

**HUBUNGAN DI ANTARA FAKTOR INDIVIDU DAN
ORGANISASI DENGAN PENYERTAAN DALAM
PEMBUATAN KEPUTUSAN. SATU KAJIAN DI
KEMENTERIAN PERUSAHAAN PERLADANGAN DAN
KOMODITI SERTA AGENSI DI BAWAHNYA.**

SAIFUL YAZAN BIN HJ.ALWI

**UNIVERSITI UTARA MALAYSIA
2007**

HUBUNGAN DI ANTARA FAKTOR INDIVIDU DAN ORGANISASI DENGAN PENYERTAAN DALAM PEMBUATAN KEPUTUSAN. SATU KAJIAN DI KEMENTERIAN PERUSAHAAN PERLADANGAN DAN KOMODITI SERTA AGENSI DI BAWAHNYA.

**Tesis ini diserahkan kepada
Fakulti Pengurusan Perniagaan
sebagai memenuhi sebahagian dari keperluan
untuk memperolehi Ijazah Sarjana Sains Pengurusan
Universiti Utara Malaysia
November 2007**

Oleh:

SAIFUL YAZAN BIN HJ. ALWI

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KEBENARAN MERUJUK TESIS

Tesis ini dikemukakan sebagai memenuhi keperluan pengijazahan program Sarjana Sains Pengurusan, Universiti Utara Malaysia. Saya bersetuju membenarkan pihak perpustakaan Universiti Utara Malaysia mempamerkannya sebagai bahan rujukan. Saya juga bersetuju bahawa sebarang bentuk salinan samada secara keseluruhan atau sebahagian daripada tesis ini untuk tujuan akademik adalah dibenarkan dengan kebenaran penyelia tesis atau Dekan Fakulti Pengurusan Perniagaan. Sebarang bentuk salinan dan cetakan bagi tujuan komersil adalah dilarang sama sekali tanpa kebenaran bertulis penyelidik. Pernyataan rujukan kepada penulis dan Universiti Utara Malaysia perlulah dinyatakan jika sebarang rujukan dibuat ke atas tesis ini.

Kebenaran untuk menyalin atau menggunakan tesis ini samada secara keseluruhan atau sebahagian daripadanya hendaklah dipohon melalui:

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ABSTRAK

Kajian ini dijalankan ke atas faktor yang mempengaruhi penyertaan dalam pembuatan keputusan di kalangan pegawai dalam kumpulan dan profesional di Kementerian Perusahaan Perladangan dan Komoditi serta agensi-agensi di bawahnya. Objektif kajian adalah untuk mengkaji perkaitan antara faktor individu dan organisasi dan juga menentukan pengaruh kedua-dua faktor berkenaan terhadap penyertaan dalam pembuatan keputusan. Dimensi berkaitan faktor individu yang terlibat adalah keperluan untuk mencapai kejayaan (*need for achievement*) dan keperluan untuk berdikari (*need for independence*) manakala dimensi bagi faktor organisasi pula ialah atribut tugas, sokongan dari penyelia, penyelia yang autoritarian dan tekanan kerja. Seramai 163 responden telah terlibat dalam kajian ini yang meliputi populasi kajian seramai 681 orang dan sampel yang telah dipilih iaitu 263 orang. Kaedah persampelan secara strata telah digunakan dalam kajian ini. Manakala analisis yang digunakan bagi menjawab objektif dan hipotesis kajian adalah dengan menggunakan kaedah korelasi Pearson dan regresi berbilang. Ujian kebolehpercayaan telah dijalankan dan mendapati instrumen kajian telah dijawab dengan konsisten oleh responden baik diperingkat ujian rintis mahupun data sebenar kajian. Ujian normaliti dan lineariti juga telah dijalankan dan mendapati bahawa data kajian berada dalam taburan normal. Penemuan utama kajian mendapati bahawa terdapat perkaitan yang signifikan antara dimensi keperluan untuk berjaya, atribut tugas, sokongan penyelia dan tekanan kerja ke atas penyertaan dalam pembuatan keputusan. Kesemua dimensi yang mempunyai perkaitan yang signifikan ini mempunyai hubungan yang positif dengan penyertaan dalam pembuatan keputusan. Namun dimensi keperluan untuk berjaya dan tekanan kerja mempunyai kekuatan perkaitan yang amat lemah, namun ada wujud hubungan, masing-masing dengan nilai $r = 0.162$ dan 0.176 . Dari aspek pengaruh kesemua dimensi terhadap penyertaan dalam pembuatan keputusan adalah didapati bahawa kesemua dimensi yang dikaji secara signifikannya dapat menerangkan varians dalam penyertaan dalam pembuatan keputusan dengan nilai $R^2 = 0.407$ atau 40.7% kekuatan pengaruhnya terhadap penyertaan dalam pembuatan keputusan. Daripada penemuan berkenaan adalah dicadangkan kepada pihak pengurusan KPPK agar dapat memberikan perhatian yang serius dalam melaksanakan apa jua program atau aktiviti yang melibatkan penyertaan untuk meningkatkan kualiti keputusan. Kakitangan yang mempunyai personaliti yang ingin mencapai kejayaan yang tinggi perlu diberi keutamaan untuk menyertai program yang melibatkan penyertaan. Kakitangan atau pegawai yang mempunyai tugas yang rutin (berulang-ulang) perlu dikeluarkan dari program melibatkan penyertaan manakala sokongan dari penyelia atasan perlu ditingkatkan melalui penglibatan mereka bersama dalam program yang melibatkan penyertaan.

