PUBLIC VALUE DIMENSIONS AND CHARACTERISTICS OF FUTURE
UNIVERSITY

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# DEDICATION

Specially dedicated to *Emak* and *Abah,*

thank you for your unconditional love and support.

To my heroes, *Along, Ojan, Adik* and *Kareshi-kun,*

thank you for always being by my side.

And to my five-coloured rainbow,

thank you for always cheering me up with your songs and smiles.

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# ABSTRACT

Nowadays, higher education has already progressed beyond the traditional settings where university plays the role of country's innovation excellence by recognizing some research universities in Malaysia. The rapid change of higher education system in Malaysia is in line with the ministry's higher education objective which is to establish a world-class university system in Malaysia. This evolution of education might increase the expectation of public value in the university. Therefore, there is a need to re-evaluate public value expectation from the point of view of various stakeholders such as academic administrators. At the same time, the characteristics of future university should be anticipated as we are moving towards the future. The concepts of public value have been discussed and debated frequently by many researchers in value literature. However, there is still lack of research in public value concept which focuses directly on the scope of higher education especially in Malaysia. This research aims to know what constitutes university public values in the future, particularly Malaysian Public Research University. There are two objectives that have been outlined, which are to know what constitutes university public value in the future and to examine how administrators anticipate the characteristics of future university. The research is conducted by distributing questionnaires to heads of departments at five Malaysian research universities. Data from the questionnaires were analyzed by factor analysis, descriptive analysis and mean score value. From this research, there are ten dimensions that constitute university public value in higher education institution (balancing interests, sustainability, user focus, rule abidance, professionalism, lean thinking, efficient supply, budget keeping, the public at large, and innovative). Beside that, there are nine anticipated characteristics of future university (dynamic environment, democratization of knowledge, sustainable infrastructure, global mobility, technology advancement, institutional autonomy, teaching-research balance, smart partnership, and abundant resources). The academic administrators perceived all these public dimensions as highly important in carrying out their tasks at the university. Similar to that, the characteristics of future university are also highly agreeable. Therefore, there is a need to enhance each of the dimensions and characteristics towards shaping a great university in the future.

# ABSTRAK

Pada masa kini, pendidikan tinggi telah mencapai kemajuan yang lebih tinggi daripada seting tradisional di mana universiti memainkan peranan utama dalam meningkatkan kecemerlangan inovasi negara ini dengan adanya pengiktirafan terhadap beberapa universiti penyelidikan di Malaysia. Perubahan pesat sistem pendidikan tinggi di Malaysia adalah selaras dengan objektif pendidikan tinggi kementerian iaitu untuk mewujudkan satu sistem universiti bertaraf dunia di Malaysia. Evolusi pendidikan ini dilihat mungkin meningkatkan jangkaan nilai awam di universiti. Oleh itu, terdapat kepentingan untuk menilai semula jangkaan nilai awam dari sudut pandangan pelbagai pihak berkepentingan seperti pentadbir-pentadbir akademik. Pada masa yang sama, ciri-ciri universiti masa depan perlu dikenal pasti. Konsep nilai awam kerap dibincang dan diperdebatkan oleh ramai penyelidik. Namun hanya segelintir golongan penyelidik yang menjalankan kajian terhadap konsep nilai awam di skop pendidikan tinggi terutamanya di Malaysia. Kajian ini bertujuan untuk mengetahui apakah nilai-nilai awam universiti penyelidikan di Malaysia pada masa akan datang. Terdapat dua objektif yang telah digariskan, iaitu ingin mengetahui nilai awam di universiti, dan mengkaji bagaimana pentadbir menjangka ciri-ciri universiti pada masa hadapan. Kajian ini dijalankan dengan mengedarkan borang soal selidik melibatkan ketua-ketua jabatan di lima universiti penyelidikan di Malaysia . Data daripada soal selidik dianalisis menggunakan analisis faktor, analisis deskriptif dan min skor. Hasil yang didapati daripada kajian ini ialah terdapat sepuluh dimensi yang membentuk nilai awam universiti di institusi pengajian tinggi dan terdapat sembilan jangkaan ciri-ciri universiti masa hadapan. Para pentadbir akademik bersetuju bahawa semua dimensi nilai awam sangat penting dalam menjalankan tugas-tugas mereka di universiti, di samping bersetuju dengan ciri-ciri universiti masa depan yang digariskan. Oleh itu, adalah penting untuk menambah baik dan mengaplikasi setiap dimensi dan ciri-ciri ke arah membentuk sebuah universiti yang lebih baik pada masa hadapan.

