

**KOMITMEN TERHADAP ORGANISASI DI KALANGAN
GURU-GURU SEKOLAH MENENGAH
DAERAH BANDARBAHARU, KEDAH**

**Tesis ini diserahkan kepada Sekolah Siswazah sebagai
memenuhi sebahagian daripada keperluan
Ijazah Sarjana Sains (Pengurusan)
Universiti Utara Malaysia**

Oleh

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extrinsic satisfaction) and organizational commitment, b) there was significant relationship between pay satisfaction (salary benefit) and organizational commitment, c) there was significant relationship between administrative climate (personality, interaction, and policy) and organizational commitment, d) organizational commitment was not significantly different among the teachers based on gender, age, job tenure, service categories, service and salary movement, and e) job satisfaction and salary satisfaction also showed significant influences on the teachers' organizational commitment. Some suggestions have been offered based on these findings, to enhance organizational commitment among teachers.

KEBENARAN MERUJUK TESIS

Tesis ini dikemukakan sebagai memenuhi sebahagian daripada keperluan pengijazahan program sarjana Universiti Utara Malaysia (UUM). Saya bersetuju membenarkan pihak perpustakaan UUM mempamerkannya sebagai bahan rujukan. Saya juga bersetuju bahawa sebarang bentuk salinan sama ada secara keseluruhan atau sebahagian daripada tesis ini untuk tujuan akademik adalah dibolehkan dengan kebenaran penyelia tesis atau Dekan Sekolah Siswazah. Sebarang bentuk salinan dan cetakan bagi tujuan-tujuan komersial dan membuat keuntungan adalah dilarang sama sekali tanpa kebenaran bertulis daripada penyelidik. Pernyataan rujukan kepada penulis dan UUM perlulah dinyatakan jika sebarang bentuk rujukan dibuat ke atas tesis ini.

Kebenaran untuk menyalin atau menggunakan tesis ini sama ada keseluruhan atau sebahagian daripadanya hendaklah dipohon melalui:

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ABSTRAK

Kajian ini diadakan bagi mengenalpasti faktor-faktor yang mempengaruhi komitmen terhadap organisasi di kalangan guru-guru sekolah menengah di daerah Bandar Baharu, Kedah. Objektif ini ialah untuk mengenalpasti a) hubungan di antara kepuasan kerja dengan komitmen terhadap organisasi, b) hubungan di antara kepuasan gaji dengan komitmen terhadap organisasi, c) hubungan di antara iklim pentadbiran dengan komitmen terhadap organisasi, d) perbezaan komitmen di kalangan guru-guru berdasarkan ciri-ciri demografi dan e) pengaruh pembolehubah kajian terhadap komitmen.

Seramai 128 orang guru dari empat buah sekolah menengah telah menyertai kajian ini. Mereka mewakili dua kategori perkhidmatan iaitu guru-guru siswazah dan guru-guru bukan siswazah. Set soal selidik mengandungi 57 item berskala lima *Likert* telah digunakan bagi mengukur maklumbalas responden. Sebanyak lima hipotesis utama dengan 12 hipotesis khusus telah dibentuk bagi kajian ini. Kaedah-kaedah statistik *Korelasi Pearson*, *Ujian-t*, *Analisis Varian Sehala (ANOVA)* dan *Regresi Berganda* telah digunakan bagi mengkaji hipotesis-hipotesis ini.

Hasil kajian ini menunjukkan a) terdapat hubungan yang signifikan di antara kepuasan kerja (kepuasan intrinsik

dan ekstrinsik) dengan komitmen terhadap organisasi, b) terdapat hubungan yang signifikan di antara kepuasan gaji (faedah gaji), dengan komitmen terhadap organisasi c) terdapat hubungan yang signifikan di antara iklim pentadbiran (personaliti, interaksi dan polisi dengan komitmen terhadap organisasi, d) tidak terdapat perbezaan komitmen yang signifikan berdasarkan ciri-ciri demografi (jantina, umur, tempoh berkhidmat, kategori perkhidmatan dan pergerakan gaji dan e) kepuasan kerja dan kepuasan gaji menunjukkan pengaruh yang signifikan ke atas komitmen terhadap organisasi. Berdasarkan kepada dapatan ini, cadangan-cadangan telah dikehendaki bagi meningkatkan lagi komitmen para guru kepada organisasi mereka.

ABSTRACT

The purpose of this study is to examine the factors related to organizational commitment among secondary school teachers in Bandar Baharu district of Kedah. The objectives of this study were to investigate a) the relationship between job satisfaction and organizational commitment, b) the relationship between pay satisfaction and organizational commitment, c) the relationship between administrative climate and organizational commitment, d) the differences of organizational commitment among the teachers based on their demographic factors, and e) the influence of independent variables on organizational commitment. 128 teachers from four secondary schools participated in this study. They represented two service categories, namely graduate teachers and nongraduate teachers. A set of questionnaire containing 57 items using five-points Likert-type scale was applied to measure the teachers' responses. Five main hypotheses and 12 specific hypotheses were constructed for this study. Statistical tools such as using *Pearson Correlation t-Test, Analysis Of Variance and Multiple Regression* were used to test these hypotheses.

