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**AMALAN PENGURUSAN SUMBER MANUSIA DAN PRESTASI
PERUSAHAAN KECIL SEDERHANA: PERANAN IKLIM
ORGANISASI SEBAGAI PENYEDERHANA**



**DOKTOR FALSAFAH
UNIVERSITI UTARA MALAYSIA
2019**

**AMALAN PENGURUSAN SUMBER MANUSIA DAN PRESTASI
PERUSAHAAN KECIL SEDERHANA: PERANAN IKLIM
ORGANISASI SEBAGAI PENYEDERHANA**

Oleh:



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School of Business Management,
Universiti Utara Malaysia
untuk Memenuhi Keperluan bagi Ijazah Doktor Falsafah**



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Tandatangan

KEBENARAN MERUJUK

Tesis ini dikemukakan sebagai memenuhi keperluan pengurniaan Ijazah Doktor Falsafah 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:



ABSTRAK

Prestasi perusahaan kecil dan sederhana (PKS) di Malaysia masih belum mencapai tahap potensi yang sepenuhnya. PKS perlu memberikan tumpuan kepada faktor yang boleh meningkatkan prestasi mereka. Justeru, kajian ini bertujuan untuk menyelidik hubungan antara amalan pengurusan sumber manusia atau PSM (pengambilan pekerja, penilaian prestasi, latihan dan pembangunan, ganjaran, pemberian kuasa) dan prestasi organisasi. Kajian ini juga menyelidik peranan iklim organisasi sebagai pemboleh ubah penyederhanaan terhadap hubungan antara amalan PSM dan prestasi organisasi. Teori berdasarkan sumber telah diintegrasikan untuk menerangkan kemungkinan hubungan antara pemboleh ubah dalam model kajian. Satu kerangka kajian telah dibina dan sebelas hipotesis dikemukakan untuk diuji. Kajian ini menggunakan soal selidik yang diedarkan secara rawak kepada 626 responden dari PKS pembuatan di Malaysia. Daripada 156 borang soal selidik yang dipulangkan, sebanyak 121 didapati boleh digunakan dalam analisis. Data yang berjaya dikumpulkan dianalisis menggunakan perisian SPSS 22.0 dan PLS-SEM. Keputusan statistik menunjukkan bahawa semua amalan PSM, kecuali penilaian prestasi dan pemberian kuasa didapati mempunyai hubungan yang tidak signifikan terhadap prestasi organisasi. Dapatkan kajian selanjutnya menunjukkan bahawa kesan penyederhanaan iklim organisasi terhadap hubungan antara amalan PSM dan prestasi organisasi tidak mendapat sokongan yang empirik. Kesimpulannya, kajian ini menyumbang kepada ulasan karya dalam bidang amalan PSM, iklim organisasi dan prestasi organisasi. Batasan kajian dan cadangan untuk kajian seterusnya turut dikemukakan.

Universiti Utara Malaysia

Kata Kunci: Amalan pengurusan sumber manusia, iklim organisasi, prestasi organisasi, pembuatan, perusahaan kecil dan sederhana.

ABSTRACT

The performance of small and medium enterprises (SMEs) in Malaysia has yet to reach its full potential. SMEs need to focus on factors that can improve their performance. Therefore, this study aimed at examining the relationship between HRM practices (recruitment, performance appraisal, training and development, rewards, and empowerment) and organizational performance. This study also investigated the role of organizational climate as a moderator on the relationship between HRM practices and organizational performance. Resource-based theories were integrated to explain the possible relationship between the variables in the study model. A research framework was developed and eleven hypotheses were presented for testing. This study used questionnaires which were distributed randomly to 626 respondents from SME manufacturers in Malaysia. Of the 156 questionnaires returned, 121 were found to have been completed and were used in the analysis. The data collected were analyzed using SPSS 22.0 and PLS-SEM. The statistical results showed that all HRM practices, except performance evaluations and empowerment, have insignificant relationships with organizational performance. Further findings suggest that the moderating effect of organizational climate on the relationship between PSM practice and organizational performance does not have empirical support. In conclusion, this study contributes to the enrichment of the literature on HRM practices, organizational climate and organizational performance. The limitations of the study and suggestions for future study are also included.

Keywords: Human resource management practices, organizational climate, organizational performance, manufacturers, small medium enterprise.

