

**PENGARUH KOMPETENSI KEUSAHAWANAN, STRUKTUR
ORGANISASI DAN PERSEKITARAN LUAR TERHADAP PRESTASI
PERUSAHAAN KECIL DAN SEDERHANA**

AZIZI HJ HALIPAH

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PENGAKUAN

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

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**Penolong Naib Canselor
Kolej Pengurusan Perniagaan,
Universiti Utara Malaysia,
06010 UUM Sintok
Kedah Darul Aman.**

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ABSTRAK

Objektif kajian ini ialah untuk menjelaskan tentang kepentingan perhubungan di antara ciri-ciri keusahawanan, struktur organisasi dan persekitaran luaran terhadap prestasi Perusahaan Kecil dan Sederhana (PKS) di Malaysia. Sebanyak lapan objektif kajian telah dibentuk. Objektif yang pertama ialah untuk menentukan kewujudan perhubungan yang signifikan di antara kompetensi kemahiran dengan prestasi PKS. Objektif yang kedua ialah untuk menentukan kewujudan perhubungan yang signifikan di antara kompetensi khusus dengan prestasi PKS. Objektif ketiga ialah untuk menentukan kewujudan perhubungan yang signifikan di antara struktur organisasi dengan prestasi PKS. Objektif yang keempat ialah untuk menentukan kewujudan perhubungan yang signifikan di antara persekitaran luaran dengan prestasi PKS. Objektif yang kelima ialah untuk menentukan kewujudan pengaruh penyederhana persekitaran luaran terhadap perhubungan di antara kompetensi khusus dan prestasi PKS. Objektif yang keenam ialah untuk menentukan kewujudan pengaruh penyederhana struktur organisasi terhadap perhubungan di antara kompetensi kemahiran dan prestasi PKS. Objektif yang ketujuh ialah untuk menentukan kewujudan pengaruh penyederhana struktur organisasi terhadap perhubungan di antara kompetensi khusus dengan prestasi PKS. Objektif terakhir ialah untuk menentukan kewujudan pengaruh penyederhana struktur organisasi terhadap perhubungan di antara kompetensi kemahiran dan prestasi PKS.

Berdasarkan kepada sorotan literatur di dalam skop kompetensi, sebanyak dua pemboleh ubah yang mewakili sepuluh dimensi kompetensi keusahawanan telah ditemui. Kompetensi khusus telah diwakili menerusi kompetensi peluang, perhubungan, analitikal, inovasi, pembelajaran, komitmen dan kekuatan personel. Kompetensi kemahiran pula telah diwakili oleh kompetensi strategi, kompetensi operasi dan kompetensi manusia. Kajian ini berusaha menutupi jurang penyelidikan terdahulu yang menyarankan agar kajian-kajian pada masa hadapan perlu melibatkan juga lain-lain sektor selain dari sektor perkhidmatan dan kajian-kajian juga perlu melibatkan responden di dalam berbagai konteks budaya. Model kajian ini melibatkan penyelidikan di peringkat individu, organisasi dan juga persekitaran luar. Sektor PKS yang terlibat ialah di dalam industri pembuatan, pertanian dan perkhidmatan.

Kaedah secara tinjauan telah digunakan di dalam kajian ini. Proses pengutipan data telah dilakukan menerusi pengedaran soal selidik menerusi pos yang perlu dijawab sendiri oleh para pemilik atau pengurus PKS. Kajian ini dilakukan di Negeri Kedah dan Perlis sahaja. Sebanyak seratus sembilan puluh satu borang soalselidik yang diisi dengan lengkap telah berjaya dikumpulkan. Analisis statistik telah dilakukan terhadap ciri-ciri sampel, pemboleh ubah bersandar, pemboleh ubah penyederhana dan pemboleh ubah bebas. Perhubungan-perhubungan di antara pemboleh ubah di dalam kajian ini adalah dalam bentuk satu dimensi.

