

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.



**THE PRACTICES OF ISLAMIC HUMAN RESOURCE
MANAGEMENT FUNCTIONS ON ORGANIZATIONAL
COMMITMENT: A STUDY ON ADMINISTRATORS AT
ISLAMIC INSTITUTIONS IN PERLIS**



MUHAMAD ZAMIR RIDHA BIN NOORDIN

UUM
Universiti Utara Malaysia

MASTER OF ISLAMIC BUSINESS STUDIES

UNIVERSITI UTARA MALAYSIA

MAY 2018

**THE PRACTICES OF ISLAMIC HUMAN RESOURCE MANAGEMENT
FUNCTIONS ON ORGANIZATIONAL COMMITMENT: A STUDY ON
ADMINISTRATORS IN ISLAMIC INSTITUTIONS IN PERLIS**

BY

MUHAMAD ZAMIR RIDHA BIN NOORDIN



UUM
Universiti Utara Malaysia

**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)

MUHAMAD ZAMIR RIDHA BIN NOORDIN (822018)

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)

THE PRACTICES OF ISLAMIC HUMAN RESOURCE MANAGEMENT FUNCTIONS ON ORGANIZATIONAL COMMITMENT: A STUDY ON ADMINISTRATORS AT ISLAMIC INSTITUTIONS IN PERLIS.

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**

Tandatangan
(Signature)

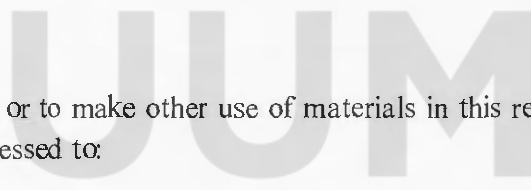
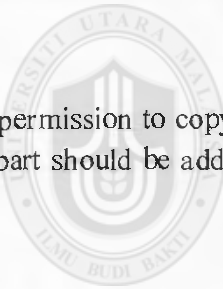
Tarikh
(Date)

23 MEI 2018

PERMISSION TO USE

In presenting this research paper in partial fulfillment of the requirements for a Post Graduate Degree from Universiti Utara Malaysia, I agree that the university library may make it freely available for inspection. I further agree that permission for copying 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 where I did my research paper. 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 shall be given to me and to the Universiti Utara Malaysia in any scholarly use which may be made of any material in 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

Muslim is the majority of the population, thus they dominate the workforce in Malaysia. Therefore, the implementation of the policy such as *Dasar-dasar Penerapan Nilai Islam* is one of the ways to instill the Islamic values towards the employees. This is to ensure that Muslim can practice the Islamic values in their work life where every employee should give their full commitment to their job as obligated in al-Quran. The commitment among employees is influenced by many factors including the management style of the organization. This research paper aims to identify the relationship and influence of the practices of Islamic human resource management functions on organizational commitment. In order to achieve the objectives, a quantitative research approach was employed where we distributed questionnaires to three Islamic institutions in Perlis. In total, 108 Muslim employees acted as the respondent of this study. The findings revealed that the selected organizations are highly practiced all of the Islamic human resource management functions. Based on the correlation and regression analysis, it shows that all functions are highly and significantly correlated to organizational commitment and recruitment function contributes the most towards organizational commitment. This research is an attempt to provide a reference for the managers and policy makers about the effective ways to manage and optimize the potential of the employees to achieve the organizational goals. This knowledge would also be useful to even non-Muslim managers. They will have a better understanding on human resource management based on Islamic perspective where it may assist them to manage their organization especially the Muslim employees. This research is unique from other previous studies. This research explores in-depth every functions of Islamic human resource management based on the authentic sources. The research was conducted to the different sample to confirm the previous theory and providing an empirical evidence.

Universiti Utara Malaysia

Keywords: Islamic human resource management, organizational commitment, employee

ABSTRAK

Muslim mewakili majoriti populasi, sehingga mereka menguasai tenaga kerja di Malaysia. Oleh itu, pelaksanaan dasar seperti Dasar-dasar Penerapan Nilai Islam adalah salah satu cara untuk menanamkan nilai-nilai Islam terhadap pekerja. Ini adalah untuk memastikan bahawa orang Islam dapat mengamalkan nilai-nilai Islam dalam suasana kerja mereka di mana setiap pekerja Muslim seharusnya memberikan komitmen penuh kepada tugas mereka sebagaimana dituntut di dalam al-Quran. Komitmen di kalangan pekerja dipengaruhi oleh banyak faktor termasuk gaya pengurusan organisasi tertentu. Kertas kajian ini bertujuan untuk mengenal pasti hubungan dan pengaruh amalan pengurusan sumber manusia daripada perspektif Islam terhadap komitmen organisasi. Untuk mencapai matlamat kajian, pendekatan penyelidikan kuantitatif digunakan di mana boring soal selidik diagihkan kepada tiga institusi Islam di Perlis. Secara keseluruhannya, 108 pekerja Muslim bertindak sebagai responden dalam kajian ini. Hasil kajian ini menunjukkan bahawa organisasi yang dipilih mengamalkan fungsi-fungsi pengurusan sumber manusia daripada perspektif Islam dengan begitu aktif. Berdasarkan analisis korelasi dan regresi, ia menunjukkan bahawa semua fungsi berkorelasi sangat tinggi dan ketara terhadap komitmen organisasi dan fungsi pengambilan memberi impak paling tinggi terhadap komitmen organisasi. Penyelidikan ini merupakan usaha untuk menjadikan rujukan kepada para pengurus dan pembuat dasar tentang cara-cara yang berkesan untuk mengurus dan mengoptimumkan potensi para pekerja untuk mencapai matlamat organisasi. Pengetahuan ini juga berguna kepada pengurus bukan Islam. Mereka akan mempunyai pemahaman yang lebih baik mengenai pengurusan sumber manusia berdasarkan perspektif Islam di mana ia dapat membantu mereka menguruskan organisasi mereka terutama pekerja Islam. Kajian ini adalah unik daripada kajian-kajian sebelumnya. Penyelidikan ini mendalami setiap fungsi pengurusan sumber manusia daripada perspektif Islam berdasarkan sumber yang sahih. Penyelidikan ini dijalankan ke atas sampel yang berbeza untuk mengesahkan teori sebelumnya dan juga memberikan bukti empirikal.

Kata kunci: pengurusan sumber manusia daripada perspektif Islam, komitmen terhadap organisasi, pekerja

ACKNOWLEDGEMENT

All praises are due to Allah SWT for all His bounties, blessings, forgiveness and power by allowing me to finish this research paper. May peace and blessing upon the Prophet Muhammad SAW and his companions.

First of all, I would like to express my deepest gratitude and appreciation my respected and understanding supervisor, Dr. Mohd Shahril Ahmad Razimi for the ideas, advice and guidance given to me in order to accomplish this research paper. Besides that, I would also thank to Associate Professor Dr. Abu Bakar Hamed for his expert and guidance in the methodological contributions in this study.

I would also thank to UUM, MAIPS, JAIPs, Jabatan Mufti and everybody who involved in this research for your kindness and cooperation in providing me with information and materials.

Special dedication goes to my mom, siblings and wife who always supporting me throughout these tough journey.

Finally, I would like to express my sincere thanks to my colleagues for their continuous support and ideas in accomplishing this research paper together.

Muhamad Zamir Ridha
Universiti Utara Malaysia (UUM)
Master of Islamic Business Studies
Islamic Business School, College of Business

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the Study	1
1.2 Research Problem	3
1.3 Research Questions	6
1.4 Research Objectives	7
1.5 Significance of the Study	7
1.6 Scope and Limitation of the Study	8
1.7 Organization of the Thesis	9
1.8 Summary of the Chapter	9
CHAPTER 2: LITERATURE REVIEW	10
2.0 Introduction	10
2.1 Theoretical Framework	10
2.2 Previous Theory (Underpinning Theory)	12
2.3 Organizational Commitment among Employees	13
2.4 The Practices of Islamic Human Resource Management Functions	15
2.4.1 Recruitment	15
2.4.2 Selection	16
2.4.3 Performance Appraisal	17
2.4.4 Training and Development	18
2.4.5 Compensation	19
2.5 Summary	20

CHAPTER 3: METHODOLOGY	21
3.0 Introduction	21
3.1 Research Design	21
3.2 Hypothesis Development	22
3.3 Measurement of Variables/Instrumentation	24
3.4 Operational Definition.....	24
3.5 Data Collection	26
3.6 Sampling.....	27
3.7 Techniques of Data Analysis.....	27
3.7.1 Descriptive Statistic	29
3.7.2 Inferential Statistic	30
3.8 Summary	32
CHAPTER 4: RESULTS AND DISCUSSION	33
4.0 Introduction	33
4.1 Overview of the Data Collected	33
4.1.1 Response Rate	34
4.2 Demographic Profile	34
4.3 Reliability of the Instrument	35
4.4 Descriptive Analysis	36
4.5 Inferential Statistics.....	38
4.5.1 Independent Sample t-test and ANOVA.....	38
4.5.2 Correlation Analysis	42
4.5.3 Regression Analysis.....	48
4.6 Summary of the Hypotheses Results.....	51

4.7	Discussion	53
4.8	Summary	56
CHAPTER 5: RECOMMENDATION AND CONCLUSION		57
5.0	Introduction	57
5.1	Implication	57
5.2	Limitation of study	58
5.3	Recommendation.....	58
5.3.1	Recommendation to the Islamic Institution	58
5.3.2	Recommendation to Future Researcher	59
5.4	Conclusion.....	60
REFERENCES		62
APPENDIX A: LETTER OF DATA COLLECTION		65
APPENDIX B: QUESTIONNAIRE		66
APPENDIX C: FREQUENCY ANALYSIS		73
APPENDIX D: DESCRIPTIVE ANALYSIS		76
APPENDIX E: RELIABILITY TEST		77
APPENDIX F: NORMALITY TEST		92
APPENDIX G: T-TEST		97
APPENDIX H: ANOVA		99
APPENDIX I: CORRELATION		107
APPENDIX J: REGRESSION		113
APPENDIX K: MEMO		119
APPENDIX L: LIST NAME OF RESPONDENTS		120
APPENDIX M: LETTER OF DATA COLLECTION.....		124

LIST OF TABLES

Table 3. 1 Total Number of Question in the Questionnaire	26
Table 3. 2 Techniques of Data Analysis	28
Table 4. 1 Demographic Profile (n=97)	34
Table 4. 2 Reliability Values	35
Table 4. 3 Descriptive Analysis (n=97)	36
Table 4. 4 Result oft-test for gender	38
Table 4. 5 Result oft-test for marital status	39
Table 4. 6 Result of ANOVA for age	40
Table 4. 7 Result of ANOVA for educational level.....	41
Table 4. 8 Result of ANOVA for administrative position	42
Table 4. 9 Result of correlations for recruitment.....	43
Table 4. 10 Result of correlations for selection	44
Table 4. 11 Result of correlations for performance appraisal.....	45
Table 4. 12 Result of correlations for training and development	46
Table 4. 13 Result of correlations for compensation	47
Table 4. 14 Model summary of regression	49
Table 4. 15 Coefficients for regression analysis	50
Table 4. 16 Summary of the hypotheses results	52

LIST OF FIGURES

Figure 2. 1 Theoretical Framework	11
---	----



CHAPTER ONE

INTRODUCTION

1.0 Introduction

The main objective of this research is to analyze about the practices of Islamic human resource management on organizational commitment. In the beginning, the chapter discusses the research background which related from the human resource functions until the background of the selected Islamic organization for this research. Then, the problem statement of the research as well as the research questions are addressed. Next, this chapter stated the research objectives, significance, scope and the limitation of the study and ends with the organization of this research report.

