

PENGARUH KEPELBAGAIAN KEMAHIRAN (*MULTI-SKILLING*)  
TERHADAP PRESTASI KERJA KAKITANGAN SOKONGAN  
KEMENTERIAN PERTAHANAN

Oleh

HISHAM AZLIN BIN ZAINUN

Tesis ini diserahkan kepada Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia sebagai memenuhi syarat keperluan jazah Sarjana Sains  
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## ABSTRAK

Pelancaran Program Transformasi Kerajaan (PTK) merupakan titik tolak terhadap ke arah perubahan minda seluruh rakyat di negara ini. Perubahan-perubahan yang ingin dibawa oleh Kerajaan mencakupi pelbagai aspek pembangunan negara termasuklah modal insan. Bercakap mengenai modal insan kita tidak dapat lari daripada membincangkan isu tenaga kerja di negara ini, termasuklah mereka yang berkhidmat di sektor perkhidmatan awam. Keperluan untuk meningkatkan kompetensi diri termasuk memiliki kelebihan persaingan sentiasa dititikberatkan terutama aspek kemahiran. Justeru, kajian ini dijalankan bertujuan untuk mengenalpasti hubungan dan pengaruh kepelbagaian kemahiran (*multi-skilling*) terhadap prestasi kerja kakitangan sokongan di Kementerian Pertahanan. Kajian ini juga ingin menentukan kekuatan pengaruh antara elemen *multi-skilling* iaitu penyeliaan, kepimpinan, kawal selia sendiri dan kepelbagaian tugas (*multi-tasking*) dengan prestasi kerja. Seramai 304 responden terlibat dalam soal selidik ini. Teknik analisis deskriptif digunakan untuk menilai tahap prestasi kerja dan *multi-skilling* berdasarkan demografi responden iaitu tempoh berkhidmat, kelulusan tertinggi, jantina dan umur. Manakala analisis inferensi ANOVA sehalu, ujian *Post Hoc*, korelasi *Pearson* dan Regresi Berganda digunakan untuk menguji hipotesis yang dibentuk. Dapatan kajian menunjukkan bahawa terdapat perbezaan di antara prestasi kerja dan *multi-skilling* berdasarkan faktor tempoh berkhidmat, kelulusan tertinggi dan jantina kecuali umur. Di samping itu, terdapat juga hubungan yang signifikan di antara dimensi *multi-skilling* (*vertical* dan *horizontal*) terhadap prestasi kerja. Hasil kajian juga mendapati bahawa *multi-skilling* mempengaruhi prestasi kerja sebanyak 40.4% dengan elemen *multi-tasking* merupakan penentu terbaik diikuti oleh kepimpinan diri dan penyeliaan sendiri. Manakala elemen kawal selia sendiri tidak menunjukkan pengaruh yang signifikan terhadap prestasi kerja kakitangan sokongan Kementerian Pertahanan.

## ABSTRACT

The launch of Government Transformation Program (GTP) is a starting point towards a mind change of the whole people in the country. The changes brought about by the Government covering various aspects including human capital development. Talking about human capital, we cannot run away from discussing labor issues in the country, including those in the public sector. The need to improve self-competence as well as having a competitive advantage always been emphasized especially in the aspect of skills. Therefore, this study aims to examine the relationship and influence of various skills (multi-skilling) on the work performance of support staff working in the Ministry of Defence. This study is also aim to determine the strength on the influence of multi-skilling elements such as supervision, leadership, self-regulation and multi-tasking with job performance. A total of 304 respondents were involved in this survey. Descriptive analysis techniques used to assess the level of performance and multi-skilling based on the demographic factors like educational level, gender and age. Whereas inferential analysis such as one way ANOVA, Post Hoc test, Pearson correlation and Standard Multiple Regression was used to test hypotheses formulated. The results showed that there are differences between the performance of multi-skilling and work performance based on the factors like length of service period, educational level and gender except for an age. In addition, there is also a significant relationship between the dimensions of multi-skilling (vertical and horizontal) on the work performance. The study also found that multi-skilling influenced work performance by 40.4% where multi-tasking is the best determinant followed by self-leadership and self-supervision. Meanwhile, the self-regulatory element showed no significant effects on the work performance of the Ministry of Defence support staff.

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## SENARAI SINGKATAN

PTK	-	Program Transformasi Kerajaan
MAPPA	-	Majlis Perdana Perkhidmatan Awam
KPPA	-	Ketua Pengarah Perkhidmatan Awam
NKRA	-	Bidang Keberhasilan Utama Negara
KPI	-	<i>Key Performance Indicator</i>
RMK-10	-	Rancangan Malaysia Ke Sepuluh
PTE	-	Program Transformasi Ekonomi
JPA	-	Jabatan Perkhidmatan Awam
SPA	-	Suruhanjaya Perkhidmatan Awam
NGO	-	Organisasi Bukan Kerajaan
BPA	-	Biro Pengaduan Awam
JCT	-	<i>Job Characteristics Theory</i>
BPSM	-	Bahagian Pengurusan Sumber Manusia
BADSA	-	Bahagian Audit dan Siasatan Am
JLKN	-	Jabatan Latihan Khidmat Negara
JHEV	-	Jabatan Hal Ehwal Veteran
INTAN	-	Institut Tadbiran Awam Negara
ITBM	-	Institut Terjemahan Buku Malaysia
SSA	-	<i>Supervisory Self-Assessment</i>
SRQ	-	<i>Self-Regulation Questionnaire</i>
RSLQ	-	<i>Revised Self-Leadership Questionnaire</i>
IPV	-	<i>Inventory of Polychronic Values</i>
STRIDE	-	Institut Penyelidikan Sains dan Teknologi Pertahanan

KMO - *Kaiser-Meyer-Olkin*  
PCA - *Principle Component Analysis*

## BAB 1

### PENDAHULUAN

#### 1.1 Pengenalan

Kemahiran untuk melaksanakan aktiviti atau fungsi tugas yang kompleks melibatkan idea (*cognitive skills*), benda (*technical skills*) dan manusia (*interpersonal skills*) semata-mata tidak lagi hanya digunakan untuk melihat keupayaan seseorang dalam melaksanakan tugas yang diberikan. Kenyataan ini disokong oleh Bika (2003) yang mengatakan bahawa seseorang pekerja itu perlu meningkatkan keupayaan dirinya dan menjadi lebih fleksibel. Beliau menambah bahawa halatuju di peringkat antarabangsa telah menunjukkan berlakunya pergerakan ke arah peningkatan fleksibiliti di tempat kerja. Perubahan di dalam organisasi dan amalan kerja mempunyai implikasi yang mendalam terhadap kemahiran yang diperlukan daripada pekerja. Organisasi yang berprestasi kerja tinggi biasanya menggunakan pasukan kerja yang diurus sendiri (*self-managed work team*), kepelbagaian kemahiran (*multi-skilling*), pusingan kerja (*job rotation*), latihan silang (*cross training*) dan penurunan kuasa di dalam pembuatan keputusan (Johanson, 2004).

Bhattacharya & Gibson (2005) menjelaskan bahawa asas kemahiran yang luas adalah lebih kompleks dan sukar untuk ditiru kerana ianya merujuk kepada perluasan kemahiran-kemahiran yang terhasil daripada kepelbagaian pengalaman. Muhammad Yasein (2010) pula menyatakan bahawa secara umumnya terdapat banyak kriteria, pengetahuan dan kemahiran serta kompetensi lain yang perlu dimiliki oleh tenaga kerja.

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