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**FACTORS DETERMINANTS OF EMPLOYEE PERFORMANCE IN  
MALAYSIAN ZAKAT INSTITUTION ON ORGANIZATIONAL  
SUSTAINABILITY: AN EMPIRICAL STUDY**

**By**

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**Research Paper Submitted to Islamic  
Business School Universiti Utara  
Malaysia**

**In Partial Fulfilment of the Requirement for the Master in  
Islamic Finance and Banking**



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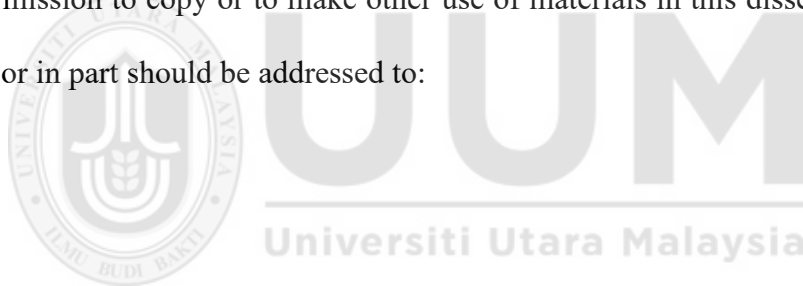
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## Abstract

This study aims to explore the factors affecting employee performance at (LZNK), a zakat institution in Malaysia, in terms of leadership style, motivation, compensation, work environment, and job satisfaction. Using a quantitative research design, data was captured from 97 employees through structured questionnaires and analysed using descriptive statistics, reliability analysis, correlational analysis, and multiple regression analysis. The findings indicated that motivation has a positive and significant impact on employee performance ( $\beta = 0.654$ ,  $p < 0.05$ ), demonstrating its importance for productivity enhancement. On the other hand, leadership style ( $\beta = -0.558$ ,  $p < 0.05$ ) and work environment ( $\beta = -0.428$ ,  $p < 0.05$ ) had significant negative influences, which implies that there are some deficiencies in the leadership styles and the working environment, which affects the outcomes. In addition, compensation and job satisfaction also had no significant results ( $p > 0.05$ ). Altogether, these major factors had a moderate effect on performance ( $R^2 = 0.323$ ,  $p < 0.05$ ). These results also contradict the HR assumptions that motivation and rewards beyond financial remuneration are a lower priority. This study fills a gap in the literature in organisational behaviour with respect to human resource management using Islamic ethics by proposing adequate leadership, motivation, and good working conditions towards better employee performance. Some tactical recommendations are strengthening participative leadership, introducing non-financial rewards, and changing workplace policy to meet employee and organisational needs. This study offers practical guidance to Zakat institutions and faith-based organisations that seek to improve human resource management in socially responsible environments.

**Keywords:** Zakat institution, work environment, leadership style, employee motivation, employee performance

## Abstrak

Kajian ini bertujuan untuk meneroka faktor-faktor yang mempengaruhi prestasi pekerja di Lembaga Zakat Negeri Kedah (LZNK), sebuah institusi zakat di Malaysia, dari segi gaya kepimpinan, motivasi, pampasan, persekitaran kerja, dan kepuasan kerja. Menggunakan reka bentuk penyelidikan kuantitatif, data telah dikumpulkan daripada 97 pekerja melalui soal selidik berstruktur dan dianalisis menggunakan statistik deskriptif, analisis kebolehppercayaan, analisis korelasi, dan analisis regresi berganda. Penemuan menunjukkan bahawa motivasi mempunyai kesan positif dan signifikan terhadap prestasi pekerja ( $\beta = 0.654$ ,  $p < 0.05$ ), menunjukkan kepentingannya untuk peningkatan produktiviti. Sebaliknya, gaya kepimpinan ( $\beta = -0.558$ ,  $p < 0.05$ ) dan persekitaran kerja ( $\beta = -0.428$ ,  $p < 0.05$ ) mempunyai pengaruh negatif yang signifikan, yang menunjukkan bahawa terdapat beberapa kekurangan dalam gaya kepimpinan dan persekitaran kerja, yang mempengaruhi hasil. Selain itu, pampasan dan kepuasan kerja juga tidak menunjukkan hasil yang signifikan ( $p > 0.05$ ). Secara keseluruhannya, faktor-faktor utama ini mempunyai kesan sederhana terhadap prestasi ( $R^2 = 0.323$ ,  $p < 0.05$ ). Keputusan ini juga bertentangan dengan andaian HR bahawa motivasi dan ganjaran di luar ganjaran kewangan adalah keutamaan yang lebih rendah. Kajian ini mengisi kekosongan dalam literatur tingkah laku organisasi berkenaan dengan pengurusan sumber manusia menggunakan etika Islam dengan mencadangkan kepimpinan yang mencukupi, motivasi, dan keadaan kerja yang baik ke arah prestasi pekerja yang lebih baik. Beberapa cadangan taktikal adalah memperkukuh kepimpinan partisipatif, memperkenalkan ganjaran bukan kewangan, dan mengubah dasar tempat kerja untuk memenuhi keperluan pekerja dan organisasi. Kajian ini menawarkan panduan praktikal kepada institusi Zakat dan organisasi berasaskan kepercayaan yang ingin meningkatkan pengurusan sumber manusia dalam persekitaran yang bertanggungjawab secara sosial.

**Kata kunci:** Institusi zakat, persekitaran kerja, gaya kepimpinan, motivasi pekerja, prestasi pekerja

## ACKNOWLEDGEMENT

**"In the name of Allah, the Most Compassionate, the Most Merciful."**

Alhamdulillah, I would like to thank the Ministry of Religious Affairs of the Republic of Indonesia and LPDP RI for the scholarship granted to me. Indeed, all praise is due to Allah, the Almighty, for His abundant bounties and kindness. Peace and blessings be upon our Prophet Muhammad (SAW) and his companions, granting them benefits and tranquillity. I am truly grateful to Allah SWT for granting me the willing heart, the resolve, the strength, the perseverance, and the capability to accomplish this study.

I would like to express my deep appreciation to my research supervisor, Dr. Nor Syahidah Binti Ishak, who deeply guided me, supported me, facilitated me in many ways, provided me very beneficial and fresh ideas, and helped me a lot in this study. I also appreciate the faculty members of the Islamic Business School, College of Business, Universiti Utara Malaysia, who contributed a lot towards the completion of my studies. I would like to express my warm thanks to all the informants interviewed for their invaluable contribution to this study by providing various ideas.

