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**THE EFFECTS OF SPIRITUAL LEADERSHIP ON
ORGANIZATIONAL TRUST: A STUDY AMONGST
UNIVERSITY'S ADMINISTRATORS**

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MASTER OF ISLAMIC BUSINESS STUDIES

UNIVERSITI UTARA MALAYSIA

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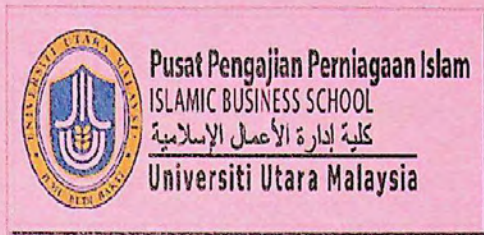
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By

MOHAMAD FADZIL SAMIRAN



**Thesis Submitted to
Islamic Business School, College of Business
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In Fulfillment of the Requirement for the
Master of Islamic Business Studies**



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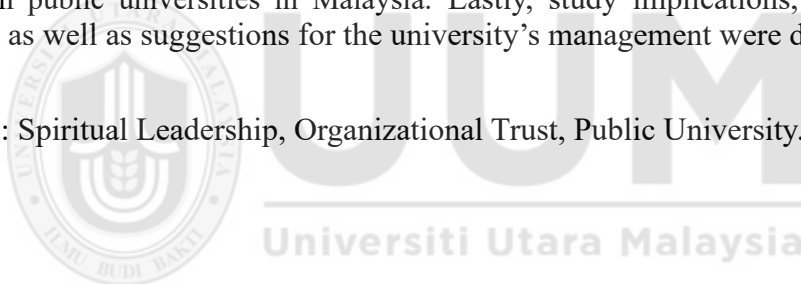


Kedah Darul Aman

ABSTRACT

The purpose of this study is to examine the effect of spiritual leadership on organizational trust among administrative and support staff at Universiti Utara Malaysia. A stratified random sampling technique was used in data collection, with a sample size of 306 appropriate to a total of 1470 population. The retrieved data was analyzed using the statistical package of social science SPSS, and thus, factor analysis and multiple regression analysis were executed to examine the significant effect between the study variables. Also, this study used both descriptive and inferential statistics to analyze data. This study revealed that, from factor analysis results, spiritual leadership is represented by altruistic love and hope while organizational trust is encompassed with three dimensions namely leader reliance, leader behavior, and harmony. Altruistic love refers to the character of a leader who always takes care of his employees' rights and benefits as well as courteous in communication. As for hope, this dimension is defined as employees' confidence that their leader has a clear vision for achieving the corporate aspiration. The multiple regression results found that altruistic love only significantly affected a leader's reliance while hope significantly influenced all three dimensions of organizational trust which are leader's reliance, leader's behavior, and harmony. This study contributes to the literature on how spiritual leadership influences organizational trust particularly in Universiti Utara Malaysia and generally in public universities in Malaysia. Lastly, study implications, limitations, conclusion as well as suggestions for the university's management were discussed.

Keywords: Spiritual Leadership, Organizational Trust, Public University.



ABSTRAK

Kajian ini bertujuan untuk mengkaji kesan kepimpinan spiritual ke atas kepercayaan organisasi dikalangan kakitangan pentadbiran dan sokongan di Universiti Utara Malaysia. Teknik persampelan berstrata rawak telah digunakan dalam pengumpulan data, dengan saiz sampel sebanyak 306 yang mana bersesuaian dengan jumlah populasi 1470. Data yang diperolehi telah dianalisa menggunakan *Statistical Package of Social Science (SPSS)*, dan oleh itu, perlaksanaan faktor analisis dan analisis regresi berperingkat digunakan dalam menguji kesan signifikan antara pembolehubah-pembolehubah dalam kajian ini. Kajian ini juga telah menggunakan statistik deskriptif dan inferensi dalam menganalisis data. Kajian ini telah menemukan, daripada keputusan faktor analisis, kepimpinan spiritual diwakili oleh *altruistic love* dan harapan manakala kepercayaan organisasi mengandungi tiga dimensi iaitu kebergantungan terhadap ketua, gelagat ketua dan harmoni. *Altruistic love* adalah merujuk kepada karektor seorang ketua yang sentiasa mengambil berat terhadap hak dan kebajikan para pekerja dan juga sentiasa berbudi bahasa dalam berkomunikasi. Manakala untuk pengharapan, dimensi ini didefinisikan sebagai keyakinan diri pekerja terhadap ketua mereka mempunyai visi yang jelas dalam mencapai aspirasi korporat. Keputusan dari regresi berperingkat mendapati bahawa *altruistic love* hanya mempengaruhi kebergantungan terhadap ketua manakala pengharapan memberi kesan yang signifikan kepada kesemua tiga dimensi-dimensi kepercayaan organisasi iaitu kebergantungan terhadap ketua, gelagat ketua dan harmoni. Kajian ini menyumbang kepada bagaimana kepimpinan spiritual mempengaruhi kepercayaan organisasi khususnya di Universiti Utara Malaysia dan universiti-universiti awam di Malaysia umumnya. Akhirnya, implikasi kajian, limitasi, kesimpulan dan cadangan kepada pengurusan universiti adalah dibincangkan.

Kata kunci: Kepimpinan spiritual; kepercayaan organisasi; universiti awam

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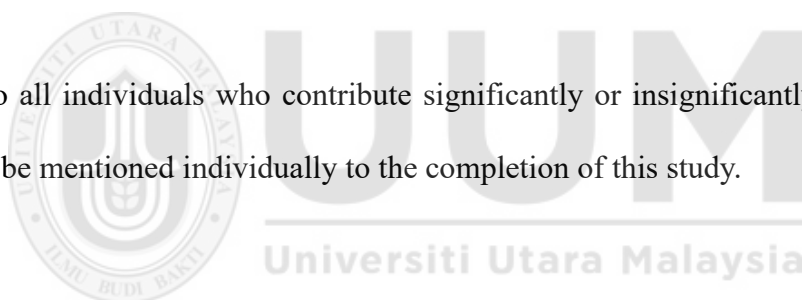


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CHAPTER ONE

1.0 Introduction

This topic will endure and elaborate the gist of the background study, problem statements, research objective, and research questions to suit the significance of the research. At the end of Chapter 1, the researcher will also elaborate on the scope and organization of the study.

1.1 Background of Study

Trust within an organization can manifest in various ways. It can develop among colleagues, as well as in the feeling's employees harbor towards the company and its leadership. Additionally, trust can span across different departments and even between distinct organizations.

There is an increasing acknowledgment that in today's fast-paced environment marked by swiftly evolving technologies, a globalized business landscape, and rapid organizational growth through strategic partnerships cultivating and sustaining strong collaborations has become a vital skill. In all these scenarios, the trusting qualities inherent in relationships among parties are crucial for effective cooperation.

The concept of "trust" in social science generally retains its everyday meaning, primarily referring to the level of a person's willingness to trust the good deeds of others and have faith in their words and actions. (Cook and Wall, 1980). Dirks (1988) observes that most definitions of trust are grounded in an individual's expectations about another

person's future behavior, shaped by that person's current and past statements both explicit and implicit about how they will act. Implicit claims, in particular, often arise from an individual's cooperative behavior, which indicates a crucial role in influencing how we perceive others.

Trust in leadership is essential for managers and other leaders. A workplace built on trust enhances employee engagement, well-being, and psychological safety are key factors that significantly influence employee turnover. If you're focused on improving retention, cultivating trust within your team is an excellent starting point. However, establishing that trust as a leader can be a slow and demanding process.

The encouraging aspect is that leaders can intentionally foster trust among employees, positioning themselves as reliable and respected figures within the organization. In this discussion, we will explore the vital role trust-building plays in effective leadership and its influence on creating a positive workplace culture. Furthermore, we will outline practical strategies for strengthening trust within teams. Before diving in, let's define what trust in leadership entails and highlight its critical importance in achieving organizational goals and success.

Trust is essential for building strong relationships, deepening human connections, and providing a stable foundation for meaning and growth. In the workplace, cultivating trust involves fostering a collective belief in dedicated, empathetic, and capable leaders. (Islam, Fukuoka and Idris, 2021). Employees who trust their leaders are more likely to trust that decisions will focus on promoting overall well-being. Moreover, employees highly value transparency from their leaders, especially during challenging times. This

mutual trust fosters increased collaboration, loyalty, and overall confidence in the organization (Le and Tran, 2020).

Effective leadership necessitates a diverse array of skills and competencies. Trust is the adhesive that unites them all. The epidemic initiated a new epoch of perpetual transformation. Change frequently undermines trust. Effective leadership in this new normal necessitates a combination of diverse leadership skills and approaches. The most trusted leaders must now motivate, exemplify, and promote excellence, creativity, collaboration, and adaptability.

The development, acquisition, and maintenance of trust relies on several key factors, applicable to both trust in individual leaders and trust in organizations. The consensus among sources highlights that critical elements include expertise, integrity, transparency, effective communication, fairness, and consistency. These factors can be evaluated both individually and within context, but it is the consistent and balanced combination of all these elements that truly fosters trust (Terzi and Gocen, 2020).

Building organizational trust is not particularly difficult. Leaders simply need to treat people fairly and clearly explain the rationale behind any changes. Effective communication is key in any organization; it should be authentic, consistent, and ideally two-way. A trustworthy leader motivates, educates, and empowers others through their communication (Hunsaker, 2020). Furthermore, messages should be engaging and customized to ensure that all recipients fully grasp the expectations.

Transparency can be a highly effective way to address mistrust, especially during times of change or uncertainty. Leaders in high-trust organizations clearly explain the reasons

behind business decisions and directives (Anser, Shafique, Usman, Akhtar, and Ali, 2020). In addition, involving more people in the decision-making process is essential. Change often feels uncomfortable when there is a lack of understanding or appreciation. By engaging others in decisions and change efforts, leaders can strengthen trust within the team. This approach not only shares decision-making power but also ensures that a wider range of perspectives is considered.

Linking employees to the larger vision is a crucial opportunity for cultivating a feeling of purpose and direction in employment. By highlighting how individual contributions align with overarching goals, leaders empower their teams to understand the ‘why’ behind their tasks. When employees feel included in this narrative, it enhances their trust, engagement, and commitment.

To create an environment of effective communication, it’s important to prioritize two-way conversations. Trustworthy leaders actively listen and invite feedback, demonstrating that they value their team’s insights. Yet, it’s essential to go beyond words; leaders should exemplify the behaviors they wish to see in their employees (Jihye and Jia, 2020). By showing unwavering support, leaders can reinforce the message that the organization stands behind its team members.

While demonstrating competence is crucial for building trust, qualities like empathy and understanding can have an even greater impact. Leaders can further cultivate trust by embodying fairness, follow-through, and compassion. When business leaders commit to these values through equitable and impartial practices, they cultivate an

environment where everyone feels valued, respected, and connected, ultimately promoting a stronger and more united workplace.

Many leaders unknowingly display hypocrisy by adopting a "do as I say, not as I do" attitude. A key driver of this self-deception is the ego. We tend to be most egotistical when we are least aware of our own arrogance. One might easily become perplexed by the imagery and manifestations of leadership. Leaders frequently perceive leadership as an act of doing and possessing. At that level, they can readily become hypocritical leaders. Authentic leadership involves both existence and evolution. Spiritual leadership emanates from within. When leaders remain authentic and diligently forge their leadership path, they cannot be considered hypocrites, regardless of others' perceptions. The language spoken by leaders is the least significant factor influencing an organization's effectiveness. This does not imply that leaders' words are inconsequential; but, contrary to appearances, individuals generally focus more intently on leaders' actions.

Leaders must recognize the importance of employee trust. Moreover, with various strategies now available for building trust in the workplace, it's time to put them into practice. Spiritual leadership is grounded in principles such as integrity, virtue, collaboration, knowledge, integration, and connectivity (Aydin and Ceylan, 2009). Organizations that are deeply rooted in spirituality foster innovation and creative thinking among employees, as spirituality plays a vital role in driving creativity and innovation. (Jihye and Jia, 2020). In the process of creating a shared vision, spiritual leadership focuses on prioritizing collective goals over personal ambitions, aligning followers' aspirations with the organization's broader future, while also maintaining

their trust and confidence by nurturing their hope and faith. This study aims to examine the impact of spiritual leadership on organizational trust.

1.2 Problem Statement

A lack of trust in the workplace can spread like contagion, leading to a toxic organizational culture. It often starts with leadership and trickles down to the team, creating a cycle of negative reactions that undermine engagement and productivity. Leaders who provide structure and show genuine concern for each employee tend to earn more trust than those who do not. Employees who view their leaders as fair, consistent in their procedures, and those who are included in decision-making are more likely to place their trust in them. At organizational level, trust is often tied to roles, status, or systems, with an emphasis on evaluating an individual's integrity (Tucker, Yeow, & Viki, 2013). Trust is a fundamental expectation for employees, as it embodies the belief that their employer will support them, inspiring them to perform at their highest potential within the organization. A leadership style that undermines this trust can damage the connection between employer and employees (Robinson, 1996; Robinson & Rousseau, 1994).

In an organization characterized by robust spiritual leadership, the leader's impact is crucial for engaging people in the pursuit of objectives. Spiritual leadership is fundamentally an individual trait that influences organizational members to attain collective objectives. Effective leaders motivate and guide the organization and its members to actively pursue the set goals. The leader's influence in steering the organization toward its goals will build confidence among members, encouraging them

to rely on and follow the given guidance. As defined, trust is the readiness to depend on an authority embedded in favorable anticipations regarding the actions and intentions of that authority. The robust trust of members in companies is influenced by the leader's capacity to motivate them to execute their jobs efficiently.

