

## PEMBUATAN KEPUTUSAN MULTI-KRITERIA UNTUK KENAIKAN PANGKAT KAKITANGAN AKADEMIK DI INSTITUSI PENGAJIAN TINGGI AWAM

(Multicriteria Decision Making for Academic Staff Promotion in the  
Public Institution of Higher Learning)

KHAIRUL ANUAR MOHD ALI & WAN SALMUNI WAN MUSTAFFA

### ABSTRAK

Isu kenaikan pangkat bagi kakitangan akademik di Institusi Pengajian Tinggi (IPT) merupakan satu perkara yang sangat mencabar dan sering menimbulkan kontroversi. Kajian ini membincangkan pembuatan keputusan untuk kenaikan pangkat bagi kakitangan akademik di Institusi Pendidikan Tinggi Awam dengan menggunakan Teknik Proses Hierarki Analisis (PHA). Teknik PHA telah digunakan bagi menentukan keutamaan kepentingan (pemberat) terhadap komponen serta kriteria-kriteria untuk kenaikan pangkat kakitangan akademik. Kriteria-kriteria telah dibina berdasarkan 4 komponen iaitu Penyelidikan dan Penerbitan, Pengajaran, Perkhidmatan dan Keperibadian. Data dianalisis dengan menggunakan 3 prinsip dalam teknik PHA iaitu pembinaan hierarki, pertimbangan perbandingan relatif dan sintesis prioriti. Hasil kajian mendapati komponen terpenting semasa pertimbangan untuk kenaikan pangkat yang dilakukan oleh pembuat keputusan adalah komponen Penyelidikan dan Penerbitan dengan nilai pemberat tertinggi (0.3919). Nilai kekonsistenan adalah diantara (0.000) hingga (0.0144).

*Kata kunci:* Kualiti; Sistem Ganjaran; Proses Hierarki Analisis (PHA); Pendidikan Tinggi

### ABSTRACT

The issue of academic staff promotion in Higher Educational Institution (HEI) is very challenging and always gives rise to controversy. This research discusses the academic staff promotion in Public Institution of Higher Learning by using Analytic Hierarchy Process (AHP) technique. AHP technique is used to determine and obtain the priorities of importance (weights) to the component and criteria for academic staff promotion. The criteria developed will cover 4 major components which consist of Research and Publications, Teaching, Services and Personality. The data was analyzed based on three principles in AHP technique: the principle of constructing hierarchies, the principle of relative comparison and the principle of synthesizing priorities. The study found that the most important components in deciding academic staff promotion are Research and Publications with a weightage of (0.3919). The range of consistency value is between (0.0000) and (0.0114).

*Keywords:* Quality; Award Systems; Analytical Hierarchy Process (AHP); Higher Education

### Rujukan

- Ali N. S., Young C.H. & Ali N.M. 1996. Determining The Quality of Publications and Research for Tenure or Promotion Decisions: A Preliminary Checklist to Assist. *Library Review* 45(1): 39-53.
- Badri A. M & Abdulla H. M. 2004. Awards of Excellent in Institution of Higher Education: An AHP Approach. *International Journal of Educational Management* 18(4): 224-242.
- Beach S. D. 1975. *Personnel: The Management of People at Work*. Macmillan Publishing Co Inc.: New York.

- Clement R. & Stevens G. 1989. Performance appraisal in higher education: comparing department of management with other business units. *Public Personnel Management* **18**(3): 263-278.
- Crosby P. B. (1979). *Quality is Free*. New York: McGraw-Hill.
- Frank A. 1998. Personnel Evaluation With AHP. *Journal of Management Decision* **46**(10): 679-685.
- Go I.G. & Kleiner H. B. 2001. How to Manage Promotions Decisions Effectively. *Management Research News* **24**(3/4): 109-113.
- Harris V. & Thomas R. 2000. Teaching Quality and Staff Research: Are There Connections? A Case Study of a Metropolitan University Department. *Journal of Quality Assurance in Education* **8**(3): 139-147.
- Helms M., Williams A. & Nixon J. 2001. TQM principles and their relevance to higher education: the question of tenure and post-tenure review. *The International Journal of Education Management* **15**(7): 322-331.
- Ismail W.R. 2003 Penentuan Peningkatan Kepentingan Perbandingan Berpasangan Berdasarkan Kaedah Pemangkatan. Universiti Kebangsaan Malaysia. Laporan Teknik, PPSM, FST.
- Jolson M. 1974. Criteria for promotion and tenure: a faculty view: research note. *Academy of Management Journal* **17**: 149-154.
- Juran J. M. 1988. *Juran on Planning for Quality*. New York: Free Press.
- Kasten K. 1984. Tenure and merit pay as reward/awards for research, teaching, and service at a research university. *Journal of Higher Education* **55**(4): 500-514.
- Liberatore M., Nydick R. & Sanchez P. 1992. The evaluation of research papers. *Interfaces* **22**(2): 92-100.
- Lynn C. 2000. A Trivial Pursuit? Information Technology and the Tenure Track. *Campus-Wide Information Systems* **17**(4): 113-119.
- McElwee G. & Holmes G. 1995. Total Quality Management in Higher Education: How to Approach Human Resource Management. *The TQM Magazine* **7**(6): 5-10.
- Mesak H. & Jauch L. 1991. Faculty performance evaluation: modeling to improve personnel decisions. *Decision Sciences* **22**(5): 1142-1157.
- Mustafa A. & Goh M. 1995. Multi-Criterion Models for Higher Education Administration. *International Journal Management Science* **24**(2): 167-178.
- Oshagbemi T. 2000. How Satisfied Are Academics with Their Primary Task of Teaching, Research and Administration and Management? *International Journal of Sustainability in Higher Education* **1**(2): 124-136.
- Rafikul I. 2003. The Analytic Hierarchy Process: An Effective Multi-Criteria Decision Making Tool. International Islamic University Malaysia, IIUM Publication.
- Rowley J. 1996. Motivation and Academics Staff in Higher Education. *Journal of Quality Assurance in Education* **4**(3): 11-16.
- Ruderman M.N., Ohlott P.J. & Kram K.E. 1995. Promotion Decisions as a Diversity Practice. *Journal of Management Development* **14**(2): 6-23.
- Saaty T.L. 1994. How to make a decision: the analytical hierarchy process. *Interfaces* **24**(6): 9-26.
- Saaty T.L. 1990. *Multicriteria decision making: The Analytical Hierarchy Process*, RSW Publications.
- Saaty T.L. & Ramanujam, V. 1983. An objective approach to faculty promotion and tenure by the analytical hierarchy process. *Research in Higher Education* **18**(3): 311-331.
- Saaty T.L.. 1980. *The Analytic Hierarchy Process*. McGraw-Hill. United States of America.
- Sekaran U. (2000). *Research Methods for Business: A Skill Building Approach*. 3rd ed. New York: John Wiley & Sons, Inc.

*Program Peningkatan Kualiti dan Produktiviti  
Pusat Pengajian Sains Matematik  
Fakulti Sains dan Teknologi  
Universiti Kebangsaan Malaysia  
43650 UKM Bangi, Selangor  
MALAYSIA  
Mel-e: kabma@ukm.my\**

---

\* Penulis untuk dihubungi