ABSTRACT

This study is about factors that influence participation in decision making, specifically in Ministry of Plantation Industries and Commodities and agencies under the ministry. Objective of the study is to study the existence of correlation between individual and organizational factors and participation in decision making. Secondly, the study also would like to determine whether individual and organizational factors have influence towards participation in decision making. Dimension that been study under individual factors are need for achievement and need for independence while dimensions under organizational factors involve task attributes, superior supportiveness, superior authoritarianism and work pressure. Stratified probability sampling has been used as method of determining the sample of the study which amount to 681 officers under the group of management and professional. From 263 sample that has been selected, 163 officer response to the instrument of the study. Pearson correlation has been used to analyze the correlation aspect of the study while multiple regression analysis was used to analyze the influence aspect on participation in decision making. Reliability testing has been conducted to test the instrument on the pilot test stage and also on the real data and the result showed that respondents have answered the questionnaire consistently. Normality and linearity testing also have been conducted and the result showed that the data is in normal distribution. This study has found that on the aspect of the correlation between the dimensions in individual factors and participation in decision making, the dimension of need for achievement has been found correlate to participation in decision making while for the organizational factors, the dimensions of task attributes, superior supportiveness and work pressure have been found correlate to participation in decision making. All the correlated dimensions have positive relationship with participation in decision making and two of the dimensions have very small association with participation in decision making, namely need for achievement and work pressure with the r value of 0.162 and 0.176 respectively. The multiple regression analysis on the other hand has found that dimensions in individual and organizational factors have significantly influence participation in decision making with R^2 value of 0.407 or it have 40.7% to explain the variance of participation in decision making. From the findings of this study, some recommendation is made to the management of KPPK and her agencies. For all programmes and activities that involved participation, it is important that the participants must be selected from those who are high achiever and did not handle routine jobs. Supervisors must also been directed to involve in the activities to get their support, and training or exposure must be given to the participants before they involved in any kind of participation programmes.

PENGHARGAAN

Syukur ke hadrat Allah SWT kerana dengan limpah kurniaNya maka kajian ini dapat disiapkan dengan jayanya.

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Saiful Yazan bin Hj. Alwi
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BAB SATU

PENDAHULUAN

1.1 Pengenalan

Sejak dua dekad yang lalu, pengurusan sektor awam di seluruh dunia telah mengalami proses reformasi dari pelbagai aspek (Pollitt dan Bouckaert,2000). Sektor awam telah mengalami perubahan dalam bentuk penstrukturan semula, formulasi semula prinsip-prinsip operasinya, demi atas perubahan dan tekanan dari masyarakat yang semakin kompleks serta tinggi pengharapannya agar sektor awam ditadbir dengan lebih cekap dan berkesan. Perubahan tersebut telah memberi cabaran kepada pentadbir-pentadbir awam yang mana komitmen untuk berubah serta mematuhi terhadap semua perubahan yang diperkenalkan, dituntut untuk dilaksanakan dengan pantas dan berkesan. Penyertaan serta penglibatan oleh pentadbir awam dan juga masyarakat keseluruhannya telah dikenalpasti sebagai kunci kepada kejayaan proses transformasi dan reformasi sistem pentadbiran awam itu sendiri (Parys,2003).

