AN EXAMINATION OF QUALITY MANAGEMENT PRACTICES, HUMAN-ORIENTED ELEMENTS, AND ORGANIZATIONAL PERFORMANCE IN THE MALAYSIAN HIGHER EDUCATION INSTITUTIONS

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DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
May 2014
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By

ABD. RAHIM ROMLE

Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy
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ABSTRACT

The study of quality management practices (QMPs) and organizational performance (OP) in higher education institutions are gaining attention due to the demand for excellence. However, there is no clear consensus on the comprehensive model for QMPs and OP. To examine this issue, grounded by the Systems Theory, this study proposes a framework by decomposing quality management practices, human-oriented elements (satisfaction, commitment, loyalty) and organizational performance. A total of 251 head of departments from twenty public universities in Malaysia participated in this study. Data was collected through personal-administered survey questionnaires. The Partial Least Squares approach to Structural Equation Modelling (PLS-SEM) was the main statistical technique employed in this study. The study exposes that QMPs were found to have a significant relationship with OP and Human-oriented Element (Satisfaction) while Human-oriented Element (Commitment) was found not to have a significant relationship with OP. As expected, the hypotheses of interrelationship amongst all the constructs of Human-oriented Elements (satisfaction, commitment, loyalty) were supported. For the mediation test, the finding indicated that the QMPs and Human-oriented Element (Loyalty) had a positive and significant relationship through the mediating effect of Human-oriented Element (Satisfaction). The results also revealed that the Human-oriented Element (Commitment and Loyalty) were found not to mediate the relationship of QMPs and OP. Several plausible reasons were discussed. Based on the findings, the theoretical and practical implications as well as limitations and direction for further research are also discussed.

Keywords: Human-oriented elements, quality management practices, organizational performance
ABSTRAK

Kajian tentang amalan pengurusan kualiti (QMPs) dan prestasi organisasi (OP) di institusi pengajian tinggi mula mendapat perhatian kesan daripada tuntutan terhadap kecemerlangan. Walau bagaimanapun, tidak ada kesepakatan yang jelas berhubung model yang komprehensif untuk QMPs dan OP. Bagi meneliti isu ini dengan bersandarkan Teori Sistem, kajian ini menyarankan satu kerangka kerja dengan memenggalkan amalan pengurusan kualiti, elemen yang bersumberkan manusia (kepuasan, komitmen, kesetiaan) dan prestasi organisasi. Seramai 251 orang ketua jabatan dari dua puluh buah universiti awam di Malaysia telah mengambil bahagian dalam kajian ini. Data dikumpul melalui soal selidik kendir. Pendekatan Kuasa Dua Terkecil Separa untuk Pemodelan Persamaan Berstruktur (PLS-SEM) merupakan teknik statistik utama yang digunakan dalam kajian ini. Dapatan kajian memperlihatkan bahawa QMPs mempunyai hubungan yang signifikan terhadap OP dan Elemen bersumberkan Manusia (Kepuasan). Manakala, Elemen bersumberkan Manusia (Komitmen) didapati tidak mempunyai hubungan yang signifikan dengan OP. Seperti yang dijangka, hipotesis hubungan inter dalam kalangan semua konstruk Elemen bersumberkan Manusia (kepuasan, komitmen, kesetiaan) telah disokong dalam kajian ini. Untuk ujian perantaraan, dapatan menunjukkan bahawa QMPs dan Elemen bersumberkan Manusia (Kesetiaan) mempunyai hubungan yang positif dan signifikan menerusi kesan perantaraan Elemen bersumberkan Manusia (Kepuasan).

Dapatan kajian juga memaparkan bahawa Elemen bersumberkan Manusia (Komitmen dan Kesetiaan) didapati tidak menjadi perantara dalam hubungan QMPs dengan OP. Beberapa sebab yang munasabah telah diperincikan. Implikasi teori dan praktis serta batasan dan hala tuju untuk kajian masa hadapan turut dikemukakan berdasarkan dapatan kajian.

