

A **STUDY** OF ORCANISATIONAL
QUALITY CLIMATE IN
PUBLIC SECTOR

BY

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for the degree of Master of Science (Management)**

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DEDICATION

To my husband,

ZAINAL,

without whose continuing support and
encouragement this thesis would not have
been possible, and to my children

FAIZAL,

FADHLI,

and,

ZETTY

for their unflagging love and affection.

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ABSTRACT

This study was carried out to look at the concept of “Quality First” in the Service organisations in the public sector. For this study, the analysis was done on the dimensions and the factors that influence the organisation’s quality climate.

Analysis of the assessment of the climatic factors such as Strategic Focus, Leadership and Management, Work Force, Customer-orientation, and Communication in organisations required the sending out of questionnaires to 97 government organisations in Alor Setar, Kedah Darul Aman. The score of 5.039 was obtained in this study which exceeded the target score of 3.5. This indicates that the organisation climate in the government sector is favourable and conducive for quality improvement effort. The survey showed that managers in the public sector are committed to the quality improvement that the government emphasised upon.

Analysis of the factors that influenced the organisation climate shows that there is no significant **difference** to the size of the work force, size of its budget, the level of government, its function or mission, past performance of total quality effort, and the perception of managers regarding their organisation’s performance. This shows that the organisations in the public sector are the same since they are required to follow the guidelines that the government has put forward in the various circulars pertaining to the quality improvement and implementation.

Thus, it can be concluded that public agencies in the **government** have favourable quality climate which is suitable for any total quality improvement effort required by the government. However, the agencies should not rest on their laurels but still need to strive for continuous improvement in its total quality effort to achieve the country’s vision 2020.

ABSTRAK

Kajian ini dijalankan untuk melihat konsep “Utamakan Kualiti” (“Quality First”) dalam sektor awam di Alor Setar, Kedah Darul Aman. Bagi tujuan penyelidikan ini, dua bentuk analisis iaitu penilaian iklim organisasi dan analisis faktor-faktor yang mempengaruhi kualiti iklim organisasi.

Analisis penilaian iklim kualiti organisasi memerlukan borang soal selidik yang diedarkan kepada 97 agensi kerajaan yang mengutamakan penyelidikan ke atas faktor-faktor yang mempengaruhi seperti tumpuan kepada strategi, kepimpinan dan pengurusan, daya tenaga manusia, orientasi pelanggan dan komunikasi.

Nilai yang diperolehi dalam kajian ke atas organisasi di jabatan-jabatan kerajaan ialah 5.039, melebihi nilai yang minima 3.5. Oleh itu, dapat merumuskan bahawa organisasi di jabatan kerajaan mempunyai iklim organisasi yang baik untuk meningkatkan kualiti dan produktiviti.

Analisis ke atas faktor-faktor yang mempengaruhi iklim organisasi yang terdapat di bahagian B dalam soal selidik menunjukkan faktor-faktor seperti saiz dan peruntukan organisasi, jenis kerajaan, fungsi atau misi organisasi dan persepsi pengurus tentang prestasi organisasi mereka tidak mempengaruhi iklim organisasi. Manakala sistem kualiti yang pernah diamalkan mempengaruhi iklim organisasi yang dikaji. Ini menunjukkan organisasi di sektor awam mempunyai iklim yang sama kerana ia mempraktikkan sistem dan dasar pengurusan yang sama.

Kesimpulannya, sektor awam mempunyai iklim organisasi yang berkualiti sesuai dengan kehendak kerajaan. Walaubagaimanapun agensi-agensi yang dikaji perlu membuat peningkatan kualiti yang berterusan dari segi iklim organisasi untuk mencapai wawasan 2020.

CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

This chapter **will** outline the research problem, the study context, its objectives and the significance of the study. **In** this chapter, the definition and terms will be defined and the constraints that the researcher faces during the research.

1.1 THE RESEARCH PROBLEM

The Japanese success in quality is legendary. The Japanese have applied Total Quality Control (TQC) theories and techniques to improve their goods and services. **In** the early 1950s, the term TQC was coined by **Armand** V. Fiegenbaum, and both **W.** Edwards **Deming** and Joseph M. Juran were invited to teach statistical quality control techniques to the Japanese to help them restore their war-torn industries. Then **Deming** and Juran met Kaoru **Ishikawa**, Japan's foremost expert in TQC which to Japanese success in quality crusade.

This leads to Quality leaders who are world class producers/providers of products and/or services -- **from** very large to small companies involved in diverse

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