HUBUNGAN ANTARA TANGGAPAN GAYA KEPIMPINAN, KOMUNIKASI KEPIMPINAN DAN KOMITMEN AFEKTIF TERHADAP KUALITI PERKHIDMATAN DIKALANGAN STAF PENTADBIRAN UNIVERSITI SWASTA

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HUBUNGAN ANTARA TANGGAPAN GAYA KEPIMPINAN, KOMUNIKASI KEPIMPINAN DAN KOMITMEN AFEKTIF TERHADAP KUALITI PERKHIDMATAN DIKALANGAN STAF PENTADBIRAN UNIVERSITI SWASTA

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ABSTRAK

Pertumbuhan pesat Institusi Pendidikan Tinggi Swasta (IPTS) dalam negara dan peningkatan persaingan dalam kalangan institusi ini telah merubah landskap industri ini. Terkini, institusi ini lebih memberi tumpuan kepada isu-isu penyediaan kualiti perkhidmatan cemerlang bagi menarik pelajar-pelajar yang berkelayakan dan mencapai profil akademik tinggi sebagai tanda aras kelebihan persaingan dalam kalangan mereka. Namun begitu, isu komitmen afektif terhadap kualiti perkhidmatan di kalangan staf pentadbiran IPTS di Malaysia kurang diberi perhatian terutamanya dari aspek penilaian pelajar terhadap layanan yang mereka terima dari staf pentadbiran. Rentetan daripada itu, beberapa universiti di Malaysia telah kehilangan pelajar kerana tahap kualiti perkhidmatan yang tidak mencapai jangkaan mereka. Beberapa faktor perlu dikaji bagi melihat hubungan yang boleh dikaitkan dengan komitmen afektif staff pentadbiran di IPTS seperti faktor tanggapan gaya kepimpinan dan komunikasi kepimpinan. Oleh itu kajian ini adalah untuk meneliti hubungan antara tanggapan gaya kepimpinan dengan komitmen afektif terhadap kualiti perkhidmatan di kalangan IPTS di Malaysia. Kajian ini juga bertujuan menentukan sama ada komunikasi kepimpinan mengantara hubungan antara tanggapan gaya kepimpinan dengan komitmen afektif terhadap kualiti perkhidmatan. Kaedah tinjauan kuantitatif menggunakan kaji selidik berstruktur telah digunakan untuk mengumpul data dan staf pentadbiran daripada IPTS di Lembah Klang telah dipilih sebagai sampel kajian. Sejumlah 1,825 kaji selidik telah diedarkan dan sebanyak 353 dikembalikan iaitu menghasilkan kadar maklum balas sebanyak 19.34 peratus. Dapatan kajian menunjukkan bahawa wujud hubungan signifikan antara tanggapan gaya kepimpinan transformasi dan tanggapan gaya kepimpinan transaksi dengan komitmen afektif terhadap kualiti perkhidmatan. Komunikasi kepimpinan juga didapati mengantara separa hubungan antara tanggapan gaya kepimpinan transformasi dan gaya kepimpinan transaksi dengan komitmen afektif terhadap kualiti perkhidmatan. Kajian ini diakhiri dengan perbincangan berkaitan implikasi teori dan pengurusan serta cadangan untuk kajian akan datang.

Kata kunci: Institusi Pendidikan Tinggi Swasta (IPTS), komitmen afektif terhadap kualiti perkhidmatan, komunikasi kepimpinan, tanggapan gaya kepimpinan transformasi, tanggapan gaya kepimpinan transaksi.

