

ORGANISASI PEMBELAJARAN: SATU KAJIAN
KES DI SYARIKAT MAKANAN HALAL

NORHASLINDA NORDIN

SARJANA SAINS

UNIVERSITI MALAYSIA PAHANG



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PENGESAHAN PELAJAR

Saya dengan ini mengakui bahawa kerja dalam tesis ini adalah kerja saya sendiri kecuali sebut harga dan ringkasan yang telah diakui dengan sewajarnya. Tesis ini masih belum diterima untuk sebarang ijazah dan pada masa sama tidak diserahkan untuk anugerah ijazah lain.

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ABSTRAK

Organisasi pembelajaran merupakan proses pembelajaran secara berterusan bagi melakukan perubahan di dalam sesebuah organisasi. Budaya organisasi pembelajaran seharusnya diamalkan oleh sesebuah organisasi untuk kekal sebagai sebuah organisasi yang membangun secara mapan dan berdaya saing. Pengeluar makanan halal terutamanya perlu membina konsep organisasi pembelajaran kerana mereka mempunyai banyak pesaing pada masa kini. Tujuan kajian ini adalah untuk mengenalpasti; 1) aktiviti yang berkaitan dengan konsep organisasi pembelajaran; 2) strategi yang diatur oleh Syarikat D yang berkait rapat dengan organisasi pembelajaran serta 3) kekangan yang terdapat di Syarikat D bagi mengamalkan konsep organisasi pembelajaran. Kajian ini merupakan kajian penerokaan melalui kajian kes dan data yang dikumpul menggunakan kaedah kualitatif melalui temu bual. Sepuluh soalan semi-struktur dibina bagi temubual tersebut dan jumlah responden yang terlibat adalah 14 orang. Responden merupakan pekerja di Syarikat D dari tiga peringkat pengurusan iaitu; 1) pengurusan peringkat bawahan, 2) pengurusan peringkat pertengahan dan 3) pengurusan peringkat tertinggi. Dapatan kajian menunjukkan bahawa terdapat unsur organisasi pembelajaran dalam amalan kerja dan strategi yang digunakan di Syarikat D namun konsep tersebut perlu diperhalusi secara inklusif. Sesetengah pekerja berkongsi pengetahuan dan belajar dengan rakan sekerja, tetapi sesetengah dari mereka tidak melakukan sedemikian. Terdapat beberapa kekangan dikenal pasti bagi Syarikat D membentuk sebuah organisasi pembelajaran iaitu majikan yang kurang berperanan sebagai pemimpin, kekurangan sumber kewangan dan mengamalkan sistem birokrasi. Justeru, hasil kajian ini mendapati jika Syarikat D mendalami konsep organisasi pembelajaran, pembelajaran berterusan akan dapat dilaksanakan. Pembelajaran secara berterusan adalah kunci utama bagi sesebuah organisasi untuk terus membangun secara mapan dan kompetitif.

ABSTRACT

Learning organization is a process of continuous learning to make changes in an organization. The culture of learning organization should be practised by the organization to remain sustainable development and competitive advantage. Halal food manufacturers primarily need to adapt the concept of learning organization as they have a lot of competitors presently. The purpose of this study is; 1) to identify the activities which are related to learning organization, 2) strategies of Company D which are related to the learning organization and; 3) the weakness factor that affects the employees at Company D to apply the concept of learning organization. This is an exploratory study by case study where the data collected used a qualitative method. Ten semi-structured questions are constructed for an in-depth interview with 14 respondents. The respondents are employees of Company D from three level of management, which are; low-level management, middle-level management and top-level management. The findings show that there are elements of learning organization in the work practices and strategies used in Company D, but the concept needs to be refined inclusively. Some workers share knowledge and learn with colleagues, but some of them are disregard. There are some obstacles that prevent Company D to form a learning organization environment which are lack of support from the leader, lack of sources such as financial, and implementing bureaucracy system. Hence, the results of this study found that Company D will grow further by applying the concept of a learning organization, and continuous learning will be feasible. Learning continuously is the key factor to an organization to remain sustainable and gain competitive advantage.

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SENARAI PENYINGKATAN

DGM	Deputy General Manager
GMP	Good Manufacturing Practice
HACCP	Hazard Analysis Critical Control Point
HOD	Head of Department
HR	Human Resource
IKS	Industri Kecil Sederhana
IFS	International Food Standard
ISO	International Organization for Standardization
JAKIM	Jabatan Kemajuan Islam Malaysia
JAIN(S)	Jabatan Agama Islam Negeri (Selangor)
KKM	Kementerian Kesihatan Malaysia
KPM	Kementerian Pendidikan Malaysia
MD	Managing Director
NCR	Non-Conformance Report
SME	Small Medium Enterprise
TQM	Total Quality Management

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