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

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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

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Ogos 2012

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Melalui kaedah tatacara bertujuan penyelidik 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 dapat 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.

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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 contributed 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.
I certify that a Thesis Examination Committee has met on 3 August 2012 to conduct the final examination of Harlina binti Mohd on her thesis entitled “Effectiveness of Women Leadership from the Perspective of Subordinates in Institutions of Higher Learning in Klang Valley, Malaysia” in accordance with the Universities and University College Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The committee recommends that the student be awarded the Master of Science.

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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

Date : August 2012
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