ACO-8457

Conundrum of Executive Decision Making In The Public Sector; Looking from the perspective of the organization culture and individual decision making behavior: A case study at the Ministry of Primary Industries, Kuala Lumpur, Malaysia

BY:

AZLAN HAJI ALI BADRI (EGC98009)

SUBMITTED TO THE FACULTY OF ECONOMICS AND ADMINISTRATION, UNIVERSITY OF MALAYA IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF PUBLIC ADMINISTRATION

MEI 2000



CLOSED STACKS

Acknowledgements

Alhamdullillah, with the strength and guidance of ALLAH al-mighty, I was able to complete this study and at the same time gained valuable knowledge out of it. Also, this achievement would not have been possible without the blessings and prayers from few special individuals in my life namely my parents, my brother, my wife and my three children, all of whom have been very supportive and accommodative throughout these two years of my post graduate course. Thank you for the support and believing in me.

I also would like to express my deepest gratitude to my supervisor, Dr. Ali Boerhannoeddin for his guidance and patience. At the same time, my sincere appreciation to the excellent team of lecturers from the Department of Politics and Administration, University Malaya. Their experiences and insights added much to my maturity as a civil servant. Thank you.

In addition to this, I also would like to thank few of my course mates, Miss Norliza Mohd. Zain and Miss Norasyikin who have been very helpful in guiding me during my turbulence on the statistical area of this study. I also would like to

extend my appreciation and gratitude to Mr. Abdul Sattar Murad and Mr. Saldi Isra for being a very good and supportive companion from the beginning till the end of the course.

Last but not least, my special thanks to the State Government of Sarawak for giving me this opportunity and the sponsorship. Thank you very much.

Abstract

In the nation strive to realign the wings of its public sector in order to be more efficient and effective, a lot have been done and going to be done to make it a reality. Along this journey, we may have to pause and check back for unforeseen circumstances that could have slipped our ambitious mind.

In this simple study, we try to look at two of the main subject areas in the public sector which are (i) organization culture, and (ii) decision making behavior. Most of the time we do not to realize that as we become part of an organization, we tend to think, talk, behave and even perceive things through the spectacle of the organization. This is why it is interesting to question, do individuals actually make decisions or do organizations make decisions that transcend individuals? And ultimately, who is responsible? To what extend thus the organization values influence the individuals or how flexible are these values to changes?

So it is the objective of this study to explore about public organization culture and public executive decision making behavior. From the overall result of this study, it indicated that there do exist a correlation between the two subject areas.

Table of contents

Acknowledgement		
Abstract		
Table of contents		
List of	f Tables	vi
List of	f Figure	ix
Chapter 1 INTRODUCTION		
1.1.	Background of study and problem identification	1
1.2.	Justification for selecting the research problem	5
1.3.	Area of study	7
1.4.	Objectives and hypothesis	8
1.5.	Significant of study	10
1.6.	Scope and limitation of study	11
1.7.	Methodology	12
1.8.	Research report organization	12
Chapt	ter 2 Literature review	14
2.1.	Some definitions of culture	15
		13
2.1.1.	The role and function of culture to an organization	18
2.1.2.	The ingredients of organization culture	25
2.2.	What decision making is about	28
2.2.1.	Types of decisions	31
2.2.2.	Individual differences as decision maker	38
2.2.3.	Conclusion	46

Chapter 3 Organization background		
3.1.	Introduction	48
3.1.2.	Historical background of the Ministry of Primary Industries	48
3.1.3.	Mission and objectives of the Ministry of Primary Industries	49
3.1.4.	Function of the Ministry of Primary Industries	50
3.2.	Respondents' profile	51
3.2.1.	Introduction	51
3.2.2.	Job's grade	53
Chapter 4 Research methodology		
4.1.	Statement of hypothesis	55
4.2.	Research instrument	59
4.3.	Sampling procedure	61
4.4.	Data collection method	62
Chapter 5 Research results and analysis		
5.1.	Result of testing hypothesis 1	65
5.2.	Result of testing hypothesis 2	72
5.3.	Result of testing hypothesis 3	73
5.4.	Result of testing hypothesis 4	80

0.0.	Troodit of tooting trypotitions i	
5.6.	Conclusion	82
Chapter 6 Conclusion		84
6.1.	Research findings	84
6.2.	Conclusions	88
6.3.	Recommendation	93
Bibliography		95
Appendices		
Appendix A		98

55

Result of testing hypothesis 5

81

List of tables

<u>Tables</u>		Pages
2.1.	Norms that promote innovation	19
3.1.	Distribution of respondents based on job's grade	52
3.2.	Distribution of respondents based on the length of service	52
3.3.	Distribution of respondents based on academic qualification	52
5.1.	Frequency distribution table on organization culture	72
5.2.	Frequency distribution table on personality type	80
5.3.	Correlation table	82

List of figures

Figure

2.1. Types of problem, types of decision, and management level in the organization35