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**THE RELATIONSHIP BETWEEN ORGANIZATIONAL
CULTURE, EMPLOYEE PERFORMANCE,
LEADERSHIP, AND EMPLOYEE CAREER
DEVELOPMENT IN ISLAMIC MALAYSIAN
INSTITUTION**



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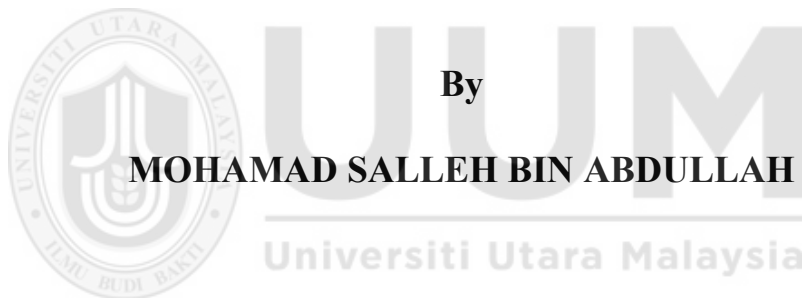
Universiti Utara Malaysia

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
AUGUST 2024**

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL
CULTURE, EMPLOYEE PERFORMANCE, LEADERSHIP, AND
EMPLOYEE CAREER DEVELOPMENT IN ISLAMIC
MALAYSIAN INSTITUTION**

By

MOHAMAD SALLEH BIN ABDULLAH



**Research Paper Submitted to
College of Business
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Master of
Human Resource Management**



**Pusat Pengajian Pengurusan
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SCHOOL OF BUSINESS MANAGEMENT

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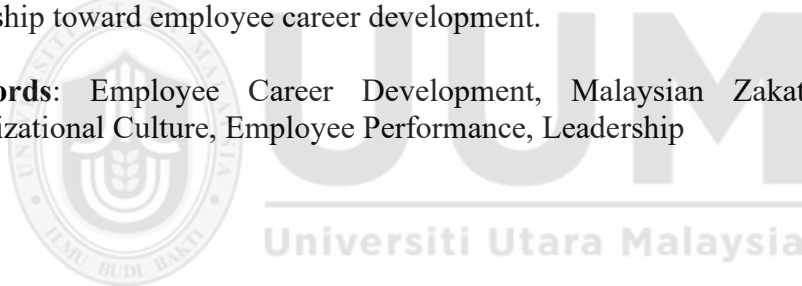


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ABSTRACT

Every organisation, whether private or government, has objectives that can be accomplished by effectively utilising all available resources through the execution of tasks. An organization's performance is determined on its capacity to effectively allocate and utilise resources to maximise productivity. An organisation is a deliberately planned social entity with a clearly defined boundary, operating continually to accomplish its objectives. The realities of the global labour market have made career development a significant focus in human resource management. In a time period where workers are placing greater importance on personal and professional advancement prospects, companies must establish efficient career development programmes in order to retain and recruit highly skilled individuals. This study examines the career development of employees of Zakat Penang by assessing the impact of organizational culture, employee performance as well as leadership. A self-administered questionnaire was distributed to the staff of zakat organization and analyzed for further data analysis. A total of 93 employees participated in the study. The findings of the study found out that there is a significant relationship between organization culture on employee career development. The findings of the study also found out that there is a negative relationship between employee performance and leadership toward employee career development.

Keywords: Employee Career Development, Malaysian Zakat Organization, Organizational Culture, Employee Performance, Leadership



ABSTRAK

Setiap organisasi, sama ada swasta atau kerajaan, mempunyai objektif yang boleh dicapai dengan menggunakan semua sumber yang ada secara berkesan melalui pelaksanaan tugas. Prestasi organisasi ditentukan atas kapasitinya untuk memperuntukkan dan menggunakan sumber secara berkesan untuk memaksimumkan produktiviti. Organisasi ialah entiti sosial yang dirancang dengan sengaja dengan sempadan yang jelas, beroperasi secara berterusan untuk mencapai objektifnya. Realiti pasaran buruh global telah menjadikan pembangunan kerjaya sebagai tumpuan penting dalam pengurusan sumber manusia. Dalam tempoh masa di mana pekerja lebih mementingkan prospek kemajuan peribadi dan profesional, syarikat mesti mewujudkan program pembangunan kerjaya yang cekap untuk mengekalkan dan merekrut individu berkemahiran tinggi. Kajian ini mengkaji perkembangan kerjaya pekerja bagi organisasi Zakat Pulau Pinang dengan menilai kesan budaya organisasi, prestasi pekerja serta kepimpinan. Satu soal selidik yang ditadbir sendiri telah diedarkan kepada kakitangan organisasi Zakat dan dianalisis untuk analisis data selanjutnya. Seramai 93 orang pekerja telah mengambil bahagian dalam kajian ini. Dapatan kajian mendapati terdapat hubungan yang signifikan antara budaya organisasi terhadap pembangunan kerjaya pekerja. Dapatan kajian juga mendapati terdapat hubungan negatif antara prestasi pekerja dan kepimpinan terhadap pembangunan kerjaya pekerja.

Kata Kunci: Pembangunan Kerjaya Pekerja, Organisasi Zakat, Budaya Organisasi, Prestasi Pekerja, Kepimpinan

ACKNOWLEDGEMENT

Special thanks to everyone for your support and guidance in completing this thesis. First, I sincerely thanks to my supervisor Dr. Saiful Azizi bin Ismail for his support, patience, guidance, and rich knowledge that facilitated me to complete the subject of BPMZ-69912 - The Final Year Research Paper. He has successfully guided me through the whole process of writing the research and the article for a journal publication. In addition, when exploring new ideas, I have gained some new insights from his suggestions. Through many useful discussions via consultation periods, I learned a lot from him, and his suggestions as well as motivations inspired me to do better for this research.

Secondly, I wish to thank to all my fellow course mates in helping me to provide and share a lot of information regarding the subject. Thirdly, I am also grateful and also thanking to all the respective respondents that answered the online surveys via the Google Form and Sosial Media Tools. Without them I will not be able to complete the data collection process.

Fourth, I would like to thank my wife and family for giving me strength and support throughout the entire organization of this thesis. Finally, I also took this opportunity to wish a very warm appreciation to Universiti Utara Malaysia for providing me a chance to pursue my study.

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LIST OF ABBREVIATION

CEO	-	Chief Executive Officer
ECD	-	Employee Career Development
EP	-	Employee Performance
HR	-	Human Resource
HRD	-	Human Resource Department
HRM	-	Human Resource Management
IBM	-	International Business Management
ICM	-	Individual Career Management
LZNK	-	<i>Lembaga Zakat Negeri Kedah</i>
LZS	-	<i>Lembaga Zakat Selangor</i>
OC	-	Organizational Culture
OCM	-	Organizational Career Management
Ph.D	-	Doctor of Philosophy
PSD	-	Public Service Department
SDGs	-	Sustainable Development Goals
SIRC	-	State Islamic Religious Council
SME	-	Small and Medium-sized Enterprises
SPM	-	<i>Sijil Peperiksaan Malaysia</i>
SPSS	-	Statistical Package of Social Sciences
TBS	-	<i>Tabung Baitulmal Sarawak</i>
UN	-	United Nations

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

A person's combination and progression through the various roles they have held over the course of their entire life is what is meant to be understood as their career. A career encompasses a diverse array of remunerated and non-remunerated activities that an individual engages in throughout their lifetime, including parenting, volunteering, hobbies, and other lifelong passions, as well as work, education, and other undertakings. The term "career" refers to a broad concept that includes not only professional advancement but also personal growth through lifelong education and skill enhancement. A person's career should take into account their long-term goals, both professionally and personally, as well as the realities of an ever-evolving job market. For this reason, businesses are investing more in catering to workers' specific professional requirements. There has been an increase in companies' awareness of the significance of career management activities and their influence on employees' attitudes and actions towards advancement in their careers.

Career development refers to the ongoing and deliberate pursuit of one's educational and professional goals throughout their lifetime. The business takes a systematic strategy to career development to guarantee that they have access to employees with the right set of skills and experience when a need arises. Career development, then, is the process of systematically enhancing one's employability by measures such as mastery of one's current position and continued education in one's chosen field, in addition to deliberate career planning. Competencies for career advancement vary from those required for expert performance on the job. The expertise and talents

acquired via professional development exceed the expectations outlined in a person's present job description even if they don't immediately boost productivity on the job, they could be a good fit because the abilities required to do a task well are called job mastery skills. Instead, both individuals and employers value career-related abilities and the training that leads to them. People can't just wing it in the job market; they require career management skills. Companies can anticipate that their more skilled employees will better navigate their internal labour markets and will be more cognizant of the need to continually enhance their repertoire of skills.

To achieve success in their professional endeavours, employees may require assistance and motivation to evaluate and adjust their plans. This strategy works best when employees are given room to develop. Hence, the backing of upper management may make a big difference in the success of career development initiatives within a business, ultimately benefiting the employees who participate in them. Having the backing of upper management is crucial to furthering one's career and that of one's employer. Both of them are attempting to build resilience as part of a strategy for dealing with change. Offering opportunities for advancement is a powerful method of attracting, motivating, and keeping talented workers. Career advancement possibilities were identified as a critical practise in by certain scholars.

Engaging in professional development activities enhances both motivation and productivity. Investing resources in improving the abilities and knowledge of employees is a very effective strategy for recruiting and retaining highly qualified individuals. In order to attract and retain top-tier employees, firms must offer prospects for professional development and progression. Only by understanding and meeting the

needs of their staff can businesses hope to succeed. The Philosophy of Human Resource Management requires employers to help their workers advance in their careers.

The importance of one's career cannot be overstated. Each person, in order to feel fulfilled in life, strives to obtain a profession that is well-suited to their particular interests. The concept of job readiness is a novel one that has been introduced. Work preparedness is the key to linking persons and success in order to alter entry-level workplaces with a focus on value-creating relationships. This can be accomplished through transforming the entry-level workplace. On the other hand, this fundamental idea has not received a great deal of consideration in Malaysia.

Substantial changes are occurring in the workplace in the 21st century. Globalization, the economic crisis, and market uncertainties are all dynamic elements that have an effect on both the individual and the workplace. According to a Central Bank of Malaysia survey of 312 businesses conducted in 2004, 77.6 percent of employers surveyed reported that recent college grads from Malaysia lacked the necessary abilities to succeed in their positions. This vulnerability has been the topic of discourse in Malaysian scholarly circles. Some scholars argue that Malaysia requires a market-driven education system to create "work ready graduates." The goal of creating "work-ready graduates" should be to instill in students the skills and dispositions necessary for them to be successful in the dynamic workplace of the twenty-first century and to be effective, accountable members of society. In today's society, being "work ready" is a novel idea. Unfortunately, this central idea has received scant consideration in Malaysia.

In Islam, zakat is considered a central practise. Al Qur'an-ul-Karim makes many references to it. Some Muslim scholars, including Qardawi, say that the Quran references zakat in 82 different places (Roslee Uyob, 2020); he claims that the word zakat is stated 30 times, with 27 of those occasions (or 90%) being confirmed in addition to the sequence of the salat, or routine prayers. This exemplifies the profound importance that Islam places on zakat.

An intriguing observation is that the Amil of zakat is one of the few occupations mentioned authorised by the Holy Qur'an. Let us examine verse 9:60:

“Zakah expenditures are only for the poor and for the needy and for those employed to collect [zakah] and for bringing hearts together [for Islam] and for freeing captives [or slaves] and for those in debt and for the cause of Allah and for the [stranded] traveller - an obligation [imposed] by Allah. And Allah is Knowing and Wise”

In reality, the passage is talking about 8 classifications of zakat beneficiaries. Yet, the Amil of zakat is explicitly stated to be "for those assigned to collect [zakah]." This should be understood as a public demonstration of respect and admiration for the work being done here. Allah acknowledges and values this career; we should too.

There are at least three distinct types of zakat administration in Malaysia, each serving a distinct function in the gathering and allocation of zakat. For the first structure, the State Islamic Religious Council (SIRC) is responsible for overseeing the collecting and distribution of zakat. The second structure is a dual-organization in which SIRC establishes a wholly-owned subsidiary to handle the collection process and SIRC handles the distribution itself. In the third structure, SIRC outsources the collection

and distribution processes to a separate entity; a subsidiary company 100% owned by state SIRC. Kelantan, Terengganu, Johor, Perak, Perlis, Negeri Sembilan and Sabah are all examples of the first type of administration. State SIRC is in charge of the zakat collection and distribution in these five states. See Table 1 for a comprehensive breakdown of the data.

Table 1.1:

Collection-Distribution Functions performed by The Zakat Organization (First Form)

No.	State	Collection Functions performed by	Distribution Functions performed by
1	Kelantan	Kelantan State Islamic Religious Council (MAIK)	Kelantan State Islamic Religious Council (MAIK)
2	Terengganu	Terengganu State Islamic Religious Council (MAIDAM)	Terengganu State Islamic Religious Council (MAIDAM)
3	Johor	Johor State Islamic Religious Council SIRC (MAIJ)	Johor State Islamic Religious Council (MAIJ)
4	Perak	Perak State Islamic Religious Council (MAIPk)	Perak State Islamic Religious Council (MAIPk)
5	Perlis	Perlis State Islamic Religious Council (MAIPs)	Perlis State Islamic Religious Council (MAIPs)
6	Negeri Sembilan	Negeri Sembilan State Islamic Religious Council (MAINS)	Negeri Sembilan State Islamic Religious Council (MAINS)
7	Sabah	Zakat and Fitrah Division, Sabah State Islamic Religious Council (MUIS)	Zakat and Fitrah Division, Sabah State Islamic Religious Council (MUIS)

Some states, including Pahang, Federal Territory and Malacca, are good instances of the second type. See Table 2 below for specifics.

Table 1.2:

Collection-Distribution Functions performed by The Zakat Organization (Second Form)

No.	State	Collection Functions performed by	Distribution Functions performed by
1	Pahang	Pusat Kutipan Zakat Pahang Sdn. Bhd. (commonly known as Pusat Kutipan Pahang Harta Suci Sdn. Bhd. (commonly known as Pusat Pungutan Zakat Wilayah Persekutuan)	Zakat Division, Pahang SIRC (Bahagian Agihan Zakat, Majlis Ugama Islam Pahang- MUIP)
2	Federal Territory	Harta Suci Sdn. Bhd. (commonly known as Pusat Pungutan Zakat Wilayah Persekutuan)	Zakat Division of Federal Territory Islamic Religious Council (MAIWP)
3	Malacca	Pusat Kutipan Zakat Melaka Sdn Bhd. (Commonly known as Zakat Melaka)	Majlis Agama Islam Melaka (MAIM)

Kedah, Selangor, Sarawak, and Penang are examples of states with the third kind of management. Table 3 clearly displays all of the relevant information.

Table 1.3:

Collection-Distribution Functions performed by The Zakat Organization (Third Form)

No.	State	Collection Functions performed by	Distribution Functions performed by
1	Kedah	Lembaga Zakat Negeri Kedah	Lembaga Zakat Negeri Kedah
2	Selangor	Lembaga Zakat Selangor	Lembaga Zakat Selangor
3	Sarawak	Perbadanan Tabung Baitulmal Sarawak (TBS)	Perbadanan Tabung Baitulmal Sarawak (TBS)
4	Penang	As-Sahabah Urus Zakat Sdn. Bhd. (commonly known as Zakat Penang)	As-Sahabah Urus Zakat Sdn. Bhd. (commonly known as Zakat Penang)

There is a major distinction between the employment and incentive management system for zakat controlled by SIRC and that managed by SIRC's subsidiaries. All of SIRC's employees are either civil servants hired on by the Malaysian government's

Public Service Department (*Jabatan Perkhidmatan Awam Malaysia*) or SIRC employees hired on for an indefinite or temporary period. Zakat subsidiary formed under the Companies Act 1965 have a private firm employment program.

1.2 Problem Statement

Every business has to allocate resources towards a structured career advancement programme that can help them find and keep talented workers (Umma Nusrat Urme, 2023; Kaushik & Gaur, 2022). Hence, it is imperative to cultivate a mindset of ongoing enhancement through education and advancement, resulting in employee contentment and optimal opportunities for professional development (Mampuru, Mokoena & Isabirye, 2024). There has been a neglect in emphasising the specific strategies that staff members might utilise to demonstrate their capacity for advancement and development (Tweedie, Wild, Rhodes & Nonna, 2019). There has been a recent shift in perspective that now considers it as a valuable benefit, as it offers employees the chance to enhance their skills and progress in their careers (Qingxiong Derek Weng & Linna Zhu, 2020). This human resource (HR) conceptualization is still in its formative years given its relatively recent inception.

