HUBUNGAN PENGARUH GAYA KEPEMIMPINAN TRANFORMASIONAL TERHADAP PERLAKSANAAN PROGRAM PELAN PENGGANTIAN DALAM PERKHIDMATAN AWAM MALAYSIA

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Tesis ini diserahkan kepada Ghazali Shafie Graduate School of Government bagi memenuhi syarat ijazah Doktor Falsafah Universiti Utara Malaysia

PENGAKUAN

Saya akui karya ini adalah hasil kerja saya sendiri kecuali nukilan dan ringkasan yang tiap-tiap satunya telah saya jelaskan sumbernya.

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KEBENARAN MENGGUNA

Tesis ini dikemukakan sebagai memenuhi keperluan penggurniaan Ijazah Doktor Falsafah daripada Universiti Utara Malaysia. Saya dengan ini bersetuju membenarkan sebarang bentuk penulisan sama ada secara keseluruhan atau sebahagian, bagi tujuan akademik melalui kebenaran daripada penyelia saya atau semasa ketiadaan beliau, oleh Dekan Ghazali Shafie Graduate School of Government Law and International. Sebarang bentuk salinan dan cetakan ke atas keseluruhan atau sebahagian daripada tesis ini untuk perolehan kewangan tidak dibenarkan tanpa kebenaran bertulis daripada saya. Pengiktirafan yang sewajarnya haruslah diberikan kepada saya dan Universiti Utara Malaysia. Pernyataan rujukan kepada penyelidik dan UUM perlulah dinyatakan jika rujukan terhadap tesis ini dilakukan.

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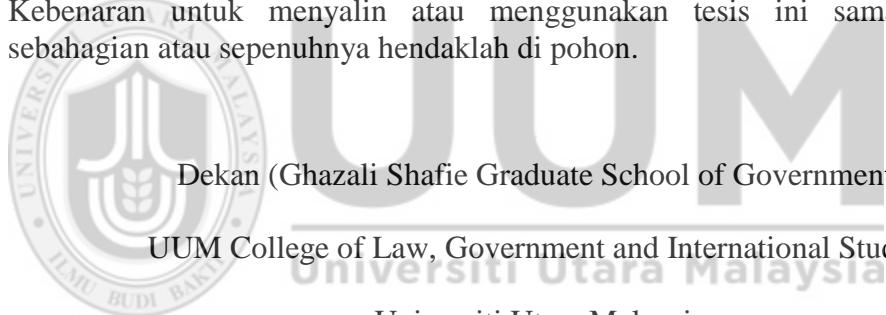
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PENGHARGAAN

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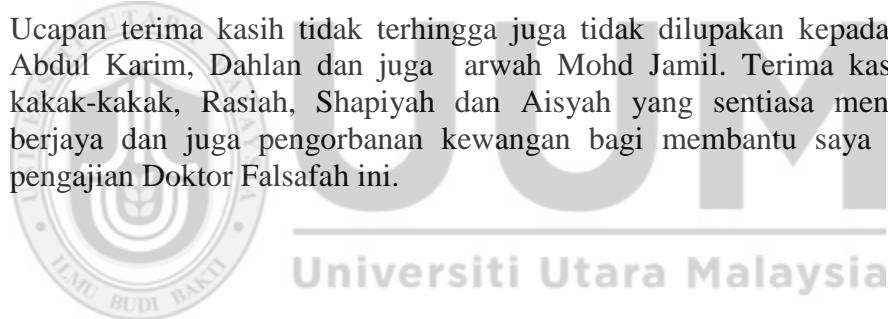
ABSTRAK

Program perancangan penggantian kepimpinan yang sistematik dan ditambah pula dengan pembangunan kerjaya yang kukuh merupakan perkara penting kepada kakitangan awam. Berdasarkan Teori Kerjaya Kognitif Sosial (*SCCT*), model perancangan kerjaya Gould dan teori penetapan matlamat, kajian sebelum ini menunjukkan bahawa terdapat hubungan antara pembangunan kerjaya dengan sokongan pihak pengurusan tertinggi. Oleh itu, untuk menyediakan pemimpin masa hadapan yang berpotensi, organisasi bukan sahaja bergantung kepada pelan penggantian yang sistematik, tetapi perkara yang lebih penting ialah komitmen jitu daripada pihak pengurusan tertinggi organisasi. Sehubungan dengan itu, kajian ini cuba meneroka hubungan antara gaya kepemimpinan transformasional dengan pelaksanaan program pelan penggantian dalam sektor awam di Malaysia. Empat dimensi gaya kepemimpinan transformasional yang digunakan dalam kajian ini ialah pengaruh ideal, motivasi berinspirasi, pengaruh individu, dan ransangan intelek. Di samping itu, dua dimensi yang mengukur pelan penggantian pembangunan kerjaya dan penyediaan pemimpin masa hadapan. Rekabentuk gabungan kuantitatif dan kualitatif digunakan dalam kajian ini. Soal selidik telah diedarkan kepada 576 orang pegawai kerajaan dalam kalangan gred 48 hingga gred 54 dan hanya (425 orang responden telah memberikan maklum balas). Data kualitatif diperolehi daripada temubual elit ke atas tujuh (7) kepimpinan tertinggi dari pelbagai organisasi sektor awam. Hasil dapatan kajian melalui analisis regresi pelbagai menunjukkan bahawa pengaruh motivasi, pengaruh individu, dan ransangan intelek mempunyai hubungan yang signifikan dengan program pelan penggantian. Analisis tematik berdasarkan temubual elit turut mengukuhkan dapatan kuantitatif bahawa gaya kepimpinan pengurusan tertinggi mempengaruhi kejayaan pelaksanaan pelan penggantian dalam sektor awam. Oleh itu, organisasi dalam sektor awam perlu memberi perhatian kepada gaya kepimpinan pengurusan tertinggi supaya pelan penggantian kepimpinan dapat dilaksanakan dengan jayanya.

