

KESAN IKLIM KESELAMATAN, PENGUPAYAAN PSIKOLOGI,
KETERLIBATAN PEKERJA TERHADAP PRESTASI KESELAMATAN DI
INDUSTRI PEMBUATAN ELEKTRIK DAN ELEKTRONIK

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Tesis ini dikemukakan sebagai memenuhi
syarat penganugerahan ijazah
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DEDIKASI

Istimewa buat,

Ayahanda dan bonda,

Noor Azlan bin Ahmad Zanzali dan Nor A'ezan binti Mohammad

dan semua yang membantu secara langsung dan tidak langsung dalam perjuangan
bagi menghasilkan tesis ini.

“Believe in yourself. You are braver than you think, more talented than you know, and
capable of more than you imagine.”

PENGHARGAAN

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ABSTRAK

Statistik angka kes kemalangan di tempat kerja di Malaysia mencatatkan jumlah yang membimbangkan setiap tahun. Kemalangan di tempat kerja menjejaskan reputasi organisasi, belanjawan, produktiviti dan komitmen pekerja untuk terus berada dalam organisasi tersebut. Kajian lepas telah menunjukkan bahawa kawalan diri, tindakan pekerja, dan persekitaran organisasi menyumbang kepada berlakunya kemalangan dalam organisasi, seterusnya mempengaruhi prestasi keselamatan dalam organisasi. Selari dengan dapatan tersebut, maka kajian ini tertumpu kepada peranan pengupayaan psikologi, keterlibatan pekerja dan iklim keselamatan dalam mempengaruhi prestasi keselamatan dalam organisasi. Kajian ini dijalankan bagi mengenal pasti kesan keterlibatan pekerja dan dimensinya terhadap hubungan iklim keselamatan dan prestasi keselamatan dalam organisasi. Kesan perantara keterlibatan pekerja dan dimensinya terhadap hubungan antara pengupayaan psikologi dan prestasi keselamatan juga turut dikaji. Data diperolehi menerusi edaran borang soal selidik yang terdiri daripada *Safety Climate Questionnaire (SCQ)*, *Psychological Empowerment Questionnaire (PEQ)*, *Utrecht Work Engagement Scale (UWES)*, dan *Safety Performance Scale (SPS)*. Sebanyak 400 borang soal selidik diperolehi daripada pekerja operator di tujuh buah organisasi pembuatan elektrik dan elektronik di sekitar negeri Perak. Hubungan di antara pemboleh ubah diuji menerusi Permodelan Persamaan Struktur (SEM) menggunakan perisian Smart-PLS versi 3. Hasil kajian menunjukkan bahawa iklim keselamatan mempunyai kesan yang signifikan terhadap prestasi keselamatan. Dapatan ini juga menunjukkan bahawa keterlibatan pekerja dan dimensinya telah mengantara secara signifikan hubungan di antara iklim keselamatan dan prestasi keselamatan. Selain daripada itu, hasil kajian telah mengesahkan bahawa terdapat hubungan yang signifikan di antara pengupayaan psikologi dan prestasi keselamatan. Berdasarkan dapatan kajian juga, keterlibatan pekerja dan dimensinya merupakan perantara yang signifikan dalam hubungan antara pengupayaan psikologi dan prestasi keselamatan. Cadangan dan limitasi kajian adalah turut dijelaskan bagi panduan pengkaji akan datang.

SENARAI LAMPIRAN

LAMPIRAN	TAJUK	MUKA SURAT
Lampiran A	Resit Pembayaran Penterjemahan	233
Lampiran B	Borang Soal Selidik	234
Lampiran C	Surat Pengesahan Penyelidikan	240
Lampiran D	Permohonan Data daripada PERKESO	241

BAB 1

PENGENALAN

1.1 Pengenalan

Bab ini akan membincangkan latar belakang kajian dan pernyataan masalah terhadap kajian yang akan dijalankan. Selain dari itu, bab ini adalah mengenai persoalan kajian, matlamat kajian, objektif kajian, hipotesis kajian, matlamat kajian, dan skop kajian. Di akhir bab ini menerangkan tentang definisi konseptual dan operasional bagi pemboleh ubah yang digunakan dalam kajian ini. Pemboleh ubah ini terdiri daripada iklim keselamatan, pengupayaan psikologi, keterlibatan pekerja dan prestasi keselamatan.

1.2 Latar Belakang Kajian

Isu keselamatan dalam organisasi merupakan isu yang sentiasa diperbincangkan (Salas *et al.*, 2019; Gaur, 2017; Muleen *et al.*, 2017; Edmondson *et al.*, 2016). Mengikut laporan yang dikeluarkan oleh Pertubuhan Buruh Antarabangsa (ILO) pada tahun 2017, anggaran kemalangan pekerja di tempat kerja di seluruh dunia adalah meningkat dari 2.3 juta pekerja kepada kira-kira 2.78 juta (ILO, 2017). Angka ini menjadikan isu keselamatan di tempat kerja merupakan isu yang serius dan harus ditangani dengan segera (Samsuddin dan Ismail, 2019). Kemalangan di tempat kerja ialah kejadian dalam kehidupan bekerja dan melibatkan hanya pekerja di tempat kerja. (Boone *et al.*, 2011). Mangsa kejadian kemalangan adalah pekerja di organisasi itu sendiri. Terdapat pelbagai punca kemalangan terjadi, antaranya adalah berpunca dari pekerja yang yang tidak bermotivasi (Haghighattalab *et al.*, 2019), kelakuan pekerja (Nykänen *et al.*, 2019), dan pengetahuan keselamatan adalah tidak mencukupi (Huang *et al.*, 2019).

