

**THE RELATIONSHIP BETWEEN PSYCHOLOGICAL
EMPOWERMENT AND ORGANIZATIONAL
COMMITMENT: A CASE STUDY AMONG
EMPLOYEES IN CONSTRUCTION
SECTOR IN KOTA KINABALU,
SABAH**



**SCHOOL OF BUSINESS AND ECONOMICS
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ABSTRACT

This research aims to investigate the relationship between psychological empowerment and organizational commitment among employees in the construction sector in Kota Kinabalu area. Psychological empowerment dimension namely meaning, competence, self-determination and impact are the independent variables. The dependent variable is the organizational commitment. Moderating variables consists of education level and length of service. Each of these dimensions was tested to see its relationship with the organizational commitment. The objectives of this study are, first, to measures the level of psychological empowerment and organizational commitment. Second, to examines the relationship between independent variables and dependent variable. Third, to investigates whether the education level and length of service moderate the relationship between psychological empowerment and organizational commitment. Questionnaire were distributed to 171 employees came from various background and position working in the construction sector in Kota Kinabalu. The questionnaire for psychological empowerment adapted from Spreitzer (1995a) and for organizational commitment questionnaire created by Mowday, Steers and Porter (1979) have been used. Twelve hypotheses were being tested using Statistical Package for Social Science (SPSS) Version 15.0. The findings indicated that when the construction employee felt empowered by given them autonomy, freedom and opportunity in determining on how they do their job, they will feel more committed to their organization and put the best effort to ensure the sustainability of the organization. In addition, if the employees are directly involved in outcomes that affect the organization, the more the individuals are involved in decision making, the more committed they would be to their organization. The education level and length of service were not significantly moderates the relationship between psychological empowerment and organizational commitment. The implication of each variables and further suggestions for future research were identified and proposed.

ABS TRAK

KAJIAN MENGENAI HUBUNGAN EMPOWERMEN PSIKOLOGI KEATAS KOMITMEN ORGANISASI. SATU KAJIAN DI KALANGAN PEKERJA SEKTOR PEMBINAAN DI KAWASAN KOTA KINABALU, SABAH

Kajian in bertujuan untuk melihat hubungan di antara empowermen psikologi ke atas komitmen organisasi di kalangan para pekerja sektor pembinaan di Kota Kinabalu. Komponen empowermen psikologi merupakan pembolehubah tidak bersandar manakala komitmen organisasi merupakan pembolehubah bersandar. Selain daripada itu, ciri-ciri demografik seperti tahap pendidikan dan jangkamasa berkhidmat digunakan sebagai pembolehubah pengantara bagi kesan empowermen psikologi keatas komitmen organisasi. Beberapa objektif turut diutarakan seperti, untuk melihat tahap empowermen psikologi dan komitmen organisasi di kalangan para pekerja, melihat hubungan di antara empowermen psikologi dan komitmen organisasi dan untuk mengkaji hubungan tahap pendidikan dan jangkamasa berkhidmat terhadap empowermen psikologi dan komitmen organisasi. Bagi tujuan pengumpulan data, soalan kaji selidik telah diambil daripada Spreitzer (1995a) untuk empowermen psikologi dan soal selidik untuk komitmen organisasi menggunakan soalan yang dicipta oleh Mowday, Steers and Porter (1979). Seramai 171 orang responden telah terlibat dalam kajian ini. Semua dapatan kajian telah direkod dan dianalisis menggunakan SPSS 15.0. Hasil kajian mendapati bahawa para pekerja sektor pembinaan telah merasakan mereka telah mengalami empowermen. Disamping itu, pekerja yang merasakan mereka mendapat kebebasan, kuasa dan peluang untuk menentukan cara melaksanakan kerja yang diberikan serta terlibat dalam membuat keputusan mengenai proses, pentadbiran dan apa-apa yang berkaitan dengan kerja mereka akan menunjukkan kesungguhan dalam organisasi dan mereka akan lebih setia kepada organisasi. Manakala tahap pendidikan dan jangkamasa berkhidmat tidak mempunyai kesan kepada empowermen psikologi dan komitmen organisasi. Impak kajian dan cadangan untuk masa akan datang telah diterangkan di akhir kajian ini.