1.1 Background of the Study

Currently, Muslim is the majority in Malaysia where it contributes about 61.32 % of the population, thus Muslim employees dominated the workforce in this country where they represent the biggest percentage of workforce in Malaysia (Department of Statistics, 2010). Based on Milkovich & Gerhart (2011), human resource are the backbone of an organization. Furthermore, employees that hold values, expectations and attitudes which are similarly aligned with the organizational vision will enhance the continuing prosperity of the organization (Cable & Parsons, 2001, Feldman, 2003). Therefore, the government is gradually planning and implementing an Islamization process starting

REFERENCES

- Abdul Hamid, A. S. (1992). *Development of public administration in Malaysia*. Kuala Lumpur: Pelanduk.
- 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.
- BERNAMA. (2000). *Government Reviewing SSB - Dr. Mahathir*. Kuala Lumpur: BERNAMA.
- 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.
- 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.
- Feldman, D. (2003). The antecedents and consequences of early career indecision among young adults. *Human Resource Management Review*, 499-531.
- 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.
- 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.
- 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.
- Lok, P., & Crawford, J. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*, 22(4), 594-613.
- 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 Relations*, 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.
- 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.
- 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.
- Sekaran, U. &. (2013). *Research Methods for Business: A Skill Building Approach* (Sixth Edition ed.). John Wily & Sons Ltd.
- 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.
- 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.
- Yousef, D. (1999). Organizational commitment and job satisfaction as predictors of attitudes toward organizational change in a non-Western setting. *Personnel Review*, 567-592.
- Yousef, D. (2001). Islamic work ethic: a moderator between organizational commitment and jon satisfaction in a cross-cultural context. *Personnel review*, 152-159.

APPENDIX A: LETTER OF DATA COLLECTION

	OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS Universiti Utara Malaysia 06010 UUM SINTOK KEDAH DARULAMAN MALAYSIA	 Tel: 604 928 7101/7113/7130 Faks/Fax: 604 928 7160 Laman Web (Web): www.oysgsb.uum.edu.my
---	---	---

"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1
28 March 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam

DATA COLLECTION

COURSE: Research Paper
COURSE CODE: BPMZ69912
LECTURER: Dr. Mohd Shahril Ahmad Razimi

This is to certify that the following is a postgraduate student from the OYA Graduate School of Business, Universiti Utara Malaysia. He is pursuing the above mentioned course which requires him to undertake an academic study and prepare an assignment. The details are as follows:

NO.	NAME	MATRIC NO.
1.	Muhamad Zamir Riqha Bin Noorain	822018

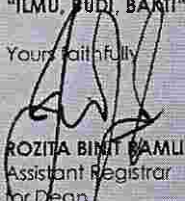
In this regard, I hope that you could kindly provide assistance and cooperation for him to successfully complete the assignment given. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully,


ROZITA BINTI RAMLI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Student's File (822018)

Universiti Pengurusan Terkemuka
The Eminent Management University



APPENDIX B: QUESTIONNAIRE

No. of respondent:

Date:



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

THE PRACTICES OF ISLAMIC HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL COMMITMENT

Dear respondents,

Re: Academic Research

This questionnaire is intended to identify the practices of Islamic human resource management on the organizational commitment. The information collected through this questionnaire is very important for researcher to achieve the research objectives and goals in order to meet the requirements of study in Master of Islamic Business Studies (MIBS).

All information that you provide will be kept **CONFIDENTIAL** and only for **ACADEMIC RESEARCH PURPOSES**. Thank you for your cooperation and support towards this study.

Sincerely,

Muhamad Zamir Ridha bin Noordin
Master of Islamic Business Studies (MIBS)
Universiti Utara Malaysia (UUM)
E-mail: zamirridha@gmail.com

Part One: Demographic profile / *Profil demografi*

Please tick (✓) in the appropriate box.

Sila tandakan (✓) pada kotak yang sesuai.

1. Gender / *Jantina*

Male / *Lelaki*

☐

Female / *Perempuan*

☐

2. Age/ *Umur*

Less than 20 years

☐

21 - 30 years

☐

Kurang daripada 20 tahun

21 - 30 tahun

31 - 40 years

☐

41 and above

☐

31 - 40 tahun

41 dan ke atas

3. Marital Status/ *Status Perkahwinan*

Single / *Bujang*

☐

Married / *Berkahwin*

☐

4. Educational Level / *Peringkat Pengajian*

SPM

☐

STPM/Diploma

☐

Bachelor's Degree / *Sarjana Muda*

☐

Master / PhD

☐

5. Administrative Position / *Jawatan*

Management / *Staf Pengurusan*

☐

Supporting Group / *Staf Sokongan*

☐

Part Two: Employee's perception / Bahagian dua: Persepsi pekerja

Please read each of the following statements and then indicate your level of agreement or disagreement with each statement by choosing rating scale. Please CIRCLE one number according to the following 5-point Likert Scale.

Sila baca setiap pernyataan dan gambarkan sejauh mana anda setuju atau tidak setuju dengan memilih menggunakan skala berikut. Sila BULATKAN satu nombor berdasarkan 5-Point Likert Scale.

Strongly Disagree <i>Sangat Tidak Setuju</i>	Disagree <i>Tidak Setuju</i>	Neither Disagree nor Agree <i>Tidak Setuju atau setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat Setuju</i>
1	2	3	4	5

6	I am willing to put effort beyond expectation to ensure the success of this organization. <i>Saya bersedia untuk memberikan usaha yang jitu untuk memastikan kejayaan organisasi ini.</i>	1	2	3	4	5
7	I talk up this organization to my friends as a great organization to work for. <i>Saya memberitahu kepada rakan-rakan saya bahawa organisasi ini bagus untuk berkhidmat.</i>	1	2	3	4	5
8	I would accept almost any type of job assignment to keep working for this organization. <i>Saya akan menerima apa sahaja tugas kerja yang diberikan demi memastikan kejayaan saya bersama organisasi ini.</i>	1	2	3	4	5
9	My values and the organization's values are very similar. <i>Nilai saya dan nilai organisasi adalah sama.</i>	1	2	3	4	5
10	I am proud to tell others that I am part of this organization. <i>Saya berbangga untuk memberitahu kepada orang lain bahawa saya sebahagian daripada organisasi ini.</i>	1	2	3	4	5
11	This organization really inspires in the way of job performance. <i>Organisasi ini sangat memberi inspirasi kepada saya dalam soal prestasi kerja</i>	1	2	3	4	5
12	I am extremely glad that I finally chose this organization to work for. <i>Saya sangat bersyukur kerana telah memilih organisasi ini untuk berkhidmat.</i>	1	2	3	4	5

13	I really care about the fate of this organization. <i>Saya amat mengambil berat tentang nasib organisasi ini.</i>	1	2	3	4	5
14	For me, this is the best organization to work for. <i>Bagi saya, organisasi ini adalah yang terbaik untuk bekerja.</i>	1	2	3	4	5
15	My organization ensures the manager who is in charge of recruitment is a good Muslim (pious). <i>Organisasi ini memastikan pengurus yang diberikan tanggungjawab dalam pemilihan pekerja adalah seorang Muslim yang baik (beriman).</i>	1	2	3	4	5
17.	My organization ensures the manager who is in charge of recruitment is a just person. <i>Organisasi ini memastikan pengurus yang diberikan tanggungjawab dalam pemilihan pekerja adalah seorang yang adil.</i>	1	2	3	4	5
18.	My organization informs the candidate about the job requirement. <i>Organisasi saya memaklumkan kepada calon berkaitan kelayakan bekerja.</i>	1	2	3	4	5
19.	My organization informs the candidate about the job scope. <i>Organisasi saya memaklumkan kepada calon berkaitan skop kerja.</i>	1	2	3	4	5
20.	My organization assesses the candidate competency. <i>Organisasi saya menilai terhadap kecekapan calon.</i>	1	2	3	4	5
21.	My organization assesses the candidate interest. <i>Organisasi saya menilai terhadap minat calon.</i>	1	2	3	4	5
22.	My organization inform the candidates about the salary they will receive. <i>Organisasi saya memberitahu calon berkaitan gaji yang akan mereka terima.</i>	1	2	3	4	5
23.	My organization reveal the necessary information about the job and the organization to the candidates. <i>Organisasi saya mendedahkan maklumat yang diperlukan tentang pekerjaan dan organisasi kepada calon.</i>	1	2	3	4	5
24.	My organization gives equal opportunity to everyone to apply for a vacant post in the organization. <i>Organisasi saya memberikan peluang yang sama kepada semua orang untuk memohon jawatan kosong di organisasi.</i>	1	2	3	4	5
25.	My organization practice Islamic approach such as justice in	1	2	3	4	5

	recruiting the potential candidates. <i>Organisasi saya mempraktikkan pendekatan Islam seperti adil dalam merekrut calon yang berpotensi.</i>					
26.	My organization recruit candidates who are honest. <i>Organisasi saya merekrut calon yang jujur.</i>	1	2	3	4	5
27.	My organization recruit candidates who are competent. <i>Organisasi saya merekrut calon yang berdaya saing.</i>	1	2	3	4	5
28.	My organization recruit candidates responsibly and do it with full of amanah. <i>Organisasi saya merekrut calon secara bertanggungjawab dan melakukannya dengan penuh amanah.</i>	1	2	3	4	5
29.	My organization hires only qualified candidates. <i>Organisasi saya hanya mengambil calon yang layak sahaja.</i>	1	2	3	4	5
30.	My organization hires only competent candidates. <i>Organisasi saya hanya mengambil calon yang berdaya saing sahaja.</i>	1	2	3	4	5
31.	My organization emphasizes the Islamic values such as responsible and honest among candidates in the selection criteria. <i>Organisasi saya menekankan nilai Islam seperti bertanggungjawab dan jujur dalam meletakkan sebagai kriteria pemilihan.</i>	1	2	3	4	5
32.	My organization considers Islamic understanding is an important criterion in selecting the candidates. <i>Organisasi saya menganggap pemahaman Islam adalah kriteria penting dalam memilih calon.</i>	1	2	3	4	5
33.	My organization will reject qualified candidates who are not a good Muslims. <i>Organisasi saya akan menolak calon-calon yang berkecualan jika dia bukan seorang Muslim yang baik.</i>	1	2	3	4	5
34.	My organization feels that compulsory obligation such as prayers and fasting by the candidates is very important. <i>Organisasi saya merasakan ibadah wajib seperti solat dan puasa yang dilakukan oleh calon adalah sangat penting.</i>	1	2	3	4	5
35.	My organization believes a good Muslim will be a good employee. <i>Organisasi saya percaya bahawa seorang Muslim yang baik akan menjadi pekerja yang baik.</i>	1	2	3	4	5

36.	My organization considers trustworthiness is an important criterion for an employee in this organization. <i>Organisasi saya menganggap kebolehpercayaan adalah kriteria penting untuk pekerja dalam organisasi ini.</i>	1	2	3	4	5
37.	My organization interviewing Muslim candidates will include questions pertaining to Islamic understanding. <i>Organisasi saya menemu duga calon termasuk bertanyakan berkaitan pemahaman tentang Islam.</i>	1	2	3	4	5
38.	The selection decision in this organization is done by a committee in a group. <i>Keputusan pemilihan dalam organisasi ini dilakukan oleh jawatankuasa secara berkumpulan.</i>	1	2	3	4	5
39.	My organization conduct a test on candidates' Islamic understanding during the selection process. <i>Organisasi saya menjalankan ujian tentang pemahaman Islam oleh calon semasa proses pemilihan.</i>	1	2	3	4	5
40.	My organization measures the employees' performance regularly. <i>Organisasi saya mengukur prestasi pekerja secara berkala.</i>	1	2	3	4	5
41.	My organization practices a fair performance assessment for all employees. <i>Organisasi saya mengamalkan penilaian prestasi yang adil untuk semua pekerja.</i>	1	2	3	4	5
42.	My organization does not practice any favoritism in evaluating employees' performance. <i>Organisasi saya tidak mempraktikkan sikap pilih kasih dalam menilai prestasi pekerja.</i>	1	2	3	4	5
43.	My organization reward employees based on their performance. <i>Organisasi saya memberi ganjaran kepada pekerja berdasarkan prestasi mereka.</i>	1	2	3	4	5
44.	My organization believes in justice in assessing employees' performance. <i>Organisasi saya mengamalkan nilai keadilan dalam menilai prestasi pekerja.</i>	1	2	3	4	5
45.	My organization believes in fairness in assessing employees' performance. <i>Organisasi saya mengamalkan nilai kesaksamaan dalam</i>	1	2	3	4	5