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SENARAI SINGKATAN

| | |
|----------|--|
| AVE | <i>Average Variance Extracted</i> |
| CR | <i>Composite Reliability</i> |
| FMM | <i>Federation of Malaysian Manufactures</i> |
| IO | Iklim Organisasi |
| KDNK | Keluaran Dalam Negara Kasar |
| MPPK | Majlis Pembangunan PKS Kebangsaan |
| PIA | <i>Product Indicator Approach</i> |
| PKS | Perusahaan Kecil dan Sederhana |
| PLS | <i>Partial Least Squares</i> |
| PO | Prestasi Organisasi |
| PSM | Pengurusan Sumber Manusia |
| RBV | <i>Resource-based View</i> |
| RMK10 | Rancangan Malaysia Ke 10 |
| RMK11 | Rancangan Malaysia Ke 11 |
| SEM | <i>Structural Equation Modelling</i> |
| SmartPLS | <i>SmartPLS Statistical Package</i> |
| SPSS | <i>Statistical Package for Social Sciences</i> |
| UUM | Universiti Utara Malaysia |
| VIF | <i>Variance Inflation Factor</i> |

BAB 1

PENGENALAN

1.1 Latar Belakang Kajian

Perubahan dalam suasana perniagaan global dan tekanan globalisasi berterusan yang berlaku ekoran krisis ekonomi dan kewangan telah memberi cabaran baharu kepada sektor-sektor perniagaan. Berikutan kemajuan dramatik yang berlaku dalam dunia perniagaan hari ini, sesebuah organisasi perlu mengambil langkah yang lebih proaktif supaya dapat bergerak seiring dengan kemajuan semasa dan mampu bersaing di pasaran yang semakin mencabar. Prestasi organisasi perlu diberi perhatian yang serius memandangkan kejayaan organisasi bergantung kepada prestasi yang cemerlang.

Kejayaan dan kemajuan sesebuah organisasi bergantung kepada perubahan dalam mengintegrasikan amalan pengurusan sumber manusia (Rajan & Madhavan, 2012), di mana organisasi tersebut berupaya mempunyai tenaga kerja yang berprestasi baik dan efektif (Permarupan, Saufi, Raja Kasim, & Balakrishnan, 2013), serta dapat mengekalkan pekerjanya (Rajan & Madhavan, 2012). Bahkan, walaupun terdapat kemajuan terhadap teknologi semakin canggih, aktiviti yang terlibat dalam organisasi masih bergantung kepada penglibatan tenaga kerja (Permarupan et al., 2013) yang menghubungkan kemahiran dan kepakaran sesuatu bidang.

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LAMPIRAN

LAMPIRAN A: SURAT IRINGAN



UNIVERSITI UTARA MALAYSIA
06010 Sintok, Kedah

Pengurus Sumber Manusia

Tuan/Puan,

Saya merupakan calon Doktor Falsafah di Universiti Utara Malaysia dalam bidang Pengurusan Sumber Manusia. Pada masa ini, saya sedang menjalankan kajian bertajuk '**Kesan penyederhanaan iklim organisasi terhadap hubungan antara amalan Pengurusan Sumber Manusia (PSM) dan prestasi organisasi**'. Objektif utama kajian ini ialah untuk mengkaji hubungan antara amalan PSM, iklim organisasi dan prestasi organisasi sektor pembuatan dalam industri Perusahaan Kecil Dan Sederhana (PKS) di Malaysia.

Kerjasama tuan amat diperlukan untuk membantu menjawab soalan dalam kajian ini. Maklumat yang tuan berikan **adalah SULIT dan bertujuan untuk penyelidikan akademik sahaja**. Penyertaan tuan dalam menjawab soal-selidik ini adalah amat bermakna dan penting bagi menjayakan kajian ini.

Saya amat berbesar hati kiranya tuan dapat kembalikan soal-selidik secepat mungkin. Terima kasih atas kerjasama tuan. Jika terdapat sebarang pertanyaan, saya boleh dihubungi di talian 012-4070177.

Terima kasih.

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LAMPIRAN B : SOAL SELIDIK

SOALAN KAJIAN

BAHAGIAN A: MAKLUMAT RESPONDEN (RESPONDENT'S PROFILE)

Arahan: Bulatkan jawapan anda (Instruction: Please circle your answer)

1. Sila nyatakan jawatan anda sekarang? (*What is your current position*)

- i) Pengurus
- ii) Pengurus Sumber Manusia
- iii) Lain-lain (nyatakan): _____

2. Sila nyatakan tahap pendidikan anda? (*What is your education level*)

- i) SPM/SPMV
- ii) STPM
- iii) Diploma
- iv) Ijazah
- v) Lain-lain (nyatakan): _____