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| | | |
|---|---|---|
| Kaiser-Meyer-Olkin | - | KMO |
| Ministry of Higher Education | - | MOHE |
| Research University | - | RU |
| Sijil Pelajaran Malaysia | - | SPM |
| Sijil Tinggi Pelajaran Malaysia | - | STPM |
| Statistical Packages of Social Science | - | SPSS |
| Universiti Islam Antarabangsa Malaysia | - | UIAM |
| Universiti Kebangsaan Malaysia | - | UKM |
| Universiti Malaya | - | UM |
| University Industri Selangor | - | UNISEL |
| Universiti Putra Malaysia | - | UPM |
| Universiti Sains Malaysia | - | USM. |
| Universiti Teknologi Malaysia | - | UTM |
| Universiti Teknologi MARA | - | UiTM |

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# CHAPTER 1

# INTRODUCTION

## 1.1 Introduction

Nowadays, higher education has already progressed beyond the traditional settings where university was an institution for spreading the knowledge, but today university plays the role of country's innovation excellence. Ramli et. al. (2013) mentioned that higher education now has become a place for disseminating the knowledge as well as commercializing university's research output which majorly contributing to the economic development of the country.

According to Selvaratnam (1985), there are several stages of historical growth of Malaysian higher education system before and after Malaysia's independence, until the growth of research universities in this country. The first stage is the development of a higher education institution in Malaysia and Singapore before Malaysia's independence in 1957. The second stage is the establishment of University Malaya (UM) in Kuala Lumpur in 1961, which was the first university established in Malaysia. The next stage is the establishment and development of three national universities after 1969, and the upgrading of the Agricultural and Technical Colleges in 1971 and 1972 to full university status (Selvaratnam, 1985).

In these recent years, Malaysia has taken a big step in increasing the innovation activity and knowledge-based economy of the country by recognizing some universities that focused more on research activities and education based on research and development (MOHE, 2014). There are five public universities in Malaysia that have received Research University (RU) status by the Malaysian government until 2014. This evolution of education might increase the expectation of public value in the university. Therefore, there is a need to re-evaluate public value expectation from the point of view of various stakeholders from time to time. At the same time, the characteristics that the university should have in the future should be anticipated. This is because the development of these universities have to move forward in establishing a world-class university system in Malaysia.

The concepts of public value have been discussed and debated frequently by many researchers in value literature. Efforts to understand and identify public value have been undertaken over the past two decades. The term public value was invented by Moore (1995), who emphasized on three aspects of performance for public agencies, which are delivering actual services, achieving social outcomes, and maintaining trust and legitimacy of the agency. Moore initially formulated the public value framework in order to help public managers with a greater appreciation of the constraints and responsibilities within their working periods. From this study, public administration research has paid huge attention to public value researches in these recent years (i.e. Bøgh Andersen et al., 2012; Bozeman, 2007; Moore and Khagram, 2004; Smith, 2004; Kelly et al., 2002).

From the overall understanding of public value concept, several studies have been done by Beck Jørgensen et al. (2012) in acknowledging the multi-dimensionality of public value concept. This is because there is a need to classify the public values, as a multi-dimensional value may gives confusion, vagueness and conflict to public employees and public managers (Bøgh Andersen et al., 2012). Different types of classifications have already existed in the literature (i.e. frequency of use, chronology, hard versus soft values, families of values concerning economy versus fairness versus security; Rutgers, 2008). Beck Jørgensen and Bozeman (2007)

have identified seven overall dimensions of public value i.e contribution of the public sector to society, transformation of interests to decisions, relationships between politicians and administrators, relationships between public administrators and their environment, intra-organizational aspects of public administration, behaviour of public sector employees, and relationship between public administration and the citizens. Therefore, the classification and dimensions derived from the studies becomes the main pillar in this research, with modification and addition to the Malaysian context.

In understanding the concept of public value in high education system, various perspectives from different groups or individuals, such as government, policy makers, industry, staff, parents, and students as well as the public communities in general are needed. This study aims to discover more aspects in determining public value dimensions and proposes a theoretical framework of these dimensions in high education context. Hence, this study attempts to provide a better understanding of high education public value dimension particularly from the public administrators' perspective, due to lack of research that directly focuses on high education public value concept especially in Malaysia.

