

**PENGARUH KEADILAN PENILAIAN PRESTASI DAN ETIKA
ORGANISASI KE ATAS KOMITMEN ORGANISASI
DI KALANGAN PENJAWAT AWAM**

AHMAD MUNIR BIN DATO' MOHD SALLEH (EMBAT)

**Tesis Ini Dikemukakan Bagi Memenuhi Syarat Untuk Ijazah Doktor
Falsafah di Fakulti Pengurusan dan Ekonomi
Universiti Malaysia Terengganu**

OGOS 2007

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Adalah tesis yang dikemukakan kepada Dewan Universiti Malaya
Terdagang sebagai memenuhi keperluan untuk Degree Doctor Philosophy

**PENGARUH KUALITI PENILAIAN PRESTASI DAN ETIKA ORGANISASI
KE ATAS KOMITMEN ORGANISASI DI KALANGAN PENJAWAT AWAM**

AMRUD MUMIR BIN DATO' MOHD SALLEH (ENRAT)

2008/2007

Tesis ini didedikasikan kepada ibu tersayang, Toh Puan Hajjah Azizah
binti Abdul Rahman; isteri tercinta Wan Norhaima binti Wan Ismail;
serta anak-anak yang dikasihi, Muhammad Syafiq, Muhammad Zaki,
Nur Irdina Balqis dan Rania Irdina

Abstrak tesis yang dikemukakan kepada Senat Universiti Malaysia Terengganu sebagai memenuhi keperluan untuk Ijazah Doktor Falsafah

**PENGARUH KEADILAN PENILAIAN PRESTASI DAN ETIKA ORGANISASI
KE ATAS KOMITMEN ORGANISASI DI KALANGAN PENJAWAT AWAM**

AHMAD MUNIR BIN DATO' MOHD SALLEH (EMBAT)

OGOS 2007

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Kajian ini dijalankan bagi memeriksa persepsi serta kepuasan penjawat awam terhadap keadilan penilaian prestasi dan etika organisasi serta natijahnya kepada komitmen organisasi. Dalam kajian ini pembolehubah bebas ialah keadilan penilaian prestasi serta etika organisasi yang diwakili oleh faktor keadilan prosedur, keadilan distributif, iklim etika dan budaya etika. Manakala pembolehubah bersandar ialah komitmen organisasi. Hipotesis kajian adalah persepsi dan kepuasan penjawat awam terhadap keadilan penilaian prestasi dan etika organisasi merupakan faktor penting yang mempunyai hubungan dengan komitmen penjawat awam terhadap organisasi mereka.

Data bagi kajian ini diperolehi melalui soal selidik yang diedarkan kepada 805 penjawat awam yang berkhidmat di sembilan buah jabatan pelaksana persekutuan dari tiga buah negeri di Malaysia. Sebanyak 614 (76%) soal selidik telah dikembalikan di mana 425 daripadanya boleh digunakan.

Analisis melalui kaedah korelasi Pearson menunjukkan bahawa pembolehubah keadilan penilaian prestasi dan etika organisasi mempunyai hubungan dengan komitmen organisasi. Melalui analisis regresi berbilang, kajian ini menunjukkan bahawa persepsi keadilan penilaian prestasi boleh memberi kesan kepada komitmen organisasi hanya melalui faktor pengantara iaitu kepuasan penilaian prestasi. Sebaliknya, hasil kajian membuktikan peranan dominan konteks organisasi iaitu etika organisasi dalam meramalkan sikap penjawat awam terhadap organisasi mereka berbanding faktor keadilan penilaian prestasi.

Keputusan kajian ini juga menunjukkan bahawa perbezaan persepsi penjawat awam terhadap komitmen organisasi, persepsi dan reaksi mereka terhadap penilaian prestasi serta tanggapan mereka terhadap etika organisasi adalah berbeza mengikut faktor personal dan pekerjaan.

Dapatan kajian ini telah menyokong strategi Pelan Integriti Nasional untuk mewujudkan keadilan dalam sistem penilaian prestasi disamping menyokong usaha kerajaan untuk menginstitusikan sistem nilai dan etika dalam sistem

pengurusan kerana ia terbukti memberi kesan kepada pencapaian organisasi
iaitu komitmen penjawat awam terhadap organisasi.

INFLUENCE OF PERFORMANCE APPRAISAL FAIRNESS AND
ORGANIZATIONAL ETHICS ON ORGANIZATIONAL COMMITMENT
AMONG PUBLIC SERVANTS

ABDUL KHAIR BIN DATO' MOHD SALLEH (MSB)

AGUST 2007

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Faculty : Management and Economics

The study is conducted to examine the perception and satisfaction of the
public servants towards the fairness in appraisal and
organizational ethics and their effect on organizational commitment. In the
study, the independent variables are fairness in performance appraisal and
organizational ethics. The dependent variable is organizational commitment.
The study is conducted in a quantitative manner. The population of the study
is public servants in the Terengganu State Government. The sample is
selected through a simple random sampling method. The data is collected
through a self-administered questionnaire. The data is analyzed using
multiple regression analysis. The results of the study are as follows:
1. There is a positive and significant relationship between fairness in
performance appraisal and organizational commitment.
2. There is a positive and significant relationship between organizational
ethics and organizational commitment.
3. There is a positive and significant relationship between fairness in
performance appraisal and organizational ethics.
4. There is a positive and significant relationship between fairness in
performance appraisal and organizational ethics and organizational
commitment.

Abstract of thesis presented to the Senate of University Malaysia Terengganu in fulfillment of the requirement for the degree of Doctor Philosophy

INFLUENCE OF PERFORMANCE APPRAISAL FAIRNESS AND ORGANIZATIONAL ETHICS ON ORGANIZATIONAL COMMITMENT AMONG PUBLIC SERVANTS

AHMAD MUNIR BIN DATO' MOHD SALLEH (EMBAT)

AUGUST 2007

Chairman : Associate Professor Abdul Razak Kamaruddin, DBA.

Members : Professor Dato' Sulaiman Md Yassin, Ph.D

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Faculty : Management and Economics

This study is conducted to examine the perception and satisfaction of the public servants towards the fairness in performance appraisal and organizational ethics and their effect on organizational commitment. In this study, the independent variables are fairness in performance appraisal and organizational ethics represented by factors such as distributive justice, procedural justice, ethical climate and ethical culture. While, the dependent variable is organizational commitment. The proposition formulated for this study is that perceived fairness and satisfaction towards performance appraisal and organizational ethics are important factors to be related to organizational commitment.

The data for this study were obtained through a set of questionnaires which were distributed to 805 employees in nine federal agencies from three states in Malaysia. Out of the 614 (76%) questionnaires received, 425 were usable to be analysed.

The correlation analysis indicated that perceived fairness and organizational ethics variables have significant relationship with organizational commitment. However, through regression analysis, the study showed that perceived fairness influenced organizational commitment through its impact on satisfaction of one's performance appraisal. In contrast, these findings revealed the important role of organizational ethics as a dominant factor to predict public servants commitment towards their organization.

Results from the study also proved that differences in organizational commitment, perception and satisfaction to fairness in performance appraisal and perceptions to organizational ethics are significantly related to personal and work factors.

Finally, these findings support the strategy endorsed by the government through the National Integrity Plan to implement fairness in performance appraisal's system and the move made by the government to institutionalize ethics and value system in the public sector that has been found to bring impact on organizational commitment.