As maintained by Conway (1999) and Johnson (2001), task performance refers to a defined set of behaviors focused on accomplishing work tasks, which directly impact how a supervisor assesses an employee's overall contribution to the organization. Research shows a positive link between spiritual leadership and individual task performance and as mentioned by Guillen et. al (2015), spiritual leadership is considered an effective strategy for boosting employees' intrinsic motivation by addressing the psychological needs of both leaders and followers, while also fulfilling essential spiritual needs, such as values and management practices that motivate individuals to engage in meaningful and purposeful work. (Fry, 2003). Deci and Ryan, 2000 and Ryan and Deci, 2000 indicated that intrinsic motivation is fueled by personal interest and fundamental psychological needs, which are expressed as independence, skill mastery, and connection in the workplace. Moreover, as maintained by Deci and Ryan (2000), intrinsic motivation is more likely to thrive in environments that are marked by warmth and compassion. The purpose of spiritual leadership is to intrinsically motivate individuals by embodying spiritual values and showing selfless compassion in the workplace, with the ultimate objective of boosting productivity (Fry, 2003; Fry et al., 2005; Fry and Cohen, 2009). According to Grant (2008); Cerasoli and Ford (2014) and Menges et al. (2017), many studies have demonstrated that intrinsic motivation is related with enhanced performance and learning.

Followers of leaders who practice spiritual leadership tend to perform better, driven by a shared and clear vision. Spiritual leadership inspires followers by presenting a compelling long-term vision and an alternate future. Locke et. al (1981) said that clearly defined and challenging goals are more likely to enhance individual task performance. As mentioned by Locke et al. (1981) and Corgnet et al. (2015), clear and challenging goals result in better performance compared to having no specific objectives. Through a vision grounded in spirituality, spiritual leadership instills faith and hope, guiding followers in the vision-creation process. A confident role model encourages followers to demonstrate perseverance and strive for excellence when tackling difficult tasks (Yang et al., 2017).

Spiritual leaders assist followers in nurturing their body, mind, heart, and soul. By crafting a compelling vision and mission, they can foster collaboration, trust, mutual support, and commitment. They gain the acceptance of followers by showing a deep understanding of the group's dynamics and proving their expertise in areas such as credibility, guidance, trust, and inspiration.

In the realm of leadership, it denotes a crucial idea that impacts employees' characteristics, behaviors, emotions, and cognition. Kroll (2016) asserts that organizational success is contingent upon its leader, with leadership being a critical factor in influencing organizational performance (Overall, 2015). Consequently, an ethical leader is required not only on moral grounds but also on spiritual ones, grounded in religion and belief.

The global public sector confronts a common challenge: integrity, and currently, public sector reform is not particularly effective (Fourie & Poggenpoel, 2017). This assertion aligns with the perspective of Blum, Manning, and Srivastava (2012) that most countries possess sound underpinnings for effective governance but falter in implementation. In Malaysia, the integrity of public personnel is consistently a significant topic of concern. Hamilye Sham Harun (2018) noted that problems such as bribery, misuse of power, and misappropriation of public funds are consistently emphasized, adversely impacting the overall perception of the public sector. In his address, Mohd Sidek (2006) stated that bribery is the sole subject that has garnered extensive discussion. Consequently, all government organizations, including public universities, require competent officials to facilitate an effective governance structure. Zulkefli (2007) asserted that public universities require not just esteemed academicians but also proficient administrative officers capable of adeptly navigating the myriad hurdles encountered in their pursuit of becoming world-class institutions.

The circumstances at Universiti Utara Malaysia (UUM) are no different. Presently, numerous staff members, particularly in administrative roles, frequently submit their resignations prior to reaching retirement age. Topics like employee well-being, work ambiguity, and job autonomy become frequent discussions. Employees have ambiguity in executing their responsibilities due to the frequent alterations in decisions by upper management, which often overrides numerous policies and prior regulations during the decision-making process. Furthermore, the researcher has observed that bias occurs at UUM. The senior management has appointed their associates to elevated positions, providing them ample possibilities for fraudulent activities in financial claims and altering prior judgments that do not benefit them. Personnel have started to lose

confidence in the university's senior administration. This present study seeks to examine the impact of spiritual leadership on organizational trust among administrative personnel at UUM.

1.3 Research Objective

Generally, this study will focus on the components of organizational trust identified by Tzafrir and Dolan (2004), namely harmony, reliability, and concern. Additionally, the study will explore the aspects of spiritual leadership composed by Fry (2003), including vision, altruistic love, and hope/faith. Consequently, the specific objective of this study is to examine the influence of spiritual leadership represents by dimensions namely vision, altruistic love, and hope/faith on organizational trust that represents by dimensions namely harmony, reliability, and concern.

1.4 Research Question

Consistent with the research objective outlined above, this study tends to answer does spiritual leadership has a significant effect on organizational trust.

1.5 Significance of Study

This study highlights the importance of practicing spiritual leadership to enhance employees' task performance, knowledge-sharing behaviors, and innovative actions. It is recommended that UUM's administration prioritize spiritual leadership in their recruitment process, selecting candidates who embody traits and values aligned with its

principles. Additionally, the organization should implement a thorough evaluation process to identify applicants with a strong sense of spiritual commitment.

Secondly, UUM management should introduce leadership training programs focused on strategies for fostering individual spirituality. The administration should also nurture an organizational culture rooted in altruistic compassion and a clear, widely shared vision developed through collaborative communication. This vision should emphasize that hope and faith can inherently inspire both leaders and followers to persevere and achieve ambitious goals. Additionally, UUM leadership should regularly assess employees' understanding of the vision and their sense of being genuinely valued by the leadership.

Additionally, UUM management should enhance the understanding of the impact and significance of spiritual leadership by regularly evaluating leaders' behaviors, providing feedback assessments, and continuously addressing the needs for spiritual leaders in the development of competency models, qualification management systems, and leadership evaluations. This approach will support the growth of leaders into spiritual role models, aligned with the organization's goals.

1.6 Scope of Study

This study has set an objective to explore the impact of spiritual leadership, which includes three key dimensions namely, vision, altruistic love, and hope/faith on organizational trust, represented by the dimensions of harmony, reliability, and concern. The study will focus on administrative staff at UUM, ranging from grade 11

to grade 36, specifically N11, N14, N19, N22, N29, N32, and N36, across various departments.

1.7 Organization of The Study

This research is organized into five chapters. Chapter one presents an introduction to the study, detailing the problem statement, research questions, research objectives, significance, and scope of the study. Chapter two offers a thorough literature review, providing an extensive analysis of spiritual leadership and organizational trust. In this chapter, the researcher also examines the connection between spiritual leadership and organizational trust, referencing prior research findings. The chapter concludes with the development of the research hypotheses.

Chapter three describes the research methodology, outlining the types of data collected, the research instruments used, the sampling procedures, and the measurement techniques applied in the study. Chapter four presents the research findings and the corresponding data analysis. Finally, chapter five provides a discussion of the data analysis and its implications.

1.8 Summary

This chapter highlighted the importance of organizational trust. The researcher stressed the need to explore how spiritual leadership influences organizational trust. Effectively managing trust within an organization is essential for reducing internal conflicts and boosting employee satisfaction, ultimately fostering a harmonious work environment.

This chapter provided an overview of organizational trust and spiritual leadership, including the problem statement, research questions, research objectives, significance, and scope of the study. It concluded with an outline of the structure of the research report.

This chapter introduced the concept of organizational trust, outlined the problem statement related to spiritual leadership, and presented the research questions, objectives, significance, and scope of the study. The chapter concluded with an overview of the structure of the research report.

In the subsequent chapter, the researcher will examine literature reviews about underexplored factors. This chapter will examine prior research on grievance and conflict resolution styles, along with the elements that affect managers' choices in selecting suitable approaches for managing grievances. The hypotheses of the investigation are formulated at the conclusion of the second chapter.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter will provide a review of pertinent research on organizational trust and delineate the relationships among the understudied variables. The study examines the variables of corporate trust and spiritual leadership. All concepts, dimensions, and definitions will be presented. Consequently, all potential correlations among the study variables will be elucidated. This chapter will also address the conceptual foundation.

2.1 Organizational Trust

Organizational trust is the positive belief that individuals have regarding the intentions and actions of various members within the organization, shaped by roles, relationships, experiences, and interdependencies (Lay, Basana, and Panjaitan, 2020). It is a general assessment of an organization's dependability, as well as the level of support and trust employees feel toward their employer. Current research suggests that employees' perceptions of the organization's core trust are crucial for sustaining trust-building practices.

High-trust cultures decrease the likelihood of harmful conflicts, unnecessary bureaucratic control, and administrative costs, as well as the expensive overhead required to sustain outdated operations (Abun, Julian, Galat, and Lazaro, 2022). Organizational trust is linked to systemic factors, including the fairness of performance

evaluation systems and job stability, which can better explain variations in trust toward management than work-related or relational factors like task autonomy and supervisory support. A higher level of trust motivates individuals to prioritize team and organizational goals over personal interests.

Organizational trust reflects employees' confidence in their direct supervisors, as well as the trust among employees, management, work units, and team members. Organizational trust also pertains to interpersonal trust among workgroups or teams. This indicates that a network of trust influences participation in corporate decision-making, crisis management, conflict resolution, and the mitigation of disputes.

The core components of organizational trust include confidence in leadership and colleagues. Employees should place trust in both the company's leadership and their colleagues. Moreover, they should align with the organization's mission and uphold its values. Management must ensure workplace equity, diversity, and inclusion, creating an environment where fairness and respect are central to building trust. It is also crucial for management to promote ethical and fair practices, ensuring that employees can rely on transparent, honest, and just processes within the organization. Organizational trust is vital because it creates a positive work environment, encourages open communication, and supports collaboration. A lack of trust can lead to lower morale, reduced productivity, and higher turnover rates. To build organizational trust, leaders should focus on establishing a solid foundation of empathy, rationality, and authenticity; ensure alignment between the organization's actions and its stated goals and values; encourage a culture of transparency and open communication; and promote diversity, inclusion, and equality by implementing fair and ethical practices. By focusing on these

areas, organizations can cultivate a high-trust environment that enhances employee engagement, productivity, and overall success.

2.2 Dimensions of Organizational Trust

Joo, Yoon, and Galbraith (2022) explored the effect of organizational trust on group conflict using a sample of 633 respondents from automobile companies in South Korea, testing the univariate measure of organizational trust proposed by Huff and Kelly (2003). Similarly, Schoorman, Mayer, and Davis developed seven components of trust while examining the integrative model of organizational trust, which supports a unidimensional perspective.

Conversely, research conducted by Gilbert and Tang (1998) indicated that group cohesiveness and communication are key precursors of organizational trust. Tzafrir and Dolan (2004) designed a scale to measure organizational trust and identified three major antecedents: harmony, concern, and reliability. Reliability involves consistent and systematic practices and behaviors and is strengthened when promises and commitments are fulfilled. Concerning this matter, it transcends mere opportunism to encompass altruistic behavior, which illustrates another dimension of trust. Ultimately, a constructive amalgamation of emotions, interests, perspectives, objectives, and values inside the employment relationship framework fosters harmony. Mayer, Davis, and Schoorman (1995) proposed three critical characteristics of organizational trust in their study on an integrated model: capacity, benevolence, and integrity. Ability encompasses the collection of abilities, talents, and traits that enable an individual or entity to exercise influence within a specific domain. Benevolence refers to the extent to which

a trustee is seen as genuinely concerned for the well-being of the trustor, free from self-interested motives. Integrity encompasses the employee's perception of a set of standards deemed acceptable by the superior. Zalabak, Ellis, and Winograd (2000) identified five significant antecedents of organizational trust in their study involving 10 to 14 focus groups of employees from the United States and Italy including openness and honesty, concern for employees, reliability, competence, and identification.

This study utilized an instrument created by Tzafrir and Dolan in 2004, which has been validated by Mach, Dolan, and Tzafrir (2010) and Ben-Gal, Tzafrir, and Dolan (2015). The instrument encompasses three dimensions of organizational trust: harmony, concern, and reliability.

2.3 Prior Research on Organizational Trust

Historically, most studies have investigated organizational trust as a predictor. Lay, Basana, and Panjaitan (2020) discovered that organizational trust significantly influences employee performance, whereas Abun, Julian, Galat, and Lazaro (2022) asserted that organizational trust also notably impacts employees' counterproductive behavior in addition to performance.

Perry and Mankin (2007) discovered that organizational confidence in the chief executive correlates with employees' job satisfaction in their study on the impact of trust in enforcement agencies. The authors evaluated five elements of trust: the manager's orientation towards employees, honesty, competence, fairness, and forthrightness. Schoorman, Mayer, and Davis (2007) assert that corporate culture,

characterized by perceptions of integrity, benevolence in management, and power asymmetry, renders organizational trust distinctive.

Organizational trust is essential for fostering group cohesiveness. According to Joo, Yoon, and Galbraith (2022), leadership and trust may influence group conflict. Mismanagement by leaders will engender employee skepticism in management decisions, so compromising psychological safety. This finding aligns with the assertion made by Schoorman, Mayer, and Davis (2007) that cooperation within a group develops when members trust that management will attend to employees' wellbeing. Moreover, in addition to trust, employees must also possess confidence in the management (Schoorman, Mayer, and Davis, 2007). Confidence pertains to the management's continuous conduct in upholding the rights and welfare of employees.

In addition to examining organizational trust as an independent variable, some research also evaluates it as a dependent variable. Singh and Srivastava (2016) conducted a study with 303 managers from various levels of management in manufacturing companies across metropolitan cities in India, finding that perceived organizational support (POS), procedural justice, and communication have a significant effect on organizational trust. In addition, Ali, Ibrahim, and Diab (2021) discovered that altruistic love, a key component of spiritual leadership, is strongly associated with organizational trust. This study was conducted among nurses.

As previously mentioned, many researchers argue that to build trust within an organization, leaders must prioritize the well-being of employees and protect their rights. Zalabak, Ellis, and Winograd (2000) identified honesty as a key foundation for

organizational trust. Based on this, this study will explore the influence of spiritual leadership on organizational trust.

2.4 Spiritual Leadership

Earlier research on leadership predominantly concentrated on transformational and transactional leadership approaches. Recently, numerous instances of wrongdoing and mismanagement by management staff have emerged, necessitating an examination of the spiritual perspective in leadership. According to Fry (2003), previously, leadership theories have traditionally concentrated on the physical, mental, or emotional aspects of human interaction within organizations, often overlooking the spiritual dimensions. Spiritual leadership, on the other hand, is grounded in a spirit-centered, value-driven approach, defined by the values, attitudes, and behaviors that are key to intrinsically motivating oneself and others. This approach fosters a sense of spiritual well-being through a deep sense of calling and belonging. (Fry, 2003). A spiritual leader is an individual who genuinely encourages and inspires employees to cultivate vision, value, and a feeling of duty through spiritual direction, hence enhancing overall employee well-being.

