

**HUBUNGAN PERSEPSI LATIHAN DENGAN KEPUASAN KERJA  
DI KALANGAN GURU-GURU KOPERASI SEKOLAH-SEKOLAH  
MENENGAH DI ZON SENTUL, WILAYAH PERSEKUTUAN -  
SATU KAJIAN EMPERIKAL.**

Kerlas Projek diserahkan kepada Sekolah Siswazah bagi  
memenuhi sebahagian syarat untuk  
Sarjana Sains Pengurusan  
Universiti Utara Malaysia

oleh  
Nor Aishah Binti Abdullah

## KEBENARAN MENGGUNA

Kertas Projek ini adalah memenuhi sebahagian daripada keperluan pengajian lepas ijazah Universiti Utara Malaysia (UUM). **Saya** bersetuju supaya pihak perpustakaan UUM menggunakan kertas projek ini untuk tujuan rujukan. **Saya juga** bersetuju bahawa kebenaran untuk membuat salinan, keseluruhan atau sebahagian daripadanya, **bagi** tujuan akademik mestilah mendapat kebenaran daripada penyelia **saya** atau semasa ketiadaan beliau, kebenaran **tersebut** boleh diperolehi daripada Dekan Sekolah Siswazah. Sebarang penyalinan, penerbitan atau penggunaan ke **atas** keseluruhan atau sebahagian daripada tesis ini untuk perolehan kewangan tidak dibenarkan **tanpa** kebenaran bertulis daripada **saya**. Di **samping** itu pengiktirafan kepada **saya** dan UUM seharusnya diberikan dalam sebarang kegunaan bahan-bahan yang terdapat dalam kertas projek ini.

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

Dekan sekolah Siswazah,  
Universiti Utara Malaysia,  
06010 Sintok, Jitra,  
Kedah Darul **Aman**.

## ABSTRAK

Kajian emperikal **ini** mengenai persepsi latihan di kalangan guru-guru koperasi di 11 buah Sekolah Menengah di Zon Sentul, Wilayah Persekutuan. Tujuan kajian **ini ingin** melihat; (i) persepsi latihan mencukupi dengan kepuasan kerja, (ii) persepsi latihan berfaedah dengan kepuasan kerja , (iii) menentukan faktor demografi yang terpilih yang mempunyai hubungan yang signifikan dengan kepuasan kerja, (iv) tahap kepuasan kerja guru-guru koperasi, dan (iv) faktor-faktor penentu kepuasan kerja.

**Soal** selidik yang dibina berasaskan ukuran yang dicipta oleh Koning, 1993 - 6 item latihan mencukupi, 12 item latihan berfaedah oleh Garavan dan Cinneide, 1996 , dan 15 item kepuasan kerja oleh Chalykoff dan **Kochan, 1989**. 7 faktor demografi terpilih diuji. Responden kajian terdiri daripada 53 orang guru koperasi.

Dapatan kajian adalah (i) latihan berfaedah mempunyai hubungan yang **positif** dan signifikan dengan kepuasan kerja, (ii) bilangan waktu mengajar mempunyai hubungan yang negatif dan signifikan dengan kepuasan kerja, dan (iii) terdapat perbezaan tahap kepuasan kerja di kalangan guru-guru koperasi manakala ujian ke **atas** hipotesisi yang lain adalah tidak signifikan dan tidak disokong.

Berdasarkan hasil dapatan kajian **ini**, pengkaji menyarankan kepada pihak pengurusan agar **sama-sama** member-i komitmen yang menyeluruh **tanpa** mengharapkan pengawasan daripada pihak Jabatan Pembangunan Koperasi **semata-mata** dan **cuba** menggunakan kaedah-kaedah di dalam Pengurusan Strategik untuk meningkatkan prestasi kerja yang tinggi.

## ABSTRACT

This **empirical** study was conducted among the co-operative teachers at 11 secondary schools in Sentul Zone, Wilayah Persekutuan. The main aim of this research is to investigate; (i) perception of adequate training and job satisfaction; (ii) perception of beneficial training and job satisfaction, (iii) demographic factors that have significant relationship with job satisfaction, (iv) the level of job satisfaction among the co-operative teachers, and (v) to detect the predictors of job satisfaction.

