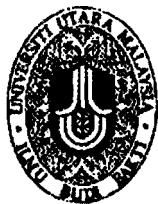


**TQM AWARENESS AMONG CIVIL SERVANTS
IN THE EDUCATION SECTOR**

**A thesis submitted to the Graduate School in partial
fulfillment of the requirements for the degree
Masters of Science (Management),
Universiti Utam Malaysia**

by

LESLIE TAWAN AU. GANDIL



Sekolah Siswazah
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ABSTRAK

Kajian ini cuba mengenal pasti korelasi mengenai kesedaran Pengurusan Kualiti Menyeluruh (PKM) di kalangan kakitangan awam di Ibu Pejabat Pendidikan Negeri di Kuching, Sarawak. Secara khususnya, kajian hi cuba mencari hubungan di antara kesedaran PKM dengan: jantina, umur, keturunan, status perkahwinan, kelayakan pendidikan, tahap jawatan, tempoh perkhidmatan dan sektor atau bahagian dalam jabatan untuk responden. Unit-unit analisa i&h terdiri daripada kakitangan jabatan pendidikan daripada kelapan-lapan sektor/bahagian, lelaki dan perempuan. Metodologi kajian menggunakan soal selidik yang menggunakan skala Likert. Ianya diedarkan sendiri kepada responden. Mathamat yang terdapat dianalisa menggunakan alat dan cam statistik termasuk alat seperti 't-Test', 'one-way ANOVA', 'Pearson Correlation Analysis' dan 'Multiple Regression' untuk menetukan signifikannya perhubungan di antara perkara yang dikenal pasti dengan kesedaran PKM.

Ini adalah merupakan dorongan oleh minat penyelidik untuk menjalankan kajian ini berikutan dengan PKM yang diperkenalkan ke dalam perkhidmatan awam sejak tahun 1992. Prinsip-prinsip PKM yang diberi penekanan dalam perkeliling awam itu adalah: (1) Sokongan pengurusan atasan, (2) Perancangan strategik kualiti, (3) Mengutamakan pelanggan, (4) Latihan dan pengiktirafan, (5) Semangat berpasukan, (6) Pengukuran prestasi, dan (7) Kepastian kualiti.

Hasil kajian utama menunjukkan bahawa tidak ada wujud perbezaan di antara kakitangan lelaki dan kakitangan perempuan mengenai persepsi kesedaran PKM. Didapati juga semua kakitangan mempunyai persepsi yang sama mengenai kesedaran PKM walaupun umur, keturunan, taraf perkahwinan, tempoh perkhidmatan dan sektor/bahagian jabatan mereka berbeza. Walau bagaimanapun, kelayakan pendidikan dan tahap jawatan responden telah menunjukkan hubungan yang positif dan signifikan dengan kesedaran PKM. Petunjuk utama mengenai kesedaran PKM ialah Semangat berpasukan, diikuti (mengikut susunan) oleh Mengutamakan pelanggan, Kepastian kualiti, Latihan dan pengiktirafan, Perancangan strategik kualiti, Pengukuran prestasi, dan Sokongan pengurusan atasan.

Daripada hasil kajian ini suatu kesimpulan yang dapat dibuat ialah: kelayakan pendidikan dan tahap perkhidmatan staf ada kaitannya dengan kesedaran PKM secara positif dan signifikan. Secara umumnya, kakitangan yang berkebulusan ijazah memegang jawatan sekurang-kurangnya pengurusan pada tahap rendah. Faktor pendidikan tinggi dan tahap jawatan inilah yang menunjukkan bahawa kesedaran PKM mereka yang positif.