Spiritual leadership represents a transformative approach to leadership studies. Rooted in "spirituality," it is seen as a fundamental force that gives deep meaning to our human experience. It acts as a universal energy that propels us to rise to new heights and build meaningful connections with others. The aim of spiritual leadership is to construct a shared vision and align values within employees or an organization, acting as the force that unites individuals in purpose and harmony. Spiritual leadership is key in promoting

proactive behavior in the workplace, highlighting the critical role of leadership in nurturing such behaviors. As a result, managers are encouraged to adopt a spiritual leadership style that inspires their teams to become more engaged, committed, and productive, leading to greater proactive behavior in the workplace.

Spiritual leadership is an inwardly cultivated characteristic. The leader's character, values, and personality are shown. A leader who embodies spiritual leadership places greater emphasis on fostering harmonious and meaningful relationships with subordinates. According to Terzi, Gocen, and Kaya (2020), leaders exhibiting spiritual leadership emphasize compassion, ethics, and human values in fostering meaningful relationships. Terzi, Gocen, and Kaya (2020) concur with Fry (2003) that a leader should articulate their vision while delegating responsibilities to subordinates, thereby clarifying the expected outcomes to mitigate uncertainty and enhance subordinates' sense of belonging. Examining spiritual leadership will enhance comprehension of the organization's culture.

Spiritual leaders consistently employ emotional intelligence in their leadership (Nurlasera, 2019). Emotional intelligence is the capacity to recognize, regulate, and effectively utilize one's emotions to reduce stress, communicate clearly, empathize with others, solve problems, and resolve conflicts. Consequently, leaders exhibiting spiritual leadership will demonstrate honesty in their work, accountability in their decisions, fairness in their treatment of employees, and adherence to their commitments. According to the findings of Alimudin, Septiani, Sasono, and Wulandari (2017), leaders who engage in spiritual leadership will augment employee loyalty.

2.5 Dimensions of Spiritual Leadership

Several studies, including those by Terzi, Gocen, and Kaya (2020); Ali, Ibrahim, and Diab (2021); Esfahani and Sedaghat (2015); and Alimudin, Septiani, Sasono, and Wulandari (2017), have applied the spiritual leadership dimensions developed by Fry in 2003. In his foundational paper "Toward a Theory of Spiritual Leadership," Louis W. Fry identifies three key attributes of spiritual leadership namely vision, altruistic love, and hope. These characteristics are seen as crucial for addressing followers' need for spiritual survival, which in turn can influence organizational success. Fry (2003) argued that a leader's vision provides clarity on the direction employees should follow for organizational sustainability, creating a meaningful existence that makes an impact. Altruistic love, on the other hand, reflects a leader's dedication to employee well-being, respect for their rights, and acknowledgment of their accomplishments. The third dimension, hope or faith, refers to how leaders communicate their vision, inspiring followers to have confidence in and be dedicated to the organization's goals.

Fry and Vitucci (2005) delineated the attributes for each degree of spiritual leadership. Leaders should articulate a compelling vision to stakeholders, delineating the organization's trajectory, defining its ultimate goals, embodying lofty ideals in objective-setting, fostering optimism among internal and external stakeholders regarding the organization's success, and establishing benchmarks of excellence. Leaders should demonstrate trust, loyalty, forgiveness, integrity, honesty, courage, humility, kindness, compassion, patience, and resilience through selfless love. Ultimately, leaders must demonstrate their perseverance, take necessary actions, set

ambitious goals, and anticipate rewards from personnel in relation to accomplishing targets and excellence.

2.6 Prior Research on the Impact of Spiritual Leadership on Organizational Trust

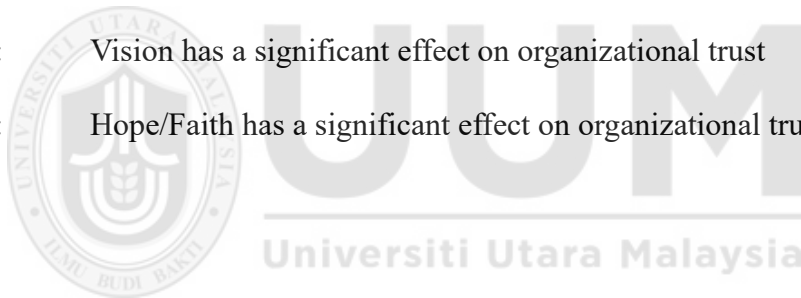
Many studies have investigated the influence of spiritual leadership on organizational trust. However, there is a significant gap in research that explores the relationship between these factors within Malaysia's education sector. One study by Esfahani and Sedaghat (2015), involving 120 public employees at the Social Security Administration of Saveh Township, found that spiritual leadership characterized by love, altruism, faith, and hope has a significant correlation with vertical trust. This study employed the Pearson Correlation test. Similarly, a study by Ali, Ibrahim, and Diab (2021) used the same methodology with nurses at Menoufia University Hospital. Their findings revealed that, when evaluating the traits of spiritual leadership, nurse managers prioritize vision, followed by hope and altruistic love. Regarding trust, the study revealed that nurses are more likely to place their trust in their colleagues than in the organization. Additionally, Ali, Ibrahim, and Diab (2021) found that, according to the Pearson Correlation test, only altruistic love demonstrated a significant association with organizational trust.

A more extensive study was conducted by Terzi, Gocen, and Kaya (2020), involving 359 educators in Sanliurfa City, including preschool, classroom, and subject-specific teachers. The study resulted that while all dimensions of spiritual leadership showed a significant correlation with organizational trust in the correlation tests, only altruistic love and hope had a meaningful

impact on organizational trust in the regression analysis. The difference in results between the correlation and regression analyses was attributed to a compounding effect. In another study, Kurt, Yamin, Sinkovics, and Sinkovics (2022) explored the influence of spirituality in leadership and found that leaders who exhibit spirituality, rather than materialism, are more effective in motivating their subordinates to perform their tasks. The study suggested that spirituality should be integrated into the goals of executives to help maintain employees' trust in the organization's direction.

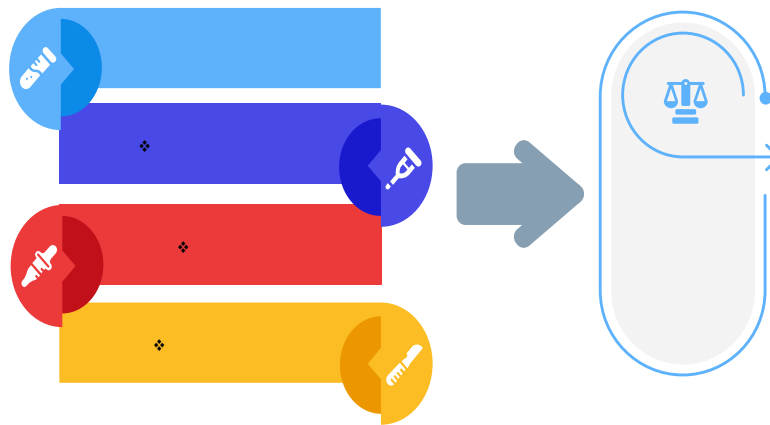
Hence, this present study tends to achieve the following hypotheses:

- H1 : Spiritual leadership has a significant effect on organizational trust
- H1a : Altruistic love has a significant effect on organizational trust
- H1b : Vision has a significant effect on organizational trust
- H1c : Hope/Faith has a significant effect on organizational trust.



2.7 Conceptual Framework

The chosen variable and its dimensions in the study are considered to be a key factor in affecting organizational trust.



2.8 Conclusion

This chapter presented and examined overarching topics related to the literature review. It also included pertinent definitions and elucidations of terms for the comprehensive research of factors, spiritual leadership, and organizational trust, respectively. An empirical investigation of each predictive variable in relation to the criterion variable was thoroughly addressed, resulting in the formulation of corresponding hypotheses. Furthermore, provisions and debates were established concerning the influence of variable understudied.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter will detail the key elements and conditions that address the research questions introduced in Chapter One, while also deepening participants' understanding of the study's topic. Each study follows a defined methodological framework, which involves systematic investigation, data collection, and analysis. The methodology section will provide a clear and organized structure to guide the research process.

3.2 Research Design

This research tends to test the impact of variables understudied, among staff graded 11 to 36 at Universiti Utara Malaysia. The study employs a quantitative methodology, utilizing a questionnaire-based approach to collect data from participants. A cross-sectional research design was employed for this study.

3.3 Unit of Analysis

The unit of analysis for this study is the individual, encompassing support staff from grades 11 to 36 at Universiti Utara Malaysia.

3.4 Cross-sectional

Department/schools/college/institute/ student accommodation center	Population
National Golf Academy	7
AHSGS	14
GSGSG	13
CEDI	12
IPDM	6
IPQ	19
IPIZ	4
IMBRE	5
JPP	205
Treasurer	49
Chancellery	52
Academic Affair	40
Student Affair	182
Security Department	104
Registrar	101
BSD	36
MDUUM	7
OYAGSB	9
Library	80
Alumni Centre	6
Foundation Centre	7
CIAC	16
ICC	4
Islamic Centre	15
CUIC	10
Health Centre	44
Co-Curriculum Centre	10
PACE	2
UTLC	10
CeTMA	4
RIMC	21
Sport Centre	24
UNIFILM	15
CAS	77

COB	65
COLGIS	39
UUMIT	109
UUMKL	13
UUMPRESS	34
Total	1470

Table 3.1: Total Population

Source: Human Resource Dept, Registrar Office, UUM

The present study employs a cross-sectional design, involving data collecting at a singular point in time as suggested by Sekaran & Bougie (2010). The formal letter will be submitted to the university Registrar to obtain authorization for data collection from responses across all departments and institutes. Upon the Registrar's approval for data collection, the distribution of questionnaires will commence, followed by the collection of completed questionnaires, after which it will be organized for analysis.

3.5 Sample and Population

3.5.1 Population of Study

This study involved 1,470 support staff members ranging from grade 11 to grade 36 across various departments, schools, colleges, student accommodation centers, and institutes. The overall population by departments, schools, colleges, and institutes is as follows:

3.5.2 Sampling Size

The sample size for the current investigation was indicated using the approach established by Krejcie and Morgan (1970). Consequently, referring to the

sample size estimation process established by Krejcie and Morgan (1970), a sample size of 306 is necessary for this study.

This study characterized parametric analysis with probability sampling approach as a method wherein each member of the population possesses a known, nonzero likelihood of being selected. Every individual in the population have an identical likelihood of selection (Sekaran, 1992). A total of samples is obtained using a proportional stratified sampling method.

Table 3.2 presents the computation of sample selection.

Department/school/college/institute/ student accommodation center	Population	Percentage	Sample
National Golf Academy	7	0.48	1
AHSGS	14	0.95	3
GSGSG	13	0.88	3
CEDI	12	0.82	2
IPDM	6	0.41	1
IPQ	19	1.29	4
IPIZ	4	0.27	1
IMBRE	5	0.34	1
JPP	205	13.95	43
Treasurer	49	3.33	10
Chancellery	52	3.54	11
Academic Affair	40	2.72	8
Student Affair	182	12.38	38
Security Department	104	7.07	22
Registrar	101	6.87	21
BSD	36	2.45	7
MDUUM	7	0.48	1
OYAGSB	9	0.61	2
Library	80	5.44	17
Alumni Centre	6	0.41	1
Foundation Centre	7	0.48	1
CIAC	16	1.09	3
ICC	4	0.27	1

Islamic Centre	15	1.02	3
CUIC	10	0.68	2
Health Centre	44	2.99	9
Co-Curriculum Centre	10	0.68	2
PACE	2	0.14	0
UTLC	10	0.68	2
CeTMA	4	0.27	1
RIMC	21	1.43	4
Sport Centre	24	1.63	5
UNIFILM	15	1.02	3
CAS	77	5.24	16
COB	65	4.42	14
COLGIS	39	2.65	8
UUMIT	109	7.41	23
UUMKL	13	0.88	3
UUMPRESS	34	2.31	7
Total	1470	100	306

Table 3.2: Sampling frame

3.6 Data Collection Method

Questionnaires are disseminated according to the sampling frame table to all departments, schools, institutes, and student accommodation centers. Respondents will have thirty minutes to complete the questionnaire and submit it to the researcher upon finishing their answers. This approach is referred to as a self-administered questionnaire. A self-administered questionnaire is an effective method for data collection, as it allows researchers to review participant information promptly and at the respondents' convenience, without hindering their work productivity. This study asserted that the questionnaire encompassed a substantial participant sample and provided clear information for conducting the current investigation.

3.7 Instrumentation

The data for this research was mainly gathered through a questionnaire distributed to respondents to collect relevant information. The questionnaire, developed by the researcher, is based on previous studies.

The questionnaire comprised three primary sections: A, B, and C, presented in bilingual English and Malay. The initial component comprises the respondents' profile, including gender, age, marital status, educational attainment, and duration of employment at UUM. Section two had 16 items assessing organizational trust, taken from Tzafrir and Dolan (2004). In the C section, the researcher incorporated a measuring for spiritual leadership of 17 items taken from Fry, Vitucci, and Cedillo (2005).

3.8 Questionnaire Design

The questionnaire was constructed using closed-ended questions. All questions derived from prior studies, which are deemed valid, were corrected. Area A pertains to the respondents' profile, encompassing individual information that will be solicited in this area; this information is intended solely for statistical purposes. Sections B and C are the most critical components pertinent to this investigation, elucidating the independent and dependent variables. Sections B and C of the questionnaire employed a five-point scale for responses. A 5-point Likert scale was employed, ranging from "strongly agree" (1) to "strongly disagree" (5), as established by Tzafir and Dolan (2004) and Fry, Vitucci, and Cedillo (2005). This scale was used to calculate the responses of variables understudied.

