

INFLUENCE OF LEADERSHIP TO DETERMINE THE ORGANIZATIONAL PERFORMANCE ON THE CHANGE MANAGEMENT, CULTURE AND EMPLOYEE FOCUS

(Pengaruh Kepimpinan dalam Menentukan Prestasi Organisasi Terhadap Pengurusan Perubahan, Budaya dan Fokus Pekerja)

ZAINOL MUSTAFA, MOHD FIRDAUSIL AFNAN RAZALI, RIEZA ZULRIAN ALDIO & NUR RIZA MOHD SURADI*

ABSTRACT

Leadership is one of the keys to own a successful organization and performance is commonly set as the benchmark. However, the employees also need to play their role effectively in order to achieve a high performance. Due to the world modernization, numerous value crisis occurred among employees and leaders which affect the performance of the organization. Hence, various studies had been carried out to identify implication of the values or core values in criteria. This study measures the public university performance using the Value-Based Total Performance Excellence Model (VBTPPEM). Leadership criteria and employee criteria in the area of employee focus, change management and culture were analysed to observe the importance of these criteria towards university performance. Using Partial Least Square method, the relationship between all the criteria were determined in the VBTPPEM model. Findings shows that values in leadership play a significant role in influencing values in Employee focus ($\beta = 0.565$), change management ($\beta = 0.608$) and culture ($\beta = 0.587$) with $R^2=56.9\%$. These indicates, change performance, culture and employee focus are very vital in shaping positive leadership, in developing an inspiring organization.

Keywords: performance university; partial least squares; core values

ABSTRAK

Kepemimpinan adalah satu daripada kunci untuk memiliki organisasi yang berjaya dan prestasi kebiasaannya ditetapkan sebagai penanda aras. Walau bagaimanapun, pekerja juga perlu memainkan peranan mereka dengan berkesan untuk mencapai prestasi yang tinggi. Kerana pemodenan dunia, banyak krisis nilai berlaku dalam kalangan pekerja dan pemimpin yang mempengaruhi prestasi organisasi. Oleh itu, pelbagai kajian telah dilakukan untuk mengenal pasti implikasi nilai atau nilai teras dalam kriterium. Kajian ini mengukur prestasi universiti awam dengan menggunakan Model Kecemerlangan Menyeluruh Berasaskan Nilai (VBTPPEM). Kriterium kepemimpinan dan kriterium pekerja dalam fokus pekerja, pengurusan perubahan dan budaya dianalisis untuk melihat kepentingan kriterium ini terhadap prestasi universiti. Dengan menggunakan kaedah Kuasa Dua Separa Terkecil, hubungan antara semua kriterium ditentukan dalam model VBTPPEM. Dapatan menunjukkan bahawa nilai dalam kepemimpinan berperanan penting dalam mempengaruhi nilai dalam fokus pekerja ($\beta = 0.565$), pengurusan perubahan ($\beta = 0.608$) dan budaya ($\beta = 0.587$) dengan $R^2 = 56.9\%$. Ini menunjukkan, perubahan prestasi, budaya dan fokus pekerja sangat penting dalam membentuk kepemimpinan positif dan seterusnya mengembangkan inspirasi organisasi.

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

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Department of Mathematical Sciences
Faculty of Science and Technology
Universiti Kebangsaan Malaysia
43600 UKM Bangi
Selangor DE, MALAYSIA
E-mail: zbhm@ukm.edu.my, 10aldio@gmail.com, nrms@ukm.edu.my*

Received: 8 September 2020

Accepted: 18 September 2020

*Corresponding author