3. Sila nyatakan umur anda (*Please state your age*)

- i) 21- 30
- ii) 31-40
- iii) 41-50
- iv) 50 tahun ke atas

4. Jantina: (*Gender*)

- i) Lelaki
- ii) Perempuan

5. Berapa lama berkhidmat di organisasi ini: _____ tahun

Number of years with this organization

6. Berapa lama memegang jawatan sekarang: _____ tahun

Number of years at current position

BAHAGIAN B : PROFIL ORGANISASI

SECTION B : ORGANIZATIONAL PROFILE

1. Pada tahun berapakah organisasi anda ditubuhkan/*In what year was your organization established:* _____

2. Bilangan pekerja dalam tahun semasa (Bulatkan pilihan)/*Number of employees in the current year (Circle one)*

- i. 5-50
- ii. 51-100
- iii. 101-150
- iv. 151-200

3. Jenis pemilikan perniagaan (Bulatkan pilihan)/*Type of ownership (Circle one):*
- i. Organisasi tempatan-Bumiputera/*Local company-Bumiputera*
 - ii. Organisasi tempatan-Non-Bumi/*Local company-Non-Bumi*
 - iii. Organisasi bersama tempatan-luar negara/*Joint local-foreign company*
4. Sila pilih bidang industri pembuatan yang mewakili organisasi anda (Bulatkan pilihan)/*Please select the manufacturing industry which most closely represents your organization (Circle one)*
- i. Makanan, minuman & tembakau / *Food, beverages & tobacco*
 - ii. Tekstil & Pakaian / *Textiles & Wearing apparel*
 - iii. Produk kulit & barang berkaitan / *Leather & related products*
 - iv. Produk kayu , kertas & barang berkaitan / *Wood, paper & related products*
 - v. Kenderaan bermotor, kelengkapan pengangkutan & komponen berkaitan / *Automotive, component parts & transport equipment*
 - vi. Kelengkapan elektrik & komputer/ *Electrical & computer equipment*
 - vii. Produk getah dan plastik / *Rubber & plastics products*
 - viii. Produk kimia /*Chemical products*
 - ix. Produk besi, keluli & logam / *Iron, steel & metal products*
 - x. Percetakan dan penerbitan semula media rakaman / *Printing and reproduction of recorded media*
 - xi. Pembuatan kok & produk petroleum berlapis / *Coke and refined petroleum products*
 - xii. Produk farmaseutikal / *Pharmaceutical, medical equipment, cosmetics, toiletries & household*
 - xiii. Jentera & pemasangan mesin & kelengkapan / *Repair & installation of machinery & equipment*
 - xiv. Pembuatan lain / *Other manufacturing*

BAHAGIAN C: AMALAN PENGURUSAN SUMBER MANUSIA

SECTION C : HUMAN RESOURCE MANAGEMENT PRACTICES

Bahagian ini adalah berkenaan amalan sumber manusia yang dilaksanakan di organisasi anda. **Sila bulatkan jawapan** yang berkenaan berdasarkan skala penilaian yang disediakan

The statement in this section are related to the extent of HR practices implemented in your organization. Please circle the relevant answer based on the rating scale provided.

1 =Sangat tidak setuju 2 = Tidak setuju 3 = Berkecuali 4=Setuju 5 = Sangat setuju

1=Strongly disagree 2= Disagree 3= Neither agree nor disagree 4= Agree

5= Strongly agree

Pengambilan Pekerja (*Selective Hiring*)

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | Khidmat panel pemilihan diperlukan semasa proses pemilihan dijalankan/ <i>Selective panel service are used in the hiring process</i> | 1 | 2 | 3 | 4 | 5 |
| 2 | Organisasi ini menjalankan pra-pengambilan pekerja seperti ujian kelayakan bertulis/ <i>Pre-recruitment are used in this organization such as written examination</i> | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---|--|---|---|---|---|---|
| 3 | Pemilihan pekerja dibuat berdasarkan kesesuaian calon mengikut sistem dan nilai (budaya) organisasi/ <i>We select personnel that fits our business practices and culture</i> | 1 | 2 | 3 | 4 | 5 |
| 4 | Proses pemilihan dijalankan mengikut keperluan jawatan/ <i>Hiring process is based on job requirement</i> | 1 | 2 | 3 | 4 | 5 |
| 5 | Pekerja dipilih berdasarkan kemahiran yang khusus/ <i>This organisation hires people based on specialised skills</i> | 1 | 2 | 3 | 4 | 5 |
| 6 | Pekerja dipilih berdasarkan pemikiran yang kreatif/ <i>This organization hires people based on creative thinking skills</i> | 1 | 2 | 3 | 4 | 5 |