Developing one's career is an act of self-improvement, whereas developing one's self is, means by which one realises his or her career goals (Jackson, Jackson & Jackson, 2020). According to Oyadiran Phillip, Musa Ishaq and Agunbiade Asimiyu Kola (2023), businesses utilise career development as a formal strategy to maintain a pool of candidates with the necessary skills and experience. Job prospects will improve in the future thanks to well prepared plans for each individual's career.

A person's quality of life can be improved by career development, which is the process of proactively enhancing one's professional prospects in order to bring about more positive future outcomes. If employees perceive that their career progression inside the organisation will result in a beneficial influence on their job performance, the company will find it much simpler to recruit new workers, keep its current staff happy, and motivate them to do even better. This, in turn, will lead to higher productivity, higher sales, and more money in the company's coffers (Salem Alanizan, 2023).

After carefully reviewing all current scholarly literature on Employee Career Development (ECD), theoretical gaps were discovered and thoroughly discussed as follows:

First, the vast majority of ECD research conducted in the last decade relies on employees' own beliefs and judgements when evaluating the effectiveness of internal and external career development programmes. The only study that use an objective, real-world, or performance-based evaluation of ECD was Inkson & King's (2011). Moreover, no qualitative research-based study has been performed. As a result, there is a severe lack of objective criteria by which ECD can be assessed.

Second, there is room for development in the most effective methods of gauging and defining professional advancement, as suggested by Weng and McElroy (2012). Since objective data is demonstrable and verifiable, this study will add attributes to quantify ECD. A research tool that is free of bias and preconceptions. The authors of this study will, therefore, pay close attention to the respondents' real experiences rather than their interpretations.

Third, due to the limited amount of research conducted on this particular aspect of human resources, it is crucial to investigate the causal linkages among ECD and other variables in order to extend the idea of ECD further (Kim et al., 2016). Weng & Zhu (2020) propose managerial strategies that can be implemented to enhance employees' career advancement.

Zakat Penang's career path was a rocky one for its employees. Recent research suggests that Zakat Penang is facing ongoing challenges with both voluntary and compelled workforce turnover. According to the HR Department at Zakat Penang, 10 employees would voluntarily leave the company between 2019 and 2021 (Mohamad Rozaimi Mohamad Rasli, 2023; Zakat Penang, 2022). The turnover rate suggests that employees are still unhappy with their ECD. The fact that Zakat Penang's Human Resources department receives 10 complaints annually regarding their jobs and promotions after many years of service is another indication of employee discontent. Several workers claim that after 10 to 12 years on the job, they haven't received any promotion or even an offer for interview for a higher position.

The members of an organisation have a common set of values and norms that set it apart from others, and this is what calls "organisational culture". According to many scholars such as Baird et al. (2018), Ouellette et al. (2020), and Yip et al. (2020), organisational culture (OC) encompasses the shared values, norms, behaviours, attitudes, assumptions, and convictions held by the members of an organisation. It is "a system of mutual meaning generated by its inhabitants that, at the same time, distinguishes itself from the cultures of other organisations."

An organization's culture is its generally accepted mode of behaviour and approach to resolving issues; it does this by shaping environmentally adaptive and cohesive members of the workforce. This is the right method to evaluate, think, and feel about the issues at hand, and it should be taught to all members, both old and new. When a company imposes its culture on its employees, it can cause friction within the company and among its workers, which can potentially have an adverse effect on the psychological well-being of employees who struggle with collaborative work. Dissatisfaction at work is influenced by workers' levels of discomfort.

Organisational culture encompasses the entrenched system of convictions, principles, and suppositions that a specific group formulates and employs to navigate and adjust to its surroundings. It is a feasible and advised strategy for new members to understand, take into consideration, and deal with such issues because the effectiveness and dependability of performing internal investigations and responding to external conditions have been demonstrated (Praveena & Fonceca, 2023).

Many companies and organisations will have different cultures in place, but they will all strive to succeed in their respective fields. In the same way, businesses that disregard the significance of company culture- including rules, customs, and employee conduct—tend to underachieve (Mohammedhussen Mama Irbo, 2021). In Zakat Penang's company culture was less than ideal and that it underperformed because its employees lacked work-related discipline; for instance, when the working hours were set at 8:00 a.m., but instead of starting work, the employees sat around eating breakfast and chatting.

Competent individuals must consistently gain new knowledge, skills, and competences to enhance work efficiency, as there are always more effective approaches available (Piroșcă et al., 2021). When a worker is assigned to a different role or setting, it is crucial to address any negative or insufficient work habits they may possess. Efficiently managing human resources is crucial for a firm to successfully accomplish its vision, purpose, and shared objectives (Ellitan, 2020).

Given the close correlation between performance at the individual level and the subsequent success of the organisation, the efforts of a company's members will bring about the attainment of the company's aim (Sutrisno, 2010). To rephrase, if workers perform well, the business or group will do well. On the other hand, if a group's members consistently underperform, it will be unable to effectively operate its business, which in turn will prevent it from reaching its objective.

Findings from a study by Kusumaningrum, Haryono and Handari (2020), show that opportunities for advancement inside the organisation are a motivating factor for employees. An enterprise will reap many benefits from investing in its employees' professional growth because it will foster in them the skills they need to succeed and remain loyal to the business. According to Dialoke and Nkechi (2017), the extent to which a corporation invests in the professional development of its personnel is directly correlated with a rise in job productivity. This is because workers who take advantage of their employer's career development programmes receive the training they need to advance in their chosen fields. In addition, through career development, employees

can get feedback and guidance from managers on how they can improve themselves professionally.

In line with the above argument, Suryadi and Aima (2019) found that all employees enter a business with their own unique long-term goals in mind. Employees' outlook on the job might be affected by the company's commitment to their professional development. The current high turnover rate will drop as productivity and employee satisfaction rise. The use of career monitoring and training programs in a company's career development initiatives will have a substantial impact on employee performance. As stated by Luki Karunia, Darmawansyah Darmawansyah, Johan Hendri Prasetyo, Triyadi Triyadi, and Joko Ariawan (2023), career monitoring assists employees in effectively addressing work-related issues, while training enhances their motivation, ability, and proficiency in performing their job responsibilities.

Employees are regarded as the most precious asset of an organisation, and ensuring their motivation is recognised as the most challenging undertaking. Abdurrahman's (2018) study found that job motivation has a positive and significant effect on employees' performance. In order to effectively promote employee motivation and achieve specific goals and objectives, the organisation should prioritise several key factors, including achievement, recognition, challenge, responsibility, development, involvement, and opportunity (Sastrohadiwiryono, 2019). Workers employ a range of strategies to maintain inspiration while carrying out activities, and one factor that impacts their motivation at work is their surroundings. Moreover, motivation significantly influences the ability to forecast an employee's performance in the workplace (Abdurrahman, 2018).

Worker motivation is crucial to a company's success. For an individual, self-motivation refers to the process through which he or she chooses to focus his or her actions towards achieving a goal. What one does when faced with a number of options, how one follows through after making a decision, and how firmly one is committed to carrying out that decision are all examples of this. Low employee motivation can lead to a negative work culture, increased absenteeism, decreased work effort, and other related issues. This exemplifies the significance of morale issues within the company. This is what happen to employees at Zakat Penang.

When workers don't feel invested in or dedicated to their jobs, it becomes challenging for them to perform well and develop a strong identification with the organisation (Ciobanu et al., 2019; Ali & Anwar, 2021). Motivation enhances employees' job satisfaction and productivity, ultimately fostering organisational commitment (Bojnec & Tomšič, 2020).

Employees who are driven to perform at their highest level due to variables such as attractive compensation and benefits, chances for career progression, and a favourable work atmosphere that encourages a healthy level of rivalry among colleagues are more likely to achieve success. A further indicator of low employee motivation is the presence of behavioural anomalies in the workplace. The findings from the observations, as well as the information provided by one of the HR managers during the interviews, show that many employees utilise company time for personal gain, such as fraud, tardiness, and other illegal activities.

1.3 Research Objectives

Following are a list of the objectives we want to accomplish with this study:

- (i). To investigate the relationship between organizational culture and employee career development at Malaysian Islamic Institution.
- (ii). To determine the relationship between employee performance and employee career development at Malaysian Islamic Institution.
- (iii). To examine the relationship between leadership and employee career development at Malaysian Islamic Institution.

1.4 Research Questions

This study generates three research questions based on its research objectives:

- (i). Does a relationship between the organizational culture and employee career development in the Malaysian Islamic Institution?
- (ii). Does a relationship between the employee performance and employee career development in the Malaysian Islamic Institution?
- (iii). Does a relationship between leadership and employee career development in the Malaysian Islamic Institution?

1.5 Scope of Research

The scope of this study is the ECD of an Islamic institution. The study comprises three distinct components. The initial segment is to see the effect of employee performance on ECD. The second component aims to assess the impact of organisational culture on ECD, while the third part will investigate the influence of leadership on ECD. This research will involve staff of the Islamic institutions, namely the zakat institution. For the purpose of this study, the chosen zakat institution is Zakat Penang. Therefore, in summary, the scope of this study involves studying the ECD of Zakat Penang employees.

1.6 Significant of the Study

This study is really important based on the following four reasons. First, this study is important to add and develop knowledge in the field of ECD and the impact of leadership, organisational culture, and worker performance on ECD. As far as researched, there is no researcher who has examined these two fields in detail from a theoretical perspective.

Second, this research is important in introducing new fields. This study examines a new field in the science of ECD. This field connects the knowledge of ECD with the factors that affect it.

Third, this research is expected to highlight a conceptual framework which is ECD that can be used as a basis in subsequent studies, to examine the reality and position of ECD, especially in state zakat organizations in Malaysia.

Fourth, this study is important to administrators, leaders, managers and stakeholders of zakat organizations. This new field is important to give choices to administrators, leaders and zakat managers to manage the career development of employees for a state zakat organization. The available options allow administrators, leaders and zakat managers to either implement existing career development or take into account the views and feedback presented by employees. This study is necessary to ensure that the top managers of zakat institution take into account the opinions of employees in the preparation of employee career plans for a zakat institution.

Based on the four reasons above can be formulated about the significance of this study which can be seen from both an intellectual and an applied perspective. From a conceptual point of view, this research focuses on aspects of ECD and its relationship with employee performance, organizational culture and leadership. It can then be used as a basis for research in further studies, specifically to analyse the professional growth opportunities for employees in zakat institutions in Malaysia.

From a pragmatic perspective, this research covers five things. First, it joins the exploration of a fresh perspective, namely the examination of workers' professional growth in zakat establishments. Second, it presents a comprehensive guideline on the implementation of employee career advancement that can be accepted by the majority

of employees. Third, it enables the top-level management of zakat to gain a comprehensive understanding of the employees' career progression inside an Islamic organisation like zakat. Fourth, it helps the Malaysian national administration or the State Government to identify employees' perceptions of career prospects and work progress in zakat services. Fifth, it channels important information to the zakat organization for the preparation of more effective and fair career advancement and promotion plans.

1.7 Key Definition of Terms

1.7.1 Employee Career Development

Career enhancement refers to the systematic management of activities, attitudes, and experiences inside and between employment over a period of time, both for individuals and organisations. Therefore, career enhancement plays a vital role in fostering a cooperative connection between individuals and companies to enhance the knowledge, expertise, capabilities, and mindsets necessary for their employment now and in the future (Zacher et al., 2019).

1.7.2 Employee Performance

Employee effectiveness pertains to the ability to meet job expectations by achieving work objectives within the specified timeframe, while adhering to the moral and ethical standards of the company. Therefore, the success of employees can greatly influence the organisation (Diana Prihadini, Siti Nurbaiti, Heksawan Rachmadi & Krishantoro, 2021).

1.7.3 Organizational Culture

Organisational culture pertains to the collective patterns of conduct demonstrated by individuals inside a company. Organisational culture encompasses the values, conventions, working language, system, and symbols that shape the beliefs, habits, and collective behaviours of a group. It is also the pattern of these behaviours and assumptions that are imparted to new members of the organisation, influencing their perception, thinking, and emotions. Organisational culture influences the manner in which individuals engage with shareholders, customers, and fellow group members (Praveena & Fonceca, 2023).

1.7.4 Leadership

Leadership encompasses the involvement of both leaders and workers actively participate in social exchanges to inspire and drive performance towards mutually agreed-upon goals. Leadership is the act of guiding or commanding individuals or organisations in order to accomplish specific objectives. Leadership encompasses not just the particular qualities and acts of the leader, but also the dynamic interactions that transpire inside the interactions amongst the members of the group and the leader (Haider et al., 2022).

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The objectives of this chapter are to give a general understanding of HRM and to examine the aspects discussed in the previous chapter that influence ECD. Furthermore, it is important to discuss the corroborating and fundamental theories that underpin this findings.

2.2 Employee Career Development (ECD)

The 21st century has experienced a swift transformation in technological and economic aspects, which has also intensified the transformation in communities globally. The significant transformations in the global landscape have necessitated the re-evaluation of the essence of professions and employment opportunities in the world. The economies of these nations are undergoing rapid changes in various aspects such as socioeconomic, demographic, and technological factors. Consequently, there is a substantial requirement for a proficient and knowledgeable labour force to fulfil the demands of the technologically evolved work environment. Therefore, career development is widely recognised as an essential requirement that influences the chances for professional progression, which in turn has a substantial effect on the efficiency of employees productivity inside any business, regardless of its type or size (Subashini, 2019; Delbari, Rajaipour & Abedini, 2021).

Humaira et al. (2020) defined career development as the systematic advancement of an individual within an organisation, involving the progression through different

positions and activities, achieved through education and training. Career development is a human resource management activity that aims to promote and improve employee effectiveness in their job performance. Its major objective is to enable employees to contribute as much as possible to the attainment of organisational goals. The powerful correlations between professional enhancement, continual education and the necessity for every nation to guarantee excellent learning, financial success, and public results underscore the significance of advancing one's career and professional growth and validate its priority (Efenji, Fidelis Idajor, 2023).

Offering continuous professional coaching and counselling for one's career, intellectual learning, and work promotion assistance to workers in both official and casual settings are crucial elements in guideline that seek to foster gross domestic product expansion, social equity, and creativity. These policies are closely associated with the unified country enduring progress target. Over the past few years, it is well-written piece about growing emphasis on career development inside individual businesses, particularly in the higher education sector. However, this attention has primarily been on the academic staff rather than the non-academic workforce.

Academics often have influential and esteemed positions in society, and they also hold important roles in the corporate management hierarchy. Regardless of their degree or rank in the structure system, each of these participants are of comparable significance in attaining the institution's objectives. In order for companies to thrive, it is essential to have individuals that possess the necessary expertise and abilities to effectively serve as catalysts in attaining a competition advantage within the organisation (Amaeshi, 2019). Hence, job enhancement strategies are essential for improving the

efficiency of employees in any company, regardless of its scale, industry, market, or characteristics.

Job enhancement entails providing individuals with the essential skills and information required to presume new or better-level positions around the business environment (Firman, 2021). It is widely accepted as the ordered series of professional events that occur across a person's lifetime. Development is commonly linked to the enhancement of cognitive or affective capacities required to achieve improved performance. The goal of career development programs is to synchronise the necessity and ambitions of employees with the current and prospects professional advancement inside organisations (Delbari, Rajaipour & Abedini, 2021).

Career development courses enhance individuals' abilities, knowledge, and competence in their respective industries, giving organisations a competitive edge. It provides advantages not only to the individual employee, but also to the firm. Offering prospects for professional advancement diminishes staff attrition and enhances their commitment to the firm (Kibui, Gachunga & Namusonge, 2014). Many businesses establish career development programs to aid their employees in effectively strategising their occupations, as it is widely recognised workers typically respond favourably to chances for professional growth and progression.

Individual productivity is a quantifiable assessment of the level of achievement demonstrated by an individual, in terms of both the level of excellence and amount of output they produce. One's performance is determined by the skills and talents they exhibit in carrying out their job responsibilities and achieving the expectations and

obligations established by the business (Luh & Dewi, 2020). It denotes the pace of personal development are competent in finishing the given chores. These indicators can be utilised to evaluate employee efficiency, outstanding service, and attainment of goals. The augmentation of employees' willingness and competence has a substantial effect on the effectiveness, effective achievement of targets, and production of the company's services. Modern organisations are increasingly prioritising the precision of their hiring processes and are confidently dedicated to improving their worker's job advancement to achieve optimal productivity currently and in the times to come (Mwanje, 2010).

Robbins (2009) asserts that employment enhancement is essential for fostering employee confidence and competence. Job enhancement enables organisations to connect or close the divide between their present state of productivity and the degree of productivity they expect to achieve in the future. Companies that offer their workers opportunities for professional improvement using good internal strategic planning for one's career contribute to the preparation of both the employees' future and the future of the company. Implementing this strategy aids in mitigating turnover, which can detrimentally affect productivity or the provision of services (Kakui & Gachunga, 2016). To gain a competitive edge in fiercely competitive markets, businesses need workers who possess the requisite skills and capabilities.

