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**FACTORS DETERMINING PERCEIVED JOB  
PERFORMANCE OF UNIVERSITY LEADERS IN  
PAKISTAN**



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**UUM**  
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA  
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**FACTORS DETERMINING PERCEIVED JOB PERFORMANCE OF  
UNIVERSITY LEADERS IN PAKISTAN**



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**Pusat Pengajian Pengurusan Perniagaan**  
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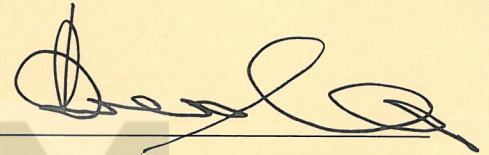
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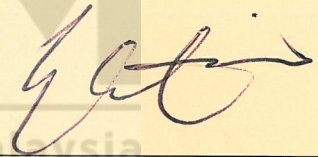
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## ABSTRACT

Universities within the tertiary education system perform an imperative job in developing the high-level researchers, specialists, scientists and professionals, required by the economy. World-class University is a need of today. The development of a world-class university requires strong leadership as it has widespread effects on the overall performance of the university. This research focused on the improvement of university leadership based on issues and problems related to it. In this regard, the study explored the effects of managerial competency, self-efficacy and learning orientation as predictors of university leaders' job performance to enhance their effectiveness and efficiency. The notion of entrepreneurial leadership has received a somewhat little concentration in the tertiary education leadership studies. So the study proposed and analysed the mediating effect of entrepreneurial leadership through which university leaders can improve their job performance. In addition to that moderating effect of the dynamic environment was also examined on the above-stated relationships. The research used a quantitative method through survey instrument and 242 usable questionnaires were collected from the leaders of public higher education institutions of Punjab, Pakistan. Partial Least Squares (PLS) was employed to analyse the data. Results showed support for the theoretical model that was studied. The results implied that managerial competency, self-efficacy, and learning orientation are linked with performance. The mediating process was also empirically justified, but the moderating effect of the dynamic environment was not found on the proposed model. The study has validation for a theoretical framework to trigger the future research and theory on edifying university leadership and to comprehend how such leadership develop and has significance for effective job performance. By summarising the results of this research and building a link to its useful applications the study is also useful and has importance for policy makers, academicians and practitioners for further improving and developing university leadership.

**Keywords:** university leaders' job performance, managerial competency, self-efficacy, learning orientation, entrepreneurial leadership

## ABSTRAK

Universiti-universiti dalam sistem pendidikan tinggi melaksanakan tugas penting membangun ahli-ahli penyelidik, pakar, saintis dan golongan profesional bertahap tinggi yang diperlukan oleh ekonomi. Universiti bertaraf dunia adalah keperluan hari ini. Pembangunan universiti bertaraf dunia memerlukan kepimpinan yang kuat kerana ia memberi kesan meluas kepada prestasi keseluruhan universiti. Kajian ini memfokuskan kepada penambahbaikan kepimpinan universiti berdasarkan isu dan permasalahan yang berkaitan. Berdasarkan ini kajian ini menerokai kesan-kesan kompetensi pengurusan, efikasi diri dan orientasi pembelajaran sebagai peramal prestasi kerja pemimpin-pemimpin universiti dalam meningkatkan kecekapan dan keberkesanan mereka. Tanggapan kepimpinan universiti didapati kurang mendapat perhatian dalam pengajian-pengajian mengenai kepimpinan pendidikan tinggi. Justeru kajian ini menganalisis dan mencadangkan kesan pengantara kepimpinan keusahawanan dalam meningkatkan prestasi kerja pemimpin-pemimpin universiti. Selain itu kesan penyederhana persekitaran dinamik diteliti dalam hubungan-hubungan tersebut. Kajian ini menggunakan kaedah kuantitatif melalui instrumen tinjauan, dan sebanyak 242 soal selidik bolehguna dipungut daripada pemimpin-pemimpin institusi pengajian tinggi di Punjab, Pakistan. *Partial Least Squares (PLS)* digunakan untuk menganalisis data. Dapatan kajian menunjukkan sokongan kepada model teoretikal yang dikaji. Dapatan juga menunjukkan bahawa kompetensi pengurusan, efikasi diri dan orientasi pembelajaran mempunyai hubungan dengan prestasi. Proses pengantaraan juga telah dibuktikan secara saintifik tetapi tiada kesan penyederhana persekitaran dinamik ditemui dalam model ini. Kajian ini telah mengesahkan rangka kerja teoretikal bagi mencetuskan kajian-kajian masa hadapan dan teori mengenai kepimpinan universiti serta memberi kefahaman tentang bagaimana kepimpinan ini membangun dan menjadi signifikan kepada prestasi kerja yang berkesan. Dengan meringkaskan dapatan kajian ini dan membangunkan hubungan dengan aplikasi yang perlukan, kajian ini juga perlu dan mempunyai kepentingan kepada pembuat-pembuat dasar, ahli akademik dan pengamal-pengamal bagi membangun dan meningkatkan lagi kepimpinan universiti.

**Kata kunci:** prestasi kerja pemimpin universiti, kompetensi pengurusan, efikasi diri, orientasi pembelajaran, kepimpinan keusahawanan



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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background

In a higher education system, tertiary institutions perform a vital job in educating the high-level professionals, specialists, researchers and scientists, required by the country and in creating the latest information and know-how in favour of national innovation systems (World Bank, 2002). The progression in the educational marketplace in many nations is also observed as significant state goal (Rodionov, Rudskaia, & Kushneva, 2014). Within this situation, an ever more vital concern of many governments is to make certain that their universities are actually working at the most advanced stage of scientific and intellectual development (Salmi, 2009). World Development Report 1998/99 suggested a logical framework highlighting the corresponding job for four important strategic aspects to direct nations in the changeover to a knowledge-based nation: a robust human resource support, suitable institutional and economic control, systematic national innovation system and a dynamic knowledge infrastructure (World Bank, 1999).

Higher learning is essential to entire four poles of this framework; however its task is mainly critical in constructing a robust human resource base and in supporting a systematic national innovation system. Higher learning supports nations to form internationally competitive countries by making a flexible, productive and skilled workforce and by generating, scattering and applying new technologies and ideas. A current worldwide study of copyright creation has revealed, for instance, that

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