Kemalangan yang terjadi dalam organisasi sememangnya memberikan kesan yang tidak baik kepada organisasi. Kesan ini termasuklah produktiviti yang menurun, meningkat perbelanjaan organisasi dan menyebabkan reputasi keselamatan dalam organisasi adalah menurun (Amponsah dan Mensah, 2016; Hewett *et al.*, 2018; Bagheri *et al.*, 2019). Justeru, melalui prestasi keselamatan adalah bagi mengetahui sejauh mana organisasi mengurus isu keselamatan dalam organisasi (Wu *et al.*, 2008; Wehbe *et al.*, 2016). Prestasi keselamatan yang baik dalam organisasi membuktikan bahawa pihak pengurusan mampu mengendalikan risiko kemalangan dalam organisasi. Sebaliknya apabila prestasi keselamatan adalah rendah, menunjukkan bahawa pihak pengurusan gagal bagi memastikan isu keselamatan diurus dengan baik dan meningkatkan kemalangan terjadi (Nevhage dan Lindahl, 2008; Louis *et al.*, 2016). Malahan, tahap prestasi keselamatan dalam organisasi memberikan kesan kepada prestasi organisasi secara keseluruhannya (Wachter dan Yorio, 2014).

Prestasi keselamatan dalam organisasi adalah dipengaruhi oleh tahap keterlibatan pekerja terhadap organisasi. Ini kerana pekerja yang merasakan berkepentingan dalam organisasi akan berkelakuan baik dan mematuhi segala peraturan keselamatan yang telah ditetapkan dalam organisasi (Wachter dan Yorio, 2014; Zohar, 2014). Pekerja akan berkelakuan baik, memberikan komitmen sepenuhnya, bersikap inovatif dan menjaga hubungan sesama rakan sekerja dan pihak pengurusan (May *et al.*, 2004; Rana, 2019). Pekerja menyumbang fikiran, perasaan dan kelakuan sepenuhnya bagi memastikan bahawa organisasi mencapai kejayaan dan mampu berdaya saing (Swe *et al.*, 2019). Justeru itu, pekerja tidak menimbulkan permasalahan dalam organisasi dan sentiasa berkelakuan selamat (Tsao *et al.*, 2017; Crawford *et al.*, 2016).

Selain itu, keterlibatan pekerja adalah didorong oleh persepsi pekerja terhadap persekitaran organisasi yang selamat (Brad dan Thomas, 2014). Tanggapan pekerja persekitaran organisasi yang selamat ini menunjukkan kepada iklim keselamatan (Neal dan Griffin, 2006; Zohar, 2003; Jiang *et al.*, 2019). Tambahan pula, Shuck dan Wollard (2011) menyatakan bahawa iklim keselamatan mempengaruhi tingkah laku dan tindakan pekerja. Organisasi yang sentiasa mempraktikkan dan mementingkan keselamatan, mendorong pekerja untuk mempraktikkan tindakan keselamatan dalam

organisasi (Lee *et al.*, 2019; Dormann *et al.*, 2018; Casey *et al.*, 2017). Persekitaran yang selamat dalam organisasi mempengaruhi pekerja bagi memastikan keadaan organisasi adalah tidak terdedah kepada risiko untuk berlakunya kemalangan (Ajslev *et al.*, 2017; Andersen *et al.*, 2018).

Keterlibatan pekerja adalah berkaitan dengan pengupayaan psikologi pekerja dalam organisasi (Stander dan Rothman, 2010; Ugwu *et al.*, 2014; Jose dan Mampilly, 2015; Jose dan Mampily, 2014; Sharma dan Sigh, 2018). Ini kerana perasaan dihargai dan diperlukan dalam organisasi menyebabkan pekerja akan memaknai pekerjaan yang dilakukan (Joo dan Nam, 2019). Malahan, pengupayaan psikologi berupaya meningkatkan kompetensi, daya tahan dan tanggungjawab pekerja terhadap pekerjaan agar lebih fokus dan komited (Jha, 2011; Shani dan Fattahi, 2017). Pengupayaan psikologi ini akan menghasilkan pendekatan aktif, bukannya pasif, terhadap kerja yang mengakibatkan seseorang berusaha dan berasa berupaya untuk membentuk peranan kerja dan konteks kerja (Spreitzer, 1995; Chung, 2018; Bin *et al.*, 2019; Javed *et al.*, 2019).

Justeru, dalam mencapai kejayaan dalam organisasi, kepentingan kepada kebajikan dan keadaan pekerja adalah harus diberikan perhatian yang serius. Ini kerana pekerja merupakan aset tenaga dan tulang belakang organisasi yang paling penting dalam persekitaran yang kompetitif (Allameh *et al.*, 2012; Muna dan Atasya, 2013; Harun dan Wahab, 2017). Pekerja yang mempunyai perasaan gembira dengan persekitaran organisasi, akan berkhidmat untuk organisasi dalam tempoh yang lama. Selain itu, aspek keselamatan dalam organisasi juga menyumbang dalam memastikan menghasilkan produktivi yang berkualiti dan mampu untuk berdaya saing. Fenomena ini mendorong kajian ini dijalankan dalam menyumbang kepada perkaitan antara keterlibatan pekerja sebagai perantara kepada iklim keselamatan, pengupayaan psikologi dan prestasi keselamatan.

