

**IKLIM ORGANISASI DAN KESANNYA KE ATAS
KEPUASAN KERJA**

Kertas Projek **ini** diserahkan kepada Sekolah Siswazah untuk memenuhi keperluan sebahagian daripada pengajian lepasan **Ijazah Sarjana Sains (Pengurusan)**. Universiti Utara Malaysia.

Oleh:

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November 1999

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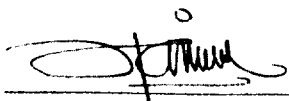
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KEBENARAN MENGGUNA

Kertas Projek Sarjana ini adalah sebagai memenuhi sebahagian daripada pengajian Lulusan Ijazah Universiti Utara Malaysia (UUM). Saya bersetuju supaya pihak perpustakaan UUM mengadakan Kertas Projek ini bagi tujuan rujukan. Saya juga bersetuju kebenaran untuk membuat salinan, keseluruhan atau sebahagian daripadanya bagi tujuan akademik mestilah mendapat kebenaran tersebut boleh diperolehi daripada Sekolah Siswazah. Sebarang penyelidikan, penerbitan atau penggunaan ke atas keseluruhan atau sebahagian daripada Kertas Projek ini untuk perolehan kewangan tidak dibenarkan tanpa kebenaran bertulis daripada saya.

Permohonan untuk kebenaran membuat salinan atau lain-lain kegunaan sama ada keseluruhan atau sebahagiannya boleh dibuat dengan menulis kepada:

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ABSTRAK

Kajian ini cuba mengenalpasti hubungan dan kesan iklim organisasi ke atas kepuasan kerja di kalangan operator kilang di Taman Teknologi Tinggi Kulim (Kulim Hi-Tech), Kedah. Kajian dilakukan ke atas tiga buah kilang Fasa 1 dengan melibatkan sampel seramai 213 operator kilang-kilang berkenaan.

Empat dimensi iklim organisasi dikenalpasti sebagai pembolehubah tidak bersandar iaitu budaya organisasi, struktur organisasi, ciri-ciri individu dan ekologi. Kajian cuba mengenalpasti hubungan dan kesan keempat-empat dimensi ini ke atas pembolehubah bersandar iaitu kepuasan kerja.

Dari ujian korelasi dan regresi, kelima-lima hipotesis nul yang dibentuk berjaya ditolak. Keseluruhannya, dapatan kajian mendapati iklim organisasi mempunyai hubungan positif dengan kepuasan kerja. Kesan dimensi-dimensi tersebut kepada kepuasan kerja amat signifikan dengan faktor ekologi dilihat sebagai paling dominan kesannya ke atas kepuasan kerja. Kemudian diikuti oleh ciri-ciri individu, struktur organisasi dan akhir sekali budaya organisasi.

Kajian turut memberikan beberapa cadangan kajian lanjutan terutamanya dimensi-dimensi yang perlu diberi penekanan bagi meningkatkan lagi keberkesanan iklim organisasi dan hubungannya dengan kepuasan kerja.

ABSTRACT

This study trying to examine the relationship and the effect of organizational climate toward job satisfaction among operators in a factory at Kulim High Technology Park (Kulim Hi-Tech), Kedah. The study was done in three factory at Fase One with 213 sample has take part.

Four organizational climate dimensions was examined as independent variable, that is organizational culture, organizational structure, individual characteristic and ecology. The study trying to examined the relationship and the effect all this four dimensions toward the dependent variable, job satisfaction.

Through correlation and regression analysis, all the five null hypotheses was rejected. Overall, the finding of this study found that organizational climate has a positive relationship with job satisfaction. The effect all the four dimensions was found significant, with the ecology factor was the dominant factor toward job satisfaction. Then followed by the individual characteristic, organizational structure and finally organizational culture.

This study also gives few suggestions for future studies especially on the dimensions that to be stressed in term to upgrade the effectiveness of the organizational climate and its relationship with the job satisfaction.

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Specially dedicated to my beloved wife, Mariah bt. Ramli and daughter Nurul Fateeha.

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Love,

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BAB 1

PENDAHULUAN

1.1 Pengenalan

Pekerja adalah aset yang amat berharga bagi sesebuah organisasi. Apabila aset ini merasakan wujud masalah dan ketidakselesaian dengan persekitaran organisasi, ini akan memberi kesan kepada kualiti, prestasi dan tahap produktiviti. Natiujahnya pula ini dapat menyumbang kepada ketidakpuasan kerja di kalangan pekerja. Ini bermakna tahap kepuasan kerja berada dalam tahap paling minima. McClelland (1986) menekankan kesan produktiviti dan prestasi boleh wujud dalam organisasi apabila pekerja mula menilai diri mereka, jenis pekerjaan yang mereka lakukan serta suasana persekitaran pekerjaan mereka.

Lanjutan dari itu, menurut Atchinson (1999) kepuasan pekerja harus menjadi keutamaan kemudian diikuti matlamat kejayaan organisasi. Kini organisasi memperuntukkan sumber kewangan dan masa yang lebih untuk menyediakan pelbagai insentif dan motivasi untuk memastikan kepuasan kerja di kalangan pekerja. Ini juga sebagai langkah mengurangkan pusinganti pekerja, meningkatkan produktiviti, kepuasan pelanggan dan seterusnya menjamin kejayaan sesebuah organisasi.

Gomez-Mejia et. al (1998) pula berpendapat tiga cabaran utama perlu ditangani oleh pengurusan organisasi khususnya berkaitan pengurusan sumber manusia dalam menuju alaf baru. Cabaran pertama berfokus kepada cabaran persekitaran umpamanya kepelbagaian tenaga kerja, kepesatan dan inovasi teknologi, evolusi kerja dan era globalisasi. Cabaran kedua wujud dari dalam

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