KEPIMPINAN TRANSFORMASI, ETIKA KERJA ISLAM, DAN TINGKAH LAKU KERJA INOVATIF DI SEKTOR AWAM: PEMERKASAAN PSIKOLOGI SEBAGAI PENGANTARA

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**Tesis yang diserahkan kepada
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untuk Memenuhi bagi Ijazah Doktor Falsafah**

Kebenaran Merujuk

Tesis ini dikemukakan sebagai memenuhi keperluan pengurniaan Ijazah Doktor Falsafah daripada Universiti Utara Malaysia (UUM). Saya dengan ini bersetuju membenarkan pihak perpustakaan Universiti Utara Malaysia mempamerkannya sebagai bahan rujukan umum. Saya juga bersetuju bahawa sebarang bentuk salinan sama ada secara keseluruhan atau sebahagian daripada tesis ini untuk tujuan akademik perlulah mendapat kebenaran daripada Penyelia Tesis atau Dekan Othman Yeop Abdullah Graduate School of Business terlebih dahulu. Sebarang bentuk salinan dan cetakan bagi tujuan komersial adalah dilarang sama sekali tanpa kebenaran bertulis daripada penyelidik. Pernyataan rujukan kepada penyelidik dan Universiti Utara Malaysia perlulah dinyatakan jika rujukan terhadap tesis ini dilakukan.

Kebenaran untuk menyalin atau menggunakan tesis ini sama ada secara sebahagian atau sepenuhnya hendaklah dipohon melalui:

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Abstrak

Kajian ini menyelidik hubungan antara kepimpinan transformasi dan tingkah laku kerja inovatif dalam konteks sektor awam di Kerajaan Acheh, Indonesia. Kajian ini turut meneliti kesan penyederhanaan etika kerja Islam dan kesan pemerkasaan psikologi sebagai pengantara ke atas hubungan antara kepimpinan transformasi dan tingkah laku kerja inovatif. Kajian ini didorong oleh dapatan yang tidak tekal dalam kajian lepas tentang hubungan antara kepimpinan transformasi dan tingkah laku kerja inovatif. Ketidaktekalan dapatan ini mencetuskan aliran penyelidikan baharu yang menunjukkan kepentingan untuk mengkaji kesan pemboleh ubah yang berpotensi dalam menjelaskan sesuatu hubungan. Justeru, bagi tujuan tersebut, kajian ini telah mengambil teori yang berbeza termasuk teori kepimpinan transformasi, teori kontingensi, dan model kognitif pemerkasaan untuk memetakan dan memposisikan hubungan antara pemboleh ubah dalam kerangka konsep. Sebanyak 281 borang soal selidik telah dihantar secara langsung kepada pengurus pertengahan di Kerajaan Negeri Aceh, Indonesia melalui pembantu penyelidik untuk tujuan pengumpulan data. Daripada 281 soal selidik yang diedarkan, sebanyak 244 diterima dan hanya 225 soal selidik yang dapat digunakan untuk dianalisis dengan menggunakan PLS-SEM. Ini menunjukkan kadar maklum balas sebanyak 80%. Manakala hubungan langsung dan tidak langsung antara pemboleh ubah dianalisis dengan mengunakan analisis pemodelan persamaan berstruktur. Dapatan kajian menunjukkan bahawa kepimpinan transformasi mempunyai hubungan yang positif dan signifikan dengan tingkah laku kerja inovatif. Walau bagaimanapun, etika kerja Islam tidak berperanan sebagai pemboleh ubah penyederhana dalam hubungan antara kepimpinan transformasi dengan tingkah laku kerja inovatif. Seterusnya, dapatan kajian juga menunjukkan bahawa pemerkasaan psikologi berperanan sebagai pengantara dalam hubungan antara kepimpinan transformasi dan tingkah laku kerja inovatif. Akhir sekali, kajian ini juga membincangkan tentang implikasi dapatan kajian, batasan kajian, dan arah tuju bagi kajian pada masa akan datang.

Kata Kunci: Kepimpinan Transformasi, Etika kerja Islam, Pemerkasaan Psikologi, Tingkah laku Kerja Inovatif, pengurus pertengahan, sektor awam.

Abstract

This study investigated the relationship between transformational leadership and innovative work behavior in the context of the public sector of the Acheh government in Indonesia. It also examined the moderating effect of Islamic work ethics and the mediating effect of psychological empowerment on the relationship between transformational leadership and innovative work behavior. The study was motivated by the inconsistent findings in the literature on the relationship between transformational leadership and innovative work behavior. These inconsistencies led to a new stream of research that indicated the importance of examining the effect of potential moderating variables that could clarify such a relationship. For this purpose, the study took different theories into consideration including the transformational leadership theory, the contingency theory and the cognitive model of empowerment in order to map and position the potential relationships between the variables within the conceptual framework. A total of 281 questionnaires were sent directly to the middle managers of the government of Acheh, Indonesia, through research assistants that had agreed to participate in this study for data collection. However, only 244 questionnaires were returned and only 225 were deemed usable for actual data analysis using PLS-SEM, representing a response rate of 80 %. The direct and indirect relationships between the variables were analyzed using the structural equation model analysis. The findings showed that transformational leadership positively and significantly predicted innovative work behaviors. Meanwhile, Islamic work ethics did not moderate the relationship between transformational leadership and innovative work behavior. Furthermore, the result of the mediation test showed that psychological empowerment mediated the relationship between transformation leadership and innovative work behavior. Implications of the findings, potential limitations and directions for future research are discussed.

Keywords: Transformational leadership, Islamic work ethics, psychological empowerment, middle manager, public sector.