Bagi mengetahui mengenai perkaitan antara empat pemboleh ubah ini, maka kajian yang dijalankan ini tertumpu kepada organisasi pembuatan elektrik dan elektronik di negeri Perak kerana mencatatkan angka kemalangan yang membimbangkan dan tertinggi. Ini merujuk kepada laporan yang telah dikeluarkan

oleh Pertubuhan Keselamatan Sosial (PERKESO) dan Jabatan Kesihatan dan Keselamatan (JKKP) pada tahun 2017. Dapatan kajian ini adalah penting bagi memastikan pihak pengurusan organisasi pembuatan elektrik dan elektronik memberikan tumpuan kepada aspek keselamatan dan kebajikan pekerja. Jika kedua aspek ini diabaikan, maka ia memberikan kesan kepada kualiti produktiviti yang dihasilkan dan kemampuan organisasi untuk berdaya saing. Malah, ini turut menjejaskan keluaran dalam negeri kasar (KDNK) kerana sektor pembuatan elektrik dan elektronik dilaporkan sebagai penyumbang utama kepada ekonomi di Malaysia seperti laporan yang dikeluarkan pada Julai 2020.

1.3 Pernyataan Masalah

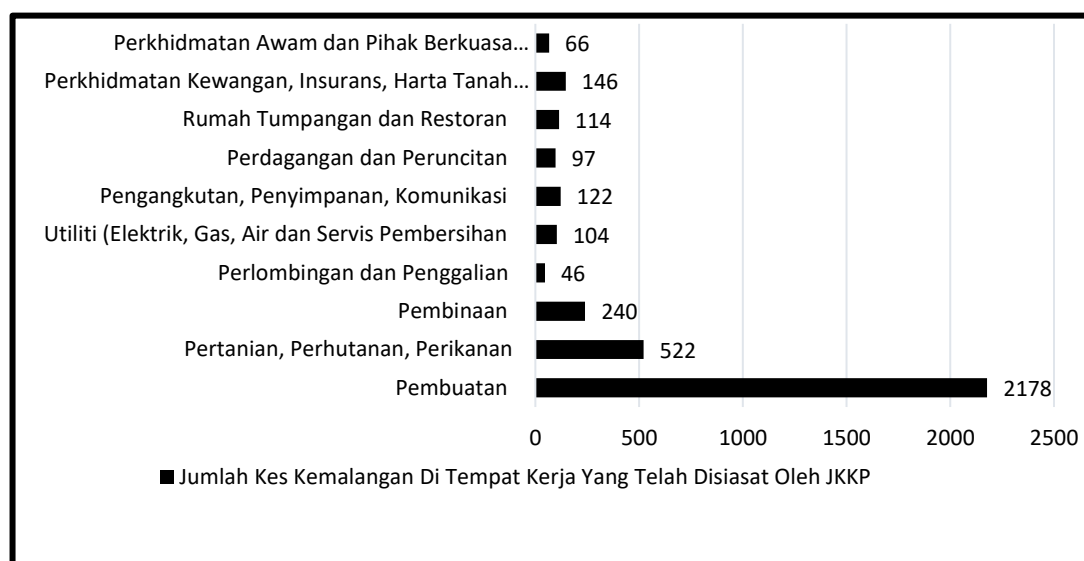
Kemalangan di tempat kerja merupakan isu yang sentiasa hangat diperbincangkan dalam organisasi (Watson *et al.*, 2005; Griffin dan Curcuruto, 2016; Manapragada dan Bruk-Lee, 2016; Sullivan, 2018; Passetti *et al.*, 2020). Pada tahun 2017, Laporan Pertubuhan Buruh Antarabangsa (ILO), melaporkan bilangan kematian akibat kemalangan di tempat kerja mencecah angka 6,300 orang setiap hari (ILO, 2017). Salah satu indikator yang digunakan bagi mengenal pasti kemalangan di tempat kerja adalah menerusi prestasi keselamatan (Wu, 2005; Wu *et al.*, 2008; Zhang *et al.*, 2016; Kim *et al.*, 2019). Prestasi keselamatan adalah bagi mengetahui sejauh mana pihak pengurusan mencegah kemalangan daripada terjadi dalam organisasi (Clarke, 2006; Zhang *et al.*, 2016).

Di Malaysia, laporan kemalangan di tempat kerja oleh JKKP pada tahun 2013 hingga 2017 menandakan angka kemalangan berada pada tahap yang membimbangkan, seperti dalam Jadual 1.1. Pada tahun 2017, jumlah kemalangan yang disiasat adalah sebanyak 3635 kes, yang melibatkan 267 kes kematian, 156 kes hilang upaya kekal (HUK) dan 3212 kes tidak hilang upaya kekal (THUK). Lebih membimbangkan angka kes kematian adalah meningkat sebanyak 19.7% berbanding pada tahun 2016. Selain itu, 2178 kes kemalangan adalah daripada industri pembuatan (rujuk Jadual 1.2).