	<i>menilai prestasi pekerja.</i>					
46.	My organization emphasizes on improving one's performance. <i>Organisasi saya menekankan peningkatan prestasi seseorang.</i>	1	2	3	4	5
47.	My organization regularly conducts training programs for employees. <i>Organisasi saya menjalankan program latihan untuk pekerja secara berkala.</i>	1	2	3	4	5
48.	My organization encourages employees to seek knowledge. <i>Organisasi saya menggalakkan pekerja untuk mencari ilmu.</i>	1	2	3	4	5
49.	This organization promotes training seriously. <i>Organisasi ini menitik beratkan latihan.</i>	1	2	3	4	5
50.	It is the employer's responsibility to pay their employees' salary on time. <i>Menjadi tanggungjawab majikan untuk membayar gaji pekerja tepat pada waktunya.</i>	1	2	3	4	5
51.	Cheating will be punished in this organization. <i>Sebarang penipuan akan dihukum di organisasi ini.</i>	1	2	3	4	5
52.	My organization is aware of requirement in paying the salary to employees such as paying a reasonable wages based on their quality of work. <i>Organisasi saya menyedari tentang keperluan dalam membayar gaji kepada pekerja seperti membayar gaji yang berpatutan berdasarkan kualiti kerja.</i>	1	2	3	4	5
53.	My organization is aware of requirement in paying the salary to employees such as paying a reasonable wages based on their quantity of work. <i>Organisasi saya menyedari tentang keperluan dalam membayar gaji kepada pekerja seperti membayar gaji yang berpatutan berdasarkan kuantiti kerja.</i>	1	2	3	4	5
54.	My organization is aware of requirement in paying the salary to employees such as paying a reasonable wages by considering the overall economic condition of the society. <i>Organisasi saya menyedari tentang keperluan dalam membayar gaji kepada pekerja seperti membayar gaji yang berpatutan dengan mengambil kira keseluruhan keadaan ekonomi masyarakat.</i>	1	2	3	4	5

APPENDIX C: FREQUENCY ANALYSIS

Statistics

Gender

N	Valid	97
	Missing	0
Minimum		1
Maximum		2

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
1 Male	44	45.4	45.4	45.4
Valid 2 Female	53	54.6	54.6	100.0
Total	97	100.0	100.0	

Statistics

Age

N	Valid	97
	Missing	0
Minimum		2
Maximum		4

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
2 21-30 years	42	43.3	43.3	43.3
Valid 3 21-40 years	43	44.3	44.3	87.6
4 41 and above	12	12.4	12.4	100.0
Total	97	100.0	100.0	

Statistics

Marital Status

N	Valid	97
	Missing	0
Minimum		1
Maximum		2

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
1 Single	19	19.6	19.6	19.6
Valid 2 Married	78	80.4	80.4	100.0
Total	97	100.0	100.0	

Statistics

Educational Level

N	Valid	97
	Missing	0
Minimum		1
Maximum		4



Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
1 SPM	8	8.2	8.2	8.2
2 STPM/Diploma	51	52.6	52.6	60.8
Valid 3 Bachelor's Degree	34	35.1	35.1	95.9
4 Master/PhD	4	4.1	4.1	100.0
Total	97	100.0	100.0	

Statistics

Administration position

N	Valid	97
	Missing	0
	Minimum	1
	Maximum	2

Administration position

	Frequency	Percent	Valid Percent	Cumulative Percent
1 Management	24	24.7	24.7	24.7
Valid 2 Supporting group	73	75.3	75.3	100.0
Total	97	100.0	100.0	



UUM
Universiti Utara Malaysia

APPENDIX D: DESCRIPTIVE ANALYSIS

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
ORGANIZATIONAL_COMMITMENT	97	3.44	5.00	4.3528	.40350
RECRUITMENT	97	2.44	5.00	4.2703	.43947
SELECTION	97	3.27	5.00	4.3107	.38752
PERFORMANCE_APPRAISAL	97	1.17	5.00	4.1392	.59302
TRAINING_DEVELOPMENT	97	2.00	5.00	4.2165	.60016
COMPENSATION	97	3.20	5.00	4.3381	.41769
Valid N (listwise)	97				



UUM
Universiti Utara Malaysia

APPENDIX E: RELIABILITY TEST

Scale: ORGANIZATIONAL COMMITMENT

Case Processing Summary		
	N	%
Valid	97	100.0
Cases Excluded ^a	0	.0
Total	97	100.0

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

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.839	.839	9

Item Statistics			
	Mean	Std. Deviation	N
Organizational Commitment1	4.49	.561	97
Organizational Commitment2	4.37	.634	97
Organizational Commitment3	4.35	.613	97
Organizational Commitment4	4.20	.656	97
Organizational Commitment5	4.34	.557	97
Organizational Commitment6	4.33	.608	97
Organizational Commitment7	4.43	.644	97
Organizational Commitment8	4.32	.569	97
Organizational Commitment9	4.34	.644	97

Inter-Item Correlation Matrix

	Organizational Commitment1	Organizational Commitment2	Organizational Commitment3	Organizational Commitment4	Organizational Commitment5	Organizational Commitment6	Organizational Commitment7	Organizational Commitment8	Organizational Commitment9
Organizational Commitment1	1.000	.356	.459	.187	.289	.280	.294	.315	.308
Organizational Commitment2	.356	1.000	.305	.474	.376	.220	.393	.303	.427
Organizational Commitment3	.459	.305	1.000	.294	.349	.357	.429	.273	.381
Organizational Commitment4	.187	.474	.294	1.000	.272	.359	.438	.305	.309
Organizational Commitment5	.289	.376	.349	.272	1.000	.588	.427	.278	.400
Organizational Commitment6	.280	.220	.357	.359	.588	1.000	.536	.355	.349
Organizational Commitment7	.294	.393	.429	.438	.427	.536	1.000	.386	.495
Organizational Commitment8	.315	.303	.273	.305	.278	.355	.386	1.000	.610
Organizational Commitment9	.308	.427	.381	.309	.400	.349	.495	.610	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum/ Minimum	Variance	N of Items
Inter-Item Correlations	.366	.187	.610	.423	3.267	.009	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Organizational Commitment1	34.68	11.157	.457	.296	.831
Organizational Commitment2	34.80	10.576	.535	.398	.824
Organizational Commitment3	34.82	10.688	.530	.341	.824
Organizational Commitment4	34.98	10.645	.494	.339	.829
Organizational Commitment5	34.84	10.827	.560	.436	.821
Organizational Commitment6	34.85	10.570	.569	.492	.820
Organizational Commitment7	34.74	10.110	.650	.462	.810
Organizational Commitment8	34.86	10.875	.530	.418	.824
Organizational Commitment9	34.84	10.223	.620	.506	.814

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
39.18	13.188	3.631	9

Scale: RECRUITMENT

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded ^a	0	.0
	Total	97	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.857	9

Item Statistics

	Mean	Std. Deviation	N
Recruitment1	4.33	.572	97
Recruitment2	4.30	.615	97
Recruitment3	4.27	.569	97
Recruitment4	4.31	.635	97
Recruitment5	4.22	.739	97
Recruitment6	4.15	.697	97
Recruitment7	4.33	.572	97
Recruitment8	4.24	.718	97
Recruitment9	4.29	.645	97

Inter-Item Correlation Matrix

	Recruit ment1	Recruit ment2	Recruit ment3	Recruit ment4	Recruit ment5	Recruit ment6	Recruit ment7	Recruit ment8	Recruit ment9
Recruit ment1	1.000	.664	.334	.261	.322	.315	.300	.188	.558
Recruit ment2	.664	1.000	.454	.507	.452	.425	.220	.215	.620
Recruit ment3	.334	.454	1.000	.576	.480	.394	.174	.327	.383
Recruit ment4	.261	.507	.576	1.000	.610	.549	.232	.271	.416
Recruit ment5	.322	.452	.480	.610	1.000	.662	.322	.353	.479
Recruit ment6	.315	.425	.394	.549	.662	1.000	.393	.446	.409
Recruit ment7	.300	.220	.174	.232	.322	.393	1.000	.365	.417
Recruit ment8	.188	.215	.327	.271	.353	.446	.365	1.000	.323
Recruit ment9	.558	.620	.383	.416	.479	.409	.417	.323	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.400	.174	.664	.490	3.823	.017	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Recruitment1	34.10	13.156	.520	.507	.848
Recruitment2	34.13	12.471	.643	.614	.836
Recruitment3	34.16	12.993	.568	.412	.844

Recruitment4	34.12	12.422	.630	.542	.837
Recruitment5	34.22	11.651	.683	.559	.831
Recruitment6	34.28	11.932	.670	.541	.833
Recruitment7	34.10	13.489	.435	.290	.855
Recruitment8	34.20	12.847	.443	.280	.857
Recruitment9	34.14	12.271	.655	.519	.835

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
38.43	15.644	3.955	9

Scale: SELECTION

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded ^a	0	.0
	Total	97	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.881	.885	15

Item Statistics

	Mean	Std. Deviation	N
Selection1	4.34	.593	97
Selection2	4.32	.654	97
Selection3	4.22	.616	97
Selection4	4.29	.612	97
Selection5	4.24	.591	97

Selection6	4.22	.633	97
Selection7	4.33	.673	97
Selection8	4.34	.593	97
Selection9	4.08	.898	97
Selection 10	4.46	.541	97
Selection 11	4.42	.626	97
Selection12	4.36	.581	97
Selection13	4.32	.605	97
Selection14	4.36	.598	97
Selection15	4.36	.598	97



UUM
Universiti Utara Malaysia

Inter-Item Correlation Matrix

	Sele ction 1	Sele ction 2	Sele ction 3	Sele ction 4	Sele ction 5	Sele ction 6	Sele ction 7	Sele ction 8	Sele ction 9	Selec tion1 0	Selec tion1 1	Selec tion1 2	Selec tion1 3	Selec tion1 4	Selec tion1 5
Sele ction1 0	1.00	.469	.537	.502	.391	.329	.473	.319	.279	.347	.366	.305	.275	.296	.238
Sele ction2 0	.469	1.00	.731	.600	.368	.510	.350	.066	.345	.371	.302	.242	.318	.394	.474
Sele ction3 0	.537	.731	1.00	.606	.573	.439	.454	.252	.306	.320	.408	.274	.316	.407	.436
Sele ction4 0	.502	.600	.606	1.00	.500	.510	.450	.243	.336	.346	.331	.290	.283	.396	.396
Sele ction5 0	.391	.368	.573	.500	1.00	.557	.404	.183	.218	.239	.261	.416	.252	.345	.403
Sele ction6 0	.329	.510	.439	.510	.557	1.00	.320	.024	.463	.038	.108	.069	.090	.259	.259
Sele ction7 0	.473	.350	.454	.450	.404	.320	1.00	.395	.265	.205	.457	.252	.276	.374	.296
Sele ction8 0	.319	.066	.252	.243	.183	.024	.395	1.00	.221	.314	.170	.305	.304	.179	.296
Sele ction9 0	.279	.345	.306	.336	.218	.463	.265	.221	1.00	.242	.308	.082	.239	.138	.293
Selec tion1 0	.347	.371	.320	.346	.239	.038	.205	.314	.242	1.000	.429	.522	.370	.282	.378
Selec tion1 1	.366	.302	.408	.331	.261	.108	.457	.170	.308	.429	1.000	.435	.382	.256	.284
Selec tion1 2	.305	.242	.274	.290	.416	.069	.252	.305	.082	.522	.435	1.000	.380	.431	.251
Selec tion1 3	.275	.318	.316	.283	.252	.090	.276	.304	.239	.370	.382	.380	1.000	.628	.571
Selec tion1 4	.296	.394	.407	.396	.345	.259	.374	.179	.138	.282	.256	.431	.628	1.000	.447
Selee tion1 5	.238	.474	.436	.396	.403	.259	.296	.296	.293	.378	.284	.251	.571	.447	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.339	.024	.731	.707	30.783	.017	15

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Selection1	60.32	29.616	.592	.435	.872
Selection2	60.34	28.831	.645	.718	.869
Selection3	60.44	28.729	.709	.718	.866
Selection4	60.37	28.965	.676	.533	.868
Selection5	60.42	29.663	.587	.634	.872
Selection6	60.44	30.124	.470	.612	.877
Selection7	60.33	29.182	.572	.486	.872
Selection8	60.32	31.011	.367	.419	.881
Selection9	60.58	28.872	.426	.373	.883
Selection10	60.20	30.513	.499	.461	.876
Selection11	60.24	29.870	.515	.494	.875
Selection12	60.30	30.441	.470	.531	.877
Selection13	60.34	29.914	.531	.576	.874
Selection14	60.30	29.858	.547	.554	.874
Selection15	60.30	29.670	.577	.512	.872

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
64.66	33.789	5.813	15

Scale: PERFORMANCE APPRAISAL

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded ^a	0	.0
	Total	97	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.889	6

