

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



RELATIONSHIP BETWEEN ISLAMIC HUMAN RESOURCE
PRACTICES, SUPERVISORY SUPPORTS AND ISLAMIC WORK ETHICS
(IWE) ON EMPLOYEE RETENTION

BY

NUR YUSRA AFIFAH BINTI NASHARUDIN



**Research Paper Submitted to the
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirement for the Master of Islamic Business
Studies**



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

PERAKUAN KERJA KERTAS PENYELIDIKAN

(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

NUR YUSRA AFIFAH BINTI NASHARUDIN (823260)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF ISLAMIC BUSINESS STUDIES (MIBS)

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

Relationship between Islamic human resource practices, supervisory supports and Islamic work ethics (IWE) on employee retention

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.
(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

Nama Penyelia : **DR. MOHD SHAHRIL BIN AHMAD RAZIMI**
(Name of Supervisor)

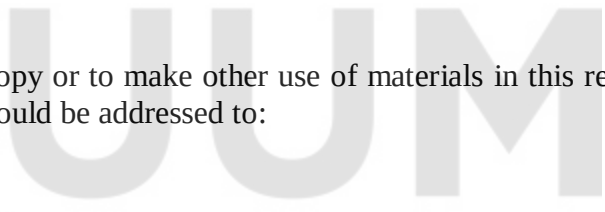
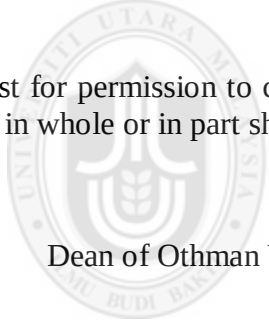
Tandatangan : 
(Signature)

Tarikh : **11 APRIL 2019**
(Date)

PERMISSION TO USE

In permission this research paper in partial fulfillment of the requirements for a Post Graduate Degree from Universiti Utara Malaysia (UUM), I agree that the University Library makes a freely available for inspection. I further agree that permission for copying of this research paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor (s) or, in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business (OYAGSB). It is understood that any copying or publication or use of this research paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition given to me and to the Universiti Utara Malaysia in any scholarly use which may be made of any material for my research paper.

Request for permission to copy or to make other use of materials in this research paper, in whole or in part should be addressed to:



Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRACT

In recent year, the management of human resource (HR) is increasingly widespread among organization in Malaysia. Started in 1980, the influences of Islam on human resource management (HRM) practices in Malaysia with introduce Islamic value in the organization (Junaidah, 2010). This study relationship between Islamic HR practices, supervisory support and Islamic work ethic on employee retention among employees at education department of Kedah (JPNK). In this cross-sectional study, three independent variables in HRM practices namely Islamic HR practices, supervisory support and Islamic work ethic were tested against employee retention. 180 respondents participated in this study from employees in JPNK. The methodology for this research are used questionnaire and quantitative of research design. The results analyzed by using a statistical tool and use the SPSS software version 22. The determination of this research is to know the relationship between Islamic HR practices, supervisory support and Islamic work ethic in according to the Islamic approaches with compliance to al-Quran and al-Sunnah.

Keywords: Employee retention, Islamic HR practices, supervisory support, Islamic work ethic

ABSTRAK

Pada tahun kebelakangan ini, pengurusan sumber manusia (HRM) semakin meluas di kalangan organisasi di Malaysia. Bermula pada tahun 1980, pengaruh Islam terhadap pengurusan sumber manusia (HRM) di Malaysia dengan memperkenalkan nilai Islam dalam organisasi (Junaidah, 2010). Hubungan kajian ini antara amalan HR Islam, sokongan penyeliaan dan etika kerja Islam terhadap pengekalan pekerja di kalangan pekerja di Jabatan Pendidikan Kedah (JPNK). Dalam kajian keratan rentas ini, tiga pemboleh ubah bebas dalam amalan HRM iaitu amalan Islam sumber manusia, sokongan penyeliaan dan etika kerja Islam telah diuji terhadap pengekalan pekerja. 180 responden mengambil bahagian dalam kajian ini daripada pekerja di JPNK. Metodologi untuk kajian ini digunakan soal selidik dan kuantitatif reka bentuk penyelidikan. Hasilnya dianalisis dengan menggunakan alat statistik dan menggunakan perisian SPSS versi 22. Penentuan penyelidikan ini adalah untuk mengetahui hubungan antara amalan HR Islam, sokongan penyeliaan dan etika kerja Islam mengikut pendekatan Islam dengan kepatuhan kepada al-Quran dan al-Sunnah.

Kata kunci: Pengekalan pekerja, Amalan Islam sumber manusia, sokongan penyeliaan dan Etika kerja Islam.

ACKNOWLEDGEMENT

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

In the Name of Allah, the most Gracious, the most Merciful, say:

‘Truly, my prayer and my service of sacrifice, my life and my death, are (all) for Allah, the Cherisher of the worlds.’ (Qur’an 6:162).

In the first place, all praise and deep thanks are due to Allah (the creator), who helped, guided and power to allow me to finish this research paper. Glory is to Allah who has given me the strength, patience and knowledge to continue and finish my master journey. I would like to take this opportunity to express my deep gratitude to all those who have helped to bring this research to light and success.

I am greatly thanks to my supervisor Dr. Mohd Shahril Ahmad Razimi, for his guidance, intellectual advice and patience throughout completing the research process. I also like to spread my gratitude and appreciation to Associate Professor Dr Abu Bakar Hamed for his expert and guidance in the methodological contributions in this study. Many thanks also goes to my respectable informants for their sharing information advices, comments, suggestions and academic support were instrumental for the accomplishment of this research. Without their consideration and understanding, this research paper would not have been finished fruitfully. I would also thank to everybody who involved in this research for your kindness and cooperation in providing me with information and materials. I would also thank to IBS, UUM, JPNK and everybody who involved in this research for your kindness and cooperation in providing me with information and materials. From the depths of my heart, special dedication goes to my beloved parents, Nasharudin bin Daud and Rakiah bt Mat San, who after Allah, were my greatest supporters and as well as to all my brothers and sisters for their infinite love, care and livelihood.

Finally, I would also like to thank my colleagues in the MIBS program especially to Nadhirah Nawawi, Syazwani Hassan and Nur Balkis for their encouragement, support, and friendship either directly or indirectly, for their continuous support in developing this research paper.

Nur Yusra Afifah Binti Nasharudin
Universiti Utara Malaysia (UUM)
Master in Islamic Business Studies
Islamic Business School
College of Business

TABLE OF CONTENTS

TITLE PAGE.....	i
PERMISSION TO USE.....	ii
ABSTRACT	iii
ABSTRAK	iv
ACKNOWLEDGEMENT.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES.....	x
LIST OF FIGURES.....	xi
LIST OF ABBREVIATIONS.....	xii
CHAPTER 1:INTRODUCTION	
1.1 Introduction.....	1
1.2 Background of the Study	2
1.3 Problem Statement	5
1.4 Research Questions	8
1.5 Research Objectives	8
1.6 Significance of the Study.....	9
1.7 Scope and limitation of the research	9
1.8 Definition of Key Terms.....	10
1.8.1 Employee retention.....	10
1.8.2 Islamic HR practices.....	11
1.8.3 Supervisory support.....	11
1.8.4 Islamic work ethics.....	12
1.9 Organization of the Research	13
1.10 Summary of the Chapter	16

CHAPTER 2:LITERATURE REVIEW

2.1	Introduction.....	17
2.2	Previous Studies	17
2.3	Underpinning Theory	19
2.3.1	Employee Retention	19
2.3.2	Islamic Human Resource Practice.....	21
2.3.3	Supervisory Support	21
2.3.4	Islamic Work Ethics	22
2.4	Employee retention.....	23
2.5	Islamic HR practices.....	26
2.6	Supervisory support.....	28
2.7	Islamic work ethics.....	30
2.8	Relationship between the employee retention and Islamic HR practice.	33
2.9	Relationship between the employee retention and supervisory support.....	34
2.10	Relationship between the employee retention and Islamic work ethics.	36
2.11	Summary	37

CHAPTER 3:RESEARCH METHODOLOGY

3.1	Introduction.....	38
3.2	Conceptual Framework.....	38
3.3	Hypothesis Development	40
3.4	Research Design	41
3.5	Operational Definition	41
3.6	Measurement of Variables/Instrumentation.....	42
3.7	Pilot Study.....	44
3.8	Reliability Test	44
3.9	Data Collection.....	45
3.10	Sampling	45
3.11	Techniques of Data Analysis	46
3.11.1	Descriptive statistic	48

3.11.2	Inferential Statistic	48
3.11.3	Independent Sample T-test	49
3.11.4	One-way ANOVA.....	49
3.11.5	Pearson Correlation Coefficient.....	50
3.11.6	Multiple Regressions	50
3.12	Summary	51

CHAPTER 4:RESULTS AND DISCUSSION

4.1	Introduction.....	52
4.2	Overview of the Data Collected	53
4.2.1	Response Rate	53
4.3	Demographic Profile	54
4.4	Reliability of the Instrument	56
4.5	Descriptive Analysis.....	57
4.6	Inferential Statistics	58
4.6.1.1	Differences between gender and the employee retention	59
4.6.1.2	Differences between position and the employee retention	59
4.6.2	One-way ANOVA.....	60
4.6.2.1	Differences between age and the employee retention.....	60
4.6.2.2	Differences between education level and the employee retention	61
4.6.2.3	Differences between sector and the employee retention	62
4.6.3	Correlation Analysis.....	64
4.6.3.1	The relationship between the Islamic HR practice and the employee retention.....	64
4.6.3.2	The relationship between the supervisory support and the employee.....	65
	retention.....	65
4.6.3.3	The relationship between the Islamic work ethics and the employee	66
	retention.....	66
4.6.4	Regression Analysis	67

4.6.4.1 The influences of the Islamic HR practice, supervisory support and Islamic work ethics with employee retention.	67
4.7 Summary of Hypothesis Results	70
4.8 Discussion	72
4.9 Summary	73
CHAPTER 5:RECOMMENDATION AND CONCLUSION	
5.1 Introduction.....	74
5.2 Implication	74
5.3 Limitation of study	75
5.4 Recommendation for the organization.	76
5.5 Recommendation for further researcher.	77
5.6 Conclusion	77
REFERENCES	79
APPENDICES	84
APPENDIX A	85
APPENDIX B.....	93
APPENDIX C	97
APPENDIX D	102
APPENDIX E.....	113
APPENDIX F.....	122
APPENDIX G	124
APPENDIX H	130
APPENDIX I.....	132
APPENDIX J	136

LIST OF TABLES

	Page
Table 2.1 The Values of Islamic Work Ethics.	23
Table 3.1 Total Number of Questions in the Questionnaire	43
Table 3.2 Reliability Test	44
Table 3.3 Techniques of Data Analysis	47
Table 4.1 Demographic Profile	54
Table 4.2 Value of Reliability	61
Table 4.3 Descriptive Analysis	57
Table 4.4 Results of T-test for gender	59
Table 4.5 Results of T-test for position	60
Table 4.6 Results of ANOVA for age	61
Table 4.7 Results of ANOVA for education level	62
Table 4.8 Results of ANOVA for sector	63
Table 4.9 Results of Correlation for Islamic HR practice	65
Table 4.10 Results of Correlation for supervisory support	66
Table 4.11 Results of Correlation for Islamic work ethic	67
Table 4.12 Model summary of regression	68
Table 4.13 Coefficients for Regression Analysis	69
Table 4.14 Summary of Hypothesis of results	70

LIST OF FIGURES

	Page
Figure 1.1 Organization of the Study	15
Figure 2.1 A Structure for improving Employee Retention Rate	20
Figure 3.1 Framework Theoretical	39



LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
DV	Dependent Variable
IBS	Islamic Business School
IV	Independent Variable
IWE	Islamic Work Ethic
HR	Human Resource
HRM	Human Resources Management
JPNK	Jabatan Pendidikan Negeri Kedah
LA	Letter of Administration
UUM	Universiti Utara Malaysia

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter study about employee retention among the employees in Education Department of Kedah (JPNK). The researcher shows about the background of the study and explain an overview of the contents in this study. The objective for this research to analyze about the relationship between Islamic human resource practices, supervisory support and Islamic work ethic on employee retention among employees in Education Department of Kedah (JPNK). Then, the research questions are addressed in this chapter to show the problem statement that related. Plus, the research problem, research objectives, significance, scope and the limitation of the study are stated in this chapter and ends with the organization of this research report.