Questionnaire was constructed based on the measurement suggested by; (I) Koning, 1993, which focused on 6 items on adequate training, (ii) Garavan and Cinneide, 1994, which consists of 12 items on beneficial training, and (iii) 15 items on job satisfaction by Chalykoff and **Kochan**, 1989. Selected demographic factors analysed are age, gender, academic qualification, working experience, teaching periods, performance appraisal and rewards.

Research findings showed that; (i) there is a positive and significant relationship between beneficial training and job satisfaction, (ii) teaching periods a negative and significant relationship with job satisfaction, and (iii) there is a difference in job satisfaction among the co-operative teachers. Other hypotheses testing are not significant and are not supported.

Finally, researcher would like to make recommendations to the administrators which are; (i) to give full commitment to the co-operative activities without depending totally on Jabatan Pembangunan Koperasi, and (ii) it is an advantage to apply Strategic Management techniques to improve the work and the school co-operative performance.

## PENGHARGAAN

Bersyukur ke **hadrat** Allah SWT dengan **izinNya**, kajian ini dapat disempumakan mengikut jadual. Setinggi-tinggi terima kasih kepada **Dr. Nik Kamariah Bt. Nik Mat** selaku penasihat yang telah **banyak** membimbing dan **memberi** tunjuk ajar di dalam proses menyiapkan tesis **ini**. Tidak lupa **juga saya** mengucapkan terima kasih kepada **Dr. Ibrahim Bajunid**, warga IAB dan Kementerian Pendidikan yang **memberi** peluang kepada guru-guru untuk melanjutkan pelajaran di peringkat yang lebih tinggi.

Terima kasih **juga** diucapkan kepada sahabat yang membantu sepanjang penyediaan tesis **ini** dilakukan iaitu **Zalihar Bt Abdul Ghani** dan **Salasiah Maria Bt Talot**.

Setinggi-tinggi penghargaan di **atas** sokongan daripada suami, **Abdul Samad Bin Morseh** dan anak-anak, **Muhammad Uzair**, **Farah Liyana**, **Farah Nasuha** dan **Muhammad Qayyim**.

Akhir sekali tidak dilupai sebesar-besar penghargaan kepada ibu tersayang, **Hajah Maimunah Bt Mat Juki** dan adik-adik, **Roziah Mohd. Ali** dan **Norazlina Mohd. Ali**, yang telah **banyak** berkorban dan **memberi** semangat selama **hayat** di kandung **badan**.

**Nor Aishah Abdullah**

Sekolah Siswazah

Universiti Utara Malaysia.

## **KANDUNGAN**

	Muka Surat
KEBENARAN MENGGUNA	iii
ABSTRAK	iv
ABSTRACT	v
PENGHARGAAN	vi
KANDUNGAN	vii
SENARAI JADUAL	x
SENARAI GAMBARAJAH	xi
<b>BAB SATU : PENGENALAN</b>	
1.1 Latar Belakang	
1.1.1 Latar belakang Pendidikan	1
1.1.2 Latar belakang Koperasi	2
1.1.3 Perkembangan Latihan Untuk Guru-guru Koperasi	4
1.1.4 Kepuasan Kerja Untuk Guru Koperasi	5
1.2 Pernyataan Masalah	6
1.3 Objektif Kajian	
1.3.1 Objektif Am Kajian	7
1.3.2 Objektif Khusus	7
1.4 Kepentingan Kajian	8
1.5 Skop Kajian	9
1.6 Susunan Bab Kajian	9
<b>BAB DUA : ULASAN KARYA</b>	
2.1 Organisasi Koperasi Sekolah	10
2.2 Latihan Koperasi Di Kalangan Guru Koperasi Sekolah	
2.2.1 Latihan Koperasi Mencukupi	12