The results revealed that a) there was significant relationship between job satisfaction (intrinsic and

extrinsic satisfaction) and organizational commitment, b) there was significant relationship between **pay** satisfaction (salary benefit) and organizational commitment, c) there was significant relationship between administrative **climate** (personality, interaction, and policy) and organizational commitment , d) organizational commitment was not significantly different among the teachers based on gender, age, job tenure, service categories, service and salary movement , and e) job satisfaction and salary satisfaction also showed significant influences on the teachers' organizational commitment. Some suggestions have been offered based on these findings, to enhance organizational commitment among teachers.

PENGHARGAAN

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Untuk Ibu/Ayahku dan Ibu/Ayah Mertuaku Yang
Sudah Kembali Ke Rahmahtullah

Penghargaan istimewa untuk yang disayangi
Isteriku Norida binti Ahmad
yang telah banyak bersabar
serta kepada anak-anakku

Mohamad Subhi
Nur At iqah
Mohamad Fida'iy
Mohamad Naufal
Nur Nadhihah

yang begitu setia mengharungi bersama

ABAH

KANDUNGAN

	Muka Surat
KEBENARAN MERUJUK TESIS	i
ABSTRAK (BAHASA MALAYSIA)	ii
ABSTRACT (BAHASA INGGERIS)	iv
PENGHARGAAN	vi
KANDUNGAN	viii
SENARAI JADUAL	xi
SENARAI RAJAH	xii

BAB SATU PENGENALAN

1.1	Pendahuluan	1
1.2	Komitmen Sebagai Satu Proses	5
1.3	Teoritikal Komitmen	6
	Teori Pelaburan	7
	Teori Pertukaran	8
1.4	Penyataan Masalah	10
1.5	Objektif Kajian	17
1.6	Kepentingan Kajian	19
1.7	Batasan Kajian	20
1.8	Perancangan Tesis	21

BAB DUA ULASAN **KARYA**

2.1	Pendahuluan	22
2.2	Komitmen Terhadap Organisasi	22
2.3	Komitmen Terhadap Organisasi Pendidikan	24
2.4	Kajian Empirikal Ke Atas Pembolehubah Yang Ditetapkan	28
	Hubungan Di Antara Kepuasan Kerja Dengan Komitmen	28
	Hubungan Di Antara Kepuasan Gaji Dengan Komitmen	31
	Hubungan Di Antara Iklim Pentadbiran Dengan Komitmen	32
	Perbezaan Hubungan Di Antara Faktor Demografi Dengan Komitmen	36
2.5	Kesimpulan	41

BAB TIGA **METODOLOGI KAJIAN**

3.1	Pendahuluan	43
3.2	Populasi Kajian	43
3.3	Sampel Kajian	44
3.4	Tatacara Pengumpulan Data	46
3.5	Soal Selidik Kajian	47
	Bahagian A : Maklumat Demografi	47
	Bahagian B : Kepuasan Kerja	47
	Bahagian C : Kepuasan Gaji	49
	Bahagian D : Iklim Pentadbiran	50
	Bahagian E : Komitmen Terhadap Organisasi	50
3.6	Kerangka Konseptual Kajian	51
3.7	Definisi Operasi	53
3.8	Hipotesis Kajian	55
3.9	Kajian Rintis	57
3.10	Tatacara Analisis Data	60
	Statistik Diskriptif	60
	Statistik Inferensi	60
3.11	Kesimpulan	62

BAB **EMPAT** DAPATAN KAJIAN

4.1	Pendahuluan	63
4.2	Latarbelakang Responden	63
	Latarbelakang Responden Berdasarkan Jantina	64
	Latarbelakang Responden Berdasarkan Umur	64
	Latarbelakang Responden Berdasarkan Tempoh Berkhidmat	65
	Latarbelakang Responden Berdasarkan Kategori Perkhidmatan	66
	Latarbelakang Responden Berdasarkan Pergerakan Gaji	66
4.3	Analisis Ujian Kebolehpercayaan	67
4.4	Skor Pembolehubah Kajian	68
	Skor Pembolehubah Bersandar	70
	Skor Pembolehubah Tidak Bersandar	71
4.5	Ujian Hipotesis	73
	Hipotesis Satu	73
	Hipotesis Dua	75
	Hipotesis Tiga	76
	Hipotesis Empat	78
	Hipotesis Lima	83
4.6	Kesimpulan	94

