

SYNOPSIS

This research discusses the effect of management and decision-making styles on the job satisfaction of academic staff in selected Malaysian public universities. The sample consisted of 1,117 respondents. The instruments used in the study were the Teacher Job Satisfaction Questionnaire developed by “Lester”, adapted from Herzberg’s Theory, Decision Style Inventory by Rowe and Boulgarides and Likert’s 4 systems. Structural Equation Model was used to determine the direct-effect of management and decision-making styles on academic staff job satisfaction, Confirmatory Factor Analysis (CFA) was employed for Items goodness-of-fit and the Rasch Model for Item and Person’s difficulty during the pilot study.

The findings show that three universities had adopted the behavioural decision-making style, while others had adopted analytic and conceptual decision-making styles. Communication and decision-making were the dominant styles of management. Direct-effect of decision-making styles on academic staff job satisfaction was found, while insignificant direct-effect of management styles was found on academic staff job satisfaction only by mediating decision-making styles. Hygiene factors were the predictors for job satisfaction in all five public universities.

**TABPERHUBUNGAN ANTARA STAIL PENGURUSAN DAN PEMBUATAN
KEPUTUSAN DENGAN KEPUASAN KERJA STAF AKADEMIK DI BEBERAPA
INSTITUT PENGAJIAN TINGGI AWAM DI MALAYSIA**

SINOPSIS

Kajian ini menghuraikan kesan stail pengurusan dan pembuatan keputusan ke atas kepuasan kerja staf akademik di beberapa institut pengajian tinggi awam (IPTA) di Malaysia. Sampel merupakan 1,117 responden. Instrumen kajian adalah Teacher Job Satisfaction Questionnaire yang di adaptasi daripada Teori Herzberg, Decision Style Inventory oleh Rowe dan Boulgarides dan *Likert's 4 systems*. Structural Equation Modelling digunakan untuk menentukan kesan stail pengurusan dan membuat keputusan ke atas kepuasan kerja staf akademik; Confirmatory Factor Analysis (CFA) digunakan untuk menilai *Items goodness-of-fit* dan Rasch Model untuk validiti item digunakan dalam kajian rintis.

Dapatan kajian menunjukkan bahawa tiga universiti telah menggunakan *behavioral decision-making style*, sementara yang lain menggunakan *analytic and conceptual decision-making styles*. Komunikasi dan pembuatan keputusan adalah stail paling berpengaruh dalam pengurusan. Kesan langsung stail pembuatan keputusan ke atas kepuasan kerja staf akademik didapati, sementara kesan langsung insignifikan stail pengurusan terdapat ke atas kepuasan kerja staf akademik hanya melalui *mediating decision-making styles*. Faktor *hygiene* adalah penentu kepuasan kerja dalam kesemua lima IPTA yang dikaji.

ARABIC ABSTRACT

IN THE NAME OF ALLAH, MOST GRACIOUS MOST MERCIFUL

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