For this part, I want to give thanks to my parents for their unwavering support throughout the study process. Their never-ending support, from active participation to the more passive form of undirected encouragement, was highly useful in the preparation of this study. I pray and hope that Allah SWT bestows all of us his Paradise in the hereafter. Ameen.

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## CHAPTER ONE

### 1.0 Introduction

The zakat social organization competition at the local, provincial and national level is very competitive. A strategy is needed in the management of quality human resources to be able to compete at city, provincial and national levels. Therefore, organizations have to develop and retain efficient employees because this has an impact on organizational development. Starting from planning for employee needs, employee development through routine coaching carried out by the directors and internal and external training as needed in improving employee competencies and careers should be included in the management of human resources.

According to Mangkunegara (2016), employee performance is the outcome of one's work that has been done by him/her regarding its quantity or quality that has been accomplished based on his or her duties as per the job description given to him/her. Employee performance affects the ability of an organization to achieve its objectives.

Transformational leadership, is the type of leadership where a leader motivates his followers beyond their self-interests to the advantage of the group (Judge & Robbins, 2017). Transformational leaders can inspire and motivate followers into achieving better results than planned thus benefiting both the organization and themselves. According to Sasongko et al. (2022), higher job satisfaction in turn leads to improved work motivation. To make sure that they achieve company objectives, employees' motivation levels indicate how far they are willing to go in terms of working hard for better performance. A person's motivation strength is shown through their behavior in order to gain self-fulfillment from certain activities whose main goal or objective is getting closer to something else. For an organization's life cycle, motivation should be carefully observed for enhanced output.

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#### X1

| X1.1 | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 |
|------|------|------|------|------|------|
| 3    | 2    | 4    | 3    | 5    | 3    |
| 2    | 2    | 5    | 2    | 2    | 4    |
| 4    | 5    | 5    | 3    | 4    | 5    |
| 2    | 3    | 5    | 2    | 3    | 2    |
| 4    | 1    | 5    | 2    | 5    | 5    |
| 4    | 1    | 4    | 1    | 1    | 1    |
| 4    | 1    | 5    | 3    | 4    | 5    |
| 5    | 1    | 5    | 2    | 3    | 3    |
| 3    | 2    | 5    | 3    | 5    | 5    |
| 4    | 2    | 3    | 2    | 4    | 5    |
| 4    | 2    | 4    | 2    | 3    | 4    |
| 3    | 2    | 4    | 3    | 4    | 5    |
| 3    | 2    | 4    | 3    | 3    | 5    |
| 5    | 1    | 5    | 3    | 5    | 5    |
| 3    | 3    | 3    | 3    | 3    | 3    |
| 4    | 2    | 4    | 2    | 3    | 5    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 3    | 1    | 3    | 3    | 4    | 2    |
| 5    | 2    | 5    | 3    | 4    | 5    |
| 5    | 1    | 5    | 3    | 3    | 5    |
| 2    | 3    | 4    | 3    | 5    | 5    |
| 5    | 4    | 5    | 4    | 4    | 5    |
| 4    | 2    | 5    | 2    | 4    | 5    |
| 5    | 1    | 5    | 1    | 1    | 5    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 2    | 1    | 5    | 2    | 5    | 5    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 5    | 1    | 5    | 1    | 5    | 5    |
| 4    | 3    | 4    | 3    | 3    | 3    |
| 3    | 4    | 3    | 4    | 4    | 5    |
| 2    | 5    | 5    | 4    | 3    | 5    |
| 3    | 2    | 4    | 3    | 4    | 4    |
| 5    | 2    | 5    | 4    | 5    | 5    |
| 4    | 2    | 4    | 4    | 5    | 5    |
| 3    | 2    | 3    | 3    | 3    | 4    |
| 3    | 4    | 3    | 4    | 4    | 4    |
| 3    | 4    | 4    | 4    | 4    | 5    |
| 4    | 2    | 5    | 2    | 5    | 5    |
| 4    | 1    | 5    | 3    | 5    | 5    |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 4 | 4 | 5 | 4 | 5 | 5 |
| 4 | 1 | 4 | 2 | 5 | 5 |
| 4 | 2 | 4 | 3 | 4 | 5 |
| 3 | 3 | 3 | 3 | 3 | 2 |
| 2 | 2 | 4 | 2 | 2 | 4 |
| 4 | 2 | 5 | 3 | 3 | 5 |
| 4 | 1 | 5 | 2 | 4 | 5 |
| 3 | 2 | 4 | 4 | 4 | 4 |
| 5 | 2 | 5 | 2 | 2 | 4 |
| 3 | 3 | 4 | 4 | 4 | 5 |
| 3 | 3 | 3 | 3 | 4 | 4 |
| 5 | 4 | 5 | 4 | 5 | 5 |
| 2 | 1 | 4 | 3 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 2 | 4 | 3 | 3 | 3 |
| 3 | 3 | 4 | 3 | 4 | 4 |
| 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 2 | 3 | 1 | 3 | 5 |
| 4 | 4 | 3 | 3 | 3 | 3 |
| 3 | 2 | 3 | 2 | 3 | 3 |
| 4 | 2 | 4 | 3 | 4 | 4 |
| 4 | 2 | 4 | 2 | 4 | 5 |
| 5 | 3 | 4 | 3 | 4 | 5 |
| 4 | 5 | 4 | 4 | 2 | 3 |
| 3 | 2 | 4 | 3 | 4 | 5 |
| 5 | 2 | 5 | 3 | 4 | 4 |
| 3 | 3 | 5 | 3 | 3 | 4 |
| 4 | 2 | 4 | 3 | 4 | 4 |
| 4 | 2 | 5 | 3 | 5 | 5 |
| 3 | 1 | 5 | 5 | 3 | 4 |
| 3 | 2 | 5 | 3 | 3 | 5 |
| 3 | 2 | 4 | 4 | 3 | 4 |
| 3 | 3 | 4 | 3 | 4 | 4 |
| 4 | 3 | 4 | 3 | 4 | 4 |
| 4 | 3 | 4 | 3 | 5 | 4 |
| 2 | 2 | 5 | 4 | 4 | 5 |
| 4 | 4 | 4 | 4 | 2 | 5 |
| 3 | 2 | 5 | 3 | 4 | 5 |
| 4 | 1 | 5 | 3 | 5 | 5 |
| 5 | 1 | 5 | 1 | 4 | 5 |

