Saudara/Saudari yang dihormati,

Kajian Mengenal Cara Bekerja di Perbadanan Kemajuan Negeri dan Hubungannya Dengan Prestasi Organisasi

Soal selidik seperti yang dilampirkan adalah bertujuan untuk mengkaji beberapa aspek tertentu seperti berikut:

(i) mengenalpasti cara bekerja di dalam organisasi anda.
(ii) memahami kaedah-kaedah pembentukan dan perubahan cara bekerja di dalam organisasi anda.
(iii) faktor-faktor penyumbang kepuasan bekerja (job-satisfaction)


3. Semua maklumat yang diberi adalah dianggap sulit dan akan dirahsiaikan. Ia hanya akan digunakan untuk tujuan penyelidikan akademik ini sahaja.


Salam hurrmat dari saya.

Ali Boerhannoeddin
Program Ijazah Doktor Falsafah
Fakulti Ekonomi dan Pentadbiran
Universiti Malaya

9 Mei 1996
BAHAGIAN A

PANDUAN UNTUK MENGISI BAHAGIAN A


Silakan pastikan bahawa anda telah mengisi hanya satu nombor soma ada '6' atau '5' atau '4' atau '3' atau '2' atau '1' dalam setiap kotak kosong bagi kedua-dua kolum tersebut. Nombor-nombor yang diisi di dalam setiap kotak kosong mestilah berdasarkan susunan keutamaan anda (in order of your preference). Nombor-nombor 1 sehingga 6 adalah berdasarkan skala berikut:

6 = Cara bekerja yang amat menonjol/Cara bekerja yang amat dilingini
5 = Cara bekerja yang lebih jelas menonjol/Cara bekerja yang lebih dilingini
4 = Cara bekerja yang sederhana menonjol/Cara bekerja yang sederhana dilingini
3 = Cara bekerja yang kurang menonjol/Cara bekerja yang kurang dilingini
2 = Cara bekerja yang tidak begitu jelas menonjol/Cara bekerja yang tidak begitu dilingini
1 = Cara bekerja yang amat tidak menonjol/Cara bekerja yang amat tidak dilingini

Contoh: Aktiviti latihan dan kemajuan:

<table>
<thead>
<tr>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang dilingini</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. ditentukan oleh arahan dari pihak atas dan masa keemasahan</td>
<td>1</td>
</tr>
<tr>
<td>b. terdapat didalam perancangan tahunan organisasi</td>
<td>4</td>
</tr>
<tr>
<td>c. dilaksanakan oleh organisasi pada masa tepat untuk kegiatan yang memerlukannya</td>
<td>5</td>
</tr>
<tr>
<td>d. dilaksanakan untuk semua jabatan untuk meningkatkan kecekapan</td>
<td>2</td>
</tr>
<tr>
<td>e. turut dirancang oleh individu atau jabatan yang memohon</td>
<td>3</td>
</tr>
<tr>
<td>f. dilakukan untuk mana-mana kegiatan atau jabatan yang mempunyai justifikasi masing-masing</td>
<td>6</td>
</tr>
</tbody>
</table>

Sejauh manakah kekerapan nilai-nilai seperti dibawah ini dibayati oleh anda sendiri?

1. Bagi mendapatkan jaminan kerja yang berkekal (job security) kakitangan biasanya:

<table>
<thead>
<tr>
<th>Cara bekerja cara yang Sedia ada</th>
<th>Cara bekerja yang dilingini</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. takut untuk berbeza pendapat dengan ketua</td>
<td></td>
</tr>
<tr>
<td>b. menjalankan tugas dan tanggungjawab dengan bersungguh-sungguh</td>
<td></td>
</tr>
<tr>
<td>c. meningkatkan kecekapan dan keberkesanan kerja ketahap yang tinggi</td>
<td></td>
</tr>
<tr>
<td>d. memberi dan mendapatkan bantuan untuk selesaikan masalah kerja</td>
<td></td>
</tr>
<tr>
<td>e. diberi tugas dan tanggungjawab yang penting yang boleh menajukan kerjaya</td>
<td></td>
</tr>
<tr>
<td>f. buat kerja sendiri tanpa bantuan mana-mana pihak.</td>
<td></td>
</tr>
</tbody>
</table>
2. Perbincangan berkaitan urusan kerja oleh kakitangan didalam organisasi ini adalah lebih berfikirkan:

<table>
<thead>
<tr>
<th></th>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang dinginini</th>
</tr>
</thead>
<tbody>
<tr>
<td>b. Memberi pandangan hanya melalui sistem berperaturan yang ditetapkan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Membincangkan masalah kerja didalam firma secara terbuka.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Menyelesiakan masalah secara bersama oleh kakitangan didalam bahagian atau jabatan yang sama.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Kakitangan disemua peringkat dilibatkan dalam perbincangan mengenal perlakuanan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. Tidak ambil berat sekitanya ia tidak berkaitan dengan dirinya atau jabatannya.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Ciri-ciri kepimpinan yang begitu dominan didalam organisasi ini ialah seperti berikut:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Kepimpinan bertindak secara sendirian tanpa mengambil kira kepentingan pihak lain</td>
<td></td>
</tr>
<tr>
<td>b. Kepimpinan melaksanakan tugas berdasarkan sistem berperaturan organisasi</td>
<td></td>
</tr>
<tr>
<td>c. Kepimpinan adalah dinamik.</td>
<td></td>
</tr>
<tr>
<td>d. Kepimpinan sentiasa kelihatan bersama kakitangan bawahannya untuk memberi bimbingan.</td>
<td></td>
</tr>
<tr>
<td>e. Kepimpinan melantik kakitangannya (subordinate) untuk mewakilinya didalam tugas dan tanggungjawab yang tertentu.</td>
<td></td>
</tr>
<tr>
<td>f. Kepimpinan lebih memementingkan pencapaian sasaran organisasi dari kepentingan lain</td>
<td></td>
</tr>
</tbody>
</table>

4. Kelakuan atau perilaku kakitangan semasa bekerja didalam organisasi ini adalah dipengaruhi oleh:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a. kuasa pihak atasan yang digunakan untuk memberi ganjaran atau hukuman.</td>
<td></td>
</tr>
<tr>
<td>b. sistem berperaturan yang menjelaskan sesuatu yang wajar dilaksanakan dengan betul.</td>
<td></td>
</tr>
<tr>
<td>c. komitmen yang tidak berbelah bagi untuk mencapai matlamat organisasi.</td>
<td></td>
</tr>
<tr>
<td>d. hasrat supaya dirinya diterima oleh ahli organisasi sebagai anggota pasukan kerja yang baik.</td>
<td></td>
</tr>
<tr>
<td>e. sikap majikan yang memberi pengiktirafan kepada kakitangan yang melibatkan diri.</td>
<td></td>
</tr>
<tr>
<td>f. pekerjaan yang dilakukan tanpa campurtangan dari mana-mana pihak</td>
<td></td>
</tr>
</tbody>
</table>
Keutamaan bagi kakitangan didalam organisasi ini adalah

|   | Cara bekerja yang Sedia ada | Cara bekerja yang dilingk
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>memenuhi permintaan pihak atasan didalam organisasi</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>menjalankan tugas sendiri berdasarkan peraturan kerja yang ditetapkan</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>menghadapi cabaran kerja untuk mencari cara terbaik menjalankan tugas</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>bekerjasama dengan rakan sekerja bagi menyelesaikan masalah bersama</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td>diberi sokongan pihak majikan untuk memberi sumbangan yang berkesan</td>
<td></td>
</tr>
<tr>
<td>f.</td>
<td>setiap kakitangan dapat memberi tumpuan kerja masing-masing tanpa campur tangan oleh sesiapa</td>
<td></td>
</tr>
</tbody>
</table>