Item Statistics

	Mean	Std. Deviation	N
Performance Appraisal1	4.22	.665	97
Performance Appraisal2	4.19	.726	97
Performance Appraisal3	4.18	.804	97
Performance Appraisal4	4.11	.776	97
Performance Appraisal5	4.10	.699	97
Performance Appraisal6	4.04	.749	97

Inter-Item Correlation Matrix

	Performance Appraisal1	Performance Appraisal2	Performance Appraisal3	Performance Appraisal4	Performance Appraisal5	Performance Appraisal6
Performance Appraisal1	1.000	.541	.377	.214	.355	.526
Performance Appraisal2	.541	1.000	.604	.554	.638	.599
Performance Appraisal3	.377	.604	1.000	.720	.709	.680
Performance Appraisal4	.214	.554	.720	1.000	.708	.637
Performance Appraisal5	.355	.638	.709	.708	1.000	.708
Performance Appraisal6	.526	.599	.680	.637	.708	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.571	.214	.720	.505	3.356	.022	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Performance Appraisal1	20.62	10.218	.470	.422	.904
Performance Appraisal2	20.65	8.980	.724	.556	.869
Performance Appraisal3	20.66	8.393	.777	.641	.860
Performance Appraisal4	20.72	8.807	.706	.634	.872
Performance Appraisal5	20.73	8.886	.788	.663	.859
Performance Appraisal6	20.79	8.624	.790	.645	.858

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.84	12.660	3.558	6

Scale: TRAINING AND DEVELOPMENT**Case Processing Summary**

		N	%
Cases	Valid	97	100.0
	Excluded ^a	0	.0
	Total	97	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.853	.854	4

Item Statistics

	Mean	Std. Deviation	N
Training and Development1	4.24	.747	97
Training and Development2	4.18	.707	97
Training and Development3	4.27	.715	97
Training and Development4	4.19	.712	97

Inter-Item Correlation Matrix

	Training and Development1	Training and Development2	Training and Development3	Training and Development4
Training and Development1	1.000	.552	.524	.543
Training and Development2	.552	1.000	.689	.721
Training and Development3	.524	.689	1.000	.536
Training and Development4	.543	.721	.536	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.594	.524	.721	.197	1.376	.007	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Training and Development1	12.63	3.486	.617	.382	.847
Training and Development2	12.69	3.258	.785	.654	.775
Training and Development3	12.60	3.451	.678	.505	.820
Training and Development4	12.68	3.407	.703	.550	.809

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.87	5.763	2.401	4

Scale: COMPENSATION

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded ^a	0	.0
	Total	97	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.696	.691	5

Item Statistics

	Mean	Std. Deviation	N
Compensation1	4.45	.559	97
Compensation2	4.22	.616	97
Compensation3	4.35	.646	97
Compensation4	4.31	.683	97
Compensation5	4.36	.598	97

Inter-Item Correlation Matrix

	Compensation 1	Compensation 2	Compensation 3	Compensation 4	Compensation 5
Compensation1	1.000	.135	.362	.284	.315
Compensation2	.135	1.000	.174	.186	.153
Compensation3	.362	.174	1.000	.649	.370
Compensation4	.284	.186	.649	1.000	.464
Compensation5	.315	.153	.370	.464	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.309	.135	.649	.514	4.801	.025	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Compensation1	17.24	3.266	.387	.172	.672
Compensation2	17.47	3.481	.218	.048	.738
Compensation3	17.34	2.685	.595	.459	.580
Compensation4	17.38	2.572	.605	.482	.572
Compensation5	17.33	3.015	.476	.256	.636

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.69	4.362	2.088	5

APPENDIX F: NORMALITY TEST

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
OC_MEAN1	97	100.0%	0	0.0%	97	100.0%

Descriptives

		Statistic	Std. Error
OC_MEAN1	Mean	4.3528	.04097
	95% Confidence Interval for Mean	Lower Bound	4.2715
		Upper Bound	4.4341
	5% Trimmed Mean	4.3639	
	Median	4.3333	
	Variance	.163	
	Std. Deviation	.40350	
	Minimum	3.44	
	Maximum	5.00	
	Range	1.56	
	Interquartile Range	.61	
	Skewness	-.260	.245
	Kurtosis	-.602	.485

Extreme Values

		Case Number	id	Value
OC_MEAN1	Highest	1	6	5.00
		2	7	5.00
		3	16	5.00
		4	24	5.00
		5	27	5.00 ^a
	Lowest	1	67	3.44
		2	66	3.44
		3	46	3.44

	4	52	57	3.56
	5	73	83	3.67 ^b

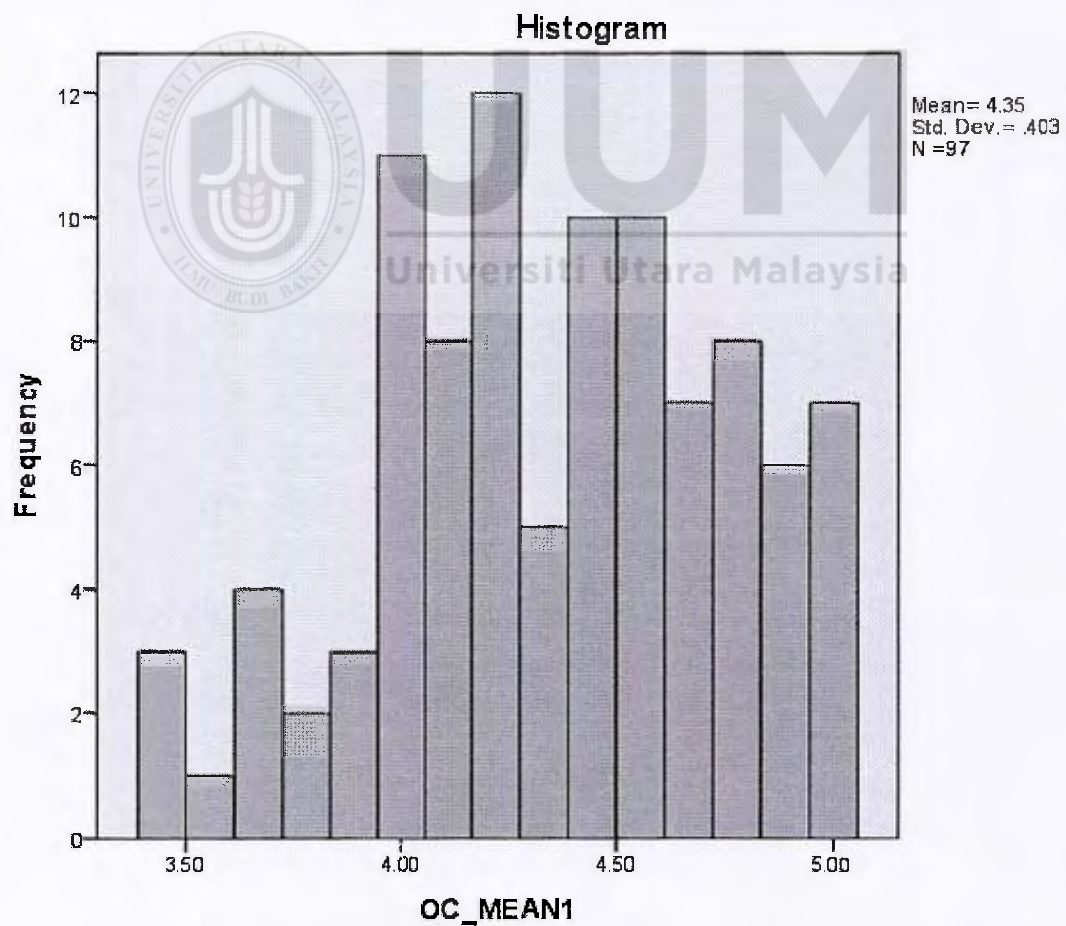
a. Only a partial list of cases with the value 5.00 are shown in the table of upper extremes.

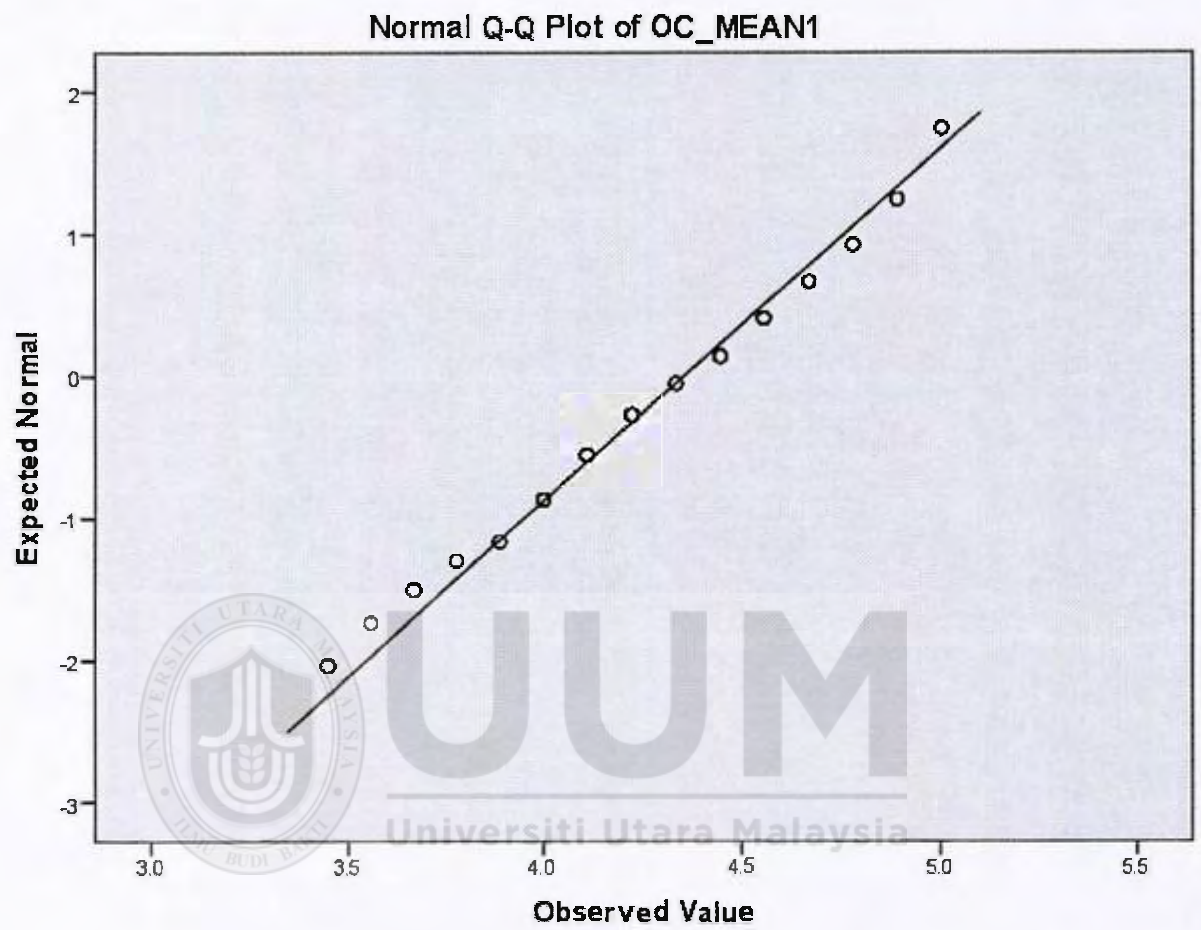
b. Only a partial list of cases with the value 3.67 are shown in the table of lower extremes.