Kata Kunci: Amalan pengurusan kualiti, elemen bersumberkan manusia, prestasi organisasi
DEDICATION

This thesis is dedicated to my beloved parents, Allahyarhamah Hajjah Ramlah Binti Haji Man (1944-2009) and Allahyarham Haji Romle Bin Haji Bakar (1943-2012). Both of you have always been in my heart and soul, forever and ever. This journey would not have been possible without your spirit and inspiration.

InsyaAllah, see both of you in Jannah

To my wife, Roslinda, best in the world

To my wonderful kids, Rabiyatul, Rafiqah, Rashidah, Muhammad, may the principles and insights contained in this journey bring you clarity, balance, focus, and confidence to help you accomplish your greatest dreams and create a meaningful transformation in your lives

To my granduncle, Haji Mohamad Haji Yahya who have continually supported and believed in me
ACKNOWLEDGEMENTS

In the Name of Allah the Most Gracious and MostMerciful

At all phases of working this thesis, I dreamt of arriving at the moment of writing the acknowledgments. That is, the final part in my case. The completion of this thesis would not have become a reality without the invaluable inspiration, encouragement, and sacrifices of the respective individuals and organizations. Thus, I wish to deliver my greatest appreciation to all those who extended their support in various ways.

I am deeply indebted to my supervisor, Professor Dr. Haji Razli Che Razak for his constructive ideas, guidance, patience, and help that enabled me to complete the writing.

This humble piece of writing that rest in your hands, is a result derived from an opportunity that given to me by the Government of Malaysia. I would like to extend my gratitude to Universiti Utara Malaysia for its sponsorship, granting me a scholarship to pursue my doctorate studies in New Zealand and Universiti Utara Malaysia.
Appreciation also extended to Dr. Rick Fraser, Dr. David Cohen, and Dr. Sharon Forbes from Lincoln University, for their continuous support and valuable time, specifically at the beginning of my PhD journey. I am also grateful to Professor T. Ramayah from Universiti Sains Malaysia, Dr. Abdullah Kaid Naji Al-Swidi, and Dr. Dwi Suhartanto for their assistance in data analysis. A note of thanks also goes to all my colleagues, Dr. Haji Abdul Shukor, Ahmad Hisham, Dr. Mohammad Ismail, Dr. Halim Mat Lazim, Risyanti, Mahadee UPM, Tuan Ahmad UiTM, and many others for their moral support and friendship.

Finally, I also would like to offer my regards and blessing to all of those who supported me in any respect during the completion of this thesis. Again, for all the people who helped me a lot along the way, may Allah bless you all.

All praise due to Allah SWT indeed
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LIST OF ABBREVIATIONS