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Isi Kandungan

Senarai Jadual

Senarai Rajah

Glosari

Etika kerja Islam	*Islamic Work Ethic*
Kepimpinan Transformasi	*Transformational Leadership*
Keratan Rentas	*Cross Sectional*
Pemboleh ubah Bersandar	*Dependent variable*
Pemboleh ubah Eksogen	*Exogenous Variable*
Pemboleh ubah Endogen	*Endogenous Variable*
Pemboleh ubah Pengantara	*Mediator Variable*
Pemboleh ubah Penyederdana	*Moderator Variable*
Pemboleh ubah Tak Bersandar	*Independent Variable*
Pemerkasaan Psikologi	*Psychological Empowerment*
Pengantara separa	*Partial mediation*
Pengurus Pertengahan	*Middle Manager*
Persampelan Kebarangkalian	*Probability Sampling*
Persampelan Rawak Mudah	*Simple Random Sampling*
Ralat piawai pekali	*standard errors of the coefficient*
Sektor Awam	*Public Sector*
Sisihan piawai	*Deviation standard*
Teori Kontingensi	*Contingency Theory*
Tingkah laku Kerja Inovatif	*Innovative Work Behavior*
Model Kognitif Pemerkasaan	*Cognitive Model of Empowerment*

Senarai Nama Singkatan

AVE	*Average Variance Extracted*
CMV	*Common Method Variance*
CR	*Composite Reliability*
f2	*Effect Size*
PLS	*Partial Least Square*
PLS-SEM	*Partial Least Square Structural Equation Modelling*
Q2	*Construct Crossvalidated Redundancy*
RI	*Republik Indonesia*
R2	*R-squared values*
SKPD	*Satuan Kerja Pemerintah Daerah*
SMARTPLS	*Smart Partial Least Square*
SEM	*Structural Equation Modelling*
SPSS	*Statistical Package for Social Sciences*
VIF	*Variance Inflated Factor*

BAB SATU

PENGENALAN

1.0 Pengenalan

Bab ini bermula dengan latar belakang kajian di Seksyen 1.1, diikuti dengan pernyataan masalah dalam Seksyen 1.2, persoalan kajian dan objektif kajian pada Seksyen 1.3 dan 1.4. Beberapa kepentingan kajian akan dibincangkan dalam Seksyen 1.5. Manakala Seksyen 1.6 akan meliputi skop kajian. Ini diikuti dengan definisi terma dalam Seksyen 1.7. Dan bab ini diakhiri dengan susun atur tesis dalam Seksyen 1.8.

1.1 Latar belakang

Inovasi di sektor awam adalah topik yang sangat penting bagi pengurus awam kerana jangkaan terhadap agensi kerajaan meningkat (Lewis, Ricard, & Klijn, 2018). Perhatian kepada inovasi dalam sektor awam ini dicerminkan dengan adanya peningkatan jumlah artikel ilmiah mengenai topik inovasi (Bekkers & Tummers, 2018; de Vries, Bekkers, & Tummers, 2016). Hal ini selari dengan Osborne dan Brown (2011) dan Walker (2014) yang menyatakan bahawa para sarjana dan pengamal semakin berminat dalam inovasi di sektor awam.

Seterusnya Bekkers dan Tummers (2018) juga mengatakan bahwa inovasi dalam sektor awam meningkat dalam agenda pengurus awam dan ahli politik, serta syarikat, organisasi masyarakat dan rakyat. Inovasi diperlukan untuk menangani

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LAMPIRAN

LAMPIRAN 1

Senarai Taburan Organisasi dan Responden

No	Nama Agensi Kerajaan	Populasi	Responden
01	Sekreatriat Daerah Aceh	109	25
02	Sekretariat DPRA	16	7
03	Inspektorat Aceh	8	3
04	Badan Perencanaan Pembangunan Daerah	28	6
05	Badan Pengelolaan Keuangan Aceh	28	8
06	Badan Kepegawaian Aceh	24	4
07	Badan Pengembangan Sumber Daya Manusia Aceh	20	4
08	Badan Penanggulangan Bencana Aceh	13	6
09	Badan Penghubung Pemerintah Aceh	16	8
10	Dinas Pendidikan Aceh	20	4
11	Dinas Kesehatan Aceh	20	5
12	Dinas Pekerjaan Umum dan Penataan Ruang Aceh	20	6
13	Dinas Pengairan Aceh	20	4
14	Dinas Perumahan Rakyat dan Kawasan Permukiman Aceh	20	5
15	Dinas Sosial Aceh	20	5
16	Dinas Tenaga Kerja dan Mobilitas Penduduk Aceh	24	6
17	Dinas Pemberdayaan Perempuan dan Perlindungan Anak Aceh	20	3
18	Dinas Pangan Aceh	20	6
19	Dinas Lingkungan Hidup dan Kehutanan Aceh	24	4
20	Dinas Registrasi Kependudukan Aceh	20	2
21	Dinas Pemberdayaan Masyarakat dan Gampong Aceh	20	5
22	Dinas Perhubungan Aceh	20	6
23	Dinas Komunikasi, Informatika, dan Persandian Aceh	20	4
24	Dinas Koperasi, Usaha Kecil dan Menengah Aceh	20	2

No	Nama Agensi Kerajaan	Populasi	Responden
25	Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Aceh	36	11
26	Dinas Pemuda dan Olahraga Aceh	20	6
27	Dinas Kebudayaan dan Pariwisata Aceh	24	8
28	Dinas Perpustakaan dan Kearsipan Aceh	24	4
29	Dinas Kelautan dan Perikanan Aceh	20	5
30	Dinas Pertanian dan Perkebunan Aceh	20	6
31	Dinas Peternakan Aceh	20	7
32	Dinas Energi dan Sumber Daya Mineral Aceh	20	5
33	Dinas Perindustrian dan Perdagangan Aceh	24	3
34	Keurukon Katibul Wali-Sekretariat Lembaga Wali Nanggroe Aceh	16	2
35	Dinas Syariat Islam Aceh	17	4
36	Dinas Pendidikan Dayah Aceh	17	4
37	Dinas Pertanahan Aceh	16	3
38	Sekretariat Majelis Permusyawaratan Ulama Aceh	12	5
39	Sekretariat Majelis Adat Aceh	12	2
40	Sekretariat Majelis Pendidikan Aceh	12	4
41	Sekretariat Baitul Mal Aceh	12	4
42	Sekretariat Badan Reintegrasi Aceh	12	0
43	Satuan Polisi Pamong Praja dan Wilayatul Hisbah Aceh	24	7
44	Rumah Sakit Umum dr. Zainoel Abidin	33	6
45	Rumah Sakit Jiwa	18	3
46	Rumah Sakit Ibu dan Anak	18	6
47	Badan Kesatuan Bangsa dan Politik Aceh	20	2
	Jumlah	**1025**	**280**

LAMPIRAN 1A

Surat Pengiring Pengumpulan Data

OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA

"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1
23 Mac 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Rica Darma Surya (Matric No: 93530)** is a student at Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing the Doctor of Philosophy (PhD). She is conducting a research entitled "**Hubungan Kepimpinan Transformasi dan Perilaku Kerja Inovatif di Sektor Awam**" under the supervision of Dr. Wzanari bin Kamil.

