

PENGUKURAN PRESTASI UNIVERSITI MENGGUNAKAN MODEL KECEMERLANGAN PRESTASI MENYELURUH BERASASKAN NILAI

(University Performance Measurement Using Value-Based Total Performance Excellence Model)

NAZZATUL DASYEEMA BAHAR¹, NURSHUHADAH MOHD SHARIF²,
NUR RIZA MOHD SURADI^{3,*}, ZAINOL MUSTAFA³, ZALINA MOHD ALI³ &
NORKISME ZAINAL ABIDIN³

ABSTRAK

Perubahan yang berlaku dalam persekitaran politik dan ekonomi global menjadikan pengurusan organisasi semakin mencabar. Proses globalisasi dan liberalisasi ekonomi, peralihan ekonomi negara kepada K-ekonomi, tekanan untuk memperluaskan konsep governans, jangkaan pemegang taruh dan pelanggan serta revolusi dalam teknologi maklumat memerlukan suatu pengukuran prestasi yang lebih seimbang untuk memastikan organisasi terus relevan dan bersaing. Keperluan sebuah organisasi bagi menterjemahkan nilai dan berpegang kepada prinsip amatlah signifikan dan penting dalam mewujudkan satu sistem pengukuran bagi meningkatkan prestasi organisasi yang berasaskan nilai teras. Model Kecemerlangan Prestasi Menyeluruh Berasaskan Nilai Teras (VBTPPEM) merupakan satu daripada pengukuran prestasi yang tidak asing lagi bagi kebanyakan organisasi. Dengan menggunakan nilai-nilai teras yang telah dibangunkan oleh model VBTPPEM ini, pengukuran nilai lebih mudah ditentukan. Dalam kajian ini, beberapa kriterium bersandarkan nilai teras, iaitu kepimpinan, budaya, produktiviti dan prestasi diukur untuk mengkaji prestasi Institut Pengajian Tinggi (IPT). Perisian SmartPLS telah digunakan untuk menguji hubungan di dalam model teori tersebut. Dapatan kajian menyokong empat daripada lima hipotesis yang diajukan dan menjelaskan bahawa terdapat hubungan yang signifikan antara nilai yang dipilih dengan prestasi sesebuah universiti.

Kata kunci: kepimpinan; Pengukuran Prestasi Berasaskan Nilai Teras (VBTPPEM); SmartPLS; pembeza layan; konstruk

ABSTRACT

The changes that occur in the political and economic environment made organizational management increasingly challenging. The process of globalization and liberalization of the economy, the national economic transition to K-economy, the pressure to expand the concept of governance, the expectations of the stakeholders and customers as well as the revolution in information technology require more balanced measure of performance to ensure that the organization continues to be relevant and competitive. The need for an organization to translate values and to adhere to the principles is significant and important in creating a measuring system in order to enhance the performance of the organization based on its core values. Value-Based Total Performance Excellence Model (VBTPPEM) is one of the most established performance measures for many organizations. Using the core values developed by this VBTPPEM model, the value of measurement is easier to determine. In this study, several value-based criteria namely leadership, culture, productivity and performance were measured to study the performance of the Higher Learning Institution (HLI). SmartPLS software has been used to test the relationship in the theoretical model. The findings of the study supported four of the five hypotheses that were mentioned and explained that there was a significant relationship between the selected values and the university performance.

Keywords: leadership; Value-Based Total Performance Excellence Model (VBTPPEM); SmartPLS; discriminant; construct

