

**THE INFLUENCE OF PARTICIPATIVE DECISION MAKING  
AND DEMOGRAPHIC CHARACTERISTICS TOWARD JOB  
PERFORMANCE AMONG ACADEMIC STAFFS IN  
UNIVERSITI UTARA MALAYSIA**

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**MASTER OF SCIENCE (MANAGEMENT)  
UNIVERSITI UTARA MALAYSIA**

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UNIVERSITI UTARA MALAYSIA**

**By**

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**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
inFulfillment of the Requirement for the Degree of MSc.Management**

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## Abstrak

Globalisasi dan perkembangan teknologi maklumat telah berpengaruh kepada meningkatnya ketidakpastian dalam sektor pendidikan. Sebagai respon terhadap perubahan ini, institusi pengajian tinggi sentiasa menetapkan objektif yang lebih tinggi demi untuk mendapatkan keunggulan kompetitif. Hal ini memberikan kepada staf akademik sebagai kontributor penting dalam sebuah universiti di mana mereka harus memenuhi permintaan daripada universiti untuk menghasilkan prestasi kerja yang lebih baik. Oleh kerana itu, adalah penting bagi pihak pengurusan di dalam universiti untuk mengekalkan amalan - amalan yang dapat meningkatkan prestasi kerja sekaligus menjaga para staf agar tetap termotivasi. Selain itu, pihak pengurusan sebuah universiti harus mampu mengenalpasti kepelbagaian karakteristik individu dalam persekitaran kerja mereka. Tujuan utama dari kajian ini adalah untuk menganalisis pengaruh dari pengambilan keputusan partisipatif dan karakteristik individu terhadap prestasi kerja para staf akademik. Sehubungan dengan hal ini, sampel diambil dari 100 staf akademik di Universiti Utara Malaysia. Dengan menggunakan Analysis of Variance (ANOVA) dan analisis regresi, kajian ini mendapati bahwa pengambilan keputusan secara partisipatif, bersama dengan pengalaman mengajar dan jabatan akademik adalah faktor - faktor yang signifikan dalam mempengaruhi prestasi kerja para staf akademik.

**Kata kunci:** *Pengambilan Keputusan Partisipatif, Karakteristik Individu, Prestasi Kerja, Gelagat Organisasi.*



## **Abstract**

Globalizations and rapid advancement of information and technology have created high uncertainty in educational environment. In response to these changes, higher education institutions continuously set higher goals and objectives to gain more competitive advantages. As a result, academic staffs as important contributors in the university face an increasing demand for higher job performance. Therefore, it is necessary for university management to implement a practice that can increase academic job performance and keep them motivated. Furthermore, university management should be able to recognize the diversity in their work environment. The purpose of this research is to examine the influence of participative decision making and demographic characteristics toward job performance of academic staffs. In this regard, 100 academic staffs in Universiti Utara Malaysia were treated as sample of the research. Furthermore, by using Analysis of Variance (ANOVA) and regression analysis as statistical tools, the research found that participative decision making, along with teaching experience and academic rank of academic staffs are significant predictors in influencing job performance of academic staffs.

**Keywords:***Participative Decision Making, Demographic Characteristics, Job Performance, Organizational Behaviour.*

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*Muhammad Aliyan Perkasa, 2012.*

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Introduction**

The main purpose of this research is to gain insights about the influence of participative decision making and demographic characteristics toward job performance among academic staffs in Universiti Utara Malaysia. Specifically, this chapter discussed a brief idea of the topic of interest in the research which related to background of study, problem statement, research questions, research objectives, significance of the research and scope and limitations of the research.

### **1.2 Background of Study**

Higher education plays an important role in the formation of knowledge, economy and democratic society (Hoque, Alam, Faizah, Siti, Rose, & Fong, 2010). It also plays an essential role in supporting global development strategies with the necessary high-qualified manpower and research (Al-Turki & Duffuaa, 2003). Furthermore, education stimulates the development of students' minds and promotes the growth of crystallized intelligence and also promotes core task performance by providing individuals with more declarative and procedural knowledge (Ng & Feldman, 2009). Hoque et al. (2010) described the role of education as a supplier of human resources, and the role of human resources in the delivery of education. Thus, it is necessary for the university as one of the main contributor in higher education to continuously increase their teaching and learning quality; this kind of quality can be achieved through the good coordination of all involved sectors in the university including the university management as well as its academic staffs.

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participation enhances staffs to gain a lot of experience, remove boredom, increases workers commitment, efficiency and job satisfaction. (Olorunsola & Olayemi, 2011).

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# APPENDICES