In this regard, we hope that you could kindly provide assistance and cooperation for her to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully

FADHLINA BINTI MD PUDZI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c   -   Supervisor
       -    Student's File (93530)

Universiti Pengurusan Terkemuka
The Eminent Management University

LAMPIRAN 1B

Surat Pengumpulan Data

Kepada Yth:

Kepala Bidang / Kepala Seksi Satuan Kerja Perangkat Aceh (SKPA) dan SKPK Kab/Kota Se- Aceh

Saya salah seorang staf yang bekerja di Badan Perencanaan Pembangunan Daerah Kabupaten Simeulue yang saat ini sedang menempuh pendidikan jenjang S3 (Doktor) di Universiti Utara Malaysia (UUM). Saya sangat menghargai jika bapak/ibu dapat mengisi kuesioner terlampir.

Saat ini saya sedang melakukan penelitian dengan judul "Hubungan antara kepemimpinan transformasi dan tingkah laku kerja inovatif: etika kerja Islam sebagai moderator dan pemberdayaan psikologi sebagai mediating di sektor publik. Penelitian ini bertujuan untuk mengetahui hubungan kepemimpinan transformasi, pemberdayaan psikologi, etika kerja Islam dan tingkah laku kerja inovatif kepala bidang/Seksi pada badan/kantor/dinas di lingkup Provinsi Aceh.

Keberhasilan penelitian ini sangat tergantung pada bantuan bapak/ibu. Terima kasih telah meluangkan waktunya dalam membantu dalam penelitin ini. Jika ada pertanyaan bapak/ibu dapat menghubungi saya pada nomor 081269029866.

Wassalam,
RINA DARMA SURYA
School of Business Management
College of Business- Universiti Utara Malaysia
E-mail: rinadarmasurya@gmail.com
HP: 081269029866

Soalselidik Kajian (Bahasa Inggeris)

General Intruction and Information

1. *Kindly read the instruction before answering any questions*
2. *Please answer all questions as accurate as you can. Incomplete questionnaire lead to statistical analysis problems*.
3. *Respond by circling the appropriate number*.
4. *The approximate time to complete this survey is 30 minutes*

SECTION A:

RESPONDENT BACKGROUD:

1. Name : ....
2. Age : ....

3. Gender :

   ☐ 1. Male
   ☐ 2. Female

4. Education level:

   ☐ 1. High school
   ☐ 2. Diploma I/II/III
   ☐ 3. Bachelor degree/S1
   ☐ 4. Master degree/S2
   ☐ 5. Ph.D degree/S3

5. Marital status:

   ☐ 1. Married
   ☐ 2. Single
   ☐ 3. Others, Please specify:_____

6. Your department:

          ☐ 1. Technical office (Kantor)
          ☐ 2. Service/Operation (Dinas)
          ☐ 3. Technical Agencies (Badan)
          ☐ 4. Others. Please specify:

7. How long have you worked in the public sector area?

          ☐ 1. Less than 5 years
          ☐ 2. 5 - 10 years
          ☐ 3. 11 - 15 years
          ☐ 4. 16 - 20 years
          ☐ 5. 21 - 25 years
          ☐ 6. More than 25 years

8. Year in current position:

          ☐ 1. Less than 1 year
          ☐ 2. 1 - 2 years
          ☐ 3. 3 - 5 years
          ☐ 4. More than 5 years

9. Telp. number/Hp:_____

10. Email/facebook: _____

SECTION B:

TRANSFORMATIONAL LEADERSHIP

The statement in this section is related to the extent of your transformational leadership implemented. Please circle to indicate the extent to which you agree with the following statements.

1	2	3	4	5	6
Strongly disagree				Strongly agree	

NO.	STATEMENT	RESPONSE SCALE					
1	I talk about my most important values and beliefs.	1	2	3	4	5	6
2	I help others to develop their strengths.	1	2	3	4	5	6
3	I consider an individual as having different needs, abilities, and aspirations from others.	1	2	3	4	5	6
4	I treat others as an individual rather than just as a member of a group.	1	2	3	4	5	6
5	I suggest new ways of looking at how to complete assignments.	1	2	3	4	5	6
6	I get others to look at problems from many different angles.	1	2	3	4	5	6
7	I spend time teaching and coaching.	1	2	3	4	5	6
8	I re-examine critical assumptions to question whether they are appropriate.	1	2	3	4	5	6
9	I express confidence that goals will be achieved.	1	2	3	4	5	6
10	I articulate a compelling vision of the future.	1	2	3	4	5	6
11	I talk enthusiastically about what needs to be accomplished.	1	2	3	4	5	6
12	I seek differing perspectives when solving problems.	1	2	3	4	5	6
13	I talk optimistically about the future.	1	2	3	4	5	6

NO.	STATEMENT	RESPONSE SCALE					
14	I display a sense of power and confidence.	1	2	3	4	5	6
15	I emphasis the importance of having a collective sense of mission.	1	2	3	4	5	6
16	I consider the moral and ethical consequences of decisions.	1	2	3	4	5	6
17	I act in ways that build others" respect.	1	2	3	4	5	6
18	I go beyond self-interest for the good of the group.	1	2	3	4	5	6
19	I specifiy the importance of having a strong sense of purpose.	1	2	3	4	5	6
20	I instil pride in others for being associated with me.	1	2	3	4	5	6

SECTION C:
PSYCHOLOGICAL EMPOWERMENT

The statement in this section is related to the extent of your psychological empowerment implemented. Please circle the relevant number based on the rating scale provided.