Rujukan

- Ab. Aziz Y. 2008. *Mengurus Perubahan dalam Organisasi*. Shah Alam: Arah Publications.
- Ab. Aziz Y. 2012. *Pengurusan Pembangunan Organisasi Teori dan Amalan*. Kuala Lumpur: Dewan Bahasa dan Pustaka.
- Abdus Sattar A., Kashif U.R. & Ommar H.A. 2010. Role of Islamic leadership in value based corporate management: The case of Pakistan. *African Journal of Business Management* **1**(8): 4003-4020.
- Alhabshi S.O. 2003. Values-based leadership: its significance to modern organisations. Dlm. Nik Mustapha N.H. (ed.). *Values-Based Management - The Way Forward for the Next Millennium*. Kuala Lumpur: Institut Kefahaman Islam Malaysia (IKIM).
- Anderson M. & Sohal A.S. 1999. A study of the relationship between quality management practices and performance in small businesses. *International Journal of Quality & Reliability Management* **16**(9): 859-877.
- Aronson E. 2001. Integrating leadership styles and ethical perspectives. *Canadian Journal of Administrative Sciences* **18**: 244-256.
- Azleen I. & Mohd Zulkeflee R. 2007. Reviewing Managing Through Performance Measurement. *Performance Measurement* **1**: 56-72
- Barclay D., Higgins C. & Thompson R. 1995. The partial least squares (PLS) approach to causal modeling: Personal computer adoption and use as an illustration. *Technology Studies* **2**(2): 285-309.
- Buchko A. 2007. The effect of leadership on values-based management. *Leadership & Organization Development Journal* **28**(1): 36-50.
- Burnham J.W. 2007. *Mengurus Kualiti Sekolah*. Kuala Lumpur: Institut Terjemahan Negara Malaysia Berhad.
- Carmeli A. & Tishler A. 2004. The relationships between intangible organizational elements and organizational performance. *Strategic Management Journal* **25**(13): 1257 - 1278
- Chenhall R.H. & Smith K.L. 2007. Multiple perspectives of performance measures. *European Management Journal* **25**(4): 266-282.
- Clemenson B. 2007. How do leaders' values influence employees' commitment to their organizations? A qualitative study. Tesis PhD. Case Western Reserve University, Ohio.
- Cormican K. & O' Sullivan D. 2004. Auditing best practice for effective product innovation management. *Technovation* **24**(10): 819-829.
- Currie G.L.A. & Suhomlinov O. 2009. Leadership and institutional change in the public sector: The case of secondary schools in England. *The Leadership Quarterly* **20**: 664-679.
- Demirbag M., Tatoglu E., Tekinkus M. & Zaim S. 2006. An analysis of the relationship between TQM implementation and organizational performance: Evidence from Turkish SMEs. *Journal of Manufacturing Technology Management* **17**(6): 829-847
- Edy S. 2011. *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.
- Ehlers U.D. 2009. Understanding quality culture. *Quality Assurance in Education* **17**(4): 343-363.
- Fornell C. & Larcker D.F. 1981. Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research* **18**(1): 39-50.
- Fung C.N. & Ismail R. 2012. Sumbangan produktiviti keseluruhan terhadap pertumbuhan output industri kecil dan sederhana (IKS) di Malaysia. *Analisis* **9**(1&2): 77-99.
- Gates S.M. & Stone A. 1997. Understanding productivity in higher education. <https://www.rand.org/pubs/drafts/DRU1596.html> (17 Disember 2019)
- Gopal K.K. & Abdul Malek A. 1998. Total quality management and higher education in Malaysia. *Total Quality Management* **9**(4-5): 130-132.
- Gurd B. & Gao T. 2008. Understanding change recipients' responses to organizational change in Chinese hospitals. *Chinese Management Studies* **10**(4): 675-691.
- Hair J.F., Black W.C., Babin B.J. & Anderson R.E. 2010. *Multivariate Data Analysis*. Ed. ke-7. Upper Saddle River, New Jersey: Prentice Hall.
- Hair J. F., Sarstedt, M., Ringle M. & Mena J. 2012. An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science* **40**(3): 414-433
- Henseler J., Ringle M. & Sarstedt M. 2015. A new criterion for assessing discriminant validity in Variance-based Structural Equation Modeling. *Journal of the Academy of Marketing Science* **43**(1): 115-135
- Ibrahim M. & Zaiton H. 2008. *Pengurusan Sumber Manusia: Perspektif Modal Insan*. Kuala Lumpur: Dewan Bahasa dan Pustaka.
- Lakhal L., Pasin F. & Limam M. 2006. Quality management practices and their impact on performance. *International Journal of Quality and Reliability Management* **23**(6): 625-646.
- Leech N.L., Barrett K.C. & Morgan G.A. Third Ed. 2008. *SPSS for Intermediate Statistics: Use and Interpretation*. New York: Taylor & Francis.
- Lindfelt L. & Tornroos J. 2006. Ethics and value creation in business research: Comparing two approaches. *European Journal of Marketing* **40**(3/4): 328-351

