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Islamic Values on ISO 9001:2000 Certified Companies in Malaysia

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5.1 Introduction

ISO 9001: 2000 is the level of quality that all organizations or companies should have. This level of quality has been setup by the International Organization for Standardization (ISO). ISO 9001:2000 is an international standard containing requirements for establishing and maintaining company's quality management system. This quality management system is set up by a company to establish a quality policy and quality objectives, and to establish the means to achieve those objectives. This standard is very general and universal. It can be applied from product manufacturers to

service providers. This ISO 9001 is divided into four main sections; (i) management responsibility, (ii) resource management, (iii) product realization, and (iv) measurement, analysis and improvement.

Although ISO has underlined a clauses that must be fulfilled to achieve the ISO 9001:2000 certification, we felt that ISO certification is not sufficient in developing and establishing values. We could say that the certification of the ISO 9001:2000 is somehow neglecting and lack of moral and spiritual values. This is because through this certification people tend to work on the bases of producing and supplying the customer the best quality products and at the same time neglecting the values that one must have.

In recent years, there are numerous of management theories, techniques, approaches or styles which have been claimed to contribute towards "improved quality", "excellence", "creating a difference", "creating a *niche*", "increasing competitiveness", etc. which are all aimed at having the competitive edge over the competitors to survive or to be ahead of them. The problems are, with such of these values, people tend to ignored one another, people tend not to be with their families for quite a long time, people tend to be insincere with each other and most of all, people tend to work hard and ignored their Creator. In short, by working hard, people tend to forget about themselves and much, they forget their moral and spiritual values. This is because societies have

affective regard for certain values for some reason which may only be contemporary in nature.[98]

Recently research has witnessed the demise of Communism in Europe with consequential economic backwardness, political instability and social disorder. Even though Japan has succeeded as the most developed country in Asia, statistic showed that their people tend to commit suicide each day due to the pressure of working.

Times are witnessing the gradual decline of the U.S and Japanese economies which are still mimicking industrialization, modernization and secularization of the west. These declines are due to the moral decadence of modern societies.

5.2 Definition of Values

In order to achieve a quality organization or company, numerous concepts and techniques such as total quality management and quality management system have been introduced. However, all these concepts and techniques seem to be fizzle out, and over time, become ineffective.

The management just cannot introduce new management techniques and expect them to zap all employees to have a changed mindset. The reason behind this failure is the weakening or missing of the very basic foundation of the organization or

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[98] Datuk Dr Syed Othman Alhabshi & Aidit Hj Ghazali. 1994. Islamic Values and Management. Institute of Islamic Understanding Malaysia (IKIM).

company, its values and ethics. Value is the basic or foundation in moving forwards. For illustration, when dealing with mathematical problem, without mastering the basic concept such as multiplication and division, the calculation is definitely cannot be continued. Same does it goes towards achieving quality where all of the values needed to be mastered and practiced before going further.

Value has various meanings from different perspectives. For example, from the economics perspective, value refers to an esteem of a product. It also means power in exchanged with other products.[99] From the anthropological perspective, value is an idea related to the culture.[100]

According to Milton Rokeach, a value can be defined as an "enduring belief that a specified mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end of state of existence".[101]

Values are goals or criteria that were used to determine the desirability of certain actions or motives in life. As a general idea that is widely accepted, value is about what is good or bad, right or wrong, appropriate or inappropriate[102]. Thus, value is not only the standard for a product, but it is also a determinant in accepting or rejecting one's action or attitude.

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[99] *Encyclopedia Americana.*1991. Volume 10 & 27. Connecticut: Grolier Incorporated.

[100] Doob, Christopher Bates. 2000. *Sociology: An introduction.* 6th edition. The Harcourt Press.

[101] Rokeach, Milton. 1973. *The Nature of Human Values.* New York: Free Press.

[102] Calhoun, Craig et.al. 1994. *Sociology.* 6th edition. McGraw Hill Inc.

When dealing with values, relating them with the belief system and religion cannot be avoided. Even the West also has their own code of conduct which is called Protestant Work Ethics in dealing with values in organization and work. This belief system will give worldview or perspective to a person or society. For instance, the Islamic worldview prescribes that men should organize themselves in all their endeavors collectively on the guiding values of truth, justice and brotherhood. This Islamic worldview provides a holistic, multidimensional and integrated approach to human organization. For example, Prophet Muhammad S.A.W has four main values that help him in performing the tasks as Allah's Messenger. The values are truthfulness (*siddq*), trustworthiness (*amanah*), wisdom (*fatanah*), and dissemination of good teachings and values (*tabligh*).

Scholar of the West also recognized the important of values in organizational performance. For example, Susan Smith Kuczmarski and Thomas D Kuczmarski, in their book – *Values-Based Leadership – Rebuilding Employee Commitment, Performance, and Productivity* recommended strongly that workers need values that they can believe in. Without a reason to believe that is based on a set of common organizational norms and values, profits and productivity will be decline.

It is important for a management to give a great emphasis on the need to adopt the right values in management and work. Implementation of good values will be the pillars to have a great achievement. Achievements through unethical means are very

short-term in nature because they are not based on the fundamentals, and it is very difficult to sustain the achievement due to the lack of values embedded. However, it is sometimes much easier to appreciate the significance of right values rather than put the values into practice. This may be due to our individual shortcomings. And these shortcomings could be due to the lack of spiritual emphasis in life.

5.3 Protestant Work Ethics

The original Protestant Work Ethics (PWE) has three principles: (i) Industry, (ii) Thrift, and (iii) Charity. This PWE which is created during the Age of Reformation, based on the combined theological teachings of Martin Luther and John Calvin, encouraged work in a chosen occupation with an attitude of service to God, viewed work as a sacred calling and avoided placing greater spiritual dignity on one job than another, approved of working diligently to achieve maximum profits, required reinvestment of profits back into one's business, and allowed a person to change from the craft or profession of his father.

However, Max Weber has given a new perception about PWE. He argued that the set of values emphasized by ascetic Protestantism reinforced a strong belief in the value of good, clean, hard work that would insure individual salvation. The values associated with the Protestant work ethic (PWE) include self-discipline, hard work, careful in use of time, the reinvestment of one's gains, personal honesty, creative innovation and faith in the

rewards of a just God. According to Weber, individuals with a strong PWE should seek to be as diligent as possible in all aspects of their careers, and thus be very productive workers [6]. Protestant work ethic measures have been commonly used to assess work motivation of individuals in the workplace because the patterns of behavior consistent with its tenets have been adapted to focus on the value of hard work without the original link to Protestant religious doctrine.
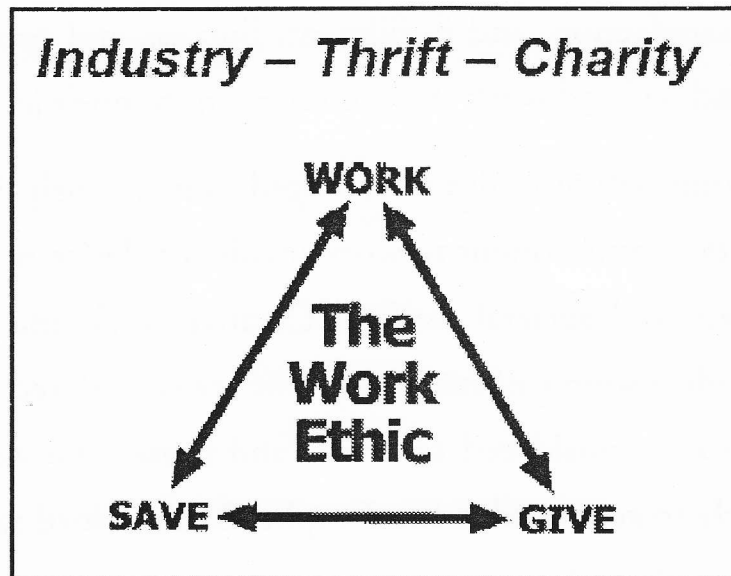

Figure 2.1: Protestant Work Ethic (PWE)

5.4 Islamic Work Ethic

The concept of Islamic Work Ethic (IWE) has it origin in the Qur'an, the sayings and the practice of Prophet Muhammad, who preached that hard work caused sins to be absolved and that "no one eats better food than that which he eats out of his work" [7]. In Qur'an, there are so many values expressed whether directly or

indirectly. For example, the Qur'an often stressed on honesty and justice, and encourage for fair distribution of wealth in society. The Qur'an also encourages man to acquire skills and technology, and highly praises those who strive in order to earn a living.

According to IWE which is initiated by Abbas Ali, work is an obligatory activity and a virtue in light of the needs of man and the necessity to establish equilibrium in one's individual and social life [8]. Work enables man to be independent and is a source of self-respect, satisfaction, and fulfillment. Success and progress on the job depend on hard work and commitment to one's job.

A competition is also encouraged as it will help in improving the quality. Commitment to work involves a desire to improve the community and societal welfare. Creative work and cooperation are not only a source of happiness, but are considered noble deeds. Hard work is considered as virtue, and those who work hard are more likely to get ahead in life. Prophet Muhammad said that:

"Allah loves those workers who perform their works to their best abilities"[103]

The value of work in IWE is derived from the accompanying intentions rather than from the results of work [8]. It emphasizes that justice and generosity in the workplace are necessary condition for society's welfare. Society would have fewer problems if each person were committed to his work and avoided unethical methods of wealth accumulation. Prophet Muhammad said,

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[103] Narrated by Al-Baqilani

"A successful man is whose today is better than yesterday; an unlucky one is whose today is worse than yesterday, and a deceived man is whose today is the same as yesterday"

5.5 Protestant Work Ethic (PWE) vs. Islamic Work Ethics (IWE)

The PWE is almost reflecting IWE after a refinement by Max Weber. Both IWE and PWE emphasize hard work, commitment and dedication to work, work creativity, avoidance of unethical methods of wealth accumulation, cooperation and competitiveness at the work place [7]. However, IWE approach or method is emphasizing more on the intentions rather than the results, which is contradict to PWE that stressed on the results more. As a saying of Prophet Muhammad: *"Actions are recorded according to intention, and man will be rewarded or punished accordingly"*

IWE also stresses social aspect in the workplace and duties towards society. Furthermore, the IWE emphasizes justice and generosity in the workplace, and it views engagement in economic activities as an obligation. IWE also consider the work done with a sincere heart as a good deeds and will get a rewards from Allah. PWE do not consider work as good deeds because of their lack of sense of belongings to God, and they are just focusing on the worldly life only.

Islamic Work Ethic (IWE)	Protestant Work Ethic (PWE)
Based on Qur'an and *sunnah* of the Prophet	Initialized by teachings of Martin Luther and John Calvin during the Age of Reformation in Europe.
Initiated by Abbas Ali	
Views engagement in economic activities as an obligation.	Based on three factors; industry, thrift, and charity.
Consider all good works as good deeds.	Changed by Max Weber to be almost similar to IWE.
Emphasizing more on the intentions rather that the outcome of the work done.	PWE stressing on the results from the work done.

