

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

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MALAYSIAN HIGHER EDUCATION INSTITUTIONS**

**By
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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
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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 sendiri. 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.

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TABLE OF CONTENTS

TITLE PAGE	Page i
CERTIFICATION OF THESIS WORK	ii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
DEDICATION	vii
ACKNOWLEDGEMENTS	viii
TABLE OF CONTENTS	x
LIST OF TABLES	xv
LIST OF FIGURES	xvi
LIST OF APPENDICES	xvii
LIST OF ABBREVIATIONS	xviii
CHAPTER ONE: INTRODUCTION	1-25
1.1 BACKGROUND OF STUDY	1
1.2 OVERVIEW OF QMPs AND ORGANIZATIONAL PERFORMANCE IN THE HIGHER EDUCATION INSTITUTIONS	5
1.3 PROBLEM STATEMENTS	7
1.4 RESEARCH QUESTIONS	11
1.5 RESEARCH OBJECTIVES	12
1.6 SIGNIFICANCES OF STUDY	13
1.6.1 Theoretical Contributions	13
1.6.2 Practical Implications	16
1.7 SCOPES OF STUDY	18
1.8 DEFINITION OF TERMS	21
1.8.1 Quality Management Practices	21
1.8.2 Human-Oriented Elements	21
1.8.3 Satisfaction	22
1.8.4 Commitment	22
1.8.5 Loyalty	23
1.8.6 Organizational Performance	23
1.8.7 Higher Education Institutions	24
1.9 ORGANIZATION AND SUMMARY OF STUDY	24
CHAPTER TWO: LITERATURE REVIEW	26-92
2.1 INTRODUCTION	26
2.2 QUALITY	26
2.2.1 Defining Quality Concepts	26
2.2.1.1 Quality	27
2.2.1.2 Quality Management	27
2.2.1.3 Quality Management Practices	28
2.2.1.4 Quality Management Practices in Higher Education	29

2.2.2	Quality of Product	30
2.2.3	Quality of Service	31
2.2.4	Contributions of Pioneers Quality Scholars	33
2.2.4.1	William Edwards Deming (1900-1993)	33
2.2.4.2	Joseph Moses Juran (1904-2008)	34
2.2.4.3	Armand Vallin Feigenbaum (1920-present)	35
2.2.4.4	Philip Bayard “Phil” Crosby (1926-2001)	36
2.2.4.5	Kaoru Ishikawa (1915-1989)	37
2.2.4.6	Genichi Taguchi (1924-2012)	37
2.2.5	Measuring Quality Management Practices	39
2.2.5.1	Critical Success Factors (CSFs)	39
2.2.5.2	National Quality Awards (NQAs)	41
2.2.6	Quality Management Practices in this Study	42
2.3	HUMAN-ORIENTED ELEMENTS	44
2.3.1	Satisfaction	47
2.3.1.1	Customers of Higher Education Institutions	48
2.3.1.2	Measuring Satisfaction in the Higher Education Institutions	50
2.3.1.3	Satisfaction Measurement in this Study	51
2.3.2	Commitment	53
2.3.2.1	Measuring Commitment	53
2.3.2.2	Commitment Measurement in this Study	55
2.3.3	Loyalty	56
2.3.3.1	Measuring Loyalty	56
2.3.3.2	Loyalty Measurement in this Study	57
2.4	ORGANIZATIONAL PERFORMANCE	59
2.4.1	Defining Organizational Performance Concept	59
2.4.2	Measuring Organizational Performance	61
2.4.2.1	Financial and Non-financial	62
2.4.2.2	Objective and Subjective	63
2.4.2.3	Dimensionality	64
2.4.3	Organizational Performance Measurement in this Study	65
2.5	EXAMINATION OF METHODOLOGIES USED AND FINDINGS IN THE PREVIOUS STUDIES ON THE RELATIONSHIP OF QMPS AND ORGANIZATIONAL PERFORMANCE	67
2.6	THE RELATIONSHIPS BETWEEN QMPS, HUMAN-ORIENTED ELEMENTS AND ORGANIZATIONAL PERFORMANCE	69
2.6.1	Studies in the Variety Industry Setting	70
2.6.2	Studies in the Higher Education Institutions Setting	75
2.6.3	Relationship between Satisfaction, Commitment and Loyalty	79
2.7	RELATED THEORIES OF STUDY	81
2.7.1	Expectancy Disconfirmation Theory (EDT)	82
2.7.2	Theory Reasoned Action of (TRA)	84
2.7.3	Theory of Planned Behavior (TPB)	86