Kata Kunci: Teori Kerjaya Kognitif Sosial, Kepemimpinan Transformasional, Pelan Penggantian, Sektor Awam Malaysia.

ABSTRACT

A systematic succession planning program, coupled with solid career development is important to public employees. Based on the Social Cognitive Career Theory (1979), Gould's career planning model, and goal-setting theory, previous studies reveal that there is a relationship between career development and top management support. Thus, to groom future leaders, it is of utmost important for organizations not to rely only on the systematic succession planning programs; but also to have full commitment from the top management. Therefore, this study intends to explore the relationship between leadership characteristic styles and succession planning program implementation in the public sector in Malaysia. Four dimensions of transformational leadership characteristic were used, namely idealized influenced, inspirational motivation, individualized influence and intellectual stimulation. Additionally, two dimensions that measure succession planning which are career development and preparation of future leaders were also used. A combination of quantitative and qualitative methods was advocated in this study. Quantitative research design was employed by distributing survey questionnaires to 576 Malaysian Public Sector government servants from Grade 48 to 54, and (425 questionnaires were returned). Qualitative data was gathered from an elite interview which included seven top organizational leaders from various public agencies. Based on multiple regression analysis, the findings demonstrate that motivational inspiration, individualized influence and intellectual stimulation are significantly related to succession planning program. Thematic analysis which is based on qualitative data is also consistent with the quantitative finding which attests that leadership styles influence the successful implementation of succession planning programs in the public sector. Therefore, public sector needs to pay attention to leadership styles of top management so that succession planning program can be implemented successfully.

Keywords: Social Cognitive Career Theory, Transformational Leadership Style, Succession Planning, Public Sector Malaysia.

KANDUNGAN

SENARAI JADUAL

SENARAI RAJAH

SENARAI AKRONIM

DV	Dependent Viarable
GLC	Government Link Company
HRMIS	Human Resources Management Information System
IV	Independent Viarable
JPA	Jabatan Perkhidmatan Awam
KMO	Kaiser-Mayer Olkin
MLQ	Multilevel Questionaire
MSA	Measure of Sampling Adequacy
MSA	Measure of Sampling Adequacy
N	Sample Size
OSU	Ohio State University
SBK	Syarikat Bersandar Kerajaan
SD	Standard Deviation
SPSS	Statiscal Package for Social Science
Varimax	Maximun Varian
VIF	Varian Inflation Factor

BAB SATU

PENDAHULUAN

1.1 Pengenalan

Hubungan pemimpin dilihat sebagai faktor yang sangat penting dalam proses pembangunan sumber manusia di dalam organisasi. Peranan seseorang pemimpin bukan hanya mempengaruhi skala mikro persekitarannya, malah turut memberi input makro kepada pembangunan negara. Gould (1979) melalui teori Kerjaya kognitif Sosial menyatakan terdapat hubungan antara pembangunan kerjaya dan sokongan pihak pengurusan tertinggi. Implikasi kepemimpinan yang terbesar bukan hanya meningkatkan prestasi organisasi, malahan lebih utama adalah pembangunan kerjaya pekerja. Hubungan antara pengurusan sumber manusia dan prestasi organisasi merupakan perkaitan yang signifikan (Mesu, Sander & Riemsdijk, 2015; Chia & Zheng, 2015; Eliane & Sandra,2013; Adnan & Mubarak, 2010; Boselie, Dietz, & Boon, 2005). Ini juga selaras dengan pandangan berasaskan fungsi sumber manusia yang berpotensi untuk memberikan nilai tambah kepada organisasi dengan membolehkan pembangunan pekerja (Voon et al., 2011; Awan & Mahmood, 2010; Boselie et al., 2005).

Pengaruh kepemimpinan terhadap pekerja amat signifikan memandangkan hubungan kedua-duanya berlaku secara langsung dan formal. Pengaruh kepemimpinan boleh dilihat dalam pelbagai aspek termasuklah latihan, motivasi, penilaian prestasi dan pelan strategik pekerja. Namun begitu pelan penggantian

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