

**HUBUNGAN ANTARA KEPIMPINAN  
TRANSFORMASIONAL DENGAN PRESTASI  
SYARIKAT BERKAITAN KERAJAAN NEGERI (SBKN):  
AMALAN PERANCANGAN STRATEGIK SEBAGAI  
PENGANTARA**

**MUSTAFA BIN SALLEH**

**DOKTOR PENTADBIRAN PERNIAGAAN  
UNIVERSITI UTARA MALAYSIA  
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**HUBUNGAN ANTARA KEPIMPINAN TRANSFORMASIONAL DENGAN  
PRESTASI SYARIKAT BERKAITAN KERAJAAN NEGERI (SBKN):  
AMALAN PERANCANGAN STRATEGIK SEBAGAI PENGANTARA**

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bagi Memenuhi Sebahagian Syarat Ijazah Doktor Pentadbiran Perniagaan**



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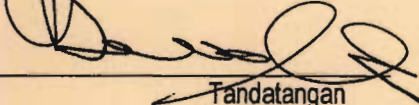
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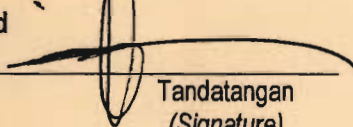
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## ABSTRAK

Dalam keadaan ekonomi global yang tidak menentu dan selepas program pengswastaan yang agresif pada tahun 1980an, tumpuan telah kembali kepada memperkukuhkan asas dalaman struktur ekonomi domestik negara supaya pergantungan and impak faktor luar dapat diminimumkan. Pemain-pemain dalam ekonomi domestik, baik syarikat milik awam atau swasta, yang belum mencapai tahap operasi optimum perlu ditingkatkan pencapaiannya. Salah satu pemain utama dalam ekonomi negara ialah syarikat berkaitan kerajaan negeri (SBKN). Kajian-kajian telah menunjukkan bahawa SBKN mempunyai banyak kelemahan yang menyebabkan hasrat asal penubuhannya tidak tercapai. Justeru satu kajian diperlukan bagi menyumbang kepada proses membaik pulih SBKN di masa hadapan. Oleh itu objektif-objektif kajian ini ialah untuk menentukan sama ada wujud hubungan signifikan di antara kepimpinan transformasional, amalan perancangan strategik dan prestasi SBKN dan sama ada amalan perancangan strategik mengantara hubungan di antara kepimpinan transformasional dan prestasi SBKN. Rekabentuk kajian kuantitatif telah digunakan dan soal selidik tinjauan telah di hantar kepada 408 ketua-ketua SBKN dan 134 respons boleh guna telah diterima selepas tamat tempoh pemungutan data. Kaedah statistik seperti analisis deskriptif, analisis korelasi dan regresi berganda digunakan bagi mentafsir data. Hasil keseluruhan kepimpinan transformasional dilihat dari sudut empat dimensi; pengaruh ideal, motivasi inspirasi, rangsangan intelektual dan pertimbangan individu. Tiga dimensi iaitu pengaruh ideal, rangsangan intelektual dan pertimbangan individu serta amalan perancangan strategik didapati mempunyai hubungan positif dan signifikan dengan prestasi. Amalan perancangan strategik pula didapati mengantara penuh hubungan di antara pertimbangan individu dengan prestasi, manakala pengantaraan separa wujud di dalam hubungan-hubungan dengan pengaruh ideal dan rangsangan intelektual. Kajian ini dirumus dengan perbincangan mengenai dapatan serta mengenai limitasi dan cadangan-cadangan untuk kajian masa hadapan.

**Kata kunci:** Syarikat berkaitan kerajaan negeri (SBKN), kepimpinan transformasional, amalan perancangan strategik, prestasi

## ABSTRACT

In the current global economic uncertainties and after an aggressive privatization program in the 1980s, the focus has returned to strengthening the internal base of the domestic economic structure so that the dependency and impact of external factors could be minimized. The players in the domestic economy, publicly and privately-owned companies, which have not reached the optimum operating performance should be further developed. One of the key players in the economy is the state government-linked companies (SGLCs). Studies have shown that SGLCs have too many weaknesses that the original intention of their establishment failed to be achieved. Therefore a study is required to contribute to the process of improving the future of SGLCs. Thus, the objectives of this study were to determine if there exists significant relationship between transformational leadership, strategic planning practices and performance of SGLCs and whether strategic planning practices mediates the relationship between transformational leadership and performance of SGLCs. Quantitative research design was employed and survey questionnaires were sent to 408 heads of the SGLCs, and 134 usable responses were received after the completion of data collection period. Statistical methods such as descriptive analysis, correlation analysis and multiple regressions were used to interpret the data. The result of transformational leadership is seen from four dimensions; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Three dimensions, idealized influence, intellectual stimulation and individualized consideration as well as strategic planning practices were found to have positive and significant relationship with performance. Strategic planning practices was also found to fully mediate the relationship between individualized consideration and performance, while those relationships with idealized influence and intellectual stimulation were partially mediated. This study concluded with a discussion on the findings as well as on the limitations and suggestions for future research.