Penilaian Prestasi (*Performance Appraisal*)

| | | | | | | |
|----|---|---|---|---|---|---|
| 7 | Prestasi pekerja dinilai berdasarkan keputusan objektif dan boleh diukur/ <i>Performance of the employees is measured on the basis of objective quantifiable results.</i> | 1 | 2 | 3 | 4 | 5 |
| 8 | Sistem penilaian prestasi adalah berorientasikan pertumbuhan dan pembangunan organisasi / <i>Appraisal system in our organization is growth and development oriented.</i> | 1 | 2 | 3 | 4 | 5 |
| 9 | Pekerja diberikan maklum balas berkaitan prestasi/ <i>Employees are given feedback on their performance.</i> | 1 | 2 | 3 | 4 | 5 |
| 10 | Pekerja mempunyai keyakinan terhadap sistem penilaian prestasi/ <i>Employees have faith in the performance appraisal system.</i> | 1 | 2 | 3 | 4 | 5 |
| 11 | Sistem penilaian mempunyai pengaruh yang kuat terhadap tingkah laku individu / <i>Appraisal system has a strong influence on individual.</i> | 1 | 2 | 3 | 4 | 5 |
| 12 | Maklum balas daripada penilaian prestasi digunakan bagi merancang latihan untuk pekerja / <i>The appraisal data is used to plan training program.</i> | 1 | 2 | 3 | 4 | 5 |
| 13 | Maklum balas daripada penilaian prestasi digunakan bagi merancang pemberian ganjaran kepada pekerja/ <i>The feedback from appraisal data is used as a basis for giving rewards.</i> | 1 | 2 | 3 | 4 | 5 |
| 14 | Objektif penilaian prestasi yang dijalankan adalah jelas kepada semua pekerja/ <i>The objectives of the appraisal system are clear to all employees.</i> | 1 | 2 | 3 | 4 | 5 |

Latihan dan pembangunan (*Training & Development*)

| | | | | | | |
|----|---|---|---|---|---|---|
| 15 | Program latihan yang meluas (latihan semasa dan diluar kerja) disediakan untuk pekerja organisasi ini / <i>Extensive training programs (on and off-the-job training) are provided for employees in this organization.</i> | 1 | 2 | 3 | 4 | 5 |
| 16 | Pekerja perlu mengikuti program latihan setiap tahun/ <i>Employees have to attend training programs every year</i> | 1 | 2 | 3 | 4 | 5 |
| 17 | Terdapat program latihan formal yang dijalankan khusus | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|----|---|---|---|---|---|---|
| | untuk pekerja baru/ <i>Formal training programs are conducted for new recruitments.</i> | | | | | |
| 18 | Latihan yang diberikan adalah mengikut bidang tugas pekerja/ <i>Training is offered based on employees scope of job.</i> | 1 | 2 | 3 | 4 | 5 |
| 19 | Program latihan formal yang disediakan kepada pekerja dapat meningkatkan peluang kenaikan pangkat dalam organisasi / <i>Formal training programs are offered to employees can increase chances for promotion in this organization</i> | 1 | 2 | 3 | 4 | 5 |

Ganjaran (*Compensation*)

| | | | | | | |
|----|--|---|---|---|---|---|
| 20 | Gaji dan faedah yang disediakan adalah setanding dengan organisasi lain/ <i>Salary and other benefits offered are comparable to the market.</i> | 1 | 2 | 3 | 4 | 5 |
| 21 | Struktur gaji yang diberi adalah berdasarkan kemahiran pekerja/ <i>Pay structure given are based on employees skills.</i> | 1 | 2 | 3 | 4 | 5 |
| 22 | Ganjaran bagi semua pekerja adalah berkaitan prestasi kerja/ <i>The compensation for all employees is directly linked to employees performance.</i> | 1 | 2 | 3 | 4 | 5 |
| 23 | Bonus diberi mengikut prestasi pekerja yang baik/ <i>Bonus is given as a reward for good performance.</i> | 1 | 2 | 3 | 4 | 5 |
| 24 | Prestasi kerja adalah faktor penting dalam menentukan ganjaran insentif pekerja/ <i>Job performance is an important factor in determining the incentive compensation of employees.</i> | 1 | 2 | 3 | 4 | 5 |

Pemberian Kuasa (*Empowerment*)

| | | | | | | |
|----|--|---|---|---|---|---|
| 25 | Pekerja melibatkan diri dalam penyelesaian masalah dalam organisasi / <i>Employees are given the opportunities to engage in problem solving arising in the organization.</i> | 1 | 2 | 3 | 4 | 5 |
| 26 | Pihak atasan memberi kepercayaan kepada pekerja bawahan untuk menguruskan tugas mereka sendiri/ <i>The employers has delegated their powers to the employees to manage their own team.</i> | 1 | 2 | 3 | 4 | 5 |
| 27 | Pekerja melibatkan diri dalam aktiviti organisasi yang produktif/ <i>Employees have the opportunities to engage in productive activities in the organization.</i> | 1 | 2 | 3 | 4 | 5 |
| 28 | Pekerja dibenarkan mengikut budi bicara dalam menjalankan tugas / <i>Employees are permitted to use their discretion during performing their task.</i> | 1 | 2 | 3 | 4 | 5 |
| 29 | Pekerja boleh melibatkan diri dalam pelbagai isu yang berlaku dalam organisasi/ <i>Employees have the opportunities to provide inputs on a wide range of issues.</i> | 1 | 2 | 3 | 4 | 5 |
| 30 | Wujudnya suasana kerjasama yang baik dalam organisasi / | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|--|---|--|--|--|--|
| | <i>The existence of good cooperation in the organization.</i> | | | | |
|--|---|--|--|--|--|

