

**PENGARUH KEPIMPINAN TERHADAP BUDAYA, PENGURUSAN
PERUBAHAN DAN PRODUKTIVITI SERTA KESANNYA
TERHADAP PRESTASI INSTITUSI PENGAJIAN TINGGI**

(The Influence of Leadership on Culture, Change Management and Productivity, and
Their Effects Towards Performance of Institution of Higher Learning)

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ABSTRAK

Pengukuran prestasi mengikut acuan sendiri adalah lebih tepat dan bermakna dalam memerihalkan sistem pengurusan prestasi sesebuah Institusi Pengajian Tinggi (IPT) khususnya yang melibatkan nilai-nilai teras. Kajian telah dijalankan dalam menguji nilai-nilai teras dalam beberapa konstruk yang mempengaruhi prestasi organisasi seperti kepimpinan, budaya, pengurusan perubahan serta produktiviti yang menyokong model teori, iaitu Model Kecemerlangan Prestasi berasaskan Nilai Teras (VBPTM) khususnya di IPT. Soal selidik telah diedarkan di beberapa IPT awam dan sebanyak 537 soal selidik digunakan untuk dianalisis. Pendekatan kaedah Kuasa Dua Terkecil Separa (KDTSS) digunakan untuk menyelidiki pengaruh nilai-nilai teras konstruk terhadap prestasi IPT. Berdasarkan analisis pemodelan yang dijalankan, didapati sebahagian besar sumbangan adalah signifikan, iaitu konstruk kepimpinan mempengaruhi budaya dan pengurusan perubahan organisasi yang turut mempengaruhi produktiviti. Konstruk pendam produktiviti pula didapati mempunyai kesan yang signifikan terhadap prestasi IPT. Sumbangan nilai-nilai teras dalam konstruk produktiviti turut menerangkan sebanyak 67.5% variasi dalam prestasi IPT.

Kata kunci: nilai teras; prestasi universiti; Model Kecemerlangan Prestasi berasaskan Nilai Teras

ABSTRACT

Performance measurement in its own mold is more accurate and meaningful in describing the performance management system of an Institution of Higher Learning (IHL), especially when relates to core values. This study was conducted to test the core values in several constructs that influence organizational performance such as leadership, culture, change management and productivity, which support theoretical model, namely the Value-Based Total Performance Excellence Model (VBPTM), specifically in IHL. Questionnaires were distributed to several public IHLs and 537 questionnaires were used for analysis. The approach of Partial Least Squares (PLS) methodology was used to investigate the influences of values-based constructs towards IHL performance. Based on the modelling analysis conducted, most of the contributions were found to be significant i.e. leadership construct influenced culture and change management, which in turn influenced productivity. Meanwhile, the construct of productivity was found to have significant effects towards IHL performance. The contributions of the core values in productivity construct explained as much as 67.5% variations in IHL Performance.

Keywords: core values; university performance; Value-Based Total Performance Excellence Model

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