2.2.2	Latihan Koperasi Berfaedah	13
2.3	Kepuasan Kerja	14
2.4	Latihan Koperasi Mencukupi Membawa Kepuasan Kerja	15
2.5	Latihan Koperasi Berfaedah Membawa Kepuasan Kerja	16
2.6	Faktor Demografi Dan Kepuasan Kerja	18
<b>BAB TIGA : METODOLOGI KAJIAN</b>		
3.1	Kerangka Konseptual Kajian	21
3.2	Pembolehubah Kajian	
	3.2.1 Pembolehubah Bebas	
	3.2.1.1 Latihan koperasi yang mencukupi	23
	3.2.1.2 Latihan koperasi yang berfaedah	24
	3.2.1.3 Demografi	24
	3.2.2 Pembolehubah Bersandar	24
3.3	Hipotesis Kajian	25
3.4	Populasi Dan Saiz Sampel Kajian	26
3.5	Reka Bentuk <b>Soal Selidik</b>	27
3.6	Sumber Data	29
3.7	Kajian Rintis dan Ujian Reliabiliti	29
3.8	Tatacara <b>Analisis Data</b>	
	3.8.1 Statistik Diskriptif	31
	3.8.2 Statistik Inferensi	
	3.8.2.1 <b>Analisis</b> korelasi dan regresi	31
	3.8.2.2 Ujian T dan <b>analisis</b> varian ( <b>Anova</b> )	33
	3.8.2.3 <b>Paras</b> signifikan	34
<b>BAB EMPAT : HASIL KAJIAN</b>		
4.1	Ujian Reliabiliti Kajian	35

4.2	<b>Analisis</b> Profil Responden Kajian	
4.2.1	Jantina Responden	36
4.2.2	Tahap Akademik Responden	36
4.2.3	Penilaian Prestasi	36
4.2.4	Umur	36
4.2.5	Tempoh Perkhidmatan	36
4.2.6	Bilangan Waktu Mengajar	38
4.2.7	Ganjaran	38
4.2.8	Kepuasan Kerja Guru Koperasi	39
4.3	Ujian Hipotesis	
4.3.1	Penemuan <b>Analisis</b> Korelasi Pearson	41
4.3.2	Penemuan <b>Analisis</b> Regresi	43
4.3.3	Penemuan <b>Analisis</b> Ujian T	45
4.3.4	Penemuan <b>Analisis</b> Anova	46
<b>BAB LIMA : PERBINCANGAN DAN KESIMPULAN</b>		
5.1	Perbincangan	
5.1.1	Kepuasan Kerja Di Kalangan Guru-guru Koperasi	48
5.1.2	Pembolehubah Yang Menunjukkan Perbezaan Dan Signifikan Dengan Kepuasan Kerja	<b>49</b>
5.1.3	Pembolehubah Yang Tidak Menunjukkan Perbezaan Dan Signifikan Dengan Kepuasan Kerja	50
5.2	Implikasi Daripada Penemuan Terhadap Pengurusan	53
5.3	Batasan Kajian	55
5.4	Cadangan Untuk Kajian Akan Datang	57
5.5	Kesimpulan	58



<b>BIBLIOGRAFI</b>	60
<b>LAMPIRAN : 1) INSTRUMEN KAJIAN</b>	66
2) SURAT-SURAT KEBENARAN MENJALANKAN KAJIAN	67

## SENARAI JADUAL

	Muka surat
Jadual 1 : Taburan dan Jumlah Responden	27
Jadual2 : Pulangan <b>Soal</b> Selidik	29
Jadual 3 : <b>Analisis</b> Reliabiliti	30
Jadual 4 : Hasil Ujian Reliabiliti Kajian	35
Jadual 5 : Nilai purata, Min., Max., <b>bagi</b> Umur, tempoh Perkhidmatan, Bilangan Waktu mengajar dan Ganjaran	39
<b>Jadual 6</b> : Kekерapan Dan Peratus <b>Bagi</b> Kepuasan Kerja di Kalangan Guru-guru Koperasi	40
Jadua17 : Korelasi Pearson antara Latihan Mencukupi, Latihan Berfaedah, Kepuasan kerja, Umur, Tempoh Perkhidmatan dan Bilangan Waktu mengajar	42
Jadua18 : Model Regresi <b>Stepwise</b>	45
Jadual 9 : Keputusan Ujian T Mengikut Kumpulan Jantina	46
Jadual 10 : Keputusan Ujian <b>Anova</b> Ke <b>Atas</b> Ganjaran, Tahap Pendidikan dan Pergerakan Gaji	47

## **SENARAI GAMBARAJAH**

	Muka surat
Rajah 1 : Kerangka Konseptual	22
Rajah 2 : Profil Umur Responden	37
Rajah 3 : Profil Tahap Akademik Responden	37
Rajah 4 : Profil Penilaian Prestasi Responden	38



**Sekolah Siswazah  
(Graduate School)  
Universiti Utara Malaysia**

**PERAKUAN KERJA KERTAS PROJEK  
(Certification Of Project Paper)**

Saya, yang bertandatangan, memperakukan bahawa  
(I, the undersigned, certify that)