Table 2.1:
Islamic Work Ethic (IWE) vs. Protestant Work Ethic (PWE)

5.6 Identification of Enablers and Values

In this study, three enablers have been identified which are *taqwa* (personal value), *akhlaq* (interpersonal value), and *itqan* (organizational value). There are eight selected values under each one of the enablers. These values are the value that will represent the enabler. These values are chosen based on the most cited values, either in Islam or West work value / work ethic.

The reason for choosing these three enablers is to emphasize on fulfilling social contract as well as the divine contract. These enablers will focused on the relationship between individuals and

the environment (*hablumminnas*), and the relationship between an individual and Allah (*hablumminAllah*). Fulfilling the divine contract is very important in order to get a balance between the worldly life and the life in Hereafter. The balance between this two life will produced a very good personal character that will benefit the organization and the man himself.
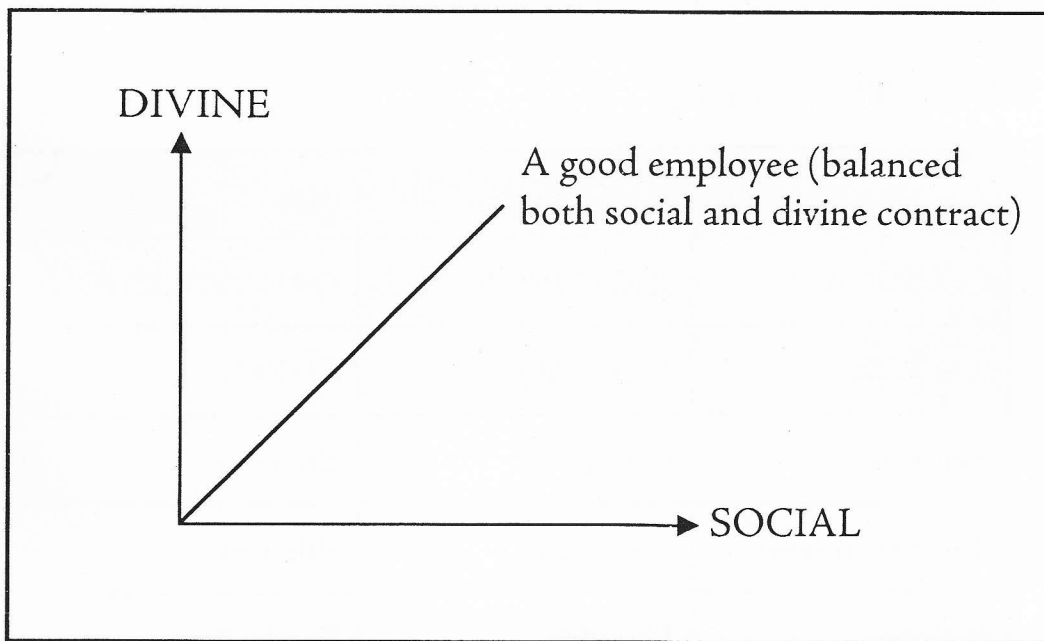
Figure 2.2: The Social Contract vs. Divine Contract
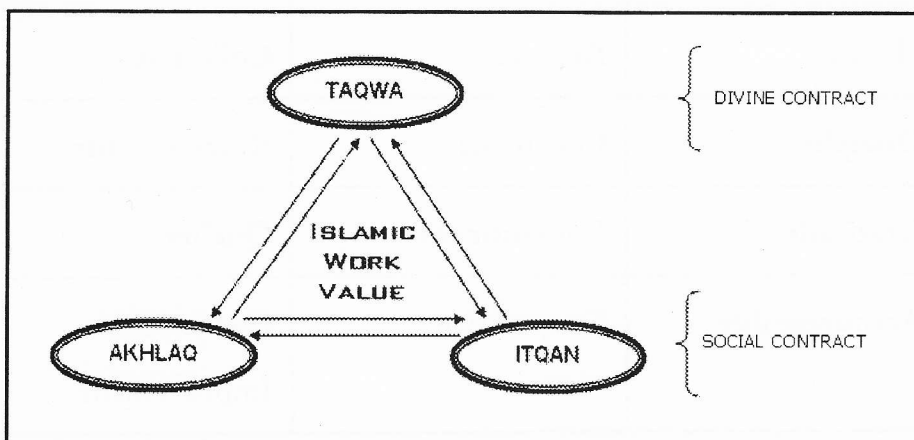
Figure 2.3: The proposed Islamic Work Value diagram

Figure 3 shows the diagram of the proposed Islamic Work Value. In this diagram, all the three enablers are arranged in triangular position with interrelated arrows connecting each of the enablers. On the top of the diagram is *Taqwa* which is the element of the Divine Contract and at both leg of the triangle is *Akhlaq* and *Itqan*, which are the elements of Social Contract.

5.7 The Three Enablers

DIMENSIONS OF CORE VALUES		
PERSONAL	INTERPERSONAL	ORGANIZATIONAL
TAQWA	AKHLAQ	ITQAN
Sincerity	Caring	Effective
Trustworthiness	Tolerance	Efficient
Patience	Humility	Productive
Justice	Transparency	Innovative
Honesty	Respect	Collective
Discipline	Courteous	Responsibility
Gratitude	Commitment	Quality
Accountability	Cooperative	Continuous Improvement

Table 2.2: Dimensions of Values

The Table 2.2 shows the values that have been finalized. The total values are 24 values whereby each enabler contains 8 values. These 3 enablers were chosen because it covers for about 60% of those other values used in worldwide. Based on the previously explanation, it was proved that these values were the most certainly to be embedded in an organization or in a company which going to establish quality improvement.

5.8 Sample and Data Collection

In completing this project, after the questionnaire has been finalized, a list of 2200 companies from all over Malaysia (including Sabah and Sarawak) that have been certified with ISO 9001:2000 were being retrieved from the internet source. The source that responsible of updating the data of company certified with ISO certification from time to time is SIRIM Berhad website. From the amount of the list, a total of 150 companies were selected randomly.

The fact of random selection is important because it reflects a commitment to the production of findings that can be generalized beyond the confines of those who participate in a study. Of these 150 companies, they include manufacturing, service, public and private sector. The set of questionnaires has been distributed to each company together with reply envelope for easy and quick feedback from the company. Of the 150 questionnaires distributed, 39 were replied and collected resulting in a 26% response rate. The questionnaire was administered in English

language since it is the general language in doing formal studies. Of the subjects, 60% were male respondents and 40% were female respondents.

For the group of age, 36% were in 25 to 35 years old, 31% were in 36 to 45 years old, 20% were in 46 to 50 years old while the rest 13% were in 51 to 55 years old. Of the subjects, 80% were Malay and Islam. About 56% had Degree in their highest qualification and 26% in Master level. About 36% had above than 21 years working experience and 26% had working experience between 6 to 10 years. Of the subjects, 28% have work between 6 to 10 years in the company being subjected and about 80% or majority of the respondents are working in Management and Professional categories (Manager, Executive, Engineer, Accountant, etc.).

5.9 Measures

The study on the adherence of the values in the ISO 9001:2000 certified companies in Malaysia was measured using 35 items called variables. These items were included under demographic variable and 3 main enablers' variables which are *taqwa* (personal value), *akhlaq* (interpersonal value) and *itqan* (organizational value). A five-point agreement (five-point Likert response format) scale was employed ranging from 1 (strongly disagree) to 5 (strongly agree). Scores on the 35 items were averaged to yield a summary score reflecting the adherence of the values in the ISO 9001:2000 certified companies in Malaysia. The

overall consistency reliability (Cronbach's Alpha) for this scale in this study was 0.9447.

Taqwa (Personal Value) was measured using questionnaire composed of eight items. Examples of these items include: "Discipline physically and spiritually such as cleanliness, punctuality and consistency have been implemented in the organization", "Employees must be paid for whatever tasks and activities they performed. All overtime and mileage must be compensated accordingly" and "Gratefulness means the concept of thanking God for His Mercy.

This includes towards himself, peers, the environment and the organization as a whole". A five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) was employed. Scores on the eight items were averaged to yield a summary score reflecting *taqwa* (personal value). The internal consistency reliability (Cronbach's Alpha) for this scale in this study was 0.9206.

Akhlaq (Interpersonal Value) was measured using questionnaire composed of eight items. Examples of these items include: "Giving awards, bonuses and annual salary increments shows that your employer is caring and concerned about the employees' welfare", "Your colleagues show cooperation by supporting each other when a problem arises, for a mutual benefit" and "Transparency such as in the flow of all information and action taken among the employees and within the organization is necessary".

A five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) was employed. Scores on the eight items were averaged to yield a summary score reflecting *akhlaq* (interpersonal value). The internal consistency reliability (Cronbach's Alpha) for this scale in this study was 0.8891.

Itqan (Organizational Value) was measured using questionnaire composed of eight items. Examples of these items include: "System of continuous learning has been implemented to train, educate and motivate workers and managers in the organization", "The Quality Management System such as documenting a standard to be followed and complied within the organization has been implemented in your company" and "Effective system, management and employees are the essences needed in an organization to keep competing with other competitors".

A five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) was employed. Scores on the eight items were averaged to yield a summary score reflecting *itqan* (organizational value). The internal consistency reliability (Cronbach's Alpha) for this scale in this study was 0.9368.

Demographics variables were also included in the analysis. They were measured using questionnaire composed of eleven items. They include gender (male/female), group of age (below 25/25 to 35/36 to 45/46 to 50/51 to 55/above 56 years), citizenship (yes/no), ethnic group (Malay/Chinese/Indian), religion (Islam/Buddhism/Hinduism/Christianity), adherence to

religion (very strong/strong/moderately strong/moderately weak/weak/very weak), highest qualification (SPM or STPM/Diploma/Degree/Master/PhD), years worked (below 3/3 to 5/6 to 10/11 to 15/16 to 20/above 21 years), years worked in the organization/company (below 3/3 to 5/6 to 10/11 to 15/16 to 20/above 21 years), categories of occupation (top level management/management & professional/supervising team/supporting team) and finally the range of salary (below RM2000/RM2000 to RM3000/RM3001 to RM5000/RM5001 to RM8000/RM8001 to RM10000/above RM10000).

5.10 Statistical Package for Social Sciences (SPSS) Software Program

This software was first produce in the 1960s and was the first major attempt to provide software for the social scientist. It has since undergone numerous revisions and refinements. SPSS is a widely available computer software program for analyzing quantitative data used by researchers in colleges and universities, public institutions and private companies. There are a variety of other software programs that perform similar functions such as MicroCase, SAS and Minitab.

The great advantage of using a package like SPSS is that it will enable the users to score and to analyse quantitative data very quickly and in many different ways. In other words, it will help the users to eliminate those long hours spent working out scores, carrying out involved calculations and making those inevitable mistakes that so frequently occur while doing this. It will also

provide the users with the opportunity for using more complicated and often more appropriate statistical techniques that haven't been dreamt of attempting otherwise. The SPSS program software has been revised for many versions. This study will be based on version 10.0 which is more compatible with the Windows environment compared to the latest version.

