

**THE INFLUENCE OF CORPORATE CULTURE DIMENSIONS ON
ORGANIZATIONAL COMMITMENT: CASE STUDY OF TWO
GOVERNMENT ORGANIZATIONS IN ALOR SETAR, KEDAH
DARUL AMAN.**

By

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ABSTRAK

Tujuan kajian ini adalah untuk memeriksa pengaruh empat dimensi budaya korporat, iaitu, komunikasi, kerja berpasukan, latihan dan pembangunan, dan ganjaran dan pengiktirafan kepada komitmen pekerja organisasi didalam dua organisasi kerajaan, iaitu, Perbadanan Kemajuan Negeri Kedah (PKNK) dan Majlis Bandaraya Alor Setar (MBAS). Walaupun banyak penyelidikan berkenaan budaya korporat telah dijalankan, sangat sedikit penyelidikan empirikal seperti kajian ini diadakan terutamanya untuk sektor awam di Kedah. 300 set borang soal selidik telah diedarkan kepada kedua-dua organisasi tersebut dan 218 set soal selidik yang lengkap diisi telah dikembalikan. Analisis Regresi telah digunakan untuk menguji hipotesis kajian. Keputusan kajian ini menunjukkan bahawa komunikasi, latihan dan pembangunan, ganjaran dan pengiktirafan mempunyai pengaruh positif terhadap komitmen pekerja. Kajian ini telah memberikan pemahaman yang lebih baik tentang pengaruh budaya korporat kepada komitmen kakitangan di dalam organisasi kerajaan di Kedah.

ABSTRACT

The purpose of this study was to examine the influence of four dimensions of corporate culture, namely, communication, teamwork, training and development, and reward and recognition on employees' organizational commitment within two government organizations, namely, Kedah State Development Corporation (PKNK) and Alor Setar City Council (MBAS) located in Alor Setar, Kedah Darul Aman. Despite extensive research on corporate culture, very little empirical research has examined this area of study, especially for public sectors in Kedah. 300 set of questionnaires was distributed to both organizations and 218 sets of completed questionnaires have returned. Regression analyses were employed to test the research hypotheses. The results of this study revealed that communication, training and development, reward and recognition, had positively influences employees' commitment. This study contributes to a better understanding of the influence of corporate culture on organizational commitment among employees within the government organization in Kedah.

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LIST OF ABBREVIATION

PKNK	Kedah State Development Corporation
MBAS	Alor Setar City Council
SPSS	Statistical Package for Social Studies
MPPB	Masyarakat Perdagangan dan Perindustrian Bumiputera
ICT	Information and Communication Technology
MOF	Ministry of Finance
T&D	Training and Development
R&R	Reward and Recognition

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study intends to examine the influence of four dimensions of corporate culture such as communication, teamwork, training and development and reward and recognition on employee's organizational commitment in two government organizations in Kedah, namely, Kedah State Development Corporation (PKNK) and Alor Setar City Council (MBAS), both located in capital city of Alor Setar.

In this chapter, the background of this research project is firstly presented, followed by clarification of problem statement, an elaboration of the purpose and significance of the study. The main research question is stated, continued by objectives of the research. The chapter further explained on scope and operational definitions of key terms.

1.2 Background of Study

Corporate culture implies management philosophy, which refers to the way of managing an organization in an effort of improving the effectiveness and efficiency of its overall performance (Kotter & Heskett, 1992; Ooi & Arumugam, 2006). In fact, corporate cultures are able to influence the thoughts, feelings, interactions and performance of employees in an organization (Saeed & Hassan, 2000). Therefore, deep understanding of corporate culture is essential to managing an organization in

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