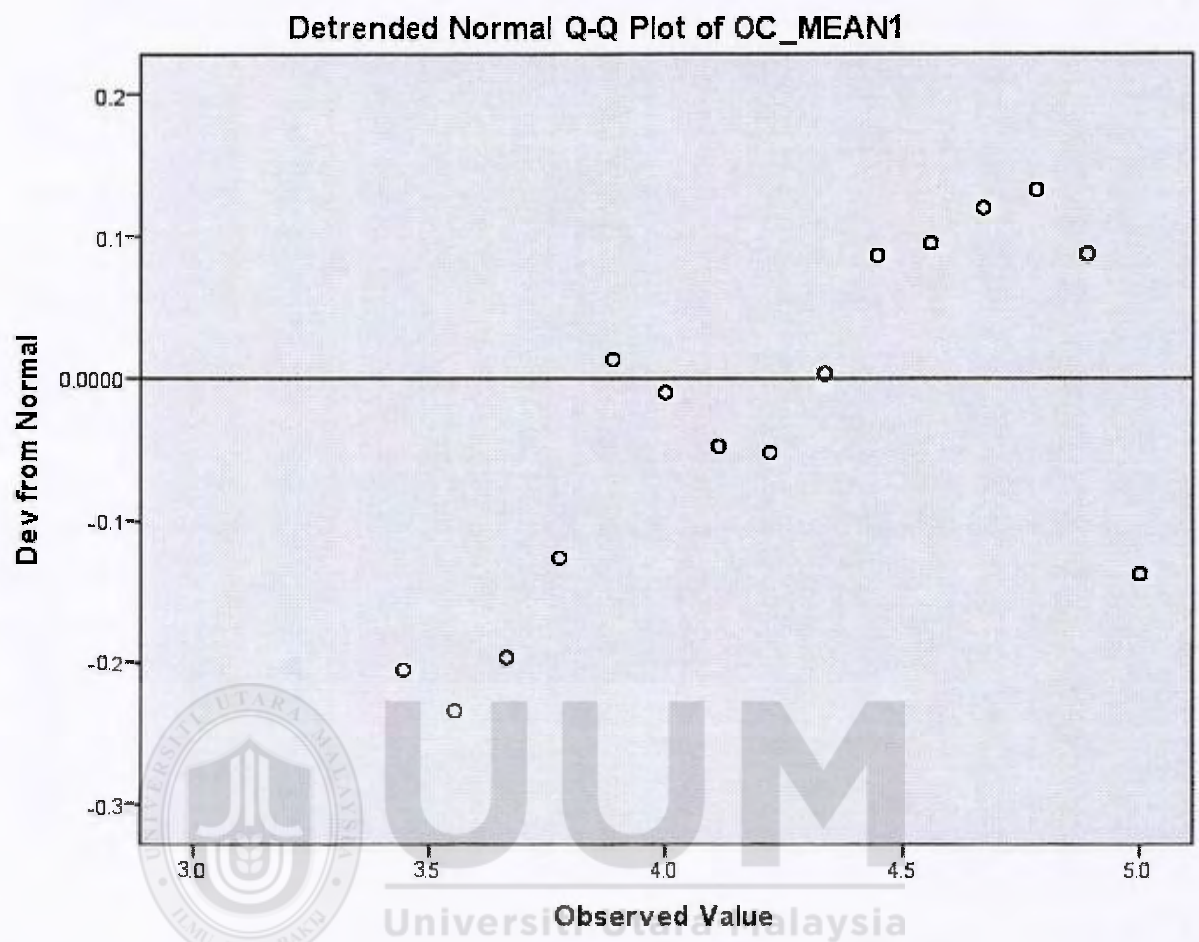
Tests of Normality

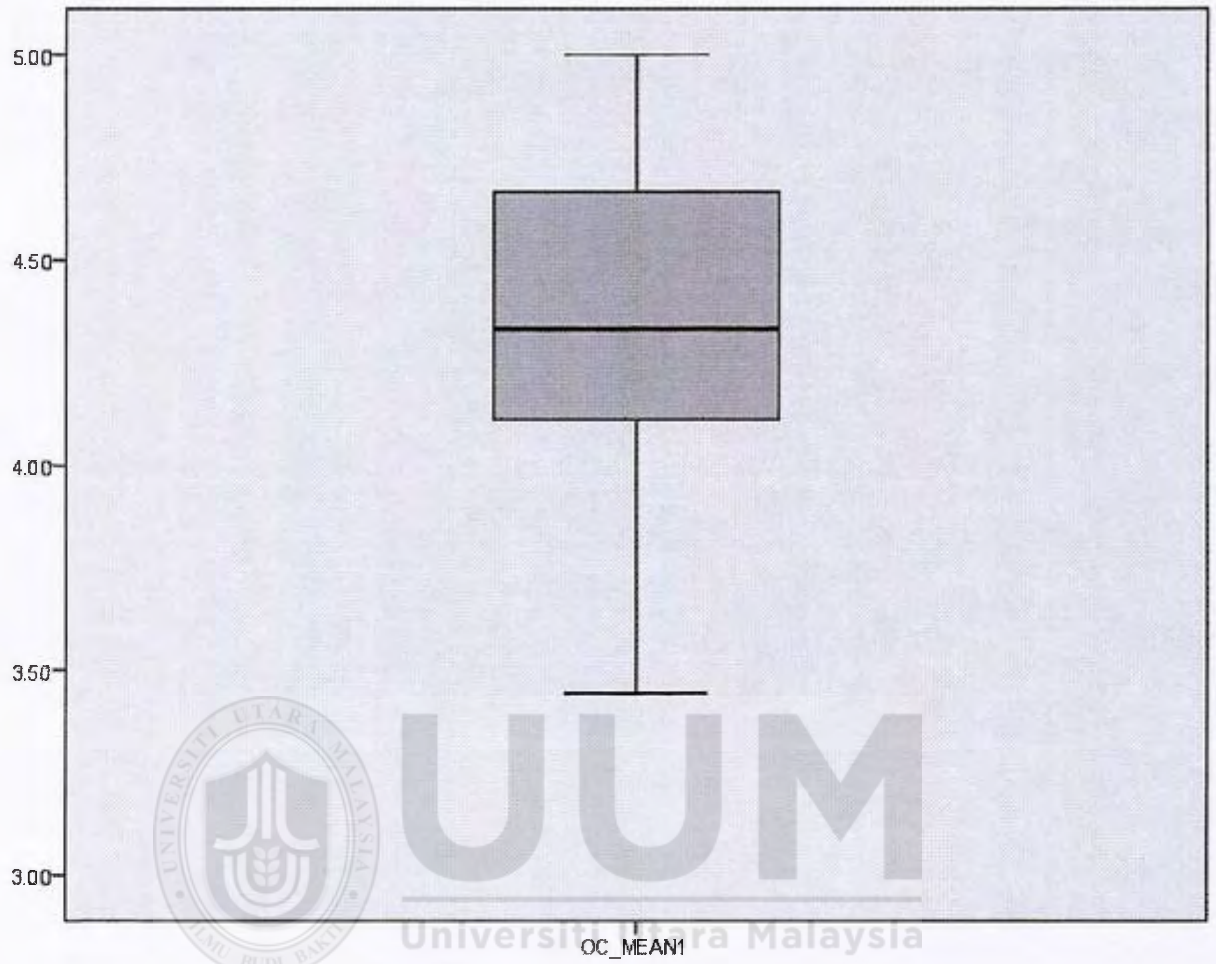
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
OC_MEAN1	.085	97	.083	.967	97	.015

a. Lilliefors Significance Correction









APPENDIX G: T-TEST

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
ORGANIZATIONAL_ COMMITMENT	1 Male	44	4.3737	.41787	.06300
	2 Female	53	4.3354	.39434	.05417

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
ORGANIZATION AL_ COMMITME NT	Equal variances assumed	.100	.753	.464	95	.644	.03831	.08263	-.12574	.20235
	Equal variances not assumed			.461	89	.646	.03831	.08308	-.12676	.20337

Group Statistics

	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
ORGANIZATIONAL_ COMMITMENT	1 Single	19	4.2573	.41251	.09464
	2 Married	78	4.3761	.40051	.04535

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Differe nce	Std. Error Differe nce	95% Confidence Interval of the Difference	
									Lower	Upper
ORGANIZATION AL_COMMITME NT	Equal variances assumed	.030	.862	- 1.1 52	95	.252	- .11876	.10305	- .32335	.08583
	Equal variances not assumed			- 1.1 32	26. 884	.268	- .11876	.10494	- .33412	.09661



UUM
Universiti Utara Malaysia

APPENDIX H: ANOVA

Oneway

Descriptives

ORGANIZATIONAL COMMITMENT

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for		Minimu m	Maximu m
					Mean			
					Lower Bound	Upper Bound		
2 21-30 years	42	4.2857	.43287	.06679	4.1508	4.4206	3.44	5.00
3 21-40 years	43	4.4134	.35330	.05388	4.3047	4.5222	3.67	5.00
4 41 and above	12	4.3704	.46259	.13354	4.0765	4.6643	3.44	4.89
Total	97	4.3528	.40350	.04097	4.2715	4.4341	3.44	5.00

Test of Homogeneity of Variances

ORGANIZATIONAL COMMITMENT

Levene Statistic	df1	df2	Sig.
1.118	2	94	.331

ANOVA

ORGANIZATIONAL COMMITMENT

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.351	2	.175	1.079	.344
Within Groups	15.279	94	.163		
Total	15.630	96			

Robust Tests of Equality of Means

ORGANIZATIONAL COMMITMENT

	Statistic ^a	df1	df2	Sig.
Welch	1.084	2	29.584	.351
Brown-Forsythe	.966	2	36.787	.390

a. Asymptotically F distributed.

Post Hoc Tests

Multiple Comparisons

Dependent Variable: ORGANIZATIONAL_COMMITMENT

Tukey HSD

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
2 21-30 years	3 21-40 years	-.12772	.08747	.315	-.3360	.0806
	4 41 and above	-.08466	.13197	.798	-.3989	.2296
3 21-40 years	2 21-30 years	.12772	.08747	.315	-.0806	.3360
	4 41 and above	.04307	.13163	.943	-.2704	.3565
4 41 and above	2 21-30 years	.08466	.13197	.798	-.2296	.3989
	3 21-40 years	-.04307	.13163	.943	-.3565	.2704

Homogeneous Subsets

ORGANIZATIONAL_COMMITMENT

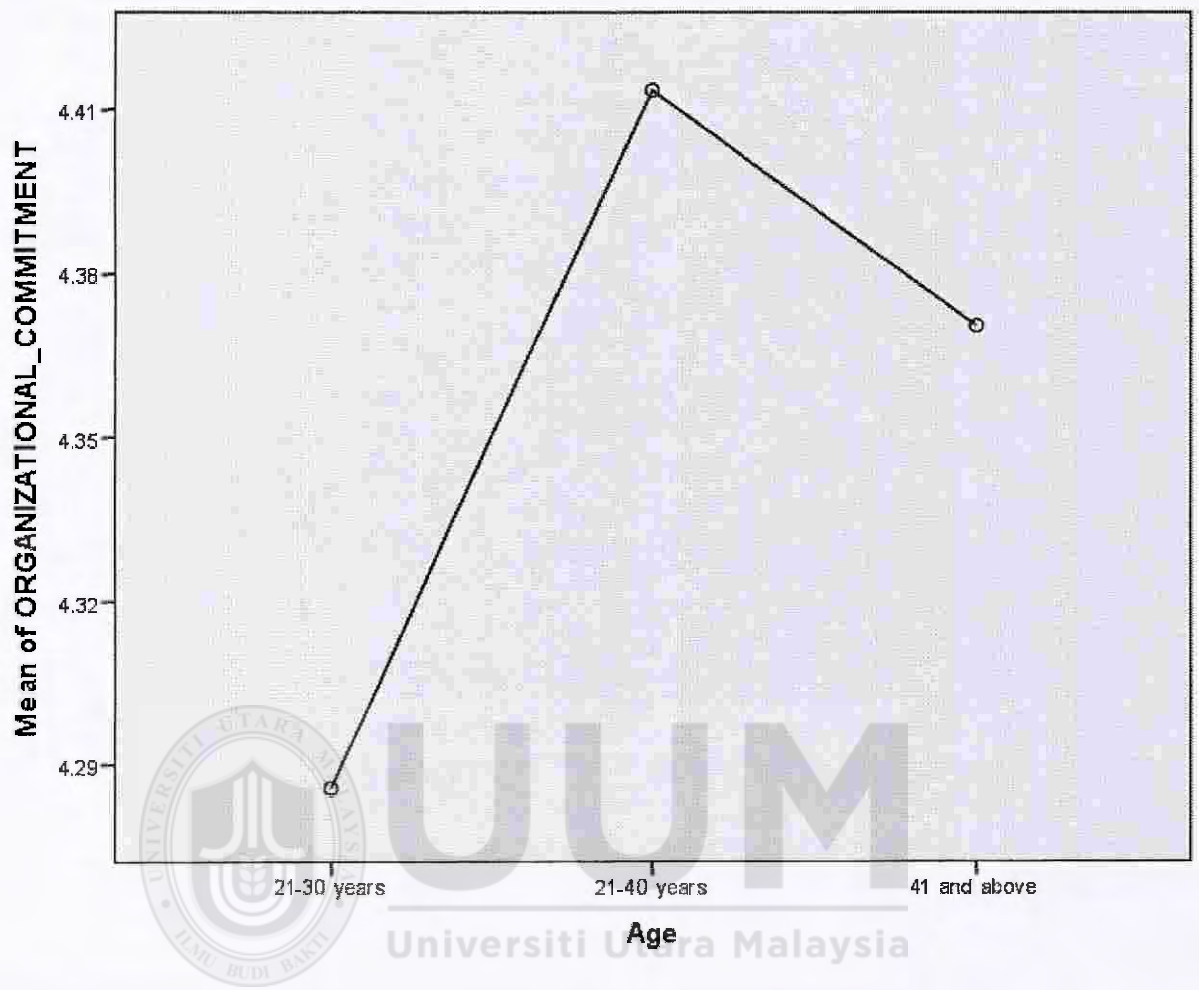
Tukey HSD^{a,b}

Age	N	Subset for alpha
		=0.05
		1
2 21-30 years	42	4.2857
4 41 and above	12	4.3704
3 21-40 years	43	4.4134
Sig.		.532

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size= 23.006.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.