ACN  Three-Component Model
ACS  Affective Commitment Scales
ACRULeT The Asian Center for Research on University Learning and Teaching
AGFI  Adjusted Goodness-of-Fit Index
AMOS Analysis of Moment Structures
ANOVA Analysis of Variance
AVE  Average Variance Extracted
BOCS British Organizational Commitment Scale
CBSEM Covariance Based Structural Equation Modeling
CCS Continuance Commitment Scale
CFA Confirmatory Factor Analysis
CFI Comparative Fit Index
CR Construct/Composite Reliability
CSFs Critical Success Factors
DV Dependent Variable
EDT Expectancy Disconfirmation Theory
EFA Exploratory Factor Analysis
EFQM European Foundation for Quality Management
GFI Goodness-of-Fit Index
GOF Goodness-of-Fit
HOE-Comm Human-Oriented Element Commitment
HOE-Loy Human-Oriented Element Loyalty
HOE-Sat Human-Oriented Element Satisfaction
ISO International Organization for Standardization
ITM Institut Technology Mara
IV Independent Variable
KMO Kaiser-Meyer-Olkin
LISREL Linear Structural Model
LV Latent Variables
MANOVA Multivariate Analysis of Variance
MBNQA Malcolm Baldrige National Quality Award
ML Maximum Likelihood
MLE Maximum Likelihood Estimation
MS ISO Malaysia Sirim for International Organization for Standardization
MV Mediating Variable
NC Normed Chi-square
NCS Normative Commitment Scale
NQAs National Quality Awards
OCQ Organizational Commitment Questionnaire
OP Organizational Performance
PDCA Plan-Do-Check-Act
PGFI Parsimony Goodness-of-Fit Index
PLS-PM Partial Least Squares- Path Modeling
PLS-SEM  Partial Least Squares- Structural Equation Modeling
Q²  Cross-Validated Redundancy Measure
QM  Quality Management
QMPs  Quality Management Practices
QOC  Quality of Conformance
QOD  Quality of Design
QOP  Quality of Performance
RM  Ringgit Malaysia
RMSEA  Root Mean Square Error of Approximation
SEM  Structural Equation Modeling
SERVQUAL  Service Quality
SETARA  The MQA Rating System for Higher Education Institutions in Malaysia
SPSS  Statistical Package for the Social Sciences
TQC  Total Quality Control
TQM  Total Quality Management
TPB  Theory of Planned Behavior
TRA  Theory of Reasoned Action
TLI  Tucker Lewis Index
UIAM  Universiti Islam Antarabangsa Malaysia
UiTM  Universiti Teknologi MARA
UKM  Universiti Kebangsaan Malaysia
UM  Universiti Malaya
UMK  Universiti Malaysia Kelantan
UMP  Universiti Malaysia Pahang
UMS  Universiti Malaysia Sabah
UMT  Universiti Malaysia Terengganu
UniMAP  Universiti Malaysia Perlis
UNIMAS  Universiti Malaysia Sarawak
 UniSZA  Universiti Sultan Zainal Abidin
UPM  Universiti Putra Malaysia
UPNM  Universiti Pertahanan Nasional Malaysia
UPS I  Universiti Pendidikan Sultan Idris
USIM  Universiti Sains Islam Malaysia
USM  Universiti Sains Malaysia
UTeM  Universiti Teknikal Malaysia Melaka
UTHM  Universiti Tun Hussein Onn Malaysia
UTM  Universiti Teknologi Malaysia
UUM  Universiti Utara Malaysia
VBSEM  Variance Based Structural Equation Modeling
VIF  Variance Inflation Factor
5S  Seiri, Seiton, Seiso, Seiketsu, Shitsuke
1.1 BACKGROUND OF STUDY

The discussion of ‘quality’ entails a variety of views, the orientations of the different people, things and the way it defined. The link of quality management practices (QMPs) and organizational performance is an important issue and difficult to evaluate. Defining the accurate role of QMPs and organizational performance is difficult because it covers many areas (Dumond, 1994), and wide subjects (Neely, Gregory & Platts, 2005). As Thiagarajan, Zaire & Dale (2001) mentioned that ignoring QMPs matter is equivalent to lack of success, and the winning strategy in a competitive environment is improvement of QMPs in the organization (Lee, Pae & Wong, 2000). Therefore, efforts have to be undertaken to improve the management of quality practices because organizational performance is centrally based on it.

A general consensus in the literature that QMPs affect performance (Martínez-Costa, Choi, Martínez & Martínez-Lorente, 2009). The bulk of the QMPs and organizational performance literature highlighted the favorable results (e.g. Heras, Arana & Casadesús, 2006; Li, Andersen & Harrison, 2003; Martínez-Costa & Martínez-Lorente, 2007; Yasin, Alavi, Kunt & Zimmerer, 2004). Specifically, literature reported the improvement in term of financial (Corbett, Montes-Sancho & Kirsch, 2005), quality of product (Mahadevappa & Kotrshwar, 2004; Noori, 2004), employee involvement (Sacchetti, 2007; White, Samson, Jones & Thomas, 2009), image (North, Blackburn & Curran,
The contents of the thesis is for internal user only
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Penilaian Amalan Pengurusan Kualiti dan Prestasi Organisasi di Institusi Pengajian Tinggi Awam Malaysia

Prof. Madya/Dr./Tuan/Puan yang saya hormati,

Saya seorang calon PhD di Kolej Perniagaan, Universiti Utara Malaysia, Kedah. Soal selidik yang dilampirkan adalah sebahagian daripada projek penyelidikan yang dibentuk untuk mengkaji amalan pengurusan kualiti dan prestasi organisasi dalam institusi pendidikan tinggi. Hasil kajian ini akan menyumbang kepada literatur perkhidmatan dan membantu pihak pengurusan universiti dalam aktiviti pengurusan mereka.