3.9 Description of Questionnaire

3.9.1 Organizational Trust

Sixteen items were altered from Tzafrir and Dolan (2004) to evaluate the construct of organizational trust. This measurement encompasses three dimensions: harmony, reliability, and concern. Moreover, after the initial formulation and validation of this scale, this study conducted several sample investigations to further substantiate the scale's validity. Examples of items in this scale include, “The needs and desires of managers/employees are highly significant to employees/managers.” I can rely on my colleagues and management for assistance during job-related challenges, and they would not intentionally engage in actions detrimental to the organization.

3.9.2 Spiritual Leadership

Seventeen items were altered by Fry, Vitucci, and Cedillo (2005) to evaluate the construct of organizational trust. This test has three dimensions: vision (questions 1-5), hope or faith (questions 6-10), and altruistic love (questions 11-17). Following the initial development and validation of this scale, several pilot studies were conducted to further substantiate the scale's validity. Examples of items on this scale include: “I comprehend and am dedicated to my organization’s vision,” “I possess confidence in my organization and am

prepared to do whatever is necessary to ensure it achieves its mission,” and “My organization genuinely values its personnel.”

3.10 Data Analysis Technique

The data received from respondents via the questionnaire will be organized and analyzed using Statistical Package for the Social Sciences (SPSS) software. This study aims to investigate the impact of spiritual leadership on organizational trust, employing several approaches, with data analysis presented in chapter four. Furthermore, the present study will conduct a reliability test to assess the accuracy of participants' responses to the questionnaire and to evaluate the interrelatedness of the items included, to determine the reliability of the assessment (Hayes, 1998). Cronbach's alpha computes the average intercorrelations among the items utilized in this investigation. Nunnally (1978) asserted that Cronbach's alpha cutoff point of 0.7 is an acceptable threshold. Additionally, descriptive analysis was performed to provide information on the means, standard deviations, and frequencies of the main variables. Moreover, the correlation studies provide insights into the link between dependent and independent variables. Given that the correlation analysis provides inadequate insights into the relationship, multiple regression will be performed as the last analysis to determine the impact of spiritual leadership on organizational trust.

A hypothesis test was conducted utilizing regression analysis, with a p-value of < 0.05 being significant (Cavana, Delahaye, and Sekaran, 2000). Multiple regression is a suitable statistical test employed to ascertain the relationship between independent and dependent variables, as well as to conduct moderating analyses. Wahid (2011) describes

how a dependent variable can be predicted by two or more independent variables, shedding light on the nature of their relationship. The results from multiple regression revealed both the direction and significance of the connection between the variables. Additionally, regression analysis highlighted the influence of the independent variables on the dependent variable.

3.11 Conclusion

Chapter Three focused on the methodology used in this study. A comprehensive analysis of the data will be presented in the following chapter.



CHAPTER 4

ANALYSIS AND FINDINGS

4.1 Introduction

This chapter primarily presents the empirical results of the study, starting with an overview of the demographic analysis. Frequencies and percentages were used to examine the respondents' demographic profiles, including gender, educational background, marital status, position, and length of service at the institution. The second section covers the preliminary analysis, which involved identifying and addressing missing values, as well as assessing data reliability, filtering, and outliers. The final section presents the study's key findings. The data was analyzed using the Statistical Package for the Social Sciences (SPSS).

4.2 Process of Data Collection and Survey Responses

As mentioned in Chapter Three, a proportionate stratified sampling method was employed to select and distribute 306 questionnaires to the administrative and support personnel at Universiti Utara Malaysia. According to the data produced by Krejcie and Morgan (1970), a research population of around 1470 necessitates a sample size of 306, which represents the entire population under investigation.

Subsequent to personal distribution, the researcher conducted follow-up visits to these institutions to engage with respondents and collect the questionnaires. It also conducted a series of phone calls and engaged the services of a research assistant to facilitate the

efficient retrieval of surveys. The data-gathering period spanned approximately four months, from early September 2023 to November 15, 2023.

A total of 306 questionnaires were duly completed and collected, therefore utilized for the analysis in this research. The collected 306 questionnaires are deemed extremely appropriate for the current study, as Hair et al. (1995) indicate that a response rate exceeding 80% is highly desirable. Table 4.1 below presents the total number of returned questionnaires, and the data was entered into SPSS for subsequent analysis.

Table 4.1 Total Number of Distributed and Returned Questionnaires

Description	Number
Total Study Population	1470
Total sampling required	306
Total Number of Distributed Questionnaires	306
Total Number of Returned Questionnaires	306
Percentage of Returned Questionnaires	100%

4.2.1 Pilot Study

In a pilot study, the researcher performed a reliability test that examined the value of Cronbach Alpha. A value of Cronbach Alpha ≥ 0.7 is considered reliable. The pilot study involved 20 samples.

Sekaran and Bougie (2010) define measurement reliability as the degree to which a measuring device is devoid of error, stable, and consistently consistent across various objects on a scale. Cronbach's alpha coefficient is the most prevalent measure of inter-item reliability utilized for the reliability assessment in this research. Verifying the accuracy and consistency of instruments is essential (Hair, Money, Samuel & Page, 2007); despite construct measures

being derived from prior studies and literature, testing and validation remain necessary (Hair et al., 2007), as demonstrated in this research. Hair et al. (2007) noted that academics typically regard a Cronbach alpha value of 0.70 as the minimum standard, which served as the baseline for this investigation.

Additionally, the Cronbach's Alpha values for each variable in the current study are as follows: Organizational Trust was assessed using all 16 questions, yielding a Cronbach's α of 0.920. The 17 components of Spiritual Leadership yielded Cronbach's α of 0.756.

Table 4.2 Reliability Test

Variable	No. of Items	Cronbach Alpha Value
Organizational Trust	16	0.920
Spiritual Leadership	17	0.756

4.3 Profile Analysis

This section elucidates the frequency distribution and percentage of respondents based on their demographic characteristics. The demographic factors considered in this study include the respondent's gender, educational qualifications, and years of service. In comparison, the frequencies and percentages of respondents for these characteristics are presented in Table 4.3 below.

Table 4.3***Participant's Demographic profile: Frequency Distribution***

	Profile	Frequency	Percentage (%)
Gender	Male	172	56.2
	Female	134	43.8
Educational Qualification	Master's degree	34	11.1
	Degree	80	26.2
	Diploma	42	13.7
	STPM	53	17.3
	SPM	97	31.7
Years in Institution	Less than 5 years	13	4.3
	5 to 10 years	78	25.5
	11 to 15 years	61	19.9
	16 to 20 years	81	26.5
	21 to 25 years	12	3.9
	26 to 30 years	41	13.4
	30 years above	20	6.5

4.3.1 Gender

The sample includes both male and female participants. The percentage of males who completed the surveys is 56.2%, whereas females constitute 43.8%.

4.3.2 Educational Qualification

The majority of respondents who completed the surveys are SPM holders, comprising 31.7% of the total, followed by degree holders at 26.2%, and STPM leavers at 17.3%.

4.3.3 Period in Institution

The descriptive statistics indicate that respondents with less than 5 years of service constitute 4.3%, those with 5 to 10 years account for 25.5%, and respondents with 11 to 15 years represent 19.9%. Moreover, individuals with 16 to 20 years of service constitute 26.5%, while those with 21 to 25 years represent the smallest group at 3.9%.

4.4 Data Screening.

Data screening and cleaning are essential for conducting any multivariate analysis, as the quality and significance of the analysis largely depend on the initial data screening and cleaning (Pallant, 2011; Shehu & Mahmood, 2014). Consequently, missing data and outliers were addressed and managed appropriately through normality and linearity testing. Tabachnick and Fidell (2007) emphasized that a fundamental idea of regression analysis is the expectation that each variable and all linear combinations of the variables are normally distributed. Consequently, it can be performed using either graphical or statistical techniques, with skewness and kurtosis serving as the fundamental mechanisms for assessing statistical normality. The graphical method typically assesses normalcy through histogram residual plots.

Moreover, linearity is essential in regression analysis because a fundamental principle of the technique is that the connection between independent and dependent variables is linear. Thus, correlation solely reflects the linear association between variables. Furthermore, the presence of significant non-linearity may be disregarded in the study, consequently underestimating the true strength of the link (Tabachnick & Fidell, 2007).

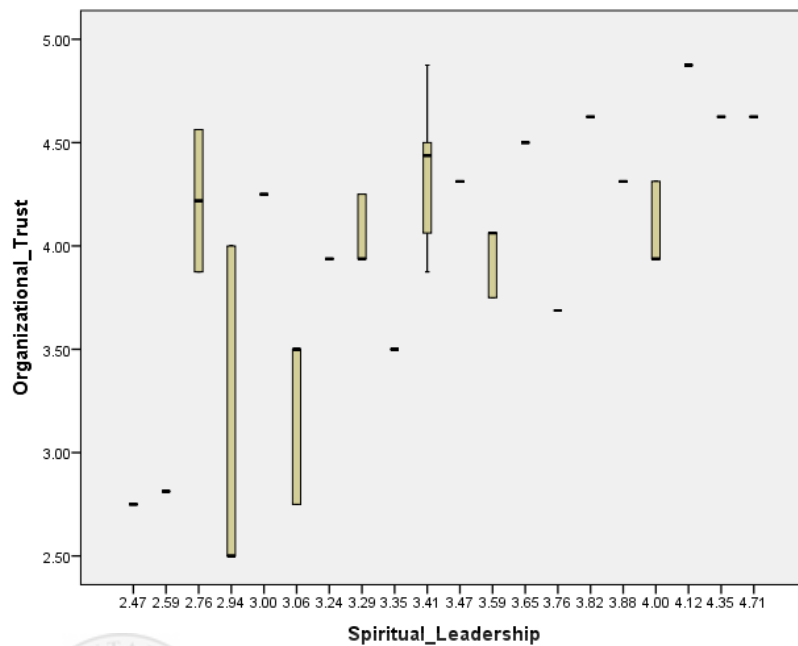
Consequently, the linearity test for this study was conducted using scatter plots, while statistical methods were employed to assess skewness and kurtosis for the normalcy test. The study indicates that the scatter plots exhibit normality, with skewness and kurtosis values residing between -1.96 and +1.96. This indicates that the normalcy assumption was upheld (Afifi & Clark, 1998).

4.4.1 Univariate Outliers

Byrne (2016) defines outliers as cases with scores that markedly deviate from the other scores in a specific dataset. Consequently, instances exhibiting atypical values or extremes in either individual or combined variables are classified as outliers (Meyers, Gamst & Guarino, 2006). The outliers constituting extreme values that do not conform to the predominant data set in this research were detected and eliminated using the Univariate Outlier test.

The Univariate Outlier test resulted in no outlier detected.

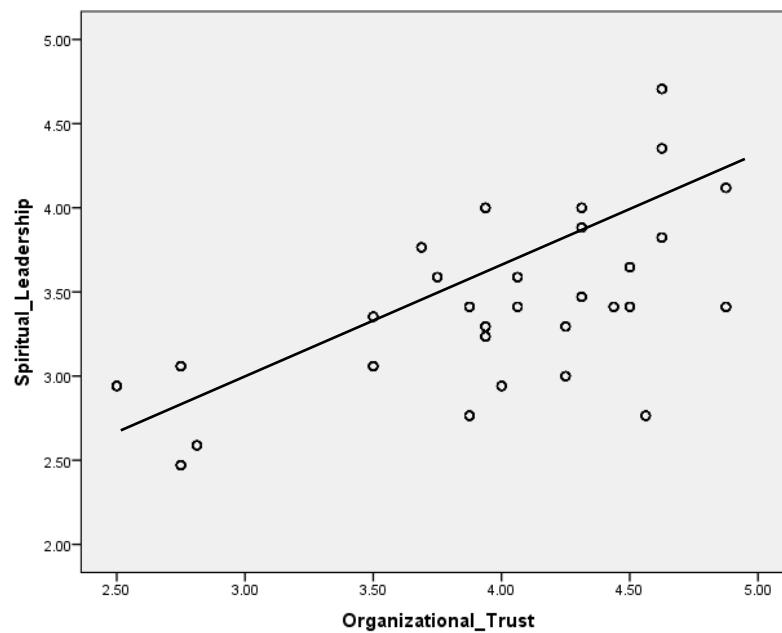
Figure 4.1 Univariate Box Plot



4.4.2 Linearity

The researcher utilized scatter plot diagrams to investigate the linear relationship between the independent and dependent variables (Kleinbaum, Kupper, Nizam & Rosenberg, 2013). The scatter dots illustrate the correlation between variables, which should align in a straight line, as demonstrated in Figure 4.2 below. The diagram illustrates that the scatter plot is linear and represents values for two variables: the independent variable and the dependent variable for a dataset. While the general point may not be flawless, it illustrates the relationship between the independent variable and the dependent variable. Each graph contains one independent variable and one dependent variable, while the final graph illustrates the relationship between the dependent variable and the mediating variable, accordingly.

Figure 4.2 Scatter Plot Graph



4.4.3 Normality Test

Normality indicates that the scores of each variable are distributed in a normal manner (Hair et al., 2010). To assess the normalcy of data in this study, the researcher evaluated the skewness and kurtosis values of the variables based on data distribution, following the latest recommendations of Hair et al. (2012) and Hair et al. (2014). Moreover, Hair et al. (2010) asserted that both Skewness and Kurtosis had empirical metrics in various statistical software. Consequently, the results shown in Table 4.3 indicate that the metric variables of Skewness and Kurtosis reside within the interval of -1.96 and +1.96 (Brown, 1997; Hair Jr, et al., 1998).

Table 4.4 Normality Test: (Skewness and Kurtosis Statistics)

	D				
	k ewness			Kurtosis	
	ta tistic	ta tistic	td . Error	ta tistic	td . Error
rganizational_ rust	306	-.937	.130	.276	.259
p iritual_ eadership	306	.389	.130	.053	.259
Valid (l istwise)	306				

4.5 Factor Analysis

Factor analysis is the predominant technique for assessing construct validity (Sekaran, 2003). Factor analysis aims to encapsulate the structure of a collection of variables and ascertain whether items are measuring the same concept (Coakes, Steed & Ong, 2010). It pertains to a data reduction apparatus utilized to condense the variable framework within a certain dataset. The standard guideline for doing factor analysis stipulates that the sample size must consist of at least 300 cases (Tabachnick & Fidel, 2007). Hair et al. (1998, 2010) and Coakes and Stead (2003) asserted that a minimum of five respondents per variable is required for factor analysis to be valid. Comrey and Lee (1992) asserted that a sample size of 300 is considered good, 200 is deemed fair, 100 is classified as poor, and a sample size of 50 is regarded as very low. Consequently, to identify the discriminant factors and convergent items grouped under a specific factor or dimension, factor analysis was conducted separately for each set of independent and dependent variables in alignment with the instrument under examination.

