

**INTRAPRENEURIAL ORIENTATION AS
MEDIATOR IN THE REAL RELATIONSHIP OF HUMAN
CAPITAL AND JOB PERFORMANCE AMONG
ACADEMICIANS IN MALAYSIAN PUBLIC
UNIVERSITIES**

FATIMAH ZAINAB BINTI DZULKIFLI

**DOCTOR OF PHILOSOPHY
UNIVERSITY MALAYSIA TERENGGANU**

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Perpustakaan Sultanah Nur Zahirah
Universiti Malaysia Terengganu



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Intrapreneurial orientation as mediator in the relationship of human capital and job performance among academicians in Malaysian public universities / Fatimah Zainab Dzulkifli

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RELATIONSHIP OF HUMAN CAPITAL AND JOB
PERFORMANCE AMONG ACADEMICIANS IN MALAYSIAN
PUBLIC UNIVERSITIES**

FATIMAH ZAINAB BINTI DZULKIFLI

**Thesis Submitted in Fulfilment of the Requirements for the Degree of Doctor of
Philosophy in the Faculty of Business, Economics and Social Development
Universiti Malaysia Terengganu**

2020

DEDICATION

I dedicate this thesis to my daughters: Anis Zulaikha, Aina Zakirah and Ajwa Khadeja, my supervisors: Dr Muhamad Abi Sopian Abdul Halim, Dr Khatijah Omar and Professor Dr. Mohd Shaladdin Muda, my siblings and all my friends.

Abstract of thesis presented to the Senate of Universiti Malaysia Terengganu in fulfilment of the requirement for the degree of Doctor of Philosophy

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RELATIONSHIP OF HUMAN CAPITAL AND JOB PERFORMANCE
AMONG ACADEMICIANS IN MALAYSIAN PUBLIC
UNIVERSITIES**

FATIMAH ZAINAB BINTI DZULKIFLI

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Development**

Globalization of the education system has become a normal phenomenon, especially in a developing country such as Malaysia. Thus, to compete in a globally competitive economy, the education system of a nation needs to be able to transform and fulfil the demands of the economic sector, in terms of human capital that are knowledgeable and skillful. Therefore, the main objective of the Malaysian higher education transformation is to improve the performance of higher education institutions and this demands for an emphasis on competitiveness, creativity, and innovations. To initiate this transformation process in the higher education, academicians play important roles and there seem to be a need for them to possess some intrapreneurial values and characteristics. Several studies show that intrapreneurship – a term coined to indicate that entrepreneurial competencies are valuable in any working context, is still a relatively new concept.

This study applied the intrapreneurial orientation as mediator variable towards the human capital dimensions as independent variables and job performance as dependent variables. Thus, the objective of this research is to study the effect of intrapreneurial orientation as mediator in the relationship of human capital and job performance among academicians in Malaysian Public Universities. The sample for this study consisted of academicians from twenty public universities situated in Malaysia. A total of four hundred and ten academicians were surveyed by using a quantitative study, specifically structured interview questionnaires. Then, the collected data was analyzed by using SPSS. Findings of the study indicated that academicians perceive that their human capital capabilities contribute to the intrapreneurial orientation and makes a highly positive contribution to their job performance. This study makes a significant contribution and it will be beneficial to academicians, universities leaders and the Ministry of Higher Education. The results of this research will provide guidelines to assist the stakeholders (i.e. university administrators, university boards, the academic community, Ministry of Higher Education, relevant agencies, and members of the public) to comprehend the importance of intrapreneurial.

Abstrak tesis dikemukakan kepada Senat Universiti Malaysia Terengganu sebagai syarat memenuhi keperluan untuk Ijazah Doktor Falsafah

**ORIENTASI INTRAPRENEURIAL SEBAGAI MEDIATOR DALAM
HUBUNGAN ANTARA SUMBER MANUSIA DAN PRESTASI KERJA DI
KALANGAN AHLI - AHLI AKADEMIK DI DALAM
UNIVERSITI AWAM DI MALAYSIA**

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2020

- Penyelia Utama : Profesor Madya Muhammad Abi Sofian
Abdul Halim, Ph.D.**
- Penyelia Bersama : Profesor Mohd Shaladdin Muda, Ph.D.**
- Penyelia Bersama : Profesor Madya Khatijah Omar, Ph.D.**
- Fakulti : Fakulti Perniagaan, Ekonomi dan Pembangunan Sosial**

Globalisasi dalam sistem pendidikan menjadi satu fenomena yang normal, terutama di negara yang sedang membangun seperti Malaysia. Justeru itu, untuk bersaing di dalam ekonomi yang kompetitif, sistem pendidikan perlu berupaya untuk berubah dan memenuhi permintaan dalam sektor ekonomi, terutama dalam sektor sumber manusia yang berpengetahuan dan mempunyai kemahiran. Di Malaysia, objektif utama transformasi pendidikan tinggi adalah meningkatkan prestasi kerja dan menjurus kepada persaingan, kreatif dan inovasi. Ahli-ahli akademik mempunyai peranan yang penting dalam proses transformasi dan mereka diperlukan mempunyai nilai-nilai dan ciri-ciri intrapreneurial. Banyak kajian menunjukkan intrapreneurial yang berasal dari kompetensi keusahawan dan terdapat dalam konteks pekerjaan, adalah merupakan konsep yang masih baru. Kajian ini menjurus kepada orientasi intrapreneurial sebagai mediator berkaitan dengan tingkahlaku sumber manusia sebagai pembolehubah-pembolehubah tidak berhubungkait

dan prestasi kerja sebagai pembolehubah berhubungkait. Justeru itu objektif kajian ini adalah untuk mengkaji kesan orientasi intraprenurial sebagai mediator memfokuskan kepada hubungan antara sumber manusia dan prestasi kerja dikalangan ahli-ahli akademik di universiti awam di Malaysia. Sampel terdiri daripada ahli-ahli akademik dari dua puluh buah universiti awam di Malaysia. Sejumlah empat ratus sepuluh orang ahli akademik ditemubual dengan menggunakan borang kaji selidik yang berstruktur dan menggunakan pendekatan kuantitatif. Seterusnya analisis data adalah menggunakan SPSS. Penemuan kajian menunjukkan sumber manusia yang terdiri dari ahli-ahli akademik menyumbang kepada orientasi intraprenurial dan mempunyai hubungan yang signifikan kepada prestasi kerja. Kajian ini juga boleh dijadikan panduan kepada ahli-ahli akademik, pengurusan universiti dan Kementerian Pengajian Tinggi, dan seterusnya meningkatkan prestasi kerja dan menambah pengetahuan dalam bidang orientasi intraprenurial.