Jadual 1.1 Kes Kemalangan di Tempat Kerja yang di Siasat oleh JKPP dari Tahun 2013 hingga Tahun 2017

Tahun	Jumlah Kes Kemalangan di Tempat Kerja yang Telah Disiasat oleh JKPP
2013	2817
2014	2796
2015	3345
2016	3666
2017	3635

(Sumber: JKPP, 2013; JKPP 2014; JKPP,2015; JKPP ,2016; JKPP,2017)



(Sumber: JKPP, 2017)

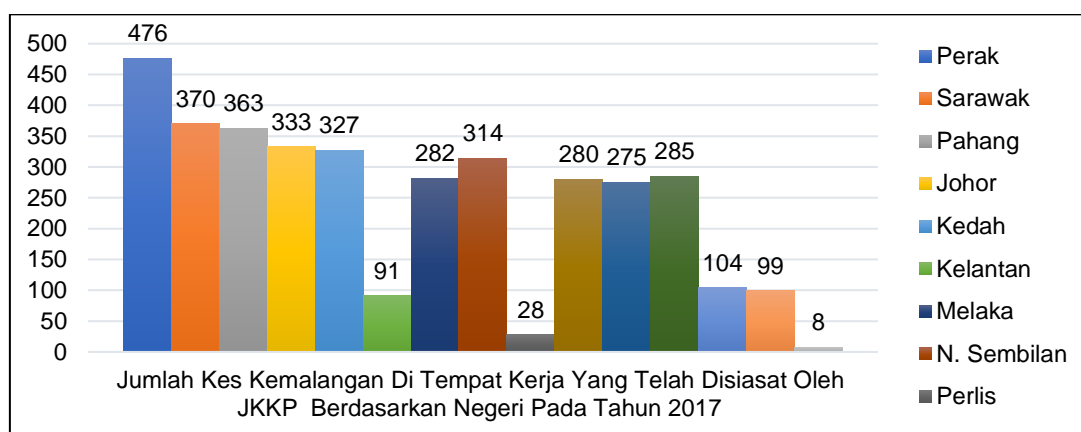
Rajah 1.1 Kes Kemalangan yang Dicatatkan Berdasarkan Industri pada Tahun 2017 oleh JKPP

Berdasarkan laporan yang dikeluarkan oleh PERKESO (2017), kes yang melibatkan organisasi pembuatan elektrik dan elektronik adalah sebanyak 1159 kes (Rujuk Jadual 1.3). Menurut Shahril dan Ismail (2020) dan Khammar *et al.*, (2019), antara faktor kemalangan dalam organisasi ini adalah kerana pertukaran masa bekerja dalam organisasi. Maka, pekerja adalah terdedah kepada keletihan dan berisiko menghadapi gangguan kesihatan yang menyebabkan pekerja melakukan kelalaian dan mengundang kemalangan terjadi. Malahan, jika keadaan ini dibiarkan berterusan, ia turut menjejaskan ekonomi Malaysia kerana sektor ini merupakan penyumbang utama output kasar dengan nilai RM361.8 bilion (28.4%) kepada negara pada tahun 2017 hingga kini (Jabatan Perangkaan Malaysia, Julai, 2020).

Jadual 1.2 Jumlah Kes Kemalangan yang Melibatkan Sektor Pembuatan Elektrik dan Elektronik yang Dilaporkan oleh PERKESO dari Tahun 2013 hingga 2017

Tahun	Jumlah Kes Kemalangan yang Melibatkan Sektor Pembuatan Elektrik dan Elektronik oleh PERKESO
2013	1041
2014	1027
2015	1037
2016	1072
2017	1159

(Sumber: PERKESO, 2013; PERKESO 2014; PERKESO,2015; PERKESO, 2016; PERKESO 2017)



(Sumber: JKKP, 2017)

Rajah 1.2 Kes Kemalangan yang Dilaporkan Mengikut Negeri pada Tahun 2017 oleh JKKP

Kajian ini memberikan tumpuan kepada organisasi pembuatan elektrik dan elektronik di negeri Perak, yang telah mencatatkan kes kemalangan di organisasi yang tertinggi, rujuk Jadual 1.4. PERKESO (2017) turut melaporkan bahawa angka kemalangan di negeri Perak adalah sebanyak 16031, seperti dalam Jadual 1.5. Keadaan ini menerangkan pengurusan keselamatan di dalam organisasi adalah masih relevan untuk diperbincangkan (Tong *et al.*, 2018; Zwetsloot *et al.*, 2014). Terdapat kajian yang membuktikan bahawa 85% hingga 98% kemalangan yang berlaku di tempat kerja adalah berpunca daripada kelakuan tidak selamat pekerja. (Dilley dan Kleiner, 1996; Hassan *et al.*, 2017). Ini berpunca daripada tahap keterlibatan pekerja yang rendah dalam organisasi (Gyensare *et al.*, 2018; Zhang *et al.*, 2020).

Jadual 1.3 Angka Kes Kemalangan yang Dicatatkan di Negeri Perak pada Tahun 2017 oleh PERKESO

Tahun	Jumlah Kes Kemalangan di Negeri Perak yang Dilaporkan oleh PERKESO
2013	12069
2014	12341
2015	12500
2016	12512
2017	16031

(Sumber: PERKESO, 2013; PERKESO 2014; PERKESO,2015; PERKESO, 2016; PERKESO 2017)

Menurut Laporan Keterlibatan Pekerja Global, kadar keterlibatan pekerja di Malaysia adalah hanya 59%, yang menunjukkan penurunan sebanyak 2% dari tahun 2016 (Aon, 2017). Keadaan ini menjadikan pekerja di Malaysia mempunyai tahap keterlibatan pekerja antara paling rendah di pasaran utama Asia. Pekerja tidak merasakan berkepentingan berada dalam organisasi bagi mencapai objektif organisasi, dan tidak menunjukkan kesungguhan ketika melakukan tugas yang mengakibatkan kemalangan terjadi (Vorina *et al.*, 2017; Berhan, 2020). Pekerja juga sentiasa mencari alasan untuk tidak hadir bekerja, berkelakuan tidak selamat, produktiviti yang dihasilkan adalah tidak berkualiti, dan gagal mengikuti prosedur keselamatan yang telah ditetapkan (Ugwu *et al.*, 2014; Bin, 2015; Hejjas *et al.*, 2019; Mullins *et al.*, 2019).

