

## **AMALAN PENGURUSAN SUMBER MANUSIA (PSM) DAN HASIL PSM DI POLITEKNIK**

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### **ABSTRAK**

Kajian ini telah dilaksanakan bagi meninjau persepsi staf politeknik mengenai tahap amalan dan hasil PSM, hubungan dan sumbangan amalan PSM terhadap hasil PSM. Responden kajian ini terdiri daripada staf sokongan, staf akademik dan staf pengurusan. Seramai 353 orang dipilih secara rawak berstrata dari empat buah politeknik di zon selatan Semenanjung Malaysia. Soal selidik telah digunakan sebagai instrumen utama kajian. Secara keseluruhan, kajian ini menunjukkan amalan PSM dan hasil PSM di politeknik berada pada tahap sederhana tinggi. Selain itu data juga menunjukkan terdapat hubungan yang signifikan antara amalan PSM dan hasil PSM. Analisis korelasi sepura menunjukkan, dengan mengawal pemboleh ubah sikap memberi kesan yang besar kepada kekuatan hubungan antara amalan PSM, kemahiran dan tingkah laku. Sementara itu, analisis regresi linear menunjukkan sikap menyumbang kepada kemahiran dan tingkah laku staf. Dapatan kajian ini memberikan bukti empirikal bahawa sikap staf boleh menjadi pengantara hubungan antara amalan PSM dengan tingkah laku dan kemahiran staf.

**Kata kunci:** *Pengurusan Sumber Manusia (PSM); amalan PSM; hasil PSM; politeknik.*

### **PENGENALAN**

Pendidikan politeknik telah bermula sejak tahun 1969 bagi menghasilkan tenaga kerja separa profesional. Tahun 2010 merupakan tahun transformasi sistem pengajian politeknik sebagai institusi peneraju latihan pengajian teknikal dan vokasional bermula dengan menaiktaraf tiga buah politeknik kepada politeknik premier. Bagi menjayakan misi tersebut, politeknik perlu mengurus sumber manusianya dengan baik. Namun begitu, kajian lepas mendapati politeknik masih berhadapan dengan masalah kekurangan staf dalam bidang tertentu, beban tugas staf yang besar, masalah komunikasi dalaman (Kenneth, 2007), aplikasi hasil latihan yang sederhana, masalah pegawai yang kurang mahir dalam mengendalikan latihan (Naimah, 2008), latihan yang dijalankan di politeknik tidak dapat memenuhi keperluan staf (Kenneth, 2007) serta kekurangan alat bantuan mengajar serta bilik kuliah yang kurang selesa (Widyawati, 2007). Malah masalah sikap, komitmen (Dulina, 2006), kepuasan bekerja (Dulina, 2006; Nurliyana, 2007), dan tekanan kerja (Seen & Noorji, 2013; Widyawati, 2007) dalam kalangan staf politeknik masih menjadi isu yang perlu ditangani. Mengapakah keadaan ini berlaku? Adakah politeknik kurang berjaya mengurus sumber manusianya dengan baik?

Amalan PSM telah lama diiktiraf sebagai satu cara yang berkesan bagi meningkatkan prestasi organisasi (Poloski Vokic & Vidovic, 2008) dan telah menjadi bidang kajian yang semakin penting. Kajian lepas mendapati organisasi yang mengurus sumber manusianya dengan baik dapat meningkatkan motivasi, komitmen terhadap organisasi, kepuasan bekerja (Ghebregiorgis & Karsten, 2007), kemahiran (Katou & Budhwar, 2006), kehadiran (Ghebregiorgis & Karsten, 2007), tingkah laku kewargaan

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