2.7.4	Systems Theory	88
2.7.4.1	Application of Systems Theory in the Higher Education Institutions Context	89
2.8	CHAPTER SUMMARY	92
CHAPTER THREE: RESEARCH METHODOLOGY		93-154
3.1	INTRODUCTION	93
3.2	THEORETICAL FRAMEWORK	95
3.3	HYPOTHESES/PROPOSITIONS DEVELOPMENT	98
3.3.1	The Relationship between QMPs and Organizational Performance	100
3.3.2	The Relationship between QMPs on Human-Oriented Elements (Satisfaction, Commitment, Loyalty)	101
3.3.3	The Relationship between Human-Oriented Elements (Satisfaction, Commitment, Loyalty) on Organizational Performance	102
3.3.4	The Interrelationship among Human-Oriented Elements (Satisfaction, Commitment, Loyalty)	104
3.3.5	The Mediating Effects of Human-Oriented Elements (Satisfaction, Commitment, Loyalty)	106
3.4	RESEARCH DESIGN	112
3.5	UNIT OF ANALYSIS	115
3.6	RESPONDENTS	115
3.7	POPULATION AND SAMPLE	116
3.7.1	Sample Size	118
3.7.2	Sampling Procedure	120
3.8	SURVEY PROCEDURES	122
3.9	SURVEY INSTRUMENT DESIGN	123
3.9.1	Scale Design	124
3.10	VARIABLE MEASUREMENT	126
3.10.1	Quality Management Practices	127
3.10.2	Human-Oriented Elements	130
3.10.2.1	Satisfaction	130
3.10.2.2	Commitment	131
3.10.2.3	Loyalty	133
3.10.3	Organizational Performance	134
3.11	PILOT STUDY	136
3.12	RELIABILITY AND VALIDITY	138
3.12.1	Reliability	138
3.12.1.1	Unidimensionality Analysis	139
3.12.1.2	Reliability Analysis	140
3.12.1.3	Composite/Index Reliability	141
3.12.2	Validity	142
3.12.2.1	Content Validity	142
3.12.2.2	Convergent Validity	143
3.12.2.3	Discriminant Validity	143

3.13	DATA ANALYSIS PROCEDURES	144
3.13.1	Data Analysis Preparation	144
3.13.2	Factor Analysis	145
3.13.2.1	Exploratory Factor Analysis (EFA)	145
3.13.2.2	Confirmatory Factor Analysis (CFA)	146
3.13.3	Structural Equation Modeling (SEM)	146
3.13.4	SEM Assumptions	148
3.13.5	Measures of Goodness-of-Fit	150
3.13.5.1	Absolute Fit Indices	150
3.13.5.2	Incremental Fit Indices	151
3.13.5.3	Parsimonious Fit Index	152
3.13.6	The Possible Mediation Effects Test	153
3.14	CHAPTER SUMMARY	155
	CHAPTER FOUR: DATA ANALYSIS AND RESULTS	156-217
4.1	INTRODUCTION	156
4.2	RESPONSE RATE	157
4.3	NON-RESPONSE BIAS ASSESSMENT	158
4.4	DATA SCREENING- MISSING DATA TREATMENT	161
4.5	PROFILE OF RESPONDENTS	163
4.6	DESCRIPTIVE ANALYSIS	166
4.7	MULTIVARIATE ASSUMPTION AND JUSTIFICATION	168
	APPLYING PARTIAL LEAST SQUARES-SEM	
4.8	STRUCTURAL EQUATION MODELING- PLS APPROACH	172
4.8.1	PLS Path Modeling (PLS-PM)	172
4.8.2	PLS Path Modeling Algorithm	173
4.8.3	Methodological Features	174
4.8.3.1	Non-normal Data	175
4.8.3.2	Sample Size	176
4.8.3.3	Reflective and Formative Measures	177
4.8.3.4	The Complexity of Model	178
4.8.4	Comparison Between PLS-VBSEM and CBSEM	179
4.9	PLS PATH MODELING EXAMINATION	181
4.10	MEASUREMENT MODEL (OUTER MODEL) EXAMINATION	182
4.10.1	Content Validity	182
4.10.2	Convergent Validity	192
4.10.3	Discriminant Validity	194
4.11	FIRST ORDER AND SECOND ORDER CONSTRUCTS	197
4.11.1	Second Order Construct Establishment	200
4.12	MODEL QUALITY PREDICTION	202
4.13	GOODNESS OF FIT ON THE OVERALL MODEL	204
4.14	STRUCTURAL MODEL (INNER MODEL) AND TESTING	
	PROCEDURES ASSESSMENT	206
4.15	POTENTIAL MEDIATING EFFECT OF THE HUMAN ORIENTED	
	ELEMENT (SATISFACTION, COMMITMENT, LOYALTY)	212
4.16	CHAPTER SUMMARY	214

