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.

IN THE NAME OF ALLAH, MOST GRACIOUS MOST MERCIFUL

Praise Be to Allah, The Lord Of The World

First and foremost, I wish to register my great thanks to (Al-mighty) Allah Who makes all things possible and Who has paved the way for the completion of my study. A great vote of thanks is also due to all those people who rendered me their help and lent their support, guidance and effort to ensure the successful completion of this work. This research is a synergistic product of many professors, staff, colleagues, friends and family members.

I would like to express my sincere thanks to my supervisor, Prof. Dr. Datuk Abdul Rahman Idris, for his brilliant support, excellent supervision and guidance. A deep sense of gratitude is extended to my doctoral committees during vetting: Prof. Dr. Sufean Hussin and Prof. Dr. Shahril Marzuki, for their enthusiasm, guidance, and helpful suggestions throughout the process. Thanks to Prof. Dr. Datuk Hussein for his creative inspiration and critical advise and Prof. Dr. Daud Silong for his creative suggestion during VIVA.

My sincere appreciation also goes to the Dean of the Faculty of Education, University of Malaya, Prof. Dr. Saedah Siraj, Assoc. Prof. Dr. Wan Hasmah, Deputy Dean for Postgraduate, University Senate representative, Dr. Faizal, Head of Department for Educational Management, Planning and Policy and all the lecturers in Education. Besides, I am deeply thankful to Dr. Noor Lida Abu Kassim from the Institute of Education at the International Islamic University Malaysia for her unlimited assistance and advice.

I would like also to express my gratitude to University of Malaya for the Fellowship and Research Grant given to me as financial support and motivation. This has made a big positive impact on completing my study and making my PhD research successful. Thanks to the academic staff in all five universities for sharing their tight schedules to complete the surveys and their cooperation.
From the bottom of my heart, I am tremendously grateful and thoughtfully thankful to my father Haji Amzat Hussein Dohak and my mother Haja Mariam Hussein whose sacrifices, prayers and support for me have helped me from the beginning till the end of this accomplishment as well as my step mothers. May Almighty Allah bless them with long life, prosperities, *Iman* and *Taqwa*. I owe all of my beloved brothers and sisters a great debt of gratitude for their motivation and support all along.

My love and thanks go to my beloved son Hamzat for his love and patience while not seeing me for long years and special credit to Nurul Fatimah Binti Kilat, my fiancée and my coming wife inshallah for her unlimited support all of the time. Last but not least, I would like to thank all of my friends, Dr. Mohamad Yusuf, Mr. Adnan for editing my work and some Administrative staff at UM, such as Madam Vigneshree King at the Faculty of Social Sciences, Habibunisa at Deputy Dean Office for Postgraduate studies and my research assistants for their huge help during my data collection.