5.11 Analysis and Data Interpretation

Descriptive statistical analysis including frequencies and percentages was used to present the main characteristics of the sample. The data of frequencies and percentages were represented in the form of tables and bar charts. Additionally, the internal reliability test was utilized by using Cronbach's alpha to the test the reliability of the questions given. This test will classify whether the items are standardized or not based on the range of value from 0 to 1. Maximum value will be obtained if all the items were standardized. Finally, the variations of the data were analyzed by using the dispersion of standard variation.

Before going deep into analyzing the data, the questionnaires were being checked whether all the questions were being answered correctly or not. The questionnaire with a lot of missing data or called 'missing value' was separated and cannot be included in data processing. This is because it could effects the frequencies and percentages of data population. From the 150 questionnaires delivered to the companies certified with ISO 9001:2000, 39 questionnaires were replied back in good condition. From those 39

questionnaires being replied, 2 set of questionnaires have to be separated because they contain a lot of 'missing value' and cannot be included with other set of good questionnaires.

This was to maintain accurate and precise data after being processed. Therefore, after being separated, the total percentage of good response rate was 24.7%. After the questionnaires have been expurgated, the first step to be done was to analyze the demographic measures or demographic variables. These variables were analyzed by frequencies and percentages and were represented by bar charts.

5.12 Descriptive Statistics

The text is divided into two sets of statistical skills: skills for computing and interpreting descriptive statistics and skills for computing and interpreting inferential statistics. This section will focus on the descriptive statistics. Descriptive statistics are numbers that summarize sets of data.

They are used to describe patterns in sets of data, which is a sample drawn from a larger population. Some statistics simply describe the prevalence of a characteristic such as gender, age, race, etc., whereas other statistics describe relationships between characteristics such as gender and education or gender and income. Descriptive statistics don't tell anything about whether the samples are actually representative of the populations from which they are drawn. The goal of descriptive statistics is to portray accurately and succinctly data from a variable.

Descriptive statistics involves summarizing distributions of scores by developing tabular or graphical presentations and computing descriptive statistical indices. It can also describe individual scores within a distribution by converting these to percentile ranks. A frequency distribution gives the frequencies associated with all values of a variable. A simple frequency distribution table can be used to delineate the results of a quantitative variable. For a variable with many levels, the values are grouped together into intervals of values to create a grouped frequency table.

SPSS does allow displaying graphically grouped frequency distributions using histograms such as bar chart and pie chart. The distribution of a quantitative variable can also be summarized using statistical indices. Measures of central tendency include the mean, the arithmetic average of a set of scores; the median, the middle value of ranked scores; and the mode, the most frequently occurring score. Furthermore, the skewness of graph can also be measured to summarize the data population. The below demographic variables are analyse by using frequencies and percentages distribution to interpret the data by tabular and graphical presentations. Later, the section will deal with mean, median and mode to analyze and interpret data as well as the skewness of graph.

5.13 Frequencies and Percentages

a) Gender

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	21	56.8	56.8	56.8
	female	16	43.2	43.2	100.0
	Total	37	100.0	100.0	

Table 3.1: Frequencies and percentages of gender
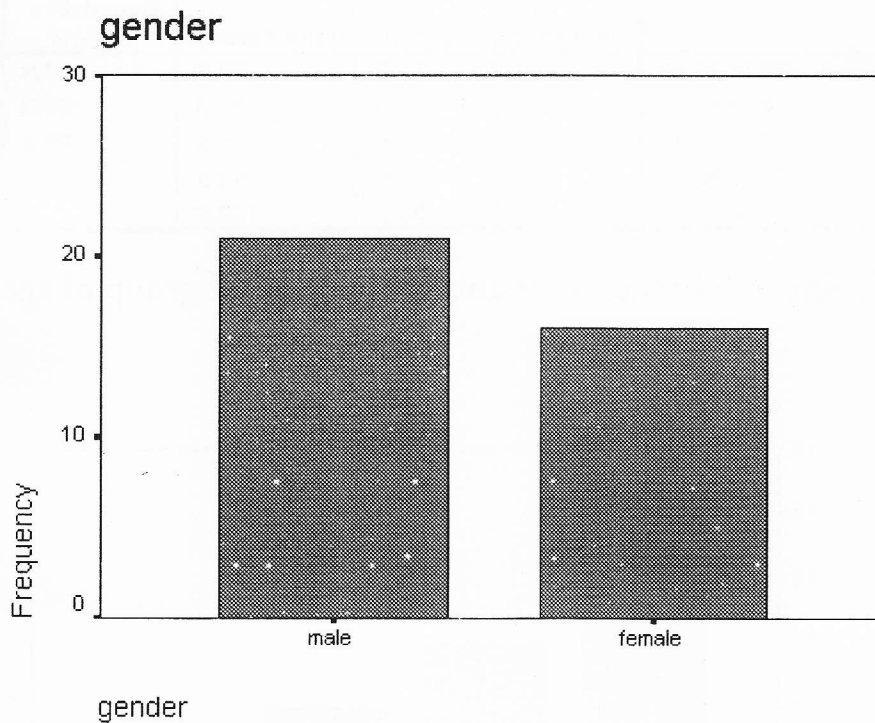
Figure 3.1: Bar chart of gender

Of the 37 questionnaires, 60% were male respondents while the rest or 40% were female respondents. This could be conclude that most of the human resource managers of successful companies are male. This might be cause of responsibilities in making important decision towards the achievement of companies lies in

the hand of male rather than female. However, many of previous studies had showed that there were no significant differences towards the results between males and females respondents. They were just a demographic analysis to investigate sex differences from the sample of 37 questionnaires.

b) Group of Age

group of age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 to 35 yrs	14	37.8	37.8	37.8
	36 to 45 yrs	10	27.0	27.0	64.9
	46 to 50 yrs	8	21.6	21.6	86.5
	51 to 55 yrs	5	13.5	13.5	100.0
	Total	37	100.0	100.0	

Table 3.2: Frequencies and percentages of group of age
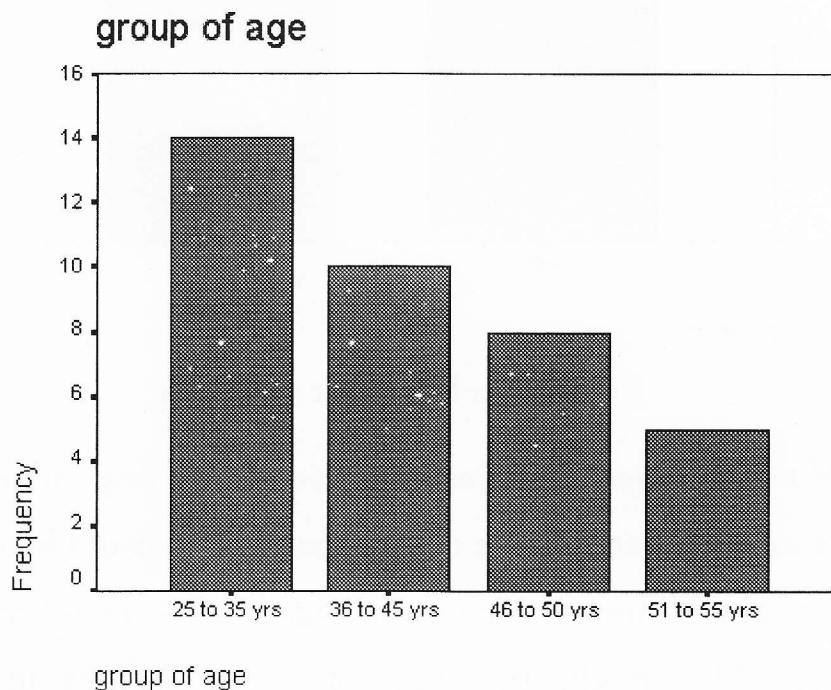
Figure 3.2: Bar chart of group of age

Of the 37 questionnaires, 36% were in the group of 25 to 35 years old, 31% were in the group of 36 to 45 years old, 20% were in the group of 46 to 50 years old and finally, 13% were in the group of 51 to 55 years old. In this group of age, there were actually 6 groups being provided with no respondents at all that come from· the group of below than 25 years old and also over 56 years old.

This might be cause of it was too young to be a manager and lack of work experiences when it is below than 25 years old and it might be cause of too old to be a human resource manager of a company in the age of over than 56 years old. Majority of the respondents were among 25 to 35 years old, which were among the middle age of being in the managerial group.

c) Ethnic Group

ethnic group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	29	78.4	80.6	80.6
	Chinese	2	5.4	5.6	86.1
	Indian	5	13.5	13.9	100.0
	Total	36	97.3	100.0	
Missing	8	1	2.7		
Total		37	100.0		

Table 3.3: Frequencies and percentages of ethnic group
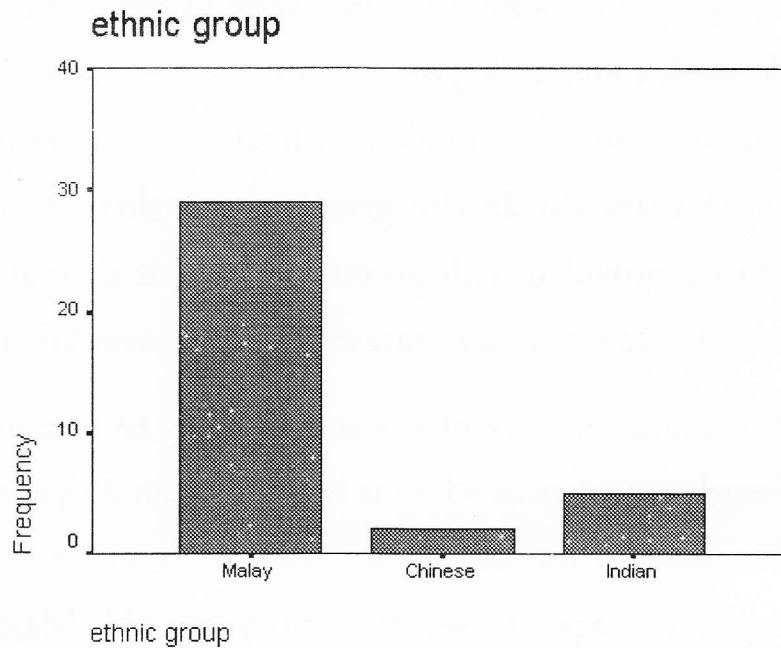
Figure 3.3: Bar chart of Ethnic group

Of the 37 questionnaires, about 78% were Malay respondents, 14% were Indian and 5% were Chinese. The result that showed majority were Malay respondents might be cause of most of the companies that tend to give their positive feedback were of Malay companies or the human resource managers were Malay. It might also be cause of that this study was based to the adherence of the values relates to the religious aspects. Therefore there might be some respondents that tend to get sensitive with this conduct of survey. This could be proved by the present of the missing data in the Table 3.3 above.