The religion of Islam is a complete (*syumul*) in the journey's life to balancing the work and worship (*ibadah*). Allah already mentions in the Al-Quran that people (Muslim or Non-Muslim) were created to worship (*ibadah*) Him. Every single human issues is empowered by Allah S.W.T. on that lesson include all part in life. A good Muslim (man) must totally *taqwa* and surrender to Him. The Al-Quran evidences it in this Surah al- An'am:

Say, "Indeed, my prayer, my rites of sacrifice, my living and my dying are for Allah, Lord of the worlds (162). No partner has He. And this I have been commanded and I am the first [among you] of the Muslims."

(The Quran, 6:162-163)

REFERENCES

- Abdul Hamid, A. S. (1992). Development of public administration in Malaysia. Kuala Lumpur: Pelanduk.
- Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, 2, 267-299.
- Agil, S. (1997). Lessons on Excellent and Successful Management from Islamic History. Kuala Lumpur: Institut Perkembangan Minda (INMIND).
- Ahmad, M. (1995). Business Ethics in Islam. Islamabad: The International Institute of Islamic Thought.
- Al-Ghazali, A. H. (1937). *Al-Mustafa min 'Ilm al-Usul*. Cairo: al-Maktabah al-Tijariyyah al-Kubra.
- Ali, A. (2005). *Islamic Perspectives on Management and Organization*. Cheltenham and Northampton: MA.
- Ali, A. Y. (2006). *The Meaning of The Holy Quran: Text, Translation and Commentary*. Selangor: Islamic Book Trust Kuala Lumpur.
- Al-Kazemi, A. A. (2007). Islamic work ethic in Kuwait. *An International Journal*, 93-104.
- Aryani, Y. A. (2009). *The Effect of fairness perception of performance measurement in the balanced scorecard environment*. Victoria, Victoria University Press
- Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior*, 23(3), 267-285.
- Baldwin, T. T., & Ford, J. K. (1988). Transfer of training: A review and directions for future research. *Personnel Psychology*, 41(1), 63-105.
- Beer, M. (1964). Organizational size and job satisfaction. *Academy of Management journal*, 7(1), 34-44.
- BERNAMA. (2000). *Government Reviewing SSB - Dr. Mahathir*. Kuala Lumpur: BERNAMA.
- Bhatti, MA., Mohamed Battour, M., Pandiyan Kaliani Sundram, V., & Aini Othman, A. (2013). Transfer of training: does it truly happen? An examination of support, instrumentality, retention and learner readiness on the transfer motivation and transfer of training. *European Journal of Training and Development*, 37(3), 273-297.

- Burke, L. A., & Saks, A. M. (2009). Accountability in training transfer: Adapting Schlenker's model of responsibility to a persistent but solvable problem. *Human Resource Development Review*, 8(3), 382-402.
- Cable, D., & Parsons, C. (2001). Socialisation tactics and person-organisation fit. *Personnel Psychology*, 1-23.
- Cheah-Liaw, G. P. (2003). The role of human resource management (HRM) in Australian-Malaysian joint ventures. *Journal of European Industrial Training*, 27, 244-62.
- Chen, P., Sparrow, P., & Cooper, C. (2016). The relationship between person-organization fit and job satisfaction. *Journal of Managerial Psychology*, 31(5), 946-959.
- Chew, Y. (2005). "Achieving organizational prosperity through employee motivation and retention: a comparative study of strategic HRM practices in Malaysian institutions". *Research and Practice in Human Resource Management*, 13(2), 87-104.
- Chew, Y. (2005). Achieving organizational prosperity through employee motivation and retention: a comparative study of strategic HRM practices in Malaysian institutions. *Research and Practice in Human Resource Management*, 87-104.
- Coakes, S. J., & Steed, L. (2007). *SPSS Version 14.0 for Windows: Analysis without Anguish*. Australia: John Wiley & Sons Australia Ltd.
- Cook, J. D., Hepworth, S. J., Wall, T. D., & Warr, P. B. (1981). *The experience of work: A compendium and review of 249 measures and their use*: Academic Press London.
- Feldman, D. (2003). The antecedents and consequences of early career indecision among young adults. *Human Resource Management Review*, 499-531.
- Garavan, T. N. (1990). Promoting strategic career development activities: some Irish experience. *Industrial and Commercial Training*, 22(6), 114-135.
- Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, 78(2), 4-17.
- Guest, D. (2002). Human resource management, corporate performance and employee well-being: building the worker into HRM. *The Journal of Industrial Relations*, 44(3), 335-58.
- Gupta, M., Kumar, V., & Singh, M. (2014). Creating satisfied employees through workplace spirituality: A study of the private insurance sector in Punjab (India). *Journal of Business Ethics*, 122(1), 79-88.
- Hoppock, R. *Job Satisfaction* (1935), Oxford, England: Harper Job satisfaction. (1935). xxi 303 pp.

- Hülshager, U. R., Alberts, H. J., Feinholdt, A., & Lang, J. W. (2013). Benefits of mindfulness at work: The role of mindfulness in emotion regulation, emotional exhaustion, and job satisfaction. *Journal of Applied Psychology*, 98(2), 310-316.
- Ismail, A., Hasan, A. B. M., & Sulaiman, A. Z. (2010). Supervisor's role as an antecedent of training transfer and motivation to learn in training programs. *Economica*, 7(2), 18-37.
- Janssen, O. (2001). Fairness perceptions as a moderator in the curvilinear relationships between job demands, and job performance and job satisfaction. *Academy of Management journal*, 44(5), 1039-1050.
- Jaramillo, F., Mulki, J., & Marshall, G. (2005). A Meta Analysis of the Relationship between Organizational Commitment and Salesperson Job Performance: 25 Years of Research. *Journal of Business Research*, 58(6).
- Joiner, T., & Bakalis, S. (2006). The antecedents of organizational commitment: the case of Australian casual academics. *International Journal of Educational Management*, 20(6), 439-452.
- Junaidah, H. (2009). Islamic revival in human resource management practices among selected Islamic organisations in Malaysia. *International Journal of Islamic and Middle Eastern Finance and Management*, 251-267.
- Junaidah, H. (2010). Human resource management practices on organizational commitment: The Islamic perspective. *Personnel Review*, 785-799.
- Kadiresan, V., & Javed, N. K. (2015). Discrimination in employment and task delegation at workplace in the Malaysian context. *International Journal of Academic Research in Business and Social Sciences*, 29-41.
- Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140.
- King, J. E., & Williamson, I. O. (2005). Workplace religious expression, religiosity and job satisfaction: Clarifying a relationship. *Journal of Management, Spirituality & Religion*, 2(2), 173-198.
- Konovsky, M. A., & Cropanzano, R. (1991). Perceived fairness of employee drug testing as a predictor of employee attitudes and job performance. *Journal of Applied Psychology*, 76(5), 698-707.
- Lim, H. H. (2013). *The public service ethnic restructuring under the new economic policy: The new challenge of correcting selectivity and excess*. Singapore: NUS Press.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology* (pp. 1297-1349). Chicago, IL: Rand McNally.

- Lok, P., & Crawford, J. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*, 22(4), 594-613.
- Lu, H., Barriball, K. L., Zhang, X., & While, A. E. (2012). Job satisfaction among hospital nurses revisited: a systematic review. *International Journal of Nursing Studies*, 49(8), 1017-1038.
- Madi, M. Y. A. (2013). *Communication, Job Satisfaction and Employees Turnover in Multinational Engineering Organizations in the United Arab Emirates*. The British University in Dubai.
- Mathis, R. &. (2009). *Human Resource Management: Essential Perspectives*. Ohio: Cengage Learning Inc.
- McGunnigle, P., & Jameson, S. (2000). HRM in UK hotels: a focus on commitment. *Employee Relation*, 22(4), 403-22.
- Meyer, J. a. (1997). *Commitment in the Workplace: Theory, Research and Application*. Sage Publications.
- Milkovich, G., & Gerhart, B. (2011). *Compensation*. Boston: McGraw Hill.
- Millán, J. M., Hessels, J., Thurik, R., & Aguado, R. (2013). Determinants of job satisfaction: a European comparison of self-employed and paid employees. *Small Business Economics*, 40(3), 651-670.
- Mohd Shahril A. R., Murshidi M. N., & Norzaidi M. D.. (2014). The concept of dimension in human resource management from Islamic management perspective. *Middle-east journal of scientific research*.
- Mohd Shahril A.R, Abd Rahim R., & Nurul Nadia K. (2017). The processes of recruitment and selection in human resource management from Islamic perspective: A review. *World journal of management and behavioral studies*.
- Mostafa, M. M. (2003). Attitudes towards women who work in Egypt. *Women in Management Review*, 18(5), 252-266.
- Mowday, R. T. (1991). Equity theory predictions of behavior in organizations. *Motivation and Work Behavior*, 5(2), 111-131.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organization linkage. The psychology of commitment absenteeism, and turn over*_ Academic Press Inc. London.
- Nijman, D.-J. J., Nijhof, W. J., Wognum, A., & Veldkamp, B. P. (2006). Exploring differential effects of supervisor support on transfer of training. *Journal of European Industrial Training*, 30(7), 529-549.

- Pallant, J. (2013). *SPSS Survival Manual: a step by step guide to data analysis using IBM SPSS*. New York: Mc Graw Hill.
- Pallant, J. (2016). *SPSS Survival Manual: A step by step guide to data analysis using IBM SPSS*. New York: Mc Graw Hill.
- program. PhD Dissertation. Retrieved from:
https://dspace.library.colostate.edu/bitstream/handle/10217/80969/Putter_colostat_e_0053A_12035.pdf?sequence=1.
- Putter, S. E. (2013). *Making training stick : a close examination of how trainee readiness, supervisor support, and practice foster transfer in a mobile technology based training*
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature: *American Psychological Association*. 84(4), 698-714.
- Robbins SP (2005). *Essentials of Organisational Behaviour*. New Jersey: Pearson
- Safi, M.-H., & Kolahi, A.-A. (2016). The Relationship between Job Satisfaction with Burnout and Conflict Management Styles in Employees. *Community Health*, 2(4), 266-274.
- Sekaran, U. &. (2013). *Research Methods for Business: A Skill Building Approach* (Sixth Edition ed.). John Wily & Sons Ltd.
- Spector, P. E. (1997). *Job satisfaction*. Thousand Oaks, CA: Sage
- Statistics, D. o. (2010, May 28). Department of Statistics Malaysia. Retrieved from The Source of Malaysia's Official Statistics: <https://www.dosm.gov.my>
- Umer, C. (2000). *The Future of Economics: An Islamic Perspective*. Leicester: The Islamic Foundation.
- Van der Klink, J., Blonk, R., Schene, A. H., & Van Dijk, F. (2001). The benefits of interventions for work-related stress. *American journal of public health*, 91(2), 270-281.
- Vello, A., & Raman, A. (2013). *Kaedah Analisis dan Interpretasi Data*. UUM Press, Universiti Utara Malaysia.
- Woo, K. H. (2015). Recruitment Practices in the Malaysian Public Sector: Innovations or Political Response? *Journal of Public Affairs Education*, 229-246.
- Yarnall, J. (1998). Career anchors: results of an organisational study in the UK. *Career Development International*, 3(2), 56-61.
- Yousef, D. (1999). Organizational commitment and job satisfaction as predictors of attitudes toward organizational change in a non-Western setting. *Personnel Review*, 567-592.

