THE RELATIONSHIP BETWEEN ISLAMIC WORK ETHICS AND JOB SATISFACTION AMONG EMPLOYEES AT KUMPULAN RISDA HOLDINGS

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ABSTRACT

This research aims to examine issues related to the level of job satisfaction among employees of Kumpulan RISDA Holdings. The main objective of this research is to identify any relationship between Islamic Work Ethics through four (4) dimensions: effort, teamwork, honesty, accountability and job satisfaction. The research is conducted using a quantitative method where data is collected through a set of instruments. Instruments were used to get feedback from respondents. This research sample consists of staff at KRH where 250 respondents were involved in this research. The research findings found that there is a positive relationship between effort, teamwork, honesty, accountability and work satisfaction. This shows that employees are satisfied to work in Kumpulan RISDA Holdings. This research has provided a clearer understanding of the factors that influence job satisfaction in KRH. The results of this research have benefited organisations especially management in knowing and measuring the level of satisfaction of their employees.

Keywords: Job Satisfaction, Islamic Work Ethics, Effort, Teamwork, Honesty and Accountability.

ABSTRAK

Penyelidikan ini adalah bertujuan untuk melihat isu mengenai tahap kepuasan bekerja dalam kalangan pekerja Kumpulan RISDA Holdings. Objektif utama penyelidikan ini adalah untuk mengenal pasti sebarang hubungan antara Etika Kerja Islam melalui empat (4) dimensi iaitu usaha, kerja berpasukan, kejujuran, akauntabiliti. Penyelidikan ini dijalankan dengan menggunakan kaedah kuantitatif iaitu data dikumpul dengan menggunakan set borang soal selidik. Soalan soal selidik telah digunakan untuk mendapatkan maklum balas daripada responden. Sampel penyelidikan ini terdiri daripada kakitangan di Kumpulan RISDA Holdings (KRH) iaitu seramai 250 responden telah terlibat dalam penyelidikan ini. Hasil dapatan penyelidikan mendapati bahawa terdapat hubungan positif di antara usaha, kerja berpasukan, kejujuran, akauntabiliti dan kepuasan bekerja. Hal ini menunjukkan bahawa pekerja berpuas hati bekerja dalam Kumpulan RISDA Holdings. Penyelidikan ini telah memberi pemahaman yang lebih jelas mengenai faktor-faktor yang mempengaruhi kepuasan bekerja di dalam KRH. Hasil penyelidikan ini telah memberi faedah kepada organisasi terutamanya pihak pengurusan dalam mengetahui dan mengukur tahap kepuasan pekerja mereka.

Kata Kunci: Kepuasan kerja, Etika Kerja Islam, Usaha, Kerja berpasukan, Kejujuran, dan Akauntabiliti.

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Thank you.

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E&T	**Empowerment and Teamwork**
IWE	**Islamic work ethic**
KRH	**Kumpulan RISDA Holdings**
PWE	**Protestant Work Ethic**
RHSB	**RISDA Holdings Sdn Bhd**
RISDA	**Rubber Industry Smallholder Development Authority**
SPSS	**Statistical Package for Social Science**
UUM	**Universiti Utara Malaysia**

CHAPTER 1

INTRODUCTION

1.0 Introduction

In the current globalised and interconnected world, organisations encounter numerous challenges in maintaining competitiveness and securing long-term success. Employee satisfaction and well-being are crucial elements for the success of a firm. Job satisfaction significantly impacts employee motivation, engagement, and dedication to their work. Research indicates that employees who are satisfied with their job tend to be more productive, creative, and committed to their organisation (Abideen, Ur Rashid, & Tufail, 2021; Qistina Balkis, Nurul Saadah, & Rashidi, 2017). This study aims to examine the impact of the Islamic work ethic (IWE), focusing on effort, teamwork, honesty, and accountability, on job satisfaction among employees of KRH. This chapter provides a summary of the study, including the study background, issue statements, research questions, and research purpose. This chapter demonstrates the significance and extent of the investigation, as well as pinpointing the fundamental concept.

1.1 Research Background

The job satisfaction is a very general topic which the employees have their own statements and decisions depending on how they identify it in their task. Therefore, the job satisfaction is interesting topic to be discussed because in the previous time till now this topic still been discussed by many scholars. The scholars also had made many researchers about this topic in order to get the important points and views about job satisfaction. So, this topic will continue discussing because this topic is very important with employees need, and also connected and related with the organisation performance

According to Anitha (2011), employees play is the main role, so employee's satisfaction is very essential and necessary once, hence there arises a need to study about job satisfaction. Next, show that ethical corruption in organisation has become a major factor to create various problems in the society. The decline in behaviour criterion in the public organisations has encouraged researchers to look for the theoretical bases for such a phenomenon in the society.

The success of an organisation always depends on the participation of their employees. They are the one who is responsible in achieving the vision and goals of the organisation. Employee's positive characteristic and feelings towards the work they perform lead to job satisfaction. Job satisfaction is influenced by many factors and each employee's job satisfaction is totally different from one another. Some of the factors that influence attitude and job satisfaction among employees in organisations are the working environment, chances of promotions, increment, management and coworkers.

Job satisfaction trends can affect labour market behaviour and influence work productivity. It is also considered a strong predictor of intentions or decisions of employees to leave a job (Gazioglu & Tansel, 2002), as well as a good predictor of overall individual well-being (Diaz-Serrano and Cabral Vieira, 2005). An online survey by Adecco Malaysia (2009) shows that 44% of the respondents think that job satisfaction remains to be the key importance factor for being happy at work.

Similarly in the plantation companies, employees are the important resource of their organisation that play the major roles and contribute to the success of the plantation. In order to maintain high productivity and keep the employees loyal to the organisation, the management provides training and development programmes, rewards in the form of bonus and promotion to satisfactory performance to motivate the employees. However, issues related to job satisfaction of employees continues to arise from time to time. Thus, this study is to investigate and identify the factors that influence their job satisfaction among employees that involved in plantation and other business activities.

The researcher chose one of the plantation companies in Malaysia which is RISDA which was officially established on 8 February 1973 by Y.A.B Tun Hj. Abd. Razak Bin Datuk Hussein, the Prime Minister of Malaysia at the time. RISDA is a special organisation created to guide the smallholder sector towards economic and social progress and development. Modernising smallholders by making full use of the results of research and technical progress in rubber cultivation and processing and so on. In 2023, the government has allocated RM2.4 billion to the Federal Land Development Authority (Felda), Felcra Bhd and the Rubber Industry Smallholder Development Authority (RISDA) to boost agro-commodity activities and improve the socio-economic status of smallholders (Business Times, 2023).

Currently, RISDA has established several subsidiaries involved in plantations, real estate, financial investment, trading and manufacturing & services. RISDA has established RISDA Holdings Sdn Bhd (RHSB) as the holding company that holds its interests in all RISDA-owned companies and handles centralised functions such as human resource administration and management, finance, corporate, legal and secretarial and information technology. Now RHSB is entrusted to operate RISDA subsidiaries under the name of KRH. The company's vision is the catalyst and leader of the RHSB group towards a high-performance company and encouraging and aligning its subsidiaries towards "competitiveness and viability" by producing quality products and services based on a professional culture by optimising existing resources and exploring new resources is the mission company (RHSB, 2023).

There are thirteen (13) companies under this KRH with various business activities including plantation, agricultural inputs, transport, financing, insurance, livestock, asset and real estate development, education and catering and events. KRH is divided into two main sectors namely the plantation sector and support services. Under the plantation sector, among the works carried out are as an agent managing the administration of RISDA farms, cattle breeding in integrated oil palm farming in RISDA farms, the preparation and supply of compound fertilisers, the preparation of rubber seeds and oil palm seeds, the implementation of landscaping and public works. While the support services sector includes managing RISDA funds, developing RISDA land that has the potential to be developed commercially, providing insurance-related requirements for RISDA and its subsidiaries, also offering academic programmes based on agricultural programmes and others related to market requirements.

This study will be conducted at the headquarters of Kumpulan RISDA Holdings, which is including top management, managers and all levels of staff. All these staff have different responsibilities in terms of daily affairs in handling matters related to finance, administration of farm workers, foreign workers, factories and so on.

Being an agri-business organisation, this plantation has a role to play in the economic contribution as Malaysia's palm oil, rubber and cocoa productions are ranked among the top in world. At the same time, in terms of socio-economic, this plantation is also one of the major job providers with large number of employees. Thus, it would be a strategic organisation to collect samples for the study and investigate job satisfaction factors among KRH employees.

Therefore, matters that may lead to job dissatisfaction can be avoided among KRH staff. As we now know, workplace concern in Malaysia has been linked to workplace job dissatisfaction if not addressed it will affect the problems of the workforce with social and economic implications, and ultimately damage the country. Several factors can lead to grievances, including physical, fiscal, and community aspects, worker salaries, job security, chances for advancement, intrinsic motivations, employee supervision, managerial skills, relationships with coworkers, quality of life, and career development. These are some workplace factors that lead to employee demotivation. Some employees attempt to avoid job obligations by engaging in activities such as drinking, browsing the internet, chatting with colleagues, or skipping work. They may even provide phony sick leave letters to fool their bosses. This indicates a decrease in employee productivity due to unmet job satisfaction. This negatively impacts his professional development and hinders the organisation's advancement.

Recent shifts in the highly competitive global economy have resulted in significant changes in the workforce. The global market's challenges and rivalry have led to a need for skilled and high-performing employees in firms (Mosammod & Nurul Kabir, 2011). To succeed in a very uncertain environment, the workforce in Malaysia must enhance the quality of services and goods they deliver (Edward & Teoh, 2009). An organisation's total performance is contingent upon the efficacy and efficiency of its staff. A delighted staff is essential for a business to attain high-performance. Competent, effective, and productive human resources are crucial for running a company smoothly, effectively, and efficiently (Mosadeghrad, 2023). An efficient firm should cultivate a culture that encourages optimal employee satisfaction (Bhatti & Qureshi, 2007). The content staff will influence customers and corporate productivity (Potterfield, 1999). Some studies emphasise that employee job satisfaction is important to improve the effectiveness and efficiency of the organisation. Previous study revealed that higher work satisfaction led to improved staff retention in higher education institutions. Previous study highlighted that job satisfaction is a popular topic among psychological researchers, particularly in industrial and organisational psychology. Researchers have undertaken over 3000 research studies to enhance their understanding of job satisfaction. This area of research is growing and is consistently explored every year. Job satisfaction is crucial as it significantly cultivates motivated and high-performing employees.

Job satisfaction has the potential to impact poor work ethic, absenteeism. Job dissatisfaction is associated with influencing an employee's tendency to quit his job (turnover). Mobley, Griffeth, & Hand (1979) stated that job unsatisfaction is the primary factor that prompts employees to contemplate changing occupations. He explained that employees hold a positive perspective when their job satisfaction is high and a negative one when it is low. Job satisfaction refers to an individual's viewpoint regarding their job, shaped by different internal and external events.

Job satisfaction is widely regarded as a crucial component in influencing the success of an organisation. The organisation's management must understand the aspects influencing job satisfaction to ensure employees are consistently motivated to fulfil their responsibilities with utmost dedication, comfort, and strong commitment, resulting in exceptional production.

Organisations encounter several challenges to stay competitive and secure long-term success. Employee satisfaction and well-being are crucial factors for the success of a firm. Job satisfaction significantly impacts employee motivation, engagement, and dedication to their work. Satisfied employees typically exhibit higher levels of productivity, innovative, and loyal to their firm (Abideen, Ur Rashid, & Tufail, 2021; Qistina Balkis, Nurul Saadah, & Rashidi, 2017)

Prior research examined how ethics impact employee job satisfaction from cultural and organisational perspectives. This involves conversations regarding work ethics among supervisors and senior management, the feasibility of promises and commitments, the creation of ethical frameworks, and employee contentment (Athar, Shahzad, Ahmad, & Ijaz, 2016). Reports indicate that employee satisfaction is enhanced by senior management in top businesses that endorse ethical conduct. Different indicators of job value can have varying effects on job satisfaction among similar participants. An analysis of 1,174 managers and employees revealed that various elements, including team decisions, social responsibility, rules, and legal and ethical standards, positively influenced workplace satisfaction. The team's presence negatively affects job satisfaction.

Job satisfaction is subjective and varies among employees, influencing how they perceive and express it in their work. Job satisfaction is a compelling topic to investigate because of the extensive scholarly literature on it. Scholars make multiple inquiries on this subject to acquire significant insights and viewpoints on job satisfaction. This topic will persist in discussion due to its significance in comprehending employees' requirements and its effect on organisational effectiveness. Employee job satisfaction impacts their quality of life, attitudes, and behaviour. A cheerful attitude promotes comprehension among coworkers and enhances the cultivation of collaborative abilities, leading to improved individual and organisational effectiveness.

This study assesses the factors of Islamic Work Ethics that influence job satisfaction among KRH employees, in particular effort, teamwork, honesty and accountability. KRH needs to consider and evaluate each of the elements mentioned can be enhanced and can lead to increased job satisfaction of staff as they feel that they contribute to something more meaningful and beneficial from their religion.

1.2 Problem statement

Every organisation cannot survive without their employees. Employees are the main reason an organisation can exist for a long time. Likewise, with the Kumpulan RISDA Holdings, employees play a key role and contribute to the organisation. Therefore, the organisation should pay attention to them to keep them in the organisation. This will also affect the productivity of the organisation, which will ultimately achieve its vision and goals. Organisations need employees for operating their business. An employee plays an essential role to make organisation exist in last longer and they also make a significant contribution. Thus, employers must recognise their employee's needs and develop effective strategies to cope with problems regarding workers job satisfaction in order to retain them in organisation. Once employees feel discontent when working in organisation, it will affect the productivity and portrays poor job performance (Husin, 2011). When this situation happens, it gives difficulties for organisation to achieve their vision and goals.

Highly satisfied employees will be committed and provide high-quality work performance. Undoubtedly, every company tries to retain and motivate its staff. At Kumpulan RISDA Holdings, several issues related to job satisfaction and performance affect the satisfaction and performance of employees in the organisation (Integrity Unit Report & Employee Performance Report 2023). Although the number is relatively small, dealing with poor performance is a challenge for all managers in the organisation. According to sources and data collected from the Human Resources Department of the subsidiary companies, there are ongoing job satisfaction and job performance issues in the organisation (Integrity Unit Report & Employee Performance Report 2023).

Organisations motivate their employees to perform effectively by offering several training & development programmes and various benefits for satisfactory performance. The turnover rate for the last two years was recorded between 2 to 5 percent (%) for the subsidiary company and 4 percent (%) for the parent company. The majority or most of the subsidiary employees showed an average score between 50 to 60 percent (%) in their work performance, where the staff met the expectations of their work carried out during the year's final stage.

Although KRH staff has a majority of Muslim religious staff and the company has provided several incentives and development programmes to motivate employees, the issue of job satisfaction still exists. Thus, this study attempts to determine the relationship between job satisfaction by referring to Islamic Work Ethics through four dimensions: effort, teamwork, honesty and accountability, which lead to work performance in the Kumpulan RISDA Holdings.

Islamic Work Ethics is the responsibility of a certain field of work and can be categorised as one of worship. Its implementation is based on the Quran and Sunnah, as well as the actions of the Prophet Muhammad (SAW). With firm faith in Allah SWT., one can practice noble morals completely. The practice of pure Islamic values is very important in carrying out duties and responsibilities in an organisation (Rusniyati, 2009). Ali & Al-Owaihan (2008) asserted that in Islamic Work Ethics, the value of work is the result of its basic goal and not the result. The main aspect of work as a religious duty is intention. In Islam, all human actions must be directed solely to Allah SWT. Work should be done to gain Allah's pleasure (Al-Qur'an, Al-Zumar:14) (Abdullah, 2005). The intention that guarantees that the task is carried out accurately and the standards set ultimately results in success in this world and the hereafter. Islamic teachings provide global ethical standards. Examining the principles of work recommended in Islam can be implemented in any professional environment. Early research conducted by Ali & Al-Owaihan (2008), Ali (1988) and Ali & Falcone (2015) has contributed to the development of IWE scales and dimensions.

This study will analyse and evaluate the Islamic Work Ethics (IWE) behaviour of employees at KRH using dimensions. This study centres on the quality of effort, teamwork, honesty, and accountability in Islamic Work Ethics (IWE). Various research studies have shown a strong and favourable correlation between Islamic Work Ethics and job satisfaction (Mohamed, Karim, & Hussein, 2010). Previous studies have demonstrated comparable findings (Osibanjo, Akinbode, Falola, & Oludayo, 2018).

Efforts that burden an employee will directly reduce job satisfaction. A conflict of interest arises between the employer, who seeks a diligent workforce from the employee, and the employee, who requires compensation with minimal effort. This disagreement is the basis for economic studies of the relationship between principals and agents as studied by (Hart & Holmstrom, 1986). Apart from the research referenced by Clark and Oswald (1996), limited scientific data directly show that effort reduces employee satisfaction. Studies that examine job satisfaction with effort as a precursor often show an effect that promotes job satisfaction (Brown and Peterson, 1994).

Teamwork is a type of collaboration that should be used in contemporary companies to improve individual efficiency and organisational leadership effectiveness. A study will evaluate the effectiveness of cooperation in private firms and its relationship with employee job satisfaction. Studies confirm a significant relationship between teamwork and job satisfaction in private organisations (Nurul Hidayah, 2011).

Research has examined the relationship between honesty, reliability, and job satisfaction (Mohd. Salleh, 2021). A study by Lee & Teo (2005) on 71 employees revealed a significant positive correlation between trust, honesty, and job satisfaction. A survey conducted on 77 employees in a luxury hotel showed that honesty affects the service environment and job satisfaction (Chathoth, Mak, & Manactola, 2007). Higher levels of institutional trust and honesty predict increases in job satisfaction.

