



UNIVERSITI PUTRA MALAYSIA

***RELATIONSHIPS BETWEEN REGISTRARS' COMPETENCY, WORK
CLIMATE AND WORK EFFICIENCY AT LAND OFFICES IN MALAYSIA***

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WORK CLIMATE AND WORK EFFICIENCY AT LAND OFFICES
IN MALAYSIA**

By

MAZRINA MOHAMED IBRAMSAH

**Thesis Submitted to the School of Graduate Studies,
Universiti Putra Malaysia, in Fulfillment of the Requirement for
the Degree of Doctor of Philosophy**

OCT 2012

DEDICATION

This Thesis is dedicated to:

My Parents, Mohamed Ibramsah and Siti Ishah

My Spouse, Rashid Junus

My Children, Muhammad Amirul Azhan, Husna Aqhilah, Hanna
Safea and Muhammad Danie Alhafiez



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement for the degree of Doctor of Philosophy

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Chair : Associate Professor Khairuddin Idris, PhD

Faculty : Educational Studies

Globalization challenge has force public sector as well as private sector to improve their service delivery through human resources ability and capabilities. Efficient public service workforce will help to ensure business success, continuous economic development and national competitiveness.

This study focuses on an empirical research on work efficiency performance among registrars at Land offices in Malaysia. The aim of this study is to determine the level of competency, work climate and work efficiency among registrars. The study also examines the relationship between registrars' competency, work climate and work efficiency and what are the predictors that explain the variance in dependent variable.

Altogether, this study has twelve independent variables and one dependent variable. The independent variables are grouped into two dimensions, which are competency and work climate. The competency dimensions are: managerial leadership skill, communication skill, registrar specific knowledge, work experience at land office, self-concept and motive. Another dimension is work climate: structure, standard, responsibility, recognition, support and commitment. The dependent variable is level of work efficiency.

The primary data were collected through self-administered questionnaires distributed among 208 registrars from 105 land offices at National Land Administration Conference 2011. The secondary data for work efficiency were then collected and calculated from Land Registration Computerize System (SPTB) based on the completed questionnaires received.

The findings revealed that based on the mean values the respondents perceived highly in competencies: managerial leadership skill, communication skill, registrar's specific knowledge, self-concept, motives, and work climate: structure, standard, responsibility, and recognition, support and commitment as well as work efficiency. It also indicated that both registrar competency and work climate was positively related with their work efficiency. It also resulted that all the hypotheses were supported. In addition, the results showed that the competency variables: managerial leadership skill, registrar specific knowledge, motive and work climate variables: responsibility, recognition, and commitment were found to be positively significant in explaining work efficiency. However,

communication skill, work experiences, self-concept, structure, standard and support did not significantly predict the level of work efficiency.

Therefore, it can be concluded that the level of competency, work climate are high and level of work efficiency are moderate among registrars at land offices in Malaysia. There are also positive and strong relationship between competency, work climate and work efficiency among registrars at land offices in Malaysia. This study suggests that the Ministry of Natural Resources and Environment should pay attention and effort to create positive work climate and keep improving registrar's knowledge, technical skill, soft skill and achievement motivation level in order to further enhance registrar work efficiency.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
sebagai memenuhi keperluan untuk Ijazah Doktor Falsafah

**HUBUNGAN ANTARA KOMPETENSI PENDAFTAR, IKLIM
KERJA DAN KECEKAPAN KERJA DI PEJABAT TANAH
MALAYSIA**

Oleh

MAZRINA MOHAMED IBRAMSAH

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Cabaran globalisasi telah memaksa sektor awam mahupun sektor swasta untuk menambah baik penyampaian perkhidmatan melalui kebolehan dan keupayaan sumber manusia. Pekerja sektor awam yang cekap akan membantu untuk memastikan kejayaan perniagaan, kesinambungan pembangunan ekonomi dan daya saing negara.

Kajian ini merupakan satu kajian empirikal mengenai prestasi kecekapan kerja dalam kalangan pendaftar tanah di Malaysia. Matlamat kajian ini adalah untuk mengenalpasti tahap kompetensi, iklim kerja dan kecekapan kerja dalam kalangan pendaftar tanah. Kajian ini juga mengkaji hubungan antara ketiga-tiga pembolehubah tersebut dan apakah faktor- faktor dalam kompetensi dan iklim kerja yang menjadi faktor penyumbang kepada kecekapan kerja.

Kajian ini menggunakan dua belas pembolehubah tidak bersandar dan satu pembolehubah bersandar. Pembolehubah tidak bersandar digabungkan menjadi dua dimensi iaitu kompetensi dan iklim kerja. Dimensi kompetensi ialah kemahiran pengurusan kepimpinan, kemahiran komunikasi, pengetahuan spesifik pendaftar, pengalaman kerja di pejabat tanah, konsep sendiri dan motif bekerja. Dimensi iklim persekitaran kerja pula ialah struktur tempat kerja, piawaian, tanggungjawab, penghargaan, sokongan dan komitmen kerja. Pembolehubah bersandar ialah tahap kecekapan kerja.