X2

| X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | X2.6 |
|------|------|------|------|------|------|
| 5    | 5    | 5    | 5    | 5    | 3    |
| 4    | 5    | 4    | 2    | 4    | 4    |
| 5    | 5    | 4    | 4    | 4    | 3    |
| 4    | 2    | 5    | 5    | 3    | 4    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 1    | 5    | 1    | 4    | 1    | 1    |
| 5    | 5    | 5    | 4    | 4    | 5    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 3    | 4    | 4    | 4    | 4    | 3    |
| 5    | 5    | 5    | 5    | 5    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 5    | 4    | 5    | 5    | 5    | 3    |
| 5    | 5    | 5    | 4    | 4    | 3    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 5    | 5    | 5    | 4    | 4    | 4    |
| 5    | 5    | 5    | 4    | 4    | 4    |
| 4    | 5    | 5    | 4    | 3    | 2    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 4    | 4    | 5    | 4    | 4    | 3    |
| 5    | 5    | 5    | 5    | 5    | 4    |
| 4    | 5    | 5    | 5    | 5    | 3    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 5    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 5    | 5    | 5    | 5    | 4    | 4    |
| 4    | 4    | 3    | 3    | 3    | 3    |
| 5    | 4    | 4    | 3    | 4    | 5    |
| 4    | 4    | 5    | 5    | 3    | 4    |
| 4    | 4    | 4    | 3    | 4    | 4    |
| 5    | 5    | 5    | 4    | 5    | 4    |
| 5    | 5    | 5    | 4    | 4    | 5    |
| 2    | 3    | 3    | 3    | 3    | 2    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 5    | 5    | 5    | 4    | 4    | 5    |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 5 | 4 | 5 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 3 |
| 5 | 5 | 4 | 5 | 4 | 4 |
| 4 | 5 | 5 | 5 | 4 | 4 |
| 4 | 5 | 5 | 5 | 4 | 5 |
| 5 | 5 | 5 | 5 | 4 | 4 |
| 4 | 4 | 4 | 4 | 3 | 1 |
| 4 | 3 | 4 | 3 | 2 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 3 |
| 5 | 5 | 4 | 5 | 5 | 5 |
| 3 | 3 | 4 | 4 | 4 | 4 |
| 5 | 4 | 5 | 5 | 5 | 4 |
| 4 | 5 | 5 | 3 | 3 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 3 | 4 | 3 |
| 3 | 3 | 3 | 4 | 3 | 3 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 4 | 3 | 2 |
| 4 | 3 | 4 | 3 | 3 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 4 | 4 | 5 |
| 5 | 5 | 5 | 5 | 4 | 4 |
| 4 | 4 | 5 | 4 | 5 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 3 | 4 | 4 | 3 | 4 | 3 |
| 4 | 4 | 4 | 3 | 4 | 3 |
| 5 | 5 | 5 | 4 | 4 | 4 |
| 3 | 4 | 4 | 3 | 3 | 3 |
| 4 | 4 | 4 | 3 | 3 | 4 |
| 3 | 4 | 4 | 3 | 3 | 3 |
| 4 | 4 | 4 | 3 | 3 | 2 |
| 4 | 4 | 4 | 4 | 3 | 2 |
| 4 | 4 | 5 | 3 | 4 | 4 |
| 5 | 5 | 5 | 4 | 4 | 4 |
| 3 | 3 | 3 | 4 | 4 | 3 |
| 4 | 4 | 4 | 5 | 4 | 5 |
| 4 | 4 | 4 | 4 | 4 | 3 |
| 5 | 5 | 4 | 5 | 5 | 5 |

X3

| X3.1 | X3.2 | X3.3 | X3.4 | X3.5 | X3.6 |
|------|------|------|------|------|------|
| 5    | 5    | 2    | 5    | 5    | 5    |
| 4    | 3    | 3    | 3    | 4    | 4    |
| 4    | 4    | 4    | 5    | 4    | 5    |
| 2    | 3    | 3    | 4    | 4    | 3    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 4    | 4    | 1    | 4    | 1    | 4    |
| 3    | 4    | 4    | 5    | 5    | 5    |
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| 4    | 4    | 3    | 4    | 4    | 5    |
| 4    | 4    | 3    | 3    | 3    | 3    |
| 3    | 4    | 3    | 4    | 4    | 4    |
| 4    | 3    | 3    | 4    | 4    | 4    |
| 4    | 3    | 3    | 4    | 4    | 4    |
| 4    | 3    | 3    | 5    | 5    | 5    |
| 3    | 3    | 3    | 5    | 5    | 5    |
| 3    | 3    | 3    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 3    | 3    | 4    | 3    | 5    |
| 4    | 5    | 5    | 5    | 5    | 5    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 4    | 4    | 3    | 4    | 4    | 5    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 5    | 4    | 5    | 5    | 5    | 5    |
| 1    | 1    | 2    | 2    | 2    | 1    |
| 3    | 4    | 3    | 3    | 3    | 4    |
| 1    | 1    | 1    | 3    | 3    | 5    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 5    | 4    | 3    | 5    |
| 3    | 3    | 3    | 4    | 3    | 3    |
| 4    | 4    | 5    | 4    | 4    | 5    |
| 3    | 4    | 1    | 3    | 3    | 4    |
| 4    | 4    | 2    | 4    | 4    | 3    |
| 4    | 4    | 4    | 5    | 4    | 5    |
| 3    | 4    | 5    | 5    | 4    | 5    |
| 3    | 3    | 3    | 4    | 4    | 4    |
| 3    | 3    | 3    | 4    | 4    | 4    |
| 4    | 4    | 3    | 4    | 4    | 4    |