BAB LIMA PERBINCANGAN DAN KESIMPULAN

5.1	Pendahuluan	97
5.2	Perbincangan	97
	Hubungan Di Antara Kepuasan Kerja Dengan	
	Komitmen Terhadap Organisasi	97
	Hubungan Di Antara Kepuasan Gaji Dengan	
	Komitmen Terhadap Organisasi	102
	Hubungan Di Antara Iklim Pentadbiran Dengan	
	Komitmen Terhadap Organisasi	104
	Perbezaan Komitmen Terhadap Organisasi	
	Di Kalangan Pekerja Berdasarkan Faktor	
	Demografi	106
	Mengenalpasti Pembolehubah Bebas Yang Paling	
	Berpengaruh Ke Atas Komitmen	111
5.3	Implikasi Kajian	114
	Implikasi Untuk Teori Dan Penyelidikan Masa	
	Hadapan	115
	Implikasi Ke Atas Praktis	117
5.4	Masalah Penyelidikan	118
5.5	Kesimpulan	120

BAHAN RUJUKAN 121

LAMPIRAN

Lampiran 1	: Surat-surat Sokongan Kajian	130
Lampiran 2	: Soal Selidik Kajian	132
Lampiran 3	: Keputusan Analisis SPSS	140
Lampiran 4	: Keputusan Ujian Diagnostik	149
	Multicollinearity	

B I ODATA 151

SENARAI JADUAL

JADUAL

Muka **Surat**

1.1	Proses Pertukaran Di Antara Pekerja Dengan Organisasi	9
3.1	Jumlah Guru-guru Sekolah Menengah Daerah Bandar Baharu	44
3.2	Taburan Populasi Dan Pemilihan Sampe 1	45
3.3	Nilai Pemarkahan Pengukuran Data	49
3.4	Keputusan Ujian Kebolehpercayaan	58
4.1	Latarbelakang Responden Berdasarkan Jantina	64
4.2	Latarbelakang Responden Berdasarkan Umur	65
4.3	Latarbelakang Responden Berdasarkan Tempoh Berkhidmat	65
4.4	Latarbelakang Responden Berdasarkan Kategori Perkhidmatan	66
4.5	Latarbelakang Responden Berdasarkan Pergerakan Gaji	65 67
4.6	Keputusan Ujian Kebolehpercayaan Instrumen Kajian	68
4.7	Keputusan Ujian Kekekapan Dan Taburan Min Pembolehubah	69
4.8	Min dan Sisihan Piawai Pembolehubah Kajian	70
4.9	Keputusan Ujian Korelasi Di Antara Pemboleh-ubah Kepuasan Kerja Dan Komitmen	73
4.10	Keputusan Ujian Korelasi Di Antara Pemboleh-ubah Kepuasan Gaji Dan Komitmen	75
4.11	Keputusan Ujian Korelasi Di Antara Pemboleh-ubah Iklim Pentadbiran Dan Komitmen	76
4.12	Keputusan Ujian-t Bagi Perbezaan Komitmen Berdasarkan Jantina	79
4.13	Keputusan Ujian Analisis Varians Sehala (ANOVA) Bagi Perbezaan Komitmen Berdasarkan Umur	80
4.14	Keputusan Ujian Analisis Varians Sehala (ANOVA) Bagi Perbezaan Komitmen Berdasarkan Tempoh Berkhidmat	81
4.15	Keputusan Ujian-t Bagi Perbezaan Komitmen Berdasarkan Kategori Perkhidmatan	82
4.16	Keputusan Ujian Analisis Varians Sehala (ANOVA) Bagi Perbezaan Komitmen Berdasarkan Pergerakan Gaji	82
4.17	Keputusan Ujian Regresi Berganda Bagi Pembolehubah Komitmen	88
4.18	Keputusan Ujian Regresi Berganda 'Stepwise' Bagi Pembolehubah 'Peramal' Komitmen	89
4.19	Keputusan Ujian Regresi Berganda 'Stepwise' Bagi Pembolehubah 'Peramal' Komitmen	90
4.20	Ringkasan Keseluruhan Ujian Hipotesis	94

SENARAI RAJAH

RAJAH

Muka **Surat**

3.1 Kerangka Konseptual Yang Menunjukkan Hubungan Di Antara Pembolehubah Bebas Dan Bersandar

52

BAB SATU

PENGENALAN

1.1 PENDAHULUAN

Komitmen pekerja adalah merupakan sebahagian komponen utama dan terpenting dalam menentukan keberkesanan pengurusan sesebuah organisasi. Ia memainkan peranan yang besar terhadap individu dan organisasi serta menjadi dasar kepada **hayat** organisasi. Komitmen terhadap organisasi merupakan suatu kekuatan untuk mengenali seseorang individu dalam pekerjaannya (Griffin dan **Bateman**, 1986), nilai dan kepercayaan yang tinggi (Yusoff Hj. Hanifah, 1981), penglibatan kerja dan kesetiaan yang sepenuhnya terhadap organisasi **yang** diwakilinya (Smith dan Hoy, 1992).

Kebiasaannya, memahami komitmen terhadap organisasi adalah **cukup** penting **bagi** seseorang **pengurus** dalam pengurusan sumber manusia. Komitmen **yang** dikongsi bersama untuk mencapai objektif **asas** adalah merupakan sebagai usaha untuk mencapai kecemerlangan (Jones et. al., 1969). Bagi seseorang **guru**, komitmen kepada organisasinya merupakan elemen yang **cukup** penting dalam

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