Previous research has shown that a strong sense of accountability can result in high motivation, organisational dedication, and job success. (Smith, Patmos, & Pitts, 2015) conducted a study in an IT service company, which found that employees who see clear accountability in their duties tend to increase job satisfaction. Previous studies emphasise the importance of accountability as an important factor in upholding the social system (Frink & Klimoski, 1998). Lack of responsibility can lead to stagnation or failure in the social system. The study of "sense of accountability" focuses on how individuals are responsible for being held accountable for their actions. This study emphasises the experience and application of accountability in the workplace (Hall, Royle, Brymer, & Perrewe, 2006). Other studies highlight how accountability involves shifting power and assigning new tasks to followers, emphasising the achievement of work results (Hakimi, 2010; (Konczak, Stelly, & Trusty, 2000).

KRH has a Work Ethics Policy that was last updated in 2017. This work ethic has guided all staff to follow and practice daily. The KRH management must ensure employees comply with existing work ethics and do not violate discipline and other offences. Introducing Islamic Work Ethics promotes awareness of Islamic values in the workplace. This can encourage staff to adhere to etiquette more diligently and practice it in daily activities. Focusing on effort and teamwork can increase productivity. Employees who understand the importance of doing their best and collaborating effectively tend to achieve organisational goals more effectively. Honesty is a very important value in Islam. By emphasising honesty, the organisation creates an environment where employees feel safe to share information, identify problems and resolve issues openly. This can reduce anxiety and improve employee well-being, thereby increasing productivity. Focusing on accountability helps keep each individual accountable for their tasks and actions. This helps minimise sloppiness and improve the overall quality of work. Employees who feel that the organisation respects and prioritises their values can increase overall employee satisfaction. Employees will experience greater workplace engagement, respect and appreciation, leading to greater satisfaction and motivation. Implementing Islamic Work Ethics can improve an organisation's reputation with customers, partners, and the public who value certain ethical principles. This can help organisations attract new talent, customers and business opportunities. All variables will be used to acknowledge the hypothesis in this study.

1.3 Research Questions:

The key study questions for investigating the determinants of job satisfaction among KRH staff are as follows:

i. Is there any relationship between effort and job satisfaction?

ii. Is there any relationship between teamwork and job satisfaction?

iii. Is there any relationship between honesty and job satisfaction?

iv. Is there any relationship between accountability and job satisfaction?

1.4 Research Objectives:

The research aims are:

i. To examine the relationship between effort and job satisfaction.

ii. To examine the relationship between teamwork and job satisfaction.

iii. To examine the relationship between honesty and job satisfaction.

iv. To examine the relationship between accountability and job satisfaction.

1.5 Significance of the research

This study aims to enhance staff members' comprehension of the crucial components of Islamic Work Ethics that impact the job satisfaction of KRH employees. This research will assist workers and organisations in understanding how to prevent and increase their consciousness of the issues that impact job satisfaction, particularly in the KRH setting. Understanding the elements that impact job satisfaction benefits the company and its employees by enhancing work quality and management efficiency. This research can enhance understanding of the organisation's productivity and work satisfaction levels to attain success. Employees must enhance work performance and optimise productivity. Increased job satisfaction enhances organisational effectiveness.

The research aims to help firms develop strategies and update procedures to enhance employee satisfaction. Furthermore, it can minimise conflicts among employees and the company and recover the competence and effectiveness of the organisation. Moreover, this research serves as an additional reference point for future studies.

1.5.1 Contributions to the organisation

Comprehending this research can assist firms in recognising Islamic work ethic elements that can enhance worker satisfaction and thus elevate the calibre of their workforce. Able to improve the worth of the company's management as well as improve the weaknesses faced by the organisation by re-researching the job satisfaction among their staff.

1.5.2 Employee

i. Workers are more aware of their rights as workers.

ii. Be able to fulfil and improve their work performance from time to time as they can feel more valued and comfortable.

1.6 Scope of study

This study examines the elements that impact job satisfaction among employees at KRH. This study concentrations on the four characteristics of Islamic Work Ethic (IWE) as factors influencing job satisfaction among employees at KRH, including effort, teamwork, honesty, and accountability.

Apart from the stated dimensions, there are several IWE job satisfaction factors such as fairness, competition, transparency, and morally responsible conduct and so on as well as interpersonal relationships not studied in this research.

In conducting this research, the researcher assumes that all respondents can complete all the questions provided in the google form instruments honestly, sincerely and voluntarily without containing elements of coercion from any particular party. Respondents are also given sufficient time to answer the questions given. Researchers should pay close attention to feedback from respondents so that the results of the information and data obtained are accurate, authentic and reliable.

1.7 Definition of key terms

Job satisfaction is closely linked to both productivity and personal well-being behaviour. If an employee enjoys and does their job well, they will be rewarded for their efforts. The job satisfaction leads to the employee institution goal concluded the feelings of fulfilment

IWEs are moral values that differentiate between right and mistaken in the Islamic context, derived from the Al-Qur'an and sunnah, closely connected to Islamic principles, beliefs, and customs.

i. In Islam, **effort** encompasses an individual's hard labour, personal devotion, implementation, knowledge, and creativity. The Al-Qur'an, Al-An’am:132) indicates that individuals are graded based on their deeds, emphasising personal accountability

ii. **Teamwork** means the combined action of a group. In Islam, teamwork is encouraged for individuals to practice especially in a working environment.

iii. **Honesty** encompasses truthfulness, sincerity in work, fulfilling responsibilities, honouring commitments, and making unbiased evaluations and decisions. Honesty involves acting morally and appropriately when necessary. Honesty involves consistently speaking and behaving truthfully in every circumstance.

iv. **Accountability** is the characteristic or state of being responsible and willing to accept responsibility for one's actions. Accountability is a vital component for the leadership process (Syed Agil, 1994). From the perspective of Islam, accountability means each person has his or her duties to be carried out and he or she is fully responsible for all actions and accountable to Allah SWT, the Creator (Ather & Sobhani, 2008). The more a person is closer to Allah SWT, the more he will know-how admiration and promise from his followers. If anything goes wrong, he should take full liability of the happenings and challenges to cure the state of affairs and does not put the blame on anyone else (Jamil, 2015).

1.8 Summary

This chapter as a whole discusses the introduction, research background, problem statement, research question, research objectives, scope of research and relevance of research. Although there is a lot of research on job satisfaction, there are still gaps recognised by researchers who are trying to solve them. This study is conducted centrally on employee job satisfaction in the workplace with reference to factors in the IWE dimension. The next chapter will analyse the theory and research of previous IWE perspectives on this research conducted.

CHAPTER 2

LITERATURE RIVIEW

2.0 Introduction

This second chapter will discuss the research review of works from previous researchers in parallel with the purpose of the research conducted. A review of a job is a review from previous researchers and provides clear definitions and concepts related to research. According to Uma Sekaran (2003), a review of a work is a comprehensive review from a second source on a topic related to the research done.

According to Garrard (2007), to obtain good and perfect research results, researchers should always refer to research written and studied by previous researchers and know more clearly how research ideas have developed over time. This chapter will also explain concepts, definitions, and research from past researchers on factors that affect job satisfaction, such as effort, teamwork, honesty, and accountability and their relationship with job satisfaction. Sources of reviews of this work are obtained from journals, books, articles, dictionaries, websites and other learning resources.

2.1 Literature Review

2.2 Job Satisfaction

Job satisfaction is an essential matter in determining the success of an organisation. If the level of employee satisfaction is high, it cannot directly improve the image of an organisation, increase productivity, and motivate employees positively. On the other hand, if job satisfaction is low, the organisation will not achieve encouraging goals, productivity will be low, and employees will not be motivated to improve the quality of their work.

Job satisfaction is an adequate response and emotion to several aspects of an individual's career (Kreitner & Irwin, 2000). Mitchell & Larson (1987) define job satisfaction as an individual's attitude towards his work. Researchers use various other terms to describe job satisfaction. At the same time, Hariandja (2002) defines job satisfaction as a measure of whether the individual feels positive or negative about various factors and dimensions of the tasks in his job.

Job satisfaction is closely related to the relationship between a conducive work environment and individual work needs. Job satisfaction can also be defined with various approaches, including differences in particular aspects, the need or value of work comparisons, and how a task is carried out (Graham, 1998). Kotler (2003) states that satisfaction can be classified as the feeling of an individual, whether happy or disappointed, resulting from a confident expectation. In his definition, Carell *et al.* (1997) stated that job satisfaction is an employee's behaviour towards his job, which stems from several aspects, such as salary, supervision, promotion opportunities, and colleagues, that can influence the employee's perception of his career.

Anitha (2011) defines job satisfaction as an individual's comprehensive outlook on their employment and the difference between the expected remuneration and the actual compensation received. A job encompasses tasks with identical obligations, responsibilities, abilities, and expertise, while a job collection comprises activities and responsibilities typically assigned to one person. Vrinda & Jacob (2015) propose that job satisfaction is influenced by the tasks and projects assigned to employees, whereas employ involves cooperative efforts and the sharing of knowledge, skills, and duties. Employees that are satisfied and comfortable with their treatment at work are considered to have high job satisfaction. Job satisfaction is positively associated with a worker's capacity to accomplish the company's objectives. Employees tend to work diligently at their professions because intrinsic motivation is closely linked to job satisfaction. Several things can impact an individual's level of job satisfaction. (Gitoho, Munchara, & Kamau, 2016) pinpointed multiple elements that influence employee satisfaction, including workload, new challenges, career progression prospects, work environment, management-employee interactions, grievance handling, attrition, absenteeism, morale, and the incentive to make recommendations.

2.3 Principles of Job Satisfaction

According to an article published by Hasan Al-Banna, Ab. Mumin & Siti Arni (2013) focused on some basic principles of management according to the Islamic perspective on the issue of organisational management characteristics that affect job satisfaction. If these principles are followed and observed, they will have more effective and quality effects on management and subordinates at the executive level. The principles found by Hasan Al-Bana *et al.* (2013) first is the concept of Insaniyyah, the nature of Ihsan based on Tawhidik values, Management with Shura and the culture of Istiqamah (high commitment). If all of these principles are applied in the person and soul of a person, whether as an employer or an employee, it will have a profound effect on the characteristics of the management system in an organisation.

The first principle presented is the Insaniyyah principle, which allows the quality management system to be applied perfectly—author Ab. Aziz (2007), in his book titled 'Humanity in Management', has emphasised that the nature of conscience and managing a matter must be present for an employee, whether he is a leader or an employee. The second principal Hasan Al-Banna *et al.* (2013) express is the nature of Ihsan. This quality must be present in every person's soul by giving the value of righteousness to the Creator and His Messenger. Indeed, the management system that the West and the East administer differs from the management system supported by the nature of Ihsan, which applies the values of faith and trust in God. The nature of Ihsan has a significant impact and is reflected if this nature is incorporated into a person's automatic soul. The nature of Ihsan is defined as three main components: humane and compassionate, excellent and correct behaviour, and virtue. The nature of philanthropy, which is to love to do good, is closely related to the aspect of excellence in the work done by an individual in carrying out tasks beyond the requirements (Syed Othman Al Habshi, 1998).

The principle of consensus, cooperation and meeting expressed by the West positively affects employee satisfaction in an organisation (Dimitriades, 2000). Still, the concept of consensus presented by Western thinkers only gives external achievements. The idea in Islam is based on the Al-Quran and As-Sunnah, which emphasise meeting every day. Referring to the holy verses of the Qur'an in Surah Ali-‘Imran: 159, and Surah Ash-Shura: 38 clearly describes the practice of Shura or the concept of speaking collaboratively in whatever happens by relying on Allah (s.w.t) to achieve the goal.

The last principle is the principle of Istiqamah, which is a high commitment to ensuring smooth organisational management. For the well-being of all parties, including the organisation and employees, the commitment exhibited from the beginning to the end must be maintained and preserved as best as possible (Berita Harian, 5 June 2012). Norhasni & Noralai (2010) define commitment as an attitude and behaviour in performing work diligently, being loyal to the organisation, giving trust and acceptance to the organisation's goals and helping to improve the effectiveness and efficiency of the organisation. In the holy book Al-Quran, God said about Istiqamah Surah Yunus: 8, which means, 'Allah said: Verily, the prayers of both of you have been answered. Therefore, you should continue to carry out my orders and not follow the path of those who do not. Know the rules of My promise'. In the Qur'an, Surah At-Tawbah:7, God also says, 'So long as they act justly towards you, you should also act justly towards them, verily God loves those who fear God'. The two words of God in the holy book Al-Quran clearly show the commitment of the definition, which is a consistent attitude towards the confession of faith and Islam brought by Islam sincerely devoting oneself to God (s.w.t) for the well-being of the people.

2.4 Factors Affecting Job Satisfaction

One of the main factors that is expected to increase job satisfaction is the Islamic work ethic (IWE). In an organisation, Islamic work ethic suggests the importance of cooperation and consensus is nurtured when dealing with a problem. This attitude is preferred as it is able to improve the quality of work in an organisation. In addition, the Islamic work ethic also discourages the dominance of property alone to the point of ignoring the welfare rights of employees, but recommends that every job performed be paid a decent salary. While when it comes to improving the quality and quality of work, Islam allows healthy competition that can improve the performance of an organisation. This is because the principle of Islamic work ethic is not to deny the demands of human life but to fill the goals of work or business in line with the requirements of Islam (Ali, 1988).

2.5 Islamic Work Ethics

Ethics originates from the Greek word ethos, which pertains to practices and traditions. It is also derived from the moral root "Mores." Ethics is defined as a behavioural science that applies moral notions to real-world settings. Furthermore, he considered it as the study of positive and bad attitudes, as well as personal moral decisions. The Arabic term akhlak, the plural form of khuluq, has a less ethical connotation. It also pertains to several character traits and moral knowledge, including ethics, moral philosophy, and moral science.

Ahmad (1976, in Rokhman, 2010) argues that the IWE involves not only abstaining from worldly pleasures but also finding enjoyment in life and considering business as a significant life objective. It is a set of ethical values that differentiate between good and evil. IWE is a method and mindset that can be a beneficial resource in human life. Islamic Work Ethics (IWE) is the origin of Prophet (SAW) Muhammad's (SAW) Quran and Sunnah (Ali & Al-Owaihan, 2008).

2.5.1 Dimensions of Islamic Work Ethics

The relationship between the workplace and Islamic atmosphere is different from that seen in Protestantism. In Islam, believing in God permeates every area of life. A devout individual in Islam is someone who believes in God and engages in virtuous actions that align with their faith in God and adherence to religious teachings. Engaging in economic activities as a form of virtuous actions, which holds a significant position in the Islamic economy, is carried out with the purpose of drawing closer to God and with a strong belief in Him. These monetary actions may not result in personal wealth gain, productive investment, or delayed pleasure, as shown in the Protestant Work Ethic (PWE). The intention behind economic activity in Islam is important as it is a determinant of economic action. Muslims should engage in economic activity with the purpose of pleasing God (Ali & Al-Owaihan, 2008). The primary focus of the IWE literature is work intents, and other dimensions are derived from it. However, its significance has been diminished within the IWE due to the impact of other dimensions from the PWE. Intentions in the Ideal Work Environment are just as crucial as the outcomes of work in the Practical Work Environment. In the Protestant work ethic (PWE), achieving results in work signifies closeness to God, while in the Islamic job ethic (IWE), the goals behind the job have the same significance. Islam, unlike Protestantism, is a communal religion, which impacts the concept of employment. The concept of Muslims' integrity, encapsulated in the term "Islamic Ummah," is a fundamental principle highlighted in Islam. In Islam, engaging in economic activities that do not assist the Islamic community, especially if they significantly injure other believers of the religion, is strictly prohibited. Therefore, the only economic activity considered acceptable benefits the Islamic community and strengthens its power and influence. Another crucial aspect of the Islamic Work Ethic can be defined as Work Results for the Islamic community. Producing outcomes for the Islamic community is a crucial aspect of IWE. Previous studies in the IWE have implicitly referenced this aspect under the framework of generosity (Ali, 1988). The collective unity and moral uprightness of religious brothers are crucial values in Islam. It is vital to remember that despite the strong emphasis on economic growth in the modern world, it is considered unacceptable in Islam.

Unique religious community in Islam fosters cooperation and partnership. Islam promotes Muslims to work together and join forces in all activities, especially in commercial ventures, considering it a reflection of sanctity. Furthermore, there are additional instances in the teachings of the Holy Prophet (SAW) when he encourages Muslims to cooperate and work together. Emphasising cooperation and teamwork enhances productivity and fosters progress in the Islamic society. In Iran's modern history, Muslims have worked together in financial matters, leading to the establishment of religious and financial institutions that operate alongside capitalist financial organisations. Participating in an integrative religious culture impacts Muslims' economic behaviour by fostering principles of justice and fairness in their economic transactions. This facet of Muslims' economic behaviour cannot be deduced from humanistic philosophy. In Islam, the practice of justice and fairness is intricately connected to one's connection with God. For numerous Muslims, Islam is closely associated with justice and fairness. Islamic economic ethics emphasise justice and fairness, limiting the ways in which Muslims can accumulate riches. Obtaining wealth through illegal methods is prohibited in Islam. Ensuring justice and fairness in the economy safeguards Islamic society against fragmentation and growth resulting from inequalities in social classes. Islam allows wealth increase but aims to reduce significant social class differences through its divine principles and economic structures. The Trusteeship aspect of the Islamic Work Ethic (IWE) is closely associated with cooperation, collaboration, work goals, and work outcomes for the Islamic community. Trusteeship is greatly esteemed in Islam, with Prophet (SAW) Muhammad being famous for exemplifying it. Trusteeship encourages Muslims to have substantial social capital in socio-economic interactions. Islam stresses the importance of Muslims practicing Trusteeship not only in economic activities but also in all facets of life. Trusteeship at IWE is directly connected to work, which is the exclusive origin of ownership. Understanding Trusteeship is only achievable by recognising work as the primary source of ownership. Observing Trusteeship in Islam involves respecting the property rights of other believers, as ownership is acquired through one's labour. In Islam, wealth distribution mainly occurs through effort, with every Muslim acquiring riches through labour. Islamic religion requires that all Muslims earn their wealth by their labour, and any action that exploits others is forbidden. In Islam, highlighting individual effort signifies that labour is the primary means of acquiring ownership and prosperity. In A-Qur'an, Surah An-Najm: 39, highlights the importance of effort in achieving one's goals, stating that man will only gain what he has worked for, as per Islamic beliefs. This job must align with other aspects of work in Islam. Any work done with the primary goal of accumulating wealth rather than seeking closeness to God, which causes harm to Islamic society or other believers, is considered blameworthy. Any ownership acquired through such actions is not deemed acceptable. Islam acknowledges work as the foundation of ownership; however, using employment as a tool to acquire money and possession through unethical methods is not justified. In Islam, motive does not justify means. This means that one cannot utilise improper methods to achieve positive objectives. Ownership acquired through illicit means is forbidden in Islam because the distinction between permissible (Halal) and impermissible (Haram) is crucial in both personal and communal aspects of Muslim life. Islam restricts the definition of work as the origin of ownership by specifying the types of employment Muslims should refrain from rather than dictating the specific tasks they can undertake. In the Islamic economy, private ownership acquired by producing activities like agriculture and industry, distributive activities like business and trade, or supervisory activities like administration and military service is considered legitimate. Any activities that are detrimental to Muslims and the Islamic community, such as usury, speculating, and hoarding Muslim essentials, are absolutely prohibited by Islam. One crucial aspect of the Islamic work ethic is viewing work as the foundation of ownership. The final dimension of the Islamic work ethic is the type of work. Islam's emphasis on trade and business is anticipated due to the significant economic role of the Arab peninsula as a hub of commerce at that period. Although this aspect of the Islamic work ethic may be considered less significant compared to others, we included it in our framework of Islamic work ethic to explore this concept in seven dimensions, despite Islam's general association with trade and business over other economic activities. We based our theoretical construct for Islamic Work Ethics (IWE) on the IWE literature and Islamic teachings, encompassing seven dimensions: "Work Intentions," "Trusteeship," "Work type," "Work results for Islamic Ummah," "Justice and fairness," "Cooperation and collaboration," and "Work as the only source of ownership."