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|---|---|---|---|---|---|
| 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 5 | 5 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 4 | 3 | 4 | 4 | 4 |
| 3 | 3 | 1 | 2 | 2 | 4 |
| 4 | 4 | 3 | 4 | 4 | 5 |
| 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 3 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 4 |
| 3 | 3 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 5 | 3 | 5 |
| 3 | 3 | 4 | 4 | 4 | 4 |
| 2 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 3 | 4 | 4 | 4 |
| 3 | 3 | 2 | 3 | 3 | 3 |
| 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 4 | 3 | 3 | 4 | 4 |
| 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 4 | 2 | 4 | 3 | 5 |
| 3 | 3 | 2 | 4 | 3 | 4 |
| 4 | 4 | 4 | 4 | 4 | 5 |
| 5 | 5 | 5 | 4 | 4 | 5 |
| 4 | 2 | 2 | 4 | 2 | 5 |
| 4 | 4 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 5 |
| 4 | 4 | 3 | 3 | 3 | 5 |
| 4 | 3 | 3 | 4 | 4 | 4 |
| 4 | 4 | 3 | 4 | 4 | 5 |
| 2 | 2 | 1 | 2 | 2 | 4 |
| 3 | 3 | 2 | 3 | 3 | 4 |
| 2 | 2 | 1 | 2 | 2 | 4 |
| 2 | 2 | 1 | 2 | 2 | 3 |
| 3 | 3 | 1 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 5 |
| 4 | 1 | 1 | 4 | 4 | 3 |
| 4 | 4 | 3 | 4 | 4 | 5 |
| 4 | 4 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 |

X4

| X4.1 | X4.2 | X4.3 | X4.4 | X4.5 | X4.6 |
|------|------|------|------|------|------|
| 5    | 5    | 5    | 5    | 5    | 5    |
| 2    | 3    | 4    | 4    | 4    | 4    |
| 4    | 5    | 4    | 4    | 5    | 4    |
| 4    | 3    | 3    | 4    | 4    | 3    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 3    | 4    | 4    | 3    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 5    | 5    | 4    | 5    | 5    | 5    |
| 4    | 3    | 4    | 4    | 5    | 5    |
| 5    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 3    | 2    | 3    | 5    | 3    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 4    | 5    | 3    | 4    | 4    | 3    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 5    | 5    | 5    | 5    | 5    | 5    |
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| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 2    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 5    | 5    | 5    | 5    | 4    |
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| 5    | 5    | 5    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 5    | 5    | 5    |
| 4    | 4    | 4    | 5    | 5    | 5    |
| 3    | 3    | 3    | 3    | 3    | 3    |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 4 | 3 | 4 | 3 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 3 | 3 | 3 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 4 | 4 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 4 | 4 | 4 | 5 | 4 |
| 5 | 4 | 4 | 4 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 4 | 4 | 4 |
| 5 | 4 | 4 | 4 | 5 | 4 |
| 3 | 3 | 4 | 4 | 3 | 3 |
| 5 | 4 | 5 | 5 | 5 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 4 | 4 | 4 |
| 5 | 4 | 3 | 4 | 4 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 4 | 5 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 5 | 5 | 4 | 5 | 5 |
| 3 | 3 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 3 | 3 | 4 |
| 2 | 2 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 3 | 3 | 3 |
| 4 | 3 | 3 | 4 | 5 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 3 | 4 | 3 |
| 4 | 4 | 4 | 3 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 |

X5

| X5.1 | X5.2 | X5.3 | X5.4 | X5.5 | X5.6 |
|------|------|------|------|------|------|
| 5    | 5    | 5    | 5    | 5    | 5    |
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| 4    | 4    | 3    | 4    | 3    | 4    |
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| 5    | 3    | 3    | 3    | 3    | 3    |
| 4    | 3    | 4    | 4    | 4    | 3    |
| 5    | 4    | 4    | 5    | 5    | 5    |
| 4    | 5    | 5    | 5    | 5    | 5    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 1    | 2    | 3    | 3    | 3    | 5    |
| 5    | 3    | 5    | 5    | 5    | 5    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 3    | 3    | 5    | 3    | 3    | 4    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 5    | 4    | 5    | 5    | 4    | 4    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 4    | 4    | 4    | 4    | 4    | 4    |
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| 3    | 3    | 4    | 3    | 3    | 3    |
| 4    | 3    | 4    | 3    | 3    | 3    |
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| 3    | 4    | 4    | 3    | 3    | 3    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 5    | 5    | 5    | 5    | 5    | 5    |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 3 | 3 | 3 | 3 | 3 | 3 |
| 4 | 3 | 4 | 3 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 4 | 4 | 3 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 1 | 4 | 1 | 1 | 3 |
| 3 | 2 | 3 | 3 | 3 | 3 |
| 3 | 3 | 3 | 4 | 4 | 4 |
| 4 | 3 | 4 | 4 | 4 | 4 |
| 4 | 3 | 3 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 3 | 3 | 3 | 4 | 4 |
| 5 | 5 | 5 | 4 | 4 | 5 |
| 4 | 3 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 3 | 4 | 3 | 3 | 3 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 3 | 4 | 3 | 3 | 3 |
| 4 | 5 | 4 | 3 | 3 | 3 |
| 5 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 4 | 5 | 5 | 5 |
| 4 | 2 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 3 | 4 | 3 | 3 | 5 |
| 3 | 3 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 4 | 4 | 4 |
| 4 | 3 | 3 | 3 | 3 | 3 |
| 4 | 2 | 3 | 3 | 3 | 3 |
| 4 | 3 | 3 | 3 | 3 | 3 |
| 3 | 2 | 2 | 3 | 3 | 3 |
| 4 | 3 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 4 | 4 | 4 |
| 4 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 1 | 3 | 3 | 3 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 |