APPENDICES

APPENDIX A: QUESTIONNAIRE

APPENDIX B: FREQUENCY ANALYSIS

APPENDIX C: DESCRIPTIVE ANALYSIS

APPENDIX D: RELIABILITY ANALYSIS

APPENDIX E: NORMALITY TEST

APPENDIX F: INDEPENDENT SIMPLE T-TEST

APPENDIX G: ONE-WAY ANOVA

APPENDIX H: CORRELATION

APPENDIX I: MULTIPLE REGRESSIONS

APPENDIX J: LIST NAME OF RESPONDENTS

APPENDIX A



QUESTIONNAIRE

No. Respondent:

Date:



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

RELATIONSHIP BETWEEN ISLAMIC HUMAN RESOURCE PRACTICES, SUPERVISORY SUPPORT AND ISLAMIC WORK ETHICS (IWE) ON EMPLOYEE RETENTION

Dear respondent,

Thank you for agreeing to participate in this research.

I would appreciate if you can answer the questions carefully because the information you provide will influence the accuracy and success of this study. The questionnaire is proposed to identify Islamic human resource practices, supervisory support and ethical work ethics on retention of employees. It will take no more than 20 minutes to complete and complete the questionnaire.

The information gathered through this questionnaire is very important for researchers to achieve the goal of research and goals to meet the needs of study in Master of Islamic Business Studies (MIBS). All information you provide will be CONFIDENTIAL and only for ACADEMIC RESEARCH PAPER. Thank you for your cooperation and support for this study.

If you have any questions about this research, you may contact me at the contact details below. Thank you for your cooperation and time to answer this question.

Sincerely,

Nur Yusra Afifah Binti Nasharudin.
Master of Islamic Business Studies (MIBS)
Universiti Utara Malaysia (UUM)
Mobile phone: +60178539047
Email: yusrafifahgc@gmail.com

Part 1: Demographic Profile

Please tick (/) in the appropriate box.

1	Gender	☐ Male ☐ Female
2	Age	☐ Below than 20 ☐ 21-30 ☐ 31-40 ☐ 41 and above
3	Level of education	☐ SPM ☐ STPM/ Diploma ☐ Bachelor ☐ Master/PhD
4	Position	☐ Management staff ☐ Support staff

5	Sector	☐ School management ☐ Academic management ☐ Private and special education ☐ Human development ☐ Islamic education ☐ Assessment and examination ☐ Service of management and development ☐ Warranty and quality ☐ Information management and ICT ☐ Psychology and counseling
---	--------	--



Part 2: Please read each statement and illustrate how much you agree or disagree with selecting the following scale. Please write a number based on the 5-Point Likert Scale.

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

A- Employee Retention

A1	I am likely to continue working in this organization.	1	2	3	4	5
A2	I intend to continue working for this organization.	1	2	3	4	5
A3	I plan to continue working for this organization.	1	2	3	4	5

B- Islamic Human Resource Practice

B	As a good Muslim will be a good worker	1	2	3	4	5
B1	Islamic practices such as prayer & fasting by workers are very important	1	2	3	4	5
B2	Realizing the need for Islam in paying salaries to employees	1	2	3	4	5
B3	Islamic understanding is an important criterion in choosing a worker	1	2	3	4	5
B4	Employees will be asked questions about the understanding of Islam in the interview	1	2	3	4	5

B5	Controlling Muslim training programs for employees on a regular basis	1	2	3	4	5
B6	Organizations use Islamic criteria in the selection of workers	1	2	3	4	5
B7	Training in this organization is implemented periodically	1	2	3	4	5
B8	Encourage training to employees seriously	1	2	3	4	5
B9	It is the employer's responsibility to pay the workers' wages in due course	1	2	3	4	5
B10	Encourage employees to seek knowledge	1	2	3	4	5
B11	Emphasize to improve one's achievement	1	2	3	4	5
B12	Evaluate employee competence and interests	1	2	3	4	5
B13	Fair performance assessment for all employees	1	2	3	4	5
B14	Measure employee performance regularly	1	2	3	4	5
B15	Do not practice any favoritism in assessing performance	1	2	3	4	5
B16	Justice & honesty in assessing employee performance	1	2	3	4	5
B17	Employee reward based on their performance	1	2	3	4	5
B18	Provide adequate compensation for additional work	1	2	3	4	5
B19	The compensation policy for workers is rational	1	2	3	4	5

B20	Sufficient compensation for retired workers	1	2	3	4	5
B21	Select a competent and honest employee	1	2	3	4	5
B22	Islamic approach to recruiting & selecting potential workers	1	2	3	4	5

C- Supervisory Support

C1	My supervisor looks for opportunities to praise the performance of positive employees, both individually and in the presence of others	1	2	3	4	5
C2	I feel comfortable under the assessment by my supervisor	1	2	3	4	5
C3	My supervisor has never dropped out any feedback on how I finish my work	1	2	3	4	5
C4	My supervisor rarely recognizes employees for good work	1	2	3	4	5
C5	My supervisor often tells me how I think to work.	1	2	3	4	5

D- Islamic Work Ethic

D1	Laziness is a bad habit	1	2	3	4	5
D2	Dedication to work is virtue	1	2	3	4	5
D3	Good work benefits both yourself and others	1	2	3	4	5
D4	Justice and generosity in the workplace are the	1	2	3	4	5

	conditions required for the welfare of society					
D5	Producing more than enough to meet one's personal needs contributes to the overall prosperity of society	1	2	3	4	5
D6	People must perform the task as best they can	1	2	3	4	5
D7	Work does not end in itself but is a way to foster personal growth and social relationships	1	2	3	4	5
D8	Life has no meaning without work	1	2	3	4	5
D9	More leisure is good for the community	1	2	3	4	5
D10	Human relationships in organizations should be emphasized and encouraged	1	2	3	4	5
D11	Work allows one to control nature	1	2	3	4	5
D12	Creative work is a source of happiness and accomplishment	1	2	3	4	5
D13	Any person who works is more likely to continue living	1	2	3	4	5
D14	Work gives one chance to be free	1	2	3	4	5
D15	Successful people are people who meet deadlines at work	1	2	3	4	5
D16	People should always work hard to fulfill their responsibilities	1	2	3	4	5
D17	The value of work is derived from accompanying intentions and not decisions	1	2	3	4	5

THANK YOU SOO MUCH
FOR YOUR GREAT TIME!!!

APPENDIX B



UUM

FREQUENCY ANALYSIS

Gender

N	Valid	180
	Missing	0
	Minimum	1
	Maximum	2

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	104	57.8	57.8	57.8
	FEMALE	76	42.2	42.2	100.0
	Total	180	100.0	100.0	

Age

N	Valid	180
	Missing	0
	Minimum	2
	Maximum	4

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 Y/O	13	7.2	7.2	7.2
	31-40 Y/O	76	42.2	42.2	49.4
	ABOVE 41 Y/O	91	50.6	50.6	100.0
	Total	180	100.0	100.0	

Education

N	Valid	180
	Missing	0
	Minimum	1
	Maximum	4

Position

N	Valid	180
	Missing	0
	Minimum	1
	Maximum	3



POSITION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MANAGEMENT STAFF	81	45.0	45.0	45.0
	SUPPORT STAFF	98	54.4	54.4	99.4
	3	1	.6	.6	100.0
	Total	180	100.0	100.0	

Sector

N	Valid	180
	Missing	0
	Minimum	1
	Maximum	10

SECTOR

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SCHOOL MANAGEMENT	22	12.2	12.2	12.2
	ACADEMIC MANAGEMENT	21	11.7	11.7	23.9
	SPECIAL AND PRIVATE EDUCATION	17	9.4	9.4	33.3
	HUMAN DEVELOPMENT	17	9.4	9.4	42.8
	ISLAMIC EDUCATION	12	6.7	6.7	49.4
	ASSESSMENT AND EXAMINATION	24	13.3	13.3	62.8
	SERVICE MANAGEMENT AND DEVELOPMENT	51	28.3	28.3	91.1
	WARRANTY AND QUALITY INFORMATION	11	6.1	6.1	97.2
	MANAGEMENT AND ICT	1	.6	.6	97.8
	PSHYCOLOGY AND COUNSELING	4	2.2	2.2	100.0
	Total	180	100.0	100.0	

APPENDIX C



DESCRIPTIVE ANALYSIS

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
GENDER	180	1	2	1.42	.495
AGE	180	2	4	3.43	.626
EDU	180	1	4	2.23	.928
POSITION	180	1	3	1.56	.509
SECTOR	180	1	10	4.89	2.441
Valid N (listwise)	180				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
A1	180	2	5	4.05	.854
A2	180	1	5	4.26	.763
A3	180	2	5	4.25	.761
Valid N (listwise)	180				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
B	180	3	5	4.72	.488
B1	180	3	5	4.79	.419
B2	180	3	5	4.71	.492
B3	180	2	5	4.33	.667
B4	180	2	5	3.94	.738
B5	180	2	5	4.28	.635
B6	180	2	5	4.13	.750
B7	180	3	5	4.18	.630
B8	180	2	5	4.28	.617
B9	180	4	5	4.67	.473
B10	180	4	55	5.45	6.487
B11	180	2	5	4.37	.700
B12	180	3	5	4.42	.539
B13	180	2	5	4.61	.573
B14	180	3	5	4.22	.612
B15	180	3	5	4.64	.567
B16	180	3	5	4.60	.545
B17	180	2	5	4.34	.734
B18	180	1	5	4.15	.849
B19	180	2	5	4.14	.803
B20	180	2	5	4.43	.701
B21	180	3	5	4.58	.549
B22	179	2	5	4.28	.727
Valid N (listwise)	179				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
C1	180	2	5	4.01	.736
C2	180	3	5	4.22	.555
C3	180	2	5	3.98	.717
C4	180	1	5	2.63	1.205
C5	180	2	5	3.62	.785
Valid N (listwise)	180				



UUM
Universiti Utara Malaysia

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
D1	180	1	5	4.62	.756
D2	180	3	5	4.53	.611
D3	180	3	5	4.74	.453
D4	180	2	5	4.48	.602
D5	179	3	5	4.30	.652
D6	180	2	5	4.56	.609

D7	180	3	5	4.42	.579
D8	180	2	5	4.14	.799
D9	180	1	5	3.36	1.132
D10	180	2	5	4.31	.644
D11	180	1	5	3.78	.869
D12	180	3	5	4.26	.580
D13	180	2	5	4.22	.695
D14	180	1	5	3.56	.879
D15	180	2	5	3.77	.833
D16	180	2	5	4.37	.588
D17	180	2	5	4.13	.784
D9R	180	1	5	2.64	1.132
Valid N (listwise)	179				

APPENDIX D



RELIABILITY ANALYSIS

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded ^a	0	.0
	Total	180	100.0

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

Reliability Statistics

Cronbach's Alpha ^a	N of Items
-.092	5

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Item Statistics

	Mean	Std. Deviation	N
GENDER	1.42	.495	180
AGE	3.43	.626	180
EDU	2.23	.928	180
POSITION	1.56	.509	180
SECTOR	4.89	2.441	180

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
GENDER	12.12	6.506	.173	-.198 ^a
AGE	10.11	7.436	-.187	.019
EDU	11.31	7.454	-.222	.107
POSITION	11.98	6.776	.058	-.134 ^a
SECTOR	8.64	1.113	.022	-.773 ^a

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.



