PENGARUH AMALAN BUDAYA ORGANISASI, KEPIMPINAN DAN KOMITMEN PEGAWAI PENDIDIKAN DAERAH TERHADAP PENCAPAIAN PETUNJUK PRESTASI UTAMA (KPI)

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Pengakuan

Saya akui karya ini adalah hasil kerja saya sendiri kecuali nukilan dan ringkasan yang tiap-tiap satunya telah saya jelaskan sumbernya.

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Kebenaran Mengguna

Tesis ini adalah sebagai memenuhi sebahagian keperluan pengajian lepasan ijazah Universiti Utara Malaysia (UUM). Saya bersetuju supaya pihak perpustakaan UUM mengadakan salinan kertas projek ini bagi tujuan rujukan. Saya juga bersetuju bahawa kebenaran untuk membuat salinan keseluruhan atau sebahagian daripadanya bagi tujuan akademik mestilah mendapat kebenaran daripada penyelia saya atau semasa ketiadaan beliau, kebenaran tersebut boleh diperolehi daripada Dekan (Sekolah Siswazah Awang Had Salleh), *UUM College of Arts and Sciences*. Sebarang penyalinan, penerbitan dan penggunaan ke atas keseluruhan atau penggunaan ke atas sebahagian daripada kertas projek ini tidak dibenarkan tanpa kebenaran bertulis daripada saya. Di samping itu pengiktirafan kepada saya dan UUM seharusnya diberikan dalam sebarang kegunaan bahan-bahan yang terdapat dalam kertas projek ini.

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Abstrak

Sokongan pegawai pejabat pendidikan daerah terhadap kecemerlangan sekolah sering kali dipersoalkan kerana perubahan pencapaian sekolah masih di tahap yang rendah. Pelan Pembangunan Pendidikan Malaysia 2013-2025 telah meletakkan aspek amalan budaya kerja, kepimpinan dan komitmen terhadap organisasi sebagai asas utama perubahan dan kecemerlangan pendidikan di Malaysia. Justeru, kajian ini bertujuan untuk mengenal pasti pengaruh amalan budaya organisasi, kepimpinan dan komitmen pegawai pendidikan daerah terhadap pencapaian petunjuk prestasi utama. Selain itu, kajian ini juga telah mengenal pasti faktor yang mempengaruhi komitmen organisasi, perbezaan budaya organisasi antara pejabat pendidikan daerah mengikut gred dan pencapaian petunjuk prestasi utama pejabat pendidikan daerah di negeri kedah. Kaedah tinjauan keratan rentas dilaksanakan dalam proses pengumpulan data dan melibatkan tiga instrumen iaitu Inventori Budaya Kerja, Inventori Komitmen Organisasi dan Soal Selidik Kepimpinan Pelbagai Faktor. Sampel melibatkan seramai 325 orang responden di pejabat pendidikan daerah di negeri kedah. Teknik analisis data pelbagai iaitu analisis korelasi, ujian-*t*, dan analisis varian diaplikasikan dalam kajian ini. Dapatan menunjukkan terdapat perbezaan yang signifikan dalam budaya kerja pejabat pendidikan daerah mengikut pencapaian dan gred. Analisis korelasi menunjukkan wujud hubungan yang signifikan antara budaya kerja, kepimpinan, komitmen, dan pencapaian petunjuk prestasi utama. Secara keseluruhannya, kajian ini menunjukkan budaya kerja, kepimpinan dan komitmen organisasi dalam kalangan pegawai pendidikan daerah adalah penting dalam meningkat perubahan dan pencapaian sekolah di Negeri Kedah khususnya dan Malaysia amnya. Hal ini penting untuk merealisasikan hasrat kerajaan seperti yang termaktub dalam Pelan Pembangunan Pendidikan Malaysia 2013-2025.

Kata Kunci : Budaya organisasi, Kepimpinan dan Komitmen organisasi.

