

**PERCEIVED IMPORTANCE AND ATTAINMENT
OF MANAGERIAL COMPETENCIES AND THE
RELATIONSHIP WITH MOTIVATIONAL
FACTORS AMONG BANK MANAGERS IN
MELAKA AND NEGERI SEMBILAN FOR THE
YEAR 2001- A PRELIMINARY STUDY**

BY

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Ybhg. Prof.,

LAPORAN AKHIR PENYELIDIKAN BERTAJUK “*PERCEIVED IMPORTANCE AND ATTAINMENT OF MANAGERIAL COMPETENCIES AND THE RELATIONSHIP WITH MOTIVATIONAL FACTORS AMONG BANK MANAGERS IN MELAKA AND NEGERI SEMBILAN FOR THE YEAR 2001—A PRELIMINARY STUDY*”

Merujuk kepada perkara di atas, bersama-sama ini disertakan 3 (tiga) naskah laporan akhir penyelidikan bertajuk *Perceived Importance and Attainment of Managerial Competencies and the Relationship with Motivational Factors Among Bank Managers in Melaka and Negeri Sembilan for the year 2001—A Preliminary Study* untuk makluman pihak tuan/puan.

Sekian, terima kasih.

Yang benar

Dr. Hj. Arshad Hashim
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Tarikh: 15hb Disember 2003

Prof. Madya Dr. Hj. Arshad Hashim
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MELAKA.

Prof Madya Dr.,

TAJUK PROJEK:

Perceived Importance and Attainment of Managerial Competencies and the Relationship with Motivational factors Among Bank managers in Melaka and Negeri Sembilan for the year 2001

Dengan hormatnya perkara tersebut di atas dirujuk.

Sukacita dimaklumkan bahawa Mesyuarat Jawatankuasa Penyelidikan dan Perundingan UiTM Cawangan Melaka Bil. 5/2003 pada 31hb Oktober 2003 telah membuat keputusan:

- I. Bersetuju meluluskan cadangan penyelidikan yang dikemukakan oleh Tuan dan Puan Aminah Mohd Abas, Puan Rachel Samuel.
- II. Tempoh projek penyelidikan ini ialah **6 bulan**, iaitu mulai **1hb Januari 2004** hingga **30hb Jun 2004**.
- III. Kos yang diluluskan ialah sebanyak **RM2690.00** sahaja.
- IV. Penggunaan geran yang diluluskan hanya akan diproses setelah perjanjian ditandatangani.
- V. Semua pembelian peralatan yang kosnya melebihi **RM500.00** satu item perlu menggunakan Pesanan Jabatan Universiti Teknologi MARA (LO). Pihak tuan juga dikehendaki mematuhi peraturan penerimaan peralatan.
- VI. Kertaskerja boleh dibentangkan dalam seminar setelah **75% deraf awal laporan akhir** projek dihantar ke Unit Penyelidikan dan Perundingan untuk semakan. Walau bagaimanapun, tuan perlu membuat permohonan kepada UPP.

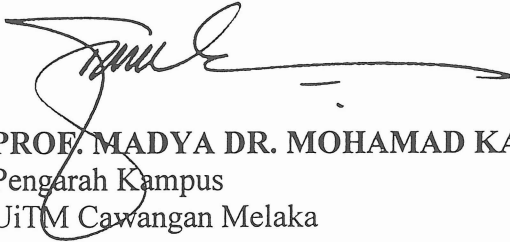
VII. **Laporan akhir** perlu dihantar sebaik sahaja projek penyelidikan disiapkan. Format laporan akhir boleh diperolehi di Unit Penyelidikan dan Perundingan.

Bersama-sama ini disertakan tiga salinan perjanjian untuk ditandatangani oleh pihak tuan. Sila penuhkan perjanjian berkenaan dengan menggunakan pen berdakwa hitam dan kembalikan ke pejabat Unit Penyelidikan dan Perundingan untuk tindakan selanjutnya.

Sekian, terima kasih.

“SELAMAT MENJALANKAN PENYELIDIKAN”

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Abstract

In Malaysia, the banking sector is facing tremendous challenges in the wake of the liberalization of the financial market. Bank management uses gap analysis to assess individuals and decide who should remain with the bank and who should retire through voluntary separation scheme. The question is whether in reality, do bank managers have the required competencies that they themselves perceive as important or is there a gap between what they perceive as important and what they actually attained? This study therefore is designed to investigate if there is a gap and to explore the areas where wide gaps exist. The data for this study is sourced from personal interviews carried out among the randomly selected 116 bank managers and assistant bank managers (97% response rate) in the state of Melaka and Negeri Sembilan in 2001. Questions consisting of 106 items were first tested for reliability (alpha of 98%) and analyzed. The test of significant variation between the 10 managerial competencies (communication skill, leadership, managing jobs, problem analysis, application of appropriate solution, public relations, coaching, counseling subordinates, gathering data, and customer handling) as perceived importance and attained by the respondents were all significantly different at $P < 0.00$. The attributes with the widest gap are customer handling, followed by gathering data/information and problem solving skills. The attributes with the smallest gap are communication skill, leadership and coaching. It was also found that the existence of a gap between two (perceived importance and attainment for all competencies) is significantly related with perceived attainment of managerial competencies, the demographic constructs and the 10 job-related motivational factors.