UUM
Universiti Utara Malaysia

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.54	7.188	2.681	5

SCALE: EMPLOYEE RETENTION

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded ^a	0	.0
	Total	180	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.876	3

Item Statistics

	Mean	Std. Deviation	N
A1	4.05	.854	180
A2	4.26	.763	180
A3	4.25	.761	180

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
A1	8.51	2.061	.717	.873
A2	8.30	2.178	.795	.798
A3	8.31	2.202	.783	.809

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
12.56	4.550	2.133	3

SCALE: ISLAMIC HR PRACTICE

Case Processing Summary

		N	%
Cases	Valid	179	99.4
	Excluded ^a	1	.6
	Total	180	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.618	23

Item Statistics

	Mean	Std. Deviation	N
B	4.72	.488	179
B1	4.79	.420	179
B2	4.70	.493	179
B3	4.32	.667	179
B4	3.94	.736	179
B5	4.27	.634	179
B6	4.13	.750	179
B7	4.18	.628	179
B8	4.27	.616	179
B9	4.66	.473	179
B10	5.45	6.505	179
B11	4.36	.701	179
B12	4.42	.538	179
B13	4.61	.574	179
B14	4.22	.611	179
B15	4.64	.568	179
B16	4.60	.546	179
B17	4.34	.734	179
B18	4.15	.849	179
B19	4.13	.803	179
B20	4.42	.702	179
B21	4.58	.549	179
B22	4.28	.727	179

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
B	97.47	124.206	.081	.617
B1	97.39	121.206	.427	.606
B2	97.48	119.509	.517	.600
B3	97.86	120.885	.273	.607
B4	98.25	121.130	.226	.609
B5	97.91	117.071	.573	.593
B6	98.06	119.019	.351	.601
B7	98.01	117.500	.546	.594
B8	97.91	116.880	.606	.592
B9	97.52	119.375	.554	.600
B10	96.73	75.894	.063	.924
B11	97.82	118.732	.400	.600
B12	97.77	118.057	.597	.595
B13	97.58	117.897	.570	.595
B14	97.97	118.167	.511	.597
B15	97.55	118.317	.542	.597
B16	97.59	117.693	.620	.594
B17	97.85	114.949	.625	.585
B18	98.04	117.633	.379	.598
B19	98.05	115.879	.509	.590
B20	97.76	116.341	.561	.591
B21	97.61	117.475	.634	.593
B22	97.91	119.390	.341	.603

SCALE: SUPERVISORY SUPPORT

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded ^a	0	.0
	Total	180	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.658	5

Item Statistics

	Mean	Std. Deviation	N
C1	4.01	.736	180
C2	4.22	.555	180
C3	3.98	.717	180
C4	2.63	1.205	180
C5	3.62	.785	180

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
C1	14.45	4.964	.530	.557
C2	14.23	5.722	.457	.605
C3	14.48	4.787	.620	.520
C4	15.83	5.060	.135	.812
C5	14.83	4.631	.591	.523

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.46	7.244	2.691	5

SCALE: ISLAMIC WORK ETHIC

Case Processing Summary

		N	%
Cases	Valid	179	99.4
	Excluded ^a	1	.6
	Total	180	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.814	18

Item Statistics

	Mean	Std. Deviation	N
D1	4.62	.758	179
D2	4.53	.612	179
D3	4.74	.454	179
D4	4.48	.603	179
D5	4.30	.652	179
D6	4.55	.610	179
D7	4.42	.579	179
D8	4.14	.799	179
D9	3.35	1.128	179
D10	4.30	.644	179
D11	3.77	.866	179
D12	4.25	.579	179
D13	4.21	.695	179
D14	3.55	.875	179
D15	3.76	.830	179
D16	4.36	.587	179
D17	4.12	.784	179
D9R	2.65	1.128	179

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
D1	69.49	41.173	.251	.813
D2	69.58	39.627	.543	.798
D3	69.37	41.066	.501	.803
D4	69.63	39.022	.637	.794
D5	69.80	38.619	.634	.793
D6	69.55	39.249	.597	.796
D7	69.69	39.362	.618	.795
D8	69.97	38.224	.539	.796
D9	70.76	42.700	.014	.840
D10	69.80	39.978	.466	.802
D11	70.34	37.157	.594	.791
D12	69.85	39.664	.574	.797
D13	69.89	38.376	.619	.793
D14	70.56	38.551	.448	.802
D15	70.35	37.149	.627	.790
D16	69.74	39.945	.525	.800
D17	69.98	39.118	.454	.801
D9R	71.45	48.215	-.338	.865

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
74.11	44.185	6.647	18

APPENDIX E



NORMALITY TEST

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
A1	180	100.0%	0	0.0%	180	100.0%
A2	180	100.0%	0	0.0%	180	100.0%
A3	180	100.0%	0	0.0%	180	100.0%

Descriptives

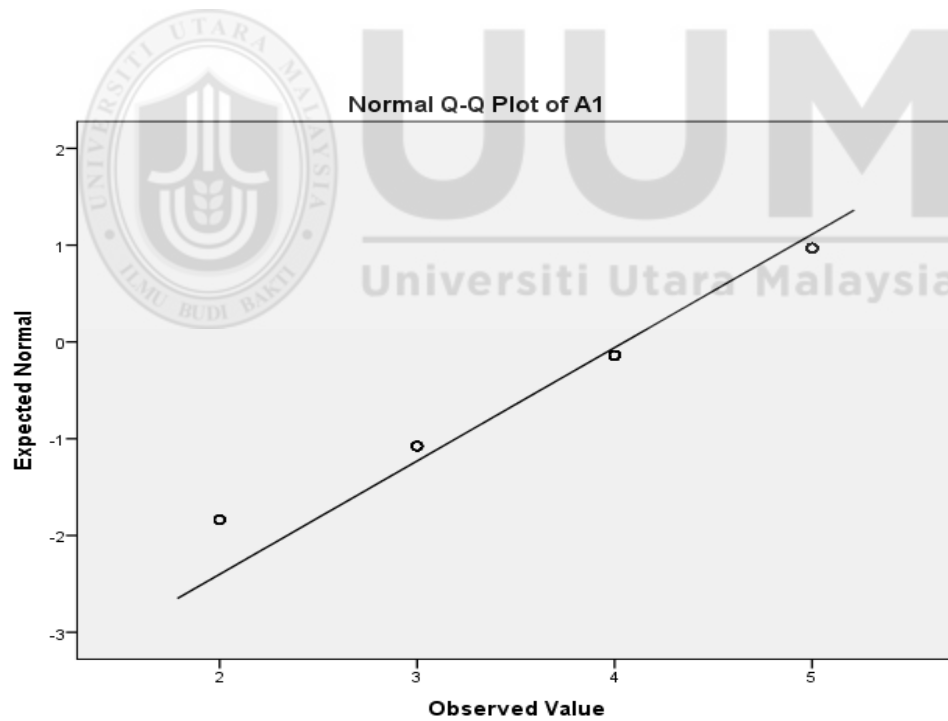
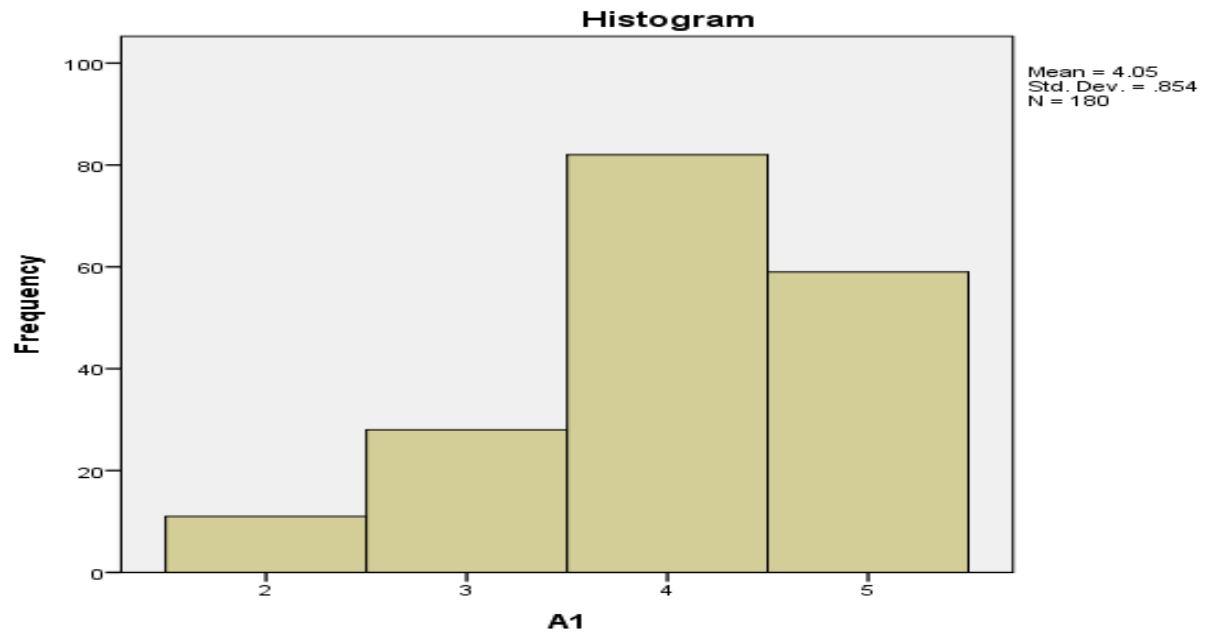
		Statistic	Std. Error
A1	Mean	4.05	.064
	95% Confidence Interval for Mean		
	Lower Bound	3.92	
	Upper Bound	4.18	
	5% Trimmed Mean	4.11	
	Median	4.00	
	Variance	.729	
	Std. Deviation	.854	
	Minimum	2	
	Maximum	5	
	Range	3	
	Interquartile Range	1	
	Skewness	-.695	.181
	Kurtosis	-.049	.360
A2	Mean	4.26	.057
	95% Confidence Interval for Mean		
	Lower Bound	4.14	
	Upper Bound	4.37	
	5% Trimmed Mean	4.31	
	Median	4.00	
	Variance	.582	
	Std. Deviation	.763	
	Minimum	1	
	Maximum	5	
	Range	4	