Past studies have identified four items highlighted by (Siti Khadijah, Norlela, & Ahmad Saiful Azlin, 2013) in IWE, namely: employee effort, employee honesty, group work practices, and accountability. But the Siti Khadijah *et al.*, (2013) study only looked at the relationship with work commitments. Previous study also on IWEs only emphasises improved performance among employees using four factors, namely employee effort, employee honesty, group work practices and accountability (Noratiqah Izzati & Noor Raudhiah, 2022). This study of IWE will be based on the four primary concepts of IWE as set by Ali (2005) and Ali *et al.*, (2008). The four concepts are: effort, teamwork, honesty, and accountability. In this paper however, the concepts are redefined into a broader perspective. The following subsections delve into the four concepts.

2.5.1.1 Effort

Effort in Islam is held in the highest regard (Al-Qur'an, Al Ra'd: 11 and al Qasas: 77). Islam encourages humans to acquire skills and technology, and highly praises those who strive in order to earn a living as stated in the Quran:

"Whoever work righteousness, man or woman and has faith verily to him will We give a new life, a life that is good and pure and We will bestow on such their reward according to the best of his action" (Al-Qur'an, Al Nahl: 97),

and in Hadith: *"Truly Allah likes to see his servants striving to earn an honest income"* (Dailami). Thus, the IWEs views dedication to work as a virtue. Sufficient effort should go into one's work, which is seen as obligatory for a capable individual. The Prophet (SAW) has stated: *"Work for your worldly life as if you were going to live forever, but work for the life to come as if you were going to die tomorrow"* (Yousef, 2001).

Islam emphasises that the exerted effort of an individual should be linked to *itqan, istiqamah* and *tawakkal. Itqan* means knowledgeable and conscientiousness in all endeavours (Syed Othman Al Habshi and Aidit Ghazali, 1994). Islam encourages all its adherents to acquire the necessary 'ilm (knowledge of things) before executing any action (work). The Prophet (SAW) advised: *"Whoever wish for the world need to have knowledge, whoever wish for the hereafter need to have knowledge, whoever wish for both need to have knowledge"* (Nik, 2002) and *"If you give a job to someone who is not knowledgeable, just wait for the destruction."* (Abu Hurairah).

Knowledge is not simply a case of "the what", but also the skill required to perform the task. Itqan also requires man's effort to discover (tadabbur) Allah's bounties (Al-Qur'an, Al Baqarah: 269).

In this regard, the Prophet (SAW) propagated that: "To ponder for an hour on the obvious greatness of Allah and His creations is better than praying the whole night" (Ibn Abbas). Application of the acquired knowledge must be implemented with conscientiousness. Conscientiousness requires the presence of perseverance, passion and commitment in individual performance. Conscientiousness must be followed with continuous self-evaluation *(muhasabah)* in order to correct the wrongs and to improve on the good actions as Allah has mentioned in the Quran:

"You are the best of peoples, evolved for mankind enjoining what is right and forbidding what is wrong" (Al-Qur'an, Ali Imran: 110).

Istiqamah means consistency and passion for excellence. Islam admits excellence as a virtue and encourages its adherents to excel in everything that they do. Prophet (SAW) advised:

"Allah loves that when anyone does a job, he does it perfectly." (Al-Bayhaqi no. 4915). Islam also demands its adherents to be efficient and proficient that is to do more than what is minimally required. Allah has decreed:

"Verily Allah command that you establish justice and be efficient and proficient" (Al-Qur'an, Al Nahl: 90).

Therefore, a good Muslim will always feel obliged to put in extra effort, time (not over time), and interest so that he would provide more than what is minimally required. Furthermore, *istiqamah* also requires the Muslims to be patient *(sabr)* while undertaking any task or job entrusted to them. Allah has decreed:

"O ye who believe! Persevere in patience and constancy; vie in such perseverance; strengthen each other; and fear Allah that ye may prosper" (Al-Qur'an, Ali Imran: 200).

Patience has two aspects (Syed Othman Al Habshi et.al., 1998). Firstly, mental patience which is restraint on demands of desires and anger. Mental patience is required in controlling anger and greed for wealth. Secondly, bodily patience which is endurance of physical pain felt in performing devotional or non-devotional acts. Hence, patience can be divided into three; first, patience in carrying commandments; second, patience in avoiding *maksiat*; and last, patience in facing difficulties and hardship. Consequently, patience is importantly required in work to face any disagreement, temptation of taking bribery and laziness.

Tawakkal means surrendering oneself to Allah the Almighty solely. (Al-Qur'an, Al Taghabun: 13).

This is indeed one's ultimate effort after *itqan and istiqamah*. Allah commands us:

"But on Allah put your trust if you have faith" (Al-Qur'an, Al Maidah: 23).

However, the concept of *tawakkal* must be incorporated with *itqan and istiqamah* as well as pray *(du'a)*. Allah has decreed:

"When My servants ask thee concerning Me, I am indeed close to them. I listen to the prayer of every suppliant when he calleth on Me. Let them also with a will listen to my call and believe in Me that they may walk in the right way" (Al-Qur'an, Al Baqarah: 186).

Therefore, tawakkal is the essential final step of an effort. *Tawakkal* will guide man to accept virtuous or deficient consequences positively resulted from his endeavour. Hence, the concept of *tawakkal* infuses the spirit of perseverance in all work which in turn ensures the excellent quality of one's effort. Furthermore, Allah also makes a promise to adequate man with bounties to those who are surrendering oneself to Allah:

"… and if anyone put his trust in Allah, sufficient is Allah for him. For Allah will surely accomplish His purpose. Verily for all things has Allah appointed a due portion" (Al-Qur'an, Al Talaq: 3).

2.5.1.2 Teamwork

(Ihionkhan Peter A. & Aigbomian Eunice E., 2014) mentioned that teamwork is an important issue in the workplace and is defined as "a group of people who are set to work together on a task" (Rydenfält, Larsson, & Per Odenrick, 2017). There are several advantages of teamwork to an organisation, such as an employee's organisational commitment and productivity in the workplace.

All Allah's creations are for the benefit of human beings (Al-Qur'an, Al Baqarah: 29)

Quran:

"… and we raise some of them above others in ranks, so that some may command work from others …" (Al-Qur'an, Al Zukhruf: 32)

and

"And those in whose wealth is a recognised right for the (needy) who asks and him who is prevented (for some reason)" (Al-Qur'an, Al Maarij: 24-25).

Competition in team work must be executed fairly, justly and honestly (Al-Qur'an, Al Nisa': 29)

and can be realised through the implementation of the concept of mu'awanah, 'adl and syura. Mu'awanah refers to cooperation among individuals to promote good and forbid evil as Allah stated in the Quran:

"…help ye one another in righteousness and piety, but help ye one another in sin and rancour. Fear Allah for Allah is strict in punishment" (Al-Qur'an, Al Maidah: 2).

Thus, Islam encourages competition among man in preventing immoral actions as well as inciting virtuous actions in his work place. This task can be effectively and efficiently performed by imposing the spirit of *ukhuwwah* (brotherhood) as decreed by Allah in the Quran:

"The believers are but a single brotherhood. So, make peace and reconciliation between your two contending brothers. And fear Allah that ye may receive mercy" (Al-Qur'an, Al Hujurat: 10) and also notified by the Prophet (SAW): "Those who work for you are your brothers. Allah has made them your assistants" (Bukhari and Tarmizi).

Thus, in Islam, competition among man is carried out without oppression and injustice; instead, it employs the value of cooperation. *'Adl* (justice) means the rendering of trust where it is due. Islam demands human beings to uphold justice in every action as decreed by Allah:

"Allah commands justice and the doing of good" (Al-Qur'an, Al Nahl: 90).

In Islam justice is prevailed in promoting positive virtues like honesty, moderation and generosity as well as prohibiting evils like eliminating *risywah* (bribery), greed and extravagance. Thus, Islam prohibits *zulm* that is the opposition of *'adl.* The Prophet (SAW) warned about doing *zulm:*

"Beware of injustice for injustice will be equivalent to darkness on the Day of judgement" (Shu'ab al Imran).

'Adl is also significantly related to *ihsan* which refers to right action, goodness, charity and proficiency. Other meanings of *ihsan* can be extracted from the Sunnah whereby the Prophet (SAW) was asked: *"... then tell me about ihsan".* He replied: *"it is to worship God as though you are seeing Him, and while you see Him not yet truly, he sees you ... "(*Muslim).

Ihsan will educate man to voluntarily sacrifice extra effort, time, and wealth as an additional to the compulsory requirement in rendering the rights or trust. In turn it will enhance productivity.

Syura (mutual consultation) (Al-Qur'an, Ali Imran: 159) refers to a collective mutual consultation and empowerment. Allah has mentioned in the Quran:

"Those who hearken to their Lord, and establish regular prayer, who conduct their affairs by mutual consultation, who spend out of what We bestow on them for sustenance…" (Al-Qur'an, Al Syura: 38).

Hence *syura* in team building refers to participative work force moulded in the spirit of oneness. Sharing power respect and trusting one's competency, strength and reliability which in turn enhance creativity, innovation and passion for improved quality and productivity (Syed Othman Al Habshi et.al., 1998). Furthermore, it will strengthen and intensify the efforts and relationship among human beings in the team building. Allah loves the strong and the trusty as stated in the Quran:

"O my dear farther! Engage him on wages. Truly the best of men for you to employ is the (man) who is strong and trusty" (Al-Qur'an, Al Qasas: 26).

Teamwork is becoming increasingly vital for employee productivity and organisational commitment at work. Teamwork facilitates the meeting of united needs at work and has been directly connected to organisational commitments. They investigated the impact of Empowerment and Teamwork (E&T) practices on 104 employees from five Malaysian public and commercial firms that implemented various levels of E&T practices. Meanwhile, claims that the secret to Japanese competency is how individuals collaborate, and he also suggests that teamwork results in increased dedication and employee involvement in the organisation.

2.5.1.3 Honesty

When a thing is transparent like a piece of glass, you can see something through it very clearly. You are able to describe the thing you see in almost a complete detail without amiss. If the one you see through the glass is a person, you are able to explain the characteristics of the person as well as his conduct. You may even see what you should not see. In the context of behaviour, transparent could be interpreted in many ways. One important attribute of transparency is honesty.

The Almighty Allah had instructed us to be honest in any sort of dealings. Allah says:

"O ye who believe! Fear Allah and be with those who are true (in word and deed)" (Al-Qur'an, At-Taubah: 119).

In the same context, the Prophet (SAW): "Thou shall be honest as honest shows benevolence and benevolence brings to jannah (heaven)..." (Muslim).

Honesty could mean telling the truth even though it is hard to do. In other words, the person does not conceal anything that should be disclosed. If he has to present a progress report on a certain project, he has to disclose the actual progress even though the project has problems. If he is an accountant, he has to report all the transactions accurately according to the accounting steps and procedures (Atiyah, 1993).

If he is a seller, he should not conceal the defect on any of his products (Gillian, 1999; Ali *et al.*, 2008). In other words, the seller has to declare the sold items into detail to avoid any future disputes. Concealing could be done in many ways such as by selling the mixture of good quality product and inferior product at the price of the former or packing the product in such a way that the defect could not be seen. In this regard, the Prophet (SAW) condemns those sellers who conceal bad quality products underneath good quality products. The Prophet (SAW) strongly warns that; "He who cheats is not one of us".

Hence, whoever knows a defect in something is obliged to disclose it. At the same time, the Prophet (SAW) motivates the honest person by saying that; “On the day of judgement, the honest Muslim (merchant) will stand side by side with the martyrs”.

Apart from disclosing the true detail of a product, an honest seller will also ensure that he gives full measure and weight on the product sold. Simply, there should be justice *(al-adl)* in the trading. In other words, there is equivalent counter value *(iwad)* in the exchange of property with property. This is in line with Allah’s command;

“...give just measure and weight, nor withhold from the people the things that are their due...” (Al-Qur’an, Hud: 85).

So, if someone buys a kg of sugar for RM1.85, he should get 1000gm in return. If someone borrows RM1000 amount of money, he should repay the principal borrowed back to the lender. In the context of employment, *iwad* could mean exerting one’s labour equivalent to the salary paid.

Honesty and the ability to act with integrity are not found in the act of "never speaking false words," but in humans choosing to "always speak words and perform acts that create a safe, caring, and healthy space for human development”. Honesty is also the belief that a person will stick to his statements, as well as the belief that one is concerned about the firm's well-being and will not take unanticipated acts that would harm the company.

2.5.1.4 Accountability

Allah wants man to know whether his work (acts and deeds) might be good or evil. He wants him to ask himself if the work is good or evil, and if it is permissible or prohibited. Man ought to know himself and learn about his points of strength and points of weakness, so as to reach a balanced view, and not become conceited, because he was successful in a certain domain or a certain stage, or become desperate, if he encounters a certain loss or failure. As Allah mentioned in the Holy Qur'an:

"O you who believe! Be careful of (your duty to) Allah, and let every soul consider what it has sent on for the morrow, and be careful of (your duty to) Allah; surely Allah is Aware of what you do. And be not like those who forsook Allah, so He made them forsake their own souls: these it is that are the transgressors. Not alike are the inmates of the ire and the dwellers of the garden: the dwellers of the garden are they that are the achievers" (Al-Hashr:18-20).

Accountability is frequently described as the means by which individuals and organisations report to a recognised authority (or authorities) and are held responsible for their actions (Ebrahim, 2005). Accountability exists when there is a relationship between one party and another. This view assumes that some individuals, small groups or organisations have certain rights to make demands over the conduct of another, as well as seek reasons for actions taken and the individual, or organisation is answerable to a higher authority for the action taken and for handling the resources received (Hassan Basri & Siti Nabiha, 2010).

This internal dimension of accountability is motivated by a "felt responsibility" as expressed through individual action and organisational mission. In other words, accountability is trustworthiness. People are considered to be trustworthy when they behave in ways expected of them in the absence of surveillance. They do not merely comply with external forces, such as surveillance pressures, but have internalised the behaviours (Brockner, Siegel, Phyllis, Daly, Joseph, Martin, & Tyler, 1997).

A trustworthy person is a person who will keep the trust entrusted to him responsibly and faithfully. Allah says in the Qur'an:

"Allah does command you to render back your trust to those to whom they are due; and when ye judge between man and man that ye judge with justice; verily how excellent is the teaching which He gives you for Allah is He who heart and sees all things" (An-Nisa':58).

In another verse, Allah says:

"If any of you deposits a thing on trust with another, the trustee should (faithfully) discharge his trust, and let him fear his Lord" (Al Baqarah:283).

In this sense, every Muslim has an 'account' with *Allah*, in which all good and all bad actions are 'recorded';

An account which will continue until death, for Allah shows all people their accounts on judgement day (An-Nisa':62).

The Messenger of Allah, Prophet Muhammad (SAW) has mentioned self-accountability as: “The wise person is one who holds himself accountable and works for what comes after death. And the weak, impotent person is one whose self follows its vain desires and he (simply) puts his hope in Allah”. (At-Tirmidhi, no. 2459).

Fulfilling one’s trust could mean fulfilling the rights of the person who gives the trust to you (Abdurrahman, 2005). In other words, as a trustee you should render the trust that had been given to you back to the owner. As far as trustworthiness in work is concerned, an individual worker should fulfil his obligations at the workplace to his best. If he is given a task to complete, he has to perform the task responsibly and accountably. He will exert his effort to the best as he believes that laziness and absenteeism are vice. He will always try to ensure that the task given is not overdue (Rice, 1999).

In other words, he will meet the deadlines of the task given to him. He will emphasise on excellence and good quality of work as he realises that such attitudes are promoted. The Prophet (SAW) says: "Allah loves that when anyone does a job, he does it perfectly” (Al-Bayhaqi, no. 4915).

The explanations above not only deal with personal accountability but also apply to all organisations. This means that organisations should comply with all the applicable laws and ethical standards, adhere to their mission, be ethical and protect the rights of their members. Furthermore, studies have also shown that trust in organisational authorities inluences a variety of subordinates’ work attitudes and behaviours. In general, employees are more supportive of or committed to authorities and the institutions that the authorities represent, when trust is relatively high (Brockner et. al., 1997).