Y

| Y1.1 | Y1.2 | Y1.3 | Y1.4 | Y1.5 | Y1.6 |
|------|------|------|------|------|------|
| 5    | 5    | 5    | 5    | 5    | 5    |
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| 4    | 4    | 4    | 3    | 5    | 3    |
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| 5    | 5    | 5    | 5    | 4    | 5    |
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| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 5    | 5    | 4    | 4    |
| 4    | 4    | 5    | 3    | 3    | 5    |
| 4    | 4    | 4    | 4    | 4    | 5    |
| 4    | 4    | 4    | 4    | 3    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 5    | 5    | 5    | 5    | 5    |
| 5    | 4    | 5    | 5    | 5    | 5    |
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| 3    | 3    | 3    | 5    | 3    | 4    |
| 4    | 4    | 5    | 4    | 4    | 5    |
| 4    | 5    | 5    | 3    | 4    | 5    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 5    | 5    | 5    | 5    | 5    | 5    |
| 5    | 5    | 5    | 4    | 4    | 4    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 5    | 5    | 5    | 5    |
| 3    | 4    | 4    | 4    | 3    | 3    |
| 4    | 4    | 4    | 4    | 4    | 4    |
| 4    | 4    | 4    | 3    | 4    | 4    |
| 3    | 4    | 4    | 4    | 4    | 5    |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 5 | 5 | 5 | 4 | 4 | 5 |
| 4 | 5 | 4 | 4 | 4 | 5 |
| 4 | 4 | 3 | 3 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 5 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 5 |
| 5 | 4 | 4 | 4 | 3 | 5 |
| 4 | 4 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 3 | 3 | 4 |
| 4 | 4 | 5 | 3 | 3 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 3 | 3 | 4 |
| 4 | 4 | 5 | 4 | 4 | 5 |
| 4 | 4 | 4 | 3 | 3 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 5 | 4 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 5 |
| 3 | 4 | 3 | 3 | 3 | 3 |
| 3 | 3 | 3 | 3 | 3 | 3 |
| 5 | 4 | 5 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 5 | 4 | 5 |
| 4 | 3 | 4 | 4 | 3 | 4 |
| 4 | 4 | 4 | 3 | 3 | 4 |
| 4 | 4 | 5 | 4 | 4 | 5 |
| 4 | 4 | 5 | 2 | 2 | 5 |
| 4 | 4 | 4 | 4 | 4 | 5 |
| 5 | 5 | 4 | 4 | 4 | 5 |
| 4 | 4 | 5 | 4 | 4 | 5 |
| 4 | 4 | 3 | 4 | 3 | 4 |
| 3 | 4 | 4 | 4 | 4 | 5 |
| 4 | 4 | 5 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 4 | 3 | 4 |
| 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 3 | 4 | 3 | 3 | 5 |
| 4 | 4 | 4 | 4 | 4 | 5 |
| 5 | 5 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 3 | 4 | 4 |
| 4 | 5 | 5 | 3 | 4 | 5 |

| Descriptive Statistics |    |         |         |       |                |
|------------------------|----|---------|---------|-------|----------------|
|                        | N  | Minimum | Maximum | Mean  | Std. Deviation |
| Employee Performance   | 98 | 18      | 30      | 24,17 | 2,747          |
| Leadership Style       | 98 | 12      | 29      | 21,64 | 2,833          |
| Motivation             | 98 | 13      | 30      | 24,71 | 3,618          |
| Compensation           | 98 | 9       | 30      | 22,82 | 4,480          |
| Work environment       | 98 | 6       | 30      | 24,45 | 3,703          |
| Job Satisfaction       | 98 | 14      | 30      | 23,48 | 4,145          |
| Valid N (listwise)     | 98 |         |         |       |                |

Descriptive Analysis



## Validity Analysis

| Reliability Statistics |            |  |  |  |
|------------------------|------------|--|--|--|
| Cronbach's Alpha       | N of Items |  |  |  |
| ,816                   | 6          |  |  |  |

| Item-Total Statistics |                            |                                |                                  |                                  |
|-----------------------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
|                       | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
| Employee Performance  | 117,10                     | 209,783                        | ,396                             | ,821                             |
| Leadership Style      | 119,63                     | 207,163                        | ,413                             | ,818                             |
| Motivation            | 116,56                     | 167,465                        | ,729                             | ,753                             |
| Compensation          | 118,46                     | 154,416                        | ,668                             | ,768                             |
| Work Environment      | 116,83                     | 177,217                        | ,587                             | ,785                             |
| Job Satisfaction      | 117,80                     | 158,948                        | ,696                             | ,759                             |

| Correlations         |                     |                      |                  |            |              |                  |                  |
|----------------------|---------------------|----------------------|------------------|------------|--------------|------------------|------------------|
|                      |                     | Employee Performance | Leadership Style | Motivation | Compensation | Work Environment | Job Satisfaction |
| Employee Performance | Pearson Correlation | 1                    | ,213*            | ,421**     | ,288**       | ,187             | ,392**           |
|                      | Sig. (2-tailed)     |                      | ,035             | ,000       | ,004         | ,065             | ,000             |
|                      | N                   | 98                   | 98               | 98         | 98           | 98               | 98               |
| Leadership Style     | Pearson Correlation | ,213*                | 1                | ,450**     | ,342**       | ,247*            | ,309**           |
|                      | Sig. (2-tailed)     | ,035                 |                  | ,000       | ,001         | ,014             | ,002             |
|                      | N                   | 98                   | 98               | 98         | 98           | 98               | 98               |
| Motivation           | Pearson Correlation | ,421**               | ,450**           | 1          | ,521**       | ,463**           | ,714**           |
|                      | Sig. (2-tailed)     | ,000                 | ,000             |            | ,000         | ,000             | ,000             |
|                      | N                   | 98                   | 98               | 98         | 98           | 98               | 98               |
| Compensation         | Pearson Correlation | ,288**               | ,342**           | ,521**     | 1            | ,649**           | ,543**           |
|                      | Sig. (2-tailed)     | ,004                 | ,001             | ,000       |              | ,000             | ,000             |
|                      | N                   | 98                   | 98               | 98         | 98           | 98               | 98               |
| Work Environment     | Pearson Correlation | ,187                 | ,247*            | ,463**     | ,649**       | 1                | ,488**           |
|                      | Sig. (2-tailed)     | ,065                 | ,014             | ,000       | ,000         |                  | ,000             |
|                      | N                   | 98                   | 98               | 98         | 98           | 98               | 98               |
| Job Satisfaction     | Pearson Correlation | ,392**               | ,309**           | ,714**     | ,543**       | ,488**           | 1                |
|                      | Sig. (2-tailed)     | ,000                 | ,002             | ,000       | ,000         | ,000             |                  |
|                      | N                   | 98                   | 98               | 98         | 98           | 98               | 98               |

\*. Correlation is significant at the 0.05 level (2-tailed).