Keputusan-keputusan dari analisis telah menunjukkan bahawa terdapat suatu bentuk perhubungan yang signifikan positif di antara kompetensi kemahiran, kompetensi khusus, struktur organisasi dan persekitaran luar dengan prestasi PKS. Begitu juga dengan peranan pemboleh ubah penyederhana struktur organisasi telah menyederhanakan perhubungan di antara kompetensi khusus dan kompetensi kemahiran dengan prestasi PKS dalam bentuk yang signifikan positif. Walau bagaimanapun pemboleh ubah penyederhana persekitaran luaran tidak memberikan apa-apa pengaruh penyederhana yang signifikan terhadap perhubungan di antara kompetensi khusus dan kompetensi kemahiran ke atas prestasi PKS.

Kajian ini juga turut berjaya menambahkan literatur di dalam bidang keusahawanan dan mampu menjadi sumber rujukan di dalam program-program latihan dan pembangunan keusahawanan. Kajian selanjutnya boleh dikendalikan dengan menggunakan pemboleh ubah dalam bentuk berbagai-bagai dimensi.

ABSTRACT

The objectives of this research were to clarify the importance of relationship between entrepreneurship characteristics, organizational structure and external environmental condition towards the performance of SMEs in Malaysia. There were eight objectives designed in this study. The first objective was to determine whether there is a significant relationship between skill competencies and SMEs performance. The second objective was to determine whether there is a significant relationship between trait competencies and SME performance. The third objective was to determine the existence of a significant relationship between organizational structure and the performance of SME. The fourth objective was to determine the existence of a significant relationship between external environmental and the performance of SME. The fifth objective was to determine the existence of the moderating effect of external environmental on the relationship between trait competencies and SME performance. The sixth objective was to determine the existence of the moderating effect of external environmental on the relationship between skill competencies and SME performance. The seventh objective was to determine the existence of the moderating effect of organizational structure on the relationship between skill competencies and SME performance. The final objective was to determine the existence of moderating effect of organizational structure on the relationship between trait competencies and SME performance

According to the literature review in the scope of competence, two variables that represent the ten dimensions of entrepreneurial competencies were found. Entrepreneurial competency such as opportunity, relationship, analytical, innovation, learning, commitment and personnel strength representing the trait competencies while strategy, operation and human represented the skill competencies. This research tried to cover the gaps of the earlier work that suggested any future research must also include the other sector other than service sector and it must also includes several cultural context. The research model included the study of individual, organizational and external environmental. The SMEs sectors involved in this research were as follow: manufacturing, agriculture and service industry. And there are alltogether eight hypothesis being developed and tested to seek answer for the said objectives.

The survey and questionnaire methods were used for collecting data. The questionnaires were sent by post and must be answered by the owner or manager of the SMEs. The study done covers the state of Kedah and Perlis only. There were 191 pieces of completed and valid questionnaires analysed. Statistical analysis were done to all the samples characteristics, dependent variables, moderating variables and independent variables. The relationship between these variables was in one-dimensional form.

The results from the analysis has shown that there are a positive relationship between trait competencies, skill competencies, organizational structure and external environmental with the SMEs performance. The same goes to the moderating variables of organizational structure that has moderating the relationship between skill competencies and trait competencies with SMEs performance in a positively significant form. However, the effect of external environmental as moderating variables is of minimal towards the relationship between skill competencies and trait competencies on SME performance.

This study has been able to add up knowledge in the field of entrepreneurship and being able to become a source of reference in any training and development program in that field. The future research should undertake variables within and from various dimension of studies.