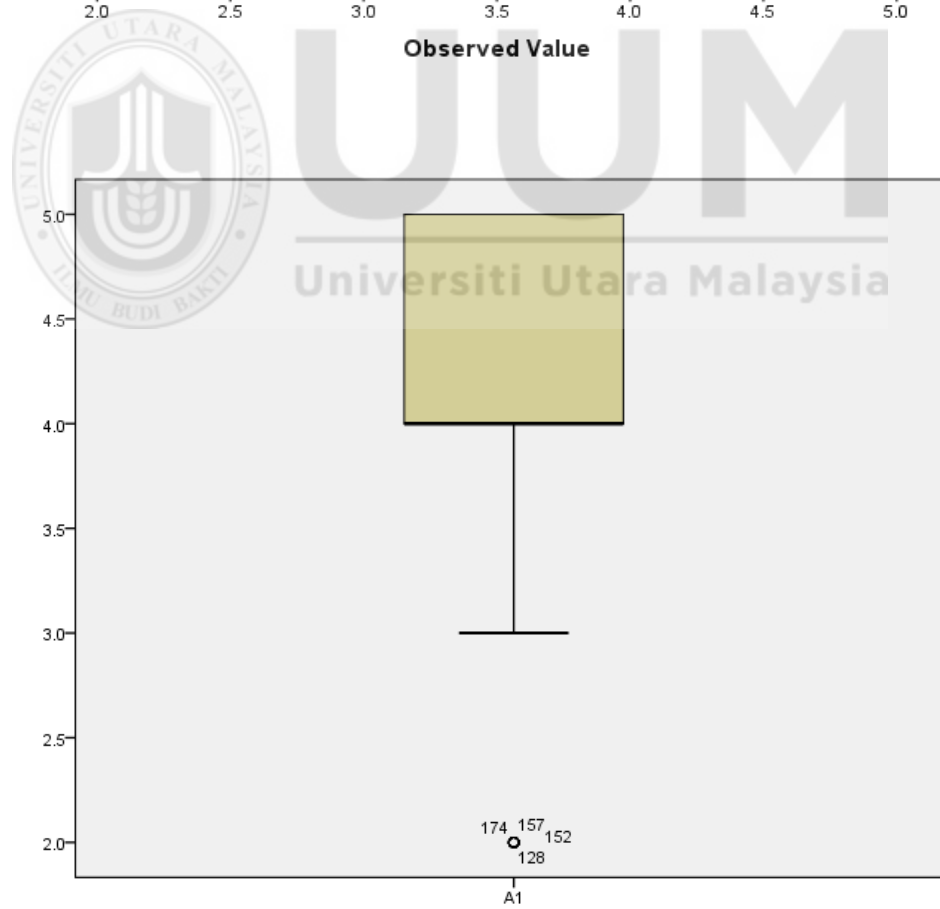
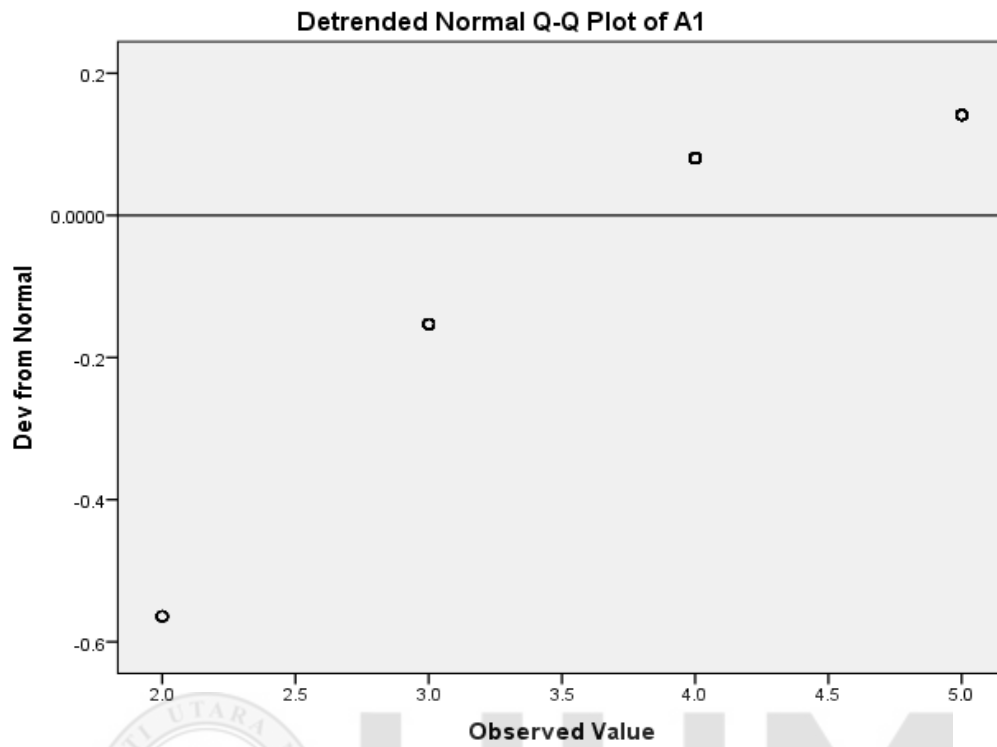
A3	Interquartile Range		1	
	Skewness		-1.003	.181
	Kurtosis		1.430	.360
	Mean		4.25	.057
	95% Confidence Interval for Mean	Lower Bound	4.14	
		Upper Bound	4.36	
	5% Trimmed Mean		4.32	
	Median		4.00	
	Variance		.580	
	Std. Deviation		.761	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		-.994	.181
	Kurtosis		1.025	.360

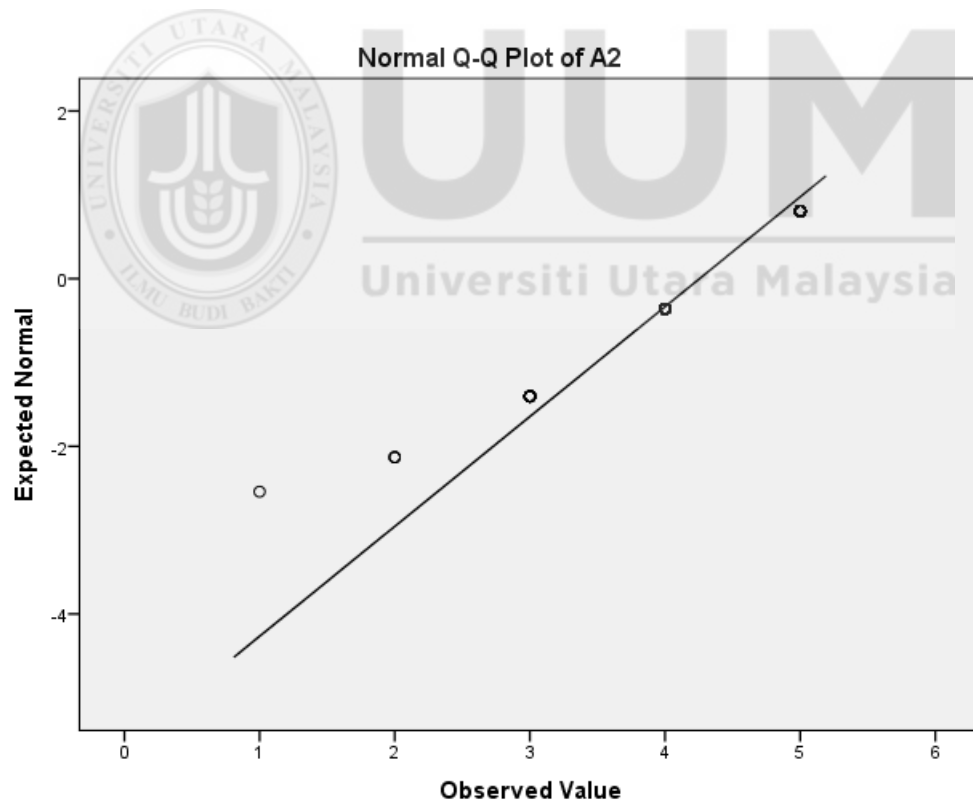
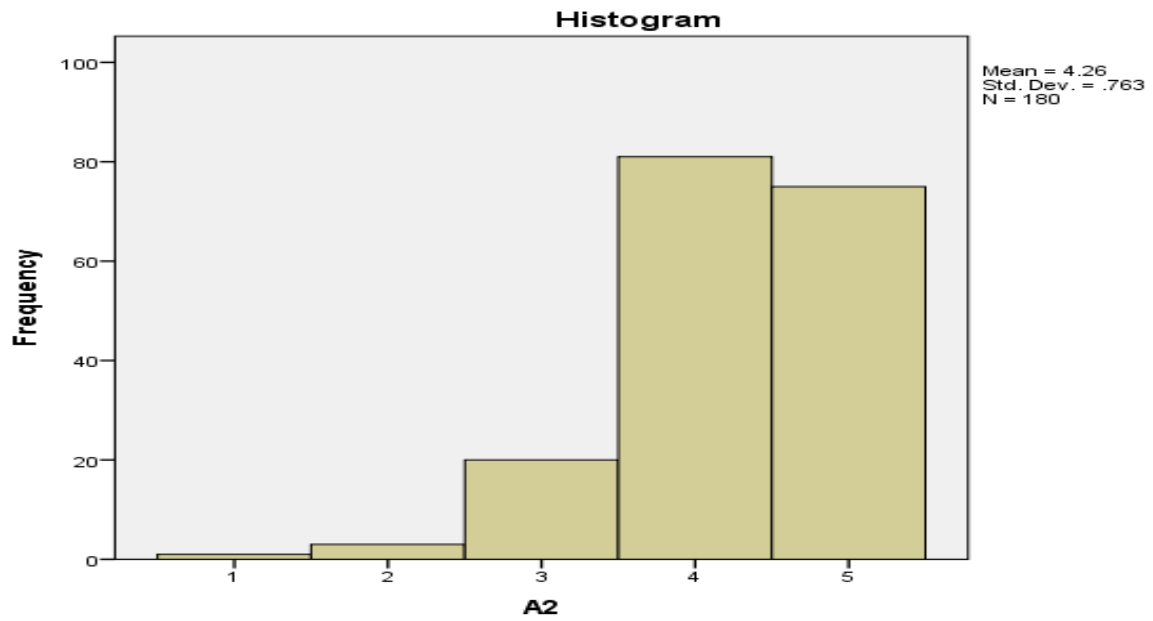
Tests of Normality

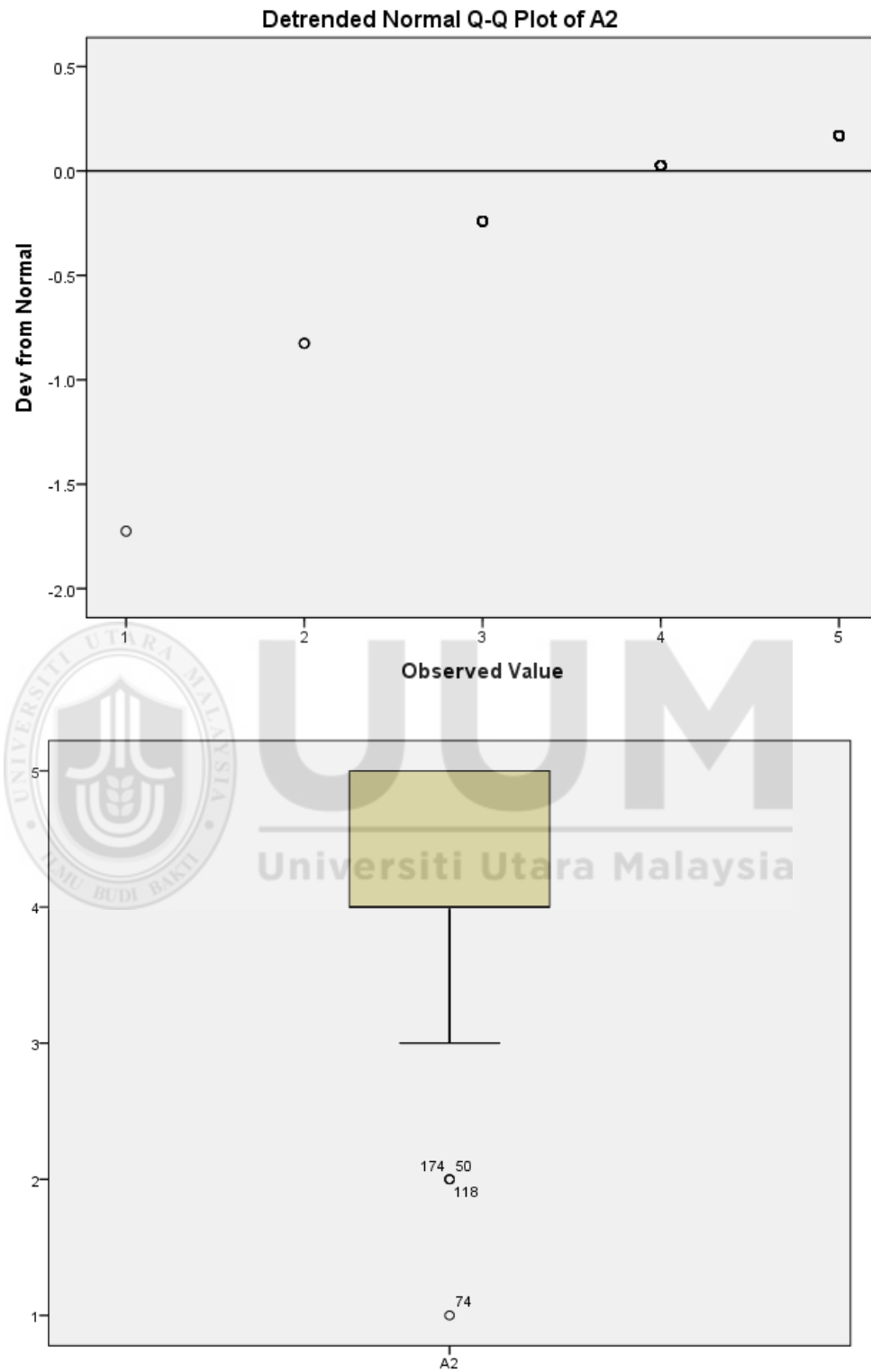
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
A1	.260	180	.000	.829	180	.000
A2	.252	180	.000	.786	180	.000
A3	.255	180	.000	.774	180	.000