Tahap keterlibatan pekerja yang rendah adalah dipengaruhi oleh tahap iklim keselamatan yang rendah dalam organisasi dan pengupayaan psikologi pekerja (Huang *et al.*, 2016; Stander dan Rothmann, 2010; Ugwu *et al.*, 2014; Jose dan Mampilly, 2015; Sharma dan Singh, 2018). Tahap iklim keselamatan yang rendah, menerangkan bahawa polisi dan matlamat keselamatan dalam organisasi adalah kurang berjaya memastikan persekitaran organisasi adalah selamat (Smith *et al.*, 2016; Petitta *et al.*, 2017; Yari *et al.*, 2019). Manakala, tahap pengupayaan psikologi yang rendah adalah disebabkan pekerja tidak mempunyai motivasi ketika melaksanakan aktiviti pekerjaan (Zheng dan Tian, 2019; Jose dan Mampilly, 2015). Ini mengakibatkan pekerja gagal dalam memaknai dan menjalankan tugas dengan baik dalam organisasi (Sandhya, dan Sulphrey, 2020; Bin *et al.*, 2019; DiNapoli *et al.*, 2016).

Kebanyakan kajian lepas memfokuskan kepada hubungan antara iklim keselamatan dan prestasi keselamatan dalam organisasi (Huang *et al.*, 2018; Nadhim *et al.*, 2018; Alruqi *et al.*, 2018; Nadhim, 2019; Kuenzi *et al.*, 2020). Namun begitu, Idris *et al.*, (2015) dan Huang *et al.*, (2016), mencadangkan agar keterlibatan pekerja dan dimensinya sebagai perantara dalam hubungan ini. Ini turut bertepatan dengan cadangan oleh Al-Bsheish *et al.*, (2019), Erdogan, *et al.*, (2018) dan Ford *et al.*, (2011), agar keterlibatan pekerja dan dimensinya menjadi perantara dalam hubungan pengupayaan psikologi dan prestasi keselamatan. Ini kerana hubungan antara hubungan pengupayaan psikologi dan prestasi keselamatan didapati lemah (Tong *et al.*, 2015; Stander dan Rothmann, 2010).

Oleh hal yang demikian, maka bagi menjelaskan dan mengawal hubungan antara iklim keselamatan, pengupayaan psikologi dan prestasi keselamatan, keterlibatan pekerja dan dimensinya adalah diletakkan sebagai perantara dalam hubungan ini. Tambahan, keterlibatan pekerja dan dimensinya merupakan elemen yang sesuai dalam menjelaskan hubungan antara pemboleh ubah kerana elemen ini membentuk kepada peranan pekerja dalam organisasi bagi mencapai objektif organisasi. Kajian lepas juga telah membuktikan bahawa keterlibatan pekerja dan dimensinya adalah berperanan sebagai perantara dalam kajian. Ini termasuklah kajian yang telah dijalankan oleh Gupta dan Shaheen (2017), Von *et al.*, (2019), Aljohani, (2018), Songkhla *et al.*, (2020).

1.4 Persoalan Kajian

Terdapat persoalan yang perlu diselesaikan dalam kajian ini. Persoalan tersebut adalah:

1. Apakah hubungan antara iklim keselamatan dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik?

2. Apakah kesan keterlibatan pekerja sebagai perantara di antara hubungan iklim keselamatan dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik?
 - a. Apakah kesan keterlibatan kerjaya sebagai perantara di antara hubungan iklim keselamatan dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik?
 - b. Apakah kesan keterlibatan organisasi sebagai perantara di antara hubungan iklim keselamatan dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik?
3. Apakah hubungan antara pengupayaan psikologi dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik?
4. Apakah kesan keterlibatan pekerja sebagai perantara di antara hubungan pengupayaan psikologi dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik?
 - a. Apakah kesan keterlibatan kerjaya sebagai perantara di antara hubungan iklim keselamatan dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik?
 - b. Apakah kesan keterlibatan organisasi sebagai perantara di antara hubungan pengupayaan psikologi dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik?

1.5 Objektif Kajian

Bagi menjawab persoalan kajian, maka objektif kajian ini dijalankan adalah:

1. Mengenal pasti hubungan antara iklim keselamatan dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik.

2. Mengetahui pasti kesan keterlibatan pekerja sebagai perantara di antara hubungan iklim keselamatan dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik.
 - a. Mengetahui pasti keterlibatan kerjaya sebagai perantara di antara hubungan iklim keselamatan dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik.
 - b. Mengetahui pasti kesan keterlibatan organisasi sebagai perantara di antara hubungan iklim keselamatan dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik.
3. Mengetahui pasti hubungan antara pengupayaan psikologi dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik.
4. Mengetahui pasti kesan keterlibatan pekerja sebagai perantara di antara hubungan pengupayaan psikologi dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik.
 - a. Mengetahui pasti kesan keterlibatan kerjaya sebagai perantara di antara hubungan pengupayaan psikologi dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik.
 - b. Mengetahui pasti kesan keterlibatan organisasi sebagai perantara di antara hubungan pengupayaan psikologi dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik.