Table 2.1
Al-Qur'an & Hadith

	Al-Qur'an verse	Hadith
Effort	Al Ra'd: 11 and al Qasas: 77, Al Nahl: 90, Al Nahl: 97, Al Baqarah: 269, Ali Imran: 110, Ali Imran: 200, Al Taghabun: 13, Al Maidah: 23, Al Baqarah: 186	Al-Bayhaqi no. 4915 Abu Hurairah
Teamwork	Al Baqarah: 29, Al Zukhruf: 32, Al Maarij: 24-25, Al Nisa': 29, Al Maidah: 2, Al Hujurat: 10, Al Nahl: 90, Ali Imran: 159, Al Syura: 38,	Bukhari and Tarmizi
Honesty	At-Taubah: 119, Hud: 85	Muslim
Accountability	Al-Hashr:18-20, An-Nisa':58, An-Nisa':62 Al Baqarah:283	Al-Bayhaqi no. 4915

2.6 Development of Hypothesis

The relevant hypotheses discussed are as follows:

2.6.1 The relationship between effort and job satisfaction

Excessive employee effort should directly impact their job satisfaction negatively. This illustrates an employer's conflict of interest, who seeks diligent labour from the employee, and the employee, who aims to receive compensation with minimal effort. The economic study focuses on the connection among principals and agents, as discussed by Hart and Holmstrom in 1987, as cited in Christen, Iyer & Soberman in 2006. Aside from the Clark & Oswald (1996) study, there is less scientific data showing that effort as a cost impacts employee satisfaction, as noted by Christen, Iyer *et al.*, (2006). Studies on job satisfaction that consider effort as a precursor show a favourable influence. After considering the debate, I suggest the following hypothesis:

Hypothesis 1: There is a significant relationship between effort and job satisfaction.

2.6.2 The relationship between teamwork and job satisfaction

Teamwork is a crucial concept in organisational behaviour that has received considerable focus from scholars and business professionals. Previous research discovered a significant positive connection between cooperation and job satisfaction. Some experts suggest that higher levels of cooperation are associated with greater employee satisfaction, leading to more effort in the workplace. Teamwork among organisation members is essential for enhancing employee job satisfaction, leading to a direct influence on the organisation's performance. Successful cooperation can enhance employee performance and self-efficacy. Collaborative work can enhance employee motivation and self-efficacy, ultimately resulting in workplace satisfaction. Here are the predictions obtained as a result of the discussion:

Hypothesis 2: There is a significant relationship between teamwork on job satisfaction.

2.6.3 The relationship between honesty and job satisfaction

Honesty and integrity in leadership roles have been identified as a key component that greatly impacts job satisfaction. Employees who view their bosses as honest and trustworthy tend to be content with their jobs. The correlation between honesty and job satisfaction is seen in the National Park Service management case study by Christy Strand (2020). The case study found that employee views on the honesty and integrity of National Park Service management had a direct effect on job satisfaction. Employees who believed that their leaders were honest and acted with integrity reported higher levels of job satisfaction. They felt more engaged and committed to their work, as well as valued and appreciated by their leaders. Furthermore, the study also found that leaders who demonstrated clear vision and consistently acted in accordance with their values and beliefs were able to inspire trust and confidence in their employees, leading to higher levels of job satisfaction.

The results of the study indicate that the contribution of the influence of employee integrity is positive and significant on employee job satisfaction (Fani Ratny Pasaribu & Syamsir, 2020).

Researchers found that employees who maintained honesty in their professional relationships and behaviour experienced increased job satisfaction. The participants stated that a workplace environment characterised by honesty enhanced their well-being and satisfaction in their positions. The qualitative analysis emphasised the significance of trust and integrity, which are strongly associated with honesty, in promoting a positive work environment and improving job satisfaction. The qualitative study within the IWE framework emphasised the significance of honesty in impacting employees' job satisfaction. Studying this research and comparable studies in other cultural and organisational contexts could provide a comprehensive understanding of the universal link between honesty and job satisfaction. Here is a hypothesis formulated from the discussion:

Hypothesis 3: There is a significant relationship between honesty on job satisfaction

2.6.4 The relationship between accountability and job satisfaction

The almost universal usage of accountability in the organisation, as well as its potential benefits, point to the necessity for additional research into the connection between accountability and work satisfaction. Studies that have been done show accountability shows a positive relationship with job satisfaction (Clancy, 2022). Most studies do not properly or at all investigate individual differences. On the other hand, research has focused on personality development. Most accountability research has been carried out in controlled laboratory environments, while some studies have explored responsibility in practical situations like the workplace. According to recent research, job satisfaction can be influenced by both circumstance and disposal. Some individuals seem to have a higher propensity to be satisfied with their work and overall life. Work characteristics also influence job satisfaction. According to recent research, highlight in their accountability role theory model that accountability teams' function through interpersonal relationships (Frink & Klimoski, 1998). The role theory approach suggests that accountability is a key aspect of the relationship dynamics among employees, supervisors, and colleagues. It is a multifaceted and subjective experience influenced by individuals' emotions and attitudes towards their interactions. Strong interpersonal relationships lead to increased employee accountability and job satisfaction. Strong interpersonal interactions often involve a mutual expectation of accountability (Frink & Klimoski, 1998). Below is a theory derived from the discussion:

Hypothesis 4: There is a significant relationship between accountability on job satisfaction.

2.7 Underpinning Theories - Maslow Needs Hierarchy Theory

Various theories have been put forward and highlighted by research experts who have conducted research on the issue of job satisfaction. The theory of job satisfaction is categorised into two parts: *Content Theories* and *Process Theories.* According to Doell (1985), content theory identifies certain factors that lead to job satisfaction, while process theory determines where individual variables intertwine work characteristics to produce job satisfaction. Among the theories contained in the Content Theory are Maslow's Needs Hierarchy Theory, Aldefer ERG Theory and Herzberg's Theory, while Process Theory includes Locke's Value Theory, Vroom Expectation Theory and Adam's Equality Theory. For this study, researchers used Maslow's Needs Hierarchy Theory.

2.7.1 Maslow Needs Hierarchy Theory

This theory was introduced by Maslow (1943), who introduced five hierarchies of human behaviour, namely the natural needs of man. The order of needs is according to the hierarchy, i.e. the lowest order is physiological needs, followed by security needs and social needs. The need for appreciation is in the fourth position, and the need for self-perfection is in the top hierarchical position. He stated that the lowest human needs need to be met first, which is physiological before it can increase human needs to a higher level.

According to him, overall, he sees the individual as something integrated, where this theory is related to personality and behaviour and emphasises matters related to motivation. Maslow also assumes that an individual will continue to be motivated to achieve a goal that is considered a need that all human beings must meet without regard to the environment and generational and cultural differences. Individual needs were also discussed by Maslow (1943), who emphasised the question of personality associated with personality development with motivation. It is this motivation that will give birth to internal needs that can mobilise and direct the treatment displayed by an individual.

He is of the opinion that social needs or acceptance that involve feeling accepted, loved, owned, and bonds of friendship will arise. Maslow defined the fourth-tier requirement in the hierarchy of his needs as a necessity of appreciation that includes a desire to earn self-respect as well as respect from others, and he is of the opinion that the need for one's respect must be met in order to produce feelings such as satisfaction of power, priority or prestige, status, confidence and self-esteem. Finally, Maslow shows the need for the achievement of self-desire as the highest level of human needs, which is the desire that an individual wants to achieve what he wants.

Maslow's (1943) theory states that an individual should think first to reach the second level before the first stage; that is, the physiological needs are met first. In other words, if the first need does not reach the level of perfection, then the second requirement will not exist. He also stated in his theory that there is a difference between needs at the lower level and needs at a high level. Among them are:

i. The requirement at a high level is its gradual existence.

ii. The lowest requirement is that physiological needs exist once we are born in this world.

iii. In adolescence and adulthood there is a need for self-esteem, while the need for self-perfection is also considered a growth requirement and it exists after middle age.

iv. The requirements at the bottom level are the requirements that each individual must face in order to maintain stability.

According to Maslow's (1943) theory, a human being who has reached a high level of personality development and has been able to realise his potential is a human being with self-perfection. He believes that if the five needs he expresses are met, then a person will reach his potential at the highest level, which will lead to a fulfilling life.

2.7.2 Maslow needs hierarchy theory and Job satisfaction

According to Maslow's Hierarchy of Needs, human needs evolve in a hierarchy consisting of five levels: physiological, safety, social, esteem, and finally, self-actualisation. In the context of this study, we can relate several aspects of job satisfaction that may be influenced by Islamic Work Ethics to the levels in Maslow's hierarchy:

i. Physiological and Safety Needs

Based on this theory, the stage of physiological needs is the most basic and essential need for humans. According to Muhamad Azmi Makhtar (2015), these basic needs cover what a person needs such as food, drink, clothing, and shelter while in the second stage are safety requirements which include personal safety, health, and the environment (Wan Sharifah Laili Mohamad Nawawi, 2015). Aspects of job satisfaction related to adequate pay, job stability, and workplace safety needs can be associated with this level. In this study, while not directly related to Islamic Work Ethics, these aspects still form an important foundation for job satisfaction.

ii. Social Needs

This stage is the third stage for which it is a need for affection. At this stage, humans tend to want and need love from someone close to them, such as parents, siblings, relatives, and peers (Nurhamizah Hashim et al.2014). The aspect of cooperation in Islamic Work Ethics can help fulfil employees' social needs. Cooperation in teamwork, mutual assistance, and a familial attitude in the workplace are examples of how Islamic Work Ethics can influence job satisfaction by recognising and respecting employees' social needs.

iii. Esteem Needs

Based on Maslow's Theory of Needs Hierarchy, the fourth stage is the need for self-esteem. Maslow has divided the need for human self-esteem in two different circumstances. First, the human being himself knows to judge, value himself and respect himself as much as feeling confident, competent, and independent. An individual feels confident that he has self-confidence, his abilities, strengths, abilities, and presence are very useful and necessary in certain affairs.

Secondly, refers to the respectful and respectable attitude of others. This respect is present in the form of recognition, status, impartiality, appreciation, attention, dignity, and power. According to Norhisham Abdul Razak (2019), individuals, especially students and teenagers, need self-appreciation in every action to meet this need either by getting praise, praise or the respect of others. The principles of honesty and accountability in Islamic Work Ethics can affect the recognition and acknowledgement received by employees. Compliance with these values can lead to recognition for their efforts and achievements, which in turn can enhance job satisfaction.

iv. Self-Actualisation

Based on the Maslow Theory of Needs Hierarchy, the fifth stage is the need for self-completion. At this stage, an individual will have a self-determined desire to achieve his own ambitions according to his own potential (Muhamad Azmi Makhtar, 2015). The aspect of effort in Islamic Work Ethics emphasises the importance of striving diligently and reaching maximum potential. When employees feel they can exert themselves fully in their work and achieve personal and professional goals, they may feel more satisfied with their jobs, fulfilling the need for self-actualisation in Maslow's hierarchy.

Overall, this study provides insights into how Islamic Work Ethics can influence various aspects of job satisfaction, which can be categorised into different levels in Maslow's Hierarchy of Needs. By understanding this relationship, organisations may take steps to improve employee job satisfaction through the implementation of Islamic Work Ethics values.

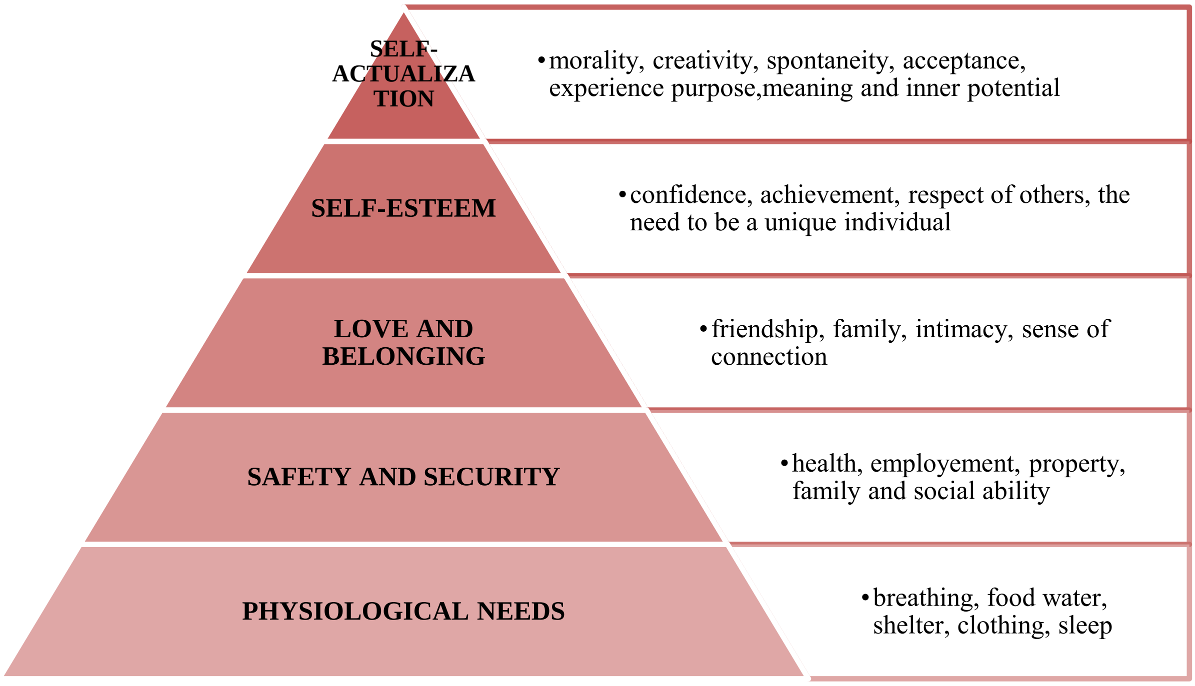

Figure 2.1
Maslow Needs Hierarchy

2.8 Summary

This chapter covers theories related to job satisfaction and also discusses research conducted related to job satisfaction. Research related to variables was also conducted and reviewed. Past research results and related theories serve as support and guide for this research. The review of the above work has led to the development of this hypothesis and research framework which will be clearly discussed in the next chapter.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section will thoroughly address the research methodologies used for data collecting and analysis to achieve the study's goals. The study employed many processes, such as the framework method and data analysis. Further findings on pilot testing and data analysis were also discussed. This chapter covers frameworks, research design, analytical data, research instruments, item codes, pilot tests, and data analysis. A pilot test assessed the reliability of the survey instruments, and the findings were extensively documented in this chapter. The formula will provide a concise overview and essential perspectives to understand the research's framework.

3.1 Research Framework

This study aims to identify the factors influencing job satisfaction among employees at KRH. The researchers have categorised the IWEs factor of job satisfaction into four categories: effort, teamwork, honesty, and accountability. The framework model is illustrated as in Figure 3.1 while the dependent variable is job satisfaction.

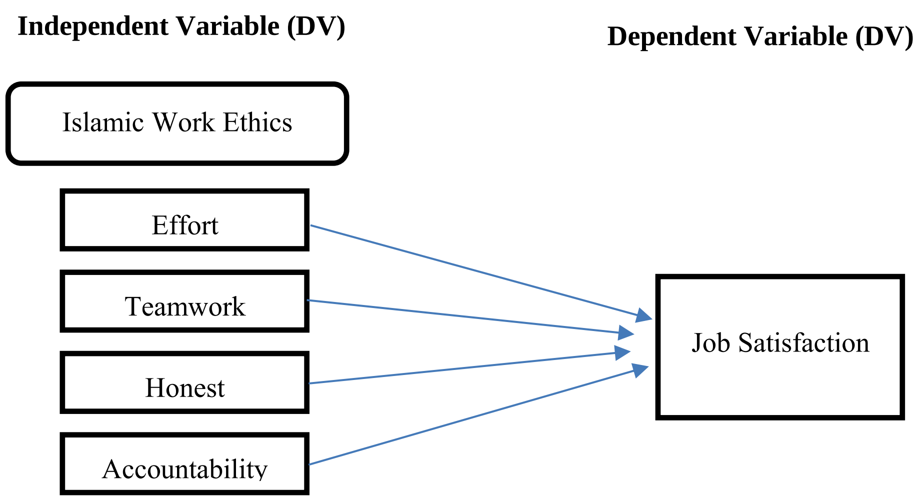

Figure 3.1
Research Framework

3.2 Research Design

This study is quantitative and relies on statistical data as the main method of investigation. Quantitative research is used to determine the link between the variables being studied and to offer explanations regarding the research. The responses were randomly selected from the KRH personnel. The study data is collected using the instruments approach.

Previous studies have suggested that instruments distribution methods or interviews can collect data to obtain high-quality data for random samples (Rossi *et al.*, 1999). This perspective argues that combining these two techniques results in more comprehensive information.

The researchers utilised only the instruments dissemination approach in this study. Previous research using this method involved respondents completing all provided items. This study aims to identify the factors influencing job satisfaction among employees at KRH. As stated by Babbie (1995), he believes that researchers have ample opportunity to pose diverse questions, as using the interview approach may lead to bias issues and time constraints when interviewing respondents.

3.3 Research Methods

This study seeks to establish the correlation between independent variables and dependent variables. Effort, teamwork, honesty, and accountability are factor that impact job satisfaction, which is the outcome variable. The study was conducted on KRH staff, and the data was analysed using Statistical Package for Social Science (SPSS) version 27. This research methodology significantly relies on statistical data and data from earlier study to support the collected information.

3.3.1 Unit Analysis

This research is involving individuals. The individuals involved in this research are those who are staff working in Kumpulan RISDA Holdings, Kuala Lumpur, Malaysia.

3.3.2 Population and determining the size and method of sampling

Design and sample size are crucial factors (Sekaran, 2003) since they enable researchers to make reliable inferences about the determination and engagement of the community under study.

3.3.3 Population

The population is an interesting subject to study (Mohd Noah, 2002). Thus, the research population consists of personnel working in KRH. The staff of Kumpulan RISDA Holdings at Headquarters is 513 people.

This study focuses on KRH personnel at executive and non-executive levels within Kumpulan RISDA Holdings. The number of employees at executive and non-executive levels in Kumpulan RISDA Holdings is as bellows:

Table 3.1
Number of Staff from Executive and Non-Executive level.

