development Journal* , 30, 53-86.

Yu ,H.K., & Jantzi, D. (2002). The effects of transformational leadership on teachers' commitment to change in Hong Kong. *Journal of Educational Administration* , 40,368-389.

Yu, C., Chang, H., & Huang, G. (2006). A study of service quality, customer satisfaction and loyalty in Taiwanese leisure industry. *The Journal of American Academy of Business* , 6, 126-131.

Yukl, G. (1999). An evaluation essay on current conceptions of effective leadership. *European Journal of Work and Organisational Psychology* , 8, 33-48.

Yukl, G. (2006). *Leadership in organization*. Kuala Lumpur, Malaysia: Pearson International Edition.

Yousef, D.A. (2002). Job satisfaction as a mediator of the relationship between role stressors and organisational commitment. A study from an Arabic cultural perspective. *Journal of Managerial Psychology* , 17, 250-266.

Yusof, A.Z., & Shamsuri, N.A. (2006) Organisational justice as a determinant of job satisfaction and organisational commitment. *Malaysian Institute of Management*, Retrieved January 10, 2010, from <http://mgv.mim.edu.my/MMR/0606/frame.htm>.

Zikmund, W. A. (2003). *Business research methods*. (7th Edition). Ohio, USA: Thomson Learning.