1	2	3	4	5	6
Strongly disagree				Strongly agree	

NO.	STATEMENT	RESPONSE SCALE					
1	The work I do is very important to me.	1	2	3	4	5	6
2	My job activities are personally meaningful to me.	1	2	3	4	5	6
3	The work I do is meaningful to me.	1	2	3	4	5	6
4	I am confident about my ability to do my job.	1	2	3	4	5	6
5	I am self-assured about my capabilities to perform my work activities.	1	2	3	4	5	6
6	I have mastered the skills necessary for my job.	1	2	3	4	5	6
7	I have significant autonomy in determining how I do my job.	1	2	3	4	5	6
8	I can decide on my own how to go about doing my work.	1	2	3	4	5	6

NO.	STATEMENT	RESPONSE SCALE					
9	I have considerable opportunity for independence and freedom in how I do my job.	1	2	3	4	5	6
10	My impact on what happens in my department is large.	1	2	3	4	5	6
11	I have a great deal of control over what happens in my department.	1	2	3	4	5	6
12	I have significant influence over what happens in my department.	1	2	3	4	5	6

SECTION D:

ISLAMIC WORK ETHICS

List below are statement describing Islamic work ethics. Please indicate the degree of your agreement to each of the statement by circling the rating provided.

1	2	3	4	5	6
Strongly disagree				Strongly agree	

NO.	STATEMENT	RESPONSE SCALE					
1	Laziness is a vice.	1	2	3	4	5	6
2	Dedication to work is a virtue.	1	2	3	4	5	6
3	Good work benefits both one's self and others.	1	2	3	4	5	6
4	Justice and generosity in the workplace are necessary conditions for society's welfare.	1	2	3	4	5	6
5	Producing more than enough to meet one's personal needs contributes to the prosperity of society as a whole.	1	2	3	4	5	6
6	One should carry work out to the best of his ability.	1	2	3	4	5	6
7	Work is not an end in itself, but a means to foster personal growth and social relations.	1	2	3	4	5	6
8	Life has no meaning without work.	1	2	3	4	5	6
9	More leisure time is good for society.	1	2	3	4	5	6
10	Human relations in organizations should be emphasized and encouraged.	1	2	3	4	5	6

NO.	STATEMENT	RESPONSE SCALE					
11	Work does enable mankind to control nature.	1	2	3	4	5	6
12	Creative work is a source of happiness and accomplishment.	1	2	3	4	5	6
13	Any person who works hard is more likely to get ahead in life.	1	2	3	4	5	6
14	Work and persistence in work give one the chance to be independent.	1	2	3	4	5	6
15	A successful person is the one who meets deadlines atwork.	1	2	3	4	5	6
16	One should constantly work hard to meet responsibilities.	1	2	3	4	5	6
17	The value of work is derived from the accompanying intention, rather than its results.	1	2	3	4	5	6

SECTION E:

INNOVATIVE WORK BEHAVIOR

This set of statement seeks to identify your innovative work behavior. Please circle to indicate the extent to which you agree with the following statements.

1	2	3	4	5	6
Very low				Very high	

NO.	STATEMENT	RESPONSE SCALE					
1	I create new ideas for difficult issues	1	2	3	4	5	6
2	I search out new technologies, processes, working methods, techniques, and/or product ideas.	1	2	3	4	5	6
3	I generate original solutions for problems.	1	2	3	4	5	6
4	I mobilize support for innovative ideas.	1	2	3	4	5	6
5	I make organizational members enthusiastic for innovative ideas.	1	2	3	4	5	6
6	I try to acquire approval for innovative ideas.	1	2	3	4	5	6
7	I transform innovative ideas into useful applications.	1	2	3	4	5	6

NO.	STATEMENT	RESPONSE SCALE					
8	I introduce ideas into the work environment in a systematic way.	1	2	3	4	5	6
9	I evaluate the utility (benefits) of innovative idea.	1	2	3	4	5	6

Soalselidik Kajian (Bahasa Indonesia)

Petunjuk Pengisian Kuesioner

1. Mohon dibaca petunjuk sebelum menjawab pertanyaan yang dikemukakan.

2. Mohon menjawab semua pertanyaan seakurat mungkin. Kuesioner yang tidak lengkap akan mempengaruhi dalam analisis statistik.

3. Berikan tanggapan anda dengan melingkari nomor yang sesuai.

4. Waktu untuk melengkapi pertanyaan diberikan selama 30 menit.

BAGIAN A:

IDENTITAS RESPONDEN

1. Nama   : ....

2. Umur   : ....

3. Jenis Kelamin   :

   ☐ 1. Laki-laki
   ☐ 2. Perempuan

4. Tingkat pendidikan:

   ☐ 1. SMU
   ☐ 2. Diploma I/II/III
   ☐ 3. Sarjana/S1
   ☐ 4. Master /S2
   ☐ 5. Doktor/S3

5. Status perkawinan:

   ☐ 1. Menikah
   ☐ 2. Belum menikah
   ☐ 3. Lain-lain:_____

6. Kantor/Dinas/Badan (jangan lupa sebutkan nama SKPD dan kab/kota asal):

    [ ]   1. Kantor
    [ ]   2. Dinas
    [ ]   3. Badan
    [ ]   4. Lain-lain:

7. Lama bekerja di pemerintahan?

    [ ]   1. Kurang dari 5 tahun
    [ ]   2. 5 - 10 tahun
    [ ]   3. 11 - 15 tahun
    [ ]   4. 16 - 20 tahun
    [ ]   5. 21 - 25 tahun
    [ ]   6. Lebih dari 25 tahun

8. Lama bekerja dalam posisi pekerjaan saat ini:

    [ ]   1. Kurang dari 1 tahun
    [ ]   2. 1 - 2 tahun
    [ ]   3. 3 - 5 tahun
    [ ]   4. Lebih dari 5 tahun

9. Nomor telepon/Hp :_____

10. E-mail/facebook   :_____

BAGIAN B:

KEPEMIMPINAN TRANSFORMASIONAL

Pertanyaan ini mencoba untuk mengidentifikasi kepemimpinan transformasional pada organisasi anda. Mohon dilingkari untuk menentukan sejauhmana anda setuju dengan pernyataan-pernyataan berikut.