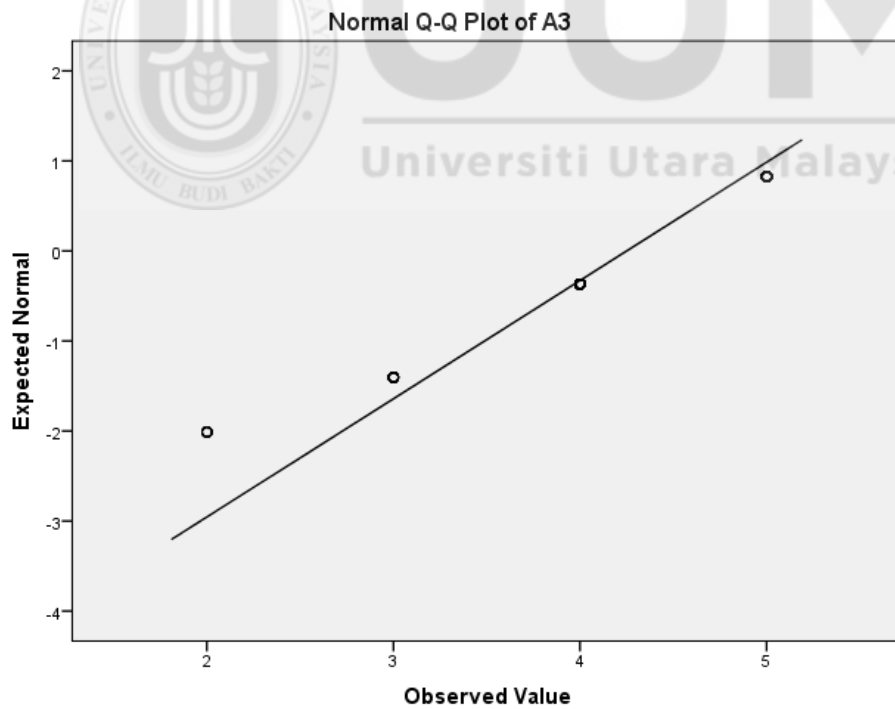
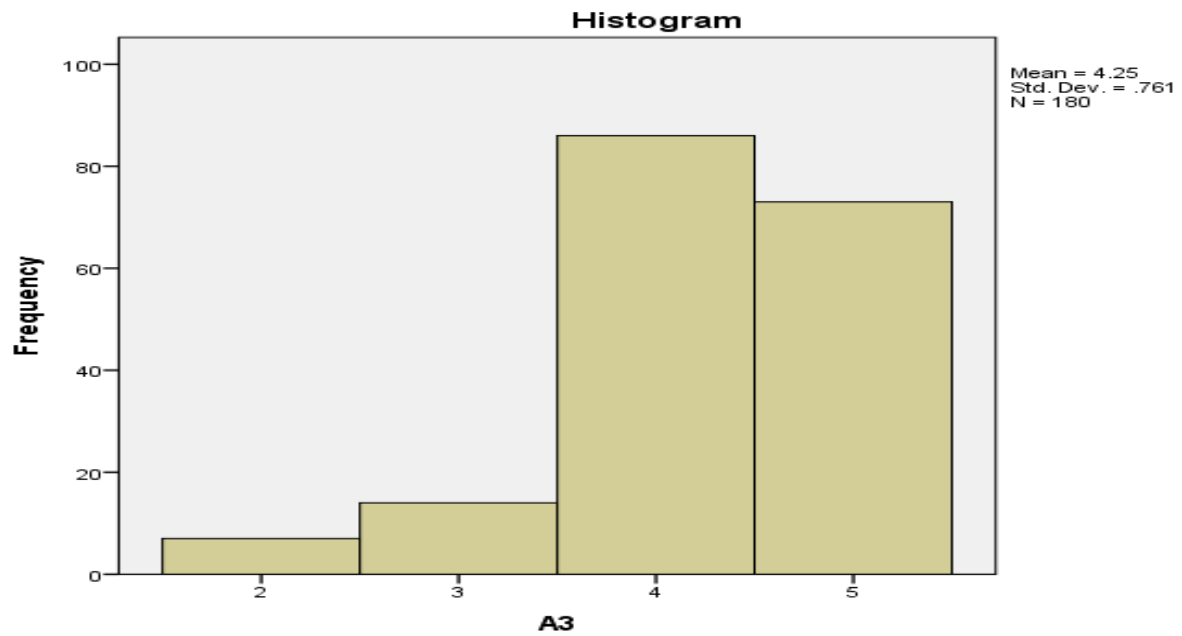
a. Lilliefors Significance Correction

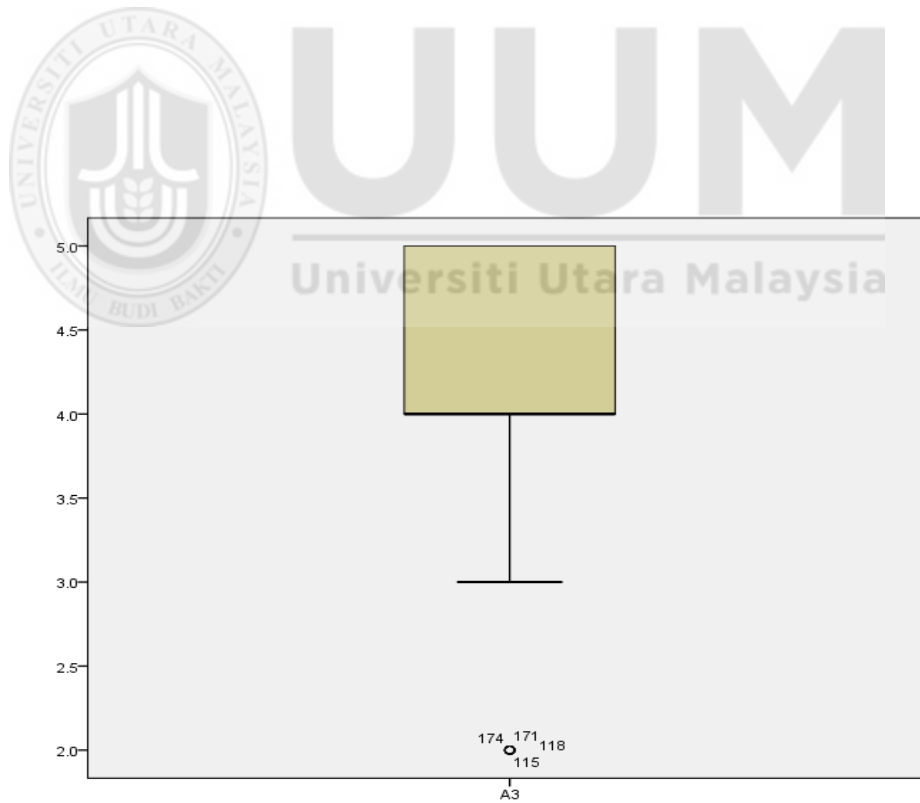
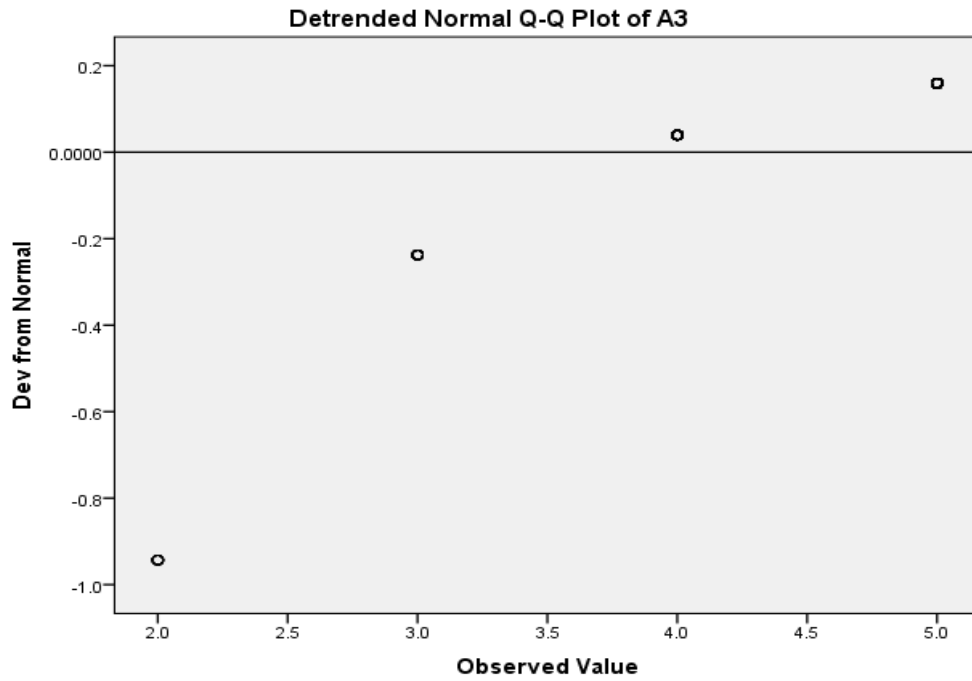












APPENDIX F



INDEPENDENT SIMPLE T-TEST

Group Statistics

	GENDER	N	Mean	Std. Deviation	Std. Error Mean
TA	MALE	104	4.2308	.69840	.06848
	FEMALE	76	4.1228	.72794	.08350

Independent Samples Test

		Levene's Test for Equality of Variances	
		F	Sig.
TA	Equal variances assumed	.159	.691
	Equal variances not assumed		

Robust Tests of Equality of Means

TA

	Statistic ^a	df1	df2	Sig.
Welch	.391	3	63.180	.760
Brown-Forsythe	.414	3	105.618	.744

a. Asymptotically F distributed.

Group Statistics

	POSITION	N	Mean	Std. Deviation	Std. Error Mean
TA	MANAGEMENT STAFF	81	4.2551	.70567	.07841
	SUPPORT STAFF	98	4.1293	.71737	.07247

Independent sample t-test

		Levene's Test for Equality of Variances	
		F	Sig.
TA	Equal variances assumed	.042	.838
	Equal variances not assumed		

APPENDIX G



ONE-WAY ANOVA

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
21-30 Y/O	13	4.1795	.81212	.22524	3.6887	4.6702
31-40 Y/O	76	4.1535	.73119	.08387	3.9864	4.3206
ABOVE 41 Y/O	91	4.2125	.68587	.07190	4.0696	4.3553
Total	180	4.1852	.71102	.05300	4.0806	4.2898

