

HUBUNGAN ANTARA KOMPETENSI PEKERJA DAN PRESTASI KERJA DI KALANGAN KAKITANGAN AGENSI KERAJAAN ELEKTRONIK

Tesis ini diserahkan kepada Fakulti Pengurusan Awam dan Undang-Undang
bagi memenuhi syarat ijazah Doktor Falsafah
Universiti Utara Malaysia

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PENGAKUAN

“Saya akui karya ini adalah hasil saya sendiri kecuali nukilan dan ringkasan yang tiap-tiap satunya telah saya jelaskan sumbernya”

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ABSTRAK

Penyelidikan ini mengkaji hubungan antara kompetensi kecerdasan intelek (IQ), kecerdasan emosi (EQ), kecerdasan spiritual (SQ) dan prestasi kerja pekerja pengetahuan kumpulan profesional dan sokongan agensi-agensi pemimpin projek perintis Kerajaan Elektronik iaitu Jabatan Perdana Menteri, Jabatan Perkhidmatan Awam, Jabatan Pengangkutan Jalan dan Jabatan Perbendaharaan di Putrajaya. Kajian ini juga mengkaji pengaruh penyederhanaan struktur organisasi, budaya organisasi dan gaya pengurusan dalam hubungan kompetensi IQ, EQ, SQ, dan prestasi kerja.

Sampel kajian terdiri daripada 387 kakitangan awam yang merangkumi 192 pekerja pengetahuan kumpulan profesional dan 195 pekerja pengetahuan kumpulan sokongan di agensi-agensi projek perintis Kerajaan Elektronik. Sepuluh dimensi kompetensi pekerja adalah terdiri daripada *tiga* kompetensi IQ: ilmu perisian komputer, kompetensi penggunaan IT dan kompetensi pengurusan maklumat; *empat* kompetensi EQ: kompetensi kesedaran diri, kompetensi pengurusan diri, kompetensi kesedaran sosial dan kompetensi pengurusan hubungan; dan *tiga* kompetensi SQ: kompetensi pembinaan spiritual, kompetensi pengertian hidup dan kompetensi nilai diri.

Analisis bivariate yang menggunakan kaedah korelasi Pearson menunjukkan bahawa kesemua kompetensi IQ, EQ dan SQ mempunyai hubungan yang positif dengan prestasi kerja kecuali kompetensi IQ ilmu perisian komputer kumpulan profesional yang mempunyai hubungan negatif. Di antara kompetensi-kompetensi IQ, EQ dan SQ yang mempunyai hubungan positif pula, kesemuanya mempunyai hubungan yang signifikan kecuali kompetensi IQ penggunaan IT kumpulan sokongan. Nilai korelasi kompetensi-kompetensi EQ adalah lebih tinggi daripada nilai korelasi kompetensi-kompetensi IQ. Hasil kajian menunjukkan kompetensi-kompetensi EQ mempunyai hubungan yang lebih mempengaruhi prestasi kerja daripada kompetensi-kompetensi IQ. Penemuan ini adalah konsisten dan menyokong dapatan kajian-kajian terdahulu. Namun begitu, kajian ini menghasilkan penemuan baru secara empirik dimana nilai korelasi kompetensi-kompetensi SQ adalah lebih tinggi daripada nilai korelasi kompetensi-kompetensi IQ. Ini bermakna kompetensi SQ lebih mempengaruhi prestasi kerja daripada IQ.

Dapatan melalui analisis multivariate menunjukkan kompetensi IQ, EQ dan SQ bersama-sama menyumbang sebanyak 41.5 peratus variasi dalam prestasi kerja kumpulan profesional, manakala kompetensi IQ, EQ dan SQ bersama-sama menyumbang sebanyak 43.1 peratus variasi dalam prestasi kerja kumpulan sokongan. Regresi *stepwise* pula menunjukkan *lima* kompetensi yang kritikal di kalangan kakitangan profesional iaitu *tiga* kompetensii EQ: kompetensi pengurusan hubungan, kompetensi kesedaran sosial dan kompetensi kesedaran diri; dan *dua* kompetensi IQ: kompetensi pengurusan maklumat dan ilmu perisian komputer yang sama-sama menerangkan 40.8 peratus variasi dalam prestasi kerja.

Untuk kakitangan kumpulan sokongan, keputusan regresi *stepwise* juga menonjolkan *lima* kompetensi utama mempengaruhi prestasi kerja iaitu *dua* kompetensi EQ: kompetensi hubungan pengurusan dan kompetensi kesedaran diri; *dua* kompetensi IQ: kompetensi pengurusan maklumat dan kompetensi penggunaan IT; dan *satu* kompetensi SQ: kompetensi pengertian hidup. Kompetensi-kompetensi ini bersama-sama menyumbang 41.5 peratus varians dalam prestasi kerja.