1	2	3	4	5	6
Sangat tidak setuju				Sangat setuju	

NO.	ITEM PERNYATAAN	SKALA RESPON					
1	*Saya bercakap tentang nilai dan kepercayaan saya yang paling utama.*	1	2	3	4	5	6
2	*Saya membantu orang lain untuk membangunkan kekuatan mereka.*	1	2	3	4	5	6
3	*Saya anggap seorang individu mempunyai keperluan, kebolehan, dan aspirasi yang berbeza daripada orang lain.*	1	2	3	4	5	6
4	*Saya melayan orang lain sebagai seorang individu dan bukan hanya sebagai ahli kumpulan.*	1	2	3	4	5	6
5	*Saya mencadangkan cara-cara baru untuk melihat bagaimana menyiapkan tugasan.*	1	2	3	4	5	6
6	*Saya menggalakkan orang lain melihat masalah dari pelbagai sudut yang berbeza.*	1	2	3	4	5	6
7	*Saya menghabiskan masa mengajar dan kejurulatihan.*	1	2	3	4	5	6
8	*Saya mengkaji semula andaian kritikal kepada soalan sama ada mereka sesua.*	1	2	3	4	5	6
9	*Saya menyatakan keyakinan bahawa matlamat akan dicapai.*	1	2	3	4	5	6
10	*Saya menyatakan dengan jelas visi menarik di masa hadapan.*	1	2	3	4	5	6
11	*Saya bercakap dengan penuh semangat tentang apa yang perlu dicapai.*	1	2	3	4	5	6

NO.	ITEM PERNYATAAN	SKALA RESPON					
12	*Aku mencari perspektif yang berbeza semasa menyelesaikan masalah.*	1	2	3	4	5	6
13	*Saya bercakap optimistik tentang masa depan.*	1	2	3	4	5	6
14	*Saya memaparkan rasa kuasa dan keyakinan.*	1	2	3	4	5	6
15	*Saya menekankan betapa pentingnya mempunyai rasa misi yang kolektif.*	1	2	3	4	5	6
16	*Saya mempertimbangkan akibat moral dan etika daripada keputusan.*	1	2	3	4	5	6
17	*Saya bertindak dengan cara yang membina rasa hormat orang lain.*	1	2	3	4	5	6
18	*Saya melampaui kepentingan diri untuk kebaikan kumpulan.*	1	2	3	4	5	6
19	*Saya menyatakan kepentingan mempunyai rasa yang kuat terhadap tujuan.*	1	2	3	4	5	6
20	*Saya menanamkan kebanggaan pada orang lain kerana terkait dengan saya.*	1	2	3	4	5	6
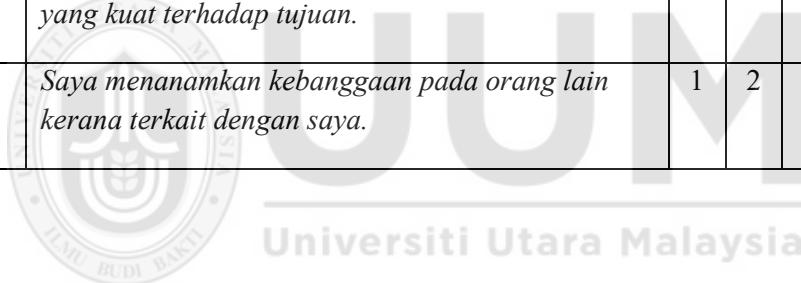
BAGIAN C:
PEMBERDAYAAN PSIKOLOGI

Pernyataan dibawah ini berusaha untuk mengidentifikasi praktek pemberdayaan psikologi yang ada dalam organisasi anda. Mohon lingkari untuk menentukan sejauhmana anda setuju dengan pernyataan-pernyataan berikut.

1	2	3	4	5	6
Sangat tidak setuju				Sangat setuju	

NO.	ITEM PERNYATAAN	SKALA RESPON					
1	*Kerja-kerja yang saya lakukan adalah sangat penting kepada saya*	1	2	3	4	5	6
2	*Aktiviti kerja saya secara peribadi bermakna kepada saya.*	1	2	3	4	5	6
3	*Kerja-kerja yang saya lakukan adalah bermakna kepada saya.*	1	2	3	4	5	6
4	*Saya yakin dengan kemampuan saya untuk melakukan kerja saya.*	1	2	3	4	5	6
5	*Saya percaya diri tentang keupayaan saya untuk melaksanakan aktiviti kerja saya.*	1	2	3	4	5	6
6	*Kemahiran yang diperlukan untuk kerja saya, telah saya kuasai.*	1	2	3	4	5	6
7	*Saya memiliki autonomi yang cukup besar dalam menentukan bagaimana saya melakukan kerja saya.*	1	2	3	4	5	6
8	*Saya mempunyai kebebasan untuk memutuskan sendiri bagaimana cara saya menegakkan pekerjaan saya*	1	2	3	4	5	6
9	*Saya mempunyai peluang yang besar bagi kemerdekaan dan kebebasan dalam bagaimana saya melakukan kerja saya.*	1	2	3	4	5	6
10	*Kesan saya kepada apa yang berlaku dalam jabatan saya adalah besar.*	1	2	3	4	5	6
11	*Saya mempunyai banyak kawalan terhadap apa yang berlaku dalam jabatan saya.*	1	2	3	4	5	6
12	*Pengaruh saya terhadap apa yang berlaku dalam jabatan saya adalah besar.*	1	2	3	4	5	6

BAGIAN D:

ETIKA KERJA ISLAM

Pernyataan dibawah ini berhubungan dengan etika kerja Islam dalam organsiasi anda.

Mohon lingkari untuk menentukan sejauhmana anda setuju dengan pernyataan-pernyataan berikut.

1	2	3	4	5	6
Sangat tidak setuju				Sangat setuju	

NO.	ITEM PERNYATAAN	SKALA RESPON					
1	Kemalasan merupakan suatu sifat buruk.	1	2	3	4	5	6
2	Dedikasi untuk bekerja merupakan suatu kebaikan.	1	2	3	4	5	6
3	Kerja yang baik memberi manfaat baik kepada diri sendiri maupun kepada orang lain.	1	2	3	4	5	6
4	Keadilan dan kemurahan hati merupakan kondisi yang diperlukan di tempat kerja guna kesejahteraan masyarakat.	1	2	3	4	5	6
5	Memproduksi lebih dari cukup untuk memenuhi keperluan pribadi seseorang memberikan kontribusi untuk kesejahteraan masyarakat secara keseluruhan.	1	2	3	4	5	6
6	Seseorang harus melakukan pekerjaan dengan segenap kemampuannya.	1	2	3	4	5	6
7	Pekerjaan bukanlah tujuan akhir, melainkan alat untuk mendorong pertumbuhan pribadi dan hubungan sosial.	1	2	3	4	5	6
8	Hidup tidak bermakna tanpa kerja.	1	2	3	4	5	6
9	Waktu luang yang lebih baik digunakan untuk bermasyarakat.	1	2	3	4	5	6
10	Hubungan manusia dalam organisasi harus ditekankan dan didorong.	1	2	3	4	5	6
11	Bekerja memungkinkan ummat manusia untuk mengendalikan alam.	1	2	3	4	5	6
12	Kerja kreatif merupakan sumber kebahagiaan dan prestasi.	1	2	3	4	5	6
13	Setiap orang yang bekerja keras lebih cenderung untuk maju dalam hidup.	1	2	3	4	5	6