According to Mark and Nzulwa (2019), career development techniques refer to a collection of actions targeted at identifying the talent and abilities that employees need to effectively pursue their career goals, while also aligning these goals with the objectives of the organisation. Also, according to Mark and Nzulwa (2019), career

development methods have the objective of offering learning and development opportunities that ultimately improve employee involvement, drive, and contentment in their work. Badaruddin, Giri, Fatmasari and Muhammad (2020) argue that implementing job enhancement approaches enhances employees' abilities to effectively address the requirements of the contemporary work environment.

2.3 Organizational Culture

Corporate value encompasses the collective norm, understanding, assumptions, and standard that influence and define the conduct and problem-solving methods employed inside an enterprise. An organisation requires a robust organisational culture to align the vision and mission of the company with its people (Pramesona, 2022). If a rule or requirement that employees must complete is integrated into the company's culture, it will facilitate management in effectively overseeing employees and minimise the need for disciplinary measures.

Organisational culture serves four fundamental purposes: fostering a sense of identity and enhancing organisational commitment, providing tools for member organisation, reinforcing values within the organisation, and establishing a robust system of control over cultural behaviour that promotes trust, behaviour, and established practices without hesitation (Irawan, 2020). The goal of organisational culture is to serve as a cohesive force among members in achieving company objectives by promoting and enforcing shared values across all aspects. It can also function as a means of regulating the behaviour of all aspects.

The ten crucial indicators for evaluating corporate organisational culture in relation to governance and workforce include objective and approach; efficient and influential

guidance and administration; linkage and making of a decision; organisational form and mode; operational effectiveness, acquired expertise and proficiency; commercial and organisational initiative; entrepreneurship and venturing into uncharted territory; efficiency and openness to adaptation; administration and supervision (Caissar, Hardiyana, Nurhadian & Kadir, 2022).

Organisational culture and teamwork play a vital role in small-medium enterprises (SMEs) by improving productivity and competitiveness, and facilitating continuous enhancements in internal processes. Integrating these aspects with a business management system has the potential to result in a variety of process-oriented methods and benefits. However, only a small number of businesses actually implement this strategy (Rodríguez-Ríos, Narváez & Jiménez, 2021). Implementing a business resource planning system inside the organisational culture can improve corporate expansion, promote collaboration, and increase care services, hence increasing worker motivation (Galvis, Aguilera-Castro & Erazo, 2020).

The dimension of organisational culture by Imron (2019), is defined as follows. Firstly, possessing a capacity for innovation and a willingness to take calculated risks. Second, focusing more closely on the specifics. Thirdly, result-oriented refers to the extent to which management prioritises achieving outcomes and the specific methods and procedures used to achieve those outcomes. Fourthly, the companies should make a decision that prioritises the needs and well-being of humans. Fifthly, the focus of work within firms should be on teamwork rather than individual effort.

An effective organisational culture is essential for aligning the vision and mission of the company with its personnel (Novi Ardiyani et al, 2024), Organisational culture is closely associated with views, policies, and philosophies. In order to foster change, it is imperative to meticulously assess acts through a comprehensive analysis to differentiate between positive and adverse components. This process establishes a firm foundation for implementing strategic transformation (Antony, Swarnakar, Gupta, Kaur, Jayaraman, Tortorella & Cudney, 2022).

Nevertheless, establishing a norm and belief inside an organisation is a difficult undertaking that necessitates full participation of all its individuals. Establishing an organisational culture may necessitate individuals to venture beyond their own territory and potentially encounter initial resistance. Hence, it is imperative to provide advice and assistance in order to introduce novel ideas and eliminate detrimental behavioural tendencies. Furthermore, it is vital to consistently observe and evaluate the advancement (Sindakis, Kitsios, Kamariotou, Aggarwal & Cuervo, 2022).

Collaboration is crucial for achieving an organization's goals. Fostering chances for the exchange of ideas and opinions enhances the feeling of connectedness among persons. The essence of any organisation is rooted in the combined conduct of its members, who are influenced by the organisational culture (Pandey, 2022). This culture is shaped by values, vision, and mission. Decision-makers can assess the impact of social sustainability elements, such as teamwork, respect, and community care, by considering their interdependencies (Irfan, Alaloul, Ghufraan, Yaseen, Thaheem, Qureshi & Bilal, 2022).

Research conducted in academic institutions suggests that organisational norm and belief is an ever-changing and evolving process that requires teamwork to continuously improve elements of effective guidance and dedication to the company (Rifa'i, Fuadi, Supriyanto & Zulaiha, 2022). Managing knowledge effectively is crucial as it is a valuable asset. However, converting tacit knowledge into a format that is accessible to everyone is a significant challenge. This is due to the dependence on the willingness of individuals within organisations to exchange their knowledge. Bureaucracy, orientation processes, and risk aversion can hinder the exchange of knowledge (Mambo & Smuts, 2022).

2.4 Employee Performance

Performance pertains to the activities and results generated by employees in relation to their positions and obligations within the company (Farrukh, 2022; Hauff, 2022; Liu, 2021). Performance is the physical manifestation of a process (Singgih & Akbar, 2023). Performance, as per the definition provided by Sukmawati et al. (2020), refers to the outcome of a procedure that is assessed within a particular time frame, utilising pre-established criteria, benchmarks, or agreements. Employee performance is significantly influenced by their experience or knowledge, encompassing their competence and the training offered by the firm. The motive of this instruction is intended to enhance one's skills or abilities and efficiency in progressing their careers and achieving higher positions within the firm.

Employee performance is determined by an individual's work output and behaviour exhibited throughout a specific timeframe. The employee performance parameters

encompass the quantity of workers, the quality in terms of suitability, the level of competence, proficiency in meeting deadlines and functioning well in a team (Miao, 2020). Worker's productivity is impacted by multiple variables, particularly the assignment of inappropriate roles and a lack of cohesion among employees (Cheng, 2020; Neves, 2022).

Employee performance has a crucial role in attaining organisational objectives (Werdhiastutie et al., 2020). Individuals who are highly productive and efficient has the capacity to enhance the output of companies and raise the high standard of their goods or assistances. Moreover, they have the potential to enhance client happiness and foster loyalty. Chemical compounds that are incapable of being divided into simpler forms by standard chemical techniques. A comprehensive evaluation investigates the influence of several aspects on worker's productivity, such as worker's happiness (Nadya et al., 2022; Rahmah et al., 2022), and the possibility for improving the company's reputation.

Worker's productivity is the measure of an worker's ability to fulfil their tasks and obligations with competence and efficiency (Darvishmotevali & Ali, 2020). Worker's efficiency can be assessed by evaluating their job outcomes, productivity, workmanship, proactiveness, and work demeanour (Berger et al., 2019; Bodin et al., 2019; HadjMabrouk, 2019). The effectiveness of worker's productivity has a vital functions in the attainment of organisational objectives, whilst insufficient employee performance can lead to financial deficits on behalf of the organization (Sitopu et al., 2021).

Enhancing worker's productivity poses a significant obstacle for organisations across diverse sectors (Pinzone et al., 2019). Inadequate staff performance can result in customer attrition, reduced productivity, and elevated operating expenses for a corporation. Conversely, individuals who perform at a high level can contribute to the enhancement of product or service quality within an organisation (Dianovi et al., 2022; Rohmalimna et al., 2022), as well as bolster client happiness and improve the organization's standing and image. The significance of worker's productivity is becoming more evident in the age of globalisation and intensifying competitiveness (Atatsi et al., 2019; Egwim et al., 2021; Thin et al., 2022). Organisations must maximise the capabilities of their personnel to create more value and accomplish their objectives (Yong et al., 2020). Consequently, it is imperative for companies to create efficient evaluation systems to improve job output and outcome.

In the age of digitalisation, latest tech facilitates firms in monitoring worker's productivity with additional convenience and accuracy (Vahdat, 2022). Worker's productivity is more than simply surveillance on individuals; it also entails offering valuable and helpful criticism and delivering skill and growth opportunities to boost their abilities and aptitudes (Carnevale & Hatak, 2020; Kim et al., 2019; Motalebi Ghayen et al., 2022). Hence, it is crucial for businesses to consistently observe, track and enhance staff productivity and output in chronological order to attain enduring outcome.

An individual's work output and behaviour during a particular period are the determinants of employee performance. According to Miao (2020), the worker's productivity variables incorporate the quantity of staffs, the high standard of

suitability, the level of competency, task completion proficiency within the designated timeframe, and the proficiency in working collaboratively as a team. Several elements, including allocation of unsuitable positions and a lack of harmony among employees, have an impact on employee performance (Cheng, 2020; Neves, 2022).

2.5 Leadership

Leadership is a skill and capacity of a leader to impacts influence over a team in order to achieve goals. This influence comes from the leader's knowledge, skills, and ability to set a good example, which helps guide and motivate subordinates to accomplish the organization's objectives (Susilo Purnaman, Furtasan Ali Yusuf & Uli Wildan Nuryanto, 2022).

Gümüş et al. (2020) extensively discuss the development of leadership qualities in relation to both human and financial resources. This scenario revolves around the cultivation of an appreciation for leadership as the act or skill of persuading others to collaborate, driven by the capacity of leaders to direct people towards the attainment of organisational objectives. Leadership abilities encompass the capability of a chief to proficiently oversee, influence, and instruct individuals to accomplish the objectives of the business.

The leadership's discerning viewpoint has been acknowledged by several groups and influences numerous domains. According to Beauchamp et al. (2021), the management of institutions like schools necessitates effective communication and a strong dedication to establishing professional narratives amongst administrative bodies. This

also involves the development of connections with various external parties. Leadership abilities are crucial to managing change and adapting behaviour in the transition to a new work environment. The lack of policy direction as a competence can diminish the leadership's effectiveness in management, hence reducing its added value (Susilo Purnaman, Furtasan Ali Yusuf & Uli Wildan Nuryanto, 2022).

Leadership skills are essential qualities possessed by executives. Managers utilise these tools to strategize the operations of organisations, make informed choices, provide direction to staff, and achieve the objectives of the company. Throughout the process, leaders employ their expertise to effectively communicate, convince, manage time, and oversee the overall development. Skilled leaders consistently adapt ideas and behavioural methods to enhance the calibre of goods and services and ensure the involvement of their most talented individuals (Susilo Purnaman, Furtasan Ali Yusuf, & Uli Wildan Nuryanto, 2022).

In order to achieve organisational goals, effective leadership is essential. A leader must possess the ability to guide the organisation and its employees, make optimal decisions for their well-being, and inspire and motivate them to reach agreed-upon objectives (Refae et al., 2023). Guidance is the capacity or skill to have control and impacts over peoples, motivating them to behave in a specific manner, even if they are initially resistant. A leader must possess charisma, wield power, demonstrate character, and adhere to company regulations. A study by Ashiru et al. (2022) discovered that effective executives who execute business regulations have a positive influence on staff performance.

Leadership significantly influences an employee's perceived career success. Transformational, honest, and servant leaders prioritise the well-being of their people and motivate them to consider their future growth and success (Al-Ghazali, 2020; Wang et al., 2019; Chughtai, 2018). Leadership style refers to the specific way in which leaders exercise their influence on their employees who are in a lower position or rank through their attitude and personality traits (Khursheeduddin, 2023). Within the domain of group head concept and application, leadership manner is equivalent to head-man conduct or the various varieties of leadership behaviour (Qin, 2018). Leadership style pertains to the regular patterns of attitude demonstrated exemplary of individuals in their role as head-man (Miao, 2021).

During the first study, researchers examined the connection between certain traditional leadership philosophies and the degree of creativity demonstrated by workers. Transformational leadership and transactional leadership are the two styles of leadership that are discussed (Watts et al., 2020; Bao et al., 2023). Certain "emerging" leadership styles, like inclusive, compassionate, and charismatic leadership styles, have drawn more attention from experts recently. Numerous research show a correlation between these new leadership philosophies and workers' creative output (Lee & Legood et al., 2020; Li et al., 2023).

The term "leader" denotes an individual who assumes the job of guiding and directing, whilst the persons who are under the guidance of the leader are commonly referred to as "followers." It is important to mention that an individual can do both functions at the same time (Griffith et al., 2018; Pelletier et al., 2019). Leaders possess the capacity to inspire their followers to pursue common values and objectives, while also urging

them to prioritise the needs and objectives of the group above their own personal desires. These theories also illustrate that leaders possess the capacity to evoke and manage emotions, as opposed to depending exclusively on logical reasoning, in order to encourage and empower people (Moss & Ritossa, 2007). As per Kesting et al. (2015), leadership is characterised as the manner in which an person's actions and influence affect the attitudes and behaviours of individuals and the dynamics between groups, with the ultimate aim of accomplishing objectives.

Leadership is a higher-level notion that goes beyond individuals and requires a distinct distinction between leaders and followers, regardless of whether this distinction is expressly stated or implicit, and regardless of whether it is transitory or long-lasting. Without this distinction, leadership becomes devoid of its purpose. For instance, ethical leaders typically give priority to the needs and welfare of individuals. According to Huang et al. (2022), ethical leaders that offer the employees of the organisation chances to get the required proficiency and knowledge for their responsibilities and place them in the suitable location are more likely to improve entitlements of people, character, aptitude, and education. Furthermore, they encourage their subordinates to direct their proficiency towards the right path in order to improve their job productivity. As a result, workers have the requisite expertise, skill, and endurance to participate in innovative activities, which is actively promoted at work, hence promoting originality (Kremer et al., 2019; Shafique et al., 2019).

Leadership is defined as the act of leading and actively participating in some programme to channel or exert power over their people. The examination will illustrate that these strategies can involve a diverse array of actions, including coaching,

empowering, or delivering services. Participating in these activities is crucial to demonstrate successful leadership. Leaders who possess robust ethical and moral principles underscore the importance of the staff's contributions in achieving organisational goals, as previously summarized. Workers are driven by mental processes to recognise the importance of their work, which inspires people to create and utilise creative thoughts in order to ascertain novel approaches for accomplishing organisational objectives (Shafique et al., 2019; Khan et al., 2020; Lee et al., 2020).

The primary objective of leadership is to elicit a specific response from the adherents, specifically to motivate and persuade them to willingly obey and support the leader. The inquiry will illustrate that the outcomes can involve a wide range of emotions, such as heightened fervour or dedication, the strategic enhancement of incentives, implied beliefs, and so on. Without any result, attempts at leadership fail to advance. The research that was done by Shafique et al. (2019) emphasises that staff members are more inclined to engage in the dissemination and sharing of information in businesses where principal executive implement guideline that promote the exchange of knowledge and cultivate a cooperative atmosphere. Creating such an ambience promotes employee engagement and interaction, cultivating collaborative connections and confidence with coworkers and supervisors. Therefore, workers allocate their time in generating information to facilitate communication and promote collaboration. This results in the formation of something novel of new concepts that they contribute to their work environment (Akbari et al., 2020; Khan et al., 2020). Furthermore, it improves the performance of individuals who follow it, alters their personal convictions, and inspires individuals to strive for ambitious objectives (Kremer et al., 2019; Shafique et al., 2019).

2.6 Relationship between Organizational Culture and Employee Career Development

Company exert a substantial influence on an individual's development in their profession. The system that evaluate the achievement of the employee are crucial for enhancing driving force and achieving achievement. The main goals of a firm is to leverage the full possibility of its human resources (Baruch, 2006). The absence of motivation is mostly driven by a lack of interest in the job itself, as well as the employee's social and personal life, which significantly influences their decision to either resign or continue in the job (Mohsin et al., 2013). Absenteeism is caused by a lack of motivation, and it is the company's obligation to prevent this from happening. The firm can achieve this by implementing programmes that assist workers in managing their careers effectively, enabling them to succeed without having to quit the company (Etehad & Karatepe, 2019).

The initiatives and endeavours offered by firm to their personnel are commonly known as Organizational Career Management (OCM) in literature. The main goal is to offer assistance and aid for its personnel in their career path dan development (Uchejeso et al., 2020). Activities such as training, mentoring, and personal development are just a minor part of organisational career management (Sturges et al., 2001). In his analysis, Clarke (2013) examined the development of organisational career models and found that in numerous organisations, individuals take charge of their own career paths, while the company nevertheless supports their advancement by providing career management programmes.

Baruch and Peiperl (2000) introduced five typologies of organisational career management practices. These typologies categorise all the practices into five main groups: The basic benefits package offered by the corporation includes job postings, formal education opportunities, retirement programs, and the ability to move laterally within the company. Active Planning encompasses performance review, vocational guidance conducted provided by the immediate manager, career guidance provided by the Human Resources department, and the process of identifying and developing individuals as leader. Active Management encompasses many strategies such as evaluation facilities, official mentorship, and professional development seminars. There are two types of career development programs: Formal, which focusses on planned plans for one's own career, parallel career progression, and information on professional concerns; and Omni-Directional, which incorporates appraisals by peers, superior appraisals, and common profession routes.

