



**UNIVERSITI PUTRA MALAYSIA**

***EFFECTIVENESS OF WOMEN LEADERSHIP FROM THE PERSPECTIVE  
OF SUBORDINATES IN INSTITUTIONS OF HIGHER LEARNING IN  
KLANG VALLEY, MALAYSIA***

**HARLINA BT MOHD**

**FBMK 2012 26**

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KLANG VALLEY, MALAYSIA**

**HARLINA BT MOHD**

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirements for the degree of Master of Science

**EFFECTIVENESS OF WOMEN LEADERSHIP FROM THE PERSPECTIVE OF SUBORDINATES IN INSTITUTIONS OF HIGHER LEARNING IN KLANG VALLEY, MALAYSIA**

By

**HARLINA BT MOHD**

**August 2012**

**Chairman : Hamisah Hasan, PhD**

**Faculty : Modern Languages and Communication**

The research was conducted to determine effective women leadership in the public and private institutions of higher learning in the Klang Valley from the perspective of the subordinates. Specifically, the study aims to examine the superior-subordinate communication and effective leadership of women Deans from public and private institutions of higher learning in terms of their upward communication and downward communication with their subordinates. It also sought to identify the relationship between specific demographic variables (gender, and highest academic qualification) and effective leadership of women leaders in public and private institutions of higher learning.

Purposive sampling was used to identify faculties in the universities that having women as the Deans then a set of questionnaires were used as the instrument for data collection.

A total of 467 respondents were picked through a simple random sampling procedure from the staff of five selected faculties of four institutions of higher learning in Klang Valley that have women as their Deans. A total of 393 completed questionnaires were

returned, comprising 196 respondents from the public and 197 from the private institutions of higher learning, respectively. The data were analyzed using descriptive and inferential statistics such as the T-test and Pearson correlation.

This study found that subordinates in the public and private institutions of higher learning agreed that the women Deans practised upward and downward communication in their daily communication with them. The result of the study, however, indicated that there was a significant difference between these two type of organizations. Public institutions of higher learning were rated as practising more upward communication than downward communication.

In the public institutions of higher learning, the upward communication variable contributed to the effective leadership. However, with the combination of both upward and downward communication, the women Deans were more effective in their leadership. Similarly, in the private institutions of higher learning, the upward communication variable increased the percentage of effective leadership of women Deans. When both upward and downward communication are combined the leadership effectiveness of the women Deans increased.

The study failed to accept the hypotheses of the relationship between specific demographic variables of gender, and highest academic qualification, and effective leadership of women leaders. The study has therefore contributed significantly to the understanding of Superior-subordinate communication and Leader-Member Exchange Theory.

Abstrak tesis di bentangkan kepada Senat Universiti Putra Malaysia bagi memenuhi syarat-syarat Ijazah Master Sains

**KEBERKESANAN KEPEMIMPINAN WANITA DARI PERSPEKTIF  
SUBORDINAT DALAM INSTITUSI PENGAJIAN TINGGI  
DI LEMBAH KLANG, MALAYSIA.**

Oleh

**HARLINA BT MOHD**

**Ogos 2012**

**Pengerusi : Hamisah Hasan, PhD**  
**Fakulti : Bahasa Moden dan Komunikasi**

Kajian ini telah dijalankan untuk menentukan keberkesanan kepimpinan wanita di institusi pengajian tinggi swasta dan awam di kawasan Lembah Kelang dari perspektif subordinat mereka. Khususnya, kajian ini bertujuan meneliti keberkesanan kepimpinan Dekan wanita dan komunikasi superior-subordinat di institusi pengajian tinggi swasta dan awam dari segi 'komunikasi ke atas' dan 'komunikasi ke bawah' mereka. Kajian ini juga bertujuan mengenalpasti sekiranya ada hubungan di antara pembolehubah demografi tertentu (jantina, dan kelayakan akademik tertinggi) pemimpin wanita di institusi pengajian tinggi swasta dan awam serta keberkesanan kepimpinannya.

Melalui kaedah tatacara bertujuan penyelidikan memilih fakulti di dalam universiti awam dan swasta yang mempunyai wanita sebagai Dekan. Selepas itu, satu set soal selidik telah digunakan sebagai instrumen untuk mengumpulkan data. Sejumlah 467 orang

responden telah diambil melalui kaedah tatacara rawak daripada kakitangan lima fakulti yang dipilih daripada empat buah institusi pengajian tinggi yang mempunyai Dekan wanita. Sejumlah 393 borang soal selidik telah diedarkan yang mana 196 adalah daripada institusi pengajian tinggi kerajaan dan 197 daripada institusi pengajian swasta, telah dipenuhi dan dikembalikan. Data tersebut telah dianalisa dengan menggunakan tatacara statistik deskriptif dan statistik inferensi seperti Ujian-T dan Korelasi Pearson.

Kajian ini dapati bahawa subordinat dari institusi pengajian tinggi swasta dan awam bersetuju yang Dekan wanita yang dipilih mengamalkan komunikasi ke atas dan ke bawah didalam komunikasi harian mereka. Walau pun demikian, keputusan kajian ini menunjukkan adanya perbezaan signifikan diantara kedua jenis organisasi. Institusi pengajian kerajaan didapati mengamalkan lebih komunikasi ke atas berbanding dengan komunikasi ke bawah.

