



IMPACT OF SERVICE QUALITY ON MALAYSIAN POLYTECHNIC SUSTAINABILITY USING MODIFIED HEDPERF MODEL: AN EMPIRICAL STUDY

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ABSTRACT

Current literature in higher education service quality and organisational performance depicts that adequate application of modified HEdPERF (Higher Education PERFORMANCE) in the organisation daily operation will generate high performance activities that subsequently will increase organisation performance. Although many previous investigations have studied the association between service quality and organisation performance in higher education, the role of modified HEdPERF education specific model as a critical factor for improving organisation performance among managers has been poorly discussed. The goal of this work is to assess the effect of modified HEdPERF service quality model and organisation performance relationship among heads of department of Malaysian polytechnics. This study employed random sampling method through self-administered questionnaires collected from 192 Heads of Department covering academic and non-academic departments within Malaysian polytechnics. The results have shown that programme issues, academic aspects and access are significant antecedents for organisational performance at Malaysian polytechnics. Conversely, non-academic and physical facilities were not able to improve organisational performance. The study outcomes confirm the ability of organisation to correctly execute modified HEdPERF which covers programme issue, academic aspects and access in daily operations as important measure to improve the performance of the organisation.

Keywords: *HEdPERF Model, Malaysian Polytechnics, Organisation*

RESEARCH HIGHLIGHTS

HEdPERF encompasses basic structure of the total service environment (Ushantha, Kumara 2016) in education setting. However, based on the review, the current study has revised the five dimensions suggested by Abdullah (2005) as suggested by Sultan and Wong (2010). Items under reputation dimension was revised due to a mix between reputation and physical facilities. Since both dimensions are two different factors, this study retains the physical facilities due to its importance in the service setting as concurred by many service quality scholars (Parasuraman et al. 1988). This has led to integration of physical facilities to measure along with other HEdPERF dimensions in order to extend and improve its explanatory power (Ushantha, Kumara 2016).

The study in the organisational quality management published recently revealed that the ability of higher education organisations to implement HEdPERF accordingly in the course of daily work activities can increase performance of the HEIs (Mohammed Khalid et al. 2019, Silva et al. 2017). In light of the measurement scale capability and appropriateness, limited study employed this scale to examine service quality in higher education, hence this scale is used for measuring the service quality in Malaysian polytechnic higher education context.

GRAPHICAL ABSTRACT

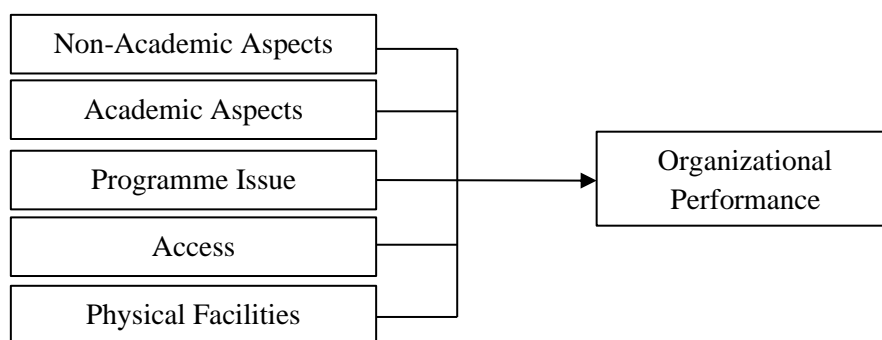


Fig. 1. The conceptual framework for this study

Research Objectives

The act of previous study investigates service quality in higher education employing generic scales (SERVQUAL, SERVPERF) that ignore the context specific attributes leading to less understanding and meaningful findings as well as being inconsistent with the current development in service quality management study (Silva et al. 2017). Thus, there is a need to investigate deeper into other factors that can determine employee factors towards organisational performance using the higher education industry specific scale.

In order to fill this gap, the present study attempts to identify the individual factors of modified higher education performance service quality (HEdPERF) towards organisational performance among heads of department in academic and non-academic departments in Malaysian polytechnics. The next section deliberates the literature review, followed by methodology, discussion, and it ends with conclusion, limitation and future study.

Methodology

This study takes the quantitative approach that employs survey questionnaire administered by the researcher for data collection through a cross-sectional strategy. The population of this study were all departments of polytechnics in Malaysia. This study applied a proportionate simple random sampling technique due to homogeneity of the sampling characteristics. The sampling frame was developed based on directories available on the websites of respective polytechnics. Based on the list, departments (academic and non-academic) at Malaysian polytechnic nationwide were randomly selected. Malaysian polytechnic was selected due to the organisational problem experienced by the institutions. The system only achieves 84 percent of critical agenda in Polytechnic Transformation Plan according to annual report published by the Department of Polytechnics Education (Department of Polytechnic Education, 2015) showing the performance incompetency and service quality. This has called this research to remedy the performance problem for the national human capital development sustainability. The instrument development was based on the intensive search of literatures in previous studies. The questionnaire comprises of three parts. The first part is the set of questions to

assess the service quality construct. The second part measured the organisational performance construct and the third section comprised the respondent demographic information.

Results

The results of the descriptive statistics and Pearson correlation analysis. The mean value of each construct ranges from 5.464 to 5.943, meaning programme issue, non-academic aspects, physical facilities, academic aspects, access and organisational performance are between agree somewhat (5) and agree (6) levels. Correlation coefficients for relationships between independent variables have a value of less than 0.90, meaning that the constructs of this study are free from serious multicollinearity issues (Hair et al. 2017). The results of hypothesis testing produce three important findings. First, the academic aspects have a significant relationship with organisational performance ($\beta = 0.271$; $p < 0.05$), hence H2 is supported. Secondly, programme issue has a significant relationship with organisational performance ($\beta = 0.285$; $p < 0.05$), thus H3 is supported. Thirdly, access has a significant relationship with organisational performance ($\beta = 0.542$; $p < 0.05$), therefore H4 is supported. However, it was found that non-academic aspects do not have a significant relationship with organisational performance ($\beta = 0.002$; $p > 0.05$), hence H1 is rejected. The analysis also uncovered that physical facilities do not have a significant relationship with organisational performance ($\beta = 0.016$; $p > 0.05$), so H5 is also rejected. This finding explains that academic aspects, programme issue, and access were able to improve organisational performance.

Findings

This study assesses service quality implementation effectiveness within the organisation and its impact towards the organisation performance. This study used modified HEdPERF service quality measurement model that has been proven to have achieved the high level of validity and reliability through factor analysis. This study uncovers that programme issue, academic aspects and access are qualified to be leveraged in organisation to further increase organisational performance. However, non-academic aspect and physical facilities are unsuccessful to jump up the organisational performance. Components that failed to contribute in solving the organisation problem has been given proper explanation. Consequently, further research can give more attention investigating the impact of programme issue, academic aspects and access as a critical measure in the area of higher education organisation service quality. In sum, this current study tries to guide organisation to give focus in allocating limited organisation resources during planning and initiate a targeted activity based on significant higher education specific dimension to achieve management goals.

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