

**THE RELATIONSHIP BETWEEN SERVICE CLIMATE AND
ORGANIZATIONAL PERFORMANCE IN MALAYSIAN
HIGHER EDUCATION INSTITUTIONS**

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MASTER OF SCIENCE (INTERNATIONAL ACCOUNTING)

UNIVERSITI UTARA MALAYSIA

2015

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ORGANIZATIONAL PERFORMANCE IN MALAYSIAN
HIGHER EDUCATION INSTITUTIONS**



Thesis submitted to

Othman Yeop Abdullah Graduate School of Business,

Universiti Utara Malaysia,

In Partial Fulfillment of the Requirement for the Master of Sciences

(International Accounting)

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ABSTRAK

Objektif kajian ini adalah untuk mengkaji hubungan antara dimensi persekitaran perkhidmatan dan prestasi organisasi dan sejauh mana dimensi ini mempengaruhi prestasi organisasi. Sebanyak 103 sampel telah dikumpulkan dari tiga universiti awam di Utara Malaysia. Responden terdiri daripada kakitangan universiti dan ujian-t, ANOVA dan regresi digunakan untuk menganalisis data tersebut. Hasil kajian ini mendapati hubungan yang signifikan antara ketiga-tiga dimensi persekitaran perkhidmatan dan prestasi organisasi pekerja universiti. Menurut hasil regresi, dapat dilihat bahawa persekitaran perkhidmatan secara keseluruhan mempunyai hubungan yang signifikan dengan prestasi organisasi. Selain itu, apabila setiap dimensi yang diuji berasingan, orientasi pelanggan (CO) dimensi telah mempunyai hubungan yang signifikan dengan prestasi organisasi.

Ini menunjukkan bahawa orientasi pelanggan mempunyai pengaruh yang kuat ke atas prestasi organisasi. Dua lagi dimensi iaitu memudahkan kerja (WF) dan sokongan pengurusan (MS) mempunyai hubungan yang signifikan dengan prestasi organisasi kerana nilai beta yang rendah. Ujian-t juga menunjukkan bahawa tidak terdapat perbezaan min prestasi organisasi berkenaan dengan responden lelaki dan perempuan. Kepentingan kajian ini adalah untuk membangunkan tenaga kerja yang bermotivasi dengan meningkatkan inspirasi terhadap persekitaran perkhidmatan untuk memastikan prestasi institusi terus unggul.

Kata kunci: iklim Service, memudahkan kerja, orientasi pelanggan, sokongan pengurusan, dan prestasi organisasi.

ABSTRACT

The objective of this study is to investigate the relationship between service climate dimensions and organizational performance and to what extent these dimensions influence organizational performance. A total of 103 samples were collected from three public universities in Northern Malaysia. The respondents were employees of the universities and t-test, ANOVA, and multiple regression was used to analyse data. The result of the study reveals significant relationship between the three dimensions of service climate and the organizational performance of universities' employees. According to the regression results, it was also visible that overall service climate has a significant relationship with organizational performance. Besides, when each dimension tested separately, customer orientation (CO) dimension has found a significant relationship with organizational performance.

It is indicating that customer orientation has a strong influence on organizational performance. Other two dimensions work facilitation (WF) and managerial support (MS) found an insignificant relationship with organizational performance because their low beta value indicated so. Also, t-test reveals that there is no mean difference of organizational performance in respect of male and female respondents. The significance of this study is to develop motivated workforce by deploying an inspiring service climate to ensure the superior institutional performance.

Keywords: Service climate, work facilitation, customer orientation, managerial support, and organizational performance.

ACKNOWLEDGEMENTS

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

In the name of Allah, the Most Merciful and Most Compassionate

First of all, I would like to express my appreciation to Allah, the Most Merciful and the Most Compassionate who has granted me the ability and willing to start and complete this study. I do pray to His Greatness to inspire and enable me to finish this study on the required time. Without his permission, for sure I cannot make it possible.

I would like to extend my heartfelt appreciation and deep gratitude to my research supervisor, **Assoc. Prof Dr. Haim Hilman bin Abdullah**, who had provided continuous guidance, encouragement, support and advice in assisting me to complete this research paper. His remarkable ways and professionalism in explaining and guiding me throughout the completion of this research has allowed me to see things in a more rational and critical view.

I am also grateful for the encouragement and supports that I received from my family, especially my father, mother, brothers and sister. Their outstanding patience and unconditional love in supporting my quest and love for education are extraordinary. Also, I am thankful to all my dearest friends especially Mosharref Hossain for all their supports and helps.

Lastly, I would love to thank all MSc. (International Accounting) lectures at Universiti Utara Malaysia for outstanding accounting knowledge and for all the assistance to me during my study.

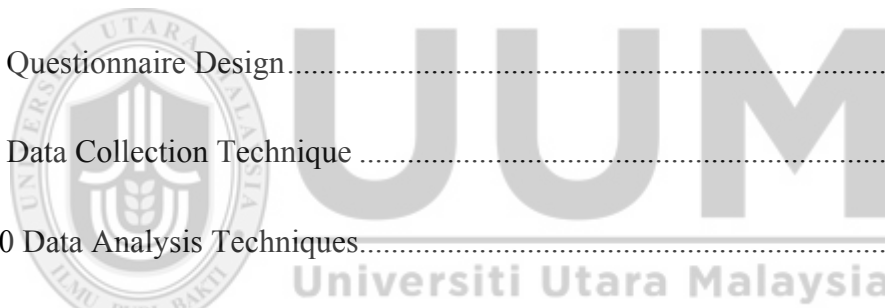
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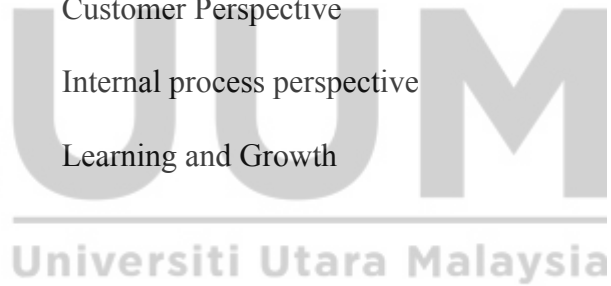
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LIST OF ABBREVIATIONS

BSC	Balanced Scorecard
SPSS	Statistical Package for Social Sciences
ANOVA	Analysis of Variance
WF	Work Facilitation
MS	Managerial Support
CO	Customer Orientation
FIN	Financial Perspective
CUS	Customer Perspective
INP	Internal process perspective
LG	Learning and Growth



CHAPTER ONE

1.1 Introduction

This chapter briefly explains the environment of the Malaysian Higher Education institutions system and the importance of service climate on organizational performance of Malaysian Higher Education institutions.

This chapter also highlights problem statements of the study, objectives, research questions and definition of terms used in this study.

1.2 Background of the Study

Service climate is well-known due to its effect on organization performance. For example, organization might be affectedly employee performance, service performance, and organizational performance (Boo, H. B., Jamil, H., & Jennifer, T., 2009) Schneider et al. (1998) found organization climate would encourage employees to exert effort and to use their competencies accordingly produce superior service quality. Apart from this, several previous studies had found that service climate positively influence the service performance outcome (Jong, Ruyter & Lemmink, 2004).

Koeneet. al. (2002) pointed out that a supportive climate will positively affect both employee satisfaction and firm performance. According to Avery (2004), leaders can affect followers and performance indirectly by actions such as creating an environment in which employees can work effectively, developing an appropriate

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