6. Pada umumnya proses membuat keputusan adalah bercirikan:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Keputusan adalah dibuat oleh ketua atau pihak atasan sahaja</td>
</tr>
<tr>
<td>b.</td>
<td>Terikat kepada peraturan rasmi untuk membuat keputusan</td>
</tr>
<tr>
<td>c.</td>
<td>Keputusan dibuat tepat pada masanya oleh kakitangan yang terlibat.</td>
</tr>
<tr>
<td>d.</td>
<td>Mendapatkan persefujuran ramai dalam membuat keputusan untuk memperoleh sokongan terhadap keputusan yang dibuat.</td>
</tr>
<tr>
<td>e.</td>
<td>Pihak pengurusan melibatkan semua peringkat kakitangan dalam membuat keputusan</td>
</tr>
<tr>
<td>f.</td>
<td>Membuat keputusan masing-masing tanpa ambil kira kepentingan pihak lain.</td>
</tr>
</tbody>
</table>

7. Suasana dalaman yang menjelaskan keterbukaan atau sebaliknya adalah seperti berikut:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Pihak atasan sahaja yang mendapat maklumat berkaitan perkembangan organisasi.</td>
</tr>
<tr>
<td>b.</td>
<td>Kakitangan terikat dengan sistem peraturan rasmi untuk menyatakan sesuatu berkaitan organisasi.</td>
</tr>
<tr>
<td>c.</td>
<td>Organisasi adalah 'transparent' (tiada apa yang hendak disembunyikan).</td>
</tr>
<tr>
<td>d.</td>
<td>Kakitangan berprinsip meluangkan masa berkongsi maklumat atau pengalaman kepada kakitangan lain.</td>
</tr>
<tr>
<td>e.</td>
<td>Majikan menunjukkan sokongan kepada semua peringkat kakitangan dengan memberi maklumat yang diperlukan.</td>
</tr>
</tbody>
</table>
8. Organisasi dikatakan telah mencapai kearah kecergasan sekiranya

<table>
<thead>
<tr>
<th></th>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang dilingkini</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. kakitangan menyegerakan tugas seperti yang dikehendaki oleh ketua atau pihak atasan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. kakitangan melaksanakan tugas dengan sempurna berasaskan sistem peraturan kerja.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. pencapaian prestasi kerja yang lebih tinggi untuk menggalakkan kakitangan berani mengambil risiko yang sewajarnya.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. kakitangan bekerja secara kolektif bagi mencapai matlamat yang ditetapkan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. kesemua kakitangan disetiap peringkat digemblengkan disemua fungsi organisasi untuk memaksimunkan potensi masing-masing.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. kakitangan tidak memerlukan sokongan mana-mana pihak untuk menyempurnakan tugas mereka.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9. Inovasi dan kreativiti didalam organisasi ini adalah dicapai melalui:

<table>
<thead>
<tr>
<th></th>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang dilingkini</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Ketua atau pihak atasan menentukan bidang yang hendak dikembangkan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Melaksanakan ide baru menurut sistem berperaturan yang sedia ada.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Memperbanyak pelbagai projek atau aktiviti eksperimental yang mempertahankan kegagalan oleh kakitangan yang komited</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Kakitangan saling bekerjasama menyumbang ide dan komitmen untuk menghasilkan kerja.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Firma memberi sokongan terbuka kepada wira-wira organisasi yang komited untuk meningkatkan kualiti perkhidmatan atau produk organisasi.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. Inisiatif masing-masing untuk menghasilkan komitmen terhadap kerja.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. Kerja berpasukan (teamwork) didalam organisasi ini adalah bercirikan:

<table>
<thead>
<tr>
<th></th>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang dilingkini</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Kerja secara berpasukan bila diarah oleh pihak atasan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Kerja berpasukan hanya apabila terdapat tugas yang memerlukan teamwork.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Kerja berpasukan adalah penting untuk mencapai kecergasan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Ahli-ahli kumpulan saling bantu membantu bagi mencapai sasaran kerja</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Pihak atasan membantu kumpulan kerja menjadi lebih berkesan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. Lebih suka bekerja sendiri daripada bekerja berpasukan</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
11. Penetapan kerja atau tanggungjawab oleh pihak pengurusan kepada seseorang kakitangan adalah bergantung kepada:

<table>
<thead>
<tr>
<th></th>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang dilingkini</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>penilai orang oleh ketua atau pihak atasan.</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>sistem peraturan organisasi seperti kekanan dan kelayakan.</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>penyesuaian diantara tuntutan kerja dengan kebolehan individu</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>keutamaan masing-masing dalam pembangunan diri atau pasukan</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td>keputusan kakitangan sendiri yang memahami kemampuan masing-masing</td>
<td></td>
</tr>
<tr>
<td>f.</td>
<td>Citarasa atau kepentingan diri seseorang</td>
<td></td>
</tr>
</tbody>
</table>

12. Motivasi untuk bekerja adalah hasil dari

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>ketatian kepada ketua.</td>
</tr>
<tr>
<td>b.</td>
<td>rasa tanggungjawab terhadap tugas.</td>
</tr>
<tr>
<td>c.</td>
<td>mementingkan kecemerlangan organisasi.</td>
</tr>
<tr>
<td>d.</td>
<td>semangat kerja berpasukan.</td>
</tr>
<tr>
<td>e.</td>
<td>sokongan ketua atau pihak atasan yang diberikan kepada kakitangan.</td>
</tr>
<tr>
<td>f.</td>
<td>kepentingan diri sendiri atau kumpulan</td>
</tr>
</tbody>
</table>

13. Sekiranya sistem peraturan kerja firma menghalang kelancaran kerja, kakitangan biasanya:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>mematuhi peraturan kerja tersebut kerana takut dihukum oleh ketua atau pihak atasan.</td>
</tr>
<tr>
<td>b.</td>
<td>meminta izin untuk menyimpan dari peraturan tersebut dengan memberi sebab-sebab nya.</td>
</tr>
<tr>
<td>c.</td>
<td>mengabaikan sistem peraturan tersebut agar kerja dapat dispensernakan.</td>
</tr>
<tr>
<td>d.</td>
<td>bekerjasama dalam meminda sistem peraturan tersebut</td>
</tr>
<tr>
<td>e.</td>
<td>diberi kelengkaran oleh majikan supaya tidak menghalang kelancaran kerja</td>
</tr>
<tr>
<td>f.</td>
<td>mematuhi atau mengingkarinya mengikut kepentingan diri.</td>
</tr>
</tbody>
</table>
14. Seseorang itu memberi arahan kepada kaktangan lain kerana:

<table>
<thead>
<tr>
<th></th>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang ditunggu</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>ia memilki kuasa atau pengaruh yang lebih didalam organisasi</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>ia adalah sebahagian daripada tugas dan tanggungjawabnya</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>ia memilki kepakaran yang lebih yang digunakan untuk membimbing kaktangan lain.</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>kaktangan lain meminta kepimpimannya.</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td>majikan tidak menghalang ia menawarkan kepimpinan atau bantuan kepada orang lain.</td>
<td></td>
</tr>
<tr>
<td>f.</td>
<td>menjaga kepentingan dirinya.</td>
<td></td>
</tr>
</tbody>
</table>