## 1.2    Problem Statement

In recent years, there has been a high-pitched appreciation in the social roles corporation are expected to play. Organizations are facing new demands to be accountable not only to shareholders but to other stakeholders as well including customers, employees, suppliers, local communities and government. As the main goal of private companies was to create private or economic value, the ultimate goal of government agencies was to create public (social) value (Moore and Khagram, 2004).

In private organization context, understanding the concept and how to create and measure private value is basically not a complicated issue since it is about creating wealth. However, as for the public agencies the issues of public value are more complicated since the main agenda is not for profit generation but focusing more on the issues of right and benefits to which citizens should be entitled (Bozeman, 2007), efficiency, honesty, fairness, reliability (Hood, 1991) and the interaction between politicians, officials and communities (Smith, 2004).

The seven dimensions of public value from the study done by Beck Jørgensen and Bozeman (2007) are comprehensive in the context which it was used. Nevertheless, as the business, political and social environment is vibrant, the concept and dimensions of public value change dynamically and has to be redefined accordingly. In addition to that, the concept of public value is basically context-dependent where the expectation of stakeholders may vary across country and culture as well as the sector.

As for the higher education institution context, among the relevant issues related to public value are: (a) What is this organization for? (b) To whom are we accountable? (c) Do the primary functions of university i.e teaching, research and service have to be assessed and reposition in response to the preferences of the stakeholder? Those questions have been debated for more than a century and we believe that because of the changing in politics, economic, social and demographic settings, all of the above questions must be reconsidered, and eventually will influence the formation or creation of the public value of a university.

So far, however, there has been little empirical works on public value. Most of the discussions in public value literature are theoretically driven (William and Shearer, 2011) and are of conceptual debate. There is still lack of research in public value concept which focuses directly on the scope of high education especially in Malaysia. Thus, more empirical studies need to be done to strengthen and validate the concept of public value.

To determine what constitutes university public values, particularly in Malaysian Public University where the national and Islamic values are implanted, a comprehensive study need to be carried out from the employees' point of view or at individual level. Is their expectation of delivering public values is in line with the ideal public value dimension? How much is their level of understanding about public value dimension? How far they have achieved in implementing public values to the customers? Therefore, public administrators' ways of thinking regarding their way of services need to be captured in this research. A complete model has to be developed so that it can provide basis and direction for policy and strategy development as well as providing necessary resources to sustain the effort of creating public value.

## 1.3    Research Questions

Two main research questions of this research are drawn as follows:
  i.    What are the public value dimensions in higher education institution?
  ii.   What are the characteristics of future university from the perspective of heads of departments?

## 1.4    Research Goal and Objectives

The goal of this study is to know what constitutes university public values in the future, particularly in Malaysian Public Research University.

Two objectives have been identified to achieve the above goal. In particular the objectives of this study are:
  i.    To know what constitute university public values in higher education institution

ii.   To examine how administrators anticipate the characteristics of future university

## 1.5   Research Scope

According to Smith (2004) public value notion is the product of interaction between three main stakeholders: politicians, officers and communities. Thus, to gain insight on what dimensions of university public value in the future, views and thought from those parties have to be sought. Due to time and resources constraints, this study will investigate the issue of public values from the perspective of the heads of departments in Malaysian public universities i.e Universiti Teknologi Malaysia (UTM), Universiti Sains Malaysia (USM), Universiti Kebangsaan Malaysia (UKM), Universiti Putra Malaysia (UPM) and Universiti Malaya (UM). The sample of the population is derived from the lists of heads of departments of each faculty in the universities' websites. The total samples were employed based on Krejcie & Morgan equation (1970).

## 1.6   Significance of the Research

This study will contribute towards determining what constitute university public values, particularly in Malaysian Public University. This study will also:

i.   contribute more in public value theories or literature that relate to the high education context, which provides a better understanding of this respective field.

ii.   serve as the basis and direction for policy and strategy development as well as providing necessary resources to sustain the effort of creating public values.

iii.   provide a theoretical model for further researches in public value concept. Future researchers will benefit from this study as it will provide them the

facts needed to compare their studies during their respective time and usability.

iv. provide a theoretical contribution for further researches in the way to:

    a. To develop a more comprehensive dimensions of university public value

    b. To provide a model of public values for university of the future

v. provide a managerial / strategic contribution by giving input for university top management as well as Malaysian government on the perception of university's administrative leadership in the aspect of university public values and its characteristics.