Test of Homogeneity of Variances

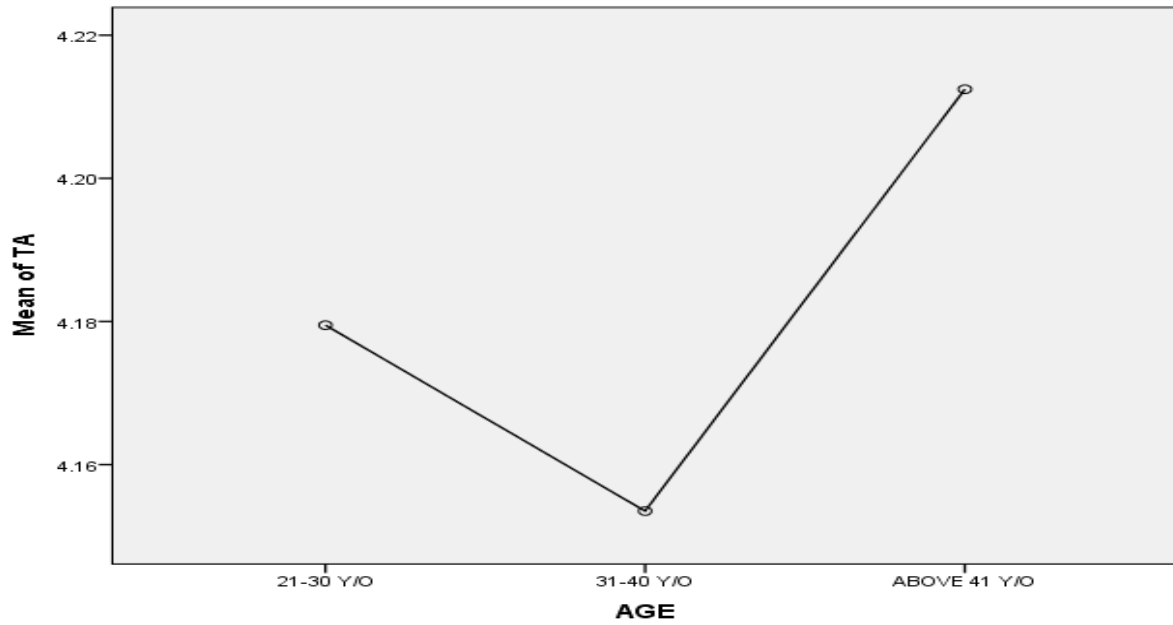
TA

Levene Statistic	df1	df2	Sig.
.277	2	177	.758

ANOVA

TA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.144	2	.072	.141	.868
Within Groups	90.349	177	.510		
Total	90.494	179			



Descriptives

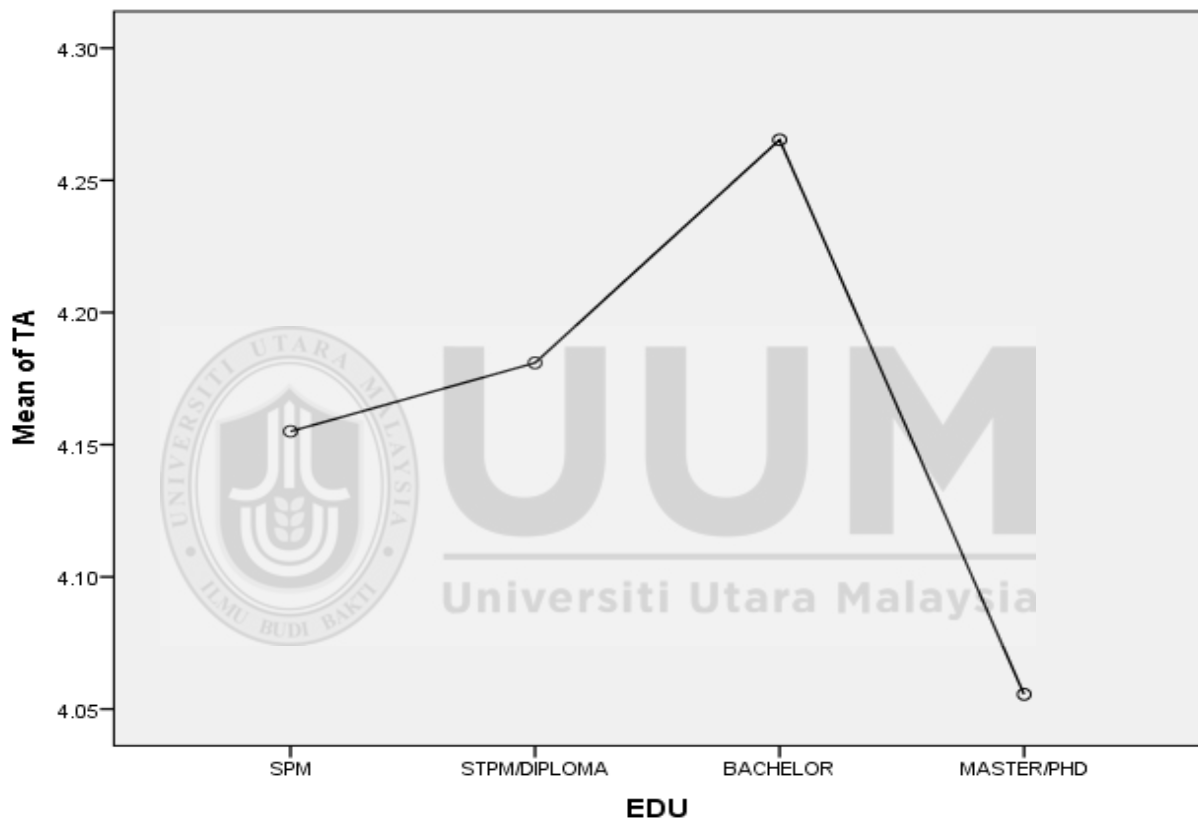
TA

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
SPM	43	4.1550	.71769	.10945	3.9342	4.3759
STPM/DIPLOMA	70	4.1810	.69200	.08271	4.0160	4.3460
BACHELOR	49	4.2653	.72642	.10377	4.0567	4.4740
MASTER/PHD	18	4.0556	.76055	.17926	3.6773	4.4338
Total	180	4.1852	.71102	.05300	4.0806	4.2898

Test of Homogeneity of Variances

TA

Levene Statistic	df1	df2	Sig.
.421	3	176	.738



	N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
SCHOOL MANAGEMENT	22	4.0455	.66901	.14263	3.00	5.00
ACADEMIC MANAGEMENT	21	4.3968	.52302	.11413	3.67	5.00
SPECIAL AND PRIVATE EDUCATION	17	3.9216	.89388	.21680	2.00	5.00
HUMAN DEVELOPMENT	17	4.5098	.59064	.14325	3.00	5.00
ISLAMIC EDUCATION	12	4.0278	.84636	.24432	2.00	5.00
ASSESSMENT AND EXAMINATION	24	4.0278	.67328	.13743	2.67	5.00
SERVICE MANAGEMENT AND DEVELOPMENT	51	4.2418	.73357	.10272	2.00	5.00
WARRANTY AND QUALITY INFORMATION	11	4.0606	.69631	.20995	3.00	5.00
MANAGEMENT AND ICT	1	4.6667	.	.	4.67	4.67
PSHYCOLOGY AND COUNSELING	4	4.5000	.57735	.28868	3.5813	5.4187
Total	180	4.1852	.71102	.05300	4.0806	4.2898

Test of Homogeneity of Variances

TA

Levene Statistic	df1	df2	Sig.
.770 ^a	8	170	.630

ANOVA

TA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.198	9	.689	1.389	.197
Within Groups	84.296	170	.496		
Total	90.494	179			

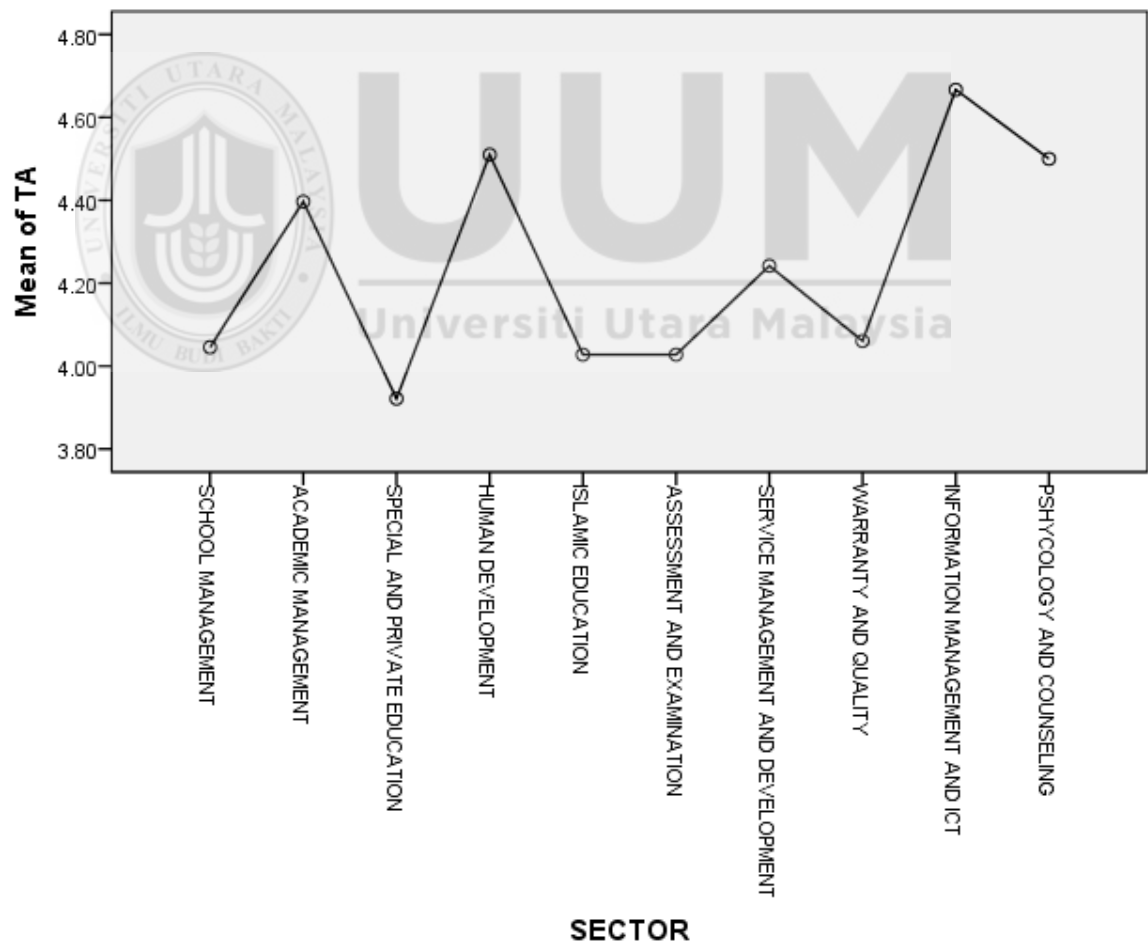
Robust Tests of Equality of Means^b

TA

	Statistic ^a	df1	df2	Sig.
Welch	.	.	.	.
Brown-Forsythe	.	.	.	.

a. Asymptotically F distributed.

b. Robust tests of equality of means cannot be performed for TA because at least one group has the sum of case weights less than or equal to 1.