Abstract

Support from district education officers towards excellent schools is often questioned due to the minimal changes of achievement. Malaysia Education Blue Print 2013-2025 has placed the cultural aspects of workplace practices, leadership and commitment to the organization as a fundamental change and excellence in education in Malaysia. Hence, this study aimed to identify the influence of organizational culture, leadership and commitment to the achievement of the key performance indicators by the district education officers. In addition, this study has also identified the factors that affect organizational commitment, organizational culture differences between school districts by grades and achievement of key performance indicators based on districts in the state of Kedah. Cross-sectional survey method was implemented in the data collection process which used three instruments namely; Work Culture Inventory, Organizational Commitment Inventory and Leadership Questionnaire Multifactors. The sample involved 325 respondents from the District Education Office in the State. Correlation analysis, *t*-test and analysis of variance were applied in this study. The results had shown that there were significant differences in the work culture in the school district and grade attainment. Correlation analysis showed significant relationship between work culture, leadership, commitment, and achievement of key performance indicators. Overall, this study has revealed the work ethics, leadership and organizational commitment among district education officers which are imperative in increasing school achievement changes in the State of Kedah and particularly in Malaysia. It is essential to materialize the government's vision as it is esteemed in the Malaysia Education Blue Print 2013-2025.

Keyword : Organizational culture, Leadership and Organizational commitment.

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Senarai Singkatan

ANOVA	*Analysis of Variance*
US	Amerika Syarikat
CVF	*Competing Values Framework*
HK	Hubungan Kemanusiaan
JPN	Jabatan Pendidikan Negeri
KMO	*Kaiser-Meyer-Olkin*
KPI	*Key Performance Indicator*
KPM	Kementerian Pendidikan Malaysia
MANOVA	*Multivariate Analysis of Variance*
MR	Matlamat Rasional
PD	Proses Dalaman
PP	Penolong Pegawai
PgPD	Pegawai Pendidikan Daerah
PPD	Pejabat Pendidikan Daerah
SEDL	*Soutwest Educational Development Laboratory*
PPDA	Pejabat Pendidikan Daerah Gred A
PPDB	Pejabat Pendidikan Daerah Gred B
SPSS	*Statistical Package for Social Sciences*
ST	Sistem Terbuka
UPSR	Ujian Penilaian Sekolah Rendah
PMR	Penilaian Menengah Rendah
SPM	Sijil Pelajaran Malaysia

BAB SATU
PENGENALAN

1.1 Pendahuluan

Sistem pendidikan merupakan wadah yang penting dalam pembangunan sesebuah negara kerana tanpa sistem yang mantap dan sesuai dengan tuntutan semasa, rakyat tidak akan dapat menjana ilmu dan kekayaan untuk meningkatkan kualiti hidup secara berterusan. Justeru, Kementerian Pendidikan Malaysia sentiasa peka untuk memastikan sistem pendidikan negara mampu merealisasikan harapan negara demi pembangunan negara dan masa hadapan. Pendidikan yang berkualiti akan melahirkan modal insan yang berilmu, berketrampilan, berkeupayaan dan berdaya saing dalam mencapai kesejahteraan hidup dan kemajuan negara (PPPM, 2013-2025).

Kepentingan kepimpinan pendidikan oleh Pegawai Pendidikan Daerah (PgPD) di negara ini sudah diperakui umum bahawa PgPD mampu mencorakkan amalan budaya organisasi penolong pegawai (PP) di Pejabat Pendidikan Daerah (PPD) dan melonjakkan pencapaian Petunjuk Prestasi Utama (KPI) di peringkat daerah. Skop peranan Jabatan Pendidikan Negeri (JPN) dan PPD pada masa ini adalah setara dengan peranan peringkat Kementerian. Struktur ini mengakibatkan pertindihan fungsi dalam pelbagai peringkat dan kadangkala kementerian atau JPN mengeluarkan arahan terus ke peringkat sekolah tanpa melalui PPD. PPD akan bertindak sebagai rakan pembantu dan pemantau sekolah selari dengan Program Transformasi Daerah. PPD perlu mempunyai kebolehan untuk menganalisis data sekolah, mengesan punca masalah dan merekabentuk pelbagai bantuan dan sokongan

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