

**HUBUNGAN AMALAN PENGURUSAN KUALITI CEMERLANG
DENGAN KEPUASAN PELANGGAN DALAMAN DAN PRESTASI
ORGANISASI PIHAK BERKUASA TEMPATAN
DI SEMENANJUNG MALAYSIA**

KHAIRUL ANUAR BIN MOHD ALI

**UNIVERSITI UTARA MALAYSIA
2002**

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DENGAN KEPUASAN PELANGGAN DALAMAN DAN PRESTASI
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DI SEMENANJUNG MALAYSIA**

Suatu Tesis untuk diserahkan kepada Sekolah Siswazah
bagi memenuhi syarat ijazah Doktor Falsafah
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KEPUASAN PELANGGAN DALAMAN DAN PRESTASI ORGANISASI DI PIHAK
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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

Kajian ini membuat pengamatan dan seterusnya cuba memahami bentuk hubungan antara amalan pengurusan kualiti cemerlang dengan kepuasan pelanggan dalaman dan prestasi organisasi di Pihak Berkuasa Tempatan. Konsep amalan pengurusan kualiti cemerlang dioperasikan melalui konstruk-konstruk berikut: pengaruh pengurusan atasan, fokus terhadap pelanggan, fokus terhadap pekerja, latihan kualiti, hubungan pembekal, teknologi maklumat dan komunikasi, serta pengurusan proses. Rangka kerja kajian telah dibentuk dan sebanyak dua puluh empat hipotesis dikemukakan untuk diuji. Data telah dikumpulkan melalui temubual berstruktur dengan bantuan soal selidik. Pemilihan sampel kajian disenggarakan dengan menggunakan prosedur rawak berstarata tidak berkadaran. Tiga ratus sepuluh responden daripada lapan puluh buah organisasi terlibat dalam kajian ini. Analisis statistik seperti korelasi Pearson, analisis varians (ANOVA) sehalu, regresi berganda, analisis lintasan dan termasuk analisis deskriptif digunakan. Dapatan kajian menunjukkan setiap konstruk amalan pengurusan kualiti cemerlang mempunyai hubungan dengan kepuasan pelanggan dalaman dan prestasi organisasi. Melalui analisis regresi berganda, untuk hubungan langsung, angkubah peramal menerangkan 38.5 peratus varians dalam kepuasan pelanggan dalaman. Sementara itu, untuk hubungan antara angkubah peramal dengan prestasi organisasi ia dapat menerangkan 35.8 peratus varians. Seterusnya melalui analisis lintasan untuk hubungan tidak langsung, angkubah peramal menerangkan 41.4 peratus varians dalam prestasi organisasi melalui kepuasan pelanggan dalaman. Di antara konstruk-konstruk amalan pengurusan kualiti cemerlang, pengaruh pengurusan atasan, fokus terhadap pekerja serta teknologi maklumat dan komunikasi mempunyai hubungan yang signifikan dan positif dengan prestasi organisasi melalui kepuasan pelanggan dalaman. Sementara itu, hubungan pembekal dan pengurusan proses pula mempunyai hubungan negatif yang signifikan dengan prestasi organisasi melalui kepuasan pelanggan dalaman. Oleh itu, organisasi perlu menangani kelima-lima angkubah ini secara betul dalam melaksanakan amalan pengurusan kualiti cemerlang sebagai usaha untuk meningkatkan prestasi organisasi melalui kepuasan pelanggan dalaman. Dapatan dari analisis lintasan memaparkan bahawa kedudukan kepuasan pelanggan dalaman, sebagai angkubah campur tangan, telah meningkatkan penerangan varians dalam prestasi organisasi. Sebagai kesimpulan, hasil kajian ini telah menyumbang dalam peningkatan kefahaman dan pengetahuan mengenai persoalan kepuasan pelanggan dalaman di organisasi dalam usaha untuk meningkatkan prestasi organisasi menerusi pelaksanaan amalan pengurusan kualiti cemerlang.