d) Religion

religion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Islam	29	78.4	80.6	80.6
	Buddhism	2	5.4	5.6	86.1
	Hinduism	4	10.8	11.1	97.2
	Christianity	1	2.7	2.8	100.0
	Total	36	97.3	100.0	
Missing	8	1	2.7		
Total		37	100.0		

Table 3.4: Frequencies and percentages of religion
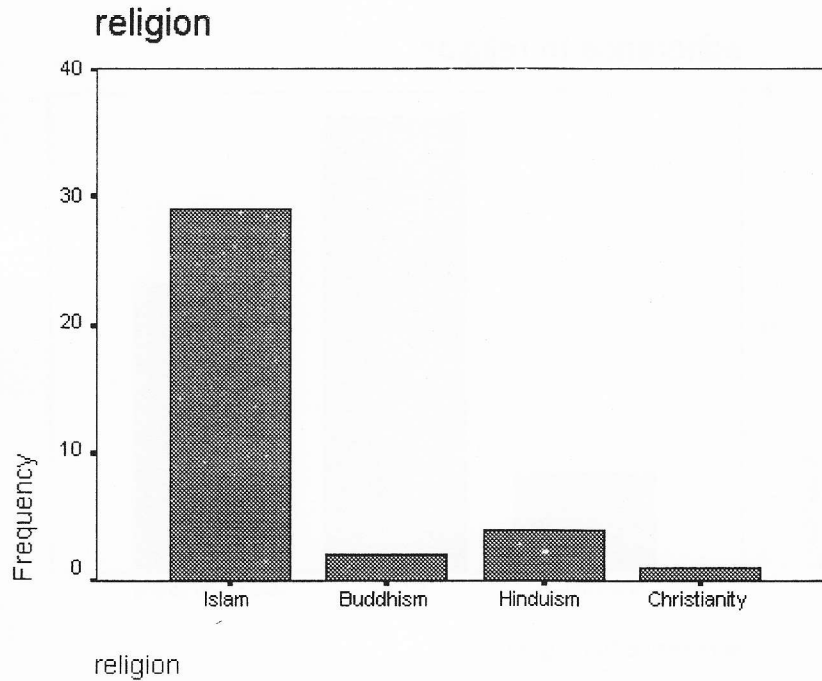
Figure 3.4: Bar chart of religion

Of the 37 questionnaires, 78% were Muslim respondents, 11% were Hinduism, 5% were Buddhism and 3% were Christian. The result shows majority were Muslim respondents. This might be cause of the same reasons occurred in the Ethnic Group.

e) *Adherence to Religion*

adherence to religion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very strong	4	10.8	11.4	11.4
	Strong	19	51.4	54.3	65.7
	Moderately strong	12	32.4	34.3	100.0
	Total	35	94.6	100.0	
Missing	8	2	5.4		
Total		37	100.0		

Table 3.5: Frequencies and percentages of adherence to religion
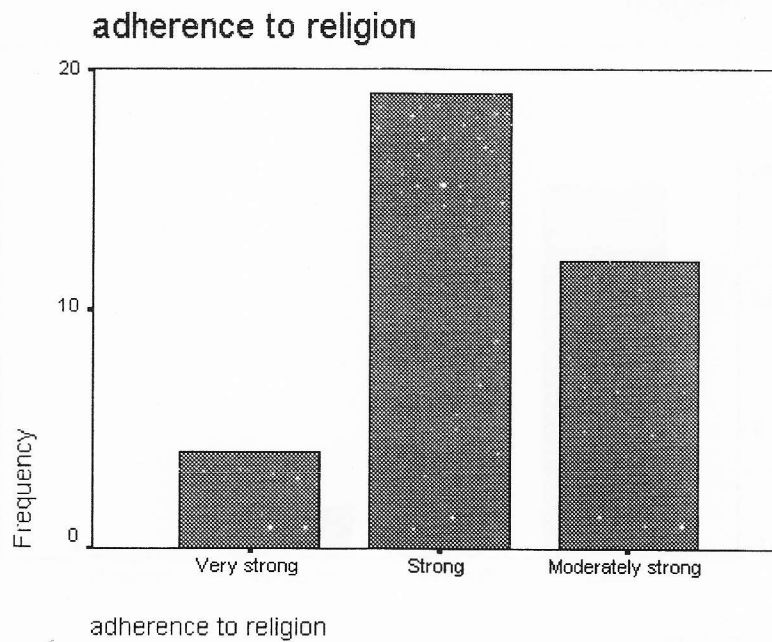
Figure 3.5: Bar chart of adherence to religion

Of the 37 questionnaires, about 51% were strongly adherence to their religions, 32% were moderately strong while 11% were very strong. This type demographic analysis was important to be analyzed because it relates to their work values. Once they adhere to their religion, they will adhere to their work values. From the Table 3.5 above, it could be seen that there were two missing

values. This showed that there were respondents who ignored to fulfill this questionnaire. Furthermore, one of the respondents gave response by adding his or her comment by writing and asking 'Why this question is important?' This showed that the respondent was sensitive towards some type of question especially the one relates with religious.

f) Educational Level

highest qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM/MCE/STPM	4	10.8	10.8	10.8
	Diploma	1	2.7	2.7	13.5
	Degree	21	56.8	56.8	70.3
	Master	10	27.0	27.0	97.3
	PhD	1	2.7	2.7	100.0
	Total	37	100.0	100.0	

Table 3.6: Frequencies and percentages of education level
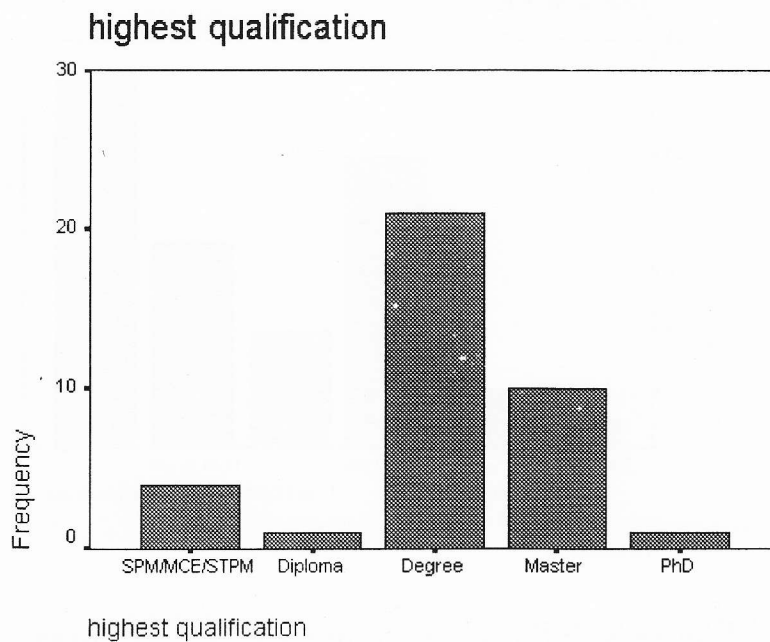
Figure 3.5: Bar chart of educational level

Of the 37 questionnaires, about 57% were in Degree level, 27% were in Master level, 11% were in SPM or STPM level, 3% were in Diploma level and about 3% also were in Philosophical Doctor (PhD) level. This result shows that the managerial group was composed of educated people to lead their organization or company.

g) Working Experiences

years work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 3 yrs	1	2.7	2.7	2.7
	3 to 5 yrs	2	5.4	5.4	8.1
	6 to 10 yrs	10	27.0	27.0	35.1
	11 to 15 yrs	4	10.8	10.8	45.9
	16 to 20 yrs	7	18.9	18.9	64.9
	above 21 yrs	13	35.1	35.1	100.0
	Total	37	100.0	100.0	

Table 3.7: Frequencies and percentages of working experiences
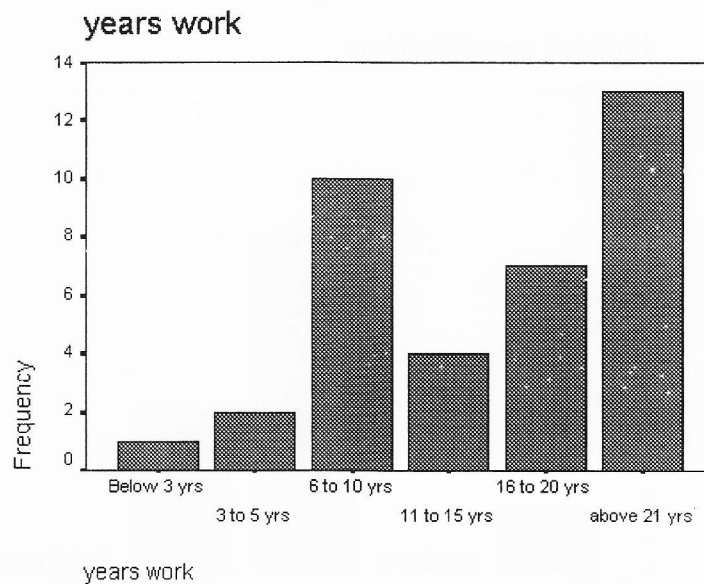
Figure 3.7: Bar chart of working experiences

Of the 37 questionnaires, about 35% of the respondents have worked more than 21 years, 27% have worked between 6 to 10 years, 19% have worked between 16 to 20 years, 11% have worked between 11 to 15 years, 5% have worked between 3 to 5 years and 3% have worked below than 3 years. This result showed that most of the respondents already have their work experience so that the data being retrieved in studying the adherence of values in ISO 9001:2000 companies in Malaysia were all valid and good values. With these experiences, they knew the situation that occurs in ISO related companies nowadays.

b) Working Experiences in Related Company

years work in the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 3 yrs	6	16.2	16.2	16.2
	3 to 5 yrs	6	16.2	16.2	32.4
	6 to 10 yrs	10	27.0	27.0	59.5
	11 to 15 yrs	7	18.9	18.9	78.4
	16 to 20 yrs	2	5.4	5.4	83.8
	above 21 yrs	6	16.2	16.2	100.0
	Total	37	100.0	100.0	