Personal career path also known to as professional self-regulation, is the intentional and proactive management of one's own career by individuals. By gathering data and engaging in networking and other activities, individuals can acquire employment prospects and develop the necessary skills to accomplish certain objectives (Chang et al., 2014).

Protean career orientation, as defined by Hall (2004), is the process through which an individual achieves career success by setting internal standards and effectively attaining this achievement. This concept implies that individuals have control over their own careers, rather than organisations, and actively seek opportunities to move between different organisations in order to achieve professional progression, as well

as psychological well-being and job satisfaction (Holtschlag et al., 2020). Individuals with a protean orientation prioritise autonomy, personal values, and achievement over advancement and income. In contrast, those with less protean orientated professions are primarily concerned with promotion and salary (Bridgstock, 2005). In a protean career, individuals strive for autonomy and are driven by personal decisions as they navigate beyond organisational boundaries. Research indicates that organisational support programmes, such as mentorship, have an impact on employees' protean careers and are crucial in facilitating ongoing learning and skill development. These programmes also assist employees in making informed decisions about their future career paths (Chin & Rasdi, 2014). An individual who navigates their career in a versatile manner tends to feel more marketable, as they have access to a greater number of work opportunities (Cortellazzo et al., 2020).

Career adaptability is an additional aspect of career construction theory that measures an individual's preparedness to handle both routine work responsibilities and unexpected changes that arise from their everyday work and circumstances. The concept comprises four primary elements: concern, which pertains to apprehension regarding the future; control, which relates to the ability to take proactive measures in managing one's career; curiosity, which involves questioning the potential opportunities that lie ahead; and confidence, which entails the capacity to reflect upon and adapt career choices in accordance with new objectives and obstacles (Haenggli & Hirschi, 2020). Career adaptability plays a significant role in both organisational and personal success, as indicated by research conducted by Haenggli and Hirschi (2020). Research has indicated that workers who own higher stage of career flexibility tend to have additional robust relationships within the company. They feel comfortable

and confident in their social interactions and have positive expectations for their future career possibilities (Haibo et al., 2018). There is a notable disparity in earnings between self-employed persons and those hired by organisations, indicating that self-employed individuals must work more to generate their profits (Koch et al., 2019).

Personal work goals play a vital role in career self-management as they serve as a significant indicator of turnover intentions and other job-related behaviours. Individuals form their attitudes based on the knowledge they acquire while working towards their personal work goals (Hülshager & Maier, 2010). Individuals who perceive career success often acquire the skills to effectively handle the process of shifting organisations, which is known to carry related dangers (Guan et al., 2019).

In line to attain their career objectives, both people and corporations strive to create career plans (Wesarat et al., 2014). Career planning is an essential approach that helps individuals match their education and job in a systematic way, allowing them to attain their career goals and personal development. Furthermore, it guarantees that an individual's career ambitions align with the career management methods of businesses (Mayrhofer et al., 2004). Career planning assists workers in setting clear career objectives and understanding their skills, weaknesses, interests, values, and future expectations by interpreting their desires and requirements (Valls et al., 2020). Enhancing professional satisfaction through the utilisation of career counselling or coaching can aid in the formation of a long-lasting career (Barthauer et al., 2020).

A study conducted by Vizano et.al (2020) shown that employment advancement exerts a significant and beneficial impact on an organization's culture. This test provides

statistical evidence that vocations have a significant and influential effect on organisational culture. According to Asbari et.al's (2020) research, a career has a beneficial and substantial impact on a working culture. Purwanto (2020) highlights that a career exerts a favourable and substantial influence on organisational culture, while Santoso et.al (2019) emphasise a favourable and considerable impact on work ethos. Pramono (2019) asserts that career exerts a beneficial and significant influence on work norm and tradition, while Bernarto (2020) contends that career holds a large and positive sway over corporate culture.

2.7 Relationship between Employee Performance and Employee Career Development

Job path refers to the deliberate procedure of enhancing workers self-growth through various means in order to stay abreast of the latest advancements in technology or information. It involves making concerted efforts to protect and enhance one's abilities, thereby ensuring personal well-being and improving employee performance (Yunni Rusmawati, Sri Wahyu Lelly Hana Setyanti, Handriyono, Dewi Prihatini & Arnis Budi Susanto, 2024),

The organisation has set career development as a goal for all its members (Ahmad & Bilal, 2019; Knezovi, 2017). Career development is highly significant in enhancing an individual's performance, both within and beyond the organisation. Career development encompasses a wide range of factors and should be acknowledged as such. It is important to recognise that it ultimately aims to achieve positive outcomes (Nana, Otoo, Mishra, Nana & Otoo, 2018). The presence of effective career

development opportunities inside an organisation significantly impacts the long-term success of its employees (Shortland & Perkins, 2019; Xiao, Shi, & Varma, 2019). Employees can enhance their career development through internal opportunities within the organisation, such as participating in organisational activities.

Alternatively, they can seek career development outside the organisation by engaging with different communities. Nevertheless, it is crucial to acknowledge that these extraneous activities must still be in accordance with the duties and obligations of the business (Yang & Chen, 2019). The presence of effective career development programmes significantly impacts employee performance, as evidenced by increased enthusiasm, improved task execution, and enhanced problem-solving abilities.

The examination of the correlation between professional enhancement and worker contribution reveals that professional enhancement elements significantly and certainly affect worker contribution. The findings indicate that the organisation can improve employee performance by establishing more efficient career development programs. Enhancing employees' capacity to execute their tasks efficiently is essential for career growth. According to Luh Putu Putri Katharina and Sagung Kartika Dewi (2020), when workers are given the chance to enhance their skills and abilities, it continuously improves their performance.

Rahayu, Rasid and Tannady (2019) stated that career development serves to narrow the disparity between the demands of an organisation and the career aspirations of its employees. Furthermore, career development refers to the methodical process of cultivating individuals' skills and abilities in order to prepare them for more advanced

and influential positions inside the workplace. Furthermore, job enhancement facilities upgraded worker's essential abilities that facilitate organisational expansion (Kaur & Kaur, 2021).

Therefore, the availability of job enhancement resources can upgrade the skill, expertise, and comprehension of workers. Job enhancement has a significant influence on job contribution, as proof by enhancements in the quality of work, timeliness, proactivity, and competence (Balozi, Othman & Isa, 2018). According to Ali, Mahmood and Mehreen (2019), the existence of job enhancement resources has exerts a beneficial impact on employment performance of bank staff in Pakistan. Previous research has demonstrated a strong link between professional advancement and the overall success of pharmaceutical companies (Otoo, Otoo, Abledu & Bhardwaj, 2019). Moreover, a comparable result is observed in the hospital sector (Balozi, Othman & Isa, 2018), and the aviation industry (Yoopetch, Nimsai & Kongarchapatara, 2021). Nevertheless, it was observed that career progression is strongly correlated with employee performance (Carmeli, Shalom & Weisberg, 2007).

The findings of this investigation align with prior research undertaken by Cedaryana et al. (2018), suggesting that job enhancement has exerts a beneficial and substantial impact on worker productivity. Dewi and Mudiarta (2016) confirm the claim that professional advancement exerts a beneficial and substantial impact on worker's contribution. The efficacy of job enhancement directly influences employees' performance in fulfilling their obligation and duties. This study is consistent with the findings of Alfa (2018), which suggest that workers advancement has a substantial influence on efforts to improve performance. Organization's staff who are offered

various chances for advancing one's career are more inclined to be driven to excel in order to achieve the company's goals.

Multiple studies have provided data that supports the idea that job enhancement positively impacts worker's contribution (Grande-torrallaja et al., 2023; Jaffu & Changalima, 2023; Lee et al., 2018). It can be asserted that job enhancement has a beneficial impact on worker's contribution. The empirical evidence indicates that job enhancement is essential to address the mental aspects of workers and fulfil their requirements, hence enhancing their performance. Providing employees with a guarantee of professional progression enhances their performance. As employees' professional growth progresses, their performance will also improve (Rebekah Laura Silaban, Agung Wahyu Handaru & Ari Saptono, 2021).

2.8 Relationship between Leadership and Employee Career Development

Within the organisation, there are two clearly defined roles: the leader, who holds the responsibility of guiding and directing, and the led, who are responsible for following and carrying out instructions. Leaders are the key individuals in the network of teams and have a vital function in the enterprise team (Liang, 2022). The company's staff is associated with another firm. Leaders and employees are intrinsically related. The leadership style can exert a substantial influence on personnel. The leadership style has a substantial influence on the implementation of the enterprise human resource management system and is vital in shaping enterprise management practices (Ying Yang & Xiaorui Zhang, 2024).

Enterprises are currently facing an exceptionally intense environment in the market economy. As a result, companies have expanded their criterion for selecting people beyond basic job qualifications to include the necessity for proactive behaviour. The employee initiative behaviour is advantageous for the growth of both individuals and organisations. At an individual level, the employee's initiative behaviour allows them to recognise their own value and importance. At the corporate level, the proactive attitude of workers have the potential to make significant contributions to the strong growth and progress of the company (Ying Yang & Xiaorui Zhang, 2024).

Multiple earlier research in the literature demonstrate that, in addition to leadership style, there are other elements that have an impact on performance. A key issue to consider is career development, which involves the process of enhancing an employee's skills and inspiring them to enhance their performance in order to progress in their career. The company's assistance for career growth necessitates employees providing feedback in the form of exemplary performance. According to Dessler (2012), a process that involves establishing career development criteria in the workplace and then evaluating employees' real performance to compare it with pre-established performance standards. Employee performance is greatly influenced by career development. Career progression denote to the advancement of one's positions and responsibilities within their work, which is supported by training within an organisational context (Syahputra & Tanjung, 2020).

Career development, as a HRM activity, aims to enhance and optimise employee performance, enabling them to effectively contribute to the attainment of organisational objectives. Career development is the deliberate and strategic planning

undertaken by employees to shape their future trajectory within a firm or organisation, with the ultimate goal of making valuable contributions to its overall progress and advancement (Arismunandar & Khair, 2020). Employment enhancement offers individuals the chance to interact with many stakeholders, both within and beyond the company or organisation, in order to strategise their career trajectories. A worker is an individual who is primarily focused on engaging in career development activities.

According to Yulinasril, Wardi and Masdupi (2019), transformational leadership has a beneficial and noteworthy impact on career advancement. According to Kim (2002), career development indicators include a just performance evaluation, the utilisation of leadership expertise, understanding, abilities, and support in the advancement of one's career. Prior research has suggested that job enhancement has a substantial impact on transformative leadership, as stated by Saleem and Amin (2013). Ahmad and Saad (2020) also affirm that transformational leadership styles exert a substantial effect on job enhancement. Given this reality, the implementation of transformational leadership has the potential to exert influence and enhance employee career advancement, hence boosting employee job satisfaction.

Previous findings indicate a substantial positive effect of both direction styles and career development opportunities on the quality of employees in the creative industry. Studies have demonstrated that innovative guidance exerts a substantial influence on employee performance, highlighting its utmost significance of inspiring and visionary leadership in fostering high-caliber employees (Syarifuddin, 2023; Yusup & Maulani, 2023).

Transformational leaders stimulate and encourage their people, establishing a feeling of confidence, foresight, and dedication (Idiko & Obah, 2022). In addition, they enhance the capabilities of employees and offer a distinct guidance, so fostering a beneficial impact on employee motivation (Dewantoro, 2023). The characteristics of innovative guidance, such as cognitive provocation, inspiring encouragement, and exemplary leadership, and personalised consideration, are positively correlated with organisational performance. Furthermore, transformational leadership indirectly enhances workforce performance through the enhancement of employee motivation. The outcomes emphasise the significance of revolutionary and inspiring guidance and motivational leadership in improving employee contribution and overall organisational success (Pamungkas, Brahmasari & Ratih, 2023).

Leaders have a crucial role in the organisational setting and exert a substantial influence on their followers (Lee et al., 2020). Prior research has investigated the impact of leaders on the attitudes of their subordinates through analysis, with a specific emphasis on transformational leadership characteristics (Bavik et al., 2018). Transformational leaders motivate their people by appealing to their principles and morals, encouraging them to realise their maximum potential and emphasising the significance of their responsibilities (Farahnak et al., 2019). Under the guidance of a transformative leader, individuals see the organization's interests as a higher priority than their own and may go beyond their usual responsibilities in order to make a greater contribution. This behaviour is driven by the indications of transformational leadership. Research on transformational leadership has demonstrated a connection between this leadership style and favourable staff attitudes, including higher job satisfaction (Walumbwa et al., 2005) and stronger commitment to the organisation

(Bycio et al., 1995). Additionally, transformational leadership has been found to be associated with fewer negative outcomes, such as lower intentions to leave the organisation (Bycio et al., 1995) and reduced burnout (Corrigan et al., 2002).

Previous research has indicated that perceived overqualification encompasses both the perception individuals have when comparing their qualifications to work requirements, as well as their assessment of their current career progress (Newland, 2017). When employees are choosing a job, they primarily consider if the organisation can offer them options for career growth and development, specifically in terms of career growth opportunities (Weng et al., 2010). Hence, it is logical to infer that the availability of career advancement prospects significantly influences individuals' perception of being overqualified. Furthermore, leaders play a crucial role as a fundamental situational aspect in the career advancement of their subordinates and exert a substantial influence on their possibilities for professional progress (Crawshaw & Game, 2014).

Sosik et al. (2004) suggested that transformational leadership has a favourable impact on the professional advancement of subordinates by stimulating their desire to achieve learning objectives. Moreover, transformational leadership emphasises the establishment of a conducive environment for learning and innovation, while motivating employees to fully leverage their credentials and potential. This, in turn, enables them to enhance their aspirations for professional progression. Essentially, employees perceive the information presented by transformational leadership, which includes a compelling vision of the future and incentives to question the existing state of affairs, as the fundamental basis for career advancement chances (Berson & Avolio,

2004). Career advancement chances serve as valuable indicators that inform employees about the nature and progression of their work, including if they possess more qualifications than required for their present and future positions.

The impact of leadership style on employees' career advancement may not always be present and can be influenced by situational conditions. Hence, we hypothesised that there exist specific limitations that determine the connection between transformative leadership and the prospects for employees' career advancement (Zhang Man, Fan Wang, Haolin Weng, Ting Zhu & Huiyun Liu, 2021).

2.9 Summary

This chapter presents a review of the existing literature on organisational culture, employee performance, and leadership in relation to employee career development. The chapter also discusses the relationships between these variables, which can be used as a research model to compare new and old data. It is important to establish the current state of the literature in order to understand the contribution of new research to the existing knowledge. The literature on employee career development provides insights into the connections between these factors, including the interaction between independent and dependent variables, the formation of hypotheses, and the theoretical foundations. Furthermore, as discussed in the upcoming section on research methodology, literature reviews help in the development of new hypotheses and theoretical frameworks.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of the study is to shed light on the relationship between employee performance, organizational culture and leadership toward the employee career development (ECD) in Islamic Zakat organizations in Malaysia. This study looked at three potential factors that could influence employee career development in order to determine which, if any, actually had an effect. They include possibilities for organizational culture, employee performance and leadership. This study was carried out using quantitative methods, and the data gathered will be subjected to statistical analysis.

The research methodology lays out the steps to take in order to gather data and analyze it in a certain way. More information about the study's methodology, demographic, sample, sampling techniques, data collection strategies, variables, and statistical tests for reliability and validity will be provided in this section. There will also be a brief summary of the chapter's contents here at the end.

3.2 Research Framework

This study's model is based on the literature review presented in the previous chapters. The independent variables in this investigation are Organizational Culture (OC) and Employee Performance (EP), both of which fall under the purview of human resources. Another independent variables is Leadership (L), and the dependent variable is ECD. Miles, Huberman and Saldana (2014) says that the goal of this conceptual framework

is to understand the cause-and-effect relationship between the independent variables and the dependent variables (Pandey & Pandey, 2021) and the mediation effect, which is Leadership.