ABSTRACT

This study attempts to investigate the correlation of TQM awareness among the civil servants in the State Education Headquarters in Kuching, Sarawak. Specifically, the study attempted to find out the relationship between the TQM awareness with the gender, age, ethnic group, marital status, education qualification, job position, length of service and department sector/section of the respondents. The units of analysis were the staff of the education department from all eight sectors and sections, male and female. The research methodology utilised was a survey based on a personally distributed questionnaire which incorporate used Likert Scales. The resultant information was analysed by applying the statistical tools and techniques including t-Test, one-way ANOVA, Pearson Correlation Analysis and Multiple Regression to determine the significance of the relationship of the items under investigation with TQM awareness.

The study was motivated by the interest of the researcher following the introduction of TQM in the civil service since 1992. The TQM principles emphasized in the circular were: (1) Top management support, (2) Strategic quality planning, (3) Customer focus, (4) Team work, (5) Training and recognition, (6) Performance measurement, and (7) Quality assurance.

The major findings of the study revealed that there was no difference in the TQM awareness perceived by male and female staff. The findings further showed that the staff perceived equal TQM awareness irrespective of their age-, ethnic group, marital status, length of service and departmental sectors/sections they belonged to. However, the educational qualification and job position of the respondents did indicate a positive and significant relationship with the TQM awareness. The findings further elaborated that all the seven TQM principles had shown positive and significant correlation with the TQM awareness. The best predictor of TQM awareness was team work followed by (in order) customer focus, quality assurance, training & recognition, strategic quality planning, performance measurement and top management support.

The findings concluded that educational qualification and job position were inter-related. Those who were graduates held the post of at least lower management. Generally, it was this management group that showed positive TQM awareness with respect to their educational qualification and job position in the department.

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6. To *brother* Tan Wee Guan for unconditionally and sacrificially lending me his only brand new car to use in the campus throughout my one year Masters Degree study programme.

DEDICATION

Salute to my

late beloved father,

Gandil ak. Mambai

*who has gone forever since Wednesday, 27th November, 1996 @
11.00 a.m. while I was waiting for this thesis to be approved at
UUM.*

*My fond memory of him is his gentleness, slow to anger, caring, loving
and committed father.*

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LIST OF ABBREVIATIONS

<u>Abbreviation</u>	<u>Description of Abbreviation</u>	<u>Page</u>
ANOVA	Analysis of Variance	76
CEO	Chief Executive Officer	9
CSF	Critical Success Factor	34
DPAC	Development of Public Administration Circular	2
EPRD	Educational Planning, Research and Development	74
et. al	and others	153
IAB	Institute Aminuddin Baki	iv
LCE	Lower Certificate of Education	70
MCE	Malaysian Certificate of Education	70
Ph.D.	Doctorate of Philosophy	70
PKM	Pengurusan Kualiti Menyeluruh	ii
QA	Quality Assurance	13
QC	Quality Control	14
SRP	Sijil Rendah Pelajaran	70
SPM	Sijil Pelajaran Malaysia	70
SSB	Sistem Saraan Baru (New remuneration system)	152
STPM	Sijil Tinggi Pelajaran Malaysia	70
TQC	Total Quality Control	13
TQM	Total Quality Management	2

CHAPTER ONE

INTRODUCTION

This research is conducted for the academic purpose of the researcher to meet the partial fulfillment of the requirements for the Masters Degree Programme in Management. It is indeed not a research for any other organisations to use.

1.1 Context of The Study

Although parents, students, teachers and politicians have probably always been interested in results obtained at a school, it is only recently that the quality of education has become an issue of common concern (Stensaasen, 1995). Many in the developed countries - maybe in some developing countries too - have been worried by two disturbing trends in their education systems, i.e. a deterioration in the *quality of education* (particularly at the lower levels) and a *growing mismatch between education and employment*. These are common perceptions among educational planners and administrators, on the one hand, and recipients and users of education, on the other (Mukherjee, 1995). However, our Education Ministry may be aware of the quality of our education system and always ever ready to improve it now and then. In fact, the quality of our education is determined by the policy-makers and planners at the Ministry level. The process of implementation is carried out at various state and local education departments, and then involves schools.

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