Dapatan ini menunjukkan terdapat perbezaan yang ketara di antara kumpulan profesional dan kumpulan sokongan. Bagi kumpulan profesional *dua* kompetensi iaitu ilmu perisian komputer dan kompetensi kesedaran sosial secara signifikan mempengaruhi prestasi kerja. Sebaliknya, bagi kumpulan sokongan *dua* kompetensi iaitu kompetensi pengertian hidup dan kompetensi kesedaran diri secara signifikan mempengaruhi prestasi kerja. Namun begitu, kompetensi pengurusan hubungan, kompetensi maklumat dan kompetensi kesedaran diri mempengaruhi kedua-dua kumpulan kakitangan awam ini. Hasil kajian ini adalah satu penemuan empirikal yang pertama dalam kajian kompetensi pekerja dan prestasi kerja terhadap pekerja pengetahuan agensi EG.

Analisis regresi hierarki pula menunjukkan bahawa struktur organisasi, budaya organisasi dan gaya pengurusan tidak signifikan dalam mempengaruhi hubungan di antara kompetensi IQ, EQ dan SQ dan prestasi kerja sama ada kakitangan profesional mahupun di kalangan kakitangan sokongan agensi EG di Malaysia

Sementara kajian-kajian lepas hanya memperlihatkan kesan kompetensi IQ dan EQ terhadap prestasi kerja, kajian ini mengemukakan suatu sumbangan asli kepada ilmu iaitu tahap kompetensi IQ, EQ dan SQ yang tinggi secara sepadu perlu ada untuk mencapai prestasi yang lebih tinggi di kalangan kakitangan awam di agensi-agensi EG. Memandangkan keperluan-keperluan kompetensi berubah dalam persekitaran kerja agensi EG, faktor organisasi seperti struktur organisasi, budaya organisasi dan gaya pengurusan perlu menjalani pembaharuan struktur-kelakuan selari dengan perkembangan keperluan-keperluan kompetensi untuk membantu kakitangan awam mencapai prestasi kerja cemerlang.

ABSTRACT

The study examines the relationship between IQ, EQ, SQ competencies and job performance among the knowledge workers of the professional and support groups in the leading Electronic Government pilot project agencies namely the Prime Minister Department, Public Service Department, Road Transport Department and the Treasury Department at Putrajaya. It also examines the moderating effects of organizational structure, organizational culture and management style between the relationship of IQ, EQ, SQ competencies and job performance.

The study sample consists of 387 civil servants comprising of 192 knowledge workers of the professional category and 195 knowledge workers of the support category from the Electronic Government pilot projects agencies. Ten dimensions of the employee competency are *three* IQ competencies: computer software knowledge, knowledge management and IT application; *four* EQ competencies: self awareness, self management, social awareness and relationship management; and *three* SQ competencies: spiritual building, giving the meaning of life and personal values.

The bivariate analysis using the Pearson correlation method indicates that all the IQ, EQ and SQ competencies are positively correlated with job performance except the IQ competency of computer software knowledge among the professional category. Nevertheless all IQ, EQ and SQ competencies which are positively correlated, are significant except IQ competency of IT application of the support category. The correlation values of the EQ competencies are higher than the correlation values of the IQ competencies. This finding suggests that EQ competencies have stronger relationship with job performance than the IQ competencies. This finding is consistent and supports the previous research. However, this research provides new empirical finding where the correlation values of SQ competencies are higher than the correlation values of the IQ competencies.

Multivariate regression results show that the IQ, EQ and SQ competencies collectively contribute to 41.5 per cent variation in job performance among professional category and 43.1 per cent variation in job performance among the support category. On the other hand, the stepwise regression results show that there are *five* critical competencies affecting job performance among the professional category. These competencies consist of *three* EQ competencies: relationship management, self-awareness and social awareness; and *two* IQ competencies: relationship management and computer software knowledge which collectively contribute 40.8 per cent variation in job performance. For the support category, the stepwise regression results also highlight five critical competencies affecting job performance, that is, *two* EQ competencies: relationship management and self-awareness; *two* IQ competencies: information management and IT application, and *one* SQ competency: giving the meaning of life. These competencies collectively contribute 41.5 per cent variation in job performance. This empirical result indicate that there exists a marked difference between the competencies of the professional and the support groups. For the professional group, the computer software knowledge and social awareness competency significantly influence job performance. On the other hand, the competencies of giving the meaning of life and self awareness significantly influence job performance among the support group.

However, relationship management, information management and self-awareness competencies significantly influence both groups' job performance.