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

## Reliability Analysis

## Nomality Analysis



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### One-Sample Kolmogorov-Smirnov Test

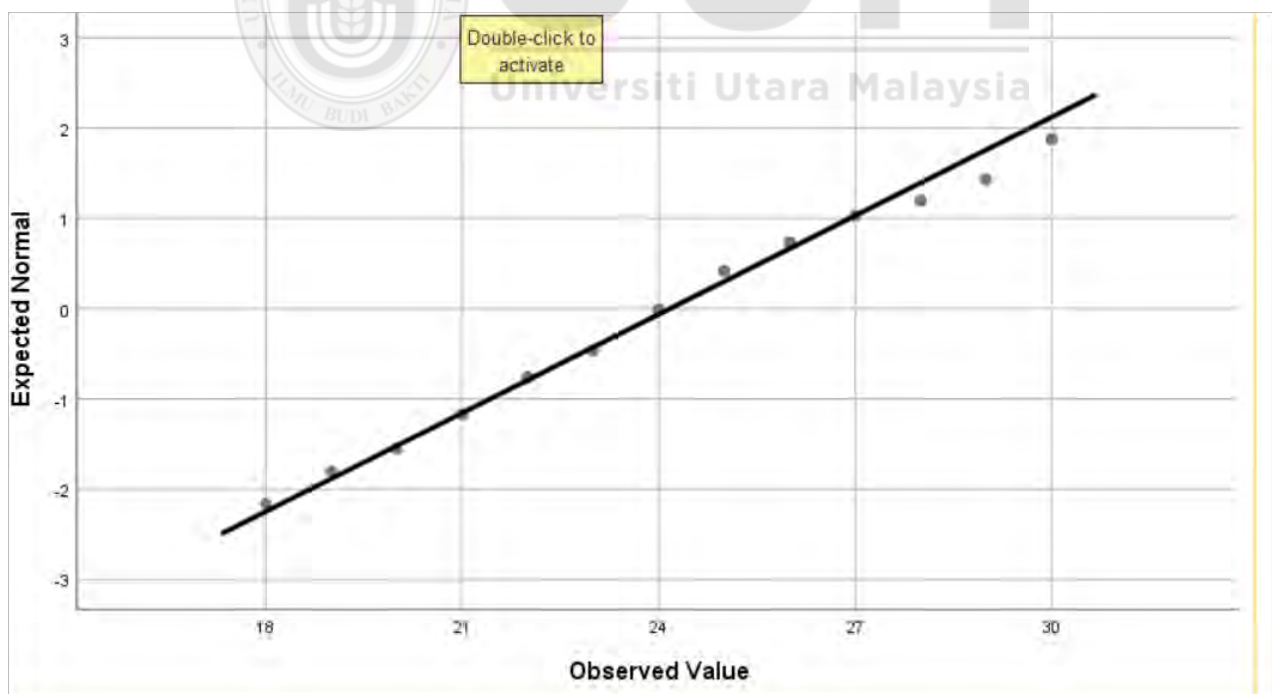
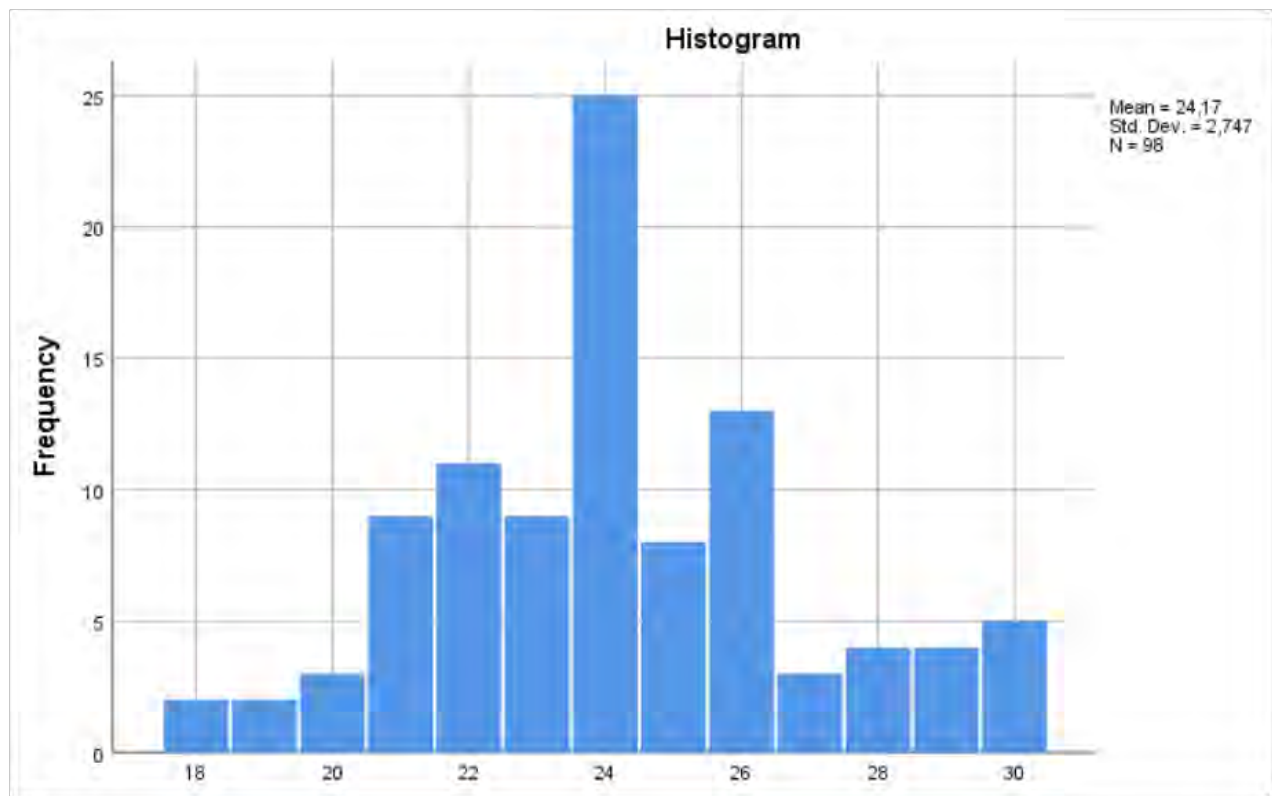
|                                  |                         |             | Unstandardized Residual |
|----------------------------------|-------------------------|-------------|-------------------------|
| N                                |                         |             | 98                      |
| Normal Parameters <sup>a,b</sup> | Mean                    |             | ,0000000                |
|                                  | Std. Deviation          |             | 2,45309180              |
| Most Extreme Differences         | Absolute                |             | ,093                    |
|                                  | Positive                |             | ,093                    |
|                                  | Negative                |             | -,037                   |
| Test Statistic                   |                         |             | ,093                    |
| Asymp. Sig. (2-tailed)           |                         |             | ,036 <sup>c</sup>       |
| Monte Carlo Sig. (2-tailed)      | Sig.                    |             | ,398 <sup>d</sup>       |
|                                  | 99% Confidence Interval | Lower Bound | ,271                    |
|                                  |                         | Upper Bound | ,525                    |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 98 sampled tables with starting seed 2000000.