15. Mereka yang berjaya didalam organisasi ini merupakan mereka yang:

<table>
<thead>
<tr>
<th></th>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang ditunggu</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>pandai mengambil hati keduanya mereka atau pihak atas untuk menajukannya kepentingan diri mereka.</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>melaksanakan tugas dengan sempurna berdasarkan sistem peraturan yang ada.</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>mencapai hasil kerja yang baik melalui komitmen yang sepenuhnya.</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>bekerjasama secara berkesan dengan pekerja atau kumpulan kerja yang lain.</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td>dinamik serta proaktif dalam menggunakan peluang demi kepentingan organisasi.</td>
<td></td>
</tr>
<tr>
<td>f.</td>
<td>mementingkan pencapaian diri sendiri.</td>
<td></td>
</tr>
</tbody>
</table>

16. Konflik dalaman organisasi adalah:

<table>
<thead>
<tr>
<th></th>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang ditunggu</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>diselesaikan oleh pihak atas an</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>diselesaikan melalui sistem peraturan yang ada.</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>diselesaikan melalui perbincangan bertujuan mencari penyesalan terbaik</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>diatasi dengan cara yang hikmah tanpa sesiapa yang terasa dianayai</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td>diatasi oleh kebijaksanaan kaktangan sendiri tanpa campur tangan majikan</td>
<td></td>
</tr>
<tr>
<td>f.</td>
<td>diselesaikan menurut jalan mudah untuk kepentingan seseorang atau kumpulan tertentu.</td>
<td></td>
</tr>
</tbody>
</table>
17. Layanan terhadap pelanggan

<table>
<thead>
<tr>
<th></th>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang dilngkiri</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>hanya melayani pelanggan setelah menyelesaikan kerja-kerja yang diarahkan oleh ketua.</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>hendaklah berdasarkan sistem peraturan yang ada.</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>merupakan perkara utama bagi setiap individu didalam firma</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>disempurnakan melalui kerjasama sesama kaktangan</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td>adalah bergantung kepada kebijaksanaan kaktangan firma yang terlatih.</td>
<td></td>
</tr>
<tr>
<td>f.</td>
<td>dilakukan menurut kemampuan serta keutamaan seseorang individu atau kumpulan pada ketika itu.</td>
<td></td>
</tr>
</tbody>
</table>

18. Para pengurus atau ketua adalah diharapkan supaya:

<table>
<thead>
<tr>
<th></th>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang dilngkiri</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>berpendirian tegas tetap adil.</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>menggunakan kuasa dengan baik bukan untuk kepentingan diri sendiri</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>bersedia mendengar cadangan dari orang bawahannya</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>mengambil berat kepentingan kaktangannya</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td>memberi sokongan kepada pihak pekerja bagi melaksanakan keputusan firma</td>
<td></td>
</tr>
<tr>
<td>f.</td>
<td>mementingkan tanggungjawab yang diberi lebih dari kebajikan pekerja.</td>
<td></td>
</tr>
</tbody>
</table>

19. Organisasi menganggap individu-individu didalam firma sebagai:

<table>
<thead>
<tr>
<th></th>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang dilngkiri</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>alat yang boleh dikerahkan oleh pihak atasan.</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>kaktangan yang mempunyai hak-hak tertentu.</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>pasukan kerja yang komited kepada pencapalan visi firma.</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>ahli keluarga organisasi yang saling membantu.</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td>rakan sekerja yang diberi kepercayaan.</td>
<td></td>
</tr>
<tr>
<td>f.</td>
<td>golongan yang saling bercanggah diantara satu sama lain.</td>
<td></td>
</tr>
</tbody>
</table>
20. Mereka yang baru didalam organisasi perlu:

<table>
<thead>
<tr>
<th>Cara yang Sedia ada</th>
<th>Cara yang Dilingkiri</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. mengenali siapa yang berkuasa agar kedudukan mereka tidak terjejas.</td>
<td></td>
</tr>
<tr>
<td>b. mengetahui peraturan-peraturan kerja yang telah ditetapkan.</td>
<td></td>
</tr>
<tr>
<td>c. mengenal pasti peluang-peluang yang terdapat didalam firma untuk digunakan dalam meningkatkan sumbangan kerja.</td>
<td></td>
</tr>
<tr>
<td>d. mengetahui bagaimana bekerjasama sebagai satu pasukan kerja.</td>
<td></td>
</tr>
<tr>
<td>e. diberi maklumat berkaitan kelemahan dan kekuatan firma untuk mengatasiinya dengan sokongan firma</td>
<td></td>
</tr>
<tr>
<td>f. melakukan kerja sendiri tanpa kerjasama dari rakan sekerja lain.</td>
<td></td>
</tr>
</tbody>
</table>

21. Perhubungan diantara jabatan atau kumpulan kerja pada amnya adalah:

<table>
<thead>
<tr>
<th>Cara yang Sedia ada</th>
<th>Cara yang Dilingkiri</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. sangat bergantung kepada arahan dari pihak atasan untuk bekerjasama.</td>
<td></td>
</tr>
<tr>
<td>b. tertakluk kepada sistem berperaturan kerja yang ada.</td>
<td></td>
</tr>
<tr>
<td>c. saling bersaingan untuk mencapai kepentingan masing-masing.</td>
<td></td>
</tr>
<tr>
<td>d. bekerjasama secara menyeluruh dalam menghasilkan kerja untuk kepentingan semua pihak.</td>
<td></td>
</tr>
<tr>
<td>e. sangat baik dimana semua pihak bersedia memberi bantuan bila diminta.</td>
<td></td>
</tr>
<tr>
<td>f. masing-masing membawa halacara tersendiri.</td>
<td></td>
</tr>
</tbody>
</table>

22. Aktiviti latihan dan kemajuan:

<table>
<thead>
<tr>
<th>Cara yang Sedia ada</th>
<th>Cara yang Dilingkiri</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. ditentukan oleh arahan dari pihak atasan dari masa kesesuaian.</td>
<td></td>
</tr>
<tr>
<td>b. terdapat didalam perancangan tahunan organisasi.</td>
<td></td>
</tr>
<tr>
<td>c. dilaksanakan oleh organisasi pada masa yang tepat untuk kebutuhan yang memerlukannya.</td>
<td></td>
</tr>
<tr>
<td>d. dilaksanakan untuk semua jabatan untuk meningkatkan kecepatan.</td>
<td></td>
</tr>
<tr>
<td>e. turut dirancang oleh individu atau jabatan yang memohon.</td>
<td></td>
</tr>
<tr>
<td>f. dilakukan untuk manna-mana keadaan atau jabatan yang mempunyai justifikasi masing-masing.</td>
<td></td>
</tr>
</tbody>
</table>
23. Keputusan pemberian kenaikan gaji dan ganjaran:

<table>
<thead>
<tr>
<th></th>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang dlingini</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>adalah keputusan pihak atasan semata-mata.</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>adalah berdasarkan kepada perjanjian perkhidmatan.</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>adalah ditentukan oleh perbincangan yang mencapai persetujuan dua pihak.</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>perlu mendapat persetujuan semua pihak yang terlibat terlebih dahulu.</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td>dimulai dengan cadangan pakej oleh pihak pekerja kepada majikan yang kemudiannya dipertimbangkan oleh sebuah jawatankuasa yang dianggota oleh pihak pekerja dan majikan.</td>
<td></td>
</tr>
<tr>
<td>f.</td>
<td>adalah dilakukan secara pilih kasih.</td>
<td></td>
</tr>
</tbody>
</table>

24. Penglibatan didalam pembentukan perancangan strategik organisasi:

<table>
<thead>
<tr>
<th></th>
<th>Cara bekerja yang Sedia ada</th>
<th>Cara bekerja yang dlingini</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>adalah dibuat oleh pihak atasan semata-mata.</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>mestalah berdasarkan kepada sistem dan peraturan yang tertentu.</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>dilakukan secara dua hal, majikan dan kakitangan.</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>perlu mendapat persetujuan dan sokongan semua pihak.</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td>terbuka kepada penglibatan semua peringkat kakitangan organisasi.</td>
<td></td>
</tr>
<tr>
<td>f.</td>
<td>memberi penekanan kepada sesuatu jabatan tertentu tetapi membelakangkan yang lain.</td>
<td></td>
</tr>
</tbody>
</table>
### BAHAGIAN B

**PANDUAN UNTUK MENGISI BAHAGIAN B**

Bahagian B ini terbagi kepada dua. Dalam bahagian yang pertama, kajian ini cuba mengenalpasti kaedah-kaedah yang digunakan untuk membentuk nilai-nilai didalam organisasi anda. Dibahagian yang kedua, kajian ini cuba mengkaji cara yang digunakan oleh firma anda untuk menanggapi perubahan, nilai atau norma organisasi serta kekerapan sesuatu cara atau kaedah yang digunakan bagi maksud merubah nilai organisasi anda.

Panduan Bahagian Pertama: Anda diminta membulatkan hanya satu angka sahaja untuk menjelaskan kekerapan sesuatu kaedah digunakan didalam pembentukan nilai organisasi anda. Angka 1-5 menggantikan sejauh mana kekerapan sesuatu kaedah pembentukan nilai telah digunakan.

<table>
<thead>
<tr>
<th>Kaedah</th>
<th>Kekerapan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Melalui tindakan simbolik oleh kepimpinan atasan</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Melalui penjelasan berkaitan sejarah perkembangan nilai dan budaya firma</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. Dimaklumkan oleh rakan sekerja</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. Melalui perbicangan dalam:</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>a. kumpulan kualiti</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>b. majlis sosial anjuran firma</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>c. mesyuarat jabatan</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. Melalui penegasan oleh kumpulan teras (core group)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. Melalui dasar dan amalan pengurusan kakitangan</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. Melalui struktur organisasi</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. Melalui perilaku pimpinan atasan</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. Menanam kefahaman dan tanggapan oleh pimpinan</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>10. Melalui plagam organisasi atau pelanggan</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>11. Melalui penjelasan berkenaan tradisi organisasi</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>12. Melalui evolusi organisasi</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>13. Melalui peranan oleh wiraputera organisasi</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>14. Melalui proses pemilihan kakitangan</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>15. Melalui pertukaran jawatan atau (staff rotation and exchange)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>16. Melalui sistem dan prosedur organisasi</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>17. Melalui upacara-upacara anjuran organisasi</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>18. Latihan, jika ada</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>1 2 3 4 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 2 3 4 5</td>
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<tr>
<td></td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
Panduan Bahagian Kedua: Sila bulatkan bagi menunjukkan kekerapan sesuatu kaedah yang telah digunakan untuk merubah nilai organisasi anda. Angka 1-5 menggantikan sejauh mana kekerapan sesuatu kaedah telah digunakan untuk merubah nilai, norma dan budaya organisasi.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tidak pernah</td>
<td>Kadang-Kadang</td>
<td>Sederhana</td>
<td>Kerap kali</td>
<td>Amat Kerap</td>
<td></td>
</tr>
</tbody>
</table>

**Kaedah-kaedah yang telah digunakan untuk merubah nilai organisasi anda**

1. Melalui bengkel
2. Melalui ceramah
3. Melalui penyampaian anugerah
4. Melalui majlis sosial dan keraian
5. Melalui mesyuarat bahagian
6. Melalui pertemuan-pertemuan dengan ketua bahagian
7. Melalui mesyuarat kumpulan kualiti
8. Melalui penetapan visi dan misi baru
9. Melalui perubahan struktur organisasi
10. Melalui perubahan sistem dan prosedur organisasi
11. Melalui perubahan gelagat pimpinan
12. Melalui perubahan setaf dalam jawatan penting
13. Melalui perubahan dalam dasar dan praktis pengurusan kakitangan
14. Melalui proses pemilihan dan pengambilan kakitangan baru
15. Melalui penegasan oleh kumpulan atasan atau teras
16. Melalui penegasan oleh wira-wira dalam organisasi
17. Melalui tindakan simbolik oleh pimpinan organisasi
18. Melalui proses indoktrinasi
19. Melalui contoh yang mithali oleh pimpinan
20. Lain-lain, nyatakan

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<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
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<thead>
<tr>
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<th>1</th>
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<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
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<table>
<thead>
<tr>
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<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

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<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

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<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>
**BAHAGIAN C**

**PANDUAN UNTUK MENGISI BAHAGIAN C**

Silahkan bayangkan pekerjaan anda. Jika sesuatu perkataan atau ayat yang tercatat di bawah menerangkan perasaan kamu terhadap jawatan kamu (contohnya dari segi penyeliaan), Sila catatkan (✓) di dalam kotak yang disediakan.