Factors that influences the ECD:

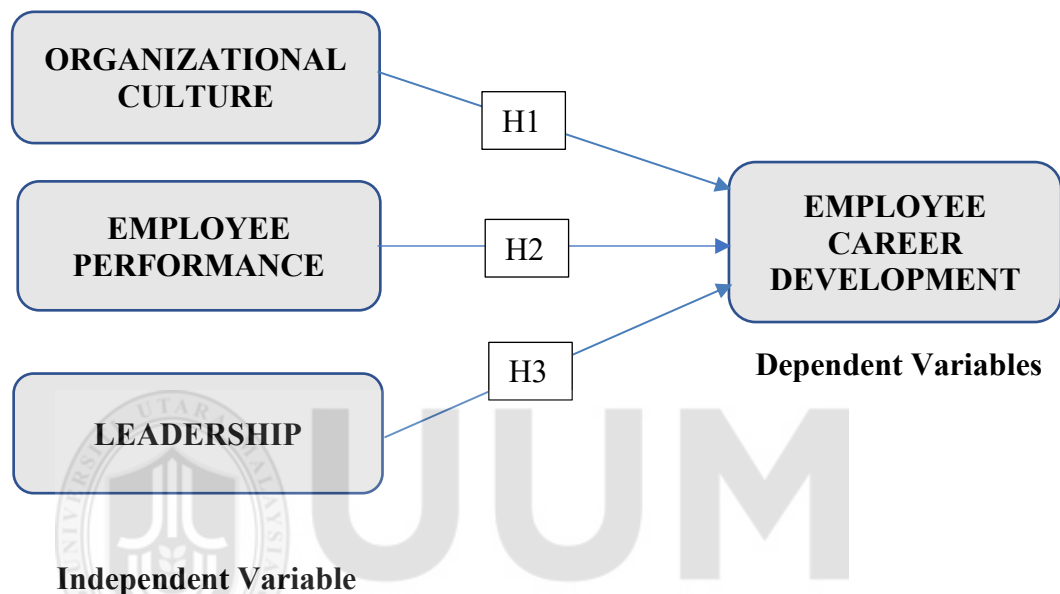


Figure 3.1: *Research Framework*

3.3 Summary of Research Hypotheses

The positivist approach from which the quantitative method originates seeks to explain the deductive model which depicts hypothesised correlations through the examination of scientific research on the phenomenon in question (Lund, 2022). A research hypothesis is now introduced to the existing research problem, together with its broad range of potential answers, while maintaining the overall objective and procedures untouched. The study that resulted from this is referred to as the extended study. This hypothesis is presumed to meet the aforementioned criteria for hypothesis selection.

(Lund, 2022). In Table 3.1, we can see the theories that guided the current investigation.

Table 3.1: *Hypothesis*

Indicators	Statement of Hypothesis (H)
H1	There is a significant relationship between the organizational culture and employee career development.
H2	There is a significant relationship between employee performance and employee career development.
H3	There is a significant relationship between leadership and employee career development.

3.4 Research Design

Research technique is the philosophy behind diverse procedures that forms the framework for conducting academic research. Data presented visually, such as charts and graphs, is crucial to this type of quantitative study (Creswell, 2014).

This study used an appropriate quantitative approach to examine how HR-related activities and employees' career development in Malaysian Islamic institutions are related. Data obtained from a substantial number of samples under controlled conditions can be collected using quantitative procedures and techniques, and then used to draw conclusions about the entire population. This permits them to isolate certain parts of a phenomenon for analysis (Anahita Ghanad, 2023). Creswell (2014) argues that analysing the data collected for the aim of finding information and responses can offer a concise solution to the research enquiries presented in the preceding chapter.

Bryman (2016) emphasises that quantitative methods can be employed to investigate the diverse factors that influence and are influenced by attitudes and behaviours. Therefore, it is an acceptable strategy for identifying the causal relationships between selected variables in light of the study's aims. In this thesis, questionnaires are employed for the purpose of both data collection and the analysis of statistical findings. The current inquiry will employ a questionnaire survey strategy (Pandey & Pandey, 2021) to achieve the study's objectives.

3.5 Population and Sampling Technique

Determining what will be included in the sample and what will not be is the first step in any sampling operation. The term "population" refers to the complete set of individuals or organisations that the researcher considers relevant, as defined by Sekaran and Bougie (2009). As a result, this study's primary audience consists of Malaysians who work for Zakat organizations (Pandey & Pandey, 2021).

The research here focuses on the staff at Zakat Penang. The term encompasses both the executive and non-executive tiers of management. Employees were divided into groups for this research based on the roles they play in the organization responsible for dispensing Zakat, all of whom are considered decision-makers in the field. They participate in both the company's training programme and its perks package. There are a total of 121 people (N) in this investigation excluding the Chief Executive Officer (CEO) of the company.

3.6 Sample Size

Selecting an appropriate sample size is a crucial aspect of any research methodology as it will have an impact on both the results and the degree of achievement. The sample size can be calculated either statistically or by according to a predefined set of rules (Aaker, Kumar & Day, 2009). Opting for an appropriate sample size is crucial due to the difficulty of gathering data from a particular subset of the entire population. This is because there are not enough people, money, or time to devote to the task of gathering data. Rather than surveying the general population, Cooper et.al (2006) and Zikmund et.al. (2009) suggested narrowing the scope of the survey to include only the individuals of interest. This occurred for the reasons given above, all of which were inevitable.

Moreover, it is essential to choose a sample that accurately reflects the population under investigation for ensuring that the study's findings are reliable (Sekaran, 2003). The population of 121 people is 92 (s), according to Krejcie & Morgan (1970).

Similarly, Hair et al. (2011, 2014) suggested that studies analysing significant amounts of data should collect data from at least 200 participants, with no upper limit on the number of participants allowed. Therefore, to ensure comprehensive statistical testing, the recommended sample size for this study should be 92 or greater.

3.7 Unit of Analysis

Unit analysis for this study is individual. The people who work at Zakat Penang are the unit of analysis for this study. As of May 31, 2024, the overall workforce of Zakat Penang is 123 staffs, not including the Chief Executive Officer (CEO).

3.8 Sampling Technique

This research looks at a wide range of workers. Target samples for data collecting include employees at both the executive and non-executive levels. Based on the preceding chapter's discussion, Zakat Penang was selected as the main exclusive company to be employed for data collecting (Pandey & Pandey, 2021).

Due to the vast number of potential populations, the simple random sampling method has been proposed for this investigation. This means that workers at Zakat Penang will be sampled in a fair and equitable manner. All employees at Zakat Penang have an equal shot at being chosen using this method, and the data collected is of a high enough quality to be representative of the community at large. Therefore, for this study, data will be collected from a sample of Zakat Penang's workforce drawn at random. Zakat Penang has 121 total employees, including executives, managers, and support staff.

3.9 Instrument

3.9.1 Instrument Development

In this study, the most important tool for research is an organised questionnaire. Questionnaires have a lot of advantages over other tools. For instance, it facilitates the acquisition of additional responses from participants for the researcher. Additionally, it is a cost-efficient method of gathering data from many locations or areas. Additionally, data collection is expedited and analysis may be performed swiftly and effortlessly (Wilkinson & Birmingham, 2003). Also, it's easy to get standard answers from interviewees (Hair J., Money, Samouel & Page, 2007).

The forms for the surveys have two parts, A and B. In the first part of this study, demographic information about the respondents (the workers) was collected. This included their gender, marital status, age, level of education, job title, department, and number of years they had worked at their current company. The second section had four parts, each with several questions about one of the variables, such as employee performance (an independent variable), organizational culture (another independent variable), leadership (a variable that affects other variables), and employee career development (a variable that is affected by other variables).

Sample questionnaires in the writing journals of the following writers; Ratemo Veronica, Makhamara Felistus and Bula Hannah (2021), Al-Swidi et al. (2021); Goksoy and Alayoglu (2013); Rohim and Budhiasa (2019); Rana Tahir Naveed, Homoud Alhaidan, Hussam Al Halbusi and Abdullah Kaid Al-Swidi (2021) and Sharjeel Saleem and Saba Amin (2013) have been taken as an example of the survey that will be used.

For this study, questions on a Likert-type scale were used to measure things. Sekaran (2003) employed the Likert Scale to ascertain the degree of agreement or disagreement among individuals on a specific topic. This means that every question on the form is graded on a 5-point Likert scale.

Table 3.2:
5 Point Likert Scale

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

3.9.2 Measurement of Variables

3.9.2.1 Measurement of Dependent Variable

Table 3.3: *Employee Career Development*

No.	Item	Source
1.	All staff at our organization are entitled to career development programmes	Ratemo Veronica, Makhamara Felistus and Bula Hannah (2021)
2.	With career development, the employees are able to improve their skills	
3.	Our organization offers all the employees career advancement opportunities	
4.	Our organization provides partially paid scholarship to employees who want to further their studies	
5.	Our organization provide fully funded scholarship opportunities to its staff	
6.	Scholarship package comes with training allowances	
7.	Our organization gives equal opportunities for career development	
8.	There is no discrimination in career development opportunities	

3.9.2.2 Measurement of Independent Variables

Table 3.4: *Organizational Culture*

No.	Item	Source
1.	The company emphasizes solidarity at work	Al-Swidi et al., 2021; Goksoy & Alayoglu, 2013; Rohim and Budhiasa (2019)
2.	Leaders always support their subordinates	
3.	Each work unit leader motivate their member	
4.	Teamwork culture is emphasized to accomplish the given task	
5.	We get a lot of support from top management if we want to try new ways of doing things.	Rana Tahir Naveed, Homoud Alhaidan, Hussam Al Halbusi and Abdullah Kaid Al-Swidi (2021)
6.	In our organization, we tolerate individuals who do things in a different way.	
7.	We are willing to try new ways of doing things and seek unusual, novel solutions.	
8.	Top management encourage people to think and behave in original and novel ways.	
9.	Our organization's R&D or product development resources are not adequate to handle the development need of new products and services.	
10.	Key executives of the organization are willing to take risks to seize and explore "chancy" growth opportunities.	
11.	When we see new ways of doing things, we are last at adopting them.	

Table 3.5:
Employee Performance

No.	Item	Source
1.	Employees complete their work within the stipulated timeframe	Ratemo Veronica, Makhamara Felistus and Bula Hannah (2021)
2.	Operation cost at our organization is low	
3.	Employees make best possible use of institutional resources	
4.	Employees at our organization always meet work deadlines	
5.	Employees work towards meeting the set objectives	
6.	Employees at our organization carry out error free task	
7.	Employees respond to customers on time when asked to do so	
8.	Staff at our organization are kind when attending to customers	
9	Employees use amicable procedures to resolve conflict	
10	Employees at our organization set realistic deadlines	
11	Our organization gives employees a clear sense of what they should be aiming for.	
12	Breaking our organization top level objectives into smaller concrete targets enables employees to meet work deadlines	

Table 3.6: Leadership

No.	Item	Source
1.	My supervisor paid attention to my level of competence	Sharjeel Saleem and Saba Amin (2013)
2.	My supervisor was respectful of my views and ideas	
3.	My supervisor was knowledgeable about the organizational system in which they worked	
4.	Feedback on my performance from my supervisor felt like criticism	
5.	My supervisor gave me practical support	
6.	My supervisor gave me regular feedback on my performance	
7.	I felt able to discuss my concerns with my supervisor openly.	
8.	My supervisor had a collaborative approach in supervision	
9.	I respected my supervisor as a professional	
10.	My supervisor treated me with respect.	
11.	My organization gives salary increments to staff upon successful completion of the career development program.	
12.	The support given by my organization on career development to staff has had a positive influence on the staff's performance.	
13.	The staff of my organization who successfully undertake career development programs are given additional responsibilities.	
14.	My organization prioritizes internal appointments and promotions for the staff that have successfully completed further studies.	
15.	My organization pays participation fees and upkeep for the staff attending conferences seminars, workshops and other career development programs. .	
16.	The organization top management encourages staff to undertake career development programs.	

3.10 Response Format

Interval measurements are optimal for the selected constructs, according to the analysis. Participants rate their level of agreement or disagreement with the statements and conditions presented. Emotions, beliefs, expectations, values, and perspectives can all be measured with the help of these instruments (Hair, Money, Samouel, & Page, 2007).

Multiple-item Likert scales are used to evaluate test variables because they provide a reliable interval scale for gauging behavioural characteristics. The use of a multi-item scale has also been shown to increase the reliability and validity of the scales by Peter (1979). For these reasons, the researcher has decided to conduct this analysis using a 5-point Likert scale, the most prevalent type of scale employed in studies of the social and behavioural sciences. A 5-point Likert scale is supposed to help you narrow down your answer and get a clearer picture. When compared to other scales, the Likert scale is both user-friendly and accurate (Bertram, 2007).

Since there was no specific rule mandating the use of a five-point or seven-point Likert scale, the researcher chose a five-point scale. The researcher employed a Likert scale with response options of "(1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree)".

3.11 Questionnaire Design

The questionnaire was partitioned into two distinct portions, labelled as A and B. Table 3.7 provides a detailed explanation of the two sections, while Appendix A includes a sample of the questionnaire.

Table 3.7:

Sections and Parts in the Questionnaire

Section	Descriptions
A	Demographic information of the respondent about gender, marital status, age, educational level, job title, department, and years of experience at the current company.
B	Divided into 4 parts as follows: Part 1 – Employee Career Development Part 2 – Organizational Culture Part 3 – Employee Performance Part 4 – Leadership

3.11.1 Data Collection Procedures

In this study, individuals (i.e., workers at the Malaysian Islamic Zakat organization) serve as the unit of analysis. Standardised distribution of the research instrument are according to Mishra & Alok (2022).

Due of its convenience, speed, and widespread distribution, a questionnaire will be utilised to collect data for this study's survey. Before sending out questionnaires to the staff, it is necessary to gain approval from the Zakat Penang's Human Resources Department (HRD).

As a matter of civility and ethical conduct, a letter requesting authorization for this study has been written to HRD. It will also be made clear to potential replies that their

information will be kept private. After receiving approval and acknowledgment from responders, HR staff disseminated the instruments (Mishra & Alok, 2022).

In the fourth week of May (from May 22 to May 26, 2023), a total of 121 questionnaires were sent out. During this stage, the General Manager of HRD Zakat Penang was briefed about the goals of the study. The supervisor was tasked with distributing the survey to their team members. On 26th May 2023, the last day of questionnaire distribution, the supervisors must also collect all questionnaires. One hundred and twenty-one surveys were obtained. There was a 100% turnout.

3.11.2 Statistical Analysis Procedures

The information received from the participants would be coded, and then it would be added to the Statistical Package for the Social Sciences (SPSS) 28.0. Preliminary research will be done on the data to make sure that they correctly show the situation that is being looked into as part of this study.

3.12 Correlation Analysis

Correlation analysis is a statistical technique employed to quantify the degree of a linear association between two variables. Correlation analysis is to determine the extent of causation between two variations in independent variables. A high correlation signifies a robust association between the two variables, while a low correlation signifies a feeble relationship.

Correlation analysis is used in research to examine numerical data collected through various techniques, most commonly surveys. Indeed, this is a typical application of correlation analysis. In order to accomplish this, researchers will look at data sets or pairs of variables to identify patterns, trends, and linkages.

If it is anticipated that an increase in one variable will lead to a corresponding increase in another variable, then the two variables are positively linked. Conversely, a negative correlation signifies that when one variable increases, the other variable decreases.

3.13 Summary

The analysis methodology was described in this chapter. Beginning with the study's design, the demographic and sampling structure, the research framework, the construction of the instrument, and the establishment of the hypothesis are all discussed. Towards the chapter's conclusion, we provided a more in-depth breakdown of the steps involved in gathering data and doing statistical analysis.

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter presents the findings for this study. The data collected from the survey were analyzed using several statistical analyses from SPSS such as frequency analysis, correlation, and multiple regression.

4.2 Response Rate

As this study survey distributed through Human Resource department, the response rate is high. Respondents are all employees at Zakat Penang and include all departments. The employees of Zakat Penang have answered the questionnaire given where they were given a day to answer this questionnaire. Number of respondent is 97.

4.3 Respondent Demographic Profile

A frequency analysis is employed to analyze respondents' demographic analysis. As shown at table below, in term of gender, male is the majority with 69.1% (67) and female only 30.9% (30). In term of age, participants who came from the range of 30 to 39 years old was the highest which 35.1% (34), followed by participants from age of 20 to 29 years old which 28.9% (28), 40 to 49 years old which 26.8% (26), and 50 years old and above which 9.3%. In fact, majority of 86.6% (84) of the participants were married, and 13.4% (13) of participants respondents were single.

In terms of education level, majority of the participant have SPM which 29.9% (29) and Diploma which 29.9% (29), followed by Bachelor Degree which is 28.9% (28), Master Degree which is 5.2% (5), and others education which is 5.2% (5). The lowest is participants that have PhD which only 1.0% (1). In term of length of service, majority of participants have served at the company less than 5 years which is 34.0% (33) and 50 years and above which is 34.0% (33), followed by participants with 5 years to 9 years length of services which is 19.6% (19), and the lowest is participants with 10 years to 14 years length of services which only 11.3% (11).

In terms of occupation position, majority of participants is from non-executive rank with 39.2% (38), followed by executive rank with 25.8% (25), participants with others rank which 21.6(21), and the lowest is participants of middle level of management rank with 12.4% (12). In additional, in term of department, operation collection department become majority respondents which is 35.1% (35), followed by Accounting and Finance department which is 16.5% (16), followed by Distribution Operation department which is 12.4% (12), followed by Project Manager (7.2%), IT (7.2%) and Training Centre department (7.2%). The lowest is education department which is 6.2% (6).