CHAPTER FIVE: DISCUSSIONS AND CONCLUSION	217-238
5.1 INTRODUCTION	217
5.2 RECAPITULATION OF STUDY	217
5.3 DISCUSSION OF FINDINGS	219
5.3.1 The Relationship between Quality Management Practices and Organizational Performance	219
5.3.2 The Relationship between Quality Management Practices on Human-oriented Elements (Satisfaction, Commitment, Loyalty)	220
5.3.3 The Relationship of Human-oriented Elements (Satisfaction, Commitment, Loyalty) on Organizational Performance	222
5.3.4 The Interrelationships between Human-Oriented Elements (Satisfaction, Commitment, Loyalty)	224
5.3.5 Mediating Effects of Human-oriented Elements (Satisfaction, Commitment, Loyalty)	225
5.3.5.1 Satisfaction	225
5.3.5.2 Commitment	226
5.3.5.3 Loyalty	227
5.4 IMPLICATIONS OF STUDY	229
5.4.1 Theoretical Implications	229
5.4.2 Methodological Implications	232
5.4.3 Practical Implications	233
5.5 LIMITATIONS OF STUDY	235
5.6 DIRECTION FOR FURTHER RESEARCH	236
5.7 CONCLUDING REMARKS	238
REFERENCES	239-304
APPENDICES	305-323

LIST OF TABLES

Table 1.1	Connection between Juran, Deming and Grants' Model	6
Table 1.2	Number of Complaints to Ministry of Higher Education, Malaysia	8
Table 2.1	Summary of the Mediation Effect Establishment	79
Table 3.1	Summary of Hypotheses and Research Objectives	110
Table 3.2	Population Frame	117
Table 3.3	Desired Sample Size of Each University	122
Table 3.4	Operationalization of Quality Management Practices Variable	128
Table 3.5	Operationalization of Satisfaction Variable	131
Table 3.6	Operationalization of Commitment Variable	132
Table 3.7	Operationalization of Loyalty Variable	134
Table 3.8	Operationalization of Organizational Performance Variable	135
Table 3.9	Reliability of Constructs for Pilot Study (n=30)	138
Table 3.10	Goodness-of-Fit Testing	152
Table 4.1	Distribution and Response Rate of Respondent by Each University	158
Table 4.2	Group Statistics of Independent Sample t-test (n=251)	160
Table 4.3	Independent Sample t-test Results for Non-Response Bias (n=251)	161
Table 4.4	Missing Data by Cases (Total Questions=86)	163
Table 4.5	Profile of Respondents	165
Table 4.6	Descriptive Statistics of the Dimensions	167
Table 4.7	Univariate and Multivariate Normality Test	170
Table 4.8	Cross Loadings of the Items	185
Table 4.9	Factor Loadings Significance	190
Table 4.10	Convergent Validity Analysis	193
Table 4.11	Discriminant Validity Analysis	196
Table 4.12	Second-Order Constructs Establishment	201
Table 4.13	Predictive Quality Indicators of the Model	204
Table 4.14	Goodness of Fit	205
Table 4.15	The Results of the Inner Structural Model	211
Table 4.16	The Results of the Mediating Variable	214
Table 4.17	Summary of the Findings	215