Table 3.8:
Frequencies and percentages of working experiences
in related company

years work in the company
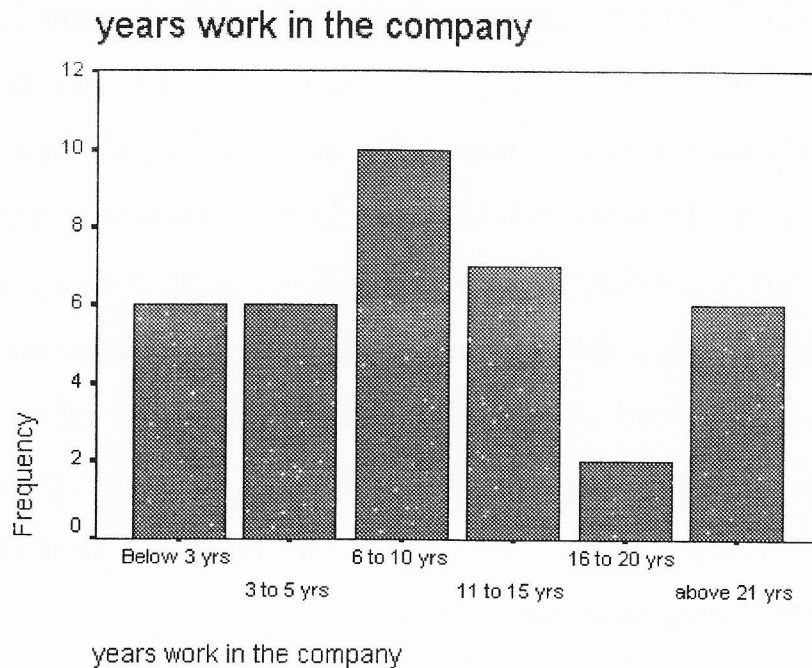
Figure 3.7: Bar chart of working experiences in related company

Of the 37 questionnaires, about 27% were already worked between 6 to 10 years in their companies, 19% were already worked between 11 to 15 years, 16% were already worked more than 21 years, 16% were already worked between 3 to 5 years and below 3 years, and 5% were already worked between 16 to 21 years. This result showed that most of the human resource managers were loyal to their companies and willing to work accordingly.

i) Categories of Occupation

categories of occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top level management (CEO,General Manager,etc.)	6	16.2	16.2	16.2
	Management and Professional (Manager,Executive,Engineer)	29	78.4	78.4	94.6
	Supporting Team (Clerk,Receptionist,Technician,Electrician)	2	5.4	5.4	100.0
	Total	37	100.0	100.0	

Table 3.9: Frequencies and percentages of categories of occupation
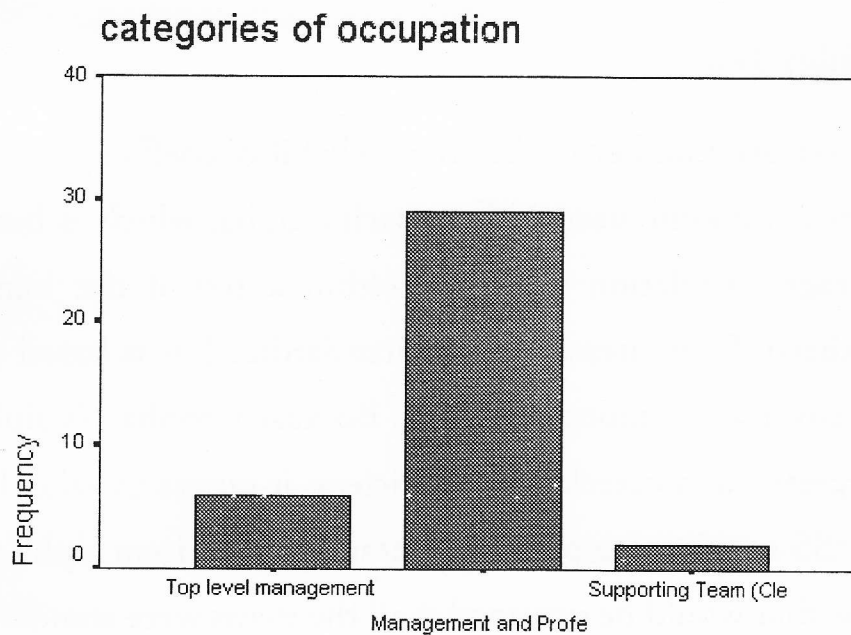
Figure 3.9: Bar chart of categories of occupation

Of the 37 questionnaires, about 78% were of Management and Professional group. They include manager, executive, engineer, accountant, etc. 16% were of Top Level Management group. They are Chief Executive Officer (CEO), General Manager (GM), etc. 5% were of Supporting Team group. They are clerk,

receptionist, technician, electrician, operator, etc. In these categories of occupation, there were actually 4 groups being provided with no respondents at all that come from the categories of Supervising Team group which contains supervisor, inspector, safety officer, etc. With this result, it shows that most of the respondents were from professional group whom posses a well education system and this result in a good reliability test that will be explained later.

j) Reliability Test

There are number of different reliability coefficients. One of the most commonly used is Cronbach's alpha, which is based on the average correlation of items within a test if the items are standardized. If the items are not standardized, it is based on the average covariance among the items. Because Cronbach's alpha can be interpreted as a correlation coefficient, it ranges in value from 0 to 1. SPSS output also provides a standardized item alpha that is the value that would be obtained if all the items were standardized. Items usually process comparable variances so there is little difference between two alphas.

A measure is reliable if it yields consistent scores across administrations. Reliability coefficient for a measure can be estimated by using a variety of methods such as test-retest, equivalent forms and internal consistency approaches. In this section, the reliability test will be conducted by using internal consistency approaches. With an internal consistency estimate of

reliability, it raises the question of whether each scale is measuring a single idea and hence whether the items that make up the scale are internally consistent. In this section, attention to measures consisting to items will be restricted to the coefficient alpha.

Before conducting the internal consistency estimates of reliability, all items must be made sure to use the same metric. All items share the same metric since the response scale for all items is 1 = strongly disagree to 5 = strongly agree. A coefficient is generated and be interpreted, in that it varies between 0 to 1 and the nearer the result is to 1 and preferably at or over 0.8 – the more internally reliable is the scale. The output reports two alphas, alpha and standardized item alpha. This section will be focusing in standardized item alpha since all items share the same metric. The standardized item alpha of equal to or larger than 0.8 suggests that the scale scores are reasonably reliable for respondents in the study.

In this reliability test, three enablers or core values will be test using Cronbach's alpha. The enablers are *taqwa* (personal value), *akhlaq* (interpersonal value) and *itqan* (organizational value). Each enabler contains 8 values or variables. The result were achieved and being interpreted accordingly.

k) Taqwa (Personal Value)

****** Method 2 (covariance matrix) will be used for this analysis ******

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	PRSONAL1	PRSONAL2	PRSONAL3	PRSONAL4	PRSONAL5
PRSONAL1	1.0000				
PRSONAL2	.6613	1.0000			
PRSONAL3	.5653	.4211	1.0000		
PRSONAL4	.5867	.3712	.7685	1.0000	
PRSONAL5	.5140	.3630	.7391	.8160	1.0000
PRSONAL6	.6517	.4712	.7266	.7801	.7989
PRSONAL7	.6172	.5619	.5558	.4183	.5253
PRSONAL8	.3975	.2537	.7002	.7013	.7290

	PRSONAL6	PRSONAL7	PRSONAL8
PRSONAL6	1.0000		
PRSONAL7	.6275	1.0000	
PRSONAL8	.6689	.5738	1.0000

N of Cases =   36.0

Statistics for	Mean	N of Variance	Std Dev	Variables
Scale	33.8056	25.4754	5.0473	8

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted
PRSONAL1	29.4722	20.9421	.7141	.6473	.9046
PRSONAL2	29.7222	19.6921	.5205	.4934	.9265
PRSONAL3	29.3611	19.4373	.7988	.6860	.8961
PRSONAL4	29.5556	19.5111	.7897	.7991	.8969
PRSONAL5	29.4444	19.5111	.8001	.7639	.8962
PRSONAL6	29.3611	18.8659	.8478	.7619	.8915
PRSONAL7	30.0556	20.3968	.6871	.6371	.9054
PRSONAL8	29.6667	19.6000	.7022	.6737	.9042

RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients   8 items

Alpha = .9139   Standardized item alpha = .9206

l) An APA Result Section

Coefficient standardized item alpha of internal consistency estimates of reliability was computed for *taqwa* (personal value) scale. There were 8 items named as prsonal1 (discipline), prsonal2 (sincerity), prsonal3 (trustworthy), prsonal4 (justice), prsonal5 (accountability), prsonal6 (honesty), prsonal7 (patience) and prsonal8 (gratefulness). Values for coefficient standardized item alpha was 0.9206, indicating satisfactory reliability.

m) Akhlaq (Interpersonal Value)

****** Method 2 (covariance matrix) will be used for this analysis ******

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	INTER1	INTER2	INTER3	INTER4	INTER5
INTER1	1.0000				
INTER2	.6012	1.0000			
INTER3	.6595	.5384	1.0000		
INTER4	.6505	.7815	.6210	1.0000	
INTER5	.5548	.5551	.4214	.4156	1.0000
INTER6	.5788	.4011	.5275	.3934	.5602
INTER7	.2636	.3624	.1069	.3700	.6224
INTER8	.5729	.5732	.5151	.4291	.7758

	INTER6	INTER7	INTER8
INTER6	1.0000		
INTER7	.1711	1.0000	
INTER8	.3505	.6427	1.0000

N of Cases =   35.0

Statistics for	Mean	N of Variance	Std Dev	Variables
Scale	31.4857	24.5513	4.9549	8

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted
INTER1	27.5429	19.6084	.7393	.6454	.8688
INTER2	27.3429	18.3496	.7206	.7104	.8678
INTER3	27.0000	19.5882	.6296	.6499	.8770
INTER4	27.4857	19.6101	.6846	.7690	.8725
INTER5	27.7143	17.4454	.7580	.7454	.8639
INTER6	27.4571	19.8437	.5506	.5264	.8846
INTER7	28.1429	20.5966	.4854	.6345	.8897
INTER8	27.7143	17.7395	.7466	.7779	.8650

R E L I A B I L I T Y   A N A L Y S I S - S C A L E   (A L P H A)

Reliability Coefficients   8 items

Alpha = .8880   Standardized item alpha = .8891

n) An APA Result Section

Coefficient standardized item alpha of internal consistency estimates of reliability was computed for *akhlaq* (interpersonal value) scale. There were 8 items named as inter1 (tolerance), inter2

(caring), inter3 (commitment), inter4 (cooperative), inter5 (humility), inter6 (transparency), inter7 (respect) and inter8 (courteous). Values for coefficient standardized item alpha was 0.8891, indicating satisfactory reliability.

o) *Itqan (Organizational Value)*

****** Method 2 (covariance matrix) will be used for this analysis ******

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	ORG1	ORG2	ORG3	ORG4	ORG5
ORG1	1.0000				
ORG2	.6427	1.0000			
ORG3	.5787	.6622	1.0000		
ORG4	.5822	.6790	.6800	1.0000	
ORG5	.6126	.6619	.6755	.7892	1.0000
ORG6	.6668	.6232	.8120	.6885	.7240
ORG7	.7640	.6008	.7750	.7062	.6204
ORG8	.4861	.3637	.5987	.5249	.4470

	ORG6	ORG7	ORG8
ORG6	1.0000		
ORG7	.8274	1.0000	
ORG8	.6236	.7719	1.0000

N of Cases =   37.0

Statistics for	Mean	N of Variance	Std Dev	Variables
Scale	33.0811	26.7432	5.1714	8

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted
ORG1	28.9459	21.3859	.7347	.6871	.9299
ORG2	28.7027	20.9369	.7122	.6162	.9316
ORG3	28.8919	20.0991	.8233	.7401	.9233
ORG4	28.8919	20.8213	.7967	.7268	.9255
ORG5	29.1351	20.6757	.7698	.7265	.9273
ORG6	29.0270	20.4159	.8597	.7907	.9211
ORG7	28.7568	19.9670	.8799	.8774	.9192
ORG8	29.2162	21.0075	.6384	.6289	.9379

RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients   8 items

Alpha = .9356   Standardized item alpha = .9368

p) An APA Result Section

Coefficient standardized item alpha of internal consistency estimates of reliability was computed for *itqan* (organizational value) scale. There were 8 items named as org1 (continuous improvement), org2 (quality), org3 (effective), org4 (efficient), org5 (responsibility), org6 (innovative), org7 (productive) and org8 (collective). Values for coefficient standardized item alpha was 0.9368, indicating satisfactory reliability.

q) Correlation

The idea of correlation is one of the most important and basic in the elaboration of bivariate relationships. Measures of correlation indicate both the strength and the direction of the relationship between a pair of variables. The most common measure of correlation is *Pearson's Product Moment Correlation Coefficient*, often referred to as Pearson's *r*.