Adalah didapati bahawa didalam institusi pengajian tinggi awam pembolehkan komunikasi ke atas membuat sumbangan lebih kepada keberkesanan kepemimpinan. Walau bagaimana pun, apabila komunikasi ke atas dan ke bawah digabungkan maka didapati kepemimpinan Dekan wanita adalah lebih berkesan.. Juga di institusi pengajian tinggi swasta pembolehkan komunikasi ke atas menambahkan lebihnya peratus keberkesanan kepemimpinan Dekan wanita. Apabila keduadua komunikasi ke atas dan komunikasi ke bawah digabungkan, peratus keberkesanan kepemimpinan Dekan wanita bertambah.

Kajian ini gagal menerima hipotesis perhubungan di antara pembolehubah demografi tertentu seperti jantina (gender) dan kelayakan akademik tertinggi dengan keberkesanan kepemimpinan pihak pemimpin wanita. Kajian ini telah menyumbangkan secara signifikan kepada pemahaman komunikasi superior-subordinat dan teori Pertukaran Pemimpin-Ahli (Leader-member Exchange Teori).



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This thesis is dedicated to my late grandmother, a person who was responsible in raising me up and encouraging me to become who I am now. Al-fatehah. I would also like to express my heartfelt thanks to a few significant people in my life, En. Zulkifli Sidik, Dr. Ramli Kamis, from the Action Learning Centre, Siti Nur Izyandiyana, Reba Koleth, my parents; Puan Hajjah Rosnah and Tuan Haji Md. Kharis, my siblings, Hartaty and family, Capt. Nuzul Farehan and family, Nur Fahedah and husband, Nur Jan Fazlin and my friends, who contibuted enough of their time to ensure that I achieve the objectives of my study. Thank you so much for all the doa' and may Allah bless all of us.

This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfillment of the requirement for the degree of Master of Science. The members of the Supervisory Committee were as follows:

ix

**Hamisah Hasan, PhD**

Senior Lecturer

Faculty of Modern Languages and Communication

Universiti Putra Malaysia

(Chairman)

**Abdul Mua'ti @Zamri Ahmad, PhD**

Associate Professor

Faculty of Modern Languages and Communication

Universiti Putra Malaysia

(Member)

---

**SEOW HENG FONG, PhD**

Professor and Deputy Dean

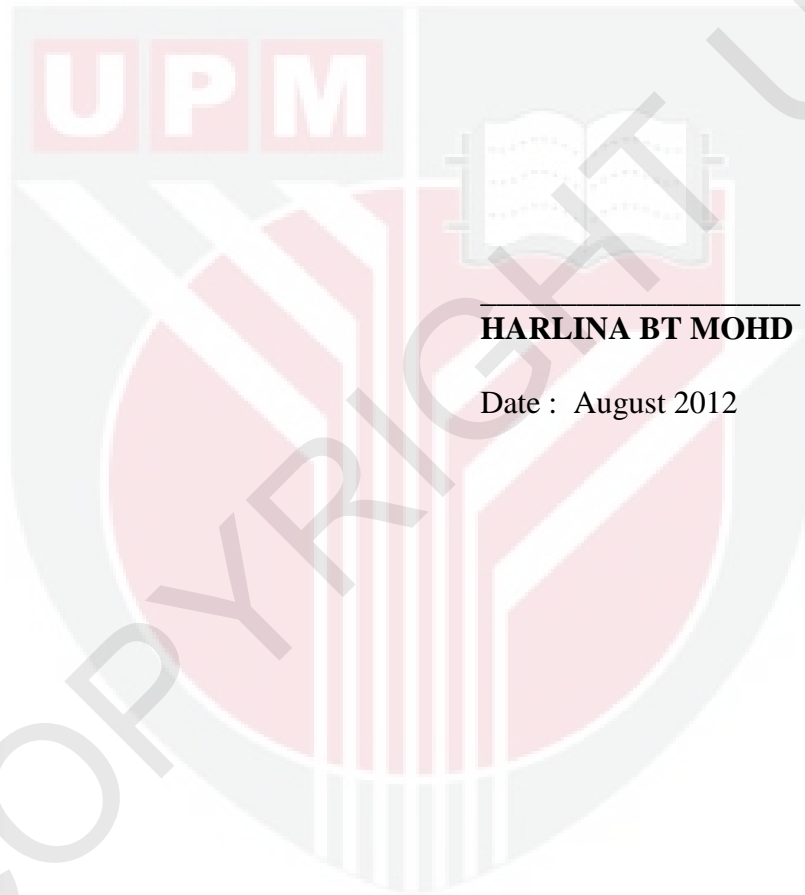
School of Graduate Studies

Universiti Putra Malaysia

Date : 29 November 2012

## DECLARATION

I declare that the thesis is my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously, and is not concurrently, submitted for any other degree at Universiti Putra Malaysia or at any other institutions.



**HARLINA BT MOHD**

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