NOR AISHAH BT. ABDULLAH

calon untuk ijazah  
(candidate for the degree of) Sarjana Sains (Pengurusan)

telah mengemukakan kertas projek yang bertajuk  
(has presented his/her project paper of the following title)

**HUBUNGAN PERSEPSI LATIHAN DENGAN KEPUASAN KERJA DI KALANGAN**

**GURU-GURU KOPERASI SEKOLAH-SEKOLAH MENENGAH DI 'ZON SENTUL,**

**WILAYAH PERSEKUTUAN - SATU KAJIAN EMPERIKAL.**

seperti yang tercatat di muka surat tajuk dan kulit kertas projek  
(as it appears on the titlepage and front cover of projectpaper)

bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan, dan meliputi bidang ilmu dengan memuaskan.  
(that the project paper is acceptable in form and content, and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia  
(Name of Supervisor) : Dr. Nik Kamariah bt. Nik Mat

Tandatangan  
(Signature) :

Tarikh  
(Date) :

20 SEPT. 1997

## BAB SATU

### PENGENALAN

#### 1 .1 Latar Belakang

##### ***1.1.1 Latar Belakang Pendidikan***

Perkataan education berasal daripada perkataan Latin ***educare*** yang bermaksud mengasuh, memelihara serta membimbing. Konsep pendidikan secara umum merupakan satu proses mengasuh dan membimbing pelajar agar emosi, mental, fizikal dan rohani mereka dapat berkembang serta membentuk akhlak yang mulia.

Dalam Ee Ah Meng (1996), John Dewey mentakrif pendidikan sebagai satu proses pertumbuhan atau perkembangan untuk menambahkan **lagi** pengetahuan semula jadi.

Pendidikan bukan sahaja mengandungi makna sesuatu yang **kita** lakukan untuk diri **kita** atau sesuatu yang dilakukan oleh orang lain untuk **kita** agar membawa kepada kesempurnaan tabii **kita**, malahan **ia memberi** kefahaman kepada potensi yang terdapat dalam diri **kita**. Pendidikan yang lengkap dan sempurna membolehkan

The contents of  
the thesis is for  
internal user  
only

## Bibliografi

- Ahmad Atory Hussain**(1996). **Pengurusan Sumber Dalam Organisasi Awam Dan Swasta**. Kuala Lumpur : Utusan Publications & Distributors Sdn, Bhd., 342-349.
- Aiuat Hj. Mohd. Nasurdin, Azma Abdul **Hamid** (1992) . **The Relationship Between Organisational Climate And Job Satisfaction : A Study On Branch Managers Of A Service-Oriented Organisation In Malaysia**. Universiti Utara Malaysia, 22.
- Arkin, Anat** (1995). More than just a cosmetic change. **People Management Journal(PMT)**. Vol.1,Iss.8,p.30-31.
- Armstrong, Mary Louise** (1993). **Job Satisfaction And Job Satisfactoriness of Job Training Partnership Act (JTPA) Participants As A Measure of Accountability**. Ph.D Diss., Kansas State University, ABl Infom 1993,152.
- \_\_\_\_\_(1995). Berkursus untuk berehat atau menambah ilmu?. **Utusan Malaysia**. 27 September, 1995. p.25.
- Bolon, Douglas S.** (1995). Health care supervisors and employee relations success : Three c's a day keep the union away. **Health Care Supervisor (HSC)** . Vol.14,Iss.1,p.32-41.
- Bovis, Jenell M** (1996). **The Role Of Instructional Leadership In The Implementation Of Cooperative Learning**. University Of Central Florida, 135.
- Burello, Leonard C. and Tim Arbaugh** (1982). **Reducing the Discrepancy Between the Known and the Unknown in Inservice Education**. Phi Delta Kappan. Vol. 63, No. 6, February, 385-388.
- Byrd, David M** (1981). Do Educational **Consistency** Groups Agree on Topics for Professional Development? **Action in Teacher Education**. Vol. 3, No. 1, 77-79.
- Chapman, David W** (1983),. A Model of the Influences on Teacher Retention. **Journal of Teacher Education**. Vol. 34, No.5, September - October, 43-49.
- Chapman, David W** (1982),. and Malcolm A. Lowther. Teachers' Satisfaction with Teaching. **Journal of Educational Research**. Vol. 75, No. 4, March/April, 241-247.
- Chalykoff, J. & Kochan, T.A.** (1989). Computer-aided monitoring : its influence on employee job satisfaction and turnover. **Personel Psychology**. 42, p. 807-829.