<table>
<thead>
<tr>
<th>1. PEKERJAAN ANDA ADALAH:</th>
<th>2. PENYELIA ANDA ADALAH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Menarik minat</td>
<td>Ya</td>
</tr>
<tr>
<td>Sama saja setiap hari</td>
<td>Ya</td>
</tr>
<tr>
<td>memuaskan hati</td>
<td>Ya</td>
</tr>
<tr>
<td>Membosan</td>
<td>Ya</td>
</tr>
<tr>
<td>Baik</td>
<td>Ya</td>
</tr>
<tr>
<td>Kreatif</td>
<td>Ya</td>
</tr>
<tr>
<td>Dihormati</td>
<td>Ya</td>
</tr>
<tr>
<td>Panas</td>
<td>Ya</td>
</tr>
<tr>
<td>Seronok</td>
<td>Ya</td>
</tr>
<tr>
<td>Bermenafaat</td>
<td>Ya</td>
</tr>
<tr>
<td>Meletihkan</td>
<td>Ya</td>
</tr>
<tr>
<td>Baik untuk kesehatan</td>
<td>Ya</td>
</tr>
<tr>
<td>Mencabar</td>
<td>Ya</td>
</tr>
<tr>
<td>Sentiasa bersedia</td>
<td>Ya</td>
</tr>
<tr>
<td>Mengecewakan</td>
<td>Ya</td>
</tr>
<tr>
<td>Mudah</td>
<td>Ya</td>
</tr>
<tr>
<td>Tak Habis-habis</td>
<td>Ya</td>
</tr>
<tr>
<td>Memberi perasaan kecapalan</td>
<td>Ya</td>
</tr>
<tr>
<td></td>
<td>Ya</td>
</tr>
<tr>
<td>Pendapat saya diminta</td>
<td>Ya</td>
</tr>
<tr>
<td>Sukar memuaskan Hati</td>
<td>Ya</td>
</tr>
<tr>
<td>Kurang brsopan</td>
<td>Ya</td>
</tr>
<tr>
<td>Memuji bila kerja dibuat dengan baik</td>
<td>Ya</td>
</tr>
<tr>
<td>Pandai ambil hati</td>
<td>Ya</td>
</tr>
<tr>
<td>Berpengaruh</td>
<td>Ya</td>
</tr>
<tr>
<td>Mengetahui perkara-perkara yang terbaru</td>
<td>Ya</td>
</tr>
<tr>
<td>Tak memberi penyeliaan yang mencukupi</td>
<td>Ya</td>
</tr>
<tr>
<td>Cepat marah</td>
<td>Ya</td>
</tr>
<tr>
<td>Berterus terang</td>
<td>Ya</td>
</tr>
<tr>
<td>Menyakitkan hati</td>
<td>Ya</td>
</tr>
<tr>
<td>Degil</td>
<td>Ya</td>
</tr>
<tr>
<td>Tahu tugasnya dengan sepenuhnya</td>
<td>Ya</td>
</tr>
<tr>
<td>Teruk</td>
<td>Ya</td>
</tr>
<tr>
<td>Bijaksana</td>
<td>Ya</td>
</tr>
<tr>
<td>Blirkan saya berdikari</td>
<td>Ya</td>
</tr>
<tr>
<td>Malas</td>
<td>Ya</td>
</tr>
<tr>
<td>Sentiasa ada bila diperlukan</td>
<td>Ya</td>
</tr>
<tr>
<td>3. RAKAN SEJAWAT ANDA ADALAH:</td>
<td>4. GAJI SEKARANG ANDA ADALAH:</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>Memberi perangsang □ □ □</td>
<td>Pendapatan mencukupi untuk perbelanjaan biasa □ □ □</td>
</tr>
<tr>
<td>Membosankan □ □ □</td>
<td>Hanya cukup makan □ □ □</td>
</tr>
<tr>
<td>Lambat □ □ □</td>
<td>Teruk □ □ □</td>
</tr>
<tr>
<td>Bercita-cita tinggi □ □ □</td>
<td>Pendapatan memberikan kemewahan □ □ □</td>
</tr>
<tr>
<td>Bodoh □ □ □</td>
<td>Tak terjamin □ □ □</td>
</tr>
<tr>
<td>Bertanggungjawab □ □ □</td>
<td>Kurang daripada yang patut saya terima □ □ □</td>
</tr>
<tr>
<td>Pantas □ □ □</td>
<td>Pendapatan lumayan □ □ □</td>
</tr>
<tr>
<td>Bijak □ □ □</td>
<td>Pendapatan tak berputaran □ □ □</td>
</tr>
<tr>
<td>Mudah bermusuhan □ □ □</td>
<td>Pembahagian keuntungan yang memuaskan □ □ □</td>
</tr>
<tr>
<td>Cakap berlebihan □ □ □</td>
<td></td>
</tr>
<tr>
<td>Cerdik □ □ □</td>
<td></td>
</tr>
<tr>
<td>Malas □ □ □</td>
<td></td>
</tr>
<tr>
<td>Merimaskan □ □ □</td>
<td></td>
</tr>
<tr>
<td>Tiada peluang untuk bersendirian □ □ □</td>
<td></td>
</tr>
<tr>
<td>Aktif □ □ □</td>
<td></td>
</tr>
<tr>
<td>Minat yang terbatas □ □ □</td>
<td></td>
</tr>
<tr>
<td>Setia □ □ □</td>
<td></td>
</tr>
<tr>
<td>Sukar untuk ditemui □ □ □</td>
<td></td>
</tr>
</tbody>
</table>

5. KENAikan PANGkat/JAWATAN DITEMPAT ANDA ADALAH:

<table>
<thead>
<tr>
<th></th>
<th>Ya</th>
<th>Tidak</th>
<th>Tidak Pasti</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peluang adalah baik untuk maju □ □ □</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peluang agak terhad □ □ □</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kenaikan pangkat bergantung kepada kebolehan □ □ □</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Jawatan mati □ □ □</td>
<td></td>
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<tr>
<td>Peluang adalah baik untuk kenaikan pangkat □ □ □</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dasar kenaikan pangkat yang tidak adil □ □ □</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Jarang sekali adanya kenaikan pangkat □ □ □</td>
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<td></td>
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</tr>
<tr>
<td>Kenaikan pangkat diadakan secara tetap □ □ □</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peluang untuk kenaikan pangkat adalah sederhana □ □ □</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Butir-butir Responen

1. Jantina
   Lelaki  [ ]  Perempuan  [ ]

2. Umur
   20-29 tahun  [ ]
   30-39 tahun  [ ]
   40-49 tahun  [ ]

3. Lama berkhidmat diPKEN
   01-10 tahun  [ ]
   11-20 tahun  [ ]
   21-30 tahun  [ ]

4. Pada pandangan anda faktor-faktor penentu kejayaan sebuah PKEN menurut keutamaan (1-5) adalah seperti berikut:

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paling utama</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Tidak utama</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Sokongan pihak kerajaan  [ ]
Nilai-nilai dan budaya pengurusan PKEN  [ ]
Proyek-proyek yang menguntungkan  [ ]
Produk dan perkhidmatan yang bermutu  [ ]
Kerjasama dengan sektor swasta  [ ]
5. Kategori jawatan anda ialah:

- Pegawai Kerja (E.O)
- Pegawai Tingkatan Biasa
- Pegawai Tingkatan Kanan
- Pegawai Tingkatan Tertinggi

*JUTAAN TERIMA KASIH DIATAS KERJASAMA ANDA.*

Kesemua maklumat yang diberikan adalah sulit
SEKSYEN SATU

Berikut adalah beberapa kenyataan mengenai beberapa ciri perkhidmatan yang seharusnya dimiliki oleh pihak Pemaju Perumahan anda. Sila nyatakan sejauh mana anda setuju atau tidak setuju dengan kenyataan berikut. Sila bulatkan hanya satu nombor yang berkaitan pada setiap kenyataan berasaskan kepada skala berikut:

1. Sangat tidak setuju
2. Tidak setuju
3. Sedikit tidak setuju
4. Berkecual
5. Sedikit setuju
6. Setuju
7. Sangat setuju

Sila bulatkan satu nombor bagi setiap kenyataan

<table>
<thead>
<tr>
<th>Skala Setuju</th>
<th>Sangat tidak setuju</th>
<th>Tidak setuju</th>
<th>Sedikit tidak setuju</th>
<th>Berkecual</th>
<th>Sedikit setuju</th>
<th>Setuju</th>
<th>Sangat setuju</th>
</tr>
</thead>
<tbody>
<tr>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td></td>
</tr>
</tbody>
</table>