In doing the factor analysis, the researcher initiated the process by executing the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) test, Bartlett's Test of Sphericity,

and anti-image correlation analysis. This aligns with the recommendation of Hair et al. (1998), which suggests that KMO should be conducted immediately to ensure the suitability of factor analysis. The KMO statistic evaluates the ratio of the observed correlation coefficients to the magnitude of the partial correlation coefficients. Meyers, Gamst, and Guarino (2006) underlined that the KMO measurement of sampling adequacy for each variable should exceed 0.5. Hair et al. (2010) asserted that the measure of sampling adequacy (MSA) must exceed 0.5 for both the overall test and individual variables; hence, items with loadings below 0.5 should be eliminated (Tabachnick & Fidell, 2014).

Bartlett's test for sphericity was also conducted to assess the statistical significance of the correlation matrix regarding certain computed variables. Consequently, Bartlett's test must be conducted at a significance level of less than ($p < 0.05$) (Hair et al., 2010; Field, 2009). Furthermore, the anti-image correlation matrix illustrates the measures of sampling adequacy (MSA) values for all variables, with the researcher observing that all exceed the acceptable threshold of 0.5. The researcher utilized the aforementioned choice criteria as a foundation for conducting factor analysis in this investigation. Table 4.4 below presents the values of the KMO and Bartlett's test for each variable (dependent, independent, and mediating) in this study.

Table 4.5 KMO and Bartlett's Test Value

Variable	KMO Value	Bartlett's Test Value
Organizational Trust	0.787	0.013
Spiritual Leadership	0.662	0.011

The KMO values for Organizational Trust and Spiritual Leadership, as indicated in Table 4.5, are 0.787 and 0.662, respectively. This indicates their adequacy, as all values above 0.5 (Meyers, Gamst & Guarino, 2006). Bartlett's test result for all five variables is 0.000, indicating significance at $p < 0.05$ (Hair et al., 2010). This signifies that Bartlett's test of sphericity is statistically significant, hence affirming the factorability of the correlation matrix, as the p-value for each of the two variables is 0.013 and 0.011 respectively.

4.5.1 Factor Analysis for Organizational Trust

To assess the measures of sampling adequacy (MSA) for all variables, an anti-image analysis was performed, as illustrated in Table 4.5 below, which presents the anti-image correlation for organizational trust. As previously indicated, the measures of sampling adequacy (MSA) for Organizational Trust surpassed the benchmark and acceptable threshold of 0.5, except for item OT_Concern_13, which recorded an MSA value of 0.368. Consequently, this item is excluded from further investigation. The partial least correlation is within an acceptable range, as all values are below 0.7, as indicated in the table.

Furthermore, to ascertain the dimension of Organizational Trust, the researcher examined the variables derived from the Eigenvalues presented in Table 4.6 below. The researcher exclusively considers factors with eigenvalues exceeding 1 and a cumulative eigenvalue percentage surpassing 60%. Consequently, only components 1, 2, and 3 fulfilled this criterion, prompting the researcher to select all three for Organizational Trust.

Table 4.6 Anti-image Correlation Results (Organizational Trust)

		- m g M														
		_ eli able 1	_ Con cern 2	_ Con cern 3	_ Con cern 4	_ Con cern 5	_ eli able 6	_ eli able 7	_ Har mony 8	_ Har mony 9	_ Conc ern 10	_ elia ble 11	_ elia ble 12	_ Harm ony 14	_ Harm ony 15	_ Harm ony 16
nti- image	_ elia ble_1	.851 ^a	-.403	-.198	.112	.242	-.121	-.180	.221	-.166	-.081	.037	.128	-.163	.015	.119
Correl ation	_ Conc ern_2	-.403	.855 ^a	-.157	-.431	.211	-.136	-.080	-.046	.023	.069	.012	.154	-.199	.214	-.022
	_ Conc ern_3	-.198	-.157	.843 ^a	.101	-.111	-.109	-.086	-.373	-.126	.068	.260	-.154	.336	-.016	.000
	_ Conc ern_4	.112	-.431	.101	.916 ^a	-.081	-.144	.001	-.132	-.337	-.072	.102	-.173	.037	-.096	.083
	_ Conc ern_5	.242	.211	-.111	-.081	.844 ^a	-.289	.090	-.060	-.410	-.161	-.041	.127	-.312	.222	-.080
	_ elia ble_6	-.121	-.136	-.109	-.144	-.289	.883 ^a	-.541	.065	.292	.138	.013	-.159	.066	-.232	-.275
	_ elia ble_7	-.180	-.080	-.086	.001	.090	-.541	.892 ^a	-.073	-.091	-.285	-.454	.017	.148	.037	-.001
	_ Harm ony_8	.221	-.046	-.373	-.132	-.060	.065	-.073	.756 ^a	.199	-.334	-.325	.403	-.376	-.072	.110
	_ Harm ony_9	-.166	.023	-.126	-.337	-.410	.292	-.091	.199	.846 ^a	.156	-.457	-.048	-.008	-.009	-.307
	_ Conc ern_10	-.081	.069	.068	-.072	-.161	.138	-.285	-.334	.156	.862 ^a	.144	-.244	.042	.060	-.351
	_ elia ble_11	.037	.012	.260	.102	-.041	.013	-.454	-.325	-.457	.144	.848 ^a	-.287	.168	-.111	.234

— elia ble_12	.128	.154	-.154	-.173	.127	-.159	.017	.403	-.048	-.244	-.287	.819 ^a	-.404	-.103	.152
— Harm ony_14	-.163	-.199	.336	.037	-.312	.066	.148	-.376	-.008	.042	.168	-.404	.638 ^a	-.432	.069
— Harm ony_15	.015	.214	-.016	-.096	.222	-.232	.037	-.072	-.009	.060	-.111	-.103	-.432	.864 ^a	-.227
— Harm ony_16	.119	-.022	.000	.083	-.080	-.275	-.001	.110	-.307	-.351	.234	.152	.069	-.227	.848 ^a

a. Measures of sampling adequacy(M)



Table 4.7 Eigenvalues (Organizational Trust)

Total Variance Explained

Component	Initial Eigenvalues			Extraction sums of squared loadings			Rotation sums of squared loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.713	51.417	51.417	7.713	51.417	51.417	3.974	26.492	26.492
2	1.803	12.021	63.438	1.803	12.021	63.438	3.579	23.861	50.353
3	1.024	6.826	70.264	1.024	6.826	70.264	2.987	19.911	70.264
4	.907	6.044	76.308						
5	.750	4.997	81.305						
6	.563	3.754	85.060						
7	.491	3.275	88.335						
8	.441	2.942	91.277						
9	.344	2.291	93.568						
10	.270	1.801	95.369						
11	.241	1.606	96.975						
12	.161	1.075	98.050						
13	.136	.908	98.959						
14	.094	.624	99.583						
15	.063	.417	100.000						

Extraction Method: Principal Component analysis.

In Table 4.7 above, the researcher employed factor loading to determine the items grouped into each component, with a requirement that factor loading exceeds 0.5 (Hair Jr. et al., 1998).

Table 4.8 Rotated Component Matrix for Organizational Trust

	Component		
	1	2	3
_ el iable_1	.890	.032	.083
_ Concern_2	.865	.153	.127
_ el iable_7	.712	.531	.296
_ Concern_3	.668	.437	-.155
_ el iable_6	.668	.522	.338
_ Concern_4	.582	.432	.462
_ Concern_10	.228	.751	.184
_ Concern_5	.071	.736	.397
_ Harmony_16	.206	.735	.120
_ Harmony_8	.215	.612	.226
_ Harmony_9	.454	.509	.452
_ Harmony_14	-.075	.121	.823
_ el iable_12	.255	.207	.767
_ Harmony_15	.151	.304	.736
el iable 11	.501	.442	.505

Extraction Method: Principal Component n alysis.

ot ation Method: Varimax with Kaiser o rmalization.

a. ot ation converged in 4 iterations.

The results from Table 4.8 indicate that three factors were derived from the Rotated Component Matrix. The initial element comprises six items, including “My leader’s needs and desires are highly significant to employees,” “I can rely on my leader for assistance when facing job-related challenges,” and “My leader would not intentionally harm the organization.” The second element has five items: “I believe that individuals in the organization achieve success by undermining others,” “My leader articulates his/her genuine sentiments regarding significant matters,” and “My leader possesses extensive knowledge about the tasks that must be accomplished.” The third element has four statements, including “My leader’s actions and behaviors are inconsistent” and

“My leader would make personal sacrifices for our group.” All items are subjected to a reliability test across all factors. The outcome indicates that no items were eliminated from this section, as all satisfied the reliability criteria and were adequate.

Table 4.9 Reliability Values of Organizational Trust after Factor Analysis

Organizational Trust	Total of Items	Cronbach's Alpha (α) After Factor Analysis
Factor 1 Reliance with Leader	6	0.913
Factor 2 Harmony	5	0.816
Factor 3 Leader's Behavior	4	0.791

Table 4.9 above presents Cronbach's Alpha (α) for employee frustration and unmet promises subsequent to the completion of factor analysis. Factor 1 for Organizational Trust has six components, exhibiting a Cronbach's Alpha (α) value of 0.913, and the researcher has designated this factor as “Reliance with Leader.” The second component has five elements with a Cronbach's Alpha (α) value of 0.816, designated as "Harmony," while the third factor, which achieved a Cronbach's Alpha (α) value of 0.791, is termed "Leader's Behavior." All criteria were redefined according to prior research pertinent to the current investigation. Therefore, factors 1, 2, and 3 were utilized for subsequent analysis correspondingly.

4.5.2 Factor Analysis for Spiritual Leadership.

According to Table 4.10 below, the anti-image correlation results indicate that the measures of sampling adequacy (MSA) for all study variables are satisfactory since they exceed 0.5. Furthermore, the partial correlation coefficients are significant, as no value is below 0.7. Regrettably, two items related to SL_Hope_9 and SL_Hope_10 were excluded from further investigation due to their MSA values being below 0.5.



Table 4.10 Anti-image Correlation Results (Spiritual Leadership)

		- m g M														
		_Vision 1	_Vision 2	_Vision 3	_Vision 4	_Vision 5	_Hope 6	_Hope 7	_Hope 8	-- 11	-- 12	-- 13	-- 14	-- 15	-- 16	-- 17
nti- image Correlati on	_Vision _1	.712 ^a	.229	-.630	-.256	.048	-.323	-.273	.106	-.072	.120	-.008	-.036	-.022	.212	-.028
	_Vision _2	.229	.672 ^a	-.373	-.061	-.051	-.028	-.350	-.002	-.353	.161	.053	.333	-.076	.058	.071
	_Vision _3	-.630	-.373	.560 ^a	.027	-.257	.320	.126	-.094	.155	-.354	.009	-.030	.053	-.098	.077
	_Vision _4	-.256	-.061	.027	.684 ^a	-.365	.208	-.074	-.096	.085	-.071	-.405	.034	-.136	-.153	.007
	_Vision _5	.048	-.051	-.257	-.365	.552 ^a	-.244	.250	-.019	-.065	.191	.028	-.195	.284	.021	-.108
	_Hope _6	-.323	-.028	.320	.208	-.244	.656 ^a	-.127	-.389	.118	-.286	.015	.414	-.080	-.302	-.147
	_Hope _7	-.273	-.350	.126	-.074	.250	-.127	.625 ^a	-.626	-.195	.386	.213	-.414	.101	.128	-.352
	_Hope _8	.106	-.002	-.094	-.096	-.019	-.389	-.626	.738 ^a	.241	-.252	-.182	.135	-.083	.159	.255
	-- _11	-.072	-.353	.155	.085	-.065	.118	-.195	.241	.630 ^a	-.735	-.006	.058	-.024	-.268	.285
	-- _12	.120	.161	-.354	-.071	.191	-.286	.386	-.252	-.735	.601 ^a	.080	-.290	-.063	.174	-.345
	-- _13	-.008	.053	.009	-.405	.028	.015	.213	-.182	-.006	.080	.671 ^a	.177	.112	-.127	-.123
	-- _14															
	-- _15															
	-- _16															
	-- _17															

4	— — ¹	-.036	.333	-.030	.034	-.195	.414	-.414	.135	.058	-.290	.177	.705 ^a	-.359	-.255	-.084
5	— — ¹	-.022	-.076	.053	-.136	.284	-.080	.101	-.083	-.024	-.063	.112	-.359	.827 ^a	-.311	-.083
6	— — ¹	.212	.058	-.098	-.153	.021	-.302	.128	.159	-.268	.174	-.127	-.255	-.311	.775 ^a	-.144
7	— — ¹	-.028	.071	.077	.007	-.108	-.147	-.352	.255	.285	-.345	-.123	-.084	-.083	-.144	.662 ^a



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Additionally, to categorize perceived organizational support, the researcher examined the components derived from the eigenvalues presented in Table 4.11 below. The researcher exclusively considers factors with eigenvalues exceeding 1 and a cumulative eigenvalue percentage surpassing 60%. Consequently, components 1 to 4 fulfilled this criterion, and the researcher subsequently picked them as representatives of Spiritual Leadership elements.

Table 4.11 Eigenvalues for Spiritual Leadership

Component	T			Ex					
	Initial Eigenvalues			Extraction sums of squared loadings			Rotation sums of squared loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.310	28.732	28.732	4.310	28.732	28.732	3.636	24.241	24.241
2	3.483	23.218	51.950	3.483	23.218	51.950	3.448	22.989	47.230
3	1.810	12.065	64.015	1.810	12.065	64.015	2.082	13.878	61.107
4	1.287	8.578	72.593	1.287	8.578	72.593	1.723	11.485	72.593
5	.886	5.906	78.499						
6	.664	4.426	82.925						
7	.581	3.876	86.802						
8	.466	3.106	89.908						
9	.392	2.613	92.521						
10	.310	2.064	94.585						
11	.280	1.867	96.452						
12	.226	1.505	97.957						
13	.141	.941	98.898						
14	.098	.652	99.550						
15	.068	.450	100.000						

Extraction Method: Principal Component analysis.