Table 4.1
Demographic Profile

Demographic Profile	Frequency (Respondent)	Percentage
Gender		
Male	67	69.1
Female	30	30.9
Married Status		
Single	13	13.4
Married	84	86.6
Age		
20 – 29 years	28	28.9
30 – 39 years	34	35.1
40 – 49 years	26	26.8
50 years and above	9	9.3
Education Background		
SPM	29	29.9
Diploma	29	29.9
Bachelor	28	28.9
Master	5	5.2
PhD	1	1.0
Others	5	5.2
Employee Position		
Middle Management Level	12	12.4
Executive	25	25.8
Non Executive	38	39.2
Others	21	21.6
Department		
Management Service	8	8.2
Collection Operation	34	35.1
Distribution Operation	12	12.4
Account and Finance	16	16.5
Project Manager	7	7.2
Training Centre	7	7.2
Education	6	6.2
IT	7	7.2
Length of Service		
Less than 5 years	33	34.0
5 years – 9 years	19	19.6
10 years – 14 years	11	11.3
15 years and above	33	34.0

4.4 Descriptive Analysis

Referring to the table above, there was four (4) main variables that have been analyze to presents the level of organizational culture, employee performance, leadership and employee career development. For the first variable which is employee career development aspect, there were eight (8) items analyze for descriptive analysis. Based on the descriptive analysis result, it was found that employee career development variable was at the high level whereby the mean score for these eight (8) items of statements started from 2.81 to 4.35. The highest-level items was “All staff at our organization are entitled to career development programmes” with the mean score of 4.35, indicated that majority of participant agreed or strongly agreed with this statement. The lowest item would be “Our organization provide fully funded scholarship opportunities to its staff” with the mean score of 2.81, indicated that majority of participant answered neither agree or disagree, or agree with the statement. As for organizational culture variable, there were eleven (11) items of statements provided under this second variable. Based on the data analysis result, it was found that the entire item of statements was at the average level whereby the mean score for these items of statements started from 2.58 to 4.09. The highest level items was “Teamwork culture is emphasized to accomplish the given task” with the mean score of 4.09, indicated that majority of participant agreed or strongly agreed with this statement. The lowest item would be “When we see new ways of doing things, we are last at adopting them” with the mean score of 2.58, indicated that majority of participant answered neither agree or disagree, or agree with the statement.

The third variable was employee performance which has twelve (12) items in the survey. Based on the data analysis result, the mean score for these items of statements

started from 2.75 to 4.14. The highest level items was “Employees work towards meeting the set objectives” with the mean score of 4.14. This indicated that majority of participant agreed or strongly agreed with this statement. Then, the lowest item was “Employees at our organization carry out error free task” with the mean score of 2.75. This indicated that majority of participant answered neither agree or disagree, or agree with the statement.

The last variable was job environment. Basically, there were sixteen (16) items of statements provided under this variable and the mean score for these items ranging from 2.57 to 4.40. The highest level items was “My supervisor paid attention to my level of competence” with the mean score of 4.40. While, the lowest item was “Feedback on my performance from my supervisor felt like criticism” with the mean score of 2.57. Thus, for both of these high and lowest item, it indicated that majority of participant answered neither agree or disagree, or agree with the statement.

Table 4.2
Descriptive Analysis

Item	Mean	SD
Career Development		
All staff at our organization are entitled to career development programmes	4.3472	0.6747
With career development, the employees are able to improve their skills	4.3056	0.6637
Our organization offers all the employees career advancement opportunities	3.4444	0.9914
Our organization provides partially paid scholarship to employees who want to further their studies	3.2778	1.2916
Our organization provide fully funded scholarship opportunities to its staff	2.8056	1.2406
Scholarship package comes with training allowances	2.6944	1.0700
Our organization gives equal opportunities for career development	3.4306	0.9319
There is no discrimination in career development opportunities	3.4722	1.0066

Organizational Culture		
The company emphasizes solidarity at work	3.8472	0.8335
Leaders always support their subordinates	3.5833	0.9894
Each work unit leader motivate their member	3.8056	0.9137
Teamwork culture is emphasized to accomplish the given task	4.0972	0.6747
We get a lot of support from top management if we want to try new ways of doing things.	3.2917	1.0804
In our organization, we tolerate individuals who do things in a different way.	3.7917	0.8212
We are willing to try new ways of doing things and seek unusual, novel solutions.	3.9583	0.6805
Top management encourage people to think and behave in original and novel ways.	3.7917	0.8038
Our organization's R&D or product development resources are not adequate to handle the development need of new products and services.	3.4861	0.8557
Key executives of the organization are willing to take risks to seize and explore "chancy" growth opportunities.	3.2083	0.7680
When we see new ways of doing things, we are last at adopting them.	2.5833	1.1228
Employee Performance		
Employees complete their work within the stipulated timeframe	3.8889	0.8146
Operation cost at our organization is low	2.9861	0.9419
Employees make best possible use of institutional resources	3.6944	0.6638
Employees at our organization always meet work deadlines	3.4861	0.8391
Employees work towards meeting the set objectives	4.1389	0.6348
Employees at our organization carry out error free task	2.7500	0.9154
Employees respond to customers on time when asked to do so	3.8194	0.7378
Staff at our organization are kind when attending to customers	3.9861	0.6606
Employees use amicable procedures to resolve conflict	4.0972	0.5080
Employees at our organization set realistic deadlines	3.7361	0.6050
Our organization gives employees a clear sense of what they should be aiming for.	3.7361	0.8880
Breaking our organization top level objectives into smaller concrete targets enables employees to meet work deadlines	3.6111	0.7971
Leadership		
My supervisor paid attention to my level of competence	4.4017	0.5919
My supervisor was respectful of my views and ideas	4.0833	0.5753
My supervisor was knowledgeable about the organizational system in which they worked	4.0833	0.5753

Feedback on my performance from my supervisor felt like criticism	2.5694	0.9761
My supervisor gave me practical support	3.9028	0.6316
My supervisor gave me regular feedback on my performance	3.6389	0.6982
I felt able to discuss my concerns with my supervisor openly.	3.9167	0.6661
My supervisor had a collaborative approach in supervision	4.0417	0.5919
I respected my supervisor as a professional	4.2639	0.6499
My supervisor treated me with respect.	4.1944	0.5967
My organization gives salary increments to staff upon successful completion of the career development program.	3.1250	0.8711
The staff of my organization who successfully undertake career development programs are given additional responsibilities.	3.5694	0.8019
The support given by my organization on career development to staff has had a positive influence on the staff's performance.	3.1250	0.5967
My organization prioritizes internal appointments and promotions for the staff that have successfully completed further studies	3.1944	0.7438
My organization pays participation fees and upkeep for the staff attending conferences seminars, workshops and other career development programs	3.7500	0.7827
The organization top management encourages staff to undertake career development programs	3.6528	0.8250

4.5 Data Screening

Basically, the data screening is important step to do in a study since it support researcher in detecting any error or bias regarding the data analysis technique. In this study, the researcher conducted the analysis of preliminary data such as reliability, linearity, normality, and outliers.

4.5.1 Reliability

As stated by Sekaran & Bougie (2016) and Huang et al. (2021), the value more than 0.50 are acceptable, and value less than 0.35 indicates poor reliability. Thus, this study reliability shows that all variables were in very good to excellence range as it all within

the range of 0.838 to 0.891. Where career development was 0.838, organizational culture was 0.891, employee performance was 0.838, and leadership was 0.881.

Table 4.3
Reliability Test

Dimension	No. of Items	Reliability (Cronbach's Alpha)
Career Development	8	0.838
Organizational Culture	11	0.891
Employees Performance	12	0.838
Leadership	16	0.881

4.5.2 Linearity Test

Basically, linear test was conducted to determine whether the linear specifications in the model are acceptable (Ichsan et al., 2021). When the value of sig. deviation of linearity more than 0.05, then the relationship between the independent variables are linearly dependent.

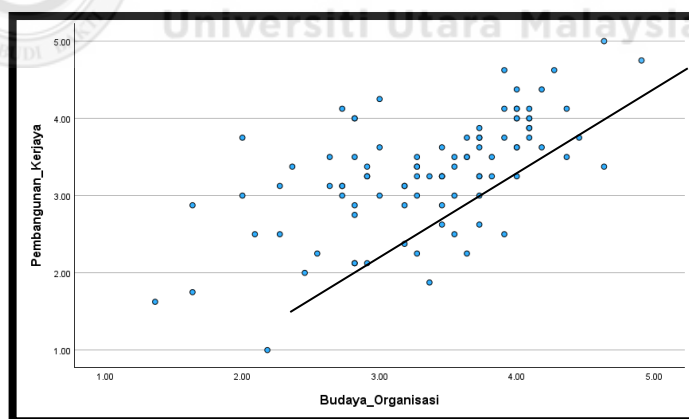


Figure 4.1
Linearity plot between Organizational Culture and Career Development

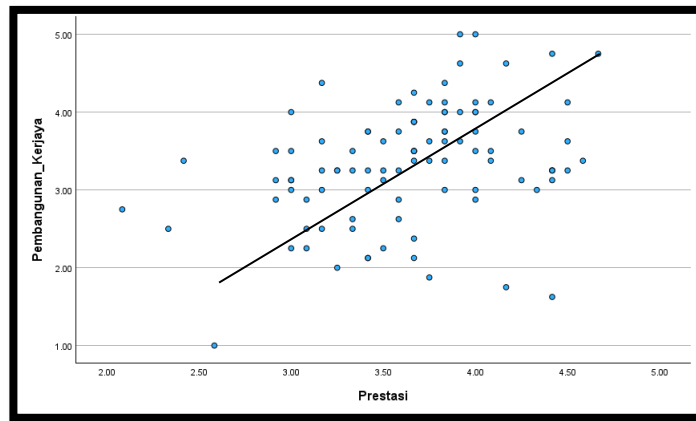


Figure 4.2
Linearity plot between Performance and Career Development

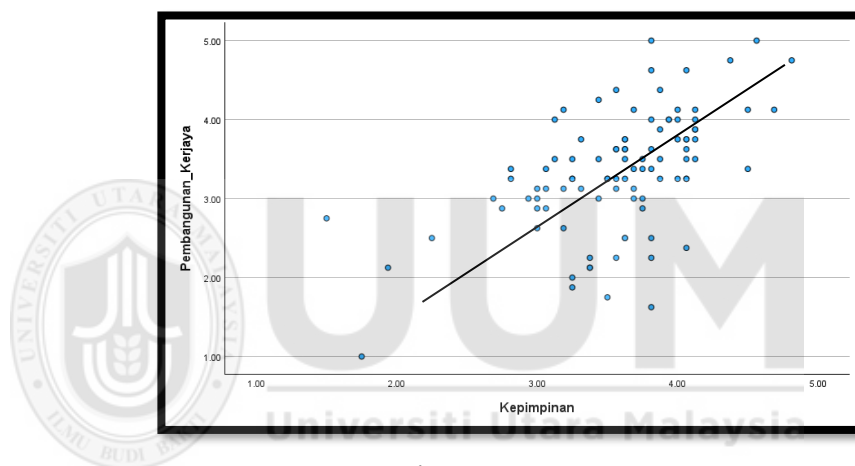


Figure 4.3
Linearity plot between Leadership and Career Development

4.5.3 Normality Test

As stated by Kim & Park (2019), normality test is conducted to determine the data is consistent with a normal distribution, and free from bias. Normality test usually can be measured using Skewness & Kurtosis, where the sig. value must be more than 0.05. The data from this study as shown below indicate the level of significant value is 0.00 which means the data is not normally distribute. However, a study by Ghasemi & Zahediasl (2012) stated that larger sample sizes study usually will get significant result which less than 0.05. Ghasemi & Zahediasl (2012) also stated that Skewness and

Kurtosis should not be seriously considered for testing normality as it sensitive to larger sample sizes. Nevertheless, the probability plot of this study shows the data nearly formed an approximate line as displayed at Table 4.4. As such, it can be concluded that the data for this research is normally distributed.

Table 4.4
Normality Test

	Career Development	Organizational Culture	Performance	Leadership
Skewness	-0.307	-0.057	-0.311	-0.021
Kurtosis	0.305	-0.572	-0.390	-0.582

4.5.4 Outliers

An outlier is a step in SPSS that identifies data points that are considerably distinct from the rest of the data. It also can be said that outliers represent the legitimate observation from the rest of the data. As shown below, there are few outliers found. Thus, the researcher has rechecked back the data collection material to find out any data entry error or instrument. The researcher found that there are 25 cases to discard from data. Therefore, this suggests that the values are valid, but the researcher made a deliberate decision not to exclude the cases due to the relatively large sample size. It is anticipated that a few numbers will be present at the extreme lower and upper ends of the distribution.

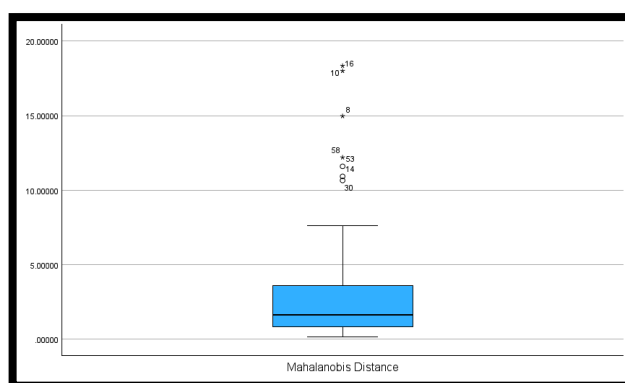


Figure 4.4

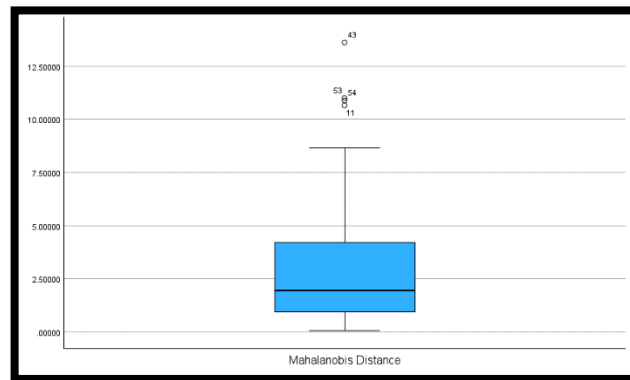


Figure 4.5

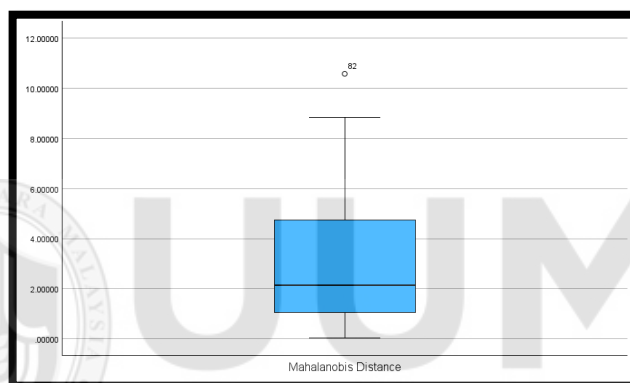


Figure 4.6

Outliers 3 (discard 1 case)

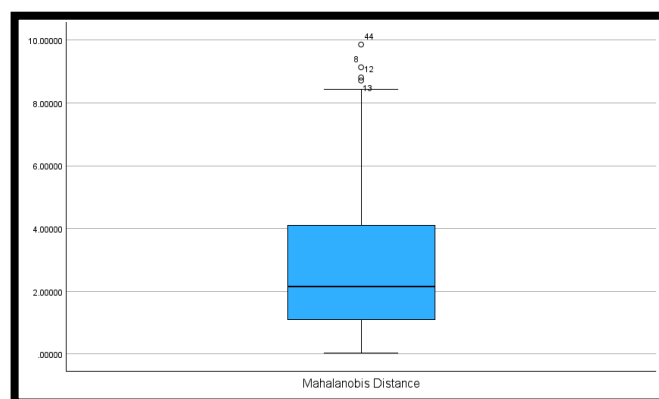


Figure 4.7

Outliers 4 (discard 3 cases)

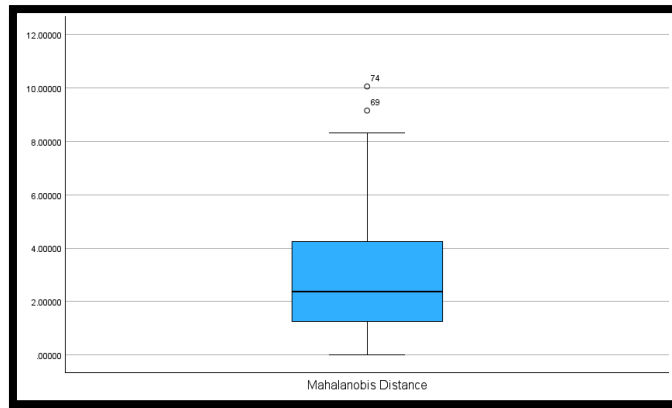


Figure 4.8
Outliers 5 (discard 2 cases)