Pearson's *r* assesses the degree that quantitative variables are linearly related in a sample. It describes the relationship between two continuous variables. The significance test for *r* evaluates whether there is a linear relationship between the two variables in the population.

This section will address bivariate correlations using Pearson's *r*. Simple bivariate correlation, also referred to as zero-order correlation, refers to the correlation between two continuous variables and is the most common measure of linear relationship. This coefficient has a range of possible values from -1 to +1. The value indicates the strength of the relationship, while the sign (- or +) indicates the direction.

SPSS computes the Pearson correlation coefficient, an index of effect size. The index ranges in value from -1 to +1 as described above. This coefficient indicates the degree that low or high scores on one variable tend to go with low or high scores on another variable. A score on a variable is a low (or high) score to the extent that it falls below (or above) the mean score on that variable. As with all effect size indices, there is no good answer to the question,

"What value indicates a strong relationship between two variables?" However, for the behavioral sciences, correlation coefficients of 0.10, 0.30 and 0.50, irrespective of sign are by convention interpreted as small, medium and large coefficients, respectively.

The results obtained from the correlational analyses contain asterisks (*) indicating whether a particular correlation is significant at the 0.05 level (*) or the 0.01 level (**), p values associated with the significance tests for these correlations and sample size (N). Note that the information in upper-right triangle of the matrix is redundant with the information in the lower-left triangle of the matrix and can be ignored.

In this correlation test, three enablers or core values will be test using bivariate correlation. The enablers are *taqwa* (personal value), *akhlaq* (interpersonal value) and *itqan* (organizational value). The later result of this correlation will be known as intercorrelation, as it was being tested among the group of each enabler. Each enabler contains 8 values or variables. The result were achieved and being interpreted accordingly.

r) Taqwa (Personal Value)

Correlations

		discipline	sincerity	trustworthy	justice	accountability	honesty	patience	gratefulness
discipline	Pearson Correlation	1.000	.660**	.569**	.588**	.516**	.655**	.609**	.398*
	Sig. (2-tailed)	.	.000	.000	.000	.001	.000	.000	.016
	N	37	37	37	37	37	37	37	36
sincerity	Pearson Correlation	.660**	1.000	.420**	.371*	.352*	.470**	.560**	.254
	Sig. (2-tailed)	.000	.	.010	.024	.033	.003	.000	.135
	N	37	37	37	37	37	37	37	36
trustworthy	Pearson Correlation	.569**	.420**	1.000	.769**	.732**	.729**	.547**	.700**
	Sig. (2-tailed)	.000	.010	.	.000	.000	.000	.000	.000
	N	37	37	37	37	37	37	37	36
justice	Pearson Correlation	.588**	.371*	.769**	1.000	.796**	.781**	.414*	.701**
	Sig. (2-tailed)	.000	.024	.000	.	.000	.000	.011	.000
	N	37	37	37	37	37	37	37	36
accountability	Pearson Correlation	.516**	.352*	.732**	.796**	1.000	.788**	.486**	.729**
	Sig. (2-tailed)	.001	.033	.000	.000	.	.000	.002	.000
	N	37	37	37	37	37	37	37	36
honesty	Pearson Correlation	.655**	.470**	.729**	.781**	.788**	1.000	.619**	.669**
	Sig. (2-tailed)	.000	.003	.000	.000	.000	.	.000	.000
	N	37	37	37	37	37	37	37	36
patience	Pearson Correlation	.609**	.560**	.547**	.414*	.486**	.619**	1.000	.574**
	Sig. (2-tailed)	.000	.000	.000	.011	.002	.000	.	.000
	N	37	37	37	37	37	37	37	36
gratefulness	Pearson Correlation	.398*	.254	.700**	.701**	.729**	.669**	.574**	1.000
	Sig. (2-tailed)	.016	.135	.000	.000	.000	.000	.000	.
	N	36	36	36	36	36	36	36	36

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

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

Table 3.10: Intercorrelation of *taqwa* (personal value)

From the result obtained from the Table 3.10, it could be conclude that of 28 Pearson correlations, 23 correlations or 82% Pearson correlation were significant at the 0.01 level (**) with the largest coefficient fall on the correlation between the justice and accountability scales, $r(35) = 0.80$, $p < 0.001$. The Pearson's r tells that the more justice the respondents, the more accountable the respondents are likely to have. The number in parentheses represents the degrees of freedom associated with the significant test, which is equal to the number of cases minus 2 (or $N - 2$).

As shown on the output, the number of cases for this correlation is 37 and therefore, the degrees of freedom are $37 - 2 = 35$. It also could be conclude that of 28 Pearson correlations, 4 correlations or 14% Pearson correlation were significant at the 0.05 level (*). Finally, the smallest coefficient falls on the

correlation between the sincerity and gratefulness scales, $r(34) = 0.25$, which the coefficient correlation was far from $+1$. The Pearson's r tells that the more sincere the respondents, the less grateful the respondents are likely to have. Generally, it could be conclude that the overall Pearson correlations were significant and correlates with each other to represent the *taqwa* (personal value).

s) Akhlaq (Interpersonal Value)

Correlations

		tolerance	care	commitments	cooperative	humble	transparency	respect	courteous
tolerance	Pearson Correlation	1.000	.584**	.650**	.650**	.555**	.579**	.263	.573**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.121	.000
	N	37	37	37	36	37	37	36	36
care	Pearson Correlation	.584**	1.000	.545**	.763**	.532**	.393*	.355*	.571**
	Sig. (2-tailed)	.000		.000	.000	.001	.016	.034	.000
	N	37	37	37	36	37	37	36	36
commitments	Pearson Correlation	.650**	.545**	1.000	.618**	.408*	.523**	.090	.508**
	Sig. (2-tailed)	.000	.000		.000	.012	.001	.601	.002
	N	37	37	37	36	37	37	36	36
cooperative	Pearson Correlation	.650**	.763**	.618**	1.000	.415*	.393*	.370*	.429*
	Sig. (2-tailed)	.000	.000	.000		.012	.018	.029	.010
	N	36	36	36	36	36	36	35	35
humble	Pearson Correlation	.555**	.532**	.408*	.415*	1.000	.559**	.621**	.776**
	Sig. (2-tailed)	.000	.001	.012	.012		.000	.000	.000
	N	37	37	37	36	37	37	36	36
transparency	Pearson Correlation	.579**	.393*	.523**	.393*	.559**	1.000	.168	.350*
	Sig. (2-tailed)	.000	.016	.001	.018	.000		.326	.036
	N	37	37	37	36	37	37	36	36
respect	Pearson Correlation	.263	.355*	.090	.370*	.621**	.168	1.000	.641**
	Sig. (2-tailed)	.121	.034	.601	.029	.000	.326		.000
	N	36	36	36	35	36	36	36	36
courteous	Pearson Correlation	.573**	.571**	.508**	.429*	.776**	.350*	.641**	1.000
	Sig. (2-tailed)	.000	.000	.002	.010	.000	.036	.000	
	N	36	36	36	35	36	36	36	36

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

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

Table 3.11: Intercorrelation of *akhlaq* (interpersonal value)

From the result obtained from the Table 3.11, it could be conclude that of 28 Pearson correlations, 17 correlations or 61% Pearson correlation were significant at the 0.01 level (**) with the largest coefficient fall on the correlation between the humility and courteous scales, $r(34) = 0.78$, $p < 0.001$. The Pearson's r tells that the more humility the respondents, the more courteous the

respondents are likely to have. The number in parentheses represents the degrees of freedom associated with the significant test, which is equal to the number of cases minus 2 (or $N - 2$).

As shown on the output, the number of cases for this correlation is 36 and therefore, the degrees of freedom are $36 - 2 = 34$. It also could be conclude that of 28 Pearson correlations, 8 correlations or 28% Pearson correlation were significant at the 0.05 level (*). There were 3 correlations or 11% Pearson correlation that were not significant. They were the correlation between tolerance and respect [$r(34) = 0.26$], commitments and respect [$r(34) = 0.09$] and also transparency and respect [$r(34) = 0.17$], which the coefficient correlation were far from $+1$. The Pearson's r tells that the more tolerance, commitment and transparency the respondents, the less respect the respondents are likely to have. Generally, it could be conclude that the overall Pearson correlations were moderately significant and moderately correlates with each other to represent the *akhlaq* (interpersonal value).

t) Itqan (Organizational Value)

Correlations

		continuous learning	quality	effective	efficient	responsibility	innovative	productive	collective
continuous learning	Pearson Correlation	1.000	.643**	.579**	.582**	.613**	.667**	.764**	.486**
	Sig. (2-tailed)	.	.000	.000	.000	.000	.000	.000	.002
	N	37	37	37	37	37	37	37	37
quality	Pearson Correlation	.643**	1.000	.662**	.679**	.662**	.623**	.601**	.364*
	Sig. (2-tailed)	.000	.	.000	.000	.000	.000	.000	.027
	N	37	37	37	37	37	37	37	37
effective	Pearson Correlation	.579**	.662**	1.000	.680**	.675**	.812**	.775**	.599**
	Sig. (2-tailed)	.000	.000	.	.000	.000	.000	.000	.000
	N	37	37	37	37	37	37	37	37
efficient	Pearson Correlation	.582**	.679**	.680**	1.000	.789**	.689**	.706**	.525**
	Sig. (2-tailed)	.000	.000	.000	.	.000	.000	.000	.001
	N	37	37	37	37	37	37	37	37
responsibility	Pearson Correlation	.613**	.362**	.675**	.789**	1.000	.724**	.620**	.447**
	Sig. (2-tailed)	.000	.000	.000	.000	.	.000	.000	.006
	N	37	37	37	37	37	37	37	37
innovative	Pearson Correlation	.667**	.623**	.812**	.689**	.724**	1.000	.827**	.624**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.	.000	.000
	N	37	37	37	37	37	37	37	37
productive	Pearson Correlation	.764**	.601**	.775**	.706**	.620**	.827**	1.000	.772**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.	.000
	N	37	37	37	37	37	37	37	37
collective	Pearson Correlation	.486**	.364*	.599**	.525**	.447**	.624**	.772**	1.000
	Sig. (2-tailed)	.002	.027	.000	.001	.006	.000	.000	.
	N	37	37	37	37	37	37	37	37

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

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

Table 3.12: Intercorrelation of *itqan* (organizational value)

From the result obtained from the Table 3.12, it could be conclude that of 28 Pearson correlations, 27 correlations or 96% Pearson correlation were significant at the 0.01 level (**) with the largest coefficient fall on the correlation between the innovative and productive scales, $r(35) = 0.83$, $p < 0.001$. The Pearson's r tells that the more innovative the respondents, the more productive the respondents are likely to have. The number in parentheses represents the degrees of freedom associated with the significant test, which is equal to the number of cases minus 2 (or $N - 2$).