Table 4.12 below presents the rotated component matrix for perceived organizational support. The researcher evaluated and selected items from factors 1 and 2 due to their reliability. Factor 1 comprises six items that embody Altruistic Love, including "My organization does not penalize honest mistakes" and "My organization is trustworthy and loyal to its employees."

Factor 2 comprises four components that indicate Hope. The items are: "I persevere and exert additional effort to aid my organization's success due to my belief in its principles," "I consistently strive for excellence in my work because I trust in my organization and its leaders," "I have confidence in my organization and am prepared to do whatever is necessary to ensure it fulfills its mission," and "My leader comprehends and is dedicated to my organization's vision."

Factors 3 and 4 were excluded from further study due to inadequate dependability levels.

Table 4.12 Rotated Component Matrix for Spiritual Leadership

	Component			
	1	2	3	4
_ _15	.840	.015	-.164	-.005
_ _14	.836	-.125	-.098	.059
_ _16	.772	-.297	.054	-.075
_ _12	.760	-.050	-.086	.436
_ _17	.663	.420	.132	-.220
_ _11	.616	-.180	-.209	.554
_Hope_7	-.040	.925	-.049	.077
_Hope_8	-.206	.895	.097	.070
_Hope_6	-.017	.829	.084	-.029
_Vision_1	.038	.658	.379	.377
_Vision_4	.101	.258	.793	.118
_Vision_5	-.122	-.035	.728	.240
_ _13	-.237	.001	.701	-.234
_Vision_3	.161	.189	.400	.747
Vision_2	-.291	.501	-.030	.574

Extraction Method: Principal Component n alysis.

ot ation Method: Varimax with Kaiser o rmalization.

a. ot ation converged in 6 iterations.

Table 4.13 below illustrates the Cronbach's Alpha (α) value for perceived organizational support after factor analysis. In the reliability test, only Factor 2, including 5 items, achieved a Cronbach's Alpha value of $\alpha=0.795$. The researcher retained the designation of perceived organizational support for these elements. The other components exhibited a Cronbach Alpha value below 0.7, indicating insufficient reliability for subsequent investigation. Factors 9 and 10 comprise only one item, rendering them unsuitable for representing a factor.

Table 4.13 Reliability Values for Spiritual Leadership after Factor Analysis

Spiritual Leadership	No. of Items	Cronbach's Alpha (α) after factor analysis
Factor 1 Altruistic Love	6	0.853
Factor 2 Hope	4	0.866
Factor 3 (not reliable)	3	0.635
Factor 4 (not reliable)	2	0.521

4.6 Restatement of Hypotheses

Following the factor analysis results, the study formulated a revised hypothesis that offers provisional responses to the research questions in alignment with the problem description and the research background. Consequently, the researcher reformulated the hypothesis as follows:

H1a: There is a significant effect between Altruistic Love and on Reliance with Leader

H1b: There is a significant effect between Hope on Reliance with the Leader

H2a: There is a significant effect between Altruistic Love on Harmony

H2b: There is a significant effect between Hope on Harmony

H3a: There is a significant effect between Altruistic Love on a Leader's Behaviour

H3b: There is a significant effect between Hope on Leader's Behaviour

The aforementioned restated hypotheses require validation based on the results of the analysis. This indicates that hypotheses may only be evaluated based on the empirical results of the investigation, as such outcomes dictate whether a hypothesis should be accepted or rejected.

4.7 Correlational Analysis

The correlational analysis is conducted to demonstrate the relationship between each factor of Organizational Trust and the dimensions of Spiritual Leadership. The correlational research indicated that Altruistic Love did not correlate with any dimensions of Organizational Trust, including Reliance on the Leader, Harmony, and the Leader's Behavior. Hope exhibited a significant positive correlation with all elements of Organizational Trust. The outcome signifies that UUM's administrative and support personnel place their hope and confidence in their direct supervisors and the university's administration to uphold their well-being and welfare, hence enhancing the staff's trust in management.

The distinction between the outcomes of correlational analysis and multiple regression analysis arises from the compounding effect; in correlational analysis, each dimension is evaluated independently, whereas, in multiple regression analysis, all dimensions of the independent variable are assessed concurrently with each dimension of the dependent variable.

Table 4.14 Correlation Analysis

		Trust	Hope
Belief in God	Pearson Correlation	.092	.523**
	sig. (2-tailed)	.084	.000
		306	306
Harmony	Pearson Correlation	-.030	.543**
	sig. (2-tailed)	.573	.000
		306	306
Leader Behaviour	Pearson Correlation	-.049	.673**
	sig. (2-tailed)	.355	.000
		306	306

4.8 Multiple Regression Analysis.

Multiple regression analysis allows for an objective assessment of the nature and extent of the relationship between independent and dependent variables (Field, 2009; Hair, Money, Samovel & Page, 2007; Sekaran & Bougie, 2012). The regression coefficient indicates the relative importance of each independent variable in forecasting the dependent variable. When independent variables are simultaneously regressed against dependent variables to elucidate the variance, the magnitude of each individual regression coefficient indicates the extent to which a one-unit increase in a specific variable influences the dependent variable, while accounting for all other distinct variables included in the multiple correlation coefficient (Sekaran & Bougie, 2010; Zikmund, Babin, Carr & Griffin, 2010). Multiple regression analysis was conducted to determine which independent variables predict the dependent variables.

Prior to doing the regression analysis for the current study variables, the researcher verified the absence of any violations of residual assumptions, despite having previously examined and discussed normality, linearity, and multivariate outliers. This follows the premise established by Hair et al. (2010), which asserts that normality, linearity, and outliers must be assessed in the standardized residuals of regression analysis. This assumption was meticulously scrutinized to confirm the absence of any violations in the study, hence ensuring the suitability of conducting multiple regression analysis.

To evaluate the residual violation, the researcher conducted case-wise diagnostics. In the evaluation of the Casewise diagnostic, any standardized residual value exceeding ± 3 was considered a residual violation, leading to the identification and exclusion of such instances from subsequent analysis (Graybil & Iyer, 1994; Draper & Smith, 1996).

Another approach to identify multicollinearity, thereby ensuring consistent and precise variable measurements in the current investigation, involves assessing the tolerance value and the variance inflation factor (VIF). Hair et al. (2010) emphasized that the variable's value for VIF must exceed 1.0, while the tolerance value should be below 1.0. Consequently, this was also examined in the current study. Furthermore, the R-squared value quantifies the correlation between the observed and anticipated values of the criterion variable (Tabachnick & Fidell, 2007). While an acceptable R² level is contingent upon model complexity and research domain, establishing a definitive threshold is challenging. Consequently,

certain researchers have offered approximate numbers as a general guideline (Hair et al., 2014). The R^2 value, indicating the coefficient of determination between predicted and actual values of the dependent variable, is anticipated to exceed 25% (Montgomery, Peck & Vinning, 2001).

Tables 4.15, 4.16, and 4.17 below present the outcomes of multiple regression analysis for the dimensions of Spiritual Leadership, specifically Altruistic Love and Hope, as well as the dimensions of Organizational Trust, which include Reliance on Leader, Harmony, and Leader's Behavior.

The initial regression analysis was conducted by examining Altruistic Love and Hope in relation to Reliance on a Leader. Case-wise diagnostics revealed that 12 cases or respondents were identified as breaching the residual. The responses are numbered 18, 48, 82, 116, 134, 164, 175, 209, 228, 274, 314, and 332. Consequently, these respondents were excluded from subsequent analysis. Consequently, the regression was re-executed after confirming the absence of residual violations.

The second regression analysis examined the effects of Altruistic Love and Hope on Harmony. No residual infractions were identified. Finally, in the third regression, Altruistic Love and Hope were evaluated concerning the Leader's Behavior. No residual violations were reported.

Table 4.15 Multiple Regression Results for Independent variables (Altruistic Love and Hope) and Dependent variable (Reliance with Leader).

Dimensions	IV- DV
Altruistic Love	0.109*
Hope	0.647*
F Value	Significant at F=122.767
R ² Value	0.42

Note: Significant at P<0.05

The multiple regression analysis of the specified variables indicated that the multicollinearity issue is both accurate and stable, as all tolerance and variance inflation factor (VIF) values are satisfactory. The results suggest the absence of multicollinearity among the variables, as the tolerance and VIF values satisfy the criteria; specifically, the VIF values exceed 1.0, while the tolerance values are below 1.0 (Hair et al., 2010), confirming the lack of multicollinearity issues. Furthermore, an examination of Table 4.26 reveals that the F values are significant, each being 0.000, therefore falling below the conventional threshold of P<0.05. The significance levels enable the researcher to assess each variable's unique contribution to predicting the mediating and dependent variables, respectively.

The R² value is 0.420, or 42%, which is noteworthy or significant as it exceeds 25% (Montgomery, Peck & Vinning, 2001). This signifies the sufficiency of the R square value in assessing the correlation between the observed and predicted criterion variable (Tabachnick & Fidell, 2007). The regression analysis indicated that Altruistic Love and Hope significantly predict Reliance on a Leader at a level

of $P < 0.05$. The substantial value ($p \leq 0.05$) and the Beta coefficients (β) indicate that both dimensions of Spiritual Leadership, namely Altruistic Love and Hope, exert a significant and positive influence on Reliance on the Leader. Notably, Hope demonstrates a greater impact than Altruistic Love, as the β value for Hope is 0.647, signifying that Hope accounts for 64.7% of the variance in Reliance on the Leader.

Table 4.16 Multiple Regression Results for Independent variables (Altruistic Love and Hope) and Dependent variable (Harmony).

Dimensions	IV- DV
Altruistic Love	0.187
Hope	0.551*
F Value	Significant at $F=75.711$
R^2 Value	0.303

Note: Significant at $P < 0.05$

The multiple regression analysis for the specified variables indicated that the multicollinearity issue is both accurate and stable, as all tolerance and variance inflation factor (VIF) values are satisfactory. The results suggest the absence of multicollinearity among the variables, as the tolerance and VIF values satisfy the criteria; specifically, the VIF values exceed 1.0, while the tolerance values are below 1.0 (Hair et al., 2010), confirming the lack of multicollinearity issues. Furthermore, an examination of Table 4.27 reveals that the F values are significant, each registering at 0.000, so falling below the conventional threshold of $P < 0.05$. The significance levels enable the researcher to assess each variable's unique contribution to predicting the mediating and dependent variables, respectively.

The R² value is 0.303, or 30.3%, which is notable as it exceeds 25% (Montgomery, Peck & Vinning, 2001). This signifies the sufficiency of the R square value in assessing the correlation between the observed and predicted criterion variable (Tabachnick & Fidell, 2007). The regression analysis indicated that Altruistic Love and Hope significantly predict Harmony at a level of $P < 0.05$. Upon examining the substantial value ($p \leq 0.05$) and Beta coefficients (β), it is evident that only Hope exerts a significant and positive influence on Harmony, with a β value of 0.551, indicating that Hope accounts for 55.1% of Harmony.

Table 4.17 Multiple Regression Results for Independent variables (Altruistic Love and Hope) and Dependent variable (Leader's Behavior).

Dimensions	IV- DV
Altruistic Love	0.002
Hope	0.675*
F Value	Significant at F=146.210
R ² Value	0.456

Note: Significant at $P < 0.05$

The multiple regression analysis for the specified variables indicated that the multicollinearity issue is valid and stable, as all tolerance and variance inflation factor (VIF) values are satisfactory. The results suggest the lack of multicollinearity among the variables, as the tolerance and VIF values satisfy the criteria; specifically, the VIF values exceed 1.0 while the tolerance values are below 1.0 (Hair et al., 2010), confirming the absence of multicollinearity issues. Furthermore, examining Table 4.28, the F values are significant, as they are each 0.000, therefore

falling below the conventional threshold of $P < 0.05$. The significance levels enable the researcher to assess each variable's unique contribution to predicting the mediating and dependent variables, respectively.

The R^2 value is 0.456, or 45.6%, which is noteworthy as it exceeds 25% (Montgomery, Peck & Vinning, 2001). This signifies the sufficiency of the R square value in assessing the correlation between the observed and predicted criterion variable (Tabachnick & Fidell, 2007). The regression analysis indicated that Altruistic Love and Hope significantly predict Harmony at a level of $P < 0.05$. Upon examining the substantial value ($p \leq 0.05$) and Beta coefficients (β), it is evident that only Hope exerts a significant and positive influence on leaders' behavior, with a β value of 0.675, indicating that Hope accounts for 67.5% of leaders' behavior.

Table 4.18 Summary of Hypothesis Test

	Hypothesis	Results
H1a	There is a significant effect between Altruistic Love and Reliance on the Leader.	Supported
H1b	There is a significant effect between Hope and Reliance with the Leader	Supported
H2a	There is a significant effect between Altruistic Love on Harmony.	Not supported
H2b	There is a significant effect between Hope on Harmony.	Supported
H3a	There is a significant effect between Altruistic Love on a Leader's Behavior.	Not supported
H3b	There is a significant effect between Hope on Leader's Behavior	Supported

4.9 Conclusions

This chapter presents the results and analysis of the empirical findings from the study. It begins with descriptive statistics to provide a profile analysis of the respondents, who are administrative and support staff at Universiti Utara Malaysia. The researcher started by screening the data to address missing values and outliers. Univariate outlier analysis was performed to ensure the integrity of the data. The reliability of the items was evaluated to obtain accurate alpha results. The assumptions for multiple regression analysis were tested to verify linearity, normality, and multicollinearity, ensuring compliance with established guidelines. Factor analysis was conducted on all variables and repeated, considering eigenvalues and the rotated component matrix. A multiple regression analysis was carried out to examine the influence of the independent variable on the mediator and dependent variable, with a summary of the results provided. The findings from this chapter were used to inform the discussion and conclusions in Chapter Five.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter outlines the research findings, data analysis from Chapter Four, and provides recommendations. It also discusses the theoretical and practical implications of the study. Furthermore, the chapter will address the limitations of the research and suggest potential avenues for future research.