Melengkapkan soal selidik ini memerlukan tidak lebih daripada 20 minit masa anda. Sila pulangkan kembali kepada Pegawai Penilai apabila anda telah selesai. Jika anda mempunyai sebarang pertanyaan atau masalah, sila hubungi saya di 019-56507610 atau email di abd.rahim @ uum.edu.my.

Maklumat yang anda berikan adalah sangat penting untuk kejayaan kajian ini. Terima kasih atas masa dan kerjasama anda. Saya amat menghargai bantuan anda dalam usaha ini.

SETIAP SOAL SELIDIK YANG DIPULANGKAN, SEBANYAK RM3 AKAN DIDERMAKAN KE MAAHAD TAHFIZ DI JITRA KEDAH

Terima kasih.

Haji Abd. Rahim Haji Romle
SOAL SELIDIK PROJEK PENYELIDIKAN UNIVERSITI UTARA MALAYSIA


BAHAGIAN 1: AMALAN PENGURUSAN KUALITI (cth: ISO 9001, TQM, 5S)

Mohon tandakan (√) nombor-nombor berikut bagi menunjukkan sejauhmanakah anda bersetuju atau tidak bersetuju dengan penyataan di bawah.

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<td>Pihak pengurusan tidak memperuntukkan sumber-sumber yang mencukupi untuk jabatan kami bagi tujuan latihan dan pendidikan berkaitan kualiti</td>
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<td>Pihak pengurusan mengambil berat tentang mutu perkhidmatan jabatan kami</td>
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<td>7</td>
<td>Pihak pengurusan mengambil berat tentang maklumbalas dan kajian daripada staf</td>
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<td>1</td>
<td>Perancangan kualiti dalam jabatan kami adalah komprehensif dan dibentuk berdasarkan matlamat jangka masa pendek dan jangka masa panjang</td>
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<td>Perancangan kualiti di universiti ini mengambilkira keupayaan jabatan ini</td>
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<td>Perancangan kualiti di universiti ini tidak mengambilkira pihak-pihak yang berkepentingan (stakeholders)</td>
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<td>5</td>
<td>Semua staf di jabatan ini bersetuju dan menyokong objektif strategik dan pelan tindakan</td>
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<tr>
<td>6</td>
<td>Jabatan kami punyai objektif strategik yang jelas untuk jabatan ini</td>
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### Fokus Terhadap Pelanggan

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<td>Staf di jabatan kami mempunyai maklumat yang tepat tentang kehendak pelanggan</td>
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<td>4</td>
<td>Jabatan ini tidak mengambil tindakan susulan terhadap hasil tinjauan/kajian/soal selidik ke atas kepuasan pelanggan</td>
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<td>5</td>
<td>Dalam membentuk perkhidmatan/produk yang baru, jabatan kami mengambil kira kehendak pelanggan</td>
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<tr>
<td>6</td>
<td>Komplen/rungutan pelanggan digunakan sebagai satu kaedah untuk penambahbaikan</td>
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### Analisis Maklumat

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<td>Data/maklumat tentang kualiti tidak digunakan dalam pembuatan keputusan di jabatan kami</td>
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<td>Kami telah melaksanakan penandaarasan (benchmarking) berkaitan teknologi</td>
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<td>6</td>
<td>Kami telah melaksanakan penandaarasan (benchmarking) berkaitan kualiti perkhidmatan dan prosedur dari jabatan yang lain</td>
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### Fokus Kepada Sumber Manusia

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<td>2</td>
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<td>Jabatan kami menekankan kerja berkumpulan semangat kerja berpasukan</td>
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<td>5</td>
<td>Jabatan kami melatih kakitangan kami dalam konsep kualiti, menjaga keperluan mereka dan membangunkan kecekapan mereka</td>
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<td>Sebelum menjalankan proses penyampaian yang baru, jabatan kami menjalankan ujian yang komprehensif untuk menjamin kualitinya</td>
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<td>6</td>
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**BAHAGIAN 2: KEPUASAN**

Mohon tandakan (✓) untuk setiap penyataan di bawah yang bersesuaian menggambarkan kepuasan di jabatan anda.

