

**JOINT CONSULTATIVE COMMITTEE PRACTICE
AND ORGANISATIONAL CULTURE AT THREE
PUBLIC UNIVERSITIES IN MALAYSIA**

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**THESIS SUBMITTED IN FULFILLMENT FOR THE
DEGREE OF DOCTOR OF PHILOSOPHY**



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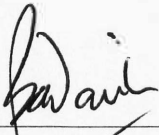
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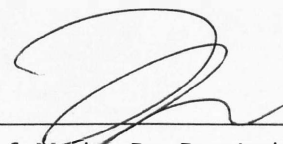
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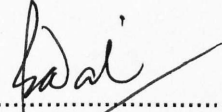
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I hereby declare that the material in this thesis is my own except for quotations, experts, summaries and references, which have been duly acknowledged.



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ABSTRACT

This thesis discusses on the JCC practice in public universities in Malaysia through the Academic Staff Associations (Academic JCC) in three public universities in Malaysia. The research has four objectives. Firstly, to explore the establishment of the Academic JCCs practices that had influence the organisational culture of public universities in Malaysia. Secondly, to investigate the contending factors faced by the Academic JCCs in public universities in Malaysia. Thirdly, to examine the role of organisational culture in influencing the effectiveness of the Academic JCC in public universities in Malaysia. Fourthly, to analyse the importance of the Academic JCC practices in influencing the decision making process in public universities in Malaysia. The methodology applied was qualitative case study design primarily using in-depth interview techniques and secondary data obtained from various method. The major findings were divided into few sections. First, the AUKU, 1971 and Service Circular No. 2 Year 1992 are the fundamental document for the relationship between the Academic JCC and management that shaped the organisational culture. Second, women participation was lacking in UPP, UPK, and UBS. Third, the influence of the Academic JCC to the organisational culture differs in UPP, UPK, and UBS. Fourth, the Academic JCCs can exert some influence to the organisational culture decision making process. A new finding emancipated through this was the participation of women in the Academic JCCs was not relevant to the present organisational culture of the public universities. The findings leads to the loose partnership arrangement made between the Academic JCCs-management and vice versa. This result warrants to some amendments toward the current policy with regards to the role and function of the Academic JCCs because it is important for the two parties to work in partnership instead of being treated as separate entities in organisations with conflicting objectives. This research has established that the desire to move forward is being felt but still concerned with who is the authority (power). As long as this power game is the case, this research argues that the management will continue to make final decisions; thus will preserve its supremacy as the single authority in public universities in Malaysia.

ABSTRAK

AMALAN PERSATUAN AKADEMIK DAN BUDAYA ORGANISASI DI TIGA BUAH UNIVERSITI AWAM DI MALAYSIA

Tesis ini membincangkan amalan JCC di universiti awam di Malaysia melalui Persatuan Akademik di tiga buah universiti awam di Malaysia. Tesis ini mempunyai empat objektif. Pertama, meneroka penubuhan persatuan akademik di universiti awam di Malaysia dan pengaruhnya ke atas budaya organisasi. Kedua, mengkaji faktor yang membatasi keberkesanan persatuan akademik di universiti awam di Malaysia. Ketiga, merungkai peranan budaya organisasi yang mempengaruhi keberkesanan persatuan akademik di universiti awam di Malaysia. Keempat, menganalisis kepentingan amalan informasi dan perundingan dalam mempengaruhi proses pembuatan keputusan di universiti awam di Malaysia. Kaedah yang digunakan dalam penyelidikan ini adalah kualitatif dengan menggunakan kaedah kajian kes melalui teknik temu bual mendalam dan data sekunder dalam penyelidikan ini. Dapatan utama dibahagikan kepada empat bahagian. Pertama, pembentukan persatuan akademik adalah arahan yang dikeluarkan oleh Jabatan Perkhidmatan Awam, (JPA) dan tidak dilindungi oleh peruntukan undang-undang. Kedua, faktor halangan dan limitasi telah mempengaruhi amalan persatuan akademik. Ketiga, falsafah dan sikap pengurusan terhadap persatuan akademik mempunyai pengaruh ke atas keberkesanan persatuan akademik di universiti awam di Malaysia. Keempat, Persatuan Akademik tidak mempunyai kapasiti untuk mempengaruhi keputusan akhir. Satu dapatan baru yang muncul dari penyelidikan ini adalah penyertaan wanita dalam persatuan akademik tidak relevan dalam budaya organisasi masa ini. Dapatan ini membawa maksud bahawa 'partnership arrangement' antara persatuan akademik-pengurusan dan sebaliknya adalah sangat lemah. Keputusan penyelidikan ini memerlukan pihak pembuat polisi berhubung peranan persatuan akademik kerana penting bagi kedua-dua pihak untuk bekerjasama; tidak dilihat seperti mempunyai dua entiti dalam satu organisasi dan mempunyai objektif yang berlainan. Penyelidikan ini mengesahkan bahawa keinginan untuk berubah kepada yang lebih baik diperlukan tetapi masih mempertikaikan siapakah yang lebih berkuasa dalam pembuatan keputusan. Jika kuasa dilihat sebagai masalah utama, penyelidikan ini mendapati pengurusan akan terus memegang kuasa dalam pembuatan keputusan; dan berusaha untuk mengekalkan kedudukan mereka sebagai badan yang mempunyai kuasa penuh dalam pembuatan keputusan di universiti awam di Malaysia.

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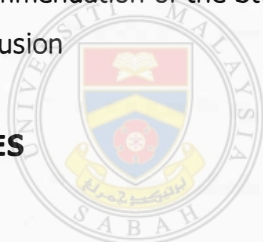
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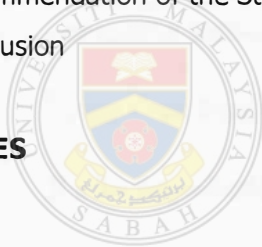
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