Oneway

Descriptives

ORGANIZATIONAL COMMITMENT

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1 SPM	8	4.2361	.50548	.17871	3.8135	4.6587	3.56	5.00
2 STPM/Diploma	51	4.4096	.37482	.05249	4.3042	4.5150	3.44	5.00
3 Bachelor's Degree	34	4.2843	.40590	.06961	4.1427	4.4259	3.44	5.00
4 Master/PhD	4	4.4444	.55184	.27592	3.5663	5.3225	3.67	4.89
Total	97	4.3528	.40350	.04097	4.2715	4.4341	3.44	5.00

Test of Homogeneity of Variances

ORGANIZATIONAL COMMITMENT

Levene Statistic	df1	df2	Sig.
.523	3	93	.668

ANOVA

ORGANIZATIONAL COMMITMENT

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.466	3	.155	.954	.418
Within Groups	15.163	93	.163		
Total	15.630	96			

Robust Tests of Equality of Means

ORGANIZATIONAL COMMITMENT

	Statistic ^a	df1	df2	Sig.
Welch	.786	3	10.763	.527
Brown-Forsythe	.666	3	13.352	.587

a. Asymptotically F distributed.

Post Hoc Tests

Multiple Comparisons

Dependent Variable: ORGANIZATIONAL_COMMITMENT

Tukey HSD

(I) Educational Level	(J) Educational Level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1 SPM	2 STPM/Diploma	-.17347	.15355	.672	-.5752	.2282
	3 Bachelor's Degree	-.04820	.15867	.990	-.4633	.3669
	4 Master/PhD	-.20833	.24727	.834	-.8552	.4386
2 STPM/Diploma	1 SPM	.17347	.15355	.672	-.2282	.5752
	3 Bachelor's Degree	.12527	.08940	.502	-.1086	.3592
	4 Master/PhD	-.03486	.20966	.998	-.5834	.5136
3 Bachelor's Degree	1 SPM	.04820	.15867	.990	-.3669	.4633
	2 STPM/Diploma	-.12527	.08940	.502	-.3592	.1086
	4 Master/PhD	-.16013	.21344	.876	-.7185	.3983
4 Master/PhD	1 SPM	.20833	.24727	.834	-.4386	.8552
	2 STPM/Diploma	.03486	.20966	.998	-.5136	.5834
	3 Bachelor's Degree	.16013	.21344	.876	-.3983	.7185

Homogeneous Subsets

ORGANIZATIONAL_COMMITMENT

Tukey HSD^{a,b}

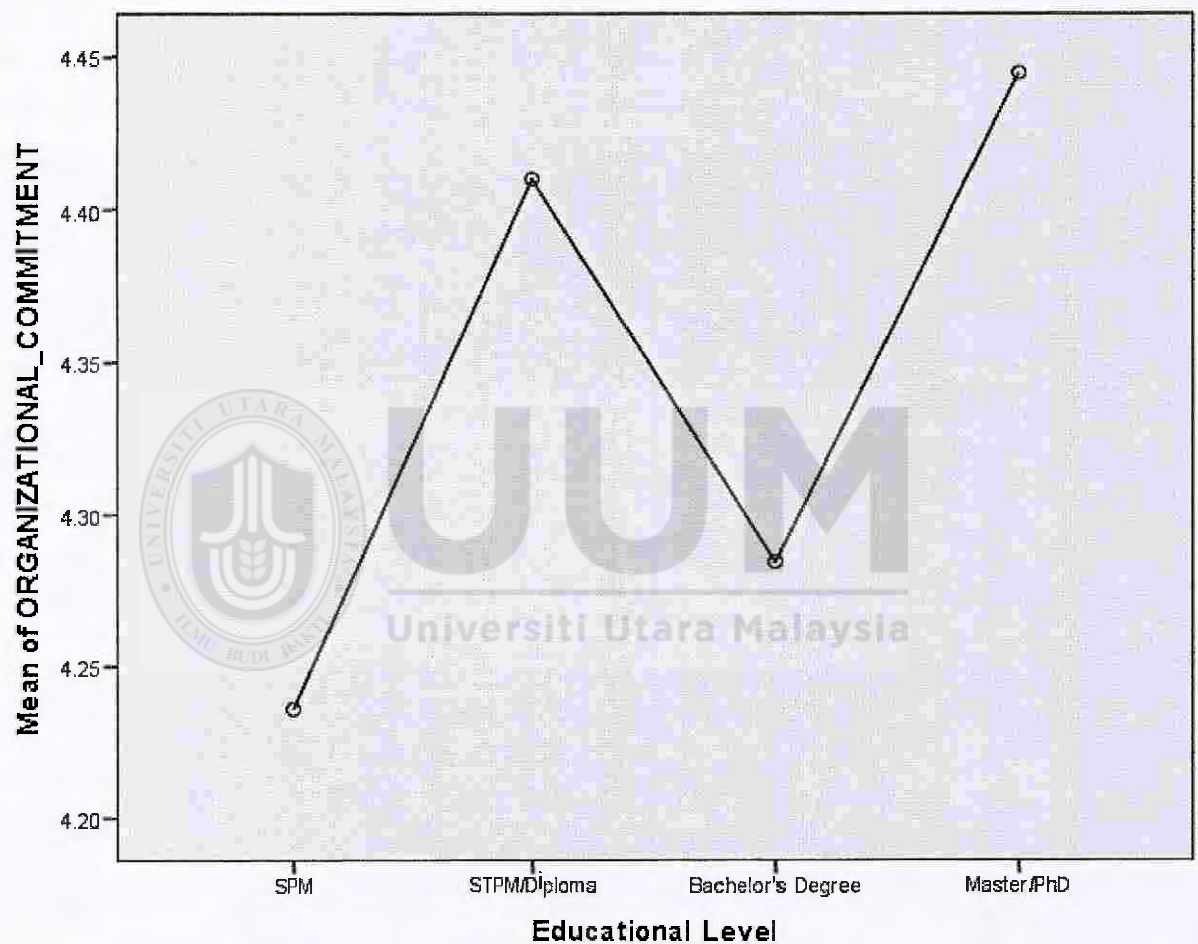
Educational Level	N	Subset for alpha = 0.05
		1
1 SPM	8	4.2361
3 Bachelor's Degree	34	4.2843
2 STPM/Diploma	51	4.4096
4 Master/PhD	4	4.4444

Sig.		.678
------	--	------

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 9.434.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.



Oneway

Descriptives

ORGANIZATIONAL COMMITMENT

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1 Management	24	4.4213	.39315	.08025	4.2553	4.5873	3.67	5.00
2 Supporting group	73	4.3303	.40697	.04763	4.2353	4.4252	3.44	5.00
Total	97	4.3528	.40350	.04097	4.2715	4.4341	3.44	5.00

Test of Homogeneity of Variances

ORGANIZATIONAL COMMITMENT

Levene Statistic	df1	df2	Sig.
.125	1	95	.724

ANOVA

ORGANIZATIONAL COMMITMENT

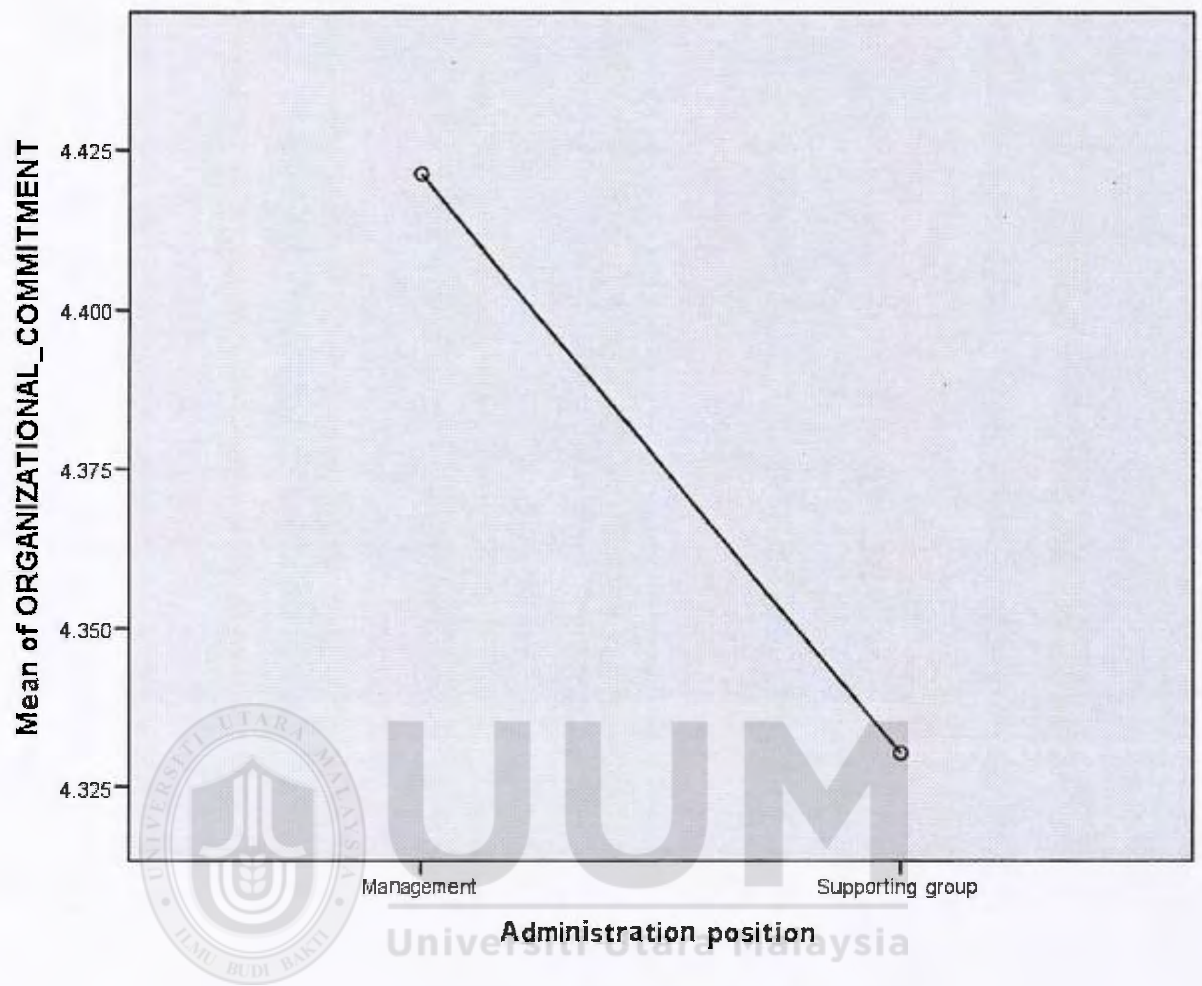
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.150	1	.150	.918	.340
Within Groups	15.480	95	.163		
Total	15.630	96			

Robust Tests of Equality of Means

ORGANIZATIONAL COMMITMENT

	Statistic ^a	df1	df2	Sig.
Welch	.951	1	40.456	.335
Brown-Forsythe	.951	1	40.456	.335

a. Asymptotically F distributed.