BAHAGIAN D: IKLIM ORGANISASI
SECTION D : ORGANIZATIONAL CLIMATE

1=Sangat tidak setuju 2= Tidak setuju 3= Berkecuali 4= Setuju
5=Sangat setuju

1=*Strongly disagree* 2=*Disagree* 3=*Neither agree nor disagree*
4=*Agree* 5=*Strongly agree*

Struktur (Structure)

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | Dalam organisasi ini, kerja dinyatakan dengan jelas/ <i>Job scope are clearly defined in this organization.</i> | 1 | 2 | 3 | 4 | 5 |
| 2 | Dalam organisasi ini, masih tidak jelas siapa yang mempunyai kuasa rasmi untuk membuat keputusan/ <i>In this organization it is not clearly define who has the formal authority to make a decision.</i> | 1 | 2 | 3 | 4 | 5 |
| 3 | Polisi organisasi telah diterangkan dengan jelas. <i>/Organizational policy is clearly stated.</i> | 1 | 2 | 3 | 4 | 5 |
| 4 | Terlalu banyak peraturan menyebabkan idea baru sukar diberikan pertimbangan. / <i>Too much red-tape make it difficult for new ideas to receive consideration.</i> | 1 | 2 | 3 | 4 | 5 |
| 5 | Produktiviti organisasi boleh terjejas kerana tiada perancangan rapi / <i>Productivity in this organization could be impaired due to poor planning</i> | 1 | 2 | 3 | 4 | 5 |

Hubungan Mesra (Warmth)(Hospitality)

| | | | | | | |
|---|--|---|---|---|---|---|
| 6 | Kemesraan wujud dalam hubungan sesama warga kerja dalam organisasi ini./ <i>A friendly atmosphere prevails among the employees in this organization.</i> | 1 | 2 | 3 | 4 | 5 |
| 7 | Persekutuan kerja dalam organisasi adalah selesa / <i>This organization is characterized as an easy-going working climate.</i> | 1 | 2 | 3 | 4 | 5 |
| 8 | Pihak pengurusan mempunyai hubungan yang mesra dengan pekerja / <i>There is good rapport between employer and employee.</i> | 1 | 2 | 3 | 4 | 5 |

Sokongan (Support)

| | | | | | | |
|----|--|---|---|---|---|---|
| 9 | Pihak pengurusan berbincang dengan pekerja berkenaan kerjaya pekerja / <i>Management makes an effort to communicate with the employees about their career aspirations.</i> | 1 | 2 | 3 | 4 | 5 |
| 10 | Warga kerja dalam organisasi ini tidak begitu mempercayai antara satu sama lain / <i>Employees in this organization do not really trust each other.</i> | 1 | 2 | 3 | 4 | 5 |
| 11 | Pihak pengurusan atau rakan sekerja boleh membantu menyelesaikan masalah pekerja apabila diperlukan/ <i>When an employee faces a problem, they can usually count on</i> | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|--|--|--|--|--|--|
| | <i>getting assistance from employers and co-workers.</i> | | | | |
|--|--|--|--|--|--|

Identiti (Identity)

| | | | | | | |
|----|---|---|---|---|---|---|
| 12 | Warga kerja organisasi ini berasa bangga kerana menjadi sebahagian daripada organisasi / <i>Employees are proud to be part of this organization.</i> | 1 | 2 | 3 | 4 | 5 |
| 13 | Sepanjang pemerhatian saya, warga kerja tidak begitu setia terhadap organisasi / <i>From my observation, there is not so much loyalty in this organization.</i> | 1 | 2 | 3 | 4 | 5 |

BAHAGIAN E: PRESTASI ORGANISASI

SECTION E : ORGANIZATIONAL PERFORMANCE

Berbanding dengan syarikat lain, sila tandakan tahap prestasi syarikat anda untuk 5 tahun yang lepas menggunakan tahap skala di bawah. (**Bulatkan pilihan anda**)

Compared to other companies, please rate your company's performance position for the past 5 years base on the following scale. (Please circle the appropriate number).