LIST OF FIGURES

Figure 2.1	Framework of Prime Minister Quality Award of Malaysia	42
Figure 2.2	A Model by Agus & Abdullah (2000)	71
Figure 2.3	An Interrelations Model of Powell (1995) and, Dow, Samson & Ford (1999)	72
Figure 2.4	A Research Model of Yaya, Marimon & Casadesus (2011)	74
Figure 2.5	A Research Model of Sayeda, Rajendran & Lokachai (2010)	75
Figure 2.6	A Research Model of Kanji, Tambi & Wallace (1999)	76
Figure 2.7	A Research Model of Helgesen & Nasset (2007)	78
Figure 2.8	A Research Model of Navarro, Iglesias & Torres (2005)	78
Figure 2.9	A Research Model of Douglas, McClelland & Davies (2008)	78
Figure 2.10	A Research Model of Dimitriadis (2006)	79
Figure 2.11	Theory of Reasoned Action	85
Figure 2.12	Theory of Planned Behavior	86
Figure 2.13	Model of System Theory	89
Figure 2.14	Higher Education Institutions as a System	90
Figure 3.1	Research Process for This Study	94
Figure 3.2	Theoretical Framework of the Study	97
Figure 3.3	Hypothesized Structural Equation Model	99
Figure 3.4	Three-Variable Non-recursive Causal Model	154
Figure 3.5	Data Analysis Stages	154
Figure 4.1	Items Loading Before Deletion	184
Figure 4.2	Items Loading After Deletion	188
Figure 4.4	First order measurement model of Strategic Planning	198
Figure 4.5	Second order measurement model of Quality Management Practices	199
Figure 4.6	Path Model Results (<i>p</i> -value)	207
Figure 4.7	Path Model Significance Results (<i>t</i> -value)	208

LIST OF APPENDICES

APPENDIX A: Cover Letter and Survey Items (English)	264-271
APPENDIX B: Cover Letter and Survey Items (Bahasa Melayu)	272-280
APPENDIX C: Abstract Approval & Official Receipt from Language Center UUM	322-323

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
Q ²	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
UPSI	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

CHAPTER ONE

INTRODUCTION

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,

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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.

Saya menjemput anda untuk mengisi soal selidik yang disertakan. Maklum balas anda akan *dirahsiakan*. Hanya ahli kajian ini sahaja akan mempunyai akses kepada maklumat yang anda berikan. Dalam usaha untuk memastikan kerahsiaan maksimum, kami telah menyediakan satu nombor pengenalan bagi setiap peserta. Nombor ini akan digunakan oleh kami hanya sebagai prosedur susulan. Keputusan kajian ini akan diterbitkan sebagai sebahagian daripada tesis PhD saya dan juga untuk kegunaan kepada institusi pendidikan tinggi. Walau bagaimanapun, penerbitan dan keputusan untuk kajian ini tidak akan membawa kepada pengenalan responden. Bagi memahami maklumat dan soalan yang berkaitan, anda disyaratkan mempunyai ijazah pertama dan ke atas.

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

SOAL SELIDIK PROJEK PENYELIDIKAN UNIVERSITI UTARA MALAYSIA

Soal selidik ini mengandungi beberapa bahagian. Anda dipohon untuk menjawab semua soalan. Tiada jawapan yang benar atau salah. Jawapan yang jujur dan spontan daripada anda amat penting dalam menjayakan kajian ini.