1.6 Kepentingan Kajian

Kajian ini adalah mengetahui mengenai kesan keterlibatan pekerja dan dimensinya sebagai perantara dalam hubungan antara iklim keselamatan dan pengupayaan psikologi kepada dan prestasi keselamatan dalam organisasi pembuatan elektrik dan elektronik. Dimensi keterlibatan pekerja yang terlibat sebagai perantara dalam kajian ini adalah keterlibatan kerjaya dan keterlibatan organisasi. Sehubungan

dengan itu, kajian ini adalah bagi memberi fokus kepada isu persekitaran organisasi, perasaan pekerja dan motivasi pekerja yang mempengaruhi kepada prestasi keselamatan dalam organisasi. Selain itu, melalui kajian ini dapat memberi panduan kepada pihak pengurusan dan pekerja operator bagi memainkan peranan masing-masing terhadap isu keselamatan dalam organisasi pembuatan elektrik dan elektronik. Apabila isu keselamatan dalam organisasi diberikan penekanan, maka ia bukan sahaja memberikan kesan yang baik kepada organisasi, malah turut memberikan impak kepada ekonomi negara Malaysia, sebagai negara yang sedang membangun.

1.7 Skop Kajian

Terdapat tiga skop utama kajian yang terdapat dalam kajian ini. Skop pertama ialah pemboleh ubah yang digunakan dalam kajian ini iaitu, iklim keselamatan (pemboleh ubah bersandar), pengupayaan psikologi (pemboleh ubah bersandar), keterlibatan pekerja (pemboleh ubah perantara) dan prestasi keselamatan (pemboleh ubah tidak bersandar). Instrumen iklim keselamatan adalah daripada *Safety Climate Questionnaire* (SCQ) yang telah dibentuk oleh Cheyne *et al.*, (2002). Bagi instrumen pengupayaan psikologi, dimensi digunakan adalah *Psychological Empowerment Questionnaire* (PEQ) daripada Spreitzer (1995). Manakala keterlibatan pekerja adalah berdasarkan instrumen *Utrecht Work Engagement Scale* (UWES) oleh Kahn (1990). Seterusnya, kajian ini menggunakan instrumen prestasi keselamatan iaitu, *Safety Performance Scale* (SPS) yang diambil daripada Wu *et al.*, (2008).

Skop kajian kedua adalah berkaitan dengan reka bentuk kajian dan instrumen kajian. Reka bentuk kajian ialah deskriptif dan hubungan. Kaedah yang digunakan adalah kaedah keratan lintang (*cross-sectional*) dan pengumpulan data melalui borang soal selidik. Kajian ini merupakan kajian populasi, yang melibatkan keseluruhan operator di tujuh buah organisasi pembuatan elektrik dan elektronik di sekitar negeri Perak. Data diperolehi adalah melalui ujian persediaan dan proses saringan data sebelum menjalani analisis sebenar. Bagi menganalisis data berdasarkan objektif kajian, kaedah model persamaan struktural digunakan. Analisis ini digunakan bagi membantu pengkaji mencapai objektif kajian ini.

Skop ketiga dalam kajian ini ialah lokasi dan responden. Kajian ini dijalankan di tujuh buah organisasi pembuatan elektrik dan elektronik di negeri Perak yang meliputi daerah Kampar, Kamunting, Sungai Siput, Pusing dan Chemor. Ini berdasarkan kepada analisis laporan oleh JKKP dan PERKESO pada tahun 2017. Data terbaru ketika menjalankan kajian ini adalah pada tahun 2017. Responden dalam kajian ini adalah operator dalam organisasi berkenaan adalah kerana pekerja bahagian operator adalah berhadapan dengan penggunaan mesin yang memerlukan tumpuan ketika melakukan pekerjaan (Zhang *et al.*, 2016). Tambahan, pekerja operator mempunyai pertukaran masa bekerja yang boleh menjejaskan tahap kesihatan dan membuatkan pekerja gagal memberikan tumpuan sepenuhnya ketika bekerja (Perrow, 2019).

1.8 Definisi Konseptual dan Operasional

1.8.1 Prestasi Keselamatan

Prestasi keselamatan didefinisikan sebagai pematuhan dan penyertaan pekerja dalam memastikan keselamatan organisasi berada dalam tahap yang memuaskan (Neal dan Griffin, 2002; Neal dan Griffin, 2006; Lu dan Yang, 2010). Namun, Wu *et al.*, (2008) menyatakan bahawa prestasi keselamatan adalah aktiviti yang perlu dijalankan bagi memastikan keselamatan dalam organisasi adalah pada tahap yang baik dalam organisasi. Berbeza dengan Wu (2005) yang menyatakan bahawa prestasi keselamatan merupakan pencapaian keseluruhan pengurusan keselamatan dalam menitikberatkan mengenai keselamatan dalam organisasi. Manakala Mario *et al.*, (2013) menyatakan bahawa prestasi keselamatan merupakan pencapaian yang dinilai menerusi pematuhan dan penyertaan pekerja terhadap segala isu berkaitan keselamatan dalam organisasi. Maka, dapat disimpulkan bahawa prestasi keselamatan adalah perlaksanaan dan pematuhan pekerja terhadap keselamatan dalam organisasi yang telah ditetapkan oleh pihak pengurusan.