Negara kita turut mengalami beberapa perubahan dalam reformasi pentadbiran sektor awam. YAB Perdana Menteri Malaysia yang kelima, Datuk Seri Abdullah Hj. Ahmad Badawi, semasa mula memegang tampuk pemerintahan negara, telah memperkenalkan konsep “bekerja bersama saya dan bukan untuk saya”. Konsep bekerja bersama-sama ini mengandungi kata kunci “penglibatan” atau “penyertaan” antara satu sama lain dan dalam konteks ini, antara Kerajaan dan rakyat.

Sememangnya, Kerajaan Malaysia telah lama menerapkan budaya kerja bersama-sama atau menggalakkan penyertaan dalam setiap pekerjaan atau tugas. Program Kumpulan Mutu Kerja (KMK), Pengurusan Kualiti Menyeluruh (*TQM*), penubuhan kumpulan-kumpulan kerja bersifat teknikal (*TWG*) dan lain-lain program adalah

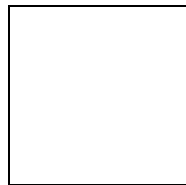
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**FACULTY OF BUSINESS MANAGEMENT (FBM)
UNIVERSITI UTARA MALAYSIA**

QUESTIONNAIRE FOR ACADEMIC PURPOSE ONLY

Assalamualaikum and salam sejahtera

Ladies and Gentleman,

Randomly, you have been chosen as respondent for this research. The purpose of this research is to get your opinion on the management practices in your organization and later will be analyze and submitted to the university as one of the provision under the Master of Science (Msc.) Management programmed. This research is under supervision of Dr. Hartini Ahmad, Head of Business Administration Department under FBM.

All the information given will be treat secretly and will be used only for academic purpose. There is no right or wrong answer or opinion, thus you, ladies and gentleman, can choose the answer or opinion that near to your heart.

For your kindness cooperation, I sincerely express my gratitude and appreciate it.

Yours sincerely,

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August 2007

Section A

- 1.1 What is your age :_____ years
- 1.2 Sex : Male () Female ()
- 1.3 What is your highest academic qualification ? (Please / one)
- | | |
|--------------|-------------------------|
| Ph.D () | Advanced Diploma () |
| Masters () | Diploma () |
| Bachelor () | Others (Please specify) |
- :_____
- 1.4 How long (in years and months) have you been serving in this organization? _____ years _____ month
- 1.5 What is your service grade (based on Sistem Saraan Malaysia)
- | | |
|------------------|------------------|
| Gred 41 - 43 () | Gred 44 - 47 () |
| Gred 48 – 51 () | Gred 52 – 53 () |
| Gred 54 () | |

Section B

In the following section until the end, please give your response to the question / statements using a scale of between 1 to 7 as depicted below, where “1” means that you Disagree Very Strongly with the statement, and so on, while with a “7” means that you Agree Very Strongly” with the statement.

1-----2-----3-----4-----5-----6-----7

Disagree Very Strongly Disagree Strongly Disagree Slightly Neutral Agree Slightly Agree Strongly Agree Very Strongly

2.1	To excel in whatever I do means a lot to me	1 2 3 4 5 6 7
2.2	I always aim to achieve a high standard of performance in my job	1 2 3 4 5 6 7
2.3	I always make every effort to achieve my job objectives	1 2 3 4 5 6 7
2.4	I do not feel as proud when I have an easy target to meet	1 2 3 4 5 6 7
2.5	I feel that everyone must work even harder to make our organization an excellent one	1 2 3 4 5 6 7
2.6	I like to receive feedback on how well I do on my job	1 2 3 4 5 6 7
2.7	I always advise my friends to keep trying until they succeed in their endeavours	1 2 3 4 5 6 7

1-----2-----3-----4-----5-----6-----7

Disagree Very Strongly Disagree Strongly Disagree Slightly Neutral Agree Slightly Agree Strongly Agree Very Strongly

