

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND
ORGANIZATIONAL COMMITMENT – A STUDY OF EMPLOYEES IN
PERBADANAN KEMAJUAN NEGERI KEDAH**

by

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**A thesis submitted to Graduate School of Business in partial fulfillment of the
requirements for a Postgraduate Degree from
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Abstrak

Sejak tahun 1965 selepas penubuhannya, PKNK telah melalui proses transformasi yang bermula dengan sebuah bangunan pejabat yang kecil dan terdiri daripada lapan pekerja kepada menjadi sebuah organisasi besar yang mempunyai lebih 140 kakitangan dengan visi untuk menjadi organisasi berpengetahuan cemerlang dalam memacu pembangunan negeri Kedah Darul Aman.

Penyatuan beberapa pekerja telah membawa bersama pelbagai ragam dan persepsi, dan oleh itu pelbagai budaya organisasi digabungkan. Budaya sesebuah organisasi mempunyai kesan ke atas komitmen pekerjanya. Adalah dipercayai bahawa penyatuan antara budaya organisasi dan kakitangan akan meningkatkan komitmen pekerja terhadap organisasi dan menyumbang ke arah penyampaian perkhidmatan yang lebih baik.

Objektif kajian ini adalah untuk mengkaji hubungan antara budaya organisasi dan komitmen organisasi di mana untuk mengenalpasti hubungan antara komunikasi dan komitmen organisasi, hubungan antara latihan dan pembangunan dan komitmen organisasi, hubungan antara ganjaran dan pengiktirafan dan komitmen organisasi dan mengkaji hubungan antara kerja berpasukan serta komitmen organisasi.

Sebanyak 100 soal selidik telah diedarkan secara terus kepada 100 kakitangan di PKNK Kedah dan hanya 88 soal selidik telah dikembalikan untuk dianalisis. Data telah

dianalisis dengan menggunakan analisis statistik deskriptif dan inferensi untuk mentafsir data.

Hasil penyelidikan menunjukkan terdapat komitmen yang sedia ada di kalangan responden. Nilai signifikan bagi setiap elemen dalam pembolehubah bebas bagi item komunikasi, ganjaran dan pengiktirafan, latihan dan pembangunan dan kerja berpasukan boleh dipercayai yang nilai kebolehpercayaan bagi pembolehubah tak bersandar adalah Komunikasi 0,851, Latihan dan Pembangunan: 0,703, Ganjaran dan Pengiktirafan: 0,581 dan Kerja Berpasukan ; 0,694. Hasil dapat disimpulkan bahawa budaya organisasi mempunyai kesan ketara ke atas komitmen organisasi pekerja di PKNK dan dengan itu boleh menjaskan penyampaian perkhidmatan dalam sektor awam di negeri Kedah.

Abstract

Since the year 1965 after its establishment, PKNK has undergone a transformation process which began with a small office building and comprises a total of eight employees to large organizations with over 140 employees with a vision to be an excellent knowledge of the organization in driving the development of state of Kedah Darul Aman.

The amalgamation of a number of employees have bring together an array of people and perceptions , and therefore a myriad of organizational cultures are combined. The organizational culture of an organization has an effect on the organizational commitment of its employee's. A fit between the organizational culture and the employees will increase the organizational commitment of those employees and contribute towards improved service delivery.

The objective of this study are; to examine relationship between organizational culture and organizational commitment in which to examine relationship between communication and organizational commitment, to examine relationship between training and development and organizational commitment, to examine relationship between reward and recognition and organizational commitment and to examine relationship between teamwork and organizational commitment.

A total of 100 questionnaires were distributed to 100 of staff at PKNK Kedah by hand and only 88 questionnaires were returned for analysis. Data were analyzed using both descriptive and inferential statistical analysis to interpret data.

Research findings revealed there was a commitment existing among the respondents. Significant values for each element in independent variable which the items of communication, reward and recognition, training and development and teamwork were reliable which the reliability value for independent variables are Communication; 0.851, Training and Development: 0.703, Reward and Recognition: 0.581 and Teamwork; 0.694. It can be concluded that organizational culture has a significant effect on the organizational commitment of employees in PKNK and therefore can affect the service delivery within the public sector in Kedah.

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CHAPTER ONE

1.1 Introduction

PKNK objective is to produce knowledgeable member of the Corporation and have the best work culture through the application of Islamic values and first class human capital. Armed with vision to be a developmental excellent knowledge of Kedah Darul Aman, PKNK aims to realize the mission of state government to achieve 'Peace Kedah'. However, to achieve the goal, the commitment of staff is necessary. This is because the secret of organizational excellence is due to the leaders and employees who have high commitment to the organization (Ahmad Sarji, 1991). All members in PKNK should move on the right track as a prerequisite for the success of the excellent work culture which consists of commitment, quality conscious, willing to accept change and no limitation of time to excel. Commitment from all levels to enhance organizational excellence is something that should be claimed. According to former Prime Minister of Malaysia. Tun Dr. Mahathir Mohammad, Public employees need to think about job satisfaction and contribution to the development of the country and not thinking solely of remuneration. Thus, to achieve efficiency, an organization should develop and practice good organizational culture (Utusan Malaysia. May 5, 2003).

A commitment to the organization or enterprise in the world of work is often a very important issue. Several elements enter the organization's commitment as a condition

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