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AKRONIM

AJDF	:	Asean-Japan Development Fund
APEC	:	Asea Pacific Economic Corporation (Perbadanan Ekonomi Asia Pasifik)
CGC	:	Credit Guarantee Corporation (Perbadanan Jaminan Kredit)
CIAST	:	Pusat untuk Instruktur dan Latihan Kemahiran Lanjutan
DEB	:	Dasar Ekonomi Baru
DFIs	:	Institusi-Institusi Kewangan Pembangunan
ECRF	:	Skim pembiayaan semula kredit eksport
FRIM	:	Institut Penyelidikan Perhutanan Malaysia
ITAF	:	Industrial Technical Assistance Fund
ITI	:	Institut Latihan Industri
KPU	:	Kementerian Pembangunan Usahawan
MARA	:	Majlis amanah Rakyat
MARDI	:	Malaysia Agriculture Research Development Institute (Institut Penyelidikan dan Pembangunan Pertanian Malaysia)
MATRADE	:	Malaysia External Trade Development Corporation (Perbadanan Pembangunan Perdagangan Luar Malaysia)
MECD	:	Ministry of Entrepreneurship and Cooperative Development (Kementerian Pembangunan Usahawan dan Koperasi)
MEDEC	:	MalaysiaN Entrepreneurship Development Centre (Pusat Pembangunan Keusahawanan Malaysia)
MIDA	:	Malaysian Industrial Development Authority (Lembaga Pembangunan Perindustrian Malaysia)
MIDF	:	Malaysian Industrial Development Fund
MIEL	:	Malaysian Industrial Estet Sdn. Bhd.
MIER	:	Malaysian Institute Economic Research
MITI	:	Ministry of International Trade and Industry (Kementerian Perdagangan Antarabangsa dan Industri)
MNC	:	Multi- National Company
P&P	:	Penyelidikan dan Pembangunan
PAKSI	:	Financial Package for Small-and Medium-Scale Industries
PKEN	:	Perbadanan Kemajuan Ekonomi Negeri
PKS	:	Perusahaan Kecil dan Sederhana
PPV	:	Program Pembangunan Vendor
RMK8	:	Rancangan Malaysia Kelapan
ROA	:	Return on Asset (Pulangan ke atas asset)
ROI	:	Return on Investment (Pulangan Ke atas Pelaburan)
S&T	:	Sains dan Teknologi
SET	:	Personel saintifik, kejuruteraan dan teknikal
SIRIM	:	Standard of Institute Research Industry Malaysia (Pusat Penyelidikan Industri dan Piawaian Malaysia)
SME Corp	:	Small and Medium Enterprise Corporation
SMIDEC	:	Small and Medium Industrial Development Corporation (Perbadanan Pembangunan Industri Kecil dan Sederhana)
SMT	:	Self-Managed Teams

BAB 1

PENGENALAN

1.0 Pendahuluan

Perusahaan Kecil dan Sederhana (PKS) mendapat perhatian yang besar di dalam polisi-polisi pembangunan ekonomi dan sosial sama ada di negara-negara yang telah maju ataupun di negara-negara membangun. Ini adalah kerana peranan besar yang dimainkan oleh sektor PKS ini telah diakui oleh ramai penyelidik (U.S. Bureau of the Census, 1991; Robson dan Bennet, 2000; Rasiah, 2002; Smallbone, 2004; Nijhawan dan Dubas, 2007 dan Habaradas, 2008). Antara sumbangan PKS di Amerika Syarikat, United Kingdom dan Australia ialah kejayaan sektor ini di dalam menjana peluang pekerjaan, inovasi dan pertumbuhan (Matlay, 2004; Carter dan Van Auken, 2006 dan Ehrich dan Billett, 2006).

Semenjak tahun 1990an lagi, siri *Government White Papers on Competitiveness* di United Kingdom telah memberi penekanan yang lebih terhadap PKS kerana peranan dan sumbangan yang besar oleh sektor ini terhadap pembangunan ekonomi yang lebih kompetitif. Kerajaan di negara itu telah mengakui bahawa “keusahawanan dan PKS penting di dalam proses membangunkan sesebuah ekonomi secara kreatif dan menggalakkan pertumbuhan, meningkatkan produktiviti dan menjana peluang pekerjaan” (Smallbone, 2004).

Sementara itu polisi-polisi awam di Eropah semenjak 1970an lagi juga telah memberi penekanan yang besar terhadap peranan firma-firma kecil. Antaranya ialah PKS telah dijadikan sebagai suatu strategi untuk membentuk guna tenaga penuh, meningkatkan

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