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<td>3</td>
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<tr>
<td>7</td>
<td>Universiti ini cukup terkemuka di Malaysia dari pandangan jabatan kami</td>
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</tr>
<tr>
<td>8</td>
<td>Universiti ini mempunyai reputasi yang tinggi untuk menjadi institusi akademik terbaik di Malaysia dari pandangan jabatan kami</td>
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<tr>
<td>9</td>
<td>Persekitaran universiti ini menjadi tempat terbaik untuk didiami dan belajar dari pandangan jabatan kami</td>
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**BAHAGIAN 3: KOMITMEN**
Mohon tandakan (✔) untuk setiap penyataan di bawah yang bersesuaian menggambarkan komitmen di jabatan anda.

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<td>Setiap staf di jabatan ini seronok membincangkan berkaitan universiti ini dengan orang luar</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Jika universiti ini menghadapi apa-apa masalah, kami menganggap bahawa ianya bukan masalah jabatan kami</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Kami merasakan bahawa pihak universiti boleh secara mudah untuk memindahkan atau membubarkan jabatan ini</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Jabatan ini merasakan bahawa kami sebahagian daripada universiti ini</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Jabatan ini merasakan kami terlibat secara langsung di universiti ini</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Universiti ini cukup bermakna kepada jabatan kami</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Tiada semangat kekitaan <em>(sense of belonging)</em> di universiti ini menurut pandangan jabatan kami</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
BAHAGIAN 4: KESETIAAN
Mohon tandakan (✔) untuk setiap penyataan di bawah yang bersesuaian menggambarkan kesetiaan di jabatan anda.

<table>
<thead>
<tr>
<th>No</th>
<th>Penyataan</th>
<th>Sangat Tidak Setuju</th>
<th>Tidak Setuju</th>
<th>Tidak Pasti</th>
<th>Setuju</th>
<th>Sangat Setuju</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jabatan ini akan menyampaikan hal-hal yang positif tentang universiti ini kepada orang lain</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Jabatan ini cenderung untuk mencadangkan <em>(recommend)</em> universiti ini kepada pihak lain</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>Jabatan ini selalu mencadangkan rakan-rakan untuk bekerja atau belajar di universiti yang sama</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>Jabatan ini akan mempertimbangkan universiti yang sama sebagai pilihan pertama kepada staf yang ingin mengikut pengajian lanjutan</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Jabatan ini akan mengadu kepada jabatan lain jika menghadapi apa-apa masalah</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Jabatan ini akan mengadu kepada pihak luar jika menghadapi masalah</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>Staf di jabatan kami akan cuba untuk bertukar ke universiti lain jika menghadapi masalah</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>Staf di jabatan kami akan cuba untuk bertukar ke jabatan lain di dalam universiti yang sama jika menghadapi masalah</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>Staf di jabatan ini akan bekerja di universiti yang lain jika mendapat tawaran gaji yang lebih baik</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10</td>
<td>Staf di jabatan ini akan meneruskan kerjaya mereka di universiti ini walaupun tidak mendapat kenaikan pangkat</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>11</td>
<td>Staf di jabatan ini bersedia membayar lebih untuk apa-apa perkhidmatan/produk yang diterima jika dikenakan bayaran</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
BAHAGIAN 5: PRESTASI ORGANISASI selepas pelaksanaan AMalan Pengurusan Kualiti (cth: ISO 9001, TQM, 5S)

Mohon tandakan (√) untuk setiap penyataan di bawah yang bersesuaian dengan anda.