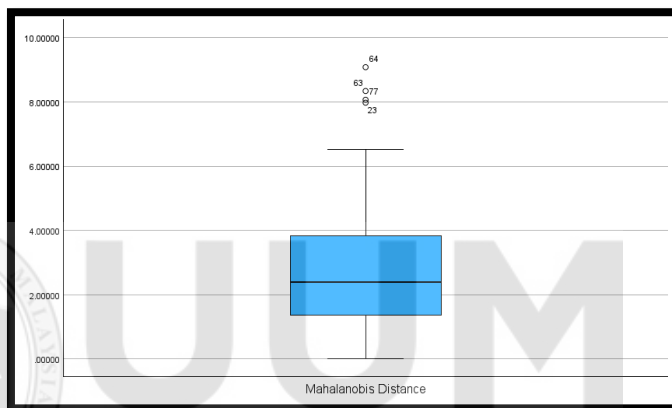


Figure 4.9
Outliers 6 (discard 4 cases)

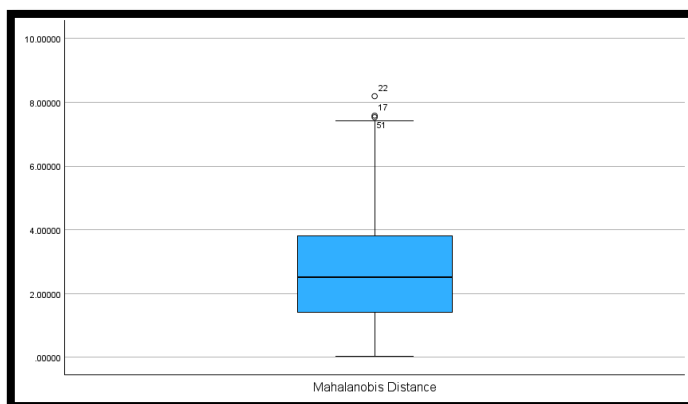


Figure 4.10
Outliers 7 (discard 3 cases)

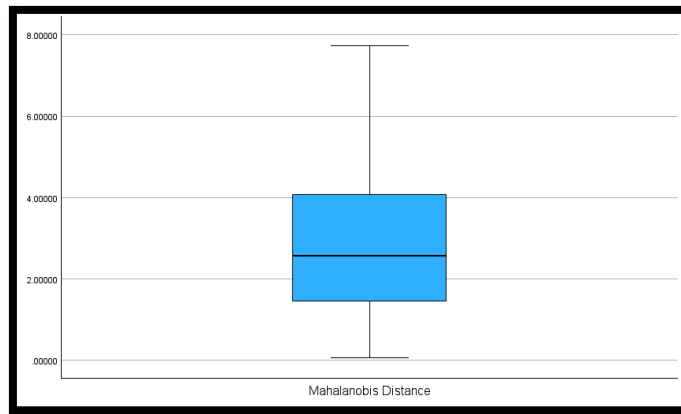


Figure 4.11
Outliers 8 (0 case)

4.6 Correlation Analysis

The study utilised correlation analysis to assess the magnitude of the association between each variable. The table below displays the results of correlation analysis tests, which examine the relationship and strength of link between variables. Based on the finding, it is found there were correlation which was substantial relationship between organizational culture ($r = 0.565^{**}$), performance ($r = 0.389^{**}$) and leadership ($r = 0.437^{**}$) with career development. Then, performance ($r = 0.600^{**}$) have high correlation with organizational culture. While, leadership ($r = 0.735^{**}$) also have substantial relationship with organizational culture and performance ($r = 0.809^{**}$). Based on the findings, the entire variable has positively significant relationship at the 0.01 level. This also interpret that organizational culture, performance, leadership have influence on career development.

Table 4.5
Correlations Analysis

Variables	Career Development	Organizational Culture	Performance	Leadership
Career Development	1			
Organizational Culture	0.565**	1		
Performance	0.389**	0.600**	1	
Leadership	0.437**	0.735**	0.809**	1

**correlation is significant at the 0.01 level (2 tailed)

4.7 Overall Hypotheses Results

According to the finding below, it can be concluded that only H1 was accepted. While H2 and H3 is rejected.

Table 4.6
Overall Hypothesis

	Hypothesis	Result
H1	There is a relationship between Organizational Culture and Employee Career Development	Accepted
H2	There is a relationship between Employee Performance and Employee Career Development	Rejected
H3	There is a relationship between Leadership and Employee Career Development	Rejected

4.8 Summary of the Chapter

To summarise, Chapter 4 presents the results of frequency analysis, descriptive analysis, correlation analysis, and regression analysis. As a result of these findings, the researchers include further discussions, conclusions, and suggestions for the study in Chapter 5.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

The purpose of this chapter is to analyse the findings of the study and offer recommendations for further research. The study sought to examine the influence of Organisational Culture, Employee Performance, and Leadership (as a mediator) on Employee Career Development among Zakat Penang personnel. This chapter analyses the results of hypothesis testing that are in line with the research goals of this study. Analytical techniques, including correlation and regression analysis, were employed to analyse the data gathered from the 93 respondents who are workers of Zakat Penang. The study seeks to examine the consequences and constraints of the research, and offer significant suggestions for future studies. Ultimately, the conclusions were highlighted, based on the study findings and discussions.

5.2 Discussions

5.2.1 The relationship between Organizational Culture and Employee Career Development

The relationship between Organizational Culture and Employee Career Development is significantly positive. As already stated in Chapter 2, company's culture must be researched and thought to have a standard of knowledge, morality, law, and behaviour.

These four variables have exerted an influence on the culture inside the Zakat Penang organisation. Firstly, in regards to knowledge. Zakat Penang management employs many projects and activities to enhance the understanding of its workers. One of the

programmes is the Training programme. The conducted training can enhance the staff's knowledge and advance their professional development. Zakat workers prioritise enhancing their own knowledge through Amil Knowledge Strengthening Training, Customer Service Techniques At the Counter, and Top-Notch Communication Training. These activities can enhance the proficiency of staff members in effectively communicating and executing each other's tasks. The training typically spans a duration of 48 hours, spread across two consecutive days. Every employee at Zakat Penang is required to complete a specific amount of training hours each year. Executives must complete a maximum of 30 hours, while non-executive workers must complete a maximum of 20 hours.

Zakat Penang prioritises meeting the needs and boosting the motivation of its employees, which can positively impact their career progression. This is due to the implementation of incentive programmes by Zakat Penang. One example of a regularly scheduled motivational programme is the Zakat Team Building Training. The implementation of this Team Building Programme has the potential to enhance collaboration among staff members. One of the sights available to view in Zakat Penang is this. Zakat Penang organised counselling sessions for its staff with the aim of enhancing their professional development from an ethical perspective.

The management of Zakat Penang also places a high priority on fostering the professional development of its workers. The training courses at Zakat Penang, including the Excellent and Visionary Leadership course, the Excellent work culture course, the Cross-department Assignment training, the Succession Planning, and the Talent Management programmes, will positively influence all staff members. These

programs will offer advantages to the employees, including improving their expertise and cultivating professionalism and maturity in their job performance.

Additionally, it will enhance work processes or relationships that are not performing well. This particular aspect has the potential to enhance the daily work experience, making it more pleasurable and satisfying. Additionally, it will provide the workforce with a novel and enriching experience. Employees that attend and actively engage in this programme will gain new and stimulating experiences that will ignite their enthusiasm in their profession. It will also provide advantages to the personnel in achieving a leadership position. A common belief held by many individuals is that the ultimate objective of their occupation or organisation is to assume a leadership role. Developing the protocols for attaining a leadership role renders it attainable. Consistent with other research, this study demonstrates that these training programmes contribute to enhancing staff career growth and progression.

The third factor likewise pertains to laws and rules. This aligns with the principles of Zakat Penang, which prioritises the professional development of its employees, such as through the provision of Company Sponsored Study Leave. Zakat Penang has implemented measures to enhance staff productivity by offering study leave opportunities. These opportunities are provided through both company-sponsored and self-sponsored study leave, as outlined in clauses 67 and 68 of the Zakat Penang Staff Service Scheme. The duration of company-sponsored study leave is 2 years, however for self-sponsored study leave, the allotted time off is 30 days. Zakat Penang also offers a strategy that facilitates marketing through many methods. Zakat Penang facilitates professional advancement for its staff by pushing promotion. Clause 4 of the Zakat

Penang Staff Service Scheme explicitly outlines the requirements for promotion to various positions. Specifically, promotion to the assistant executive and executive positions necessitates diploma requirement, while promotion to the Manager position requires qualification of a Bachelor's Degree. Finally, promotion to the General Manager position requires qualification of a Bachelor's Degree or higher.

The final determinant is the conduct exhibited by the staff members themselves. This behaviour plainly demonstrates that an employee's career advancement is dependent on their own commitment to their job. The results from the questionnaire reveals that 33 individuals, or 33% of the Zakat Penang employees, have been employed for a duration of 15 years and above. The fourth aspect, employee behaviour, is determined by the workforce themselves. Employees demonstrate their dedication to the organisation via their unique commitment and loyalty to their work. The outcomes of the answered questionnaire indicate that a majority of employees acknowledge that the knowledge imparted by the organisation has enhanced their professional growth. The workers acquire information through the conducted training.

5.2.2 The relationship between Employee Performance and Employee Career Development

The relationship between Employee Performance and Employee Career Development is not significantly positive. There are relationship between Employee Performance and Employee Career Development but not significant. There is a correlation between the two variables, but it does not have any significant effect or influence. Each year, the staff consistently achieve excellent performance levels as measured by the Bell

Curve. Nevertheless, a pronounced Bell Curve does not influence the performance of the staff or the connection between employee performance and employee career. The correlation between good staff performance and staff career promotion is not significant.

Career development can have a significant impact on employee performance for various reasons. One of these reasons is that when a company effectively implements a career development programme, it can influence employees' view of their purpose and motivation for working diligently. Some experts contend that employees are more inclined to be driven to improve their skills and talents in certain positions when they have a distinct and attainable aim that they perceive as being backed by support. Consequently, this can significantly enhance their total achievement. The influence of career development on employee performance stems from the identification and improvement of employees' deficiencies through career development programmes, ultimately leading to the attainment of desired goals or positions. Consequently, they acknowledge their limitations and learn how to mitigate them under the guidance of their superiors. Additionally, scholars argue that a career development programme within a company can effectively monitor and oversee employees' performance, skills, and capabilities that require improvement in order to attain a desired position. This programme serves as a motivation for underperforming employees to enhance their performance and reach their goals.

Another issue is that there are no opportunities. In the staff service scheme, there is a further education scheme and there is also a promotion guide. Why high performing staff are not promoted. Why are high performing staff not considered or evaluated for

promotion. The reason is because there is no opportunity to go up. This matter is closely related to policy and leadership. Although some staff are high performers, for promotion in Zakat Penang, there are other categories and tests that need to be carried out. In some cases, even though there is a study scheme, it is not implemented. On the other hand, promotion is only written in the company's policy, but in reality it is not implemented because the leadership feels it is not important to implement it.

5.2.3 The Relationship between Leadership between and Employee Career Development

The relationship between Leadership and Employee Career Development also not significant. To clarify, let understand the following explanation. There is an issue with the performance evaluation method for the workers at Zakat Penang. The Division Manager assesses the performance of a subordinate in a straightforward and sequential manner. This is due to the fact that the majority of Division Managers are inexperienced in their role as managers and also hold the job for the first time. They are predominantly deficient in information and experience. During the promotion reshuffle in 2020, a group of 21 executives were elevated to the position of Division Managers. Among that total, there are 18 individuals that are classified as First Time Managers. Among the four designated General Managers, two individuals lack the requisite knowledge necessary for effectively leading the department. The two departments consist of the Marketing Department and the Human Resources Department. This variable is not significant for this reason. Several employees hold the belief that appointing General Managers and Divisional Managers who lack both

experience and knowledge in their respective fields does not contribute positively to their professional advancement.

The absence of a robust association between leadership and employee career advancement can be further clarified as follows. This study demonstrates that there was no substantial relationship between leadership and employee career growth. The text elucidates that the process of transforming subordinates may be accomplished by focusing on subordinates' capacity to enhance their motivation and elevate the demands of their subordinates. Furthermore, it is clarified that the needs of employees, particularly regarding their professional advancement, are closely connected to the leadership approach utilised by their superiors.

This is because an effective leader will actively engage subordinates intellectually and demonstrate attentiveness towards the unique characteristics and disparities among them. This aligns with the notion that leaders have the ability to enhance the value and respect of a subordinate who demonstrates superior performance compared to others. The arguments presented in these explanations emphasise that leadership does not have any impact on the professional growth of its personnel. An organisational leader's primary duty is to guide their subordinates in attaining the goals of the organisation by clearly communicating the mission, vision, strategy, and objectives. Transformational leadership experts argue that this kind of leadership is proactive and highly effective in motivating subordinates to achieve exceptional performance, surpassing other forms of leadership. Transformational leaders have greater capabilities and sensitivity towards their environment. As a result, they are able to create and communicate strategic goals that effectively grab the attention and interest of their subordinates.

Based on this argument, it may be deduced that the leadership style negatively affects the career advancement of employees. The subordinate staff's career progression is hindered by the Divisional Managers and General Managers' lack of effective leadership style and quality at Zakat Penang. This is one of the factors contributing to the lack of a significant correlation between leadership and employee career progression.

5.3 Implication of Study

The implication can be categorised into three distinct groups: employee, organization, and the research community.

5.3.1 Employee

From the employee's standpoint, the research will have an impact on their level of understanding and their entitlements as employees. When employees have a clear understanding of the chances for advancing their careers, they are more inclined to have a sense of commitment towards their work and are inspired to remain with the organisation. By implementing effective human resources strategies and proactively addressing challenges such as employee turnover, a zakat organisation can cultivate a favourable and inclusive workplace culture, connect employees' talents and incentives with the institution's objectives, and enhance overall organisational performance. By implementing a comprehensive human resource (HR) strategy, zakat organization may effectively draw in and retain top-tier personnel, establish a stable and committed staff, and position themselves for sustained success in the long run.

Improving employees' understanding of the essential steps for advancing in their careers cultivates a strong dedication to their profession and strengthens their drive to stay loyal to the company. Organisational commitment refers to the degree to which an employee is emotionally invested in, actively involved with, and personally identifies with the organisation. Employees that demonstrate a strong feeling of dedication to the organisation are more likely to stay employed by the institution and show high levels of drive to attain optimal performance. Organisational support refers to employees' view of the institution's recognition and aid towards them. When employees perceive a feeling of support, they are more likely to experience job satisfaction and be motivated to stay in their current roles.

The success of a retention programme in a zakat organisation relies on the synergistic interaction of these three criteria. Having a well-defined career trajectory can enhance job contentment and decrease staff attrition rates by offering clear guidance and a sense of purpose. Enhancing organisational commitment and support can effectively enhance job satisfaction and decrease turnover rates by cultivating a strong sense of affiliation and loyalty towards the organisation. Hence, for a retention programme in a zakat organisation to achieve success, it is crucial to take into account the intricate relationship between career progression, dedication to the organisation, and assistance provided by the organisation. Implementing career development activities that foster a suitable work environment, well-defined career paths, and a strong focus on employee support and organisational loyalty can boost employee satisfaction and reduce turnover rates.

5.3.2 Organization

Organisations may improve employee retention, increase employee satisfaction and engagement, enhance productivity and performance, and gain a competitive edge in the market by providing career development opportunities to their employees. Employee development should be given high priority by organisations as it is crucial for the advancement and prosperity of any organisation. Allocating resources towards employee career development can yield numerous advantages that can significantly enhance the organisation.

Primarily, offering possibilities for advancement and education demonstrates to employees that the organisation highly regards their presence and the value they bring. This can boost the morale and motivation of employees, leading them to function at their highest level of productivity. When employees feel supported and valued, they are more likely to stay with the company, leading to a reduction in employee turnover and the associated costs of hiring and training new personnel.

Furthermore, staff development has the potential to augment the proficiency and expertise of the workforce. Organisations can enhance employees' skill sets and keep them informed about current industry trends by offering training and development programmes. This not only enhances employee performance in their present position but also equips them for future duties. Employees that have received thorough training and possess extensive knowledge are able to make a more impactful contribution to the success of the firm, resulting in heightened productivity and a greater competitive edge.

Moreover, the enhancement of staff skills and knowledge helps cultivate a culture of ongoing advancement inside the organisation. Providing employees with learning and growth chances increases their inclination to pursue fresh challenges, assume more duties, and devise inventive problem-solving approaches. This can result in heightened creativity, improved efficiency, and enhanced effectiveness within the organisation.