- Chukwu, Samuel C., **Marburg** Consult (1992). **Ekonomi Perusahaan Pemiagaan Koperasi**. Kuala Lumpur : Frederich **Ebert** Stiftung (FES), 32.
- Chilton, Vicky Anne (1996). **Effect Of Variations In Employee Perceptions Of Total Quality Management Implementation Of Intermediate Quality Outcomes In The Health Care Financing Administration**. University of Maryland Baltimore County, 365.
- Clarke, Robert, **et.al. (1985)**, Age as a factor in Teacher Job Satisfaction. **Philosophy: A Quarterly Journal of Human Behavior**. Vol. 22, No. 2, p.19-23.
- Daresh, John C. (1985). **Research Trends In Staff Development and Inservice Education**. Paper presented at the Mid-Western educational Research Association. Chicago IL, October.
- Dawis, Rene V., et. al. (1968). **A Theory of Work Adjustment (A Revision)**. Minnesota Studies in Vocational Rehabilitation (University of Minnesota : xxiii, Buletin 47, April.
- Dillon-Peterson, Betsy, **editor.(1981)**. **Staff Development/Organization Development**. The ASCD 1981 Yearbook Committee, Association for Supervision and Curriculum Development.
- Dingman, H Bruce; Dingman, David R. (1995). Compensation survey : **GMs** make little progress in base pay. Cornell **Hotel & Restaurant Administration Quarterly (CHR)**. Vol. 36, Iss.5, October, p.27-29.
- Dundas, Ken C. (1994). **How Bussiness Works**. Australia : Thomas Nelson.
- Ee Ah Meng. (1996). **Pendidikan Di Malaysia I, falsafah Pendidikan Guru dan Sekolah (Semester I)**. Shah Alam : Penerbit Fajar Bakti Sdn Bhd., p. 45 ▪ 144.
- Erbe, Candace Sue (1997). **Enhancing The Benefits Of Cooperative Education Through Structured Learning Experiences (Career Development)**. University of Arkansas, p. 176.
- Ferguson, E; Cheyne, A. (1995). Organizational change : Main and interactive effects. **Journal of Occupational & Organizational Psychology (JOP)**. Vol.68, Iss.2,p.101-107.
- Fredericks L.J. (1986). **The Cooperative Movement In West Malaysia: Policy, Structure And Instiitutional Growth**. Kuala Lumpur : Department of Publication, University Malaya, p. 1.
- Fullan, M. G. (1982). **The Meaning of Educational Change**. New York : Teachers College Press, xii, p. 326.
- Garavan, Thomas N. and Barra O'Cinneide (1996). Entrepreneurship Education and Training Programmes : A Review and Evaluation - Part 1. **Journal of European Industrial Training**. Vol. 18, No.8, p.5.



- Goel, B.B. (1984). **Co-operative Management And Administration (Organisation And Working Of An Apex Federation)**. New Delhi : Deep & deep Publications, 164-179.
- Ghazali Othman (1979). **An Investigation of the Sources On Job Satisfaction of Malaysian School Teacher**. Ph.D diss., University of California.
- Harber, et. al. (1991), Employee Participation in TQ : The Effect of Job Levels on Participation Job Satisfaction. **International Journal of Quality & Reliability Management**. Vol. 8. Iss: 5, p. 35-54.
- Harris, Ben M. (1989). **Inservice Education for Staff Development**. Massachusetts: Allyn and Bacon Inc., Needham Heights, p. 33.
- Haynes, **Noris** M and Josephine Hill (1985). Teachers' Perception of the Availability and Usefulness of Selected Continuing education Activities. **The Negro Educational Review**. Vol. XXXVI, No. 2, April, , p. 62-65.
- Ima Suwandi (1982). **Koperasi Organisasi Ekonomi Yang Berwatak Sosial**. Jakarta: PT Bhratara Karya Aksara, p. 2-3.
- J.B. Djarot Siwijatmo, (1982). **Koperasi Di Indonesia**. Jakarta : Lembaga Penerbit Fakultas Ekonomi, 27-28.
- Jones, Gary **Allan**( 1995). **The relationships Among Teacher Attitudes Toward Staff Development, Job Satisfaction, And Organisational Morale In An Educational Setting**. Georgia State University, p. 123.
- Kacmar, K **Michele**, et. al. (1997). The effect of individual differences on technological training. **Journal of Mangerial issues (JML)** . Vol.9, Iss.1, p.104-120.
- Keenan**, William Jr. (1994 ). Let Sales People Chart their own course. **Sales Marketing Management**. Vol. 146, Iss: 1, January, 33-34.
- Kinsey, Mary (1995). Go team. **Credit World**. **Vo.83, Iss.5, p.28-31**.
- \_\_\_\_\_ (1993). Koperasi jadi sektor ketiga. **Berita Harian**. 11 Februari, p. 23.
- \_\_\_\_\_ (1992). Koperasi Sekolah Maxwell Palaing Berjaya di Wilayah. **Utusan Malaysia**. 28 Disember, p.6.
- \_\_\_\_\_ (1996). Koperasi sekolah untung **RM9 juta**. **Utusan Malaysia**. 26 November p. 33.
- Koning, J de (1993). **International Journal of Manpower - Evaluating training at the company level**. Vol. 14, No. 2/3, p. 85.
- Lawson, Karen **Eells** (1996). **A Field Of Participant reactions To three Cooperative Learning Designs In A Leadership Development Program**. Temple University, p. 1937.