1. Pemaju perumahan semestinya menyediakan kemudahan dan perkhidmatan yang moden dan semasa

2. Aspek fizikal pejabat pihak pemaju perumahan haruslah menarik.


4. Apabila pihak pemaju perumahan berjanji membuat sesuatu pada masa yang ditetapkan, mereka haruslah laksanakan.

5. Bila pemilik rumah yang terlibat menghadapi masalah, pihak pemaju perumahan hendaklah bersimpati dan bertimbang rasa.

6. Pihak pemaju perumahan seharusnya boleh diperdayai di atas perkhidmatan yang disediakan.

7. Pihak pemaju perumahan haruslah memberikan perkhidmatan pada masa yang ditetapkan.
<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.</td>
<td>Pihak pemaju perumahan harus mengemaskini rekod-rekod dengan tepat.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>9.</td>
<td>Pihak pemaju perumahan tidak harus memberitahu pemilik rumah dengan tepat bilakah masanya sesuatu perkhidmatan akan dijalankan.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>10.</td>
<td>Adalah tidak realistik bagi pemilik rumah untuk mengharapkan perkhidmatan dari pihak pemilik rumah secara serta merta.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>11.</td>
<td>Pihak pemaju perumahan tidak seharusnya sentiasa membantu pemilik rumah.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>12.</td>
<td>Adalah tidak menjadi masalah sekiranya pihak pemaju perumahan tidak dapat untuk menunaikan permintaan pihak pemilik rumah dengan serta-merta kerana terlalu sibuk.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>13.</td>
<td>Pemilik rumah yang terlibat seharusnya mempercayai kakitangan pihak pemaju perumahan.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>14.</td>
<td>Pemilik rumah yang terlibat harus beraasa yakin apabila berurus dengan kakitangan pihak pemaju perumahan.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>15.</td>
<td>Kakitangan pemaju perumahan mestilah berbudi bahasa.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>16.</td>
<td>Kakitangan pemaju perumahan seharusnya mendapat sokongan yang secukupnya daripada majikan untuk menjalankan tugas dengan baik.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>17.</td>
<td>Pihak pemaju perumahan tidak seharusnya diharapkan memberi perhatian individu kepada setiap pemilik rumah yang terlibat.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>18.</td>
<td>Adalah tidak realistik untuk mengharapkan pihak pemaju perumahan memberi perhatian peribadi kepada setiap pemilik rumah yang terlibat.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td></td>
<td>Sila bulatkan satu nombor bagi setiap kenyataan</td>
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<td>-----------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Sangat tidak setuju</td>
<td></td>
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<tr>
<td>2</td>
<td>Tidak setuju</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Sedikit tidak setuju</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Berkecuali</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Sedikit setuju</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Setuju</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Sangat setuju</td>
<td></td>
</tr>
</tbody>
</table>

19. Adalah tidak realistik mengharapkan pihak pemaju perumahan untuk mengetahui akan keperluan pihak pemilik rumah yang terlibat.

20. Adalah tidak realistik mengharapkan pihak pemaju perumahan untuk mengambil berat tentang kepentingan pihak pembeli rumah yang terlibat.

21. Pihak pemaju perumahan tidak semestinya mengadakan waktu urusan yang sesuai bagi semua pihak pembeli rumah yang terlibat.

**SEKSYEN DUA**

Berikut adalah beberapa kenyataan berkaitan beberapa ciri-ciri yang anda peroaya sedia wujud pada pihak pemaju perumahan pernyataan-pernyataan berkaitan perumahan.

Sila nyatakan sejauh manakah anda setuju pengambilan oleh pihak pemaju terhadap ciri-ciri perkhidmatan di bawah ini. Bulatkan nombor yang berkenaan pada setiap kenyataan berasaskan kepada skala berikut:

1. Sangat tidak setuju
2. Tidak setuju
3. Sedikit tidak setuju
4. Berkecuali
5. Sedikit setuju
6. Setuju
7. Sangat setuju
<table>
<thead>
<tr>
<th>No.</th>
<th>Perkataan</th>
<th>Sangat tidak setuju</th>
<th>Tidak setuju</th>
<th>Sedikit tidak setuju</th>
<th>Berkesan</th>
<th>Sedikit setuju</th>
<th>Setuju</th>
<th>Sangat setuju</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Pihak pemaju perumahan menyediakan kemudahan dan perkhidmatan yang moden dan semasa.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>Aspek fizikal pejabat Pihak Pemaju Perumahan adalah menarik.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>Kakitangan Pemaju Perumahan adalah berpakaian kemas dan segak.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>Apabila Pihak Pemaju Perumahan berjanji membuat sesuatu pada masa yang ditetapkan, mereka laksanakan.</td>
<td>1</td>
<td>2</td>
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<td>4</td>
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<td>6</td>
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</tr>
<tr>
<td>5</td>
<td>Bila pihak pembeli rumah yang terlibat menghadapi masalah, Pemaju Perumahan bersimpati dan bertimbang rasa</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
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<tr>
<td>6</td>
<td>Pihak Pemaju Perumahan sememangnya diperdayai di atas perkhidmatan yang dilaksanakan.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>7</td>
<td>Pihak Pemaju Perumahan memberikan perkhidmatan pada masa yang ditetapkan.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>Pihak Pemaju Perumahan mengemaskini rekod-rekod perumahan dengan tepat.</td>
<td>1</td>
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<td>4</td>
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<td>7</td>
</tr>
<tr>
<td>9</td>
<td>Pihak Pemaju Perumahan tidak memberitahu pihak pembeli rumah yang terlibat dengan tepat bilakah masanya sesuatu perkhidmatan akan dijalankan.</td>
<td>1</td>
<td>2</td>
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<tr>
<td>10</td>
<td>Anda tidak menerima perkhidmatan yang serta-merta daripada pihak Pemaju Perumahan.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>11.</td>
<td>Pihak Pemaju Perumahan tidak sentiasanya bersedia membantu pembeli rumah yang terlibat.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>12.</td>
<td>Pihak Pemaju Perumahan adalah terlalu sibuk untuk menunaikan perminianan pembeli rumah yang terlibat.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>13.</td>
<td>Pembeli rumah yang terlibat mempercayai kaitangan pihak Pemaju Perumahan.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>14.</td>
<td>Pembeli rumah yang terlibat berasa yakin apabila berurusan dengan kaitangan Pemaju Perumahan.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>15.</td>
<td>Kaitangan pihak Pemaju Perumahan adalah berbudi bahasa.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>16.</td>
<td>Para kaitangan pihak Pemaju Perumahan mendapat sokongan daripada majikan untuk menjalankan tugas dengan baik.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<td>7</td>
</tr>
<tr>
<td>17.</td>
<td>Pihak Pemaju Perumahan tidak memberi perhatian individu kepada pihak swasta yang terlibat.</td>
<td>1</td>
<td>2</td>
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<td>4</td>
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</tr>
<tr>
<td>18.</td>
<td>Kaitangan-kaitangan pihak Pemaju Perumahan tidak memberi perhatian peribadi kepada setiap pihak pembeli rumah yang terlibat.</td>
<td>1</td>
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<tr>
<td>19.</td>
<td>Pihak Pemaju Perumahan tidak tahu akan keperluan pihak pembeli rumah yang terlibat.</td>
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<td>3</td>
<td>4</td>
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<tr>
<td>20.</td>
<td>Kaitangan-kaitangan pihak Pemaju Perumahan tidak mengambil berat tentang kepentingan pihak pembeli rumah yang terlibat.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>21.</td>
<td>Pihak Pemaju Perumahan ini tidak mengadakan waktu urusan yang sesuai bagi semua pihak pembeli rumah yang terlibat.</td>
<td>1</td>
<td>2</td>
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</tbody>
</table>
Butir-butir Penghuni Rumah

Sila tandakan ✓ dikotak yang berkenaan.