As shown on the output, the number of cases for this correlation is 37 and therefore, the degrees of freedom are $37 - 2 = 35$. It also could be conclude that of 28 Pearson correlations, only 1 correlation or 4% Pearson correlation were significant at the 0.05

level (*). It was also the smallest coefficient that falls on the correlation between the quality and collective scales, $r(35) = 0.36$, which described as medium coefficient correlation. Generally, it could be conclude that the overall Pearson correlations were strongly significant and correlates with each other to represent the *itqan* (organizational value).

5.14 Comparison of Variables Mean

a) Taqwa (Personal value)

Descriptive Statistics

	N	Minimum	Maximum	Mean
discipline	37	2	5	4.32
sincerity	37	1	5	4.08
trustworthy	37	1	5	4.43
justice	37	1	5	4.24
accountability	37	1	5	4.32
honesty	37	1	5	4.43
patience	37	1	5	3.76
gratefulness	36	1	5	4.14
Valid N (listwise)	36			

Table 3.13: Mean of *taqwa* (personal value)

Average mean = $\sum$ mean / number of variables

= 33.72 / 8

= 4.215

The above Table 3.13 shows the overall means for the core value of *taqwa* (personal value). It composed of 8 variables such as in the table above with the average mean of 4.215. This result was obtained to identify the values that lack in the core value of *taqwa*

(personal value). From the table above, it could be summarized that the value of patience shows the lowest mean of 3.76. Further analysis will show the relation of patience with the demographic variables.

b) Gender

Report

gender		discipline	sincerity	trustworthy	justice	accountability	honesty	patience	gratefulness
male	Mean	4.43	4.38	4.57	4.24	4.38	4.48	3.81	4.19
	N	21	21	21	21	21	21	21	21
female	Mean	4.19	3.69	4.25	4.25	4.25	4.37	3.69	4.07
	N	16	16	16	16	16	16	16	15
Total	Mean	4.32	4.08	4.43	4.24	4.32	4.43	3.76	4.14
	N	37	37	37	37	37	37	37	36

Table 3.14: Mean of gender

From the Table 3.14 above, it could be conclude that both male and female respondents possess the low mean of patience with male = 3.81 and female = 3.69.

c) Group of Age

Report

group of age		discipline	sincerity	trustworthy	justice	accountability	honesty	patience	gratefulness
25 to 35 yrs	Mean	4.07	3.93	4.21	3.86	4.00	4.07	3.57	3.69
	N	14	14	14	14	14	14	14	13
36 to 45 yrs	Mean	4.50	4.30	4.50	4.50	4.40	4.60	3.90	4.30
	N	10	10	10	10	10	10	10	10
46 to 50 yrs	Mean	4.38	3.88	4.63	4.62	4.75	4.62	3.75	4.50
	N	8	8	8	8	8	8	8	8
51 to 55 yrs	Mean	4.60	4.40	4.60	4.20	4.40	4.80	4.00	4.40
	N	5	5	5	5	5	5	5	5
Total	Mean	4.32	4.08	4.43	4.24	4.32	4.43	3.76	4.14
	N	37	37	37	37	37	37	37	36

Table 3.15: Mean of group of age

From the Table 3.15 above, it could be conclude that the group of age between 25 to 35 years old, 36 to 45 years old and 46 to 50 years old possess the low mean of patience which were 3.57, 3.90 and 3.75 respectively.

d) Ethnic Group

Report

ethnic group		discipline	sincerity	trustworthy	justice	accountability	honesty	patience	gratefulness
Malay	Mean	4.31	4.03	4.38	4.24	4.31	4.38	3.72	4.21
	N	29	29	29	29	29	29	29	29
Chinese	Mean	4.00	4.00	4.00	4.00	3.50	4.00	3.50	3.00
	N	2	2	2	2	2	2	2	1
Indian	Mean	4.40	4.20	5.00	4.40	4.80	4.80	4.00	4.20
	N	5	5	5	5	5	5	5	5
Total	Mean	4.31	4.06	4.44	4.25	4.33	4.42	3.75	4.17
	N	36	36	36	36	36	36	36	35

Table 3.16: Mean of ethnic group

From the Table 3.16 above, it could be conclude that the Malay and Chinese ethnic group possess the low mean of patience which were Malay = 3.72 and Chinese = 3.50.

e) Education Level

Report

highest qualification		discipline	sincerity	trustworthy	justice	accountability	honesty	patience	gratefulness
SPM/MCE/STPM	Mean	4.25	4.00	4.25	4.00	4.00	4.25	4.00	4.33
	N	4	4	4	4	4	4	4	3
Diploma	Mean	4.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00
	N	1	1	1	1	1	1	1	1
Degree	Mean	4.43	4.33	4.29	4.24	4.29	4.38	3.71	4.00
	N	21	21	21	21	21	21	21	21
Master	Mean	4.10	3.50	4.70	4.40	4.60	4.70	3.70	4.40
	N	10	10	10	10	10	10	10	10
PhD	Mean	5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00
	N	1	1	1	1	1	1	1	1
Total	Mean	4.32	4.08	4.43	4.24	4.32	4.43	3.76	4.14
	N	37	37	37	37	37	37	37	36

Table 3.17: Mean of education level

From the Table 3.17 above, it could be conclude that the Degree level and Master level group of respondents possess the low mean of patience which were Degree level = 3.71 and Master level = 3.70.

f) Years of Working Experience

Report

years work		discipline	sincerity	trustworthy	justice	accountability	honesty	patience	gratefulness
Below 3 yrs	Mean	4.00	5.00	5.00	5.00	4.00	5.00	3.00	4.00
	N	1	1	1	1	1	1	1	1
3 to 5 yrs	Mean	3.00	2.50	2.50	2.50	2.50	2.00	1.50	2.00
	N	2	2	2	2	2	2	2	2
6 to 10 yrs	Mean	4.30	4.10	4.50	4.00	4.20	4.30	4.00	4.00
	N	10	10	10	10	10	10	10	9
11 to 15 yrs	Mean	4.50	4.50	4.50	4.50	4.50	4.75	4.25	4.25
	N	4	4	4	4	4	4	4	4
16 to 20 yrs	Mean	4.43	4.14	4.43	4.29	4.29	4.57	3.86	4.29
	N	7	7	7	7	7	7	7	7
above 21 yrs	Mean	4.46	4.08	4.62	4.54	4.69	4.69	3.77	4.46
	N	13	13	13	13	13	13	13	13
Total	Mean	4.32	4.08	4.43	4.24	4.32	4.43	3.76	4.14
	N	37	37	37	37	37	37	37	36

Table 3.18: Mean of years of working experiences

From the Table 3.18 above, it could be conclude that those whom working experience below than 3 years, between 3 to 5 years, between 16 to 20 years and above 21 years possess the low mean of patience which were 3.00, 1.50, 3.86 and 3.77 respectively.

g) Categories of Occupation

Report

categories of occupation		discipline	sincerity	trustworthy	justice	accountability	honesty	patience	gratefulness
Top level management (CEO, General Manager, etc.)	Mean	4.67	4.67	4.83	4.67	4.83	4.83	3.83	4.67
	N	6	6	6	6	6	6	6	6
Management and Professional (Manager, Executive, Engineer)	Mean	4.28	3.97	4.38	4.17	4.24	4.34	3.72	4.03
	N	29	29	29	29	29	29	29	29
Supporting Team (Clerk, Receptionist, Technician, Electrician)	Mean	4.00	4.00	4.00	4.00	4.00	4.50	4.00	4.00
	N	2	2	2	2	2	2	2	1
Total	Mean	4.32	4.08	4.43	4.24	4.32	4.43	3.76	4.14
	N	37	37	37	37	37	37	37	36

Table 3.19: Mean of categories of occupation

From the Table 3.19 above, it could be conclude that those working in the categories of Top Level Management and also Management and Professional possess the low mean of patience which were 3.83 and 3.72 respectively.

h) Akhlaq (Interpersonal value)

Descriptive Statistics

	N	Minimum	Maximum	Mean
tolerance	37	1	5	3.95
care	37	1	5	4.11
commitments	37	1	5	4.46
cooperative	36	1	5	4.00
humble	37	1	5	3.78
transparency	37	1	5	4.03
respect	36	2	5	3.36
courteous	36	1	5	3.78
Valid N (listwise)	35			

Table 3.20: Mean of *akhlaq* (interpersonal value)

Average mean = $\sum$ mean / number of variables

$$= 31.47 / 8$$

$$= 3.934$$

The above Table 3.20 shows the overall means for the core value of *akhlaq* (interpersonal value). It composed of 8 variables such as in the table above with the average mean of 3.934. This result was obtained to identify the values that lack in the core value of *akhlaq* (interpersonal value). From the table above, it could be summarized that the values of tolerance, humility, respect and courteous show the lowest mean of 3.95, 3.78, 3.36 and 3.78 respectively. Further analysis will show the relation of tolerance, humility, respect and courteous with the demographic variables.

i) Gender

Report

gender		tolerance	care	commitments	cooperative	humble	transparency	respect	courteous
male	Mean	4.00	4.05	4.52	4.10	3.90	4.05	3.55	3.95
	N	21	21	21	20	21	21	20	20
female	Mean	3.88	4.19	4.37	3.88	3.63	4.00	3.13	3.56
	N	16	16	16	16	16	16	16	16
Total	Mean	3.95	4.11	4.46	4.00	3.78	4.03	3.36	3.78
	N	37	37	37	36	37	37	36	36