1=Sangat Tidak Memuaskan 2=Tidak Memuaskan 3=Memuaskan 4=Baik

5= Sangat Baik

1=Very Unsatisfactory 2=Not Satisfactory 3= Satisfactory 4= Good

5= Very Good

| | | | | | |
|--|---|---|---|---|---|
| 1. Kualiti produk <i>Quality of products</i> | 1 | 2 | 3 | 4 | 5 |
| 2. Pembangunan produk baru <i>Development of new products</i> | 1 | 2 | 3 | 4 | 5 |
| 3. Keupayaan menarik pekerja yang bersesuaian <i>Ability to attract essential employees</i> | 1 | 2 | 3 | 4 | 5 |
| 4. Keupayaan mengekalkan pekerja yang baik <i>Ability to retain good employees</i> | 1 | 2 | 3 | 4 | 5 |
| 5. Tahap kepuasan pekerja <i>The level of employees satisfaction</i> | 1 | 2 | 3 | 4 | 5 |
| 6. Tahap hubungan antara pengurusan dan pekerja <i>Relations between management and other employees</i> | 1 | 2 | 3 | 4 | 5 |
| 7. Tahap hubungan antara pekerja secara umum <i>Relations among employees in general</i> | 1 | 2 | 3 | 4 | 5 |
| 8. Pemasaran produk <i>Marketing of products</i> | 1 | 2 | 3 | 4 | 5 |
| 9. Peningkatan jualan <i>Growth in sales</i> | 1 | 2 | 3 | 4 | 5 |
| 10. Keuntungan <i>Profitability</i> | 1 | 2 | 3 | 4 | 5 |

BAHAGIAN F: KOMEN
SECTION F : COMMENTS

Penyelidik mengalu-alukan sebarang cadangan yang dapat memberi manfaat kepada kajian ini. (*The researcher would welcome any suggestion which might benefit to this study*).

Thank you

ALL INFORMATION WILL BE KEPT CONFIDENTIAL



LAMPIRAN C : SURAT DARIPADA UNIVERSITI



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"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1

30 January 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Azura binti Abdul Rahman (Matric No: 95604)** is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing her Doctor of Philosophy (PhD). She is conducting a research entitled "**Kesan penyederhanaan iklim organisasi terhadap hubungan antara amalan pengurusan sumber manusia (PSM) dengan prestasi PKS dalam sektor pembuatan di Malaysia.**" under the supervision of Assoc. Prof. Dr. Kamal B Ab Hamid.

In this regard, we hope that you could kindly provide assistance and cooperation for her to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you,

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully

ROZITA BINTI RAMLI
Assistant Registrar
For Dean
Othman Yeop Abdullah Graduate School of Business

C.C - Supervisor
- Student's File (95604)

Universiti Pengurusan Terkemuka
The Eminent Management University



LAMPIRAN D: ANALISIS MODEL KAJIAN

Analisis Model Pengukuran

1. Pekali Cronbach

| | Cronbach's Alpha |
|-------------------------|------------------|
| Ganjaran | 0.829 |
| Iklim Organisasi | 0.782 |
| Latihan dan Pembangunan | 0.814 |
| Pemberian Kuasa | 0.707 |
| Pengambilan Pekerja | 0.767 |
| Penilaian Prestasi | 0.873 |
| Prestasi Organisasi | 0.936 |

2. Composite Reliability

| | CR |
|-------------------------|-------|
| Ganjaran | 0.880 |
| Iklim Organisasi | 0.835 |
| Latihan dan Pembangunan | 0.866 |
| Pemberian Kuasa | 0.801 |
| Pengambilan Pekerja | 0.840 |
| Penilaian Prestasi | 0.897 |
| Prestasi Organisasi | 0.946 |

3. Average Variance Extracted (AVE)

| | Average Variance Extracted (AVE) |
|-------------------------|----------------------------------|
| Ganjaran | 0.595 |
| Iklim Organisasi | 0.350 |
| Latihan dan Pembangunan | 0.566 |
| Pemberian Kuasa | 0.403 |
| Pengambilan Pekerja | 0.473 |
| Penilaian Prestasi | 0.523 |
| Prestasi Organisasi | 0.637 |

Analisis Model Struktural

1. Discriminant Validity

Fornell Larcker

| | Ganjaran | Iklim Organisasi | Latihan dan Pembangunan | Pemberian Kuasa | Pengambilan Pekerja | Penilaian Prestasi | Prestasi Organisasi |
|-------------------------|----------|------------------|-------------------------|-----------------|---------------------|--------------------|---------------------|
| Ganjaran | 0.771 | | | | | | |
| Iklim Organisasi | 0.550 | 0.749 | | | | | |
| Latihan dan Pembangunan | 0.471 | 0.440 | 0.752 | | | | |
| Pemberian Kuasa | 0.492 | 0.464 | 0.459 | 0.736 | | | |
| Pengambilan Pekerja | 0.396 | 0.350 | 0.638 | 0.342 | 0.744 | | |
| Penilaian Prestasi | 0.463 | 0.509 | 0.466 | 0.449 | 0.693 | 0.723 | |
| Prestasi Organisasi | 0.458 | 0.480 | 0.269 | 0.462 | 0.237 | 0.420 | 0.798 |