2.8	I like the challenge involved in solving a relatively difficult work related problem	1 2 3 4 5 6 7
2.9	Even if my friends have given up in their endeavours, I would still try to persuade them to keep on trying	1 2 3 4 5 6 7
2.10	It bothers me if I leave a job undone	1 2 3 4 5 6 7
3.1	I am willing to take a different action than instructed by my boss if I feel that there is a real need to do	1 2 3 4 5 6 7
3.2	I always try to solve my job problems all by myself	1 2 3 4 5 6 7
3.3	I feel more comfortable working on my job problems all by myself instead of working with others	1 2 3 4 5 6 7
3.4	I do not like to be obliged to anybody	1 2 3 4 5 6 7
3.6	I am willing to question my boss's decision if I think he/she is wrong	1 2 3 4 5 6 7
3.7	I feel quite comfortable if my boss does not guide me all the time	1 2 3 4 5 6 7
3.8	I can speak confidently for my department in any meetings involve others	1 2 3 4 5 6 7

4.1	In general, I have a say or influence on what goes on in my department / division / unit	1 2 3 4 5 6 7
4.2	In general, I think that I can influence the decisions of my immediate boss regarding things which I am concerned about (particularly those related to my job)	1 2 3 4 5 6 7
4.3	My immediate boss generally never asks for my opinion when a problem comes up which involves my job ®	1 2 3 4 5 6 7
4.4	If I have a suggestion for improving the job or changing the setup in some way, it is generally easy to get my ideas across to my immediate boss	1 2 3 4 5 6 7
4.5	In general, I am not satisfied with the opportunity given to me by my immediate boss to express my opinions ®	1 2 3 4 5 6 7

1-----2-----3-----4-----5-----6-----7
 Disagree Disagree Disagree Neutral Agree Agree Agree
 Very Strongly Strongly Slightly Slightly Strongly Very Strongly

5.1	I find that my present job does not require me to learn a variety of skills to do it well. ®	1 2 3 4 5 6 7
5.2	I find that all the programmes I am involved in seems to drag on without any end ®	1 2 3 4 5 6 7
5.3	I have a lot of pride in the programmes that I am involved in	1 2 3 4 5 6 7
5.4	I find that I am given a lot of discretion in carrying out the requirements of my job.	1 2 3 4 5 6 7
5.5	I can always receive immediate feedback on how well I have done my job	1 2 3 4 5 6 7

I would describe my immediate boss as follows (for question 6.1 – 6.13) :

6.1	He/She always look after our interest very well	1 2 3 4 5 6 7
6.2	He/She always give us encouragement in our job	1 2 3 4 5 6 7
6.3	He/She always ask for our ideas or suggestion	1 2 3 4 5 6 7
6.4	He/She always listen to our ideas or suggestion	1 2 3 4 5 6 7
6.5	He/She is always very friendly to us	1 2 3 4 5 6 7
6.6	It is always easy to approach him/her with our problems	1 2 3 4 5 6 7
6.7	He/She always insists that we follow his/her instructions	1 2 3 4 5 6 7

	to the latter (very closely)	
6.8	He/She always insists that we get his/her permission first before we can carry out any task	1 2 3 4 5 6 7
6.9	He/She does all planning for our department/division/unit	1 2 3 4 5 6 7
6.10	When someone makes mistake, he/she always takes every effort to single the person out and criticizes him/her openly	1 2 3 4 5 6 7
6.11	He/She believes that there are very few of us who can contribute useful ideas	1 2 3 4 5 6 7
6.12	He/She supervises our work very closely	1 2 3 4 5 6 7
6.13	He/She always makes decisions without consulting us	1 2 3 4 5 6 7

1-----2-----3-----4-----5-----6-----7

Disagree Disagree Disagree Neutral Agree Agree Agree
 Very Strongly Strongly Slightly Slightly Strongly VeryStrongly

7.1	Most of the time, my work is very urgent in nature	1 2 3 4 5 6 7
7.2	Most of the time, I find that there is too much work to be done in my present job	1 2 3 4 5 6 7
7.3	Everybody seems to be so busy in my department/division/unit	1 2 3 4 5 6 7
7.4	Most of the time, everyone in my department / division / unit have to stay back late to complete their work	1 2 3 4 5 6 7
7.5	There is very little breathing time in between task in my yearly targeted job.	1 2 3 4 5 6 7
7.6	I always have tight schedules to meet in my job	1 2 3 4 5 6 7