Bagi definisi operasional dalam kajian ini, prestasi keselamatan merupakan penilaian terhadap tahap perlaksanaan dan pengamalan keselamatan di organisasi

pembuatan elektrik dan elektronik. Penilaian keselamatan dalam organisasi adalah diukur berdasarkan dimensi yang telah diperkenalkan oleh Wu *et al.*, (2008). Dimensi tersebut terdiri daripada pengurusan keselamatan organisasi, langkah-langkah dan kelengkapan keselamatan, statistik kemalangan, penilaian latihan keselamatan, penyiasatan kemalangan dan amalan latihan keselamatan. Dalam konteks pengurusan keselamatan organisasi ia merujuk kepada pengendalian pihak pengurusan dan pekerja di organisasi pembuatan dalam memastikan keselamatan terjamin di organisasi. Bagi langkah-langkah keselamatan, merupakan penyediaan perlindungan keselamatan, latihan keselamatan, dan kepelbagaian persediaan bagi mengelakkan berlakunya kemalangan dalam organisasi ini. Seterusnya adalah angka kemalangan yang berlaku dalam organisasi sebagai petunjuk kepada pelaksanaan keselamatan dalam organisasi yang terlibat dalam kajian ini.

Penilaian latihan keselamatan adalah perhitungan kepada latihan keselamatan dalam organisasi oleh pekerja dalam sektor pembuatan ini. Dimensi seterusnya adalah penyiasatan keselamatan yang merujuk kepada keberkesanan bagi memastikan kemalangan di organisasi adalah tidak berulang lagi. Amalan latihan keselamatan merupakan dimensi yang terakhir. Dimensi ini menjelaskan mengenai tindakan dan tingkah laku pekerja terhadap keselamatan setelah menghadiri latihan keselamatan. Ini mengukur sejauh mana keberkesanan latihan keselamatan yang telah diberikan oleh pihak pengurusan kepada pekerja dalam organisasi berkenaan. Dimensi-dimensi ini adalah diambil dari soal selidik prestasi keselamatan iaitu *Safety Performance Scale* (SPS) oleh Wu *et al.*, (2007).

1.8.2 Keterlibatan Pekerja

Keterlibatan pekerja merupakan perasaan pekerja terhadap organisasi yang mendorong ke arah tingkah laku pekerja dalam melaksanakan tugas dalam organisasi (Shuck dan Wollard, 2010). Selain itu, keterlibatan pekerja juga ditafsirkan sebagai satu perasaan yang ada dalam diri pekerja yang mempengaruhi pekerja memahami tujuan berada di organisasi, dan sentiasa fokus dalam melaksanakan tugas (Macey *et al.*, 2009). Ia dapat dinilai dengan jelas melalui keperibadian yang

dipamerkan, keupayaan menyesuaikan diri, usaha yang ditunjukkan dan kegigihan supaya matlamat organisasi dapat dicapai. Tambahan, menurut Andrew dan Sofian (2012), keterlibatan pekerja melibatkan hubungan emosi dan psikologi antara pekerja dan organisasi, yang mempengaruhi tindakan yang negatif atau positif pekerja di tempat kerja. Ini turut disokong oleh Dernovesk (2008), yang percaya bahawa keterlibatan pekerja adalah diterjemahkan menerusi komitmen yang ditunjukkan.

Dalam kajian ini, keterlibatan pekerja merujuk kepada perasaan pekerja yang merasakan dihargai dan diperlukan untuk berkhidmat dalam organisasi pembuatan elektrik dan elektronik bagi memastikan organisasi mampu mencapai kejayaan. Dalam kajian ini pengkaji menggunakan instrumen *Utrecht Work Engagement Scale (UWES)* yang telah dibina oleh Saks (2006). Dalam instrumen ini, terdapat dua dimensi iaitu keterlibatan kerjaya dan keterlibatan organisasi. Keterlibatan kerjaya adalah keadaan di mana pekerja dalam organisasi di pembuatan ini sentiasa merasa terikat dengan organisasi disebabkan oleh pengetahuan dan kemahiran yang dimiliki. Manakala, keterlibatan organisasi adalah pekerja dalam organisasi pembuatan ini adalah merasa bangga dan gembira kerana dapat bekerja dan berkhidmat dalam organisasi pembuatan elektrik dan elektronik ini.

1.8.3 Iklim Keselamatan

Iklim keselamatan merupakan pemerhatian dan tanggapan pekerja terhadap budaya keselamatan dalam organisasi, dipengaruhi oleh faktor organisasi dan individu dan memberikan kesan kepada tingkah laku pekerja dalam keselamatan (Wu *et al.*, 2007). Manakala Zohar (2010) menyatakan iklim keselamatan adalah tahap penerimaan isu keselamatan yang diamalkan dalam organisasi. Tahap keselamatan memberikan kesan dalam penurunan angka kecederaan dan menjadikan persekitaran keselamatan yang baik buat pekerja dalam organisasi. Iklim keselamatan juga didefinisikan sebagai ukuran keutamaan tahap keselamatan yang telah diamalkan dalam organisasi dan merupakan faktor utama dalam mempromosikan tingkah laku keselamatan, mengurangkan kecederaan dan membentuk persekitaran kerja yang selamat (Yueng *et al.*, 2016). Justeru, iklim keselamatan merupakan pelaksanaan

mengenai keselamatan yang telah dilakukan oleh pihak pengurusan dalam organisasi bagi meningkatkan keselamatan dalam organisasi. Pelaksanaan mengenai isu keselamatan dalam organisasi memberikan kesan kepada persepsi pekerja dalam organisasi.