APPENDIX I: CORRELATION

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
RECRUITMENT	4.2703	.43947	97
SELECTION	4.3107	.38752	97
PERFORMANCE_APPRAISAL	4.1392	.59302	97
TRAINING_DEVELOPMENT	4.2165	.60016	97
COMPENSATION	4.3381	.41769	97

Correlations

		ORGANIZATIONAL_COMMITMENT	RECRUITMENT	SELECTION	PERFORMANCE_APPRAISAL	TRAINING_DEVELOPMENT	COMPENSATION
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.613**	.499**	.384**	.377**	.279**
	Sig. (2-tailed)		.000	.000	.000	.000	.006
	N	97	97	97	97	97	97
RECRUITMENT	Pearson Correlation	.613**	1	.754**	.650**	.558**	.467**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	97	97	97	97	97	97
SELECTION	Pearson Correlation	.499**	.754**	1	.627**	.545**	.552**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	97	97	97	97	97	97
PERFORMANCE_APPRAISAL	Pearson Correlation	.384**	.650**	.627**	1	.702**	.308**
	Sig. (2-tailed)	.000	.000	.000		.000	.002
	N	97	97	97	97	97	97

TRAINING_DEVELOPMENT	Pearson	.377**	.558**	.545**	.702**	1	.449**
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	97	97	97	97	97	97
COMPENSATION	Pearson	.279**	.467**	.552**	.308**	.449**	1
	Correlation						
	Sig. (2-tailed)	.006	.000	.000	.002	.000	
	N	97	97	97	97	97	97

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

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
RECRUITMENT	4.2703	.43947	97

Correlations

		ORGANIZATION AL_COMMITMEN T	RECRUITMENT
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.613**
	Sig. (2-tailed)		.000
	N	97	97
RECRUITMENT	Pearson Correlation	.613**	1
	Sig. (2-tailed)	.000	
	N	97	97

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

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
SELECTION	4.3107	.38752	97

Correlations

		ORGANIZATION AL_COMMITMEN T	SELECTION
ORGANIZATIONA L_COMMITM ENT	Pearson Correlation	1	.499**
	Sig. (2-tailed)		.000
	N	97	97
SELECTION	Pearson Correlation	.499**	1
	Sig. (2-tailed)	.000	
	N	97	97

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

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
PERFORMANCE_APPRAISAL	4.1392	.59302	97

Correlations

		ORGANIZATION AL_COMMITMEN T	PERFORMANCE _APPRAISAL
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.384**
	Sig. (2-tailed)		.000
	N	97	97
PERFORMANCE_APPRAISAL	Pearson Correlation	.384**	1
	Sig. (2-tailed)	.000	
	N	97	97

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



UUM
Universiti Utara Malaysia

Correlations

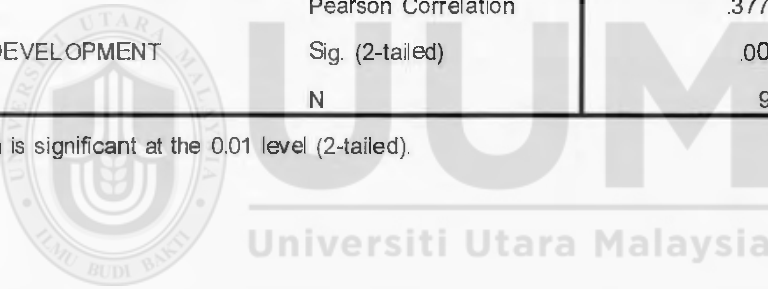
Descriptive Statistics

	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
TRAINING_DEVELOPMENT	4.2165	.60016	97

Correlations

		ORGANIZATION AL_COMMITMEN T	TRAINING_DEVE LOPMENT
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.377**
	Sig. (2-tailed)		.000
	N	97	97
TRAINING_DEVELOPMENT	Pearson Correlation	.377**	1
	Sig. (2-tailed)	.000	
	N	97	97

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

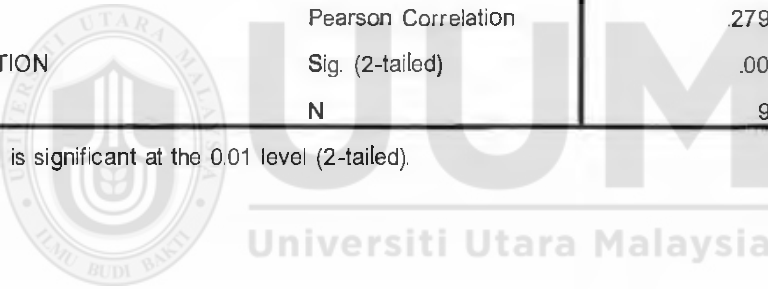


Correlations

Descriptive Statistics			
	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
COMPENSATION	4.3381	.41769	97

Correlations			
		ORGANIZATION AL_COMMITMEN T	COMPENSATION
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.279**
	Sig. (2-tailed)		.006
	N	97	97
COMPENSATION	Pearson Correlation	.279**	1
	Sig. (2-tailed)	.006	
	N	97	97

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



APPENDIX J: REGRESSION

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
RECRUITMENT	4.2703	.43947	97
SELECTION	4.3107	.38752	97
PERFORMANCE_APPRAISAL	4.1392	.59302	97
TRAINING_DEVELOPMENT	4.2165	.60016	97
COMPENSATION	4.3381	.41769	97

Correlations

		ORGANIZATIONAL_COMMITMENT	RECRUITMENT	SELECTION	PERFORMANCE_APPRAISAL	TRAINING_DEVELOPMENT	COMPENSATION
Pearson Correlation	ORGANIZATIONAL_COMMITMENT	1.000	.613	.499	.384	.377	.279
	RECRUITMENT	.613	1.000	.754	.650	.558	.467
	SELECTION	.499	.754	1.000	.627	.545	.552
	PERFORMANCE_APPRAISAL	.384	.650	.627	1.000	.702	.308
	TRAINING_DEVELOPMENT	.377	.558	.545	.702	1.000	.449
	COMPENSATION	.279	.467	.552	.308	.449	1.000
Sig. (1-tailed)	ORGANIZATIONAL_COMMITMENT		.000	.000	.000	.000	.003
	RECRUITMENT	.000		.000	.000	.000	.000
	SELECTION	.000	.000		.000	.000	.000
	PERFORMANCE_APPRAISAL	.000	.000	.000		.000	.001

N	TRAINING_DEVELOP MENT	.000	.000	.000	.000	.	.000
	COMPENSATION	.003	.000	.000	.001	.000	.
	ORGANIZATIONAL_C OMMITMENT	.97	.97	.97	.97	.97	.97
	RECRUITMENT	.97	.97	.97	.97	.97	.97
	SELECTION	.97	.97	.97	.97	.97	.97
	PERFORMANCE_APP RAISAL	.97	.97	.97	.97	.97	.97
	TRAINING_DEVELOP MENT	.97	.97	.97	.97	.97	.97
	COMPENSATION	.97	.97	.97	.97	.97	.97

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.621 ^a	.385	.352	.32493

a. Predictors: (Constant), COMPENSATION, PERFORMANCE_APPRAISAL, RECRUITMENT, TRAINING_DEVELOPMENT, SELECTION

b. Dependent Variable: ORGANIZATIONAL_COMMITMENT

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	COMPENSATION , PERFORMANCE _APPRAISAL, RECRUITMENT, TRAINING_DEVE LOPMENT, SELECTION ^b	.	Enter

a. Dependent Variable: ORGANIZATIONAL_COMMITMENT

b. All requested variables entered.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.022	5	1.204	11.409	.000 ^b
	Residual	9.607	91	.106		
	Total	15.630	96			

a. Dependent Variable: ORGANIZATIONAL_COMMITMENT

b. Predictors: (Constant), COMPENSATION, PERFORMANCE_APPRAISAL, RECRUITMENT, TRAINING_DEVELOPMENT, SELECTION

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
(Constant)	1.879	.411		4.577	.000	1.063	2.694					
RECRUITMENT	.521	.124	.567	4.214	.000	.275	.766	.613	.404	.346	.373	2.682
SELECTION	.126	.145	.121	.872	.386	-.162	.414	.499	.091	.072	.348	2.870
PERFORMANCE_APPRAISAL	-.077	.091	-.113	-.844	.401	-.258	.104	.384	-.088	-.069	.375	2.667
TRAINING_DEVELOPMENT	.068	.083	.102	.827	.410	-.096	.233	.377	.086	.068	.445	2.247
COMPENSATION	-.061	.100	-.063	-.610	.543	-.260	.138	.279	-.064	-.050	.628	1.592

a. Dependent Variable: ORGANIZATIONAL_COMMITMENT

Collinearity Diagnostics^a

Mod el	Dimensi on	Eigenv alue	Condition Index	Variance Proportions					
				(Const ant)	RECRUIT MENT	SELECT ION	PERFOR MANCE_ APPRAIS AL	TRAININ G_DEVE LOPMEN T	COMPEN SATION
1	1	5.968	1.000	.00	.00	.00	.00	.00	.00
	2	.015	20.248	.10	.00	.00	.17	.15	.07
	3	.007	28.921	.00	.07	.02	.21	.58	.12
	4	.005	36.356	.85	.15	.03	.05	.02	.18
	5	.004	40.794	.02	.30	.01	.54	.24	.53
	6	.002	54.031	.03	.48	.93	.03	.01	.10

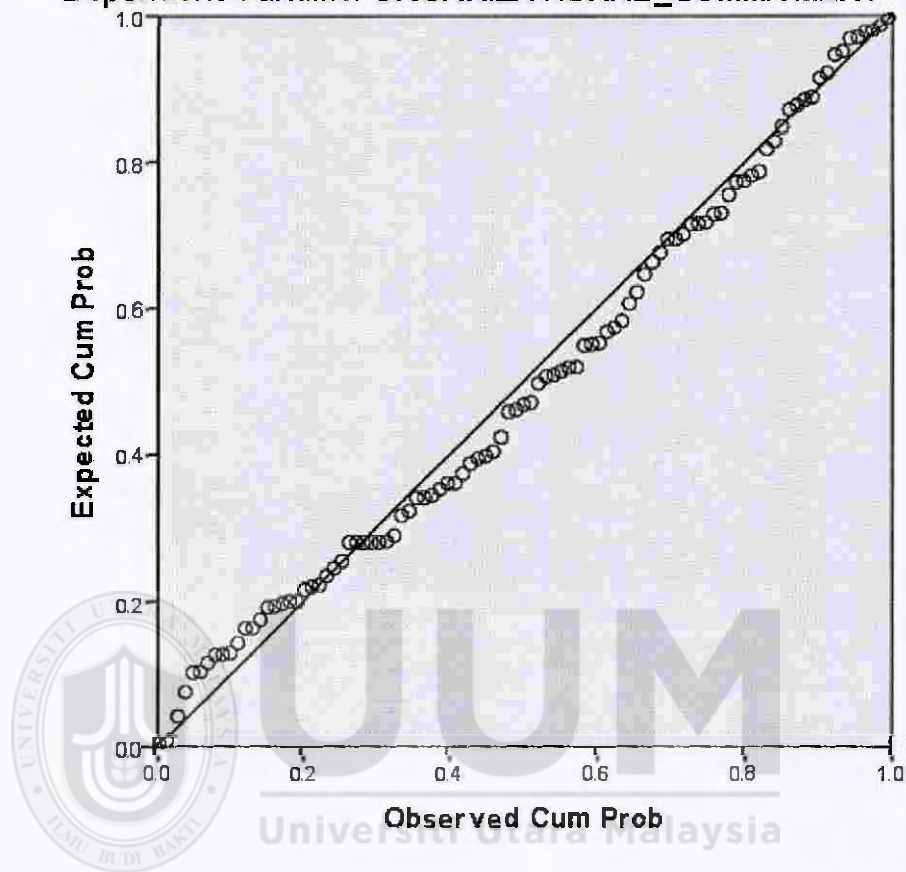
a. Dependent Variable: ORGANIZATIONAL_COMMITMENT