5.2 Organizational Trust

As a public university, Universiti Utara Malaysia (UUM) adheres to the vision of the Ministry of Higher Education. The minister of the ministry aspired to achieve transparency in policies and procedures, as well as to uphold honesty in task execution inside the institution. Consequently, department heads at UUM must exert effort to demonstrate ethical leadership, implement democratic management practices, eschew prejudice, disseminate information, and decentralize decision-making where it pertains to welfare and the right to earn confidence from their subordinates.

According to Shockley-Zalabak, Ellis, and Winograd (2000), the establishment of organizational trust among employees has shifted from intention and motivation to

the actions of leaders. Leaders must prioritize transparent communication, eradicate decisions that induce vulnerability, and foster employee confidence.

The component analysis of this study identifies organizational trust as comprising three dependable factors: dependence on leaders, harmony, and leader behavior. According to Tzafrir and Dolan (2004), dependence on leaders refers to the extent to which subordinates trust the leader's commitments, believe in the reliability of promise fulfillment, and perceive the leader's dedication to delivering on those promises. Harmony denotes a favorable amalgamation of emotions, interests, viewpoints, objectives, and values within the employment relationship framework. This aspect of organizational trust pertains to a leader's behavior and encompasses a set of skills, qualities, and attributes that empower a leader to exert influence within a particular domain. (Mayer, Davis, and Schoorman, 1995).

UUM needs reliable leaders to enhance organizational trust among administrative and support personnel. Dependence on the leader, the establishment of a pleasant work environment, and the leader's conduct were identified as three dependable and crucial components in maintaining confidence within the business. Dependence on the leader is seen when the leader fulfills their commitments. He or she must establish an environment that mitigates ambiguity and uncertainty among subordinates. Consistent decision-making will alleviate subordinates' ambiguity and confusion in executing tasks. The leader must execute all leadership functions, including planning, organizing, directing, and controlling. The leader must possess

a dependable understanding of their portfolio. This element will enhance the leader's credibility.

In the UUM case per se, leaders were replaced every one or two years depending on the appointment of a new supremo by the Ministry of Higher Education. The new lineup carries new assets and liability packages in terms of leadership style, approaches, personality traits as well as 'ring and linkages' around them. This will be a crucial bottleneck to the leadership paradigm as they will execute a new approach to the subordinate, department, and ultimately Universiti. Often, conflicts happen to grow at this critical stage due to the tendency to change orientation and team. Harmony is at stake and there were cases of a dispute between superiors to subordinates, superior to superior, and even subordinate to subordinate.

Eliminating the gap in personality traits is impossible as upbringing values are embedded in the self within as an upbringing value. The need to pull and align with the current leadership style and orientation is critical as failure to do so will insidiously detriment the alignment of University direction by the current leader. Thus, the most vital and crucial task is how to lay a clear direction of a future-inspired path, so the rest of the University community has a clear direction to maneuver and achieve unity. Dealing with such a big community encompassing more than 5000 staff like UUM will face such difficulties and yet the possible way is not to eliminate the differences just minimize and synchronize the discrepancies towards all the advantages.

Effective interpersonal communication is fundamental to establishing trust inside the workplace. Ensuring cohesion inside the department is a crucial element in enhancing organizational trust. Transparent communication is regarded as essential for fostering employees' trust in their leader. Leaders must communicate transparently and disseminate accurate information to mitigate uncertainty among subordinates, hence fostering a harmonious organizational environment. This ideal statement however is holier than thou as Malay being a dominant race in UUM is feudal and courteous. Meaning to say, from every angle and every level of management, the degree of transparency in communications is highly doubted especially when the directive command is required, and other regimental orders are involved. An open, frank, and direct approach needs delicate steps to execute to avoid glitches and heart feeling vertically in all angles namely superior to subordinate, superior to superior relationship.

Nevertheless, among all the feudalism, there is a certain character amongst the staff who is robust, outspoken, and extrovert. This radical character is the tip of the iceberg of a bigger threat if communication flow is not coped with caution. The consequence of influence triggered by this group often generates a ripple with disastrous effect to the whole University's community. Thus, it is strongly recommended that in certain occasions and scenarios, a stern and firm decision needs to be applied to reflect seriousness and authority to the staff, especially to this group of recalcitrant.

Subordinates will respond in kind to the trust conveyed by the leader. The conduct of leaders greatly enhances organizational trust. Leaders exhibit integrity, honesty, and fairness. A leader must maintain adherence to all standards and procedures while ensuring transparency in their job. A leader must be honest and cannot lie under any conceivable circumstances. Justice or fairness is a crucial element in establishing organizational trust. A leader must engage with subordinates equitably and refrain from unjust prejudice. When justice and equity are upheld inside an organization, subordinates will execute their responsibilities with integrity and demonstrate trust in their leader. They will perceive their leader as reliable.

Even though the above paragraph is so ideal in terms of practice, it is a fundamental issue when dealing with integrity, honesty, and fairness. In many circumstances, to be 100% fair is inevitable thus the word “fair” is often regarded as too theoretical to implement. It is simply because it deals with the perceptions and feelings of each and every one of us. Thus, it is impossible to satisfy everyone and yet the task of minimizing the consequences is the best alternative.

5.3 Spiritual Leadership

This research utilizes the spiritual leadership framework developed by Fry (2003). He stated that spiritual leaders emphasize a spirit-based and value-centered approach to leadership. A spiritual leader is somebody who genuinely encourages and inspires employees to cultivate vision, value, and a feeling of duty through

spiritual direction, hence enhancing overall employee well-being. Terzi, Gocen, and Kaya (2020) suggest that a spiritual leader consistently prioritizes care, ethics, and human values, utilizing emotional intelligence in their leadership approach (Nurlasera, 2019).

Factor analysis in this study showed that spiritual leadership is characterized by two main factors: altruistic love and hope. As Fry (2003) explains, altruistic love reflects leaders' commitment to prioritizing employees' well-being, supporting their rights, and acknowledging their achievements. The second key element of spiritual leadership identified in this study at UUM is hope or faith, which refers to how leaders communicate their vision, motivating followers to believe in and trust the organization's goals.

Historically, leadership style research has primarily concentrated on transformational and transactional leadership. However, in the context of millennia, when religiosity became a prominent focus, particularly in Islamic studies, Fry (2003) developed a new paradigm of leadership which is spiritual leadership. At UUM, despite the predominance of Muslim officers, spiritual leadership is seldom emphasized in the execution of daily tasks. Administrative and support personnel strongly concur that UUM's officers should demonstrate selfless love by attending to their welfare, and rights, and acknowledging their contributions in task execution. The researcher observed that certain officers at UUM prefer to dismiss the commendable performance of their personnel solely due to their frequent

criticism of the leader's misconduct. The leader cannot accept candid feedback from subordinates, resulting in their alienation and unfavorable performance assessments. Recognizing the significance of performance appraisal outcomes for promotion, subordinates refrained from expressing dissent over their leader's leadership style, despite the absence of altruistic affection from the leader, to avoid jeopardizing their promotional prospects. A leader devoid of altruistic love will consistently exhibit obstinacy when subordinates attempt to rectify situations, particularly in key decision-making. The leader even immobilized the transparent subordinates to demonstrate authority and superiority in knowledge.

A leader must have a clear understanding of the organization's mission and direction, particularly in terms of its vision or aspirations. Regrettably, not all leaders at UUM can comprehend the university's direction. The officers at UUM, being a public university, lack comprehension of Federal Government Regulations, Statutory Body Rules, and University regulations. According to the researcher's observation, certain officers at UUM prefer to make choices impulsively, disregarding relevant legislation, norms, and policies. They also made selections that were more advantageous to their particular needs and desires. Such attitudes will result in wrongdoing and financial misappropriation of the university's budget. It is presumed that authorities at UUM will assist the university in utilizing its money judiciously and preventing extravagant expenditures. Given that UUM prioritizes integrity in its operations, leaders are required to embody the university's vision and demonstrate to their subordinates that realizing this goal is the

fundamental objective of the department. This will provide guidance and clarify the goals and responsibilities of the subordinates inside the company.

5.4 The Effect of Spiritual Leadership on Organizational Trust in UUM

Integrity has currently emerged as a primary problem in the public sector. Consequently, the senior management of every public sector body, including Universiti Utara Malaysia, exerts considerable effort to prevent or, at the very least, mitigate employee wrongdoing, particularly among officers. When officers engage in wrongdoing such as bribery, bogus financial claims, misappropriation of the organization's budget, and embezzlement of public monies, subordinate personnel will lose faith in the organization's ability to fulfill its foundational objective. Consequently, their confidence in the organization will diminish. This is attributable to executives who engage in misbehavior being unreliable and incapable of fulfilling corporate objectives. Furthermore, the character of leaders, encompassing honesty and fairness, is often concealed. Leaders at UUM feign concern for personnel perks and rights; nonetheless, the well-being of the staff is not adequately addressed. The leader's activities are mostly focused on their popularization. The absence of integrity and equity demonstrated by UUM management engenders distrust among the personnel towards the organization.

Over the last decades, UUM has witnessed so many incidents of unethical behavior among its staff regardless of group and category. Despite continuous reminders,

circulars, and awareness by the University, the Government, and the nation, there are still incidents of wrongdoing. The cause of such immoral deeds varies on an individual basis. There are cases of personal negligence, zero knowledge, lack of awareness, and several others declared yet not be justified empirically. Across the board of all categories and levels of staff, this indicates such behaviors insidiously jeopardizing the institution and thus diminishing the level of trust.

This study applies multiple regression analysis to investigate the effect of spiritual leadership on organizational trust. The results demonstrate that both dimensions of spiritual leadership significantly influence employees' trust in their leaders. Specifically, it shows that UUM support staff believe leaders must consistently prioritize their subordinates' well-being, rights, and benefits, while also maintaining transparent communication as promised. At UUM, officers must be committed to the welfare of their subordinates to earn their trust. It is widely recognized that working at a public institution can be demanding and sometimes chaotic, as all tasks must be completed accurately and according to established rules, regulations, and policies, often within tight deadlines. Furthermore, staff must meet the diverse needs and demands of various stakeholders. Officers must manage these challenges without diminishing their subordinates' morale or motivation through undue pressure. Instead, they should consistently encourage their team by recognizing their efforts, ensuring resources are sufficient and accessible, and providing clear and accurate information. The study highlights that open communication is crucial for subordinates to view their officers as trustworthy and reliable. By safeguarding

employees' welfare and rights, delivering accurate information, and fostering open communication, leaders can build confidence in their team's ability to achieve clear objectives, while simultaneously strengthening trust between leaders and subordinates.

The study also found that only hope had a significant impact on harmony in the other regression results. The likely rationale for this outcome is that UUM's support staff trust their leader, who is effectively guiding the university towards its goals through transparent communication. This approach elucidates UUM's objectives and direction, fostering positive sentiments, interests, opinions, purpose, and values essential for maintaining a harmonious work environment. This aligns with the findings of Kurt, Yamin, Sinkovics, and Sinkovics (2022), which indicate that leaders who exhibit spirituality in their leadership can cultivate trust among their subordinates. In UUM, both official meetings and informal discussions conducted routinely must be grounded in factual information. Items not included in the meeting agenda should be disregarded. Leaders must also eschew the demeanor of "talking without taking action." Monitoring is fundamental to assessing the efficacy and accomplishment of assigned activities. These may alleviate doubt and ambiguity among subordinates regarding the university's capacity to fulfill its goals, aims, and vision. Minimizing uncertainty and ambiguity will enhance the university's working environment and foster a more harmonious connection between subordinates and superiors.

This study also shows that, in addition to significantly reducing harmony, hope plays a crucial role in shaping a leader's actions. As noted earlier, a leader's behavior reflects key values such as integrity, honesty, and fairness, while hope is defined by subordinates' expectations regarding the university's ability to achieve its goals and vision. When subordinates lack confidence in the organization's success, their motivation to carry out their responsibilities diminishes. They will see that their employment and contributions to the company will culminate in a dead end. Consequently, individuals may perceive their efforts as futile, despite their desire to provide ideas to management. To rectify this problem, leaders must operate with integrity, ensuring transparency is paramount and that all choices adhere to relevant rules, regulations, and policies. Leaders must also exhibit integrity in their decision-making processes. They will refrain from making any decisions that may result in personal gain. Additionally, leaders must ensure fairness and equity in their treatment of subordinates, avoiding any form of discrimination in their interactions.

5.5 Practical Implications

Results of this study indicated that altruistic love solely influenced reliance on leaders, while hope impacted all facets of organizational trust, including reliance on leaders, harmony, and leaders' behavior. Therefore, UUM should adopt the following recommendations:

5.5.1 Managerial Training

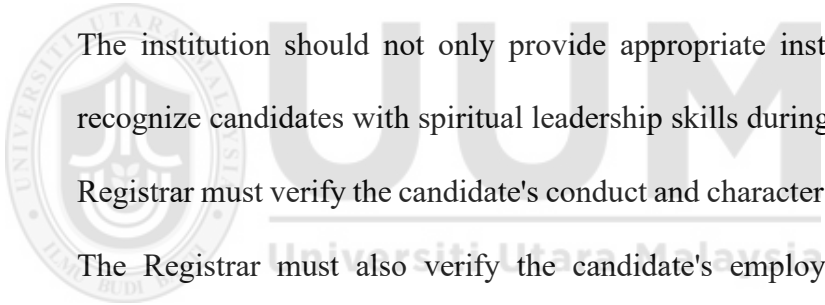
Officer training at UUM is categorized into two primary clusters: task-related and character development. At present, the majority of leadership training for UUM officials emphasizes transformational and transactional leadership. This study has demonstrated that spiritual leadership is essential for cultivating the character of UUM officers in managing subordinates.

This study indicates that spiritual leadership enhances employees' trust in the organization; therefore, UUM should develop management training modules focused on altruistic love and hope. Training programs focused on cultivating altruistic love should include guidance on acknowledging employees' performance and safeguarding their welfare and rights. To strengthen the hope dimension of spiritual leadership, UUM must provide training that ensures all leaders have an overall understanding of the institution's objectives and direction. As UUM strives to become a leading management university, its leaders must take proactive steps to bring this vision to fruition.