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

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

No	Penyataan	Sangat Tidak Setuju	Tidak Setuju	Neutral	Setuju	Sangat Setuju
<i>Kepemimpinan</i>						
1	Pihak pengurusan aktif mengambil bahagian dalam usaha berkaitan kualiti	1	2	3	4	5
2	Pihak pengurusan amat menyokong keterlibatan jabatan kami dalam aktiviti pengurusan kualiti	1	2	3	4	5
3	Pihak pengurusan tidak memperuntukkan sumber-sumber yang mencukupi untuk jabatan kami bagi tujuan latihan dan pendidikan berkaitan kualiti	1	2	3	4	5
4	Pihak pengurusan memberi kuasa kepada jabatan kami untuk menyelesaikan masalah yang berkaitan kualiti	1	2	3	4	5
5	Pihak pengurusan selalu menekankan kepentingan yang berorientasikan pelanggan	1	2	3	4	5
6	Pihak pengurusan mengambil berat tentang mutu perkhidmatan jabatan kami	1	2	3	4	5
7	Pihak pengurusan mengambil berat tentang maklumbalas dan kajian daripada staf	1	2	3	4	5
<i>Perancangan Strategik</i>						
1	Perancangan kualiti dalam jabatan kami adalah komprehensif dan dibentuk berdasarkan matlamat jangka masa pendek dan jangka masa panjang	1	2	3	4	5
2	Perancangan kualiti di universiti ini mengambilkira keupayaan jabatan ini	1	2	3	4	5
3	Perancangan kualiti di universiti ini tidak mengambilkira pihak-pihak yang berkepentingan (<i>stakeholders</i>)	1	2	3	4	5
4	Semua staf dalam jabatan berkongsi misi yang sama tentang kualiti	1	2	3	4	5
5	Semua staf di jabatan ini bersetuju dan menyokong objektif strategik dan pelan tindakan	1	2	3	4	5
6	Jabatan kami punyai objektif strategik yang jelas untuk jabatan ini	1	2	3	4	5

Fokus Terhadap Pelanggan						
1	Jabatan kami secara aktif mencari maklumat dari pelanggan bagi menentukan kehendak mereka	1	2	3	4	5
2	Jabatan kami tidak mengendalikan tinjauan/kajian/soal selidik tentang kepuasan pelanggan untuk setiap tahun	1	2	3	4	5
3	Staf di jabatan kami mempunyai maklumat yang tepat tentang kehendak pelanggan	1	2	3	4	5
4	Jabatan ini tidak mengambil tindakan susulan terhadap hasil tinjauan/kajian/soal selidik ke atas kepuasan pelanggan	1	2	3	4	5
5	Dalam membentuk perkhidmatan/produk yang baru, jabatan kami mengambilkira kehendak pelanggan	1	2	3	4	5
6	Komplen/rungutan pelanggan digunakan sebagai satu kaedah untuk penambahbaikan	1	2	3	4	5
Analisis Maklumat						
1	Jabatan kami mempunyai kebolehcapaian data dan maklumat tentang kualiti	1	2	3	4	5
2	Data/maklumat tentang kualiti tidak dipamerkan di jabatan kami	1	2	3	4	5
3	Data/maklumat tentang kualiti tidak digunakan dalam pembuatan keputusan di jabatan kami	1	2	3	4	5
4	Kami telah melaksanakan penandaarasan (benchmarking) berkaitan teknologi	1	2	3	4	5
5	Kami telah melaksanakan penandaarasan (benchmarking) berkaitan khidmat pelanggan	1	2	3	4	5
6	Kami telah melaksanakan penandaarasan (benchmarking) berkaitan kualiti perkhidmatan dan prosedur dari jabatan yang lain	1	2	3	4	5
Fokus Kepada Sumber Manusia						
1	Jabatan kami memberi kuasa kepada kakitangan kami	1	2	3	4	5
2	Jabatan kami mempunyai sistem penilaian yang telus dan berkesan untuk mengiktiraf dan memberi ganjaran kepada kakitangan atas usaha mereka	1	2	3	4	5
3	Jabatan kami menekankan kerja berkumpulan semangat kerja berpasukan	1	2	3	4	5
4	Jabatan kami memotivasikan kakitangan dan membangunkan potensi mereka sepenuhnya	1	2	3	4	5
5	Jabatan kami melatih kakitangan kami dalam konsep kualiti, menjaga keperluan mereka dan membangunkan kecekapan mereka	1	2	3	4	5
6	Jabatan kami menyediakan persekitaran kerja yang selamat dan sihat	1	2	3	4	5

<i>Pengurusan Proses</i>						
1	Jabatan kami mengalakkan staf untuk berinovatif dan membangunkan cara baru bagi peningkatan prestasi jabatan	1	2	3	4	5
2	Staf di jabatan kami memahami peranan yang perlu dilakukan	1	2	3	4	5
3	Jabatan kami mempunyai maklumat tentang kehilangan pelanggan dan mengenalpasti sebab kehilangan itu	1	2	3	4	5
4	Jabatan kami tidak mempunyai kaedah tertentu untuk mengukur kualiti perkhidmatan/produk	1	2	3	4	5
5	Sebelum menjalankan proses penyampaian yang baru, jabatan kami menjalankan ujian yang komprehensif untuk menjamin kualitinya	1	2	3	4	5
6	Jabatan kami berkongsi pengalaman kami dalam proses penambahbaikan kualiti dengan jabatan lain di universiti ini	1	2	3	4	5