- Meterko M.M., Mohr D.C. & Young G.J. 2004. Teamwork culture and patient satisfaction in hospitals. *Medical Care* **42**(5): 492-8.
- Mokhtar A., Nooreha H., Nik Mustapha N.H. & Mazilan M. 2003. *Value-Based Total Performance Excellence Model: Baseline Assessment Criteria Guidelines for Organisations*. Kuala Lumpur: Institute Islamic Understanding Malaysia.
- Mokhtar A., Mohd Rashid A.H., Zainol M., Nur Riza M.S., Fazli I., Liong C.-Y., Wan Rosmanira I. & Faridatulazna A.S. 2011. Value-based total performance excellence measurement (VBTPPEM): An overview of agenda and transformation. *Journal of Quality Measurement and Analysis* JQMA **7**(1): 67-75
- Mulcahy C. & Betts. L. 2005. Transforming culture: An exploration of unit culture and nursing retention within a neonatal unit. *Journal of Nursing Management* **13**(6): 519-23.
- Noel T.W. 2009. The impact of knowledge resources on new venture performance. *Journal of Small Business Management* **47**(1): 1-22.
- Nunnally J. 1978. *Psychometric Theory*. New York: McGraw-Hill.
- Ogbonna E. & Harris L.C. 2000. Leadership style, organizational culture and performance: Empirical evidence from UK companies. *International Journal of Human Resource Management* **11**(4): 766-788.
- Othman N., Mujir S.J.M. & Ibrahim M.S. 2012. Pengaruh persepsi terhadap keberkesanan kepimpinan ke atas orientasi kepimpinan multidimensi pemimpin akademik dan komitmen pensyarah. *Jurnal Pengurusan* **34**: 137-150.
- Schein E.H. 2004. *Organizational Culture and Leadership*. Ed. ke-3. Hoboken, NJ: John Wiley & Sons.
- Sekaran U. 2006. *Research Methods for Business: A Skill Building Approach*. Ed. Ke-4. New York: John Wiley & Sons.
- Trevino L.K., Brown M. & Hartman L.P. 2003. A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite. *Human Relations* **56**: 5-37.
- Wan Suriati W.I. 2005. Pengaruh personaliti dan sikap terhadap produktiviti kerja-kajian di kalangan pensyarah muslim Universiti Malaya. Tesis PhD. Universiti Malaya, Malaysia.
- Youngblood M.D. 2000. Winning cultures for the new economy. *Strategy & Leadership* **28**(6): 4-9.
- Zaini U. 2009. *Mengangkasa Pengajian Tinggi*. Johor Bahru: Penerbit Universiti Teknologi Malaysia.
- Zairi M. & Alsughayir A.A. 2011. The adoption of excellence models through cultural and social adaptations: An empirical study of critical success factors and a proposed model. *Total Quality Management and Business Excellence* **22**(6): 641-654.

¹Unit Pemodenan Tadbiran dan Perancangan Pengurusan Malaysia (MAMPU)
Jabatan Perdana Menteri, Aras 3 Blok B2
Kompleks Jabatan Perdana Menteri
Pusat Pentadbiran Kerajaan Persekutuan
62502 Putrajaya MALAYSIA
Mel-e: dasyeema@mampu.gov.my

²Bahagian Khidmat Pengurusan
Jabatan Perdana Menteri
Aras 1 Bangunan Hal Ehwal Undang-Undang
Presint 3 Pusat Pentadbiran Kerajaan Persekutuan
62692 Putrajaya MALAYSIA
Mel-e: shue_25@yahoo.com

³Jabatan Sains Matematik
Fakulti Sains dan Teknologi
Universiti Kebangsaan Malaysia
43600 UKM Bangi
Selangor DE, MALAYSIA
Mel-e: nrms@ukm.edu.my*, zbh@ukm.edu.my, zalina99@ukm.edu.my, norkisme@ukm.edu.my