## 1.7 Limitation of the Research

There are certain limitations in this research. Firstly, there are lack of previous studies particularly on higher education public values and future university characteristics in Malaysia. Therefore, it takes a considerable amount of time to gather the information and data as well as literature review. Secondly, this research is focusing on the view of heads of departments of research universities in Malaysia, therefore the outcome of this research might not be applicable to the other type of stakeholders. Thus, there might be a need for further studies on a wider scope of stakeholders in the future.

## 1.8 Structure of the Research

The general structure of the research is illustrated in Figure 1.1.
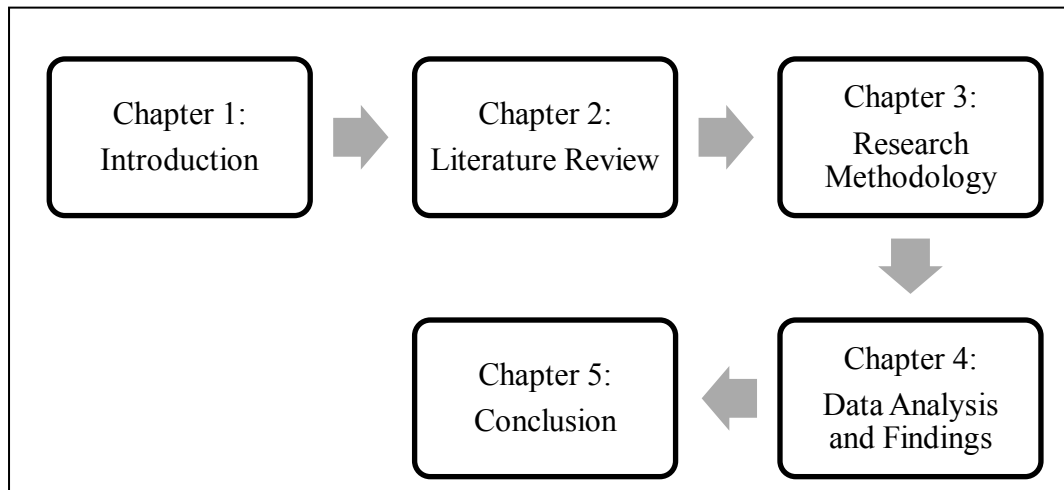
**Figure 1.1:** Outline of the Research

i. **Chapter 1: Introduction**

Chapter 1 is the introduction or background of this study. It includes problem statements, research questions, goal and objectives, scope of the research, significance and limitation of the research, and structure of the research.

ii. **Chapter 2: Literature Review**

The literature review helps in finding the research gap between the previous research and finally to conduct a similar research with new improvement. This chapter also gives an overview of literature and models that are related to this research, such as development of university, higher education in Malaysia and Islamic perspective, future university concept and characteristics, and public value concept and dimensions.

iii. **Chapter 3: Research Methodology**

Chapter 3 discusses more on the methodology of the study. It gives directions of the study and shows the overall methods which are involved in this research. This includes research and sampling design, data collection, research instrument, pilot study, procedure of data analysis and expected outcome of the research.

iv. **Chapter 4: Data Analysis and Findings**

In Chapter 4, the detailed analysis and findings based on the results of the questionnaire is presented. The data is analyzed using Statistical Package for

the Social Sciences (SPSS) software. The statistical methods that will be used are descriptive statistics and factor analysis.

v.  **Chapter 5: Conclusion**

The final chapter discusses the summary of the findings of the data analysis and its relation with previous researches. Other than that, this chapter provides a few contribution and suggestions in relation to the study area. Besides, the chapter states the conclusion of this study such as the limitations of this study, suggestions for future research and conclusion.

## 1.9  Conclusion

This chapter exposes the background and direction of this study. Mainly, the purpose of this study is to know what constitutes university public values in the future. By determining the public value dimensions in high education context, it will help in understanding administrative point of views, particularly the heads of departments in Malaysian public universities. This study will significantly contribute to the public value theory and at the same time provide a theoretical model for further researches in this field or any similar researches from different perspectives.

In achieving the goal of the study, several objectives and scope of the study have been identified. The stages and methodology of the research are determined in order to ensure that this study can be conducted properly.

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