Unit	No. of employees
Executive	256
Non-Executive	257
Total	**513**

Source: Administration and Human Resourced Department, RISDA Holdings Sdn Bhd

3.3.3.1 Determining the size and method of sampling

The study included employees from KRH. The sampling area was carefully designed to meet the study's goal. Sekaran (2003) asserts that 217 samples are needed for a population of 500 to accurately represent the entire research population, as depicted in Figure 3.2.

Sampling facilities were utilised in this experiment. Facility sampling is a non-probability sampling method that selects readily available individuals who are willing to take part in investigations. The study focused on KRH workers. Each employee is analysed as an individual unit, and their impressions are assessed separately. The data was gathered over two weeks since it was deemed suitable for short-term utilisation and cost-efficient.

The research employs a random sample technique (Babbie, 1995). The study focused on randomly selected KRH employees, including senior management, professional management, assistance groups, and contract workers.

Table 3.2
Summary of sampling technique

	Details
Population	KRH Total number of employees - 513 Executive level – 256 employees Non-Executive – 257 employees
Subgroup	Consist of thirteen (13) companies under this KRH
Proportion from subgroup	Everyone in each company (headquarter)
Sample Group	217 employees
Sample	250 respondents (returned)

TABLE 1
Table for Determining Sample Size from a Given Population

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.
S is sample size.

Figure 3.2
The table showing the sample size of the population

Figure 3.2 above shows the minimum number of samples. Referring to the table, if the research population in KRH is 500 people, then the minimum sample size is 217 people. Total population in KRH is 513 (N=513), so the researchers used a sample size of 217 (S=217).

3.4 Analysis Data

Testing the normality, validity, and reliability of the data is done before testing the hypothesis using SPSS.

3.4.1 Primary Data

Primary data is information collected directly by the researcher. The collected data is primary. The data is acquired directly from the responder. The instruments are available in two languages, *Bahasa Melayu* and English, and are disseminated via *Google Forms*. This facilitates respondents in comprehending the questions more clearly and responding to the survey questions with ease.

3.4.2 Secondary Data

This investigation utilises secondary data. Researchers gather data from journals, academic publications, books, articles, and statistical data to gain knowledge comprehensively.

3.5 Developing the instruments

The study's instruments comprise 47 items categorised into six sections and is available in both *Bahasa Melayu* and English. This study employs online surveys given to participants through Google Forms using links shared on the *WhatsApp* service. The instruments are divided into three sections: part A, part B, and part C, each with questions related to employee work satisfaction.

Section A includes demographic information about the respondent such as gender, age, marital status, group level, length of service, and highest education level. Section B addresses inquiries concerning dependent variables associated with job satisfaction. Sections C, D, E, and F relate to independent variables such as effort, teamwork, honesty, and accountability. Table 3.3 displays the distribution of variables below.

Table 3.3
Variable Distribution

Section	Variables	Item
A	Demographic background	6
B	Job satisfaction	12
C	Effort	6
D	Teamwork	6
E	Honesty	6
F	Accountability	6

Respondents must choose their responses using a five-point scale to finish the instruments. The instruments use the Likert scale, with responses ranging from "strongly disagree (1)" to "strongly agree (5)" for all parts except Part A. Rating scales ranging from 1 (strongly disagree) to 5 (strongly agree) are utilised. Respondents find it easier to comprehend the structure, leading to more precise responses. Section A examines the demographics of respondents, including gender, age, marital status, group level, length of service, and the highest level of education. This information is essential for demonstrating that the sample accurately represents the population. Part B is a variable related to job satisfaction and has twelve components. Sabri, IIyas, & Amjad (2011) generated four questions, while eight items were derived from the instruments used by M.A.Sanjeev (2016). The following six questions pertain to section C, effort. Four items were created by Siti Khadijah *et al.*, (2015). Another two items were derived from instruments used by Lusch & Serpkenci (1990). The four items in section D on teamwork were based on instruments developed by Siti Khadijah *et al.*, (2015), and two items were modified from Shanahan, Best, Finch, & Sutton in 2007 to suit the study's context. Section E on honesty, developed by Siti Khadijah *et al.*, (2015), comprises six items. Section

F, which focuses on accountability, consists of six elements adapted from (Siti Khadijah *et al.*, 2015).

3.5.1 Variable and instrument measurement

The study's primary data source indicates that the research data is collected directly from participants. Simply said, the primary source is the most immediate and direct source of knowledge regarding the subject or issue.

Weiss, Dawis, England, & Lofquist developed a shortened MSQ - Minnesota Satisfaction Instruments in 1967. It consists of twenty items rated on a 5-point Likert scale. This scale has been commonly used in research as a well-established and dependable tool, with numerous studies demonstrating high alpha correlation coefficients. Only twelve items were utilised in the survey to evaluate job satisfaction. Table 3.4 presents the components of Job Satisfaction.

Table 3.4
Job Satisfaction components

Item
1. I like doing the thing that I do at my workplace
2. I am satisfied with my earnings from my current job
3. I am extremely glad that I choose this company to work for, over other company
4. I find that my opinion are respected at work
5. I am doing something worthwhile in my job
6. I have friend/s at work
7. I can enlist my colleague's support in times of professional difficulties
8. I do my work without feeling guilty
9. I am able to use my skills & abilities regularly at work
10. Overall, I am satisfied with my current job
11. I will recommend to known job seeker
12. My work is suited to skills and abilities

The initial variable, effort, is assessed by inquiring about the respondents' dedication and enthusiasm in the workplace. Only six items were utilised to quantify effort in this study. Table 3.5 displays the effort components.

Table 3.5
Effort components

Item
1. I will always try to finish my work within office hours every day
2. I rarely take extra hours to finish the job given to me
3. I take responsibility in my work
4. I always make an effort to improve my skills
5. I always complete my personal duties e.g. prayer within the specified lunch hour
6. I constantly strive at work to achieve better results

The second variable, teamwork, is assessed by analysing the respondents' involvement in the labour force. This study utilises a six-item scale to measure collaboration. Table 3.6 displays items related to teamwork.

Table 3.6
Teamwork components

Item
1. The team members in my department help each other to get the work done
2. The members in my team feel very close to each other
3. I always give my contribution in accomplishing the group project
4. I often consult my team members to overcome obstacle and to avoid mistake
5. I give my full cooperation to my team
6. The members of my team work hard to get things done

The third variable, honesty, is represented by their integrity in the workplace. Only six items were chosen for this research. Table 3.7 displays honesty-related items.

Table 3.7
Honesty components

Item
1. I will not call sick deliberately
2. I rarely used office hour to do my personal matter
3. I will not deliberately utilise office equipment for personal use
4. I always meet my deadlines
5. I always do my best at work
6. I always try to adhere to work values in order to guarantee success

Accountability is assessed by evaluating individuals' dedication to accomplishing their duties and their readiness to take responsibility for their actions. The study has six components. Table 3.8 displays accountability items.

Table 3.8
Accountability components

Item
1. I constantly work hard to meet responsibilities
2. I always take responsibilities if I did something wrong
3. I often work hard to get ahead for life
4. I do my jobs as it is my responsibility, not because I am instructed to do
5. I emphasise on quality and excellence at work
6. Personally, I feel that I am qualified employees

3.6 Pilot Test

Researchers will carry out a pilot test to assess the instrument's reliability, consistency, and the respondents' ability to interpret the surveys before gathering actual data. This technique helps researchers detect issues and make enhancements to the instruments. Cronbach's Alpha will be used to assess the instrument's reliability. Cronbach's Alpha is a reliability coefficient that quantifies the correlation among items in an instrument. The dependability coefficient ranges from 0 to 1, with values closer to one indicating higher quality.

The researchers distributed 30 instruments to employees in a single department at KRH for the pilot test. The department was chosen because it is distinct from the sample, which reduces the number of duplicated responses. The data was analysed using SPSS version 27.0. Table 3.9 shows that two variables, job satisfaction (0.916) and teamwork (0.905), have Cronbach Alpha values beyond 0.9. The Cronbach Alpha coefficients for honesty, effort, and accountability are 0.819, 0.794, and 0.697, respectively. The data reported in this study are realistic and acceptable.

Table 3.9

Pilot Test Reliability Data

Variable	Number of items	Cronbach's Alpha
Job Satisfaction	12	0.916
Effort	6	0.794
Teamwork	6	0.905
Honesty	6	0.819
Accountability	6	0.697

3.7 Analysing Data

After the instruments was collected from the respondents, the data obtained was analysed using the SPSS. Among the analyses involved in this research are descriptive statistical analysis and inference statistics.

3.7.1 Descriptive Statistical Analysis

Descriptive statistical analysis is to measure the frequency and percentage among employees by using frequency tests. The data obtained from part A i.e. the demographic characteristics of the respondents are descriptive data and are parsed using frequency and percentage. In this research, descriptive statistical analysis has been used to analyse all socio-demographic factors. The data obtained will provide a summary of the overall demographic characteristics of the respondent such as gender, age, marital status, group level, length of service, and highest education level. Descriptive data also showed a centralised tendency such as mode, median and mean towards demographic samples.

Descriptive statistics provide frequency, which refers to how often a phenomenon occurs, a measure of the tendency to centralise and the dispersion of leaning and non-reliant variables. It is also used to identify the frequency of various phenomena that occur in the context of percentages cumulatively.

Overall, this research instruments uses the Likert scale as a measurement tool. Scoring is based on the respondent's marked item score for a positive item and the reverse scoring method is used for negative items. The total score for each measure is obtained by summing up the entire score of the items used. The scoring method for the measurement of factors affecting job satisfaction is as follows:

Table 3.10

Scoring for factors affecting job satisfaction and job satisfaction

Research Levels	Secore/Marking				
Factors affecting job satisfaction	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Job Satisfaction	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5

3.7.2 Statistical analysis of inference

In addition, statistical analysis of inference is also used to test the formed hypothesis. The statistical tests used are the Pearson Correlation test and the multiple regression test.

3.7.2.1 Pearson Correlation Analysis

This test is utilised to determine a substantial correlation between two variables (Bivariate Correlation) on a scale of 0 to 100. Pearson's correlation coefficient (r) is appropriate for assessing a linear association between two continuous variables. Bivariate correlation analysis in SPSS is utilised to quantify the strength of the association between each independent variable and the dependent variable. The magnitude (r) indicates the strength of the link between the two variables. Borg and Gall (1983) proposed proportions to assess the magnitude of the relationship between two variables, one dependent and the other independent, as shown in the table below:

Table 3.11

Relationship Strength Between Independent Variables and Dependent Variables

Value of ‘r’	Relationship Interpretation
0.91 and above	Very strong
0.71 – 0.90	Strong
0.41 – 0.70	Moderate
0.21 – 0.40	Weak
Less than 0.20	Very Weak

Based on table above, it can be seen that the value of r 0.91 and above indicates a very strong relationship, the value of r between 0.71 – 0.90 is indicative of a strong relationship. While the value of r between 0.41 – 0.70 indicates a moderately strong relationship. The value of r between 0.21 – 0.40 is a weak relationship and a value of r less than 0.20 indicates a very weak relationship or arguably a significant relationship between the two variables. The results of this analysis are then compared with the hypotheses developed in this research.

3.7.2.2 Multiple Regression Analysis

Researchers also conducted a multiple regression analysis, which was utilised to determine the dominating factor among all independent factors that may influence dependent variables. Multiple regression analysis is the same as a simple regression analysis, where multiple regression analysis uses more than one independent variable to describe variants of independent variables. This numerous regression is also known as the 'multivariate' strategy, where previous researchers often apply this technique to find and test data to accomplish study objectives (Sekaran & Bougie, 2012).

The value of R^2 is to assess the percentage of the component contributing to the independent variable, and this regression method is used to identify the weighting of all the factors involved. At the same time, the Beta values supplied are aimed at identifying the most relevant factors that affect independent variables. This Beta value is applied to estimate the change in value against the standard deviation (standard deviations) of the two derived dependent variables.

3.8 Summary

Overall, this chapter has elaborated on all the methodology utilised and the discussion in detail in each section, namely advances, frameworks, study design, research methods, population analysis units and sampling methods. This chapter also describes data sources, analytical data, data gathering procedures, research instruments, item codes, pilot tests and data analysis. The instruments used have been examined for reliability and they can be employed in performing this research and the findings of the pilot tests also demonstrate a reasonable rate of return. The next chapter will discuss the findings, which include analysis of hypotheses and descriptive data.

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.0 Introduction

In this chapter, the findings of this research are analysed in detail based on research hypotheses and the researcher tries to answer research questions, achieve objectives and test the hypotheses developed at the beginning. This chapter is also the most important stage as it aims to analyse the data obtained from the questionnaires distributed to the respondents.

Researchers will also discuss the data findings and interpret them. Data description and analysis is done using the Statistical Packages for Social Science (SPSS) version 27.0 software. The analysis is divided into two parts, namely descriptive analysis and inference analysis to test the hypothesis by focusing on research objectives namely, frequency analysis of the respondent's demographic factors, descriptive analysis of research variables, Pearson Correlation analysis and regression analysis.

4.1 Response Rate

Researchers distributed survey questions to KRH employees through Google Form. After the end of the survey feedback period, there were as many as 250 employees completed the survey. Sekaran (2003) asserts that a sample size of 217 is acceptable for a population of 550. KRH has a workforce of 513 individuals. 250 instruments out of 300 were completed and returned by employees. This means that 84% of the surveys responded.

Table 4.1

Number of instruments distributed and collected

	Unit	Number of Instruments Distributed	Number of Instruments Collected	Percentage (%)
1.	Executive	180	141	56.4
2.	Non-Executive	120	109	43.6
	Total	**300**	**250**	**84.0**

4.2 Analysis of reliability

The results of this research have been tested on the reliability of the scale of the instrument or questionnaire so that the results of this research are positive. The reliability analysis in this research was tested using Alpha Cronbach value through SPSS 27.0 software. Alfa Cronbach is used to determine the reliability of instruments or questionnaires used in research. Cronbach's alpha is a concept of reliability coefficient that describes how items in sets are positive to each other. The reliability score (alpha) is in the range of 0.7 – 0.8 is acceptable, while a score above 0.8 is good (Sekaran *et al.*, 2009) values below 0.6 are considered weak (Sekaran and Bougie, 2009). In other words, the internal consistency of the reliability of the instrument used is high if the reliability value is closer to 1.0 (Sekaran, 2003).

Saunders *et al.*, (2007) utilised reliability to evaluate the instrument's consistency. In Table 4.2, the Alpha Cronbach value for the teamwork factor, which is the independent variable, is 0.886, and for the accountability factor variable, the Alpha Cronbach value is 0.864. The Alpha

Cronbach's values for the independent variables of the honesty component and effort state are 0.849 and 0.719, respectively.

The dependent variable, job satisfaction, demonstrates a positive Alpha Cronbach value of 0.887. The reliability of each instrument and item employed in this research is consistently high, surpassing the Alpha Cronbach's value of 0.60.

Table 4.2

Reliability Test Results

Variable	N	Cronbach's Alpha value
Job Satisfaction	250	.887
Effort	250	.719
Teamwork	250	.886
Honesty	250	.849
Accountability	250	.864

4.3 Normality Analysis

Normality test will be completed to check whether the data collected will regularly appropriate. Data collected will then test for typicality to check whether the information will be dispersed normally. According to Hair *et al.* (1998), the histogram of residuals will be utilised to analyse the typicality of the mistake term presumption. A bell-shaped histogram of residuals represented a normal distribution of data (Hair *et al.*, 1998). As shown in table 4.3 below, the result of the distribution of dependent variable for job satisfaction normality test is normal. The mean score of the job satisfaction is 4.1663 and standard deviation is 0.51470. In addition, the skewness value it shows that -0.158 and this value is in between $-3.29 < x < 3.29$, while the kurtosis value is -0.445. Result of the distribution of independent variable for job satisfaction normality test is normal as shown in table 4.3.

Table 4.3

Normality Test Results

	Mean	Std. Deviation	Skewness	Kurtosis
Job Satisfaction	4.1663	.51470	-.158	-.445
Effort	4.3160	.48139	-.359	-.486
Teamwork	4.4287	.49079	-.463	-.257
Honesty	4.4660	.48431	-.884	.869
Accountability	4.5213	0.45009	-.606	-.547

4.4 Descriptive analysis of respondent profiles

This section covers descriptive analysis of demographic information such as gender, age, marital status, group stage, length of service, and highest level of education. Researchers used SPSS version 27.0 for data analysis.

4.4.1 Frequency Distribution (Gender)

Table 4.4 shows the demographic breakdown of the respondents, with 56.4% (141 respondents) being male and 43.6% (109 respondents) being female.

Table 4.4

Frequency Distribution by Gender

Variable	Frequency	Percentage (%)
Gender		
Male	141	56.4
Female	109	43.6
Total	**250**	

4.4.2 Frequency Distribution (Age)

Refers to table 4.5, the age group with the highest number of respondents in the sample was 31 to 40 years old, including 106 persons, or 42.2%. 73 respondents, constituting 29.2% of the sample, fall within the age range of 41-50 years according to the statistics. There were 36 respondents aged between 20-30 years, accounting for 14.4% of the sample, while the smallest group consisted of 35 respondents aged 51-60 years, also making up 14.4% of the sample.

Table 4.5

Frequency Distribution by Age

Variable	Frequency	Percentage (%)
Age		
20-30 years	36	14.4
31-40 years	106	42.4
41-50 years	73	29.9
51-60 years	35	14.0
Total	**250**	

4.4.3 Frequency Distribution (Marital Status)

Table 4.6 shown, the frequency analysis indicates that 205 respondents, accounting for 82.0%, are married, whereas 40 respondents, representing 16%, are single. 5 individuals, or 2.0% of the total, are no longer married.

Table 4.6

Frequency Distribution by Marital Status

Variable	Frequency	Percentage (%)
Marital Status		
Single	40	16.0
Married	205	82.0
Others	5	2.0
Total	**250**	

4.4.4 Frequency Distribution (Group Level)

Refer to table 4.7, 56.4% of the respondents are from the Executive level, totalling 141 respondents. Subsequently, 43.6% of the sample, equivalent to 109 respondents, are from non-Executive positions.