Data primari untuk kajian ini didapati melalui kaedah tinjauan menggunakan borang kaji selidik yang telah diagihkan kepada 208 pendaftar tanah dari 105 pejabat tanah di Persidangan Tanah Kebangsaan 2011. Manakala data sekunder pula dikutip dan dianalisa melalui Sistem Pendaftaran Tanah Berkomputer (SPTB) berdasarkan responden dari borang soal selidik yang telah dijawab.

Dapatan kajian berdasarkan nilai min menunjukkan bahawa tahap kompetensi, tahap persepsi terhadap iklim kerja dan tahap kecekapan kerja dikalangan pendaftar adalah tinggi. Dapatan kajian juga menunjukkan bahawa keseluruhan pembolehubah bersandar mempunyai perkaitan yang positif yang kuat dengan kecekapan kerja. Oleh itu, kesemua hipotesis dalam kajian ini telah disokong. Tambahan pula, kajian ini mendapati bahawa pembolehubah kompetensi seperti kemahiran pengurusan kepimpinan, pengetahuan spesifik pendaftar dan motif adalah signifikan dalam menerangkan kecekapan kerja. Begitu juga

pembolehubah iklim kerja seperti tanggungjawab, penghargaan dan komitmen kerja telah didapati signifikan dan positif sebagai penyumbang kepada kecekapan kerja. Walau bagaimanapun, kemahiran komunikasi, pengalaman kerja, konsep sendiri, struktur di tempat kerja, piawaian dan sokongan didapati tidak signifikan sebagai penyumbang kepada tahap kecekapan kerja pendaftar tanah.

Oleh itu, boleh disimpulkan bahawa tahap kompetensi dan iklim kerja yang positif adalah tinggi manakala tahap kecekapan adalah sederhana dalam kalangan pendaftar. Terdapat juga hubungan positif dan kuat antara kompetensi pekerja, iklim kerja dan kecekapan kerja dalam kalangan pendaftar tanah di Malaysia. Kajian ini telah mencadangkan bahawa Kementerian Sumber Asli dan Alam Sekitar wajar memberi perhatian dalam usaha mewujudkan iklim kerja yang positif dan menambahbaik pengetahuan pendaftar dari segi kemahiran teknikal, kemahiran insani dan tahap motivasi pencapaian bagi meningkatkan kecekapan kerja pendaftar tanah.

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I certify that a Thesis Examination Committee has met on **19 October 2013** to conduct the final examination of Mazrina Mohamed Ibramsah on her thesis entitled “**Relationships between registrars’ competency, work climate and work efficiency at land offices in Malaysia**” in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Pertanian Malaysia (Higher Degree) Act 1980 and Universiti Pertanian Malaysia [P.U(A) 106] 15 March 1998. The committee recommends that the student be awarded the Doctor of Philosophy degree.

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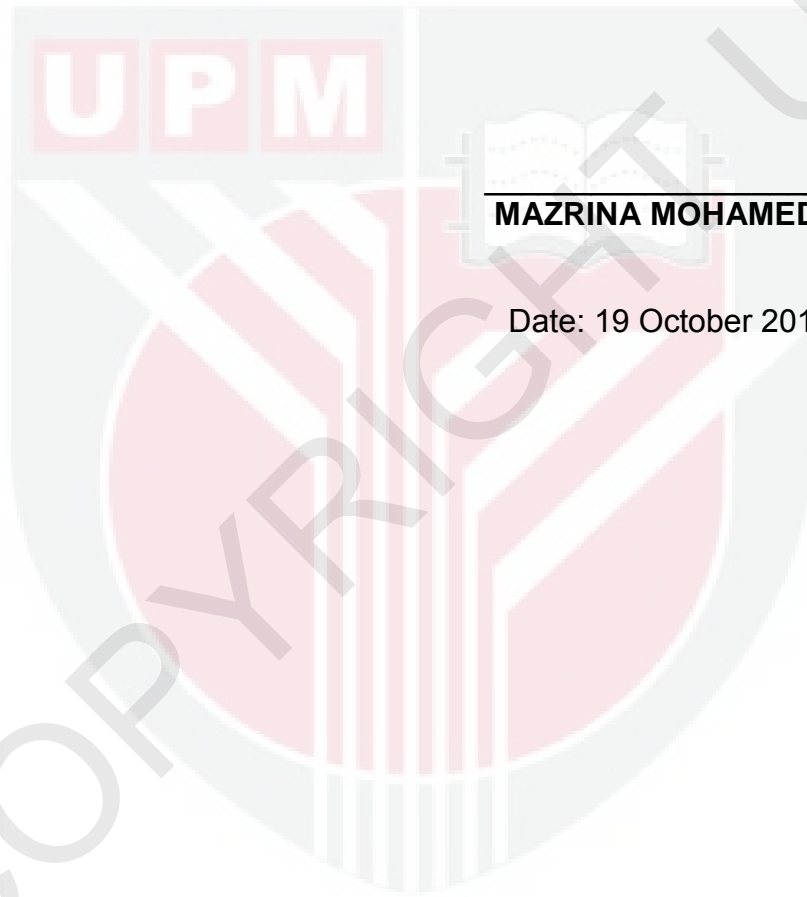
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DECLARATION

I declare that the thesis is my original work except for quotations and citations, which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at University Putra Malaysia or any other institutions.



MAZRINA MOHAMED IBRAMSAH

Date: 19 October 2012



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