The hierarchical regression analysis results show that organizational structure, organizational culture and management style do not significantly influence the relationship between IQ, EQ and SQ competencies and job performance for both categories in Electronic Government agencies in Malaysia

While previous studies only cover the impact of IQ and EQ on job performance, this study offers an original contribution to knowledge, that is, high level of competencies in IQ, EQ and SQ collectively should be present in order to achieve high job performance among civil servants in Electronic government agencies. In view of the changes in competencies of the Electronic Government work environment, organizational factors such as organizational structure, organizational culture and management style ought to undergo both behavioural and structural reforms to be in line with the development in competency needs to assist civil servants producing excellent job performance.

PENGHARGAAN

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DAFTAR SINGKATAN

BSS	Borang Soal Selidik
DAU	Development Administration Unit
EG	Electronic Government
EQ	Emotional Quotient
GOE	Generic Office Environment
HRMIS	Human Resource Management Information System
ICT	Information Technology Communication
IQ	Intelligence Quotient
IT	Information Technology
JP	Jabatan Perbendaharaan
JPA	Jabatan Perkhidmatan Awam
JPJ	Jabatan Pengangkutan Jalan
JPM	Jabatan Perdana Menteri
KLCC	Kuala Lumpur City Centre
KLIA	Kuala Lumpur International Airport
MAMPU	Malaysian Administrative Modernization and Management Unit
MCE	Malaysian Certificate of Education
MSC	Multimedia Super Corridor
PMS	Project Monitoring System
SIRIM	Scientific and Industrial Research Institute of Malaysia
SPM	Sijil Persekolahan Malaysia
SQ	Spiritual Quotient
TQM	Total Quality Management
STPM	Sijil Tinggi Persekolahan Malaysia
HSC	High School Certificate

SINGKATAN PEMBOLEHUBAH-PEMBOLEHUBAH

BINASP	Kompetensi Pembinaan Spiritual
BUDORG	Budaya Organisasi
CEKAP	Kecekapan Kerja (Nilaian Kendiri)
CEREMOSI	Kompetensi Kecerdasan Emosi
CERSP	Kompetensi Kecerdasan Spiritual
ERHIDUP	Kompetensi Pengertian Hidup
GAYAURUS	Gaya Pengurusan
GUNAIT	Kompetensi Penggunaan IT
KESAN	Keberkesanan Kerja (Nilaian Kendiri)
KUALITI	Kualiti Perkhidmatan (Nilaian Kendiri)
LATIHIT	Latihan Ilmu Perisian Komputer
MAHIR	Kompetensi Kecerdasan Intelek
NILAIDI	Kompetensi Nilai Diri
PKERJA	Prestasi Kerja
SCEKAP	Kecekapan Kerja (Nilaian Superior)

SEDIRI	Kompetensi Kesedaran Diri
SESOSIAL	Kompetensi Kesedaran Sosial
SKESAN	Keberkesanan Kerja (Nilaian Superior)
SKUALITI	Kualiti Perkhidmatan (Nilaian Superior)
STRUKORG	Struktur Organisasi
URUSDIRI	Kompetensi Pengurusan Diri
URUSHUB	Kompetensi Pengurusan Hubungan
URUSMAK	Kompetensi Maklumat

BAB 1

PENDAHULUAN

1.0 Pengenalan

Kecerdasan intelek (IQ - *intelligence quotient*) iaitu keupayaan berfikir dalam menyelesaikan masalah (Brody dan Brody, 1976; Hunter dan Hunter, 1984), tidak memadai untuk menjadikan seseorang itu pekerja yang kompeten. Dua lagi kecerdasan iaitu kecerdasan emosi (EQ - *emotional quotient*) yang merujuk kepada keupayaan mengetahui dan memahami diri sendiri dan orang lain (Goleman, 2001), dan kecerdasan spiritual (SQ - *spiritual quotient*) yang merujuk kepada kecerdasan meletakkan diri seseorang itu dalam konteks pengertian hidup yang lebih luas (Zohar dan Marshall, 2000) telah diperkatakan sebagai elemen yang lebih penting untuk menjadikan seseorang itu pekerja yang kompeten (McLelland, 1976; Boyatzis, 1982; Spencer dan Spencer, 1993; Goleman, 1995, 1998, 2001; Zohar dan Marshall, 2000; Kaipa, 2000; Abdul Salman, 2002; Agustian, 2002).

Justeru, penyelidikan ini mengambil kira ketiga-tiga elemen IQ, EQ dan SQ dalam mengkaji kompetensi pekerja dan hubungannya terhadap prestasi kerja di kalangan pekerja pengetahuan (*knowledge workers*) kumpulan profesional dan sokongan di agensi-agensi pemimpin lima projek perintis Kerajaan Elektronik (EG – *Electronic Government*) iaitu Jabatan Perdana Menteri (Persekutuan Pejabat Generik atau *Generic Office Management*, dan Sistem Kawalan Projek atau *Project Monitoring System*), Jabatan Perkhidmatan Awam (Sistem Maklumat Pengurusan Sumber Manusia atau *Human Resource Management Information System*), Jabatan Pengangkutan Jalan

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