Table 4.7

Frequency Distribution by Group Level

Variable	Frequency	Percentage (%)
Group Level		
Executive	141	56.4
Non-Executive	109	43.6
Total	**250**	

4.4.5 Frequency distribution (length of service)

Table 4.8 shown, the most respondents, comprising 33.6% or 84 individuals in the sample, have been in service for 11-20 years. 58 respondents, or 23.2%, served in the military for 6 to 10 years, while 55 respondents, or 22.0%, served for fewer than 5 years. 53 responders, accounting for 21.2%, have served for over 21 years.

Table 4.8

Frequency Distribution by Length of Service

Variable	Frequency	Percentage (%)
Length of Service		
Less than 5 years	55	22.0
6-10 years	58	23.2
11-20 years	84	33.6
More than 21 years	53	21.2
Total	**250**	

Based on the table 4.9 below, showing the distribution of respondents based on academic achievement. Seventy-nine individuals, representing 31.6% of the sample, had a degree as their highest level of education. 30.4% of the sample, or 76 individuals, had an SPM as their highest level of education. Fifty-nine respondents, or 23.6% of the sample, had a Diploma/STPM as their highest level of education. Thirty-two respondents, or 12.8% of the total, have a Master's degree as their highest level of education. Three respondents (1.2%) have a unique level of education, while one individual (0.4%) has a PHD as their highest degree of education.

Table 4.9
Frequency Distribution by Highest Level of Education

Variable	Frequency	Percentage (%)
Highest level of education		
SPM	76	30.4
Diploma / STPM	59	23.6
Degree	79	31.6
Master	32	12.8
PHD	1	.4
Other	3	1.2
Total	**250**	

4.5 Descriptive analysis of research variables

Descriptive statistical analysis is to measure frequency and percentage among employees by using frequency test. This descriptive analysis is the part that will describe the mean score of the main research variables on the factors that affect job satisfaction and job satisfaction where it has a great influence on the results of the descriptive analysis as a whole. Any mean score with a value of 3.00 and above indicates that the respondent thinks that the expectation or prediction of the variable is at a reasonable to good level (fair to good). On the other hand, research results show a low prediction perception if the mean value is below the level of 3.00 (Mohd Rizaimy *et al.*, 2012).

4.5.1 Descriptive Analysis

The entire variable is evaluated using the Likert scale. The average value of dependent variables, job satisfaction, and independent variables that affect job satisfaction. The participants' IWE practices were evaluated based on their responses, reflecting their level of agreement on subjects such as effort, teamwork, honesty, and accountability. Table 4.4 displays the minimum values of dependent variables, job satisfaction with mean M=4.1663. It reveals that employees have the highest responsibilities (min 4.5213), followed by honesty (min 4.4660), teamwork (min 4.4287), and effort (min 4.3160), according to the mean analysis of each component of the IWE. Therefore, the job satisfaction score is moderate. This suggests that KRH staff are now working at a moderate level and responding well. KRH staff are now performing satisfactorily and in a good direction.

According to Sekaran and Bougie (2012) the standard deviation is another measure of Likert scale data dispersion which offers a distribution dissemination index or in data diversification. Standard and mean deviations are very useful tools due to the statistical methods that flow in the normal distribution. Referring to the table 4.10 below, the data shows that the standard deviation for job satisfaction is 0.51470. The standard deviations for factors affecting job satisfaction are effort (0.48139), teamwork (0.49079), honesty (0.48431), and accountability (0.45009).

Table 4.10

Descriptive Analysis

Variable	N	Mean	Standard Deviation
Job Satisfaction	250	4.1663	.51470
Effort	250	4.3160	.48139
Teamwork	250	4.4287	.49079
Honesty	250	4.4660	.48431
Accountability	250	4.5213	.45009

4.6 Pearson Correlation Analysis

This section discusses the relationship between two variables as in the framework model and the hypothesis developed in the previous chapter. The Pearson Correlation (r) is suitable for testing the linear relationship between two quantitative variables. To measure the strength of the relationship between each independent variable associated with a dependent variable, a Bivariate Correlation analysis is used in SPSS 27.0.

This section discusses the details of the results of the research hypothesis test. In this research, Pearson's Correlation test has been used to show the level of linear relationship between independent variables such as effort, teamwork, honesty, and accountability and dependent variables are job satisfaction. Correlation shows two things about the relationship between two directional and scale variables. Significant confidence levels range from 0.01 to 0.05 (Reeve, 1992).

According to Sekaran (2003), there are several variables used in research, that is, where after knowing the mean and standard deviation of the dependent variable and the independent variable, the researcher wanted to know the relationship between one variable and another. Inter-correlation analysis shows the nature and direction and importance of the bivariate variable relationships used in this research.

The correlation symbol, represented as 'r,' varies between -1.00 and +1.00, as detailed in the previous chapter. A positive correlation indicates that as one variable increases, the other variable also increases, whereas a negative correlation suggests that as one variable increases, the other decreases. A perfect correlation is represented by a value of one or -1, showing that one variable's value can be accurately predicted from another variable's value. A correlation value of zero (0) indicates no relationship between two variables.

The table 4.11 below shows that variables like effort, teamwork, honesty, and accountability have a positive relationship with job satisfaction. The reported correlation coefficients were 0.489, 0.550, 0.402, and 0.431. Based on the correlation analysis shows that the independent variable and the dependent variable are moderately correlated, with four factors: effort, teamwork, honesty, and accountability. The work demonstrates a correlation coefficient with a fragile association. The correlation test findings in the table above indicate that all factors are positively and significantly related with job satisfaction.

Table 4.11

Pearson Correlation Results

		Job Satisfaction	Effort	Teamwork	Honesty	Accountability
Job Satisfaction	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	250				
Effort	Pearson Correlation	.489**	1			
	Sig. (2-tailed)	.000				
	N	250	250			
Teamwork	Pearson Correlation	.550**	.537**	1		
	Sig. (2-tailed)	.000	.000			
	N	250	250	250		
Honesty	Pearson Correlation	.402**	.626**	.597**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	250	250	250	250	
Accountability	Pearson Correlation	.431**	.610**	.637**	.703**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	250	250	250	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

4.7 Hypothesis Test

This research will test the four main hypotheses in this research as outlined in the previous chapter to answer research questions and meet research objectives. This hypothetical test is a method used by researchers to determine whether to reject or accept a hypothesis in relation to a relationship. Therefore, the Pearson Correlation test is used to study hypotheses 1, hypotheses 2, hypotheses 3, and hypotheses 4.

Hypothesis 1

The table 4.12 displays the research results for the relationship of the correlation analysis of the dimensions of effort factors and job satisfaction. Significant values of the effort factor are ($p = 0.000$, $P < 0.01$). These findings show that there is a significant relationship between effort factor and job satisfaction. There is a positive correlation of a moderately positive relationship between effort and job satisfaction factors (r=0.489) thus showing a positive and interrelated correlation with each other.

This clarifies that if the job satisfaction score growths, then the effort factor also growths and vice versa if the job satisfaction score declines then the factor effort score will also decline. Thus, the researcher recognised the hypothesis H1. This analysis shows that the relationship effort factor is moderately positive for the job satisfaction of KRH employees.

Table 4.12:
The Relationship Between Effort and Job Satisfaction.

Dependent Variable	Dimension	Pearson Correlation (r)	Significant
Job Satisfaction	Effort	.489**	.000

**. Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 2

Table 4.13 displays the results of research on the analysis of correlations between the characteristics of elements of teamwork and job satisfaction. The components of teamwork have significant values p = 0.000 and P < 0.01. The results showed a significant correlation between the elements of cooperation and job satisfaction. There is a relatively modest positive correlation (r = 0.550) between the elements of teamwork and job satisfaction, indicating a positive and interrelated relationship.

The increase in job satisfaction scores corresponds to an increase in teamwork factors, while a decrease in job satisfaction scores corresponds to a decrease in teamwork factors. Researchers accept the hypothesis H2. Studies show that there is a moderate positive correlation between teamwork and job satisfaction among KRH employees.

Table 4.13

The Relationship between Teamwork and job satisfaction.

Dependent Variable	Dimension	Pearson Correlation (r)	Significant
Job Satisfaction	Teamwork	.550**	.000

**. Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 3

The table 4.14 displays the findings of a study on the association among honesty and job satisfaction characteristics. The honesty component has a statistically significant value of p = 0.000, indicating a significance level of $P < 0.01$. The results indicate a notable correlation between honesty and job satisfaction. A significant positive connotation between honesty and job satisfaction (r=0.402) indicates a weak positive and interrelated relationship.

An increase in job satisfaction scores corresponds to an increase in the honesty factor score, whereas a decrease in job satisfaction scores results in a fall in the honesty factor score. The researcher accepted hypothesis 3. The investigation indicates that honesty has a weak positive effect on the job satisfaction of KRH employees.

Table 4.14

The Relationship between honesty and job satisfaction

Dependent Variable	Dimension	Pearson Correlation (r)	Significant
Job Satisfaction	Honesty	.402**	.000

**. Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 4

The table 4.15 displays the research findings about the correlation analysis between accountability aspects and job satisfaction characteristics. The honesty component has significant p = 0.000 and P < 0.01 values. These data show a moderate correlation between responsibility and job satisfaction. A reasonably substantial positive correlation (r=0.431) between accountability and job satisfaction components indicates a positive and interrelated relationship.

An increase in job satisfaction scores corresponds to an increase in the accountability factor, whereas a decrease in job satisfaction scores results in a fall in accountability. The researcher accepted hypothesis 4. The analysis indicates that the moderate positive correlation between responsibility and job satisfaction among KRH employees.

Table 4.15
The Relationship Between Accountability and Job Satisfaction

Dependent Variable	Dimension	Pearson Correlation (r)	Significant
Job Satisfaction	Accountability	.431**	.000

**. Correlation is significant at the 0.01 level (2-tailed).

4.8 Multiple Regression Analysis

The previous section describes the correlation analysis, which examines the relationship between dependent and independent variables. Correlation analysis tests reveal strong and positive relationships among all variables. This research discussion continues by conducting a multiple regression analysis to examine the relationship between dependent variables, job satisfaction and independent variables that are factors that influence job satisfaction.

Multiple regression analysis is used to identify the most dominant factor among all independent variables that can influence dependent variables. Multiple regression analysis is the same as a simple regression analysis where multiple regression analysis uses more than one independent variable to describe variants in dependent variables. Previous researchers typically used multivariate techniques, also known as multiple regression, to analyse data and achieve study objectives (Sekaran and Bougie, 2009).

R^2 is used to estimate the percentage of factors contributing to independent variables and this regression method is used to identify weighting against all factors involved. While the Beta values shown are intended to identify the most important factors that affect independent variables. This Beta value is also to estimate the change in value against the standard deviation of the two resulting dependent variables. The Beta value squanders the change in value versus the standard deviation of both dependent variables.

The results of the correlation analysis showed that all variables are significantly and positively related. Next, this research discussion continues with a discussion and analysis of the relationship between dependent variables and four independent variables using regression analysis techniques. This technique is important because the regression result is an equation that presents the best dependent variable prediction of an independent variable (Mohd Rizaimy, *et al.*, 2012).

Table 4.16 shows the regression results of factors affecting job satisfaction as variables not dependent on job satisfaction can be seen in the table above. The summary model shows a correlation between independent variables i.e. factors that affect job satisfaction and dependent variables, job satisfaction is (R = 0.597) or 59.7%. The R^2 score is 0.356, equivalent to 35.6%.

Therefore, it shows only 35.6% of the change in the dependent variable (job satisfaction) is due to the change of the independent variable (factors affecting job satisfaction) while 64.4% were influenced by factors not studied in this research.

Table 4.16

Model of Summary Multiple Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597[a]	.356	.345	.41645

- Predictors: (Constant), Accountability, Effort, Teamwork, Honesty

Table 4.17 describes the results of Anova multiple regression. The data presented show the extent to which the model used by the researchers in conducting this research is significant or otherwise. Referring to the table ANOVA the value F=33.839 is significant at the level (P= 0.000, P<0.05).

This suggests that there is a relationship between independent variables with variables leaning at a significant level of p<0.05. Forecasts show that 35.6% variability in job satisfaction is significantly illustrated by independent variables (factors affecting job satisfaction).

Table 4.17
Anova[b] Multiple regression

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.475	4	5.869	33.839	0.000[a]
	Residual	42.490	245	.173		
	Total	65.965	249			

- Dependent Variable: Job Satisfaction
- Presictors: (Constant), Effort, Teamwork, Accountability, Honesty

The table 4.18 below is the overall Beta value formulation and is significant for each variable not relied on in this research. This table helps to describe independent variables in explaining variance in job satisfaction. As shown the Beta value and the T value of the dimensions of the factors that affect the job satisfaction of the effort are 0.274 and 3.912, with a significant p-value of 0.00 ($p=0.00$, $p<0.05$). Teamwork factors are characterised by Beta and T values of 0.404 and 5.764, respectively, with statistically significant P-values of 0.00 ($p=0.000$, $p<0.05$). The Beta value of the honesty component is -0.030, the value of T is -0.378, and the value of interest is 0.706 ($p=0.706$, $p>0.05$). The accountability value is as follows: 0.027 for the Beta value, 0.339 for the T value and the variable interest is 0.735 ($p=0.735$, $p>0.05$).

This study shows that independent variables related to job satisfaction are components of effort ($p = 0.00$) and teamwork ($p = 0.00$), with a value of P less than 0.05. Therefore, the proposed H1 and H2 hypotheses are accepted. Other factors i.e., the components of honesty ($p=0.706$) and responsibility ($p=0.735$) indicate insignificance with a value of P greater than 0.05 ($P > 0.05$).

Teamwork has the most influence on job satisfaction among KRH people, as shown by the Beta value that was evaluated. The table below displays the results of the multiple regression coefficients.

Table 4.18

Results of a Multiple Regression Analysis

Model		Unstandardised Coefficients B	Unstandardised Coefficients Std. Error	Standardised Coefficients Beta	t	Sig.
1	(Constant)	1.027	.293		3.503	.001
	Effort	.293	.075	.274	3.912	.000
	Teamwork	.423	.073	.404	5.764	.000
	Honesty	-.032	.084	-.030	-.378	.706
	Accountability	.031	.092	.027	.339	.735

a. Dependent Variable: Job Satisfaction

4.9 Research Hypothesis

Data analysts conducted using correlation and multiple regression analysis found that the results from Pearson Correlation on hypotheses and significant variables were as follows: -

Table 4.19

Pearson Correlation Hypothesis Result

Hypothesis	**R**	**Interpretation**	**Decision**
H1: There is a significant relationship between effort and job satisfaction	0.489	Moderate	Accepted
H2: There is a significant relationship between teamwork and job satisfaction	0.550	Moderate	Accepted
H3: There is a significant relationship between honesty and job satisfaction	0.402	Weak	Accepted
H4: There is a significant relationship between accountability and job satisfaction	0.431	Moderate	Accepted

4.10 Conclusion

Overall, this chapter discusses the analysis data and findings on the research conducted as well as the research methods used such as descriptive statistical data, Pearson Correlation analysis, regression analysis. Overall, descriptive statistical data shows the respondents involved have unanimously agreed that variables have a positive interest in job satisfaction. In addition, the instruments used have been tested for reliability and they can be adopted in conducting this research. The findings of Cronbach Alpha values exceeding 0.60 for all variables prove that, the instruments or survey questions used in this research as a whole, the results of this pilot test also showed a satisfactory rate of return without any overlap of opinions.

Pearson Correlation analysis and multiple regression are used to examine the connection among dependent and independent variables. The decision between the variable leaning and not leaning through the value of Anova is significant. The model coefficients indicate a moderate positive relationship between effort, teamwork and accountability and weak positive relationship between honesty as independent variables and job satisfaction. Therefore, all hypotheses of this study are accepted.

Overall, the findings of the analytical data in this research answer to the proposed hypothesis. The next chapter is the fifth chapter where discussions, suggestions and research conclusions will follow. The discussion in this fifth chapter focuses on the views, suggestions and comments of the researchers on the findings from the tests conducted in the fourth chapter. Reviews on research questions and objectives are also discussed. It concludes with the recommendations presented by the researcher and subsequently the conclusion of the research as a whole.

CHAPTER 5

RECOMMENDATION AND CONCLUSION

5.0 Introduction

This chapter discusses briefly the entire research conducted based on the results obtained in the fourth chapter. Among the matters discussed are research questions, research objectives, methodologies and conclusions that can be made based on the findings and recommendations highlighted for changes and reforms that can be made by the organisation to improve job satisfaction in the workplace.

5.1 Research Summary

The research is based on detailed objective goals and is described in the first chapter. This study aimed to examine the relationship between factors affecting the job satisfaction of KRH staff. Four specific objectives have been formulated based on the main purpose, which will be tested as a hypothesis in this study. The study aims to effectively achieve the desired result. The next section will discuss the achievement of four objectives and the results of research based on the revised hypothesis in the fourth chapter.

Table 5.1

The Research Summary

Independent Variable	Research Questions	Research Objectives	Hypothesis	Decision
Effort	Is there any relationship between	To examine the relationship between	H1: There is a significant relationship between effort and job satisfaction	Accepted

	effort and job satisfaction?	effort and job satisfaction.		
Teamwork	Is there any relationship between teamwork and job satisfaction?	To examine the relationship between teamwork and job satisfaction.	H2: There is a significant relationship between teamwork and job satisfaction	Accepted
Honesty	Is there any relationship between honesty and job satisfaction?	To examine the relationship between honesty and job satisfaction.	H3: There is a significant relationship between honesty and job satisfaction	Accepted
Accountability	Is there any relationship between accountability and job satisfaction?	To examine the relationship between accountability and job satisfaction.	H4: There is a significant relationship between accountability and job satisfaction	Accepted

5.2 Discussion of finding

Based on the results of the study, the level of all four IWEs practices is high. This is because the study respondents consisted of employees from Islamic organisations. The research organisation is an educational institution that practices Islamic culture so the respondents can understand and practice IWEs.