**Keywords:** State government-linked companies (SGLCs), transformational leadership, strategic planning practices, performance

## PENGHARGAAN

الرَّحِيمِ الرَّحْمَنِ اللَّهُ بِسْمِ

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## SENARAI SINGKATAN

APS	Amalan Perancangan Strategik
CEO	<i>Chief Executive Officer</i>
EPU	<i>Economic Planning Unit / Unit Perancangan Ekonomi</i>
FELDA	<i>Federal Land Development Authority</i>
GLC	<i>Government Linked Company</i>
IKS	Industri Kecil dan Sederhana
IO	<i>Industrial Organization</i>
KDNK	Keluaran Dalam Negara Kasar
KMO	Kaiser-Meyer-Olkin
KPI	<i>Key Performance Indicator</i>
KSSB	Kumpulan Semesta Sdn. Bhd
LBDQ	<i>Leader Behavior Description Questionnaire</i>
LPC	<i>Least Preferred Coworker</i>
MARA	Majlis Amanah Rakyat
MLQ	<i>Multifactor Leadership Questionnaire</i>
MOF	<i>Ministry of Finance</i>
OSU	<i>Ohio State University</i>
PBB	Persatuan Bangsa-Bangsa Bersatu
PCG	<i>Putrajaya Committe on GLC High Performance</i>
PIMS	<i>Profit Impact of Marketing Strategies</i>
PKEN	Perbadanan Kemajuan Ekonomi Negeri
PKINK	Perbadanan Kemajuan Iktisad Negeri Kelantan
PMBK	Perbadanan Menteri Besar Kelantan

PPT	Pejabat Pengurusan Transformasi
RBV	<i>Resource Based View</i>
RIDA	<i>Rural and Industrial Development Authority</i>
SBK	Syarikat Berkaitan Kerajaan
SPBK	Syarikat Pelaburan Berkaitan Kerajaan
SBKN	Syarikat Berkaitan Kerjaan Negeri
SPSS	<i>Statistical Package for the Social Sciences</i>
VIF	<i>Variance Inflation Factor</i>

# **BAB SATU**

## **Pengenalan**

### **1.0 Latar Belakang**

Syarikat-syarikat berkaitan kerajaan (SBK) ditubuhkan untuk mempercepatkan pertumbuhan ekonomi dan sosial dalam sesebuah negara. SBK juga memainkan peranan penting dalam merencanakan proses perindustrian di Korea, Taiwan, Mexico, Brazil dan beberapa negara membangun (Li, 2002). SBK ialah syarikat-syarikat yang ditubuhkan oleh sesebuah kerajaan untuk melaksanakan aktiviti-aktiviti ekonomi bagi memenuhi matlamat kerajaan tersebut (Aharoni, 1986). Ciri-ciri penting sesebuah SBK ialah syarikat tersebut kepunyaan kerajaan dan menjalankan operasi serta melaksanakan tindakan strategik bagi pihak kerajaan. Justeru, kerajaan mempunyai pengaruh kuat terhadap SBK tersebut, khususnya dari segi matlamat organisasi, tadbir urus korporat, struktur organisasi dan strategi (Park, Li & Tse, 2006).

Namun, bukti menunjukkan bahawa kebanyakan SBK kurang menyumbang kepada pertumbuhan pembangunan dan kurang berfungsi secara berkesan atau kurang cekap (Seiler, Harrison, Vliet & Yeung, 2005). Pembuat dasar terus menerus berselisih pendapat tentang kemampuan SBK menyumbang kepada pertumbuhan ekonomi dan sosial, kegagalan SBK memberikan perkhidmatan berkesan seperti tujuan asal penubuhan, dan bagaimana pengurusan mereka boleh diperbaiki (Vu, 2002). Isu-isu ini akan menjadi lebih penting apabila kerajaan di negara sedang membangun memikirkan bagaimana untuk mencapai pertumbuhan ekonomi dan sosial yang lebih baik dalam era globalisasi, bagaimana untuk menguruskan faedah dan entiti yang berpotensi membawa kesan negatif terhadap hubungan ekonomi

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