## Regression Analysis

| Model |                  | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                  | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)       | 27,855                      | 1,591      |                           | 17,509 | ,000 |
|       | Leadership_Style | -,409                       | ,073       | -,558                     | -5,629 | ,000 |
|       | Motivation       | ,470                        | ,087       | ,654                      | 5,398  | ,000 |
|       | Compensation     | ,078                        | ,068       | ,145                      | 1,140  | ,257 |
|       | Work_Environment | -,264                       | ,075       | -,428                     | -3,507 | ,001 |
|       | Job_Satisfaction | -,075                       | ,075       | -,132                     | -1,005 | ,317 |

a. Dependent Variable: Employee Performance

## R Square



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| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | ,650 <sup>a</sup> | ,422     | ,383              | 2,132                      |

a. Predictors: (Constant), Job\_Satisfaction, Leadership\_Style, Work\_Environment, Motivation, Compensation

## Soal Selidik

Assalamualaikum Tuan dan Puan

Kepada Responden yang dihormati

Saya merupakan pelajar Ijazah Sarjana Kewangan dan Perbankan Islam (MIFB) , Pusat Pengajian Perniagaan Islam, Universiti Utara Malaysia. Pada masa ini, saya sedang menjalankan kajian untuk melengkapkan tesis akhir saya. Tajuk tesis saya ialah "**Faktor-Faktor yang Mempengaruhi Prestasi Pekerja di LZNK: Kajian Terhadap Penentu Prestasi Pekerja untuk Kelestarian Organisasi.**"

Bagi tujuan ini, saya dengan rendah hati memohon bantuan anda untuk melengkapkan soal selidik ini dengan tepat, jujur, dan ikhlas. Tiada jawapan yang betul atau salah, dan saya amat menghargai keikhlasan dalam jawapan anda. Identiti anda akan dirahsiakan, dan jawapan anda tidak akan didedahkan kepada umum.

Terima kasih atas penyertaan anda.

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Mahfuzh

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## BAHAGIAN A: DEMOGRAFI

Bahagian ini mengumpul maklumat demografi asas tentang responden. Data yang dikumpulkan di sini akan membantu kami memahami latar belakang peserta dan menganalisis bagaimana faktor demografi mungkin mempengaruhi prestasi pekerja. Jawapan anda akan **dirahsiakan** sepenuhnya.

### JANTINA

- ☐ Lelaki
- ☐ Perempuan

### UMUR

- ☐ 20 - 25 tahun
- ☐ 26 - 30 tahun
- ☐ 30 - 35 tahun

- ☐ 36 - 40 tahun
- ☐ 41 tahun ke atas

**STATUS**

- ☐ Berkahwin
- ☐ Bujang

**TAHAP PENDIDIKAN TERTINGGI**

- ☐ SPM/Setaraf
- ☐ STPM/Diploma/Setaraf
- ☐ Ijazah Sarjana Muda
- ☐ Ijazah Sarjana (Master)
- ☐ Ijazah Kedoktoran (PhD)

**Tempoh Bekerja**

- ☐ Kurang 1 tahun
- ☐ 1 - 3 Tahun
- ☐ 4 - 6 Tahun
- ☐ 7 tahun dan keatas

**Anggaran Pendapatan Sebulan**

- ☐ Bawah 1500
- ☐ 1501 – 2000
- ☐ 2001 – 3000
- ☐ 3001 – 4000
- ☐ 4000 dan keatas

**Seksen B Pemboleh Ubah Bersandar**



Dalam seksyen ini, responden dikehendaki untuk menjawab soalan-soalan berikut. Berdasarkan soalan-soalan di bawah, sila beri penilaian dan pilih jawapan yang paling sesuai. Sejauh mana anda bersetuju dengan kenyataan berikut, Nyatakan dari:

**(1) Sangat Tidak Setuju, (2) Tidak Setuju, (3) Netral, (4) Setuju, (5) Sangat Setuju**

| <b>Prestasi Pekerja</b> |                                                                                                           |                     |              |        |        |               |
|-------------------------|-----------------------------------------------------------------------------------------------------------|---------------------|--------------|--------|--------|---------------|
| No.                     | Pernyataan                                                                                                | Sangat Tidak Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
| 1                       | Saya mampu menyelesaikan tugas dengan tepat (dengan kadar ralat yang rendah).                             | 1                   | 2            | 3      | 4      | 5             |
| 2                       | Saya boleh mencapai sasaran kerja dengan berkesan.                                                        | 1                   | 2            | 3      | 4      | 5             |
| 3                       | Saya mempunyai semangat yang tinggi dalam menjalankan kerja dan tanggungjawab saya.                       | 1                   | 2            | 3      | 4      | 5             |
| 4                       | Saya boleh menguruskan tugas secara bebas tanpa pengawasan.                                               | 1                   | 2            | 3      | 4      | 5             |
| 5                       | Saya boleh membuat keputusan yang berkesan, sama ada berdasarkan pengalaman langsung atau tidak langsung. | 1                   | 2            | 3      | 4      | 5             |
| 6                       | Saya sedar akan tugas dan tanggungjawab yang diberikan kepada saya                                        | 1                   | 2            | 3      | 4      | 5             |

#### **BAHAGIAN C: PEMBOLEH UBAH BEBAS**

Dalam bahagian ini, responden dikehendaki menjawab soalan-soalan berikut. Berdasarkan soalan di bawah, sila nilaikan dan pilih jawapan yang paling sesuai. Sejauh manakah anda bersetuju dengan kenyataan berikut. Nyatakan daripada:

**(1)Sangat Tidak Setuju, (2) Tidak Setuju, (3) Netral, (4) Setuju, (5)Sangat Setuju**

| <b>GAYA KEPEMIMPINAN</b> |                                                                                                           |                     |              |        |        |               |
|--------------------------|-----------------------------------------------------------------------------------------------------------|---------------------|--------------|--------|--------|---------------|
| No.                      | Pernyataan                                                                                                | Sangat Tidak Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
| 1                        | Pekerja perlu diawasi dengan teliti.                                                                      | 1                   | 2            | 3      | 4      | 5             |
| 2                        | Dalam situasi yang sukar, pemimpin harus membiarkan pekerja bawahan menyelesaikan masalah mereka sendiri. | 1                   | 2            | 3      | 4      | 5             |
| 3                        | Pemimpin perlu membantu pekerja bawahan untuk melaksanakan tanggungjawab kerja dengan baik                | 1                   | 2            | 3      | 4      | 5             |

|   |                                                                                                                  |   |   |   |   |   |
|---|------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 4 | Pemimpin harus memberikan kebebasan sepenuhnya kepada pekerja bawahan untuk menyelesaikan masalah mereka sendiri | 1 | 2 | 3 | 4 | 5 |
| 5 | Kebanyakan pekerja lebih gemar komunikasi yang bersifat menyokong daripada pemimpin mereka.                      | 1 | 2 | 3 | 4 | 5 |
| 6 | Memberi panduan tanpa tekanan adalah kunci untuk menjadi pemimpin yang baik.                                     | 1 | 2 | 3 | 4 | 5 |

### Motivasi

#### Motivasi Intrinsik

| No. | Pernyataan                                                                                                        | Sangat Tidak Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
|-----|-------------------------------------------------------------------------------------------------------------------|---------------------|--------------|--------|--------|---------------|
| 1   | Peluang untuk kerjaya saya berkembang di LZNK menjadi sumber motivasi untuk saya bekerja dengan lebih bersemangat | 1                   | 2            | 3      | 4      | 5             |
| 2   | Saya menyukai kerja yang berasaskan kemajuan.                                                                     | 1                   | 2            | 3      | 4      | 5             |
| 3   | Motivasi saya datang daripada peluang untuk meningkatkan kemahiran dan pengetahuan dalam pekerjaan saya.          | 1                   | 2            | 3      | 4      | 5             |

#### Motivasi Ekstrinsik

| No. | Pernyataan                                                                                            | Sangat Tidak Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
|-----|-------------------------------------------------------------------------------------------------------|---------------------|--------------|--------|--------|---------------|
| 1   | Bekerja di LZNK membuatkan saya berasa selamat.                                                       | 1                   | 2            | 3      | 4      | 5             |
| 2   | LZNK sentiasa menawarkan kaedah penilaian prestasi terbaik, yang memudahkan tanggungjawab kerja saya. | 1                   | 2            | 3      | 4      | 5             |
| 3   | Kenaikan pangkat yang adil mendorong saya untuk berusaha dengan lebih gigih.                          | 1                   | 2            | 3      | 4      | 5             |

**PAMPASAN**

| No. | Pernyataan                                                                      | Sangat Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
|-----|---------------------------------------------------------------------------------|---------------|--------------|--------|--------|---------------|
| 1   | Gaji bulanan mencukupi untuk menampung perbelanjaan makanan keluarga.           | 1             | 2            | 3      | 4      | 5             |
| 2   | Faedah yang diberikan adalah selaras dengan jawatan yang disandang oleh pekerja | 1             | 2            | 3      | 4      | 5             |
| 3   | Pekerja menerima bonus sebagai tambahan kepada gaji.                            | 1             | 2            | 3      | 4      | 5             |
| 4   | LZNK menyediakan elaun yang membantu memenuhi keperluan.                        | 1             | 2            | 3      | 4      | 5             |
| 5   | LZNK menyediakan elaun tambahan yang relevan dengan keperluan                   | 1             | 2            | 3      | 4      | 5             |
| 6   | Semua pekerja dilindungi oleh insurans kesihatan yang disediakan oleh LZNK.     | 1             | 2            | 3      | 4      | 5             |

#### PERSEKITARAN KERJA

| No. | Pernyataan                                                                                          | Sangat Setuju | Tidak Setuju | Neutral | Setuju | Sangat Setuju |
|-----|-----------------------------------------------------------------------------------------------------|---------------|--------------|---------|--------|---------------|
| 1   | Saya merasakan tempat kerja menyediakan keselesaan.                                                 | 1             | 2            | 3       | 4      | 5             |
| 2   | Peralatan yang tersedia di tempat kerja membolehkan saya menjalankan tugas dengan cekap.            | 1             | 2            | 3       | 4      | 5             |
| 3   | Saya merasakan kemudahan keselamatan yang ada di tempat kerja mewujudkan persekitaran yang selamat. | 1             | 2            | 3       | 4      | 5             |
| 4   | Rakan sekerja saya membuatkan saya berasa dihargai.                                                 | 1             | 2            | 3       | 4      | 5             |
| 5   | Saya mempunyai hubungan yang baik dengan rakan sekerja.                                             | 1             | 2            | 3       | 4      | 5             |
| 6   | Rakan sekerja saya membuatkan saya berasa bersemangat untuk menyelesaikan tugas di tempat kerja.    | 1             | 2            | 3       | 4      | 5             |

| <b>Kepuasan Kerja</b> |                                                                                                   |                     |              |        |        |               |
|-----------------------|---------------------------------------------------------------------------------------------------|---------------------|--------------|--------|--------|---------------|
| No.                   | Pernyataan                                                                                        | Sangat Tidak Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
| 1                     | Saya menerima ucapan terima kasih daripada penyelia setelah saya melakukan kerja saya dengan baik | 1                   | 2            | 3      | 4      | 5             |
| 2                     | Layanan yang adil oleh LZNK dalam memberikan peluang kenaikan pangkat kepada semua pekerja.       | 1                   | 2            | 3      | 4      | 5             |
| 3                     | Tugasan kerja berkumpulan yang sesuai dengan kemahiran saya.                                      | 1                   | 2            | 3      | 4      | 5             |
| 4                     | Dasar LZNK yang jelas mengenai promosi pekerjaan                                                  | 1                   | 2            | 3      | 4      | 5             |
| 5                     | Polisi LZNK yang jelas mengenai promosi kerja.                                                    | 1                   | 2            | 3      | 4      | 5             |
| 6                     | Polisi LZNK yang jelas mengenai status pekerja tetap.                                             | 1                   | 2            | 3      | 4      | 5             |