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NO.	ITEM PERNYATAAN	SKALA RESPON					
14	*Bekerja dan ketekunan dalam kerja memberikan satu peluang untuk menjadi bebas.*	1	2	3	4	5	6
15	*Seseorang yang berjaya adalah orang yang memenuhi tenggat masa di tempat kerja.*	1	2	3	4	5	6
16	*Seseorang perlu sentiasa bekerja keras untuk memenuhi tanggungjawab.*	1	2	3	4	5	6
17	*Nilai pekerjaan berasal dari niat yang menyertainya, bukan hasilnya.*	1	2	3	4	5	6

BAGIAN E:

TINGKAH LAKU KERJA INOVATIF

Pernyataan dibawah ini berhubungan dengan tingkah laku kerja inovatif anda. Mohon bapak/ibu memilih jawaban yang paling tepat dengan melingkari nomor yang tersedia, sesuai dengan praktek yang terjadi selama ini.

1	2	3	4	5	6
Sangat rendah				Sangat tinggi	

NO.	ITEM PERNYATAAN	SKALA RESPON					
1	*Saya menciptakan ide-ide baru untuk isu-isu yang sukar.*	1	2	3	4	5	6
2	*Saya mencari teknologi, proses, kaedah kerja, teknik, dan / atau produk yang baru.*	1	2	3	4	5	6
3	*Saya membuat penyelesaian untuk masalah asal.*	1	2	3	4	5	6
4	*Saya menggerakkan sokongan untuk idea-idea yang inovatif.*	1	2	3	4	5	6
5	*Saya membuat ahli organisasi bersemangat untuk idea-idea yang inovatif.*	1	2	3	4	5	6
6	*Saya cuba memperoleh kelulusan untuk idea-idea yang inovatif.*	1	2	3	4	5	6
7	*Saya mengubah idea-idea inovatif ke dalam aplikasi yang berguna.*	1	2	3	4	5	6
8	*Saya memperkenalkan idea-idea ke dalam persekitaran kerja dengan cara yang sistematik.*	1	2	3	4	5	6
9	*Saya menilai utiliti (faedah) idea yang inovatif.*	1	2	3	4	5	6

LAMPIRAN 3

Senarai Nama Ahli Akademik

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LAMPIRAN 4

Profil Demografi Responden

Statistics		Jenis Kelamin	Umur	Agama	Status Perkawinan	Tingkat pendidikan tertinggi	Lama bekerja dalam posisi pekerjaan saat ini	Latar belakang pendidikan	Lama bekerja di pemerintahan	Kualifikasi profesional
N	Valid	225	225	225	225	225	225	225	225	225
	Missing	0	0	0	0	0	0	0	0	0

Frequency Table

Jantina

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki-laki	158	70,2	70,2	70,2
	Perempuan	67	29,8	29,8	100,0
	Total	225	100,0	100,0	

Umur

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-29	2	,9	,9	,9
	30-39	51	22,7	22,7	23,6
	40-50	125	55,6	55,6	79,1
	>50	47	20,9	20,9	100,0
	Total	225	100,0	100,0	

Agama

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Islam	225	100,0	100,0	100,0

Status Perkawinan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Menikah	211	93,8	93,8	93,8
	Belum menikah	13	5,8	5,8	99,6
	Lain-lain	1	,4	,4	100,0
	Total	225	100,0	100,0	

Tingkat pendidikan tertinggi

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SMU	1	,4	,4	,4
	Diploma I/II/III	5	2,2	2,2	2,7
	Sarjana/S1	89	39,6	39,6	42,2
	Master/S2	128	56,9	56,9	99,1
	Doktor	2	,9	,9	100,0
	Total	225	100,0	100,0	

Lama bekerja dalam posisi pekerjaan saat ini

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 tahun	46	20,4	20,4	20,4
	1-2 tahun	46	20,4	20,4	40,9
	3-5 tahun	33	14,7	14,7	55,6
	>5 tahun	100	44,4	44,4	100,0
	Total	225	100,0	100,0	

Latar belakang pendidikan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrasi Publik/Politik/Urusan Internasional	39	17,3	17,3	17,3
	Ekonomi/Manajemen	48	21,3	21,3	38,7
	Keuangan/Akuntansi/Per bankan	12	5,3	5,3	44,0
	Hukum	16	7,1	7,1	51,1
	Teknik/Mekanik	29	12,9	12,9	64,0
	Kesehatan/Obat-obatan	33	14,7	14,7	78,7
	Sejarah/Antropologi/Bahasa/Studi Islamik	14	6,2	6,2	84,9
	Teknologi Informasi/Multimedia/Teknologi Informasi dan Komunikasi	12	5,3	5,3	90,2
	Pertanian/Perikanan	21	9,3	9,3	99,6
	Lain-lain:-----	1	,4	,4	100,0
	Total	225	100,0	100,0	

Lama bekerja di pemerintahan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 tahun	2	,9	,9	,9
	5-10 tahun	25	11,1	11,1	12,0
	11-15 tahun	74	32,9	32,9	44,9
	16-20 tahun	35	15,6	15,6	60,4
	21-25 tahun	45	20,0	20,0	80,4
	> 25 tahun	44	19,6	19,6	100,0
	Total	225	100,0	100,0	