ABSTRACT

The rapid growths of Private Higher Education Institutions (PHEIs) in the country and increased competition among these institutions have changed the landscape of the industry. These institutions are paying more attention to the issues of providing excellent quality service in order to attract qualified students and achieve a high academic profile which is the benchmark for competitive advantage among them. However, the issue of affective commitment towards service quality among administrative staff at the private universities in Malaysia is given less attention, especially on student assessment towards service they received from the staff. The sequence to that, few universities in Malaysia have lost students due to level of the service quality that did not reached their expectations. Therefore, several factors need to be examined for a relationship that can be associated with affective commitment among the administrative staff at private universities such as perceived of leadership and leadership communication. Thus this study investigated the relationships between perceived leadership styles and affective commitment towards service quality among the private universities in Malaysia. The study also aimed to determine if leadership communication mediates the relationships between perceived leadership styles and affective commitment towards service quality. The quantitative survey method using a structured questionnaire was used to collect data, and the administrative staff of private universities in the Klang Valley was selected as samples for the study. A total of 1,825 questionnaires were distributed and 353 were returned, giving a response rate of 19.34 percent. The findings indicated that significant relationships exist between perceived transformational leadership style and perceived transactional leadership style and affective commitment towards service quality. Leadership communication was also found to partially mediate the relationships between perceived transformational leadership style and transactional leadership style and affective commitment towards service quality. The study concluded with a discussion of the theoretical and managerial implications as well as suggestions for future research.

Keywords: Private Higher Education Institutions (PHEIs), affective commitment to service quality, leadership communication, perceived transformational leadership style, perceived transactional leadership style

PENGHARGAAN

KANDUNGAN

BAB TIGA: METODOLOGI KAJIAN

BAB EMPAT: ANALISIS DAN PENEMUAN

SENARAI JADUAL

xv

SENARAI RAJAH

AKRONIM

DV	:	Pembolehubah Bersandar (*Dependent Variable*)
GK	:	Gaya Kepimpinan
IPTS	:	Institusi Pendidikan Tinggi Swasta
IPTA	:	Institusi Pendidikan Tinggi Awam
IV	:	Pembolehubah Bebas (*Independent Variable*)
KMO	:	*Kaiser-Meyer-Olkin*
MV	:	Pembolehubah Pengantara (*Mediating Variable*)
PLS	:	*Partial least squares*
SEM	:	*Structural Equation Modeling*
SPSS	:	*Statistical Package for the Social Sciences*
SQC	:	*Statistical Quality Control*
TGK	:	Tanggapan Gaya Kepimpinan
VIF	:	Faktor Inflasi Varians (*Varians Inflation Factor*)

BAB SATU

PENGENALAN

1.1   Latar Belakang

Menjangkau abad ke 21, Institusi Pendidikan Tinggi (IPT) di Malaysia akan berdepan dengan cabaran serius yang berpunca dari fenomena kebangkitan ekonomi global di mana ianya telah meningkatkan daya persaingan yang tiada sempadan. Fenomena ini telah meyaksikan kemunculan baharu "masyarakat berpengetahuan", kebangkitan sektor perkhidmatan, dan kepergantungan masyarakat pada produk pengetahuan dan staf berpendidikan tinggi yang menjadi penandaaras untuk kemajuan ekonomi sesebuah negara (Kupfer, 2011). Keadaan ini memerlukan IPT meninjau cara-cara dan kaedah-kaedah untuk terus menangani persekitaran ekonomi yang bergelora bagi mencapai kelebihan kompetitif serta mencapai kelebihan daya saing berbanding pesaing mereka, demi untuk mempertahankan IPT mereka.

Peningkatan bilangan IPT yang merangsangkan juga telah menimbulkan cabaran dan persaingan sengit di kalangan 656 buah IPT yang sedia ada di Malaysia seperti jadual 1.1 di bawah. Cabaran yang bervariasi beserta dengan kos operasi yang meningkat, pembiayaan yang berkurangan daripada perbendaharaan, perkembangan enrolmen, akses yang disekat berbanding dengan tahap populasi, pengurangan dalam infrastruktur yang mudah diakses dan kemajuan teknologi dan maklumat merupakan sebahagian cabaran yang kini dihadapi oleh IPT di rantau ini. Justeru itu, dalam konteks pendidikan tinggi

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