Analisis Model Struktural

2. Pengujian Pekali Lintasan (*Path Coefficient*)

| | Beta | Sample Mean (M) | SD | T Statistics (O/STDEV) | P Values |
|--|--------|-----------------|-------|--------------------------|----------|
| Ganjaran -> Prestasi Organisasi | 0.144 | 0.097 | 0.115 | 1.255 | 0.105 |
| IO*Ganj -> Prestasi Organisasi | -0.018 | 0.049 | 0.267 | 0.068 | 0.473 |
| IO*LDP -> Prestasi Organisasi | 0.079 | 0.065 | 0.212 | 0.374 | 0.354 |
| IO*PK -> Prestasi Organisasi | 0.155 | 0.090 | 0.296 | 0.522 | 0.301 |
| IO*PPK -> Prestasi Organisasi | -0.190 | -0.039 | 0.294 | 0.645 | 0.260 |
| IO*PPR -> Prestasi Organisasi | 0.560 | 0.368 | 0.590 | 0.950 | 0.171 |
| Iklim Organisasi -> Prestasi Organisasi | 0.218 | 0.221 | 0.110 | 1.973 | 0.025 |
| Latihan dan Pembangunan -> Prestasi Organisasi | -0.085 | -0.051 | 0.114 | 0.749 | 0.227 |
| Pemberian Kuasa -> Prestasi Organisasi | 0.222 | 0.202 | 0.092 | 2.401 | 0.008 |
| Pengambilan Pekerja -> Prestasi Organisasi | -0.064 | -0.070 | 0.118 | 0.541 | 0.294 |
| Penilaian Prestasi -> Prestasi Organisasi | 0.192 | 0.207 | 0.103 | 1.868 | 0.031 |

