

**KAJIAN KES DI SYARIKAT PHILIP MORRIS MALAYSIA (PMI)
BERKAITAN AMALAN PENGURUSAN SUMBER MANUSIA
DENGAN KOMITMEN ORGANISASI**

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**Tesis ini Diserahkan kepada
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untuk Memenuhi Keperluan bagi Ijazah Sarjan**



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AMALAN PENGURUSAN SUMBER MANUSIA DENGAN KOMITMEN ORGANISASI**

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KEBENARAN MERUJUK

Tesis ini dikemukakan sebagai memenuhi keperluan pengurniaan Ijazah Sarjana daripada Universiti Utara Malaysia (UUM). Saya dengan ini bersetuju membenarkan pihak perpustakaan Universiti Utara Malaysia mempamerkannya sebagai bahan rujukan umum. Saya juga bersetuju bahawa sebarang bentuk salinan sama ada secara keseluruhan atau sebahagian daripada tesis ini untuk tujuan akademik perlulah mendapat kebenaran daripada Penyelia Tesis atau Dekan Othman Yeop Abdullah Graduate School of Business terlebih dahulu. Sebarang bentuk salinan dan cetakan bagi tujuan komersial adalah dilarang sama sekali tanpa kebenaran bertulis daripada penyelidik. Pernyataan rujukan kepada penyelidik dan Universiti Utara Malaysia perlulah dinyatakan jika rujukan terhadap tesis ini dilakukan.

Kebenaran untuk menyalin atau menggunakan tesis ini sama ada secara sebahagian atau sepenuhnya hendaklah dipohon melalui:

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ABSTRAK

Pekerja merupakan aset yang amat bernilai dan penting kepada setiap organisasi. Oleh itu amalan pengurusan kepada pekerja penting kerana ia akan meningkatkan perasaan yang positif kepada organisasi. Kajian ini menyelidik hubungan antara amalan pengurusan sumber manusia (PSM) dan komitmen organisasi dalam kalangan pekerja di syarikat Philip Morris International (PMI) Malaysia. Amalan PSM termasuk latihan dan pembangunan, penilaian prestasi, gaji dan faedah, perekrutan dan pemilihan, dan penglibatan pekerja. Satu kerangka kajian dibina dan sebanyak dua hipotesis utama serta sepuluh hipotesis spesifik dikemukakan untuk diuji. Pekerja di syarikat PMI Malaysia merupakan responden dalam kajian ini. Sebanyak 180 soal selidik telah dihantar kepada responden. Namun begitu sebanyak 110 soal selidik dikutip daripada syarikat PMI Malaysia dan digunakan dalam analisis statistik. Data yang diperolehi menggunakan soal selidik berstruktur yang diadaptasikan dari kajian-kajian yang lepas dan diproses, diurus serta dianalisis menggunakan program komputer yang dikenali sebagai SPSS versi 21.0. Hasil ujian korelasi menunjukkan terdapatnya hubungan positif yang signifikan antara amalan PSM dengan komitmen organisasi. Manakala ujian regresi yang dijalankan bagi mengkaji amalan PSM yang paling mempengaruhi komitmen organisasi pula menunjukkan penilaian prestasi merupakan faktor yang paling mempengaruhi komitmen organisasi di PMI Malaysia. Di akhir laporan cadangan-cadangan yang berkaitan telah diberikan bagi meningkatkan tahap komitmen organisasi dalam kalangan pekerja, terutamanya pekerja di Syarikat PMI Malaysia. Kesimpulannya, hasil kajian ini dapat menyumbang dalam peningkatan pengetahuan dan kefahaman tentang hubungan antara amalan PSM dengan komitmen organisasi, dan dengan itu membolehkan pihak pengamal memperoleh pengetahuan yang lebih mendalam berhubung dengan impak amalan PSM terhadap prestasi organisasi.

Kata Kunci: Pengurusan Sumber Manusia, Komitmen Organisasi

ABSTRACT

Employee is a valuable asset and vital to any organization. Therefore a management practice to employees is important as it will enhance positive feelings to the organization. This study investigated the relationship between human resource management practices (HRM) and organizational commitment among employees in the company Philip Morris International (PMI) Malaysia. HRM practices, including training and development, performance evaluation, salary and benefits, recruitment and selection, and employee participation. A conceptual framework and built by two main hypotheses and ten specific hypothesis submitted for testing. Employees at PMI Malaysia are respondents in this study. A total of 180 questionnaires were sent to respondents. But only 110 questionnaires was collected from PMI Malaysia and used in statistical analysis. Data collected using a structured questionnaire adapted from previous studies and processed, managed and analysed using a computer program called SPSS version 21.0. The correlation analysis showed that there was a significant positive relationship between HRM practices and organizational commitment. While regression testing conducted to study the practice of HRM most influential organization with a commitment shows the performance appraisal is the most influential factor in organizational commitment at PMI Malaysia. The recommendations have been given to increase the level of organizational commitment among employees, especially at PMI Malaysia. In conclusion, the results of this study can contribute in increasing knowledge and understanding of the relationship between HRM practices and organizational commitment, and thus allows the practitioner to obtain a deeper knowledge on the impact of HRM practices on organizational performance.

Keyword: Human Resource Management, Organization Commitment.

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SENARAI SINGKATAN

Singkatan

Penerangan

KMO

Kaiser-Meyer-Olkin

PSM

Pengurusan Sumber Manusia

SPSS

Statistical Package for Social Sciences

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Bab 1

Pengenalan

1.1 Pengenalan

Komitmen organisasi merupakan satu bidang yang berkait rapat dengan kajian berkaitan gelagat organisasi. Hal ini kerana terdapat banyak kajian yang menemui hubungan yang wujud antara komitmen organisasi dan sikap serta tingkah laku di tempat kerja (Koch & Steers, 1978; Angle & Perry, 1981).

Menurut Cohen (1999), komitmen organisasi mempunyai kepentingan ke atas sesebuah organisasi kerana sekiranya pekerja mempunyai tahap komitmen organisasi yang tinggi dan diuruskan dengan baik maka pelbagai faedah bakal diperolehi oleh sesebuah organisasi. Sebagai contoh dapat meningkatkan prestasi, mengurangkan lantik henti, meningkatkan keberkesanan sesebuah organisasi dan ketidakhadiran di tempat kerja dapat dikurangkan.

Menurut Robbins dan Judge (2013), komitmen merupakan satu keadaan bila mana seseorang individu akan memihak kepada organisasi yang dianggotainya bagi mengekalkan dan mempertahankan kedudukannya dalam organisasi berkenaan. Oleh itu, komitmen organisasi yang tinggi akan dapat meningkatkan tahap kesetiaan kepada organisasi yang dianggotainya serta menunjukkan prestasi yang baik agar terus bertahan dalam organisasi yang dianggotainya.

Selain itu, konsep komitmen organisasi, juga ditakrifkan sebagai "pautan psikologi antara pekerja dan organisasi yang menjadikan pekerja kurang berkemungkinan secara sukarela untuk meninggalkan organisasi "(Allen & Meyer, 1997). Oleh yang demikian, definisi tersebut jelas memberi gambaran bahawa komitmen organisasi merupakan sesuatu faktor yang penting dan boleh mempengaruhi kadar lantik henti di sesebuah organisasi (Koch & Steers, 1978;

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