- Lester, Paula E. (1987). Development and Factor Analysis of the Teacher Job Satisfaction Questionnaire (TJSQ). **Educational and Psychological Measurement**, Vol. 47, No. 1, p. 223-233.
- Locke, E.A. (1976). **The Nature and Causes of Job Satisfaction In M.D. Dunnette (Ed.), Handbook of Industrial and Organizational Psychology**. Chicago : Rand McNally, p. 1297-1 349.
- Lowther, Malcolm A and Larry C. Coppard (1985). Age and the Determinants of Teacher Job Satisfaction. **Gerontologist**. Vol.25 No. 5, p. 520-525.
- Mackey**, Roger William (1996). **Implementing Cooperative Learning (Teachers)**. University Of Virginia, p. 151.
- Macula**, A.T. (1996). **An Assessment of Job Satisfaction of Elementary Public School Teachers in New Jersey and an analysis of its Relationship to Demographic Variables (Public Education)**. Ph.D diss., Seton Hall University, p.429.
- Marx, Mary A. (1995). Keeping your best employees. **Journal of Property Mangement (JPM)**. Vol.60, Iss. 6, p.26-29.
- Melohn, Thomas H. (1995). Build trust with team members. **Executive Excellence (EEX)**. Vol.12, Iss. 6, p.11-12.
- Mohammad Hatta (1987). **Membangun Koperasi dan Koperasi Membangun**. Jakarta : Inti Idayu Press, p. 189.
- Mohd. Majid Konting (1990). **Kaedah Penyelidikan Pendidikan**. Kuala Lumpur : DBP, p. 431-460.
- Morrow, Richard David (1995). **The Perception Of The Federal Aviation Administration Employees Of The Airway Facilities Division On The Personal And Institutional Factors Affecting The Motivation Toward Their Empowerment**. Ph.D diss., Walden University, p. 115.
- Noran** Fauziah Yaakub, **Ahmad** Mahdzan Ayob (1992). **Guru Dan Perguruan**. Kuala Lumpur : DBP, p.14 - 15.
- O'Connor, William James (1996). **Job Satisfaction, Pre-Departure Preparation, And United States Expatriate Managers**. Nova Southeastern University, p. 111.
- Orlich, Donald C. (1989). **Staff Development; Enhancing Human Potential**. (Allyn and Bacon,).
- \_\_\_\_\_ (1995). Pentingnya beri latihan kepada pekerja. **Utusan Malaysia**. 2 Februari, p. 10.