LAMPIRAN E JADUAL NOMBOR RAWAK

Research Randomizer Results: 1 Set of 626 Yes Numbers Per Set

Range: From 1 to 1729 -- Yes least to greatest

Set 1

| | | | | | | | | | | | | | | | |
|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|------|------|------|------|
| 1 | 128 | 231 | 344 | 472 | 585 | 697 | 805 | 891 | 1012 | 1123 | 1231 | 1338 | 1435 | 1546 | 1660 |
| 7 | 130 | 232 | 346 | 473 | 587 | 702 | 807 | 896 | 1018 | 1125 | 1232 | 1340 | 1436 | 1548 | 1664 |
| 10 | 131 | 234 | 359 | 474 | 595 | 703 | 809 | 901 | 1028 | 1136 | 1233 | 1341 | 1438 | 1552 | 1665 |
| 16 | 132 | 236 | 361 | 476 | 597 | 707 | 811 | 902 | 1030 | 1137 | 1236 | 1342 | 1441 | 1553 | 1669 |
| 17 | 134 | 239 | 367 | 478 | 599 | 710 | 812 | 913 | 1031 | 1140 | 1238 | 1345 | 1442 | 1559 | 1671 |
| 19 | 139 | 240 | 370 | 481 | 601 | 712 | 813 | 914 | 1033 | 1141 | 1241 | 1347 | 1444 | 1561 | 1672 |
| 21 | 140 | 242 | 373 | 482 | 603 | 716 | 818 | 918 | 1035 | 1143 | 1242 | 1349 | 1445 | 1564 | 1675 |
| 22 | 141 | 244 | 375 | 484 | 604 | 717 | 821 | 920 | 1037 | 1144 | 1250 | 1352 | 1447 | 1566 | 1678 |
| 24 | 142 | 250 | 382 | 486 | 605 | 718 | 823 | 921 | 1043 | 1146 | 1252 | 1354 | 1451 | 1568 | 1680 |
| 26 | 143 | 252 | 384 | 487 | 612 | 720 | 824 | 924 | 1044 | 1150 | 1257 | 1356 | 1452 | 1580 | 1682 |
| 30 | 144 | 257 | 385 | 494 | 613 | 723 | 825 | 925 | 1051 | 1151 | 1266 | 1358 | 1457 | 1581 | 1686 |
| 34 | 145 | 266 | 387 | 498 | 617 | 724 | 826 | 927 | 1053 | 1154 | 1271 | 1361 | 1463 | 1582 | 1688 |
| 37 | 152 | 273 | 389 | 504 | 619 | 725 | 827 | 929 | 1054 | 1155 | 1272 | 1364 | 1469 | 1583 | 1690 |
| 38 | 153 | 275 | 393 | 505 | 629 | 728 | 829 | 931 | 1056 | 1157 | 1273 | 1365 | 1474 | 1587 | 1693 |
| 42 | 155 | 276 | 395 | 507 | 631 | 734 | 835 | 932 | 1058 | 1161 | 1275 | 1372 | 1477 | 1592 | 1696 |
| 48 | 159 | 277 | 397 | 508 | 633 | 735 | 837 | 933 | 1062 | 1163 | 1279 | 1380 | 1478 | 1594 | 1699 |
| 53 | 161 | 278 | 398 | 509 | 634 | 738 | 841 | 936 | 1064 | 1165 | 1281 | 1382 | 1481 | 1599 | 1700 |
| 55 | 162 | 279 | 400 | 511 | 635 | 739 | 844 | 937 | 1069 | 1171 | 1282 | 1384 | 1484 | 1601 | 1704 |
| 59 | 164 | 282 | 402 | 513 | 641 | 745 | 845 | 938 | 1073 | 1173 | 1283 | 1386 | 1493 | 1606 | 1707 |
| 65 | 166 | 285 | 407 | 519 | 642 | 746 | 847 | 943 | 1074 | 1176 | 1285 | 1387 | 1498 | 1608 | 1708 |
| 67 | 167 | 287 | 408 | 521 | 643 | 749 | 849 | 944 | 1076 | 1177 | 1288 | 1390 | 1502 | 1611 | 1711 |
| 71 | 174 | 298 | 410 | 527 | 647 | 750 | 850 | 946 | 1077 | 1178 | 1293 | 1395 | 1505 | 1612 | 1713 |
| 72 | 175 | 300 | 413 | 529 | 652 | 752 | 852 | 948 | 1078 | 1179 | 1296 | 1396 | 1510 | 1614 | 1716 |
| 73 | 179 | 304 | 414 | 531 | 653 | 753 | 855 | 950 | 1079 | 1182 | 1297 | 1399 | 1511 | 1615 | 1719 |
| 75 | 184 | 307 | 417 | 533 | 654 | 754 | 859 | 952 | 1083 | 1186 | 1298 | 1403 | 1517 | 1617 | 1724 |
| 76 | 189 | 308 | 426 | 536 | 655 | 758 | 860 | 956 | 1088 | 1192 | 1300 | 1408 | 1518 | 1621 | 1727 |
| 78 | 192 | 309 | 428 | 539 | 656 | 759 | 861 | 961 | 1091 | 1193 | 1305 | 1412 | 1522 | 1623 | |
| 84 | 197 | 311 | 429 | 540 | 658 | 764 | 862 | 962 | 1092 | 1194 | 1307 | 1413 | 1526 | 1625 | |
| 87 | 198 | 314 | 430 | 543 | 671 | 765 | 863 | 974 | 1094 | 1200 | 1309 | 1414 | 1528 | 1627 | |
| 88 | 200 | 317 | 434 | 544 | 674 | 769 | 864 | 978 | 1099 | 1201 | 1312 | 1415 | 1530 | 1635 | |
| 94 | 206 | 319 | 441 | 549 | 675 | 772 | 869 | 983 | 1104 | 1204 | 1313 | 1418 | 1532 | 1642 | |
| 95 | 212 | 322 | 446 | 550 | 677 | 775 | 871 | 987 | 1105 | 1205 | 1314 | 1420 | 1534 | 1645 | |
| 96 | 214 | 324 | 447 | 554 | 678 | 777 | 872 | 990 | 1110 | 1207 | 1320 | 1421 | 1535 | 1648 | |
| 102 | 215 | 328 | 450 | 555 | 679 | 791 | 873 | 991 | 1111 | 1209 | 1322 | 1423 | 1536 | 1649 | |
| 112 | 216 | 329 | 452 | 556 | 682 | 793 | 876 | 992 | 1114 | 1211 | 1323 | 1424 | 1537 | 1651 | |
| 114 | 220 | 330 | 456 | 568 | 683 | 798 | 877 | 996 | 1115 | 1216 | 1324 | 1428 | 1539 | 1652 | |
| 118 | 221 | 337 | 457 | 569 | 684 | 799 | 878 | 997 | 1116 | 1218 | 1326 | 1429 | 1542 | 1653 | |
| 122 | 223 | 338 | 458 | 576 | 687 | 800 | 880 | 1001 | 1117 | 1223 | 1328 | 1430 | 1543 | 1655 | |
| 123 | 225 | 339 | 459 | 582 | 691 | 801 | 881 | 1009 | 1118 | 1225 | 1330 | 1431 | 1544 | 1656 | |
| 127 | 229 | 341 | 469 | 584 | 692 | 802 | 886 | 1011 | 1121 | 1229 | 1331 | 1433 | 1545 | 1657 | |