The implementation of Islamic values and work ethics will definitely have a good effect on leaders and organisations, which is the lack of problems in administrative practices such as the reduction of problems such as lack of transparency, neglect of employees, abuse of power, lack of integrity and can also prevent the occurrence of social symptoms. It also leads to the application of values and ethics that do not isolate the basic values and ethics in Islam, including fairness, trust, honesty, courtesy and so on in the practice or implementation of administration (Mohamed Noh, Siti Arni, & Wan Norhasniah, 2014)

Based on the results of the study, the four IWE practices are positively and significantly related to job satisfaction. The research analysis shows that the four dimensions of Islamic Work Ethics significantly affect job satisfaction and are beneficial in hypothetical tests. Data are analysed to determine the subject of the research studied. The study includes reliability tests, statistical descriptions, Pearson Correlation, and regression analyses. The theories used in this study can help understand the elements influencing job satisfaction among KRH employees.

5.2.1 Effort and Job Satisfaction

The study accepted Hypothesis 1, revealing a moderate relationship between effort and job satisfaction. Personal performance can be improved via perseverance, enthusiasm, and devotion. A diligent worker will exceed the minimum requirements, demonstrating consistency and a high dedication to excellence (Siti Khadijah, Norlela, & Ahmad Saiful, 2015). An examination of the correlation indicated a strong connection between effort and job satisfaction ($r = .489$, $p < 0.001$). A positive relationship was seen between increased employee effort and improved work satisfaction. An investigation on the correlation between effort and job satisfaction, utilising survey data from more than 16,000 individuals in the UK to explore factors affecting workplace pleasure, revealed a positive relationship between effort (measured as extended working hours) and job satisfaction. Despite the consequences of weariness and strain, those who work harder or longer generally experience higher job satisfaction (Clark *et al.*, 1996). Furthermore, additional research on job satisfaction, incorporating effort as a precursor, typically reveals a favourable influence on job satisfaction (Brown *et al.*, 1994).

Employees who are dedicated to their organisations typically put more effort into their work. A p-value below 0.05 provides robust statistical support for the hypothesis, indicating a notable relationship between employee effort and work satisfaction. The personnel found it challenging to leave work on time since they had to work extra hours to meet deadlines, even though they worked diligently to produce outstanding results. The staff demonstrated their diligence by frequently drinking coffee while working. They efficiently manage their time by completing personal tasks during the designated lunch hour and only taking a coffee break when necessary.

The results offer advice to Human Resources management on handling excessive workloads for employees through creating more accurate task assignments, enhancing work procedures, or introducing employee wellness initiatives. Moreover, elevated work pressure can impact job satisfaction. Management can mitigate workplace stress by offering stress management training or enhancing the work environment to minimise strain. Creating a suitable reward system to express gratitude to diligent employees can result in heightened job satisfaction among them.

5.2.2 Teamwork and Job Satisfaction

H2 hypothesis validates the moderate correlation between employee teamwork and job satisfaction. Collaborating in a team enables individuals to engage in a unified work setting. This can enhance teamwork and foster relationships among team members (Siti Khadijah *et al.*, 2015).

Correlation analysis indicates a moderate positive correlation between employee cooperation and job satisfaction ($r = .550$, $p < 0.001$), consistent with the anticipated coefficient direction.

Employee collaboration through cooperation enhances job satisfaction in the firm. The collaborative component holds the highest value in comparison to other variables. Collaboration among employees is a crucial factor that enhances job satisfaction. This finding aligns with previous research (Silos, 1999; Karia & Ahmad, 2000). The findings demonstrate a strong and beneficial correlation between cooperation and job satisfaction. Additional research has confirmed that cooperation has the most significant effect on employee satisfaction. The study found a notable correlation between teamwork and workplace satisfaction.

This study's findings can assist KRH management in enhancing productivity by promoting teamwork among employees to attain goals more efficiently. Companies can foster growth and competitiveness by encouraging teamwork, which facilitates idea generation through discussions and sharing among team members. Every team member who is allocated specific duties and responsibilities can offer collaboration and typically enhance the quality of work. The problem can be solved more quickly through the problem-solving team. Effective teamwork among staff enhances the level of service provided to clients. Enhanced team efficiency leads to improved customer satisfaction through the provision of precise and prompt responses to client requirements. Team management enables better oversight of employee performance and more streamlined resource allocation. This aids management in making informed decisions and aligns efforts to accomplish the company's objectives.

5.2.3 Honesty and Job Satisfaction

The correlation analysis discovered a weak positive relationship between employees' honesty and job satisfaction, with a correlation coefficient of 0.402 and a p-value less than 0.001. An honest person does not conceal any pertinent information. He will consistently speak genuinely, even in challenging situations. An honest person displays integrity by fulfilling their obligations (Siti Khadijah *et al.*, 2015).

Honest employees may be viewed as dedicated to their firm. This finding is corroborated by prior research that demonstrated a parallel result. A study demonstrates a strong positive correlation between workplace honesty and employee job satisfaction by (Steven D. Sims *et al.*,2018). These findings confirm that employees who see their work environment as characterised by honesty are more likely to have higher levels of job satisfaction. The study indicates that workers' work performance is influenced by their level of honesty and opinion of the company's work ethic.

The study suggests that KRH management has the potential to enhance the company's overall productivity. It can reduce the expenses associated with resolving issues related to dishonesty, fraud, or workplace disputes. Companies can decrease costs related to employee turnover by retaining loyal and satisfied staff. The company's image and reputation improve among consumers and the general public due to its honesty and job satisfaction, indirectly enhancing the company's promotion and ability to attract high-quality staff for long-term retention. Employees are more willing to share ideas and contribute to the company when they feel satisfied and have a sense of ownership. This can facilitate innovations and creativity, ultimately enhancing the company's competitiveness and growth.

5.2.4 Accountability and Job Satisfaction

The correlation study showed a significant relationship among accountability and job satisfaction ($r = .431$, $p < 0.001$), in line with other factors in the Islamic Work Ethics (IWE). The results suggest that workers exhibit a strong sense of responsibility by performing their task diligently and continuously fulfilling their duties.

Accountable folks are self-sufficient and hardworking people who continually work to fulfil their duties and take responsibility for their actions. They behaved as expected while unsupervised (Siti Khadijah *et al.*, 2015).

The correlation research revealed a strong connection between accountability and job satisfaction ($r = .431$, p 0.001), consistent with results for other variables related to IWE. The findings recommend that the workers showed a strong sense of accountability by willingly completing their responsibilities and consistently working hard to fulfil their commitments. They were diligently striving to progress in life and were prepared to take accountability for their actions. They prioritised quality and excellence in their work. A p-value below 0.05 strongly supports the confirmation of Hypothesis H4, which suggests a significant and moderate positive correlation between employees' accountability and job satisfaction. Employees with a high level of responsibility in their tasks are more likely to have higher job satisfaction. Studies show that companies with a strong culture of responsibility typically see higher levels of job satisfaction among their employees. Research has demonstrated a clear link between improved corporate accountability and increased job satisfaction and employee commitment.

KRH can enhance workplace accountability culture by comprehending the connection between responsibility and job satisfaction. Employees who exhibit a sense of responsibility for their actions and decisions typically demonstrate higher levels of efficiency and productivity. An entrenched culture of accountability helps decrease job turnovers. Valued employees with clear duties tend to have higher retention rates inside the organisation. Enhancing the performance evaluation system and maintaining equitable and consistent assignment of responsibilities can improve employee work satisfaction in firms. This will boost staff morale and decrease workplace tensions. Companies known for prioritising accountability and employee satisfaction often recruit high-quality personnel. This can assist organisations in being the preferred employer in a competitive job market. Enhancing the correlation between accountability and work satisfaction can improve the overall effectiveness of the business. Engaged and satisfied employees are more likely to work efficiently, thereby aiding in the accomplishment of corporate objectives.

5.3 Recommendation

This research focuses on several variables to identify the factors of Islamic Work Ethics that affect the level of employee job satisfaction among employees in the Kumpulan RISDA Holdings. However, the analysis carried out by researchers in this research on IWE factors that affect job satisfaction can provide some benefits to employees and organisations on how to manage employees and retain existing employees in improving the quality of work and achieving better job satisfaction. The recommendations presented by the researcher are divided into organisational and management.

In increasing the level of job satisfaction among employees at the Kumpulan RISDA Holdings, some suggestions put forward by researchers are through appreciation to staff in improving employee performance, motivation through appreciation and the selection of appreciation for employees. Efforts to improve organisational performance are a continuous effort.

Appreciation to staff in improving employee performance is one of the factors that contribute to job satisfaction. Non-monetary rewards such as praise, appreciation and opportunities to achieve and develop performance have a longer lasting effect than monetary rewards. Non-monetary rewards are focused on the needs of many employees such as praise, appreciation and opportunities to achieve and develop their work performance. These requirements are closely related to the content of the job itself and are sometimes referred to as quality in working life. Job satisfaction can be described as an intrinsic motivation process. Intrinsic motivation has a longer effect compared to extrinsic motivation which is contributed through rewards using money. Accordingly, organisations should emphasise this reward so that employees are more motivated in carrying out the tasks entrusted to them. In addition, the wage factor also plays an important role in measuring the level of job satisfaction among employees. Employees are more motivated if the salary they receive is fair and equitable commensurate with the contribution and effort given in line with the tasks entrusted to them. Employees will often compare the salary received by him with the salary received by other employees either in the same organisation or in another organisation.

In addition, the management of the organisation should focus on motivation through appreciation and highlighting to their employees to ensure that the level of job satisfaction is increased. Highly motivated employees can produce success. This is because they know what they have to do and then they do it successfully. Highly motivated employees are very sensitive to the changes around them and they change according to the environment. Highly motivated employees will work hard to achieve their life goals in order to meet the organisation's objectives. The process of motivating employees starts with following their movements and research should be done because everyone has their own tastes. The goal of motivation is to ensure that they are aligned with the needs of the organisation. Indirectly, with the motivation and appreciation given by the organisation, the level of employee satisfaction can be increased.

Next, the selection of appreciation for employees. Some employees only see the direction of the motivational movement where they expect encouragement and annual bonuses without focusing on the basic salary and appreciation in other forms such as monetary and non-monetary rewards, benefits provided by the employer and rewards in the form of gifts. There are also employers who do not care how important non-financial motivators are. Financial rewards include basic salary, bonuses based on employee performance, skills, efficiency, intensive payments, payments for special work that requires additional responsibilities. Non-monetary appreciation is related to recognition, employee's desire to achieve higher success, sense of responsibility, influence and other individual development. The above wishes are high motivators and differ between people. Every employee has different wants and desires. The benefits given to employees are elements contained in the overall appreciation in addition to the salary received. Facilities include matters involving financial value such as retirement schemes, employee insurance, medical payments, transport facilities, company cars, accommodation facilities and holidays.

In addition, benefits to employees should be emphasised by the organisation in increasing the level of satisfaction of their employees. Employee benefits are sometimes referred to as fringe benefits but in fact they are fundamental elements of the employment package. Although employee benefits do not directly produce motivation, they can increase commitment and job satisfaction towards the company or organisation. In addition, employee benefits can further increase employee loyalty to the company, for example firms in Japan have employees who are very loyal to the company which can ultimately increase the company's productivity.

The last suggestion from the researcher is that organisations should give rewards in the form of gifts, vacations, and banquets to employees or groups of employees who can produce proud achievements such as successfully marketing products that exceed targets, successfully winning competitions and so on. Rewards are sometimes more effective than bonuses because they are hard to forget. The suggestions proposed by the researcher can help the management of the organisation to some extent in increasing the level of job satisfaction among employees.

5.4 Future Research Proposals

Based on the discoveries of the research, numerous recommendations were made to underline the factors of job satisfaction; research on variables impacting job satisfaction between employees can be prolonged to employees in the public and private divisions. It is crucial to look at the comparison of job satisfaction levels between these two sectors for the objective of boosting the level of job satisfaction between employees.

Additional research is needed to see how Islamic work ethic (IWE) affects job satisfaction in other sectors and industries. Job satisfaction studies can also be focused primarily on the public sector. In addition, this job satisfaction study is only focused on Kumpulan RISDA Holdings at Headquarters only, so future research should be highlighted by conducting research in other states such as research at Kumpulan RISDA Holdings branches throughout Malaysia. Therefore, the findings of this study will be clearer and can know more accurately about the level of job satisfaction of employees either in the private sector or in the public sector.

5.5 Study Limitations

Researchers have difficulty in distributing questionnaires to all companies under the Kumpulan RISDA Holdings due to time constraints and a number of other factors that slow down the questionnaire circulation process.

The current study has methodological limitations, i.e., sample size and data collection technique, which will question the generalisation of the results in organisations /institutions of other sectors and, therefore, need to be investigated in future studies. The cross-sectional design identified several factors associated with organisational commitment and turnover intention. The Islamic Work Ethics may also be examined with other organisational behaviours such as work stress, organisational performance, organisational culture, organisational citizenship behaviours, turnover intention and locus of control with some mediating and moderating variables in future studies.

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Future research on job satisfaction should combine the relevant mediator and moderator variables to improve the accuracy of outcomes. Moreover, this study could be carried out with an alternative independent variable. The values include transparency, competition, integrity, fairness, personal development, and loyalty. (Yousef, 2001; Ali *et al.*, 2008; Ali, 2005).

5.6 Conclusion

This study purposes to analyse the application of Islamic Work Ethics (IWE) between employees of Kumpulan RISDA Holdings, with a specific focus on the possible relationship between IWE elements and job satisfaction. The poll indicated that KRH staff illustrated strong effort, actively participated in teamwork, and were honest in their daily duties. They were also accountable for the obligation they possessed. The researcher found that integrating Islamic work principles into job satisfaction produces numerous advantages and positive outcomes inside a company. Furthermore, incorporating Islamic work principles within the organisation will improve employee job satisfaction.

The findings in the preceding chapter corroborate and emphasise this conclusion. This study aims to examine how integrating Islamic Work Ethics into organisations can improve social well-being. Previous studies suggest that implementing a work ethic code can enhance job performance, strengthen organisational commitment, and boost job satisfaction among employees.

All the objectives recognised in the first chapter were accomplished in the study. This study emphasises the importance of integrating Islamic Work Ethics into firms to improve employee well-being. Islamic Work Ethics entails following work norms based on Shari'ah and the teachings of the Prophet (SAW) Muhammad. All characteristics were found to have a significant impact on job satisfaction, according to the study. The researcher employed a instruments design to collect data. Three data analysis methods are descriptive statistics, correlation, and regression analysis. Correlation and regression analysis produce different results depending on the dataset. Islamic Work Ethics highlight the vital relationship and importance of contentment in the job. Employment in the IWE industry is crucial for enhancing job satisfaction, impacting employees' dedication and job productivity. The organisation in Malaysia should focus on incorporating Islamic ethical standards. As a Muslim nation, we should demonstrate Islamic labour practices as a standard for other countries. Implementing these concepts will improve the efficiency, systematisation, discipline, and productivity of our management and organisation. The study objectives to assess the factors influencing job satisfaction.

The researcher has used correlation findings to summarise this investigation. Each indicator shows a robust positive correlation with job satisfaction. The researcher deems effort, teamwork, honesty, and accountability as essential components for improving job satisfaction.

The KRH management can develop and execute programmes as a roadmap from the information to improve employee job satisfaction. All study problems and goals have been definitively addressed.

Based on the entire discussion, it can be concluded that this Islamic work ethic needs to be emphasised and applied in every human being where IWE needs to emphasise the aspect of human development itself which includes the spiritual and physical aspects. Basically, the implementation of Islamic Work Ethics can strengthen employee discipline to become better individuals as well as organisational citizens and encourage them to perform better in their respective workplaces. The application of IWE has a positive relationship with job satisfaction for an employee.

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APPENDIX A

UUM KUALA LUMPUR
Universiti Utara Malaysia
41-3, JALAN RAJA MUDA ABDUL AZIZ
50300 KUALA LUMPUR
MALAYSIA

UUM Universiti Utara Malaysia

Tel: 603 - 2610 3000
Faks (Fax): 603 - 2694 9228
Laman Web (Web): www.uumkl.edu.my

Our Ref : UUM/UUMKL/232/6
Date : 3th March 2024

KETUA PEGAWAI EKSEKUTIF KUMPULAN,
RISDA HOLDINGS SDN. BHD,
TINGKAT 26, MENARA KORPORAT,
JALAN AMPANG ULU 3, 50400, KUALA LUMPUR.

COLLECTION OF DATA FOR RESEARCH PAPER

We are pleased to inform you that the following student is from Universiti Utara Malaysia Kuala Lumpur and is presently pursuing her Master of Science (Management). She are required to collect data from your organization as requirement for the Research Paper (BPMZ69912) course this semester.

No.	Name	Matric No	I/D No.
1.	NADIAH BINTI MOHD AZHARI	830156	820623145948

Please be informed that the data collected is purely for academic purposes and we assure you that all information will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"MALAYSIA MADANI"
"KNOWLEDGE, VIRTUE AND SERVICE"
"ACADEMIC EXCELLENCE UUM EMINENCE"

Sincerely yours,

NUR AFIQAH BINTI ABU BAKAR
Assistant Registrar
Universiti Utara Malaysia
Kuala Lumpur Campus (UUMKL)

Universiti Pengurusan Terkemuka
The Eminent Management University

APPENDIX B

Pusat Pengajian
Pengurusan Perniagaan
SCHOOL OF BUSINESS MANAGEMENT
Universiti Utara Malaysia

SURVEY QUESTIONNAIRE

Dear respected respondents,

I am student Master of Science Management, Universiti Utara Malaysia Kuala Lumpur (UUMKL) is conducting a study on "The Influence of Islamic Work Ethics Towards Job Satisfaction of Employee in KRH". The study aims to identify the factor that influence on Job Satisfaction. This questionnaire is divided into six (6) sections: Section A (Demographic Information of the respondent), Section B (Job Satisfaction), Section C (Effort), Section D (Teamwork), Section E (Honesty) and Section F (Accountability).

I hope you will be able to assist by answering all the enclosed questionnaires. All responses given by the respondent will be classified as CONFIDENTIAL and will be used for academic purposes. Please answer ALL questions by fulfilling the appropriate boxes. Your cooperation and contribution for this survey is highly appreciated. Please return the completed questionnaire at your earliest convenience. Thank you for spending your time and cooperation. Should you have any queries, do contact me:

Nadiah binti Mohd Azhari
Master of Science (Management) UUMKL
Tel. No.: 0136770215

SECTION A: DEMOGRAPHICAL BACKGROUND OF THE RESPONDENT

This section is to get a basic information of employee's background. Please tick (/) your answer at the box provided.