Sambungan Bahagian 1

BAHAGIAN 2: KEPUASAN

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

No	Penyataan	Sangat Tidak Setuju	Tidak Setuju	Tidak Pasti	Setuju	Sangat Setuju
<i>Kualiti Teknikal</i>						
1	Jabatan kami memberi latihan yang mencukupi kepada staf berkaitan kemahiran yang diperlukan dalam tugas	1	2	3	4	5
2	Jabatan kami memberi pendedahan tentang kepelbagaian sosial kepada staf	1	2	3	4	5
3	Jabatan kami mengambil berat berkaitan staf dan pembangunan kerjaya mereka	1	2	3	4	5
<i>Kualiti Fungsional</i>						
4	Staf di jabatan kami mempunyai hubungan kerja yang cukup baik di antara satu sama lain	1	2	3	4	5
5	Jabatan kami mempunyai peralatan kerja yang terkini	1	2	3	4	5
6	Penyelarasan kerja di antara staf di jabatan kami tidak memuaskan	1	2	3	4	5
<i>Imej</i>						
7	Universiti ini cukup terkemuka di Malaysia dari pandangan jabatan kami	1	2	3	4	5
8	Universiti ini mempunyai reputasi yang tinggi untuk menjadi institusi akademik terbaik di Malaysia dari pandangan jabatan kami	1	2	3	4	5
9	Persekitaran universiti ini menjadi tempat terbaik untuk didiami dan belajar dari pandangan jabatan kami	1	2	3	4	5

BAHAGIAN 3: KOMITMEN

Mohon tandakan (✓) untuk setiap pernyataan di bawah yang bersesuaian menggambarkan komitmen di jabatan anda.

No	Penyataan	Sangat Tidak Setuju	Tidak Setuju	Tidak Pasti	Setuju	Sangat Setuju
1	Setiap staf di jabatan ini bersedia untuk menghabiskan keseluruhan kerjaya mereka di universiti ini	1	2	3	4	5
2	Setiap staf di jabatan ini seronok membincangkan berkaitan universiti ini dengan orang luar	1	2	3	4	5
3	Jika universiti ini menghadapi apa-apa masalah, kami menganggap bahawa ianya bukan masalah jabatan kami	1	2	3	4	5
4	Kami merasakan bahawa pihak universiti boleh secara mudah untuk memindahkan atau membubarkan jabatan ini	1	2	3	4	5
5	Jabatan ini merasakan bahawa kami sebahagian daripada universiti ini	1	2	3	4	5
6	Jabatan ini merasakan kami terlibat secara langsung di universiti ini	1	2	3	4	5
7	Universiti ini cukup bermakna kepada jabatan kami	1	2	3	4	5
8	Tiada semangat kekitaan (<i>sense of belonging</i>) di universiti ini menurut pandangan jabatan kami	1	2	3	4	5

BAHAGIAN 4: KESETIAAN

Mohon tandakan (✓) untuk setiap pernyataan di bawah yang bersesuaian menggambarkan kesetiaan di jabatan anda.