<table>
<thead>
<tr>
<th>No</th>
<th>Penyataan</th>
<th>Sangat Tidak Setuju</th>
<th>Tidak Setuju</th>
<th>Tidak Pasti</th>
<th>Setuju</th>
<th>Sangat Setuju</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jabatan kami berjaya menguruskan belanjawan dengan baik</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Jabatan kami tidak mencapai penjimatan dalam kos operasi</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Produktiviti di jabatan kami semakin menurun</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Kos sesuatu perkhidmatan/produk yang disediakan oleh jabatan kami sentiasa meningkat</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Kewangan**

<table>
<thead>
<tr>
<th>No</th>
<th>Penyataan</th>
<th>Sangat Tidak Setuju</th>
<th>Tidak Setuju</th>
<th>Tidak Pasti</th>
<th>Setuju</th>
<th>Sangat Setuju</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Perkhidmatan/produk yang disediakan oleh jabatan kami mempunyai permintaan yang tinggi dari komuniti (dalam dan luar)</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Kepuasan pelanggan menjadi keutamaan di jabatan kami</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Jabatan kami sentiasa menekankan tentang ketepatan masa (jangkama yang ditetapkan) dalam perkhidmatan/produk yang disediakan</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Reputasi jabatan kami di kalangan pelanggan adalah memuaskan</td>
<td>1 2 3 4 5</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

**Pelanggan**

<table>
<thead>
<tr>
<th>No</th>
<th>Penyataan</th>
<th>Sangat Tidak Setuju</th>
<th>Tidak Setuju</th>
<th>Tidak Pasti</th>
<th>Setuju</th>
<th>Sangat Setuju</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Motivasi staf di jabatan kami adalah di tahap yang tinggi</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Program latihan kepada staf di jabatan kami dilaksanakan dengan baik</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Tahap keselamatan dan kesehatan staf di jabatan kami adalah terjamin</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Persekitaran kerja di jabatan kami dapat menyokong pencapaian matlamat jabatan</td>
<td>1 2 3 4 5</td>
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</tbody>
</table>

**Proses Dalaman**

<table>
<thead>
<tr>
<th>No</th>
<th>Penyataan</th>
<th>Sangat Tidak Setuju</th>
<th>Tidak Setuju</th>
<th>Tidak Pasti</th>
<th>Setuju</th>
<th>Sangat Setuju</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Jabatan kami peka dalam mengenalpasti perubahan terhadap keperluhan pelanggan/komuniti luar</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Jabatan kami mengambil masa yang panjang untuk memperkenalkan sesuatu perkhidmatan/produk yang baru</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Jabatan kami menggunakan teknologi terkini bagi meningkatkan kecekapan dan keberkesanan tugas</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Jabatan kami berjaya membentuk prosedur kerja bagi meningkatkan kualiti perkhidmatan/produk yang disediakan</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**BAHAGIAN 6: MAKLUMAT TAMBAHAN**

Jika anda mempunyai apa-apa komen atau maklumat tambahan, mohon berikan pendapat anda di bawah:

……………………………………………………………………………………………………………………………………
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**BAHAGIAN 7: DATA PERSONAL**

Sila tandakan (✓) di dalam kotak yang menggambarkan demografi anda. Semua maklumat yang diberikan adalah SULIT DAN DIRAHSIAKAN.

<table>
<thead>
<tr>
<th>Jabatan anda</th>
<th>☐ Akademik</th>
<th>☐ Bukan akademik</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pengalaman Kerja (tahun)</td>
<td>☐ 1-5</td>
<td>☐ 6-10</td>
</tr>
<tr>
<td>Pengalaman Kerja (tahun) Universiti Sekarang</td>
<td>☐ 0-5</td>
<td>☐ 6-10</td>
</tr>
<tr>
<td>Jumlah (tahun) di Jawatan Sekarang</td>
<td>☐ ≤ 1</td>
<td>☐ 1-5</td>
</tr>
<tr>
<td>Anggaran Jumlah Staf Di Jabatan Sekarang</td>
<td>☐ 1-25</td>
<td>☐ 26-50</td>
</tr>
</tbody>
</table>

Universiti tempat anda bekerja: .................................

*Terima Kasih atas kesudian anda menjawab. Kerjasama dan pertolongan ini cukup dihargai.*

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