5.3.3 Research Community.

From the scientific community's standpoint, the results of this study have the capacity to improve the current body of data on the topics being discussed. This research has the potential to make a meaningful contribution in the area of zakat organization's sector, as there is a shortage of literature explicitly addressing this topic. It can also strengthen future research attempts in this field. Furthermore, the study can influence the development of regulations, practices, service implementation, legal frameworks, and behavioural changes. It also facilitates understanding of issues and helps redirect debates on the themes. Moreover, the discoveries of this study can assist upcoming researchers in their quest for the most effective career development programme for employees, thereby addressing a deficiency in existing research.

5.4 Limitation of Study

The study focusses exclusively on Zakat Penang, a singular zakat organisation. The researcher's ability to connect with these organisations was restricted to their personal networks, potentially influencing the study's findings.

5.4.1 Analytical Instrument

The study utilised a self-administered questionnaire, which has inherent subjectivity and bias that affect the generalisability of the study's conclusions. Self-administered questionnaires sometimes suffer from several flaws, including the absence of a chance for respondents to seek clarification on unclear questions, the possibility of someone else completing the form on behalf of the intended responder, and the potential confusion caused by multiple-choice questions.

5.4.2 Determination of Independent Variables

The list of independent factors is not comprehensive, and the mediation is inconclusive due to limitations in the research field. The current study is restricted to the Zakat Penang organisation only. Other organisations may perceive this research as divergent from their own work experience within the organisation and area. The outcomes may differ between organisations based on their operational methods, as well as the effectiveness of their management in controlling and coordinating work across the entire organisation.

5.4.3 Research Sample and Respondents

Limitations to examine include the exclusive inclusion of organisation staff, the size and representativeness of the sample, and similar factors. Due to the research being conducted exclusively within Zakat Penang, the questionnaire and research scope are restricted to the workers of Zakat Penang alone. The data obtained from this research

exclusively pertains to the experiences of Zakat Penang's workers. Consequently, the resulting data and findings can only be recommended for consideration by the Zakat Penang organisation and other state zakat organisations in Malaysia.

5.4.4 Varied Human Career Perception

This study is based on perception and acknowledges the limitations that are inherent in human perception. Affective states are considered as a variable in this study, as it is closely linked to employee career growth. Determining an individual's emotion is challenging due to its ethereal nature. This issue must be taken into consideration when conducting this research. Consequently, it should be noted that other zakat organisations in Malaysia may not necessarily encounter the same problems and solutions as discussed in this study, as each organisation has its own unique structure and challenges. The approaches to addressing employee career development challenges varied.

5.5 Recommendations and Suggestions

The aim of this chapter is to examine the findings of the study and offer recommendations for further research. The study sought to examine the influence of Employee Performance, Organisational Culture, and Leadership (acting as a mediator) on Employee Career Development among Zakat Penang personnel. This chapter explores the various results of hypothesis testing that are in line with the research objectives of this study. A study was conducted using data obtained from 93 respondents who are workers of Zakat Penang. This analysis included correlation and

regression analysis. The objective of this study is to examine the consequences and constraints of the research, and offer significant suggestions for future studies. In the end, the research findings and discussions resulted in the emphasis on the conclusions.

5.5.1 Employees

The recommendation will be based on the finding of the study. It is clear from the findings of the study, employers have shown a positive attitude towards staff career development; among which all employees have the right to career development programs, no favoritism and discrimination, fair and equal opportunities. Now it's up to the staff to show a positive attitude as well. The positive attitudes that need to be shown by the staff are as follows. First, show determination to advance your career by adopting positive attitudes such as improving skills and ability at work. These skills can be achieved by following training and courses held by the employer. In addition, supervisors are willing to cooperate and help staff, support and give encouragement.

Granting employees the chance to evaluate their talents can potentially uncover hidden assets and enhance their comprehension and self-assurance in areas where they thrive. Emphasising the specific attributes that make team members valuable to your firm will boost their self-assurance and reveal previously unexplored professional prospects. If the assessment highlights areas of skill deficiency, HR department can collaborate with the employee to enhance their weaker attributes as necessary for their present or future responsibilities.

Employers highly appreciate individuals who possess strong motivation and determination, with a clear emphasis on taking decisive steps to accomplish desired outcomes, and who are open to taking calculated risks to attain success. In the absence of these individuals, teams may become stagnant and entangled in bureaucratic procedures.

In order to demonstrate the employee proactive and driven nature, it is advisable to maintain a timetable that tracks ongoing tasks. This will allow the employee to mark completed tasks as accomplished, so enabling the employee to maintain momentum and advance to the next objective. Demonstrate your employee efficacy and diligence by succeeding in your work, primarily, and by keeping relevant team members and supervisors informed about the status of the project.

Career development fosters a sense of purpose, motivation, and individual advancement among employees. It allows individuals to acquire supplementary skills, knowledge, and experiences, which can lead to enhanced job satisfaction and self-esteem. Establishing and attaining professional objectives offers guidance, assisting individuals in maintaining their involvement and dedication to their job. Furthermore, career growth improves work stability and prospects for progression, alleviating concerns about becoming stagnant or obsolete in one's job.

Ensuring ongoing investment in the welfare of the employee will foster a favourable work environment and enhance the development of their professional skills. Enabling employees to create their own career development plans is a potent method for organization to demonstrate their commitment to the success of their workforce,

thereby enhancing the organization's reputation among both employees and consumers.

Acquiring unique skills as a worker can set them apart from their peers when seeking future job opportunities. Employees may possess previous professional expertise that can be effectively utilised in different career paths, such as a former artist who can leverage their artistic skills to create logos for firms. Promoting self-esteem in individuals and encouraging them to utilise their distinct talents in various ways will result in a more self-assured workforce, fostering a culture of innovative thought inside the workplace.

Networking is a crucial element in enhancing one's professional trajectory. Internally, networking opportunities can be created through the planning of events, seminars, or mentorship programs that encourage staff engagement. These contacts can lead to partnerships across different functions, gaining expertise from experienced colleagues, and discovering internal career opportunities. Employees gain external benefits by attending business conferences, joining professional associations, and engaging with colleagues on social media.

5.5.2 Organization

From the organization's standpoint, Zakat Penang should enhance the following measures to foster employee development. First and foremost, demonstrate a genuine concern for the professional aspirations of your employees. Human resources personnel should possess a deep understanding of the significance of maintaining regular and effective communication with employees. It is important to have regular

one-on-one meetings with team members in order to be aware of their professional goals and expectations. Providing this type of managerial support can enhance the sense of value among employees, resulting in increased productivity and loyalty. Assist your staff in delineating a prospective trajectory for their career inside the organisation, enabling them to more effectively envision their future at the company. Determine precise milestones for accomplishment and the necessary resources that employees are likely to require along their progress. Effective, unambiguous, and coherent communication from the supervisor regarding the procedures for career progression can enhance employee engagement.

Furthermore, advocate for the enhancement of employee training and development. Employee career advancement is facilitated via job training and continued education. It is advisable to motivate team members to actively engage in appropriate business courses and workshops that will enhance their professional progression. Currently, virtual learning chances are essential for numerous organisations, and fortunately, there are numerous cost-effective solutions accessible. Despite current financial constraints, it is important to consider that investing in employee career development can yield a significant return on investment (ROI) for your organisation.

Additionally, establish a succession planning initiative. Implementing succession planning can serve as evidence to high-potential employees that are committed not only to investing in their professional growth but also to envisioning them as future leaders within the organisation. Develop a comprehensive succession plan for each critical role inside the organisation. It can act as a catalyst for inspiring individuals to obtain the requisite skills and knowledge needed for advancing in their careers.

The study's findings suggest that the organisation should enhance its professional development system, as some personnel remain unsatisfied with their career advancement prospects. Transparency can be attained by ensuring that all employees receive unambiguous and thorough information regarding promotional opportunities within the company.

Leadership should establish explicit and unambiguous policies for career development plans and promotions to higher positions, ensuring that every employee perceives equitable treatment and has access to possibilities for professional growth. Moreover, the employee will be incentivized to enhance their work performance. The leadership should ensure equitable opportunities for all employees with the potential for career growth within the organisation. Additionally, they should recognise and reward high-performing employees through means such as awards and promotions to higher positions. These measures will help foster strong work motivation and ultimately lead to high levels of productivity. and enhance employee productivity. Candidates aspiring for future promotion to the positions of Division Manager and General Manager should possess a minimum of 5 to 10 years of experience in the respective department. For the role of General Manager of Collection, candidates must possess expertise in marketing and collection, as well as hold a Master's degree in either Marketing or Business Management. Applicants for the Division Manager post must possess a minimum of 5 years of experience in the corresponding division.

5.5.3 Future Research

In order to enhance the strength of the model and get better understanding of employee career development, it is advisable to incorporate additional variables.

This study was undertaken to investigate the professional advancement of employees in a zakat organisation. Three variables were chosen for analysis: organisational culture, employee performance, and leadership. However, the results revealed that only organisational culture had a significant impact; R²'s contribution amounted to only 32.3%. Hence, it is recommended to choose alternative variables such as human resource management activities, organizational commitment, work motivation, and job satisfaction into future studies.

Future research should consider doing longitudinal studies with bigger sample sizes. An alternative approach to conducting the study involves expanding the sample size by including all zakat organisations in Malaysia, regardless of whether they are government-controlled or managed by organizations. The study on Zakat Penang with only 93 respondents is insufficient to get better results. So the study can be done in zakat organizations throughout Malaysia (14 states); with an estimate of a larger number of staff, for example 1,000 respondent. This approach enables researchers to track patterns of change over time and expand the scope of the study beyond the central aspects, leading to more precise conclusions.

5.6 Conclusion

Ultimately, this study has effectively accomplished all the goals specified in Chapter 1. The main objective is to examine the correlation between organisational culture and employee career advancement inside the Malaysian Islamic Zakat Institution. An evident association has been identified between the organisational culture and employee career progression among the employees of Zakat Penang. The second objective is to examine the relationship between employee performance and employee career progression inside the Malaysian Islamic Institution. An inverse relationship has been identified between the performance of employees and their career advancement within the workforce of Zakat Penang. The third objective is to examine if leadership acts as a mediator in the correlation between organisational culture, employee performance, and employee career development among employees in the Malaysian Islamic Zakat Institution. Studies have shown that leadership has minimal influence on the professional progression of Zakat Penang employees.

This study also enumerated many limitations encountered throughout the study's implementation. The study has yielded recommendations for employees and organisations to enhance career development and achieve greater improvement. The study also offered recommendations for future researchers to obtain more comprehensive data and evidence.

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APPENDICES
Questionnaire



THESIS QUESTIONNAIRE

Greetings,

I would like to request your time to answer the attached questionnaire, which will be used for thesis entitled:

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE,
EMPLOYEE PERFORMANCE, LEADERSHIP, AND EMPLOYEE CAREER
DEVELOPMENT IN ISLAMIC MALAYSIAN INSTITUTION”**

The study aims to investigate the impact of human resources management practices that comprising of organization culture, employee performance and leadership on employee career development in Islamic zakat organization.

This questionnaire is divided into 2 sections, A (Demographic) and B (4 parts; Human Resource and Employee Career Development, Independent and Dependent Variables), and may take only 15 minutes from you to answer. The questionnaire is completely anonymous, and your response will only be used for the academic research purposes only. If you have any enquiries or concerns about the questionnaire or about participating in this study, you may get in touch with me at my mobile number at 012-4169006 or at my personal email at. If you wish to request for the research findings, you can contact the me through same email number.

Thank you for your attention and cooperation.
Sincerely

Prepared by:
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SECTION A: DEMOGRAPHIC

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you could kindly fill the required information.

Please read the following statements and **TICK (/)** in the appropriate box.

1. Gender

Male		Female	
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2. Marital Status

Single		Married	
Divorced			

3. Age

Less than 20 years		20 - Less than 30 years	
30 - Less than 40 years		40 - Less than 50 years	
50 Years and above			

4. Educational Level

SPM		Diploma	
Degree		Master	
PhD			

5. Job Title

Middle Management		Executive	
Non-Executive			

6. Department

Administrative		Collection Operation	
Distribution Operation		Finance and Account	

7. Years of Experience at the Current Company

Less than 5 years		5- Less than 10 years	
10- Less than 15 years		15 years and above	

SECTION B (1): EMPLOYEE CAREER DEVELOPMENT

Please answer each question by inserting **TICK (/)** based on your perception about the implementation of each on at your company, where 1 indicates strongly disagree and 5 strongly agree.

No.	Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	All staff at our organization are entitled to career development programmes	1	2	3	4	5
2.	With career development, the employees are able to improve their skills	1	2	3	4	5
3.	Our organization offers all the employees career advancement opportunities	1	2	3	4	5
4.	Our organization provides partially paid scholarship to employees who want to further their studies	1	2	3	4	5
5.	Our organization provide fully funded scholarship opportunities to its staff	1	2	3	4	5
6.	Scholarship package comes with training allowances	1	2	3	4	5
7.	Our organization gives equal opportunities for career development	1	2	3	4	5
8.	There is no discrimination in career development opportunities	1	2	3	4	5

SECTION B (2): ORGANIZATIONAL CULTURE

Please answer each question by inserting **TICK (/)** based on your perception about the implementation of each on at your company, where 1 indicates strongly disagree and 5 strongly agree.

No.	Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	The company emphasizes solidarity at work	1	2	3	4	5
2.	Leaders always support their subordinates	1	2	3	4	5
3.	Each work unit leader motivate their member	1	2	3	4	5
4.	Teamwork culture is emphasized to accomplish the given task	1	2	3	4	5
5.	We get a lot of support from top management if we want to try new ways of doing things.	1	2	3	4	5
6.	In our organization, we tolerate individuals who do things in a different way.	1	2	3	4	5
7.	We are willing to try new ways of doing things and seek unusual, novel solutions.	1	2	3	4	5
8.	Top management encourage people to think and behave in original and novel ways.	1	2	3	4	5
9	Our organization's R&D or product development resources are not adequate to handle the development need of new products and services.	1	2	3	4	5

10	Key executives of the organization are willing to take risks to seize and explore “chancy” growth opportunities.	1	2	3	4	5
11	When we see new ways of doing things, we are last at adopting them.	1	2	3	4	5

SECTION B (3): EMPLOYEE PERFORMANCE

Please answer each question by inserting **TICK (/)** based on your perception about the implementation of each on at your company, where 1 indicates strongly disagree and 5 strongly agree.

No.	Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	Employees complete their work within the stipulated timeframe	1	2	3	4	5
2.	Operation cost at our organization is low	1	2	3	4	5
3.	Employees make best possible use of institutional resources	1	2	3	4	5
4.	Employees at our organization always meet work deadlines	1	2	3	4	5
5.	Employees work towards meeting the set objectives	1	2	3	4	5
6.	Employees at our organization carry out error free task	1	2	3	4	5
7.	Employees respond to customers on time when asked to do so	1	2	3	4	5
8.	Staff at our organization are kind when attending to customers	1	2	3	4	5
9	Employees use amicable procedures to resolve conflict	1	2	3	4	5

10	Employees at our organization set realistic deadlines	1	2	3	4	5
11	Our organization gives employees a clear sense of what they should be aiming for.	1	2	3	4	5
12	Breaking our organization top level objectives into smaller concrete targets enables employees to meet work deadlines	1	2	3	4	5

SECTION B (4): LEADERSHIP

Please answer each question by inserting **TICK (/)** based on your perception about the implementation of each on at your company, where 1 indicates strongly disagree and 5 strongly agree.

No.	Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	My supervisor paid attention to my level of competence	1	2	3	4	5
2.	My supervisor was respectful of my views and ideas	1	2	3	4	5
3.	My supervisor was knowledgeable about the organizational system in which they worked	1	2	3	4	5
4.	Feedback on my performance from my supervisor felt like criticism	1	2	3	4	5
5.	My supervisor gave me practical support	1	2	3	4	5

6.	My supervisor gave me regular feedback on my performance	1	2	3	4	5
7.	I felt able to discuss my concerns with my supervisor openly.	1	2	3	4	5
8.	My supervisor had a collaborative approach in supervision	1	2	3	4	5
9	I respected my supervisor as a professional	1	2	3	4	5
10	My supervisor treated me with respect.	1	2	3	4	5
11	My organization gives salary increments to staff upon successful completion of the career development program.	1	2	3	4	5
12	The support given by my organization on career development to staff has had a positive influence on the staff's performance.	1	2	3	4	5
13	The staff of my organization who successfully undertake career development programs are given additional responsibilities.					
14	My organization prioritizes internal appointments and promotions for the staff that have successfully completed further studies					

15	My organization pays participation fees and upkeep for the staff attending conferences seminars, workshops and other career development programs					
16	The organization top management encourages staff to undertake career development programs					



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