The current practice of transforming and transactional leadership which is done on a regular basis by the University, not only fails to insert the value of spiritual basis but is just a waste of resources. Every year, the number of trainings held surpasses the KPI, yet the outcome is more or less in the same

parameters. Radical measures need to be formulated to prepare the new lines-up every year in every department to prepare all the postholders for comprehensive accountability. UUM should learn from every year's problem facing the same staff enrolment to seek a better understanding and strategies outcomes for the betterment. As George Santayana, a renowned Spanish-American philosopher, essayist, poet, and novelist mentioned “Those who cannot remember the past are condemned to repeat it”

5.5.2 Recruitment Process

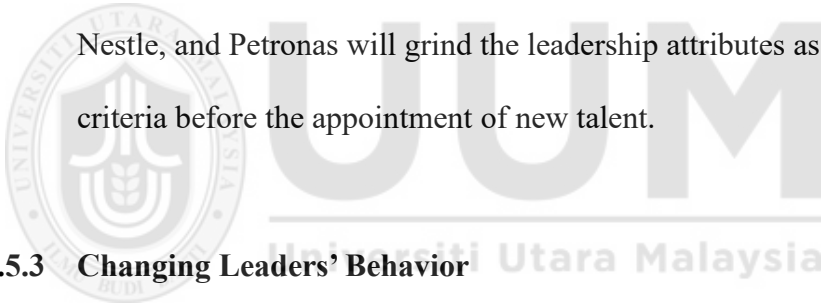


The institution should not only provide appropriate instruction but also recognize candidates with spiritual leadership skills during interviews. The Registrar must verify the candidate's conduct and character with the referee. The Registrar must also verify the candidate's employment history to ascertain any issues with subordinate management.

During the interview, panelists should ask the candidates about their approaches and strategies for managing subordinates to evaluate their understanding of the core principles of spiritual leadership. Furthermore, the panels should inquire about the candidate's perspective on attaining corporate objectives and the methods for communicating the organizational vision to subordinates. This may enhance subordinates' belief that their boss

comprehends and possesses solutions for attaining organizational objectives.

All these crucial perspectives will assist significantly in obtaining the best potential candidates for the University. To date, these crucial elements have been skipped or not been given equal weightage during the recruitment process. The lateral elements of every candidate become a secondary priority compared to the academic and government scheme requirements. As a result, the subjective aspects have been left unscrutinized. On the other hand, the recruitment process for most multinational companies like Shell, Nestle, and Petronas will grind the leadership attributes as utmost privilege criteria before the appointment of new talent.

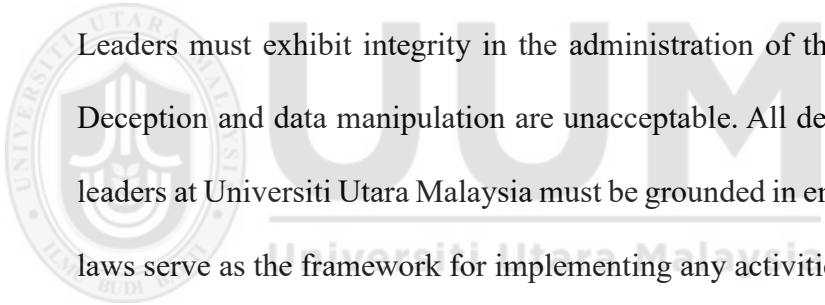


5.5.3 Changing Leaders' Behavior

The conduct of a leader is essential for cultivating employees' trust in the organization. This study demonstrates that spiritual leadership, characterized by selfless love and optimism, strongly influences trust in leaders and promotes harmony. This study demonstrates that leaders must be dependable and trustworthy, in addition to fostering a pleasant work atmosphere. Furthermore, leaders must be capable of protecting their subordinates' rights and entitlements. Leaders must effectively translate

organizational goals into strategic decisions, enabling all subordinates under their supervision to comprehend and picture the university's path.

Furthermore, to cultivate employees' trust, leaders must judiciously make judgments by the directives issued by the university, rather than disregarding all regulations and circulars imposed. Leaders must demonstrate charm in managing their responsibilities while exhibiting wisdom by refraining from claiming credit for their subordinates' contributions.



Leaders must exhibit integrity in the administration of their departments. Deception and data manipulation are unacceptable. All decisions made by leaders at Universiti Utara Malaysia must be grounded in empirical data and laws serve as the framework for implementing any activities.

5.6 Conclusion

Organizational trust is regarded as a crucial priority inside a business, as this climate fosters leaders' competence, transparency, integrity, employee welfare, and dependability. Organizations are confronted with a growing desire to address employee-employer relationships in order to enhance mutual obligation. This research aims to test the impact of spiritual leadership on organizational trust among administrative and support personnel at Universiti Utara Malaysia, based on prior

literature and findings. The empirical findings validated 4 out of 6 hypotheses, addressing all core research questions despite noted limitations, and corroborated the principal conceptual framework behind the current study. Nonetheless, the research results aligned with other prior empirical investigations conducted.



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Pusat Pengajian Perniagaan Islam
ISLAMIC BUSINESS SCHOOL
كلية إدارة الأعمال الإسلامية
Universiti Utara Malaysia



SOAL SELIDIK

Tuan/Puan/En./Cik,

Anda telah dipilih secara rawak untuk menjadi individu penting bagi kajian berkenaan dengan pengaruh kepimpinan kerohanian (*spiritual leadership*) terhadap kepercayaan organisasi (*organizational trust*). Soal selidik ini adalah penting untuk golongan pekerja kerana ia akan membantu penyelidik untuk melihat apa yang dirasakan oleh golongan pekerja terhadap tekanan kerja. Keputusan soal selidik ini akan membantu penyelidik untuk mempertingkatkan strategi pengurusan di masa hadapan bagi pihak pengurusan Universiti Utara Malaysia.

Untuk pengetahuan anda, soal selidik ini telah direka khas supaya jawapan yang diberikan oleh anda tidak akan didedahkan kepada mana-mana pihak. Sehubungan itu, soal selidik ini juga akan memberi jaminan bahawa identiti dan penglibatan anda akan dirahsiakan. Akhir sekali, penyelidik boleh mengingatkan anda tentang kepentingan kajian ini dan meminta anda untuk melengkapkan soal selidik ini. Oleh itu, penyelidik sentiasa menghargai kerjasama anda untuk menyiapkan kajian ini.

Terima Kasih.

Yang Benar,

Mohd Fadzil Samiran

Master in Islamic Business Studies

BAHAGIAN 1

Kepercayaan Organisasi / *Organizational Trust*

Penyataan di bawah menekankan berkenaan dengan kepercayaan organisasi. Baca setiap pernyataan dan tandakan kotak yang terbaik bagi mencerminkan bersetuju atau tidak bersetuju dengan kenyataan itu.

1	2	3	4	5
Strongly disagree	Disagree	Neither Nor	Agree	Strongly agree
Sangat tidak Setuju	Tidak Setuju	Tidak Pasti	Setuju	Sangat Setuju

1. Keperluan dan kehendak ketua saya adalah penting kepada pekerja.
My leader's needs and desires are very important to employees.

1	2	3	4	5
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2. Saya boleh mengharapkan ketua saya untuk membantu saya jika berhadapan dengan kesukaran dalam kerja.
I can count on my leader to help me if I have difficulties with my job.

1	2	3	4	5
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3. Ketua saya tidak akan melakukan apa-apa yang boleh menjejaskan organisasi.
My leader would not knowingly do anything to hurt the organization.

1	2	3	4	5
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4. Ketua saya bersifat terbuka dan sentiasa berhadapan dengan saya.
My leader are open and up front with me.

1	2	3	4	5
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5. Saya berpendapat bahawa kejayaan pekerja-pekerja di dalam organisasi adalah hasil dari memburukkan orang lain *.
*I think that the people in the organization succeed by stepping on other people *.*

1	2	3	4	5
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6. Ketua saya akan melakukan apa yang dia janjikan.
My leader will keep the promises they make.

1	2	3	4	5
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7. Ketua saya berusaha untuk mencari apa yang penting untuk pekerja.
My leader really looks out for what is important to the employees.

1	2	3	4	5
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8. Ketua saya mempunyai pengetahuan yang banyak berkenaan kerja-kerja yang perlu dilakukan.
My leader has a lot of knowledge about the work that needs to be done.

1	2	3	4	5
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9. Ketua saya dikenali sebagai seorang yang berjaya dalam melakukan pekerjaan.
My leader is known to be successful in the things they attempt to accomplish.

1	2	3	4	5
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10. Jika saya melakukan kesilapan, ketua saya bersedia untuk memaafkan.
If I make a mistake, my leader is willing to "forgive and forget."

1	2	3	4	5
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11. Kelakuan dan perangai ketua saya adalah tidak konsisten *.
*My leader's actions and behaviors are not consistent *.*

1	2	3	4	5
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12. Ketua saya mengambil tindakan yang selari dengan apa yang dikatakan.
My leader takes actions that are consistent with their words.

1	2	3	4	5
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13. Adalah bagus untuk tidak berkongsi maklumat dengan ketua saya *.
*It is best not to share information with my leader *.*

1	2	3	4	5
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14. Perhubungan antara ketua dan pekerja di organisasi ini adalah harmoni.
There is a lot of warmth in the relationships between the leaders and workers in this organization.

1	2	3	4	5
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15. Ketua saya akan sedia berkorban untuk pekerja-pekerja.
My leader would make personal sacrifices for our group.

1	2	3	4	5
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16. Ketua saya meluahkan perasaan sebenarnya terhadap perkara yang penting.
My leader expresses his/her true feelings about important issues.

1	2	3	4	5
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Kepimpinan Kerohanian / *Spiritual Leadership*

Penyataan di bawah menekankan berkenaan dengan kepimpinan kerohanian. Baca setiap pernyataan dan tandakan kotak yang terbaik bagi mencerminkan bersetuju atau tidak bersetuju dengan kenyataan itu.

1	2	3	4	5
Strongly disagree Sangat tidak Setuju	Disagree Tidak Setuju	Neither Nor Tidak Pasti	Agree Setuju	Strongly agree Sangat Setuju

1. Ketua saya memahami dan komited dengan visi organisasi.
My leader understands and is committed to my organization's vision.

1	2	3	4	5
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2. Jabatan saya mempunyai pernyataan visi yang memberi saya peluang untuk menunjukkan kerja yang terbaik.
My workgroup has a vision statement that brings out the best in me.

1	2	3	4	5
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3. Misi organisasi saya memberi inspirasi kepada saya untuk memberikan prestasi yang terbaik.

My organization's vision inspires my best performance.

1	2	3	4	5
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4. Saya percaya dengan visi organisasi saya untuk pekerjanya.

I have faith in my organization's vision for its employees

1	2	3	4	5
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5. Visi organisasi saya adalah jelas dan bersesuaian dengan saya.

My organization's vision is clear and compelling to me

1	2	3	4	5
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6. Saya percaya dengan organisasi saya dan bersedia untuk melakukan apa sahaja bagi memastikan organisasi saya mencapai matlamatnya.

I have faith in my organization and I am willing to "do whatever it takes" to insure that it accomplishes its mission

1	2	3	4	5
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7. Saya sentiasa tabah dan bersedia untuk membantu organisasi saya untuk berjaya kerana saya percaya dengan pendirian organisasi saya.

I persevere and exert extra effort to help my organization succeed because I have faith in what it stands for.

1	2	3	4	5
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8. Saya sentiasa melakukan yang terbaik dalam kerja saya kerana saya percaya terhadap organisasi dan semua ketua di dalam organisasi ini.

I always do my best in my work because I have faith in my organization and its leaders

1	2	3	4	5
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9. Saya mewujudkan matlamat yang mencabar untuk kerja saya kerana saya percaya terhadap organisasi saya yang mahukan pekerja-pekerjanya untuk berjaya.

I set challenging goals for my work because I have faith in my organization and want us to succeed

1	2	3	4	5
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10. Saya menunjukkan kepercayaan terhadap organisasi saya dan matlamatnya dengan melakukan apa sahaja yang boleh membantu kami mencapai kejayaan.
I demonstrate my faith in my organization and its mission by doing everything I can to help us succeed

1	2	3	4	5
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11. Organisasi saya sentiasa mengambil berat terhadap pekerjaanya.
My organization really cares about its people

1	2	3	4	5
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12. Organisasi saya sentiasa mengambil berat terhadap pekerjaanya, dan jika pekerja berhadapan dengan masalah, organisasi saya akan melakukan tindakan yang sewajarnya.
My organization is kind and considerate toward its workers, and when they are suffering, wants to do something about it

1	2	3	4	5
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13. Ketua di dalam organisasi saya melakukan seperti apa yang dikatakannya.
The leader in my organization "walk the walk" as well as "talk the talk".

1	2	3	4	5
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14. Organisasi saya boleh dipercayai dan setia kepada pekerja-pekerja.
My organization is trustworthy and loyal to its employees

1	2	3	4	5
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15. Organisasi saya tidak akan menghukum ke atas kesalahan yang tidak disengajakan.
My organization does not punish honest mistakes

1	2	3	4	5
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16. Ketua di dalam organisasi saya adalah jujur dan tidak menunjukkan kebanggaan yang melulu.

The leader in my organization are honest and without false pride

1	2	3	4	5
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17. Ketua di dalam organisasi saya mempunyai keberanian untuk membela pekerja-pekerja.
The leader in my organization have the courage to stand up for their people

1	2	3	4	5
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BAHAGIAN 2: Profile Responden

1. Jantina
☐ Lelaki ☐ Perempuan

2. Tahap pendidikan tertinggi
☐ SPM ☐ STPM ☐ Diploma ☐ Sarjana Muda ☐ Sarjana ☐ PhD

3. Tempoh berkhidmat di UUM :
☐ Kurang dari 5 tahun ☐ 5 – 10 tahun ☐ 11 – 15 tahun ☐ 16-20 tahun
☐ 21 – 25 tahun ☐ 26 – 30 tahun ☐ Lebih 30 tahun

4. Gred Jawatan
☐ Gred 11 ☐ Gred 19 ☐ Gred 22 ☐ Gred 26 ☐ Gred 28 ☐ Gred 29
☐ Gred 32 ☐ Gred 36



TAMAT
SEKIAN TERIMA KASIH