

**NILAI-NILAI DALAM KEPIMPINAN DAN WARGA KERJA UNIVERSITI DAN  
HUBUNG KAITNYA DALAM MENGADUN PRESTASI ORGANISASI**  
(Values in University Leadership and Employees, and their Relationships in  
Shaping Organisational Performance)

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*ABSTRAK*

Kepimpinan sering dikaitkan dengan prestasi sesebuah organisasi, justeru bidang kuasa dan kebertanggungjawaban besar yang digalas pihak kepemimpinan. Namun, tidak kurang pentingnya warga kerja organisasi yang berperanan melaksanakan polisi dan dasar organisasi. Walau bagaimanapun, sejak krisis nilai berlaku hingga mencetuskan krisis mata wang dunia, pelbagai usaha dan kajian dilakukan untuk mengenal pasti kedudukan nilai atau nilai teras dalam kriteria yang mempengaruhi prestasi organisasi. Kajian ini dijalankan untuk mengukur prestasi universiti dengan menggunakan Model Kecemerlangan Prestasi berasaskan Nilai Teras (VBTPPEM). Kriteria Kepimpinan dan kriteria Pekerja dari segi Fokus Pekerja dan Fokus Produktiviti dianalisis dari sudut sumbangan dan hubungannya dalam menjamin prestasi kecemerlangan universiti. Tinjauan dijalankan ke atas warga kerja sebelas buah universiti awam di Malaysia dan seramai 537 responden daripada kalangan kakitangan Gred 41 dan ke atas terlibat dalam tinjauan ini. Tatakaedah Kuasa Dua Terkecil Separa digunakan untuk mengkaji hubungan antara setiap kriteria dalam model VBTPPEM. Dapatan kajian menunjukkan bahawa nilai-nilai Kepimpinan memainkan peranan yang signifikan dalam mempengaruhi nilai-nilai Fokus Pekerja ( $\beta = 0.711$ ) dan Fokus Produktiviti ( $\beta = 0.241$ ) dengan  $R^2 = 50.5\%$ , dan seterusnya nilai-nilai dalam Pekerja dan Produktiviti menerangkan sebanyak 67.8% daripada variasi dalam prestasi universiti. Ini menunjukkan bahawa hala tuju kepemimpinan dan komitmen tinggi warga kerja universiti, serta gandingan kedua-dua pihak adalah sangat penting dalam mengadun prestasi yang diimpikan organisasi.

*Kata kunci:* nilai-nilai teras; prestasi universiti; kuasa dua terkecil separa

*ABSTRACT*

Leadership is always linked to performance of an organisation, hence its heavy responsibility and accountability. However, the role played by employees in policy implementations can never be overemphasised. Nevertheless, due to the value crisis which resulted in the world financial crisis, various efforts and studies have been carried out to identify implications of the values or core values in criteria that influence organisational performance. This study measures the university performance using the Value-based Total Performance Excellence Model (VBTPPEM). Leadership criteria and Employee criteria in the aspects of Employee Focus as well as Productivity Focus were analysed in terms of the contribution and relationship in assuring university excellence performance. Surveys were conducted on eleven public university employees and 537 respondents from Grade 41 and above were involved in the surveys. Partial Least Squares method was used to analyse the relationships of all criteria in the VBTPPEM model. Findings show that values in Leadership play a significant role in influencing values in Employee Focus ( $\beta = 0.711$ ) and Productivity Focus ( $\beta = 0.241$ ) with  $R^2 = 50.5\%$ , and consequently values in employees and productivity explain as much as 67.8% of the variation in the university performance. This indicates that the sense of direction by the university leadership, together with the high

commitment by the university workers are vital in shaping the performance targeted by the organisation.

*Keywords:* Core values; university performance; partial least squares

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*Nilai-nilai dalam kepemimpinan dan warga kerja universiti dan hubung kaitnya dalam mengadun prestasi organisasi*

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