Definisi operasional bagi iklim keselamatan dalam kajian ini adalah persepsi dan pandangan pekerja dalam organisasi pembuatan elektrik dan elektronik terhadap isu yang keselamatan yang telah ditetapkan oleh pihak pengurusan dalam organisasi. Iklim keselamatan dalam kajian ini adalah berdasarkan enam dimensi yang iklim keselamatan oleh Cheyne *et al.*, (2002) iaitu pengurusan keselamatan, komunikasi, tanggungjawab individu, piawaian dan matlamat keselamatan, penglibatan peribadi dan persekitaran tempat kerja. Pengurusan keselamatan merujuk kepada pengendalian keselamatan dalam organisasi yang terlibat dalam organisasi pembuatan. Dimensi kedua iaitu komunikasi iaitu perhubungan sama ada pihak pengurusan dengan pekerja atau pekerja sesama pekerja dalam organisasi terhadap isu keselamatan.

Dimensi tanggungjawab individu merupakan kewajipan pekerja di dalam organisasi pembuatan terhadap keselamatan dalam organisasi. Bagi piawaian dan matlamat keselamatan, merujuk kepada pencapaian keselamatan dalam organisasi di industri pembuatan ini. Penglibatan peribadi pula ialah pekerja di organisasi pembuatan ini memberikan pandangan, cadangan atau menghadiri mesyuarat bagi meningkatkan keselamatan dalam organisasi. Dimensi yang terakhir adalah pengurusan keselamatan iaitu, pengendalian keselamatan dalam organisasi, termasuklah tingkah laku keselamatan, polisi keselamatan dan lain-lain yang berkaitan oleh organisasi yang terlibat dalam sektor pembuatan. Instrumen iklim keselamatan adalah daripada *Safety Climate Questionnaire (SCQ)* yang telah dibentuk oleh Cheyne *et al.*, (2002).

1.8.4 Pengupayaan Psikologi

Pengupayaan psikologi didefinisikan sebagai suatu keadaan yang membenarkan individu mengawal dan mempengaruhi pekerjaan yang dilakukan

(Maynard *et al.*, 2012; Spreitzer, 2008). Selain dari itu, pengupayaan psikologi juga ditafsirkan sebagai satu set semangat yang dibentuk oleh persekitaran pekerjaan dan dapat mencerminkan individu yang komited terhadap kerja dan memainkan peranan dalam kerjayanya (Spreitzer, 1995; Kong *et al.*, 2016). Berbeza dengan Paramanandam (2016) yang percaya bahawa pengupayaan psikologi adalah kepercayaan dalaman seseorang individu sebagai dorongan untuk mempengaruhi aspek-aspek penting dalam melaksanakan pekerjaan. Manakala Hoxha (2015) mentafsirkan bahawa pengupayaan psikologi adalah proses yang membolehkan individu berfikir, bertindak, mengawal dan membuat keputusan secara bebas berkaitan tanggungjawab dan tugas dalam pekerjaan.

Manakala Boudrias *et al.*, (2014) menyifatkan bahawa pengupayaan psikologi merupakan motivasi dan perasaan yang dimiliki oleh pekerja yang mendorong pekerja tersebut menjalankan tanggungjawab dan peranan yang telah diberikan oleh pihak pengurusan dengan baik sekali. Justeru itu berdasarkan kepada definisi yang telah dinyatakan dapat disimpulkan bahawa pengupayaan psikologi merupakan persepsi atau tanggapan pemikiran yang mendorong pekerja untuk mengawal dan mempengaruhi pekerjaan. Tanggapan dan persepsi ini akan diterjemahkan oleh pekerja melalui kelakuan dan prestasi pekerjaan yang ditunjukkan.

Dalam kajian ini, pengupayaan psikologi didefinisikan sebagai semangat yang dimiliki oleh pekerja yang mendorong dan mempengaruhi pekerja di organisasi pembuatan elektrik dan elektronik bagi melaksanakan pekerjaan mereka dengan baik dan sempurna. Pengupayaan psikologi ini membuatkan pekerja mampu untuk membuat keputusan yang terbaik untuk organisasi, pekerja mampu menjalankan tugas yang diberikan dengan sebaiknya dan merasakan organisasi itu perlu terus berdaya maju. Pengupayaan psikologi juga mendorong pekerja untuk sentiasa memikirkan idea yang bernas dan kreatif. Tindakan dan pandangan yang diberikan oleh pekerja adalah demi untuk memajukan organisasi. Terdapat empat (4) dimensi pengupayaan psikologi yang dicadangkan oleh Spreitzer (1995).

Dimensi tersebut adalah makna, impak, kompetensi dan keazaman sendiri. Makna merujuk kepada perasaan pekerja dalam organisasi bahawa pekerjaan yang

dilakukan adalah bermakna dan penting. Manakala kompetensi adalah keupayaan dan pendirian sendiri pekerja untuk melaksanakan tanggungjawab sebagai pekerja dalam organisasi tersebut. Dalam pada itu, keazaman sendiri adalah kebebasan dalam menjalankan pekerjaan dan melaksanakan tugas yang diberikan dengan sebaiknya mengikut cara pekerja itu sendiri. Impak merujuk kepada tanggapan pekerja bahawa kewujudan setiap perkara yang dilakukan oleh pekerja adalah penting dan memberikan kesan kepada organisasi. Item-item ini diadaptasi dari soal selidik pengupayaan psikologi iaitu *Psychological Empowerment Questionnaire (PEQ)* yang dibina oleh Spreitzer (1995).

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