- \_\_\_\_\_(1997). Pool resources. Khalil urges co-operatives. **New Straits Times**. 1 July p. 10.
- Prakash, Daman (1985). A Systematic Approach To Cooperative Member Education. **Report Of The National Workshop On Co-operative training, Policy And Standards**. International Labour Organisation Ministry Of National And Rural Development, p. 82-83.
- Pullins, Ellen Bolman (1996). **The Effects Of Situational And Disposition Motivation On The Initiation Of Cooperative Tactics In Buyer-Seller relationships (Negotiation, Marketing)**. The Ohio State University, p.178.
- \_\_\_\_\_(1985). **Report Of The National Workshop On Co-Operative Training Policy And Standards**. Kuala Lumpur : International Labour Organisation Ministry Of National And Rural Development, p. 20.
- Roff, William R. (1984). **Kerjasama Dan Koperasi Di Semenanjung 1910-1941, Petikan dari Bahan Terbiian Sezaman**. Kuala Lumpur : Universiti Malaya, p. 1-194.
- Rostel, Stephen and Deborah Jean Kladviko (1988). Staff Development and Training. **New Direction for Community Colleges**. Vol. 16, No.2, Summer, p.37-52.
- Rush, Gary and Judy Wood (1982). In-service Education of Teacher Educations : A National Survey. **Action in teacher Education**. Vol. 4, No.2, Fall, p. 72-73.
- Scott, Harry O (1976). Toward a New Model of Continuing Education for Teachers. **Kappa Delta Pi Record**. February, p. 77-79.
- Sekaran, U. (1992). **Research Methods For Business**. 2nd. edition. New York : John Wiley and Sons, Inc.
- Sharifah Puteh Zakaria, (1994). **Faktor Usia dan Hubungannya Dengan Kepuasan Kerja Guru**. Tesis B.A., Universiti Kebangsaan Malaysia.
- Sharon Conley, Ralph Levinson (1993). Teacher Work Redesign and Job Satisfaction. **Educational Administration Quarterly**. Vol. 29, No. 4 November, p. 453 -454.
- Silver, Paula F. and Collin R.J. Moyle (1984). The Impact of Intensive Inservice Programs on Educational Leaders and Their Organizations. **Planning and Changing**. Vol. 15, No. 1, Spring, 18-34.
- Sogunro, Olusegun Agboola. (1997). **Impact evaluation Of A Leadership Training Program**. Canada: University Of Alberta, p. 2789.
- Sparks, Gergea Mohlman (1983). Synthesis of Research on Staff Development for Effective Teaching. **Educational Leadership**. Vol. 41, No. 3, November, p. 65-72.

- Tajul Ariffin Noordin, Nor Aini **Dan** (1992). **Pendidikan Dan Wawasan 2020, Falsafah, Perguruan Dan Persekolahan**. Kuala Lumpur : Arena Ilmu (M) Sdn. Bhd., Februari, p. 1.
- Tang, Thomas Li-Ping; Fuller, Robert M. (1995). Corporate downsizing : What managers can do to lessen the negative effects of layoffs, **SAM Advanced Management Journal (AMJ)**. Vol.60, Iss.4, p. 12-15.
- Undang-undang Malaysia Akta 502, Akta Koperasi 1993. Maktab Kejasama Malaysia. 13.**
- \_\_\_\_\_ (1992). Urusan koperasi sekolah tergendala kerana guru sibuk. **Utusan Malaysia. 28** Disember.
- \_\_\_\_\_ (1997). **Utusan Malaysia**, 4 September , p.27.
- \_\_\_\_\_ (1996). **Wawasan**. Kuala Lumpur : Jabatan Pembangunan Koperasi Malaysia. Jilid 5, Bil. 1/96.
- Weiss, David J., et. al. (1967). **Manual for the Minnesota Satisfaction Questionnaire**. Minnesota Studies in Vocational Rehabilitation : xxii, Industrial Relations Centre. University of Minnesota,
- Wilde, **Candee** (1995). Nonmanagement IS : Give us a chance!. **Computerworld (COW)**. Vol. 29, Iss. 22, May 29, p. 82.
- Wu, P.C. (1987). Teachers as Staff Developers : Research, Opinions, and Cautions. **Journal of Staff Development**. Vol. 8, **No.1**, Spring, p. 4-6.
- Yerger, Sam J. and Sally K. Mertens (1980). Testing the Waters of School Based Teacher Education in Concepts to Guide the Teaching of Teachers of Teachers.edited by D. Corrigan and K. Howey. **Reston, Va : Council for Exceptional children**, p. 139-l **64**.
- Yusof **Ahmad** (1996). **Kepuasan Kerja diKalangan Guru-guru dan Tingkat Iltizam Terhadap Organisasi : Satu Kajian Tentang Pengurusan Pendidikan Di Daerah Jasin, Melaka**. Msc., Universiti Utara Malaysia, p. 76.