LAMPIRAN 5

Analisis G-Power

LAMPIRAN 6

VIF

Coefficients^a
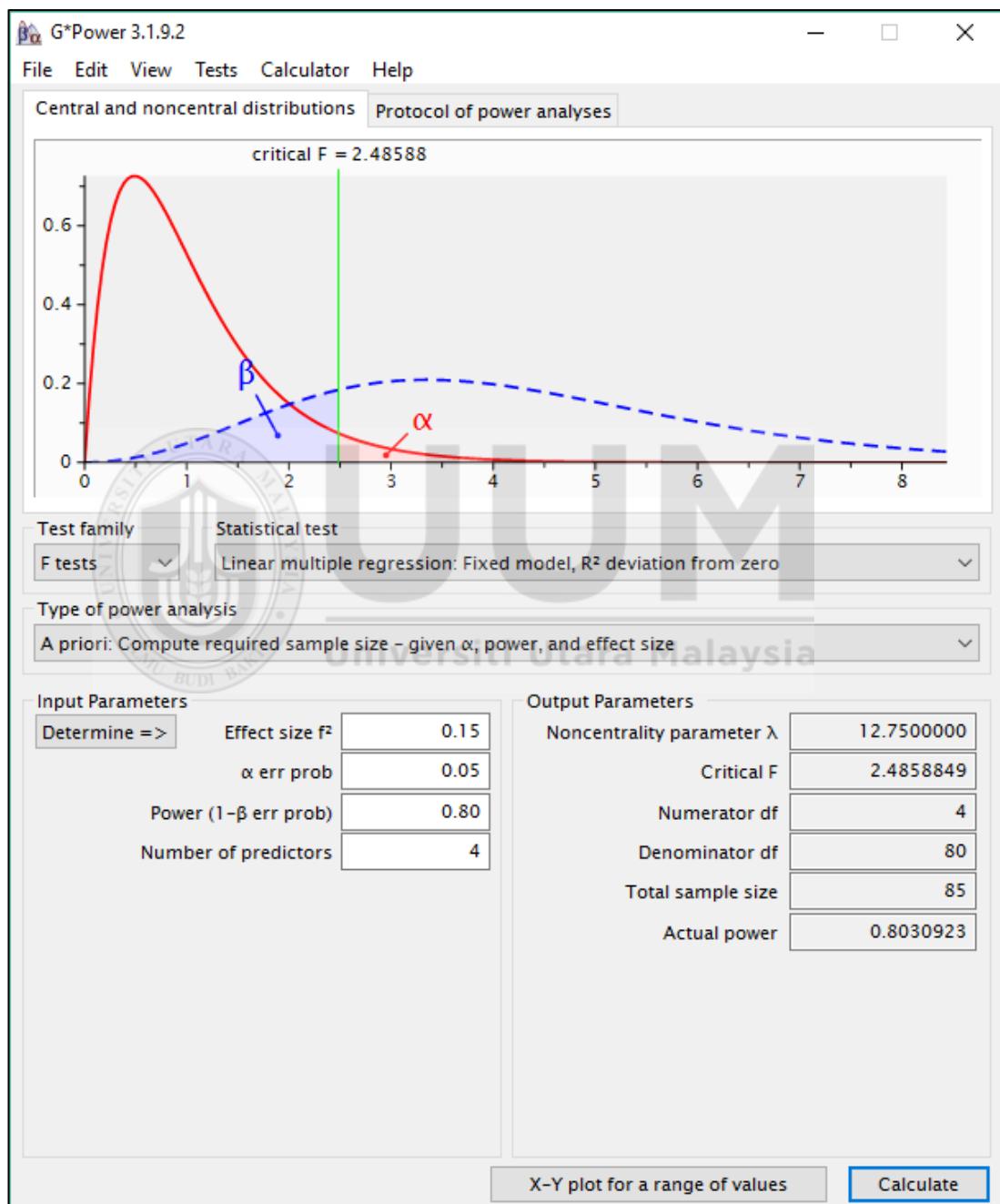
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,161	,337		6,405	,000		
	TLKI	,272	,071	,268	3,842	,000	,731	1,368
	PP	,269	,072	,258	3,706	,000	,731	1,368

a. Dependent Variable: Tingkah Laku Kerja Inovatif (TLKI)

LAMPIRAN 7
Ujian Normaliti

Descriptives

			Statistic	Std. Error
KT	Mean		4,7672	,02558
	95% Confidence Interval for Mean	Lower Bound	4,7168	
		Upper Bound	4,8176	
	5% Trimmed Mean		4,7666	
	Median		4,7647	
	Variance		,147	
	Std. Deviation		,38363	
	Minimum		3,88	
	Maximum		5,65	
	Range		1,76	
	Interquartile Range		,47	
	Skewness		-,025	,162
	Kurtosis		-,170	,323
PP	Mean		4,8041	,02499
	95% Confidence Interval for Mean	Lower Bound	4,7549	
		Upper Bound	4,8534	
	5% Trimmed Mean		4,8019	
	Median		4,8333	
	Variance		,141	
	Std. Deviation		,37490	
	Minimum		3,83	
	Maximum		5,67	
	Range		1,83	
	Interquartile Range		,50	
	Skewness		,058	,162
	Kurtosis		,078	,323
EKI	Mean		4,7721	,02464
	95% Confidence Interval for Mean	Lower Bound	4,7236	
		Upper Bound	4,8207	
	5% Trimmed Mean		4,7781	
	Median		4,7503	
	Variance		,137	

	Std. Deviation		,36963	
	Minimum		3,86	
	Maximum		5,64	
	Range		1,79	
	Interquartile Range		,43	
	Skewness		-,141	,162
	Kurtosis		-,173	,323
TLKI	Mean		4,7482	,02597
	95% Confidence Interval for Mean	Lower Bound	4,6971	
		Upper Bound	4,7994	
	5% Trimmed Mean		4,7491	
	Median		4,7299	
	Variance		,152	
	Std. Deviation		,38953	
	Minimum		3,89	
	Maximum		5,67	
	Range		1,78	
	Interquartile Range		,44	
	Skewness		-,083	,162
	Kurtosis		-,405	,323

