

**FAKTOR-FAKTOR YANG MEMPENGARUHI SIKAP
KAKITANGAN TERHADAP PERUBAHAN
ORGANISASI:
SATU KAJIAN KE ATAS POLIS DIRAJA MALAYSIA**

OLEH:

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Disertasi dikemukakan kepada Kolej Perniagaan, Universiti Utara Malaysia sebagai
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KEBENARAN MENGGUNA

Dalam membentangkan disertasi ini bagi memenuhi sebahagian syarat untuk mendapatkan ijazah Doktor Pentadbiran Perniagaan (DBA) daripada Universiti Utara Malaysia, saya bersetuju bahawa Perpustakaan Universiti diberi kebebasan membenarkan sesiapa saja untuk memeriksanya. Saya juga bersetuju bahawa penyelia saya atau jika ketiadaan beliau, Dekan Penyelidikan dan Pasca Siswazah diberikan kebenaran untuk membuat salinan disertasi ini dalam sebarang bentuk, sama ada secara sepenuhnya atau sebahagian daripadanya bagi tujuan kesarjanaan. Sebarang penyalinan atau penerbitan atau kegunaan disertasi ini sama ada secara sepenuhnya atau sebahagiannya bagi tujuan keuntungan kewangan, tidak dibenarkan kecuali setelah mendapat kebenaran bertulis. Selain itu pengiktirafan harus diberikan kepada saya dan Universiti Utara Malaysia atas kegunaan kesarjanaan terhadap sebarang petikan daripada disertasi saya ini.

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ABSTRAK

Kajian ini bertujuan ialah untuk mengenalpasti faktor-faktor yang mempengaruhi sikap pegawai Polis Diraja Malaysia (PDRM) terhadap perubahan organisasi. Kajian ini secara empirikal berusaha untuk mencari suatu jawapan yang lebih tepat dan konkrit mengenai hubungan di antara enam pembolehubah bebas iaitu kepantasan penerimaan, kesediaan perubahan organisasi, komitmen dalam organisasi, kepercayaan kepada pengurusan, komunikasi dalam organisasi dan latihan dalam organisasi yang mempengaruhi sikap pegawai terhadap perubahan organisasi di dalam PDRM.

Kajian-kajian terdahulu banyak menumpukan kepada aspek makro ke arah perubahan organisasi dan hanya segelintir pengkaji yang menumpukan aspek mikro iaitu sikap individu yang dapat menjayakan program ke arah perubahan organisasi. Kepentingan faktor kemanusiaan dalam program perubahan telah pun terbukti, dan ini kerana perubahan organisasi adalah mengubah sikap individu dan tingkahlaku berikutan perubahan objektif.

Dalam usaha untuk mengetahui signifikannya perhubungan-perhubungan tersebut, kajian ini telah menggunakan pendekatan kajian empirikal dengan menjalankan kajian soal selidik terhadap sikap pegawai polis di Malaysia.

Penyelidikan secara empirik telah dilakukan dengan menggunakan kaedah kajian tinjauan melalui pos dan maklumat daripada 412 responden yang terdiri dari pegawai PDRM telah diperolehi. Keputusan dari kajian ini mendapati terdapat lima pembolehubah iaitu kepantasan penerimaan, kesediaan untuk perubahan, kepercayaan kepada pengurusan, komunikasi dalam organisasi dan latihan dalam organisasi adalah secara signifikan mempengaruhi sikap pegawai terhadap perubahan organisasi. Implikasi kajian ini mendapati yang faktor latihan dan komunikasi dalam organisasi adalah satu usaha untuk menghalang sikap negatif pegawai manakala implikasi teoritikal telah menyumbang kepada penyelidikan empirik tentang perhubungan di antara faktor-faktor yang mempengaruhi sikap pegawai terhadap perubahan organisasi. Dengan itu penyelidikan ini telah menyokong penuh terhadap faktor-faktor pembolehubah mikro yang signifikan positif terhadap sikap pegawai PDRM terhadap perubahan organisasi.

Cadangan bagi kajian akan datang adalah dengan menggunakan pendekatan makro-mikro dan mengaplikasikan lapan faktor-faktor pembolehubah bebas dan menggunakan faktor penyederhana (mediator) iaitu kepuasan kerja yang akan menghasilkan kepuasan kerja individu ditempat kerja seterusnya dapat membawa kepada perubahan organisasi.

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BAB 1

PENGENALAN

1.0. Latar Belakang

Perubahan adalah sukar di dalam sesetengah organisasi seperti jabatan polis disebabkan struktur birokratik dan penugasan semulajadi polis (Carter, 1995) dan juga disebabkan persekitaran kerja (Zhao, 1996). Tambahan pula kajian empirikal telah membuktikan yang perubahan jarang berlaku terhadap organisasi yang bersaiz besar (Delacroix & Swaminathan, 1991; Halliday, Powell & Granfors, 1993). Menurut Allen (1997) pegawai dan anggota polis pada lazimnya akan menjauhkan diri mereka daripada masyarakat dan membina budaya dan nilai mereka sendiri, dan demikian budaya kepolisan akan menjuruskan mereka kepada ‘status quo’ dan menolak ke arah perubahan organisasi (Ortiz & Peterson, 1994; Rabin, 2001; Scheingold, 1991).

Memahami perubahan organisasi dan proses perkembangannya dari perspektif makro telah menjadi subjek penyelidikan ahli psikologi sejak beberapa tahun lepas (Cunningham, 2006). Para penyelidik dalam bidang berkenaan menumpukan kepada organisasi dan pembolehubah peringkat sistem seperti penstrukturran semula (Hill & Collins, 1999), pengecilan organisasi (Freeman, 1999), pengurusan kualiti menyeluruh (Claver, Gasco, Llopis & Gonzalez, 2001) atau perubahan dalam budaya korporat (Bedingham, 2004). Perubahan adalah penerimaan sebagai satu-satunya pemalar dan jelas ianya wujud, berlaku di mana-mana dan sepanjang masa (French & Bell, 1995).

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