No	Penyataan	Sangat Tidak Setuju	Tidak Setuju	Tidak Pasti	Setuju	Sangat Setuju
1	Jabatan ini akan menyampaikan hal-hal yang positif tentang universiti ini kepada orang lain	1	2	3	4	5
2	Jabatan ini cenderung untuk mencadangkan (<i>recommend</i>) universiti ini kepada pihak lain	1	2	3	4	5
3	Jabatan ini selalu mencadangkan rakan-rakan untuk bekerja atau belajar di universiti yang sama	1	2	3	4	5
4	Jabatan ini akan mempertimbangkan universiti yang sama sebagai pilihan pertama kepada staf yang ingin mengikuti pengajian lanjutan	1	2	3	4	5
5	Jabatan ini akan mengadu kepada jabatan lain jika menghadapi apa-apa masalah	1	2	3	4	5
6	Jabatan ini akan mengadu kepada pihak luar jika menghadapi masalah	1	2	3	4	5
7	Staf di jabatan kami akan cuba untuk bertukar ke universiti lain jika menghadapi masalah	1	2	3	4	5
8	Staf di jabatan kami akan cuba untuk bertukar ke jabatan lain di dalam universiti yang sama jika menghadapi masalah	1	2	3	4	5
9	Staf di jabatan ini akan bekerja di universiti yang lain jika mendapat tawaran gaji yang lebih baik	1	2	3	4	5
10	Staf di jabatan ini akan meneruskan kerjaya mereka di universiti ini walaupun tidak mendapat kenaikan pangkat	1	2	3	4	5
11	Staf di jabatan ini bersedia membayar lebih untuk apa-apa perkhidmatan/produk yang diterima jika dikenakan bayaran	1	2	3	4	5

**BAHAGIAN 5: PRESTASI ORGANISASI selepas pelaksanaan
AMALAN PENGURUSAN KUALITI (cth: ISO 9001, TQM, 5S)**

Mohon tandakan (✓) untuk setiap pernyataan di bawah yang bersesuaian dengan anda.

No	Penyataan	Sangat Tidak Setuju	Tidak Setuju	Tidak Pasti	Setuju	Sangat Setuju
Kewangan						
1	Jabatan kami berjaya menguruskan belanjawan dengan baik	1	2	3	4	5
2	Jabatan kami tidak mencapai penjimatan dalam kos operasi	1	2	3	4	5
3	Produktiviti di jabatan kami semakin menurun	1	2	3	4	5
4	Kos sesuatu perkhidmatan/produk yang disediakan oleh jabatan kami sentiasa meningkat	1	2	3	4	5
Pelanggan						
1	Perkhidmatan/produk yang disediakan oleh jabatan kami mempunyai permintaan yang tinggi dari komuniti (dalam dan luar)	1	2	3	4	5
2	Kepuasan pelanggan menjadi keutamaan di jabatan kami	1	2	3	4	5
3	Jabatan kami sentiasa menekankan tentang ketepatan masa (jangkamasanya yang ditetapkan) dalam perkhidmatan/produk yang disediakan	1	2	3	4	5
4	Reputasi jabatan kami di kalangan pelanggan adalah memuaskan	1	2	3	4	5
Proses Dalaman						
9	Motivasi staf di jabatan kami adalah di tahap yang tinggi	1	2	3	4	5
10	Program latihan kepada staf di jabatan kami dilaksanakan dengan baik	1	2	3	4	5
11	Tahap keselamatan dan kesihatan staf di jabatan kami adalah terjamin	1	2	3	4	5
12	Persekitaran kerja di jabatan kami dapat menyokong pencapaian matlamat jabatan	1	2	3	4	5
Pembelajaran dan Perkembangan						
13	Jabatan kami peka dalam mengenalpasti perubahan terhadap keperluan pelanggan/komuniti luar	1	2	3	4	5
14	Jabatan kami mengambil masa yang panjang untuk memperkenalkan sesuatu perkhidmatan/produk yang baru	1	2	3	4	5
15	Jabatan kami menggunakan teknologi terkini bagi meningkatkan kecekapan dan keberkesanan tugas	1	2	3	4	5
16	Jabatan kami berjaya membentuk prosedur kerja bagi meningkatkan kualiti perkhidmatan/produk yang disediakan	1	2	3	4	5

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 diberi adalah **SULIT DAN DIRAHSIAKAN**.

Jabatan anda	☐ Akademik	☐ Bukan akademik
Pengalaman Kerja (tahun)	☐ 1-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐ 21-25 ☐ 26-30 ☐ 31 dan ke atas	
Pengalaman Kerja (tahun) Universiti Sekarang	☐ 0-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐ 21-25 ☐ 26-30 ☐ 31 dan ke atas	
Jumlah (tahun) di Jawatan Sekarang	☐ ≤ 1 ☐ 1-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐ 21-25 ☐ 26 dan ke atas	
Anggaran Jumlah Staf Di Jabatan Sekarang	☐ 1-25 ☐ 26- 50 ☐ 51-100 ☐ 101 dan ke atas	
Universiti tempat anda bekerja:		

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