APPENDIX H



CORRELATION

Correlations

		TA	TB
TA	Pearson Correlation	1	.121
	Sig. (2-tailed)		.106
	N	180	180
TB	Pearson Correlation	.121	1
	Sig. (2-tailed)	.106	
	N	180	180

Correlations

		TA	TC
TA	Pearson Correlation	1	.155*
	Sig. (2-tailed)		.038
	N	180	180
TC	Pearson Correlation	.155*	1
	Sig. (2-tailed)	.038	
	N	180	180

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

Correlations

		TA	TD
TA	Pearson Correlation	1	.344**
	Sig. (2-tailed)		.000
	N	180	180
TD	Pearson Correlation	.344**	1
	Sig. (2-tailed)	.000	
	N	180	180

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

APPENDIX I



MULTIPLE REGRESSIONS

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	TD, TB, TC ^b	.	Enter

a. Dependent Variable: TA

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.353 ^a	.125	.110	.67089

a. Predictors: (Constant), TD, TB, TC

b. Dependent Variable: TA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.277	3	3.759	8.351	.000 ^b
	Residual	79.217	176	.450		
	Total	90.494	179			

a. Dependent Variable: TA

b. Predictors: (Constant), TD, TB, TC

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	TB	TC	TD
1	1	3.978	1.000	.00	.00	.00	.00
	2	.013	17.563	.06	.16	.69	.00
	3	.006	25.886	.53	.76	.05	.02
	4	.003	35.250	.41	.07	.27	.98

a. Dependent Variable: TA

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TA	180	2.00	5.00	4.1852	.71102
TB	180	3.22	6.65	4.4459	.48716
TC	180	2.40	5.00	3.6911	.53829
TD	180	3.11	4.78	4.1206	.37141
Valid N (listwise)	180				

Casewise Diagnostics^a

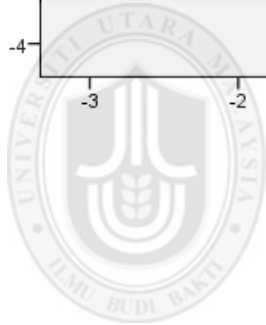
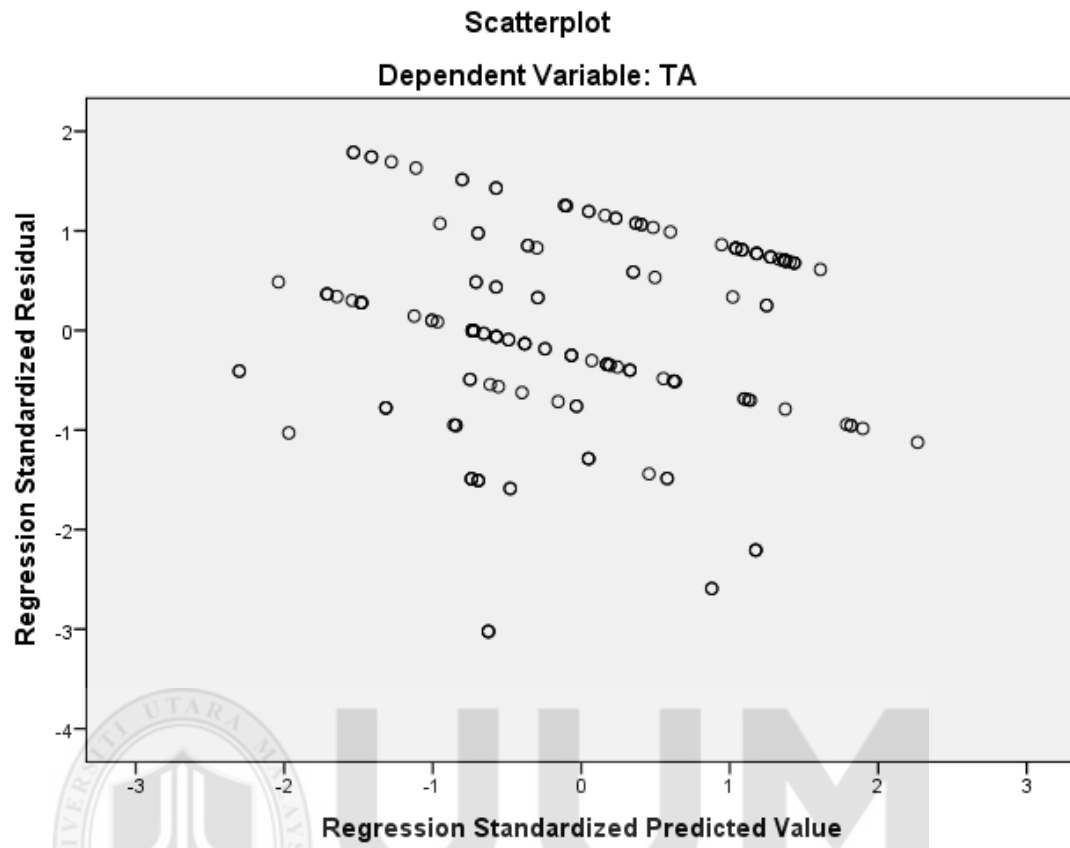
Case Number	Std. Residual	TA	Predicted Value	Residual
50	-3.023	2.00	4.0281	-2.02813
118	-3.023	2.00	4.0281	-2.02813
174	-3.023	2.00	4.0281	-2.02813

a. Dependent Variable: TA

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.6072	4.7537	4.1852	.25100	180
Residual	-2.02813	1.19993	.00000	.66525	180
Std. Predicted Value	-2.303	2.265	.000	1.000	180
Std. Residual	-3.023	1.789	.000	.992	180

a. Dependent Variable: TA



UUM
Universiti Utara Malaysia

APPENDIX J

LIST NAME OF RESPONDENTS



NO.	NAMA
1	Shairul Bazri Bin Abu Bakar
2	Kosim bin Ahmad
3	Haji Abdul Aziz Bin Yahya
4	Abd. Rahim bin Ahmad
5	Mohd Shafiq Bin Mohd Nasir
6	Mohd Shafiq Bin Mohd Nasir
7	Haji Abdul Aziz Bin Basri
8	Ahmad Shukri Bin Abd. Majid
9	Ismail Bin Hashim
10	Ghazali Bin Md Isa
11	Md Tajudin bin Haji Morad
12	Shahrul Amri Bin Salleh
13	Faridah Binti Omar
14	Najihah Bt Zakaria
15	Nor Aziyah Binti Azizan
16	Rusliah Binti Ibrahim
17	Habsah Binti Abdul Rahim
18	Rohaya Binti Bakar
19	Siti Farahniz Hanum Binti Bidin
20	Nurul Ashikin Bt Mat Zin
21	Azliza Binti Che Ali
22	Mazliyani Binti Mohamad
23	Mohd Salahuddin Bin Abd Wahid
24	Rosdi bin Mansor
25	Zadul Nutaalim Bin Ramli
26	Mat Shaari Bin Abu Hassan
27	Ahmad Shahir Bin Haji Abdullah
28	Soid Bin Mansor
29	Mohamad Amin bin Bakar
30	Masrol Hazli bin Ismail
31	Ku Zurisham Bin Ku Mahamad
32	Luthfi Bin Mohd Radzi
33	Ahmad Sharifuddin Bin Musa
34	Ropiah Binti Jaafar
35	Jamilah Bt Bahari
36	Noor Zahfiza Bt Ahmad Fuad
37	Siti Zaharah Bt Ishak

38	Harlina Bt Hussin
39	Kamilah Bt Mat Isa
40	Norrisham Bt Khazali
41	Zuraidah Bt Zabidi
42	Nor Zaidah Bt Ahmad
43	Rosiah binti Ramli
44	Abdullah Sani Bin Long
45	Salihin Bin Ibrahim
46	Izuan Bin Md Isa
47	Norayah Binti Yusoff
48	Nor Azah Binti Samat
49	Abdul Razak Bin Mat
50	Haji Amran Bin Abidin
51	Mohd Shukri Bin Saad
52	Haji Abdul Khalid Bin Ahmad
53	Basri Bin Kamaru Zaman
54	Mohamad Mahyudhi bin Ahmad
55	Mohd Shukri Bin Samsu
56	Zamri Bin Ahmad
57	Zuraidah Binti Zakaria
58	Rosiah binti Ramli
59	Zainal Annuar Bin Mohd Zain
60	Ramli Bin Yahaya
61	Abdul Rahim bin Mat
62	Haji Abdul Rahman bin Mansor
63	Haji Abdu Rashid bin Hussein
64	Mohamad Khamaruddin bin Md Noor
65	Zainol Abidin bin Azizan
66	Haji Dzulkifli bin Hassan
67	Ahmad Sabri Bin Haji Ahmad
68	Rahimi Bin Harun
69	Amran Bin Zakaria
70	Ariff Bin Ariffin
71	Suhaimi Bin Othman
72	Mohd Hafiz Bin Mohd Salleh
73	Mohd Anuar Bin Hassan
74	Shahbani bin Hashim
75	Noor Zariyati Binti Mohamad
76	Nor Hashirah binti Awang

77	Cik Zakiah binti Awang
78	Haji Mohammad Nor Azam Bin Ahmad
79	Haji Zulkifli Bin Ghozali
80	Haji Khairul Anwar Bin Mohamad Ali
81	Mohd Nasir Bin Abdullah
82	Ikhwan Bin Zainuddin
83	Mohamad Zamri Bin Mahmud
84	Alias Bin Yahya
85	Haji Abdul Somad Bin Abdullah
86	Mohd Yusri Bin Yusoff
87	Asri Bin Shafie
88	Ustazah Norani Binti Ismail
89	Solehah Binti Idris
90	Haji Turin bin Ahmad
91	Ahyat bin Abdul Khani
92	Azrol Nizar Bin Abd Karim
93	Ayub bin Muhammad
94	Abdullah bin Md. Taib
95	Zurayme Bin Abu Bakar
96	Samsulwadi bin Md Salleh
97	Johari Bin Md. Saad
98	Mohammad Fisol Bin Ariffin
99	Mohamad Mahzur Bin Megat Halim
100	Sabri Bin Osman
101	Mohd Azhar bin Abdullah
102	Hasnani binti Mohammad
103	Mohamad Shukri bin Osman
104	Ahyat bin Abdul Khani
105	Mohd Azran Bin Abd Wahab
106	Naziroh binti Wan Dolah
107	Siti Noormala binti Zakaria
108	Nurul Fiza binti Mohtar
109	Norhasniza bt Zainun
110	Norlela bt Kasim
111	Robiatul Adawiyah binti Azid
112	Hasniati bt Hashim
113	Farishah bt Saad
114	Hasmin bin Othman
115	Mohd Adli Shah Bin Jamaludin

116	Mahmud Shahrudin Bin Mustaffa
117	Rusman Bin Ramli
118	Mahamad Kamal Bin Ismail
119	Mohd Faisol Bin Abd Rahman
120	Idris Bin Mohd Lazim
121	Romzi Bin Ishak
122	Mohd. Shahril Bin Md. Zain
123	Azrulkhairy Bin Mohamad
124	Megat Ramli Bin Megat Puteh
125	Fandi Bin Shamsudin
126	Jamsari Bin Mohamad
127	Mohd Zaki Bin Shuib
128	Hasbullah Bin Chik
129	Ghazali Bin Hassan
130	Shafrol Faiz Bin Saubari
131	Mohamad Azrin Bin Ayob
132	Ibni Hajar Bin Saad
133	Nabil Bin Zakaria
134	Bakhori Bin Ahmad
135	Fauziah Binti Ayob
136	Isnirabia Binti Sarapil
137	Umikalsom Binti Mohammad
138	Noraziah Binti Ismail
139	Che Sabariah Binti Abdul Hamid
140	Siti Zawiah Binti Ishak
141	Norhaslina Binti Zakaria
142	Noorini Binti Hashim
143	Bazilah Binti Bahasim
144	Mas Lyyana Binti Md Bahrin
145	Fazlina Binti Yahaya
146	Salina Binti Salleh
147	Isnani Binti Ibrahim
148	Samihah Binti Mohamad Shawal
149	Azlina Binti Ahmad
150	Karbiza Binti Abdul Karim
151	Che Yang Binti Hashim
152	Karbiza Binti Abdul Karim
153	Wan Hafizah Binti Wan Abdullah
154	Khodijah Binti Ismail

155	Masriyah Binti Morad
156	Bazlina Binti Bakar
157	Noraini Binti Johari
158	Wan Rosmidar Binti Wan Ismail
159	Nurul Ain Binti Abdul Jalil
160	Noor Amina Binti Ahmad
161	Ku Zuraisma binti Ku Mat Ali
162	Siti Rokaayah Binti Asri
163	Nor Hidayah Binti Musa
164	Sharifah Aza Binti Syed Ali
165	Shahrudin bin Yahya
166	Muhamad Azman bin Azmi
167	Muhammad Izwan Affendi bin Yahya
168	Nik Azimah Binti Nik Ahmad
169	Noraini bin Md Sopian
170	Mohd Shukri Bin Yob@Abdul Aziz
171	Nor Hayati binti Misran
172	Nor 'Ashikin binti Saad
173	Badariah Binti Shafie
174	Rohana binti Mohamad Isa
175	Wan Mahani Binti Mahmood
176	Mohd Puzi Bin Yaacub
177	Haji Mohd Azit Bin Selamat
178	Mohamad Nazir Bin Abdul Rahman
179	Riza Bt Ibrahim
180	Nurul Khairiza Binti Abd Majit