1. Anda adalah
   Pemilik [☐]
   Penyewa [☐]

2. Umur
   20-29 tahun [☐]
   30-39 tahun [☐]
   40-49 tahun [☐]
   50 dan atas [☐]

3. Telah berurusan dengan pihak pemaju perumahan selama
   01-06 bulan [☐]
   07-12 bulan [☐]
   Lebih 1 tahun [☐]

4. Kekerapan berurusan dengan pihak pemaju perumahan lalai:-
   00-10 kali setahun [☐]
   11-20 kali setahun [☐]
   21-30 kali setahun [☐]
   Lebih dari 30 kali setahun [☐]

5. Pekerjaan anda:
   Kakitangan Kerajaan [☐]
   Kakitangan Syarikat Swasta [☐]
   Bekerja Sendiri [☐]
   Pesara [☐]
6. Kali terakhir berurusan dengan pihak pemaju perumahan ialah:

- 01-06 bulan yang lalu [ ]
- 07-12 bulan yang lalu [ ]
- Lebih dari setahun [ ]

Terima kasih di atas kerjasama anda
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<th>SOALAN</th>
<th>ACHIEVE</th>
<th>SUPPORT</th>
<th>EMPOWER</th>
<th>POWER</th>
<th>ROLE</th>
<th>INDIVIDU</th>
<th>JUMLAH</th>
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| JUMLAH | 3284    | 3016    | 2806    | 4192   | 4027   | 2807    | 20132  |

* Catatan: Skor diambil berdasarkan kategori penonjolan budaya pengurusan dari 1 (amat tidak menonjol) hingga 6 (amat menonjol) bagi setiap soalan.

INDEK BUDAYA: \[(\text{Achieve} + \text{Support} + \text{Empower}) - (\text{Power} + \text{Role} + \text{Individu})\]  
\[= (3284 + 3016 + 2806) - (4192 + 4027 + 2807)\]  
\[= -1920\]
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| JUMLAH  | 3180   | 2991   | 2856   | 4318  | 3902  | 2877 | 20124  |

*Catatan: Skor diambil berdasarkan kategori penonjolan budaya pengurusan dari 1 (amat tidak menonjol) hingga 6 (amat menonjol) bagi setiap soalan.

**INDEK BUDAYA:**

\[(\text{Achieve} + \text{Support} + \text{Empower}) - (\text{Power} + \text{Role} + \text{Individual})\]

\[(3180 + 2991 + 2856) - (4318 + 3902 + 2877)\]

\[= -2070\]
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**JUMLAH** | **3497** | **3350** | **3260** | **3432** | **3681** | **2923** | **20143**

*Catatan:* Skor diambil berdasarkan kategori penonjolan budaya pengurusan dari 1 (amat tidak menonjol) hingga 6 (amat menonjol) bagi setiap soalan.

**INDEK BUDAYA:**

\[
\text{Indeks Budaya} = (\text{Achieve} + \text{Support} + \text{Empower}) - (\text{Power} + \text{Role} + \text{Individu})
\]

\[
= (3497 + 3350 + 3260) - (3432 + 3681 + 2923)
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*Catatan: Skor diambil berdasarkan kategori penonjolan budaya pengurusan dari 1 (amat tidak menonjol) hingga 6 (amat menonjol) bagi setiap soalan.

**INDEK BUDAYA:**

\[
\text{INDEK BUDAYA} = \frac{(\text{Achieve} + \text{Support} + \text{Empower}) - (\text{Power} + \text{Role} + \text{Individu})}{(2434 + 2134 + 2082) - (3233 + 2900 + 2186)}
\]

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= -1669
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**JUMLAH**: 4499 4140 3597 2079 3626 1763 19704

*Catatan*: Skor diambil berdasarkan kategori penonjolan budaya pengurusan dari 1 (amat tidak menonjol) hingga 5 (amat menonjol) bagi setiap soalan.

**INDEK BUDAYA**:

\[(\text{Achieve} + \text{Support} + \text{Empower}) - (\text{Power} + \text{Role} + \text{Individual})\]

\[= (4499 + 4140 + 3597) - (2079 + 3626 + 1763)\]

\[= 4768\]
LAMPIRAN 10

SKOR BUDAYA PENGURUSAN YANG DIINGINI BAGI RESPONDEN PKINK (40 responden)

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* Catatan: Skor diambil berdasarkan kategori penonjolan budaya pengurusan dari 1 (amat tidak menonjol) hingga 6 (amat menonjol) bagi setiap soalan.

INDEK BUDAYA : 

\[
\text{INDEK BUDAYA} = \frac{(\text{Achive}+\text{Support}+\text{Empower}) - (\text{Power}+\text{Role}+\text{Individual})}{(4355+3994+3516) - (2566+3898+1744)}
\]

= 3657
### SKOR BUDAYA PENGURUSAN YANG DIINGINI BAGI RESPONDEN PJ (40 responden)

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| JUMLAH | 3736 | 3651 | 3459 | 2136 | 3472 | 3470 | 19924 |

*Catatan: Skor diambil berdasarkan kategori penonjolan budaya pengurusan dari 1 (amat tidak menonjol) hingga 6 (amat menonjol) bagi setiap soalan.

### INDEK BUDAYA : 1768

\[ \text{INDEK BUDAYA} = \frac{(\text{Achieve}+\text{Support}+\text{Empower}) - (\text{Power}+\text{Role}+\text{Individu})}{(40+40+40+40+40+40)} \]

\[ = \frac{(3736+3651+3459) - (2136+3472+3470)}{(240+240+240+240+240+240)} \]

\[ = 1768 \]
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* Catatan: Skor diambil berdasarkan kategori penonjolan budaya pengurusan dari 1 (amat tidak menonjol) hingga 6 (amat menonjol) bagi setiap soalan.

INDEK BUDAYA :  
\[(\text{Achieve} + \text{Support} + \text{Empower}) - (\text{Power} + \text{Role} + \text{Individual}) \]
\[(3185+2980+2673)-(1705+2728+1406)\]
2999
**MULTIPLE REGRESSION**

Stwise Deletion of Missing Data

Equation Number 1: Dependent Variable: KERASAN

Block Number 1: Method: Enter

EMPOWER INDIVIDU SUPPORT ROLE POWER ACHIEVE

Variable(s) Entered on Step Number
1. ACHIEVE
2. ROLE
3. SUPPORT
4. EMPOWER
5. POWER
6. INDIVIDU

Multiple R: 0.39138
Square: 0.16319
Adjusted R Square: 0.11662
Standard Error: 0.30168

Analysis of Variance

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MULTIPLE REGRESSION

Listwise Deletion of Missing Data

Equation Number 1  Dependent Variable.. PENELII

Block Number 1.  Method: Enter
  EMPower  INDIVIDU  SUPPORT  ROLE  POWER  ACHIEVE

Variable(s) Entered on Step Number
  1..  ACHIEVE
  2..  ROLE
  3..  SUPPORT
  4..  EMPower
  5..  POWER
  6..  INDIVIDU

Multiple R  .35991
R Square    .12953
Adjusted R Square  .09223
Standard Error .42182

Analysis of Variance

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End Block Number 1  All requested variables entered.
### MULTIPLE REGRESSION

