

**UNIVERSITI TEKNOLOGI MARA**

**LEADERSHIP, ORGANIZATIONAL  
COMMITMENT AND SERVICE QUALITY IN  
PRIVATE HIGHER EDUCATIONAL  
INSTITUTIONS: A CASE STUDY OF A  
PRIVATE HIGHER EDUCATIONAL  
INSTITUTION IN CYBERJAYA**

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the degree of

**Master of Education  
(EDUCATIONAL MANAGEMENT & LEADERSHIP)**

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## AUTHOR'S DECLARATION

I declare that the work in this dissertation was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledged as referenced work. This topic has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

In the event that my dissertation be found violate the conditions mentioned above, I voluntarily waive the right of conferment of my degree and agree be subjected to the disciplinary rules and regulations of Universiti Teknologi MARA.

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## ABSTRACT

The study on leadership in higher educational institutions has been mentioned as problematic due to the internal conflicts occurred among staffs, the indistinguishable goals and other properties of the institutions. The success of an organization is based on the capability of the academic leaders as well as the top management in the institutions to solve problems and as well as to develop strategic planning with the participations of all contributors. The main objective of this study was to examine the impact of the leadership behavior and organizational commitment perceived by staff towards the service quality of a private higher educational institution in Cyberjaya. Finding showed that the perceived leadership behaviour and organizational commitment by staff have moderate impact towards the service quality of a private higher educational institution in Cyberjaya. The top management should utilize different leadership behaviours depending on the surroundings. The top management should create a positive working environment within the organization to enhance staffs' organizational commitment. This study contributes to the understanding on the influence of perceived leadership behaviour and organizational commitment of staff towards the service quality of private higher educational institutions.

Keywords: Leadership behaviours, Organizational Commitment, Service Quality, Higher educational institution.

## ABSTRAK

Kajian terhadap permasalahan dalam kepimpinan di institusi pengajian tinggi (IPT) telah disebabkan oleh konflik dalaman yang berlaku dalam kalangan pekerja selain matlamat yang tidak jelas dalam institusi tersebut. Kejayaan sesebuah organisasi adalah berdasarkan kebolehan pemimpin akademik dan pengurusan tertinggi dalam IPT tersebut dalam menyelesaikan masalah termasuk membangunkan perancangan strategik dengan penglibatan semua pihak. Objektif utama kajian ini adalah untuk mengkaji impak tingkahlaku kepimpinan dan komitmen organisasi dalam kalangan pekerja terhadap kualiti perkhidmatan dalam insituti pengajian tinggi swasta (IPTS) di Cyberjaya. Dapatan mendapati bahawa tingkahlaku kepimpinan dan komitmen organisasi dalam kalangan pekerja memberi impak sederhana terhadap kualiti perkhidmatan dalam IPTS di Cyberjaya. Pihak pengurusan tertinggi IPTS perlu menggunakan tingkahlaku kepimpinan yang berbeza bergantung kepada keadaan persekitaran. Pihak pengurusan tertinggi juga perlu membina persekitaran kerja yang positif dalam organisasi bagi menggalakkan komitmen dalam kalangan pekerja. Kajian ini telah menyumbang kepada pemahaman terhadap pengaruh tingkahlaku kepimpinan dan komitmen organisasi dalam kalangan pekerja terhadap kualiti perkhidmatan dalam IPTS di Malaysia.

**Kata kunci:** Tingkahlaku Kepimpinan, Komitmen Organisasi, Kualiti Perkhidmatan, Institituti Pengajian Tinggi.