ABSTRACT

This study investigates and tries to understand the relationship between excellent quality management practices with the internal customer satisfaction and organisational performance in local authorities. The concept of excellent quality management practices is operationalized by the following constructs: top management influence, focus towards customers, focus towards workers, quality training, suppliers relationship, information and communication technology, as well as process management. A research framework was developed and twenty-four hypotheses were posited and tested. Data was collected using self-administered personal interviews aided by structured questionnaires. This study employed disproportionate stratified random sampling procedure for the process of selecting sampling units for inclusion in the sample. Three hundred and ten respondents from eighty organizations in Peninsular Malaysia participated in this study. Statistical analyses used were the Pearson correlation, one-way ANOVA, multiple regression and path analysis. Descriptive statistics were also employed. The results revealed that each of the excellent quality management practices construct has a significant relationship with internal customer satisfaction and organisational performance. Using multiple regression analysis, the predictor variables indicated 38.5 percent of variance in the internal customer satisfaction for the direct relationship. Whereas, for the relationship between the predictor variables and the organisational performance there was a 35.8 percent of variance explained. Using the path analysis, predictor variables showed 41.4 percent of variance explained for the indirect relationship with the organisational performance through internal customer satisfaction. Amongst the constructs, top management influence, focus towards workers, and information and communication technology have significant and positive relationship with organisational performance through internal customer satisfaction. Whereas, suppliers relationship and process management have significant but negative relationship towards the organisational performance through internal customer satisfaction. Therefore, these five variables deserve to be monitored and tailored appropriately in order to enhance organisational performance through internal customer satisfaction. Results from the path analysis also revealed that the internal customer satisfaction as an intervening variable, has significantly increased in the variance explained in organisational performance. In conclusion, this study provides an insight into further understanding on how to enhance organisational performance by implementing excellent quality management practices and simultaneously give due emphasis on the internal customer satisfaction.

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DAFTAR SINGKATAN

AKPM	: Anugerah Kualiti Perdana Menteri
AMOS	: Analysis of Moment Structure
APKC	: Amalan Pengurusan Kualiti Cemerlang
EQA	: European Quality Awards
FOKTP	: Fokus Terhadap Pelanggan
FTP	: Fokus Terhadap Pekerja
HUBEK	: Hubungan Pembekal
ICT	: Teknologi Maklumat dan Komunikasi
KPD	: Kepuasan Pelanggan Dalaman
LAQUA	: Latihan Kualiti
MBNQA	: Malcolm Baldrige National Quality Awards
MIS	: Sistem Maklumat Pengurusan – <i>Management Information System</i>
MPPP	: Majlis Perbandaran Pulau Pinang
MPSP	: Majlis Perbandaran Seberang Perai
MPT	: Majlis Perbandaran Taiping
NIST	: National Institute of Standard and Technology
PO	: Prestasi Organisasi
PP	: Pengurusan Proses
PPA	: Pengaruh Pengurusan Atasan
QA	: Kepastian Kualiti - <i>Quality Assurance</i>
QI	: Pemeriksaan Kualiti - <i>Quality Inspection</i>
QIS	: Sistem Maklumat Kualiti – <i>Quality Information System</i>
QSR	: Penyemakan Sistem Kualiti Motorola - <i>Quality System Review</i>
SEM	: Structural Equation Modeling
SQC	: Kawalan Kualiti Statistik - <i>Statistical Quality Control</i>
SQM	: Pengurusan Kualiti Strategik - <i>Strategic Quality Management</i>

BAB 1

PENGENALAN

1.1 Latar Belakang Kajian

Perubahan yang berlaku dalam dunia alaf baru telah menambahkan lagi keperluan terhadap usaha meningkatkan kualiti demi menghadapi persaingan yang semakin sengit. Kualiti telah diakui sebagai satu daripada disiplin dan strategi penting untuk mencapai pembangunan ekonomi (Puay, Tan, Xie & Goh, 1998). Negara dan organisasi telah menggunakan beberapa strategi untuk meningkatkan kualiti, seperti pelaksanaan pengurusan kualiti strategik, pembangunan sistem kepastian kualiti, dan pengawalan kualiti dalam usaha untuk mencapai atau mengekalkan kelebihan persaingan. Kualiti telah menjadi satu daripada keutamaan persaingan (*competitive priorities*) bagi organisasi mencapai kecemerlangan dan perkembangan perniagaan di pasaran tempatan dan antarabangsa (Feigenbaum, 1991; Goncalves, 1998).

Waldman (1994) menyatakan bahawa terdapat beberapa objektif utama pengurusan kualiti, iaitu pertamanya, untuk memperkukuhkan satu sistem pengurusan dan budaya korporat yang memastikan kepuasan pelanggan dipertingkatkan sama ada untuk pelanggan luaran mahupun pelanggan dalaman. Kedua, untuk mempertingkatkan lagi prestasi serta keuntungan jangka panjang organisasi. Kualiti juga dikatakan antara faktor yang mempunyai kepentingan yang setara dengan harga apabila pelanggan membuat sesuatu pemilihan dan dalam mendapatkan kepuasan (Garvin, 1984; Townsend & Gebhardt, 1992). Oleh itu, ia merupakan satu kemestian untuk organisasi

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