Listwise Deletion of Missing Data

Equation Number 1  Dependent Variable.. KERJA

Block Number 1. Method: Enter
EMPOWER INDIVIDU SUPPORT ROLE POWER ACHIEVE

Variable(s) Entered on Step Number
1.. ACHIEVE
2.. ROLE
3.. SUPPORT
4.. EMPOWER
5.. POWER
6.. INDIVIDU

Multiple R  .32965
R Square  .10867
Adjusted R Square  .07020
Standard Error  .44385

Analysis of Variance

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\[ F = 2.82446 \quad \text{Signif } F = .0126 \]

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End Block Number 1 All requested variables entered.
***** MULTIPLE REGRESSION *****

Listwise Deletion of Missing Data

Equation Number 1  Dependent Variable ... Kepuasan / pekerjaan

Block Number 1.  Method:  Enter

ACHIEVE  EMPOWER  INDIVIDU POWER  ROLE  SUPPORT

Variable(s) Entered on Step Number

1.  SUPPORT
2.  POWER
3.  INDIVIDU
4.  EMPOWER
5.  ROLE
6.  ACHIEVE

Multiple  .51675
R Square  .26703
Adjusted R Square  .13376
Standard Error  5.43904

Analysis of Variance

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F = 2.60696  Signif F = 0.0119

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(Constant) -1.6371  2.145809

End Block Number 1  All requested variables entered.
MULTIPLE REGRESSION

Listwise Deletion of Missing Data

Equation Number 1  Dependent Variable: Pekerjaa

Block Number 1. Method: Enter
ACHIEVE SUPPORT ROLE POWER INDIVIDU EMPOWER

Variable(s) Entered on Step Number
1. EMPOWER
2. ACHIEVE
3. ROLE
4. SUPPORT
5. INDIVIDU
6. POWER

Multiple R .61811
R Square .38206
Adjusted R Square .26971
Standard Error 7.00417

Analysis of Variance

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F = 3.40061  Signif = .0101

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MULTIPLE REGRESSION

Listwise Deletion of Missing Data

Equation Number 1  Dependent Variable.. PENYELIA

Block Number 1. Method: Enter
ACHIEVE SUPPORT ROLE POWER INDIVIDU EMPOWER

Variable(s) Entered on Step Number
1.  EMPOWER
2.  ACHIEVE
3.  ROLE
4.  SUPPORT
5.  INDIVIDU
6.  POWER

Multiple R  .59053
R Square .34872
Adjusted R Square .23031
Standard Error 5.98562

Analysis of Variance

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Signif F = .0236

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Listwise Deletion of Missing Data

Equation Number 1  Dependent Variable ...  Kepuasan/rakan sekerja

Block Number 1.  Method:  Enter

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Multiple R  .51675
R Square  26703
Adjusted R Square  .13376
Standard Error  5.43904

Analysis of Variance

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End Block Number  1  All requested variables entered.
***** MULTIPLE REGRESSION *****

Listwise Deletion of Missing Data

Equation Number 1

Dependent Variable: Kepuasan pekerjaan

Block Number 1.

Method: Enter

ACHIEVE  EMPOWER  INDIVIDU POWER  ROLE  SUPPORT

Variable(s) Entered on Step Number

1.. SUPPORT
2.. POWER
3.. INDIVIDU
4.. EMPOWER
5.. ROLE
6.. ACHIEVE

Multiple R .40252
R Square .16202
Adjusted R Square .08937
Standard Error .70908

Analysis of Variance

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\[ F = 6.4449 \]

Signif F = .6939

------------------------- Variables in the Equation -------------------------

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End Block Number 1

All requested variables entered.
MULTIPLE REGRESSION

Listwise Deletion of Missing Data

Equation Number 1  Dependent Variable: PENYELIA

Block Number 1.  Method: Enter

ACHEIVE  SUPPORT  ROLE  POWER  INDIVIDU  EMPOWER

Variable(s) Entered on Step Number
1.  EMPOWER
2.  INDIVIDU
3.  SUPPORT
4.  ACHIEVE
5.  ROLE
6.  POWER

Multiple R  .67054
R Square   .44962
Adjusted R Square .28451
Standard Error  5.28243

Analysis of Variance

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F = 2.72313  Signif F = .0424

-------------------------- Variables in the Equation --------------------------

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<th>Beta</th>
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**MULTIPLE REGRESSION***

Listwise Deletion of Missing Data

Equation Number 1  Dependent Variable..  RAKAN SEKERJA

Block Number 1.  Method:  Enter

Achieve  Support  Role  Power  Individu  Empower

Variable(s) Entered on Step Number
1.  Empower
2.  Individu
3.  Support
4.  Achieve
5.  Role
6.  Power

Multiple R  .70877
R Square  .50235
Adjusted R Square  .35305
Standard Error  3.82528

Analysis of Variance

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--- Variables in the Equation ---

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<th>Beta</th>
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<th>Sig T</th>
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MULTIPLE REGRESSION

Listwise Deletion of Missing Data

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Block Number 1.  Method: Enter

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Variable(s) Entered on Step Number

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Multiple R .68003
R Square .26244
Adjusted R Square .20118
Standard Error .68401

Analysis of Variance

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F = 2.86757  Signif F = .0350

Variables in the Equation

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*****MULTIPLE REGRESSION*****

Listwise Deletion of Missing Data

Equation Number 1  
Dependent Variable ... Kepuasan/penyelia

Block Number 1:  
Method: Enter

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Multiple R  .24100  
R Square    .06808  
Adjusted R Square .01771  
Standard Error  .81980  

Analysis of Variance

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F = 1.43878  
Signif F = .2040

---------------------------------  Variables in the Equation ---------------------------------

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***** MULTIPLE REGRESSION *****

Listwise Deletion of Missing Data

Equation Number 1  Dependent Variable ... Kepuasan rakan sekerja

Block Number 1.  Method: Enter

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<td>3. INDIVIDU</td>
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<td>4. EMPOWER</td>
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Multiple R      .54471
R Square        .29671
Adjusted R Square .08572
Standard Error  .65160

Analysis of Variance

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----------------------------------- Variables in the Equation -----------------------------------

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End Block Number 1  All requested variables entered.
Analysis number 1  Listwise deletion of cases with missing values

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.75371

Bartlett Test of Sphericity = 955.05395, Significance = 0.00000

Extraction 1 for analysis 1, Principal Components Analysis (PC)

Initial Statistics:

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<th>Eigenvalue</th>
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VARIMAX rotation 1 for extraction 1 in analysis 1 - Kaiser Normalization.

VARIMAX converged in 15 iterations.

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--- FACTOR ANALYSIS ---

Analysis number 1  Listwise deletion of cases with missing values
Kaiser-Meyer-Olkin Measure of Sampling Adequacy = .75145
Bartlett Test of Sphericity = 777.92997, Significance = .00000

Extraction 1 for analysis 1, Principal Components Analysis (PC)

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PC extracted 5 factors.

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VARIMAX rotation 1 for extraction 1 in analysis 1 - Kaiser Normalization.

VARIMAX converged in 8 iterations.

Rotated Factor Matrix:

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<th>Factor 4</th>
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Factor Transformation Matrix:

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<th>Factor 4</th>
<th>Factor 5</th>
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### Faktor-faktor Penentu Kejayaan PKEN Menurut Responden

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