Seksyen ini adalah untuk mendapatkan maklumat asas latarbelakang pekerja. Sila tandakan (/) pada jawapan anda di kotak yang disediakan.

1. Gender / *Jantina*:

- [ ] Male / *Lelaki*
- [ ] Female / *Perempuan*

2. Age / *Umur*:

- [ ] 20-30 years / *tahun*
- [ ] 31-40 years / *tahun*
- [ ] 41-50 years / *tahun*
- [ ] 51-60 years / *tahun*

3. Marital status / *Status Perkahwinan*:

- [ ] Single / *Bujang*
- [ ] Married / *Berkahwin*
- [ ] Others / *lain-lain*

4. Group Level / *Kumpulan*:

- [ ] Executive / *Eksekutif*
- [ ] Non-Executive / *Bukan Eksekutif*

5. Length of Service/ *Tempoh Perkhidmatan*:

- [ ] ≤ 5 years / *tahun*
- [ ] 6 - 10 years / *tahun*
- [ ] 11 - 20 years / *tahun*
- [ ] ≥ 21 years / *tahun*

6. Highest level of education / *Pendidikan tertinggi*:

- [ ] SPM
- [ ] Diploma / STPM
- [ ] Degree
- [ ] Master
- [ ] PHD
- [ ] Others / Lain-lain ________________

SECTION B: JOB SATISFACTION / *KEPUASAN KERJA*

Please read the following statements, and circle (0) appropriate answer in the box that best explains your opinion by selecting a number from the scale of:

Sila baca kenyataan berikut, dan bulatkan (0) jawapan yang sesuai dalam kotak yang menerangkan pendapat anda dengan memilih nombor dari skala:

1	2	3	4	5
Strongly Disagree / *Sangat Tidak Setuju*	Disagreed / *Tidak Setuju*	Neutral / *Tidak Pasti*	Agreed/ *Setuju*	Strongly Agree/ *Sangat Setuju*

1.	I like doing the thing that I do at my workplace. *Saya suka melakukan perkara yang saya lakukan di tempat kerja saya.*	1	2	3	4	5
2.	I am satisfied with my earnings from my current job. *Saya berpuas hati dengan pendapatan saya daripada pekerjaan saya sekarang.*	1	2	3	4	5
3.	I am extremely glad that I choose this company to work for, over other company. *Saya amat gembira kerana saya memilih syarikat ini untuk bekerja, berbanding syarikat lain.*	1	2	3	4	5
4.	I find that my opinion are respected at work. *Saya dapati pendapat saya dihormati di tempat kerja.*	1	2	3	4	5
5.	I am doing something worthwhile in my job. *Saya melakukan sesuatu yang berbaloi dalam pekerjaan saya.*	1	2	3	4	5
6.	I have friend/s at work. *Saya mempunyai kawan di tempat kerja*	1	2	3	4	5
7.	I can enlist my colleague's support in times of professional difficulties. *Saya boleh mendapatkan sokongan rakan sekerja saya semasa kesukaran profesional.*	1	2	3	4	5
8.	I do my work without feeling guilty *Saya melakukan kerja saya tanpa rasa bersalah*	1	2	3	4	5
9.	I am able to use my skills & abilities regularly at work. *Saya dapat menggunakan kemahiran & kebolehan saya dengan kerap di tempat kerja.*	1	2	3	4	5
10.	Overall, I am satisfied with my current job. *Secara keseluruhan, saya berpuas hati dengan pekerjaan saya sekarang.*	1	2	3	4	5
11.	I will recommend to known job seeker. *Saya akan mengesyorkan kepada pencari kerja yang dikenali.*	1	2	3	4	5
12.	My work is suited to skills and abilities *Kerja saya sesuai dengan Kemahiran dan kebolehan saya*	1	2	3	4	5

SECTION C: EFFORT / USAHA

Please read the following statements, and circle (0) appropriate answer in the box that best explains your opinion by selecting a number from the scale of:

Sila baca kenyataan berikut, dan bulatkan (0) jawapan yang sesuai dalam kotak yang menerangkan pendapat anda dengan memilih nombor dari skala:

1	2	3	4	5
Strongly Disagree / *Sangat Tidak Setuju*	Disagreed / *Tidak Setuju*	Neutral / *Tidak Pasti*	Agreed/ *Setuju*	Strongly Agree/ *Sangat Setuju*

Employees Effort at Work / *Usaha Pekerja di Tempat Kerja*						
1.	I will always try to finish my work within office hours every day. *Saya akan sentiasa cuba menyelesaikan kerja saya dalam waktu pejabat setiap hari*	1	2	3	4	5
2.	I rarely take extra hours to finish the job given to me. *Saya jarang mengambil masa tambahan untuk menyelesaikan kerja yang diberikan kepada saya.*	1	2	3	4	5
3.	I take responsibility in my work. *Saya bertanggungjawab dalam kerja saya.*	1	2	3	4	5
4.	I always make an effort to improve my skills. *Saya sentiasa berusaha untuk meningkatkan kemahiran pengurusan saya.*	1	2	3	4	5
5.	I always complete my personal duties e.g. prayer within the specified lunch hour. *Saya sentiasa menyelesaikan tugas peribadi saya contohnya solat dalam waktu makan tengah hari yang ditetapkan.*	1	2	3	4	5
6.	I constantly strive at work to achieve better results. *Saya sentiasa berusaha untuk mencapai hasil yang lebih baik.*	1	2	3	4	5

SECTION D: TEAMWORK / *KERJA BERPASUKAN*

Please read the following statements, and circle (0) appropriate answer in the box that best explains your opinion by selecting a number from the scale of:

Sila baca kenyataan berikut, dan bulatkan (0) jawapan yang sesuai dalam kotak yang menerangkan pendapat anda dengan memilih nombor dari skala:

1	2	3	4	5
Strongly Disagree / *Sangat Tidak Setuju*	Disagreed / *Tidak Setuju*	Neutral / *Tidak Pasti*	Agreed/ *Setuju*	Strongly Agree/ *Sangat Setuju*

Employees Teamwork Practice / *Amalan Kerja Berpasukan Pekerja*						
1.	The team members in my department help each other to get the work done. *Rakan-rakan di jabatan saya saling membantu untuk menyelesaikan kerja*	1	2	3	4	5
2.	The members in my team feel very close to each other. *Rakan-rakan dalam pasukan saya berasa sangat rapat antara satu sama lain.*	1	2	3	4	5
3.	I always give my contribution in accomplishing the group project. *Saya sentiasa memberikan sumbangan saya dalam menjayakan projek berkumpulan.*	1	2	3	4	5
4.	I often consult my team members to overcome obstacle and to avoid mistake. *Saya sering berunding dengan rakan-rakan dalam pasukan saya untuk mengatasi halangan dan mengelakkan kesilapan.*	1	2	3	4	5
5.	I give my full cooperation to my team. *Saya memberikan kerjasama sepenuhnya kepada pasukan saya.*	1	2	3	4	5
6.	The members of my team work hard to get things done. *Rakan-rakan dalam pasukan saya bekerja keras untuk menyelesaikan sesuatu.*	1	2	3	4	5

SECTION E: HONESTY / *KEJUJURAN*

Please read the following statements, and circle (0) appropriate answer in the box that best explains your opinion by selecting a number from the scale of:

Sila baca kenyataan berikut, dan bulatkan (0) jawapan yang sesuai dalam kotak yang menerangkan pendapat anda dengan memilih nombor dari skala:

1	2	3	4	5
Strongly Disagree / *Sangat Tidak Setuju*	Disagreed / *Tidak Setuju*	Neutral / *Tidak Pasti*	Agreed/ *Setuju*	Strongly Agree/ *Sangat Setuju*

Employees Honesty at Work / *Kejujuran Pekerja di Tempat Kerja*						
1.	I will not call sick deliberately. *Saya tidak akan mengambil cuti sakit dengan sengaja.*	1	2	3	4	5
2.	I rarely used office hour to do my personal matter. *Saya jarang menggunakan waktu pejabat untuk melakukan perkara peribadi saya.*	1	2	3	4	5
3.	I will not deliberately utilise office equipment for personal use. *Saya tidak akan sengaja menggunakan peralatan pejabat untuk kegunaan peribadi.*	1	2	3	4	5
4.	I always meet my deadlines. *Saya sentiasa menyiapkan kerja dalam tempoh masa yang ditetapkan.*	1	2	3	4	5
5.	I always do my best at work. *Saya sentiasa melakukan yang terbaik di tempat kerja.*	1	2	3	4	5
6.	I always try to adhere to work values in order to guarantee success. *Saya sentiasa cuba mematuhi nilai kerja untuk menjamin kejayaan.*	1	2	3	4	5

SECTION F: ACCOUNTABILITY / AKAUNTABILITI

Please read the following statements, and circle (0) appropriate answer in the box that best explains your opinion by selecting a number from the scale of:

Sila baca kenyataan berikut, dan bulatkan (0) jawapan yang sesuai dalam kotak yang menerangkan pendapat anda dengan memilih nombor dari skala:

1	2	3	4	5
Strongly Disagree / *Sangat Tidak Setuju*	Disagreed / *Tidak Setuju*	Neutral / *Tidak Pasti*	Agreed/ *Setuju*	Strongly Agree/ *Sangat Setuju*

Employees Accountability Practice / *Amalan Akauntabiliti Pekerja*						
1.	I constantly work hard to meet responsibilities *Saya sentiasa bekerja keras untuk melaksanakan tanggungjawab*	1	2	3	4	5
2.	I always take responsibilities if I did something wrong. *Saya sentiasa memikul tanggungjawab jika saya melakukan sesuatu yang salah.*	1	2	3	4	5
3.	I often work hard to get ahead for life. *Saya sering bekerja keras untuk maju seumur hidup.*	1	2	3	4	5
4.	I do my jobs as it is my responsibility, not because I am instructed to do. *Saya melakukan kerja saya kerana ia adalah tanggungjawab saya, bukan kerana saya diarahkan untuk melakukannya.*	1	2	3	4	5
5.	I emphasise on quality and excellence at work. *Saya menekankan kualiti dan kecemerlangan di tempat kerja.*	1	2	3	4	5
6.	Personally, I feel that I am qualified employees. *Secara peribadi, saya merasakan bahawa saya adalah pekerja yang berkelayakan.*	1	2	3	4	5

-- Thank you & Terima Kasih -----------------------------------

APPENDIX C

Frequency Table

1. Gender / Jantina:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	141	56.4	56.4	56.4
	Female	109	43.6	43.6	100.0
	Total	250	100.0	100.0	

2. Age / Umur:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 years	36	14.4	14.4	14.4
	31-40 years	106	42.4	42.4	56.8
	41-50 years	73	29.2	29.2	86.0
	51-60 years	35	14.0	14.0	100.0
	Total	250	100.0	100.0	

3. Marital status / Status Perkahwinan:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	40	16.0	16.0	16.0
	Married	205	82.0	82.0	98.0
	Others	5	2.0	2.0	100.0
	Total	250	100.0	100.0	

4. Group Level / Kumpulan:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive	141	56.4	56.4	56.4
	Non-Executive	109	43.6	43.6	100.0
	Total	250	100.0	100.0	

5. Length of Service/ Tempoh Perkhidmatan:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 years	55	22.0	22.0	22.0
	6-10 years	58	23.2	23.2	45.2
	11-20 years	84	33.6	33.6	78.8
	> 21 years	53	21.2	21.2	100.0
	Total	250	100.0	100.0	

6. Highest level of education / Pendidikan tertinggi:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	76	30.4	30.4	30.4
	Diploma/STPM	59	23.6	23.6	54.0
	Degree	79	31.6	31.6	85.6
	Master	32	12.8	12.8	98.4
	PHD	1	.4	.4	98.8
	Others	3	1.2	1.2	100.0
	Total	250	100.0	100.0	

Reliability

Scale: Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	250	100.0
	Excluded[a]	0	.0
	Total	250	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.887	12

Scale: Effort

Case Processing Summary

		N	%
Cases	Valid	250	100.0
	Excluded[a]	0	.0
	Total	250	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.719	6

Scale: Teamwork

Case Processing Summary

		N	%
Cases	Valid	250	100.0
	Excluded[a]	0	.0
	Total	250	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.886	6

Scale: Honesty

Case Processing Summary

		N	%
Cases	Valid	250	100.0
	Excluded[a]	0	.0
	Total	250	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.849	6

Scale: Accountability

Case Processing Summary

		N	%
Cases	Valid	250	100.0
	Excluded[a]	0	.0
	Total	250	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.864	6

Normality Test

Descriptives

			Statistic	Std. Error
Effort	Mean		4.3160	.03045
	95% Confidence Interval for Mean	Lower Bound	4.2560	
		Upper Bound	4.3760	
	5% Trimmed Mean		4.3359	
	Median		4.3333	
	Variance		.232	
	Std. Deviation		.48139	
	Minimum		2.83	
	Maximum		5.00	
	Range		2.17	
	Interquartile Range		.71	
	Skewness		-.359	.154
	Kurtosis		-.486	.307

Descriptives

			Statistic	Std. Error
Teamwork	Mean		4.4287	.03104
	95% Confidence Interval for Mean	Lower Bound	4.3675	
		Upper Bound	4.4898	
	5% Trimmed Mean		4.4548	
	Median		4.5000	
	Variance		.241	
	Std. Deviation		.49079	
	Minimum		2.50	
	Maximum		5.00	
	Range		2.50	
	Interquartile Range		1.00	
	Skewness		-.463	.154
	Kurtosis		-.257	.307

Descriptives

			Statistic	Std. Error
Honesty	Mean		4.4660	.03063
	95% Confidence Interval for Mean	Lower Bound	4.4057	
		Upper Bound	4.5263	
	5% Trimmed Mean		4.5007	
	Median		4.5000	
	Variance		.235	
	Std. Deviation		.48431	
	Minimum		2.50	
	Maximum		5.00	
	Range		2.50	
	Interquartile Range		.83	
	Skewness		-.884	.154
	Kurtosis		.869	.307

Descriptives

			Statistic	Std. Error
Accountability	Mean		4.5213	.02847
	95% Confidence Interval for Mean	Lower Bound	4.4653	
		Upper Bound	4.5774	
	5% Trimmed Mean		4.5448	
	Median		4.6667	
	Variance		.203	
	Std. Deviation		.45009	
	Minimum		3.00	
	Maximum		5.00	
	Range		2.00	
	Interquartile Range		1.00	
	Skewness		-.606	.154
	Kurtosis		-.547	.307

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JobSatisfaction	250	2.67	5.00	4.1663	.51470
Effort	250	2.83	5.00	4.3160	.48139
Teamwork	250	2.50	5.00	4.4287	.49079
Honesty	250	2.50	5.00	4.4660	.48431
Accountability	250	3.00	5.00	4.5213	.45009
Valid N (listwise)	250				

Correlations

Correlations

		Effort	JobSatisfaction
Effort	Pearson Correlation	1	.489**
	Sig. (2-tailed)		<.001
	N	250	250
JobSatisfaction	Pearson Correlation	.489**	1
	Sig. (2-tailed)	<.001	
	N	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Teamwork	JobSatisfaction
Teamwork	Pearson Correlation	1	.550**
	Sig. (2-tailed)		<.001
	N	250	250
JobSatisfaction	Pearson Correlation	.550**	1
	Sig. (2-tailed)	<.001	
	N	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Honesty	JobSatisfaction
Honesty	Pearson Correlation	1	.402**
	Sig. (2-tailed)		<.001
	N	250	250
JobSatisfaction	Pearson Correlation	.402**	1
	Sig. (2-tailed)	<.001	
	N	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Accountability	JobSatisfaction
Accountability	Pearson Correlation	1	.431**
	Sig. (2-tailed)		<.001
	N	250	250
JobSatisfaction	Pearson Correlation	.431**	1
	Sig. (2-tailed)	<.001	
	N	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		JobSatisfaction	Effort	Teamwork	Honesty	Accountability
JobSatisfaction	Pearson Correlation	1	.489**	.550**	.402**	.431**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	250	250	250	250	250
Effort	Pearson Correlation	.489**	1	.537**	.626**	.610**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	250	250	250	250	250
Teamwork	Pearson Correlation	.550**	.537**	1	.597**	.637**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	250	250	250	250	250
Honesty	Pearson Correlation	.402**	.626**	.597**	1	.703**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	250	250	250	250	250
Accountability	Pearson Correlation	.431**	.610**	.637**	.703**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	250	250	250	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Accountability, Effort, Teamwork, Honesty[b]	.	Enter

a. Dependent Variable: JobSatisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597[a]	.356	.345	.41645

a. Predictors: (Constant), Accountability, Effort, Teamwork, Honesty

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.475	4	5.869	33.839	<.001[b]
	Residual	42.490	245	.173		
	Total	65.965	249			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), Accountability, Effort, Teamwork, Honesty

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.027	.293		3.503	<.001
	Effort	.293	.075	.274	3.912	<.001
	Teamwork	.423	.073	.404	5.764	<.001
	Honesty	-.032	.084	-.030	-.378	.706
	Accountability	.031	.092	.027	.339	.735

a. Dependent Variable: JobSatisfaction

2.7

Correlation Ranges

The following is a very rough guideline to interpreting the range of a correlation coefficient. Always consider the number of subjects in the distribution as well as the two sets of data being correlated when interpreting any correlation.

.01 - .30	small
.30 - .70	moderate
.70 - .90	large
.90 – 1.00	Very large

Range of Correlation Coefficient Values	Level of Correlation	Range of Correlation Coefficient Values	Level of Correlation
0.80 to 1.00	Very Strong Positive	-1.00 to -0.80	Very Strong Negative
0.60 to 0.79	Strong Positive	-0.79 to -0.60	Strong Negative
0.40 to 0.59	Moderate Positive	-0.59 to -0.40	Moderate Negative
0.20 to 0.39	Weak Positive	-0.39 to -0.20	Weak Negative
0.00 to 0.19	Very Weak Positive	-0.19 to -0.01	Very Weak Negative