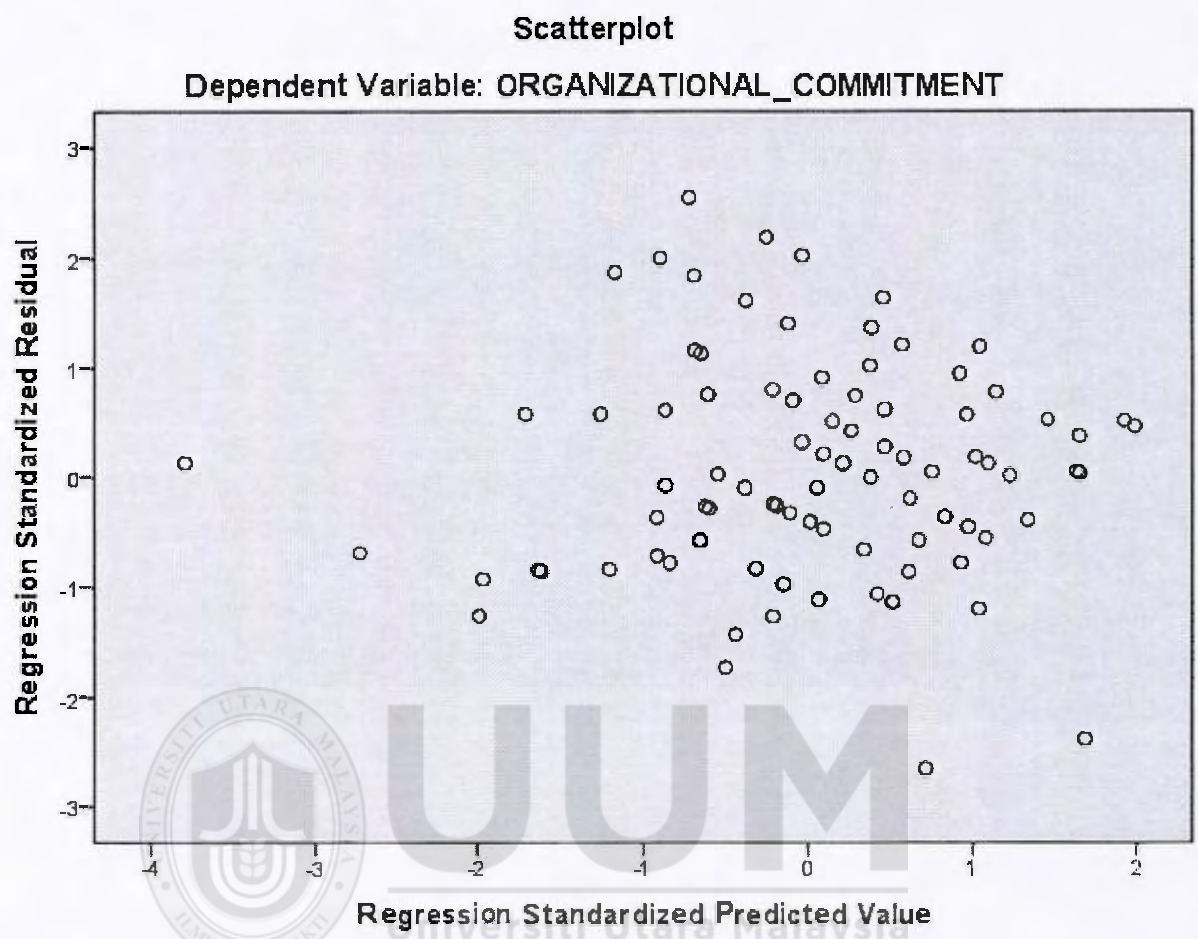
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.4020	4.8512	4.3528	.25047	97
Std. Predicted Value	-3.796	1.990	.000	1.000	97
Standard Error of Predicted Value	.035	.185	.076	.028	97
Adjusted Predicted Value	3.3815	4.8173	4.3526	.24931	97
Residual	-.86379	.82756	.00000	.31635	97
Std. Residual	-2.658	2.547	.000	.974	97
Stud. Residual	-2.693	2.584	.000	1.003	97
Deleted Residual	-.88616	.85205	.00019	.33613	97
Stud. Deleted Residual	-2.791	2.670	.002	1.015	97
Mahal. Distance	.120	30.288	4.948	5.077	97
Cook's Distance	.000	.194	.011	.022	97
Centered Leverage Value	.001	.315	.052	.053	97

a. Dependent Variable: ORGANIZATIONAL_COMMITMENT

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: ORGANIZATIONAL_COMMITMENT





APPENDIX K: MEMO



MAIPs

MAJLIS AGAMA ISLAM DAN ADAT ISTIADAT MELAYU PERLIS

MEMO

Ruj. : MAIPs.100-46 ()

Tarikh : 16 April 2018
29 Rejab 1439H

Kepada : Semua Pegawai dan Kakitangan MAIPs

Daripada : Ketua Bahagian Khidmat Pengurusan dan Keurusetiaan

Perkara : BORANG SOAL SELIDIK
OLEH : MUHAMAD ZAMIR RIDHA BIN NOORDIN

Dengan hormatnya saya merujuk kepada perkara di atas.

2. Adalah dimaklumkan bahawa borang soal selidik akan diedarkan untuk tindakan tuan/puan seperti senarai edaran.
3. Sehubungan dengan itu, tuan/puan adalah diminta untuk mengembalikan borang soal selidik tersebut semula kepada Cik Maryam binti Mustapha sebelum atau pada 17 April 2018 (Selasa).
4. Kerjasama dan perhatian tuan/puan berhubung perkara ini amatlah dihargai dan diucapkan terima kasih.

"BERKHIDMAT UNTUK AGAMA DAN NEGARA"
"MĒNJUNJUNG SYĒR MEMĒJU UMMĒH"


(HALINA BINTI ABD WAHID)

APPENDIX L: LIST NAME OF RESPONDENTS

i. MAIPs

SENARAI EDARAN

1. PUAN HALINA BINTI ABD. WAHID
2. USTAZ MOHD NAZRI BIN MAT REJAB
3. ENCIK AZIZUL FITRI BIN ISMAIL
4. PUAN NOR HAYATI BINTI RAMLI
5. ENCIK MOHAMMAD IRSHADUDDIN BIN JASRINIZAR
6. ENCIK AZRUL AFZAL BIN ABDUL LATIF
7. ENCIK ZULKIFLI BIN YAACOB
8. PUAN NURHANIS BINTI ALI
9. TUAN SYED AISAM BIN SYED IDRIS
10. ENCIK AZREE BIN ALIMIN
11. PUAN AZLIZA BINTI MOHAMAD
12. EN AHMAD FITRI B MAT ISA@ MAT HASSAN
13. ENCIK MOHD SABIRIN BIN HASSAN
14. ENCIK MAT ROSE BIN HAJI TAHA
15. HJ. MOHD. RADZI BIN AHMAD RAHIM
16. ENCIK JEFFRI BIN OTHMAN
17. ENCIK SHUHAIMI BIN NORDIN
18. TUAN SYED ALWI BIN SYED AZIZ
19. PUAN NORLELA BINTI ABU
20. PUAN SALIZAH BINTI SUKI
21. ENCIK ISMAIL BIN HASHIM
22. ENCIK KHAIRI BIN WAHAB
23. PUAN AZLINA BINTI KASA
24. PUAN FAUZIAH BINTI AHMAD
25. ENCIK SYAMSUL NAIM BIN ZINON
26. PUAN NOORAIDZA BINTI SAIDIN
27. EN. MOHD. YAZID BIN ABD. RAHMAN
28. PUAN CHEK ZURINA BINTI MD. SAAD
29. PUAN NOR AZIZAH BINTI YUSOP
30. PUAN NURUL HARNINI BINTI AZMI
31. YM TENGKU SHAMSHINAR BT TG ADNAN
32. ENCIK MOHD. NAZRI BIN SEMAIL
33. ENCIK ANAS SABIRIN BIN AFANDI
34. PUAN NOR ANIZA BINTI DAUD
35. ENCIK MOHD SUFRIZAN BIN SUDIN
36. EN.MUHD FAHMI FADHLI BIN SALLEHUDIN
37. ARMAN JUNAIDIE BIN ABU BAKAR
38. EN. JONAIIDIE BIN ABD. RAHMAN
39. EN. AHMAD KAMEL B MAHAMOOD
40. PN. EDAYU NOORFARLINA BT NASHARUDDIN
41. PUAN ROSMINI BINTI MD SAAD
42. PUAN NUR SURAYA BINTI BASRI
43. PUAN NORHAFIZA BT. HUSSIN
44. CIK NURAZIRAH BINTI AZMI
45. PUAN SITI NAJWA BINTI ABU BAKAR

46. PUAN AZZYYATI BT ABDUL AZIZ
47. PUAN KHALISHA BINTI ABD KARIM
48. EN. MOHD FIRDAUS BIN SALEHUDIN
49. AMINUDDIN BIN ABDUL HAMID
50. PUAN FARAH AZILA BINTI ABD HALIM



UUM

Universiti Utara Malaysia

ii. JABATAN MUFTI NEGERI PERLIS

KAKITANGAN JABATAN MUFTI NEGERI PERLIS

BIL	NAMA	JAWATAN
1	DATO' ARIF PERKASA DR MOHD ASRI BIN ZAINUL ABIDIN	MUFTI NEGERI PERLIS
2	ROSLAN BIN ESA	TIMBALAN MUFTI
3	NAFIZAH BT. ABD HALIM	PEGAWAI HAL EHWAL ISLAM
4	MUHAMMAD KHIDHIR BIN ABDUL GHANI	PEGAWAI HAL EHWAL ISLAM
5	MOHD SHAHRIL BIN MOHD SHUKRI	PEGAWAI ISNAD
6	MOHD AZRI BIN MOHD NASARUDDIN	PEGAWAI ISNAD
7	MOHAMMAD WAFIQ BIN DESA	PEGAWAI ISNAD
8	NOR FAEZAH BT HASSAN	PEGAWAI ISNAD
9	SABARIAH BT. CHIN	PEMBANTU TADBIR KANAN
10	MOHAMAD ABDUL KADIR BIN SAHAK	PEN PEG HAL EHWAL ISLAM
11	SYED ABDULLAH IDID BIN SYED SALIM IDID	PEN PEG HAL EHWAL ISLAM
12	ZULHILMI BIN KHOBIN	PEN PEG HAL EHWAL ISLAM
13	MOHAMAD FAISAL BIN RAMLI	PEN PEG HAL EHWAL ISLAM
14	NURHAYATI BT. JAMERI	SETIAUSAHA PEJABAT
15	MAKROFI BIN HUSIN	PEMBANTU HAL EHWAL ISLAM

16	SURIANY BT. RAMLI	PEMBANTU TADBIR (P/O)
17	MOHAMMAD ANJAR IZZUDDIN BIN MOHAMMAD AMIN	PEMBANTU TADBIR (KEW)
18	MUHAMAD ZULFAHMI BIN ABDUL SAMAD	PEMBANTU TADBIR (P/O)
19	DANIAL AFIQ TAQIYUDDIN BIN ABDUL JAMIL	PEMBANTU TADBIR (P/O)
20	HUDA BT. JOHARI	PEMBANTU HAL EHWAL ISLAM
21	NAZIRAH BT. ABD HADI	PEMBANTU HAL EHWAL ISLAM
22	RUSNANI BT. HASAN	PEMBANTU HAL EHWAL ISLAM
23	AHMAD FATHI BIN AZIZ	PEMBANTU OPERASI
24	SYED AMMAR YASSER BIN SYED YUSOF	PEMANDU KENDERAAN
25	MUHD AIRUL NAIM BIN ABDULLAH	PEMANDU KENDERAAN (KONTRAK)

Universiti Utara Malaysia

APPENDIX M: LETTER OF DATA COLLECTION

	OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS Universiti Utara Malaysia 06010 UUM SINTOK KEDAH DARULAMAN MALAYSIA	 UUM Universiti Utara Malaysia Tel: 604 928 7101/7113/7130 Faks (Fax): 604 928 7160 Laman Web (Web): www.oayagab.uum.edu.my
---	---	--

"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1
28 March 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam

DATA COLLECTION

COURSE: Research Paper
COURSE CODE: BPMZ69912
LECTURER: Dr. Mohd Shahril Ahmad Razimi

This is to certify that the following is a postgraduate student from the OYA Graduate School of Business, Universiti Utara Malaysia. He is pursuing the above mentioned course which requires him to undertake an academic study and prepare an assignment. The details are as follows:

NO.	NAME	MATICNO.
1.	Myhammad Zamir Ridha Bin Naordin	822018

In this regard, I hope that you could kindly provide assistance and cooperation for him to successfully complete the assignment given. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully,


ROZITA BINTI SAMLI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Student's File (822018)

Universiti Pengurusan Terkemuka
The Eminent Management University