LAMPIRAN 8

Kajian Rintis (Pls-Algorithm Dan Pls Bootstrap)
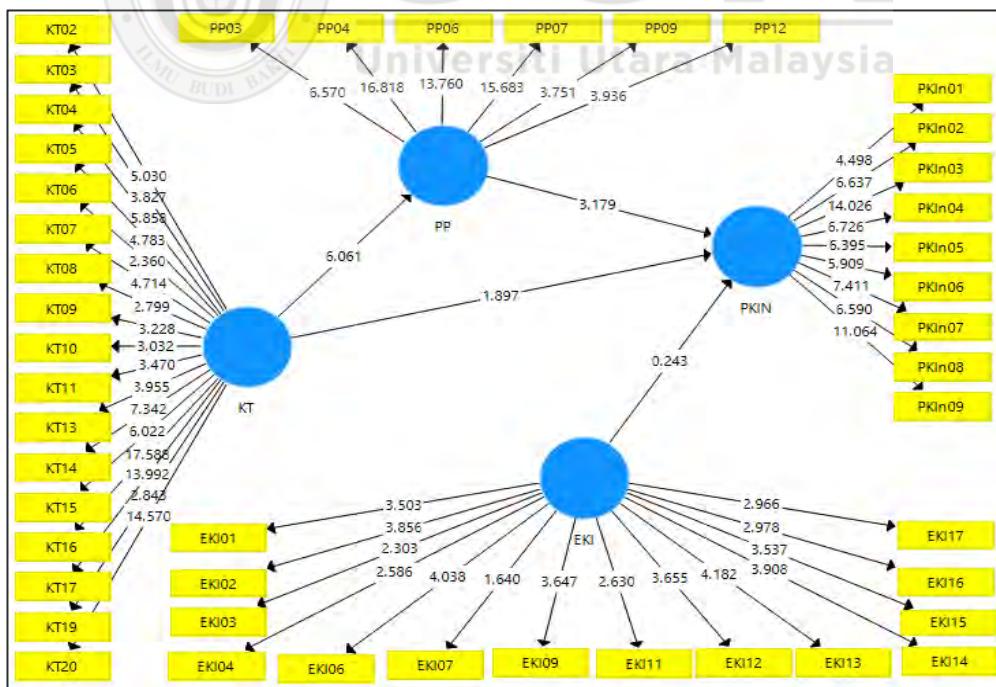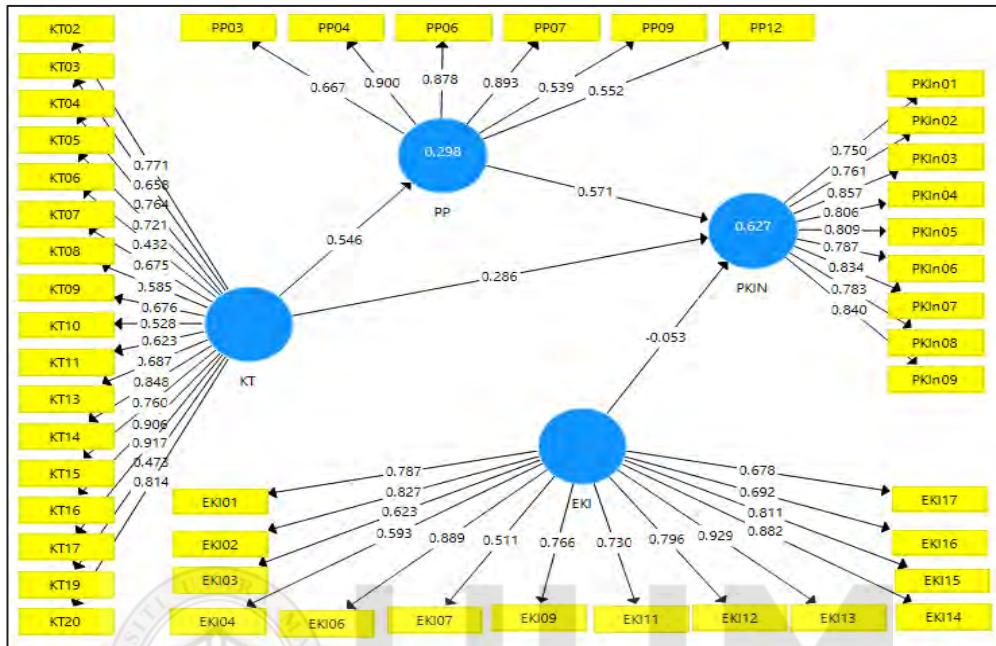
Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EKI	0,946	0,941	0,949	0,578
KT	0,937	0,961	0,943	0,503
TLKI	0,931	0,934	0,943	0,646
PP	0,838	0,876	0,884	0,570

Discriminant Validity

Fornell-Larcker Criterion

	EKI	KT	TLKI	PP
EKI	0,760			
KT	-0,363	0,709		
TLKI	-0,411	0,617	0,804	
PP	-0,446	0,546	0,751	0,755

LAMPIRAN 9

Hasil Penilaian *Common Method Bias* (CMV)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12,056	26,209	26,209	12,056	26,209	26,209
2	6,095	13,251	39,460	6,095	13,251	39,460
3	3,875	8,424	47,884	3,875	8,424	47,884
4	2,093	4,551	52,435	2,093	4,551	52,435
5	1,859	4,041	56,475	1,859	4,041	56,475
6	1,711	3,720	60,195	1,711	3,720	60,195
7	1,539	3,345	63,540	1,539	3,345	63,540
8	1,254	2,726	66,266	1,254	2,726	66,266
9	1,178	2,560	68,826	1,178	2,560	68,826
10	1,117	2,428	71,254	1,117	2,428	71,254
11	1,088	2,365	73,619	1,088	2,365	73,619
12	1,004	2,183	75,802	1,004	2,183	75,802
13	,948	2,062	77,864			
14	,879	1,911	79,775			
15	,821	1,785	81,560			
16	,764	1,660	83,220			
17	,696	1,514	84,733			
18	,654	1,421	86,155			
19	,585	1,273	87,427			
20	,536	1,166	88,593			
21	,501	1,089	89,682			
22	,460	,999	90,682			
23	,438	,952	91,633			
24	,416	,905	92,538			
25	,399	,868	93,406			
26	,362	,787	94,193			
27	,311	,677	94,870			
28	,292	,634	95,504			
29	,267	,581	96,084			
30	,254	,552	96,636			
31	,224	,486	97,122			
32	,217	,472	97,594			
33	,181	,394	97,988			

34	,169	,366	98,354			
35	,159	,346	98,700			
36	,148	,323	99,023			
37	,120	,261	99,284			
38	,094	,204	99,488			
39	,080	,173	99,661			
40	,061	,134	99,794			
41	,032	,069	99,864			
42	,018	,039	99,903			
43	,017	,037	99,939			
44	,015	,032	99,971			
45	,011	,024	99,995			
46	,002	,005	100,000			

Extraction Method: Principal Component Analysis.