Table 3.21: Mean of gender

From the Table 3.21 above, it could be conclude that female respondents possess the low mean of tolerance which was 3.88, both male and female respondents posses low mean of humility which were male = 3.90 and female = 3.63, both male and female respondents posses low mean of respect which were male = 3.55

and female = 3.13 and both male and female respondents posses low mean of courteous which were male = 3.95 and female = 3.56.

j) Group of Age

Report

group of age		tolerance	care	commitments	cooperative	humble	transparency	respect	courteous
25 to 35 yrs	Mean	3.71	4.00	4.14	3.79	3.71	4.07	3.36	3.50
	N	14	14	14	14	14	14	14	14
36 to 45 yrs	Mean	4.10	4.30	4.50	4.22	3.60	3.90	3.50	3.90
	N	10	10	10	9	10	10	10	10
46 to 50 yrs	Mean	4.13	4.25	4.88	4.13	3.88	4.00	3.00	3.75
	N	8	8	8	8	8	8	8	8
51 to 55 yrs	Mean	4.00	3.80	4.60	4.00	4.20	4.20	3.75	4.50
	N	5	5	5	5	5	5	4	4
Total	Mean	3.95	4.11	4.46	4.00	3.78	4.03	3.36	3.78
	N	37	37	37	36	37	37	36	36

Table 3.22: Mean of group of age

From the Table 3.22 above, it could be conclude that the low mean of tolerance possess by the group of age between 25 to 35 years old which was 3.71. Low mean of humility possess by the group of age between 25 to 35 years old = 3.71, between 35 to 45 years old = 3.60 and between 46 to 50 years old = 3.88. Low mean of respect possess by the group of age between 25 to 35 years old = 3.36, between 35 to 45 years old = 3.50, between 46 to 50 years old = 3.00 and between 51 to 55 years old = 3.75. Low mean of courteous possess by the group of age between 25 to 35 years old = 3.50, between 35 to 45 years old = 3.90 and between 46 to 50 years old = 3.75.

k) Ethnic Group

Report

ethnic group		tolerance	care	commitments	cooperative	humble	transparency	respect	courteous
Malay	Mean	3.93	4.00	4.41	3.96	3.66	3.86	3.39	3.75
	N	29	29	29	28	29	29	28	28
Chinese	Mean	3.50	4.50	4.00	4.00	3.50	4.00	3.00	3.50
	N	2	2	2	2	2	2	2	2
Indian	Mean	4.40	4.40	4.80	4.20	4.40	4.80	3.20	4.00
	N	5	5	5	5	5	5	5	5
Total	Mean	3.97	4.08	4.44	4.00	3.75	4.00	3.34	3.77
	N	36	36	36	35	36	36	35	35

Table 3.23: Mean of ethnic group

From the Table 3.23 above, it could be conclude that Malay and Chinese ethnic group posses the low mean of tolerance which were Malay = 3.93 and Chinese = 3.50, low mean of humility which were Malay = 3.66 and Chinese = 3.50, low mean of courteous which were Malay = 3.75 and Chinese = 3.50 while all the ethnic group possess low mean of respect which were Malay = 3.39, Chinese = 3.00 and Indian = 3.20.

l) Education Level

Report

highest qualification		tolerance	care	commitments	cooperative	humble	transparency	respect	courteous
SPM/MCE/STPM	Mean	4.25	4.75	4.25	4.00	4.25	4.00	3.75	4.25
	N	4	4	4	3	4	4	4	4
Diploma	Mean	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	N	1	1	1	1	1	1	1	1
Degree	Mean	3.76	4.10	4.30	4.05	3.57	3.86	3.35	3.65
	N	21	21	21	21	21	21	20	20
Master	Mean	4.20	3.90	4.70	3.80	4.00	4.40	3.10	3.80
	N	10	10	10	10	10	10	10	10
PhD	Mean	4.00	4.00	5.00	5.00	4.00	4.00	4.00	4.00
	N	1	1	1	1	1	1	1	1
Total	Mean	3.95	4.11	4.46	4.00	3.78	4.03	3.36	3.78
	N	37	37	37	36	37	37	36	36

Table 3.24: Mean of education level

From the Table 3.24 above, it could be conclude that the low mean of tolerance possess by Degree level = 3.76, low mean of humility possess by Degree level = 3.57, low mean of respect possess by SPM or STPM level = 3.75, Degree level = 3.35 and Master level = 3.10 and low mean of courteous possess by Degree level = 3.65 and Master level = 3.80.

m) Years of Working Experience

Report

years work		tolerance	care	commitments	cooperative	humble	transparency	respect	courteous
Below 3 yrs	Mean	4.00	4.00	5.00	4.00	4.00	4.00	3.00	4.00
	N	1	1	1	1	1	1	1	1
3 to 5 yrs	Mean	2.50	2.50	2.50	2.50	1.50	2.50	2.50	2.00
	N	2	2	2	2	2	2	2	2
6 to 10 yrs	Mean	3.80	4.20	4.40	4.00	4.00	4.40	3.50	3.70
	N	10	10	10	10	10	10	10	10
11 to 15 yrs	Mean	4.25	4.50	4.50	4.33	3.25	3.75	3.25	3.50
	N	4	4	4	3	4	4	4	4
16 to 20 yrs	Mean	4.00	4.00	4.43	4.00	4.00	4.00	3.71	4.00
	N	7	7	7	7	7	7	7	7
above 21 yrs	Mean	4.15	4.23	4.77	4.15	4.00	4.08	3.25	4.08
	N	13	13	13	13	13	13	12	12
Total	Mean	3.95	4.11	4.46	4.00	3.78	4.03	3.36	3.78
	N	37	37	37	36	37	37	36	36

Table 3.25: Mean of years of working experiences

From the Table 3.25 above, it could be conclude that the low mean of tolerance possess by the group between 3 to 5 years = 2.50 and 6 to 10 years = 3.80, low mean of humility possess by the group between 3 to 5 years = 1.50 and between group 11 to 15 years = 3.25, low mean of respect possess by all of the group which were below 3 years = 3.00, between 3 to 5 years = 2.50, between 6 to 10 years = 3.50, between 11 to 15 years = 3.25, between 16 to 20 years = 3.71 and above 21 years = 3.25, low means of courteous

possess by the group of 3 to 5 years = 2.00, between the group of 6 to 10 years = 3.70 and by the group between 11 to 15 years = 3.50.

n) Categories of Occupation

Report

categories of occupation		tolerance	care	commitments	cooperative	humble	transparency	respect	courteous
Top level management (CEO,General Manager,etc.)	Mean	4.17	4.50	4.83	4.50	3.83	3.67	3.50	4.33
	N	6	6	6	6	6	6	6	6
Management and Professional (Manager,Executive,Engineer)	Mean	3.86	3.97	4.41	3.89	3.72	4.10	3.32	3.64
	N	29	29	29	28	29	29	28	28
Supporting Team (Clerk,Receptionist,Technician,Electrician)	Mean	4.50	5.00	4.00	4.00	4.50	4.00	3.50	4.00
	N	2	2	2	2	2	2	2	2
Total	Mean	3.95	4.11	4.46	4.00	3.78	4.03	3.36	3.78
	N	37	37	37	36	37	37	36	36

Table 3.26: Mean of categories of occupation

From the Table 3.26 above, it could be conclude that the low mean of tolerance possess by those working in the categories of Management and Professional = 3.86, the low mean of humility possess by those working in the categories of Top Level Management = 3.83 and Management and Professional = 3.72, the low mean of respect posses by those working in all of the categories of Top Level Management = 3.50, Management and Professional = 3.32 and Supporting Team = 3.50.

o) *Itqan (Organizational value)*

Descriptive Statistics

	N	Minimum	Maximum	Mean
continuous learning	37	1	5	4.14
quality	37	1	5	4.38
effective	37	1	5	4.19
efficient	37	1	5	4.19
responsibility	37	1	5	3.95
innovative	37	1	5	4.05
productive	37	1	5	4.32
collective	37	1	5	3.86
Valid N (listwise)	37			

Table 3.27: Mean of *itqan* (organizational value)

Average mean = $\sum$ mean / number of variables

$$= 33.08 / 8$$

$$= 4.135$$

The above Table 3.27 shows the overall means for the core value of *itqan* (organizational value). It composed of 8 variables such as in the table above with the average mean of 4.135. This result was obtained to identify the values that lack in the core value of *itqan* (organizational value). From the table above, it could be summarized that the values of responsibility and collective show the lowest mean of 3.95 and 3.86 respectively. Further analysis will show the relation of responsibility and collective with the demographic variables.

p) Gender

Report

gender		continuous learning	quality	effective	efficient	responsibility	innovative	productive	collective
male	Mean	4.14	4.48	4.33	4.33	4.00	4.10	4.33	3.90
	N	21	21	21	21	21	21	21	21
female	Mean	4.13	4.25	4.00	4.00	3.88	4.00	4.31	3.81
	N	16	16	16	16	16	16	16	16
Total	Mean	4.14	4.38	4.19	4.19	3.95	4.05	4.32	3.86
	N	37	37	37	37	37	37	37	37

Table 3.28: Mean of gender

From the Table 3.28 above, it could be conclude that female respondents posses the low mean of responsibility which was 3.88, both male and female respondents posses low mean of collective which were male = 3.90 and female = 3.81.

q) Group of Age

Report

group of age		continuous learning	quality	effective	efficient	responsibility	innovative	productive	collective
25 to 35 yrs	Mean	4.07	4.21	4.00	3.86	3.71	3.86	4.21	3.79
	N	14	14	14	14	14	14	14	14
36 to 45 yrs	Mean	4.00	4.30	4.30	4.30	3.90	4.20	4.40	4.20
	N	10	10	10	10	10	10	10	10
46 to 50 yrs	Mean	4.25	4.50	4.25	4.50	4.25	4.13	4.38	3.75
	N	8	8	8	8	8	8	8	8
51 to 55 yrs	Mean	4.40	4.80	4.40	4.40	4.20	4.20	4.40	3.60
	N	5	5	5	5	5	5	5	5
Total	Mean	4.14	4.38	4.19	4.19	3.95	4.05	4.32	3.86
	N	37	37	37	37	37	37	37	37

Table 3.29: Mean of group of age

From the Table 3.29 above, it could be conclude that the low mean of responsibility possess by the group of age between 25 to 35 years old = 3.71 and between 36 to 45 years old = 3.90. Low

mean of collective possess by the group of age between 25 to 35 years old = 3.79, between 46 to 50 years old = 3.75 and between 51 to 55 years old = 3.60.

r) Ethnic Group

Report

ethnic group		continuous learning	quality	effective	efficient	responsibility	innovative	productive	collective
Malay	Mean	4.03	4.34	4.14	4.14	4.00	4.07	4.24	3.83
	N	29	29	29	29	29	29	29	29
Chinese	Mean	4.50	4.50	4.00	4.00	3.50	4.00	4.50	4.00
	N	2	2	2	2	2	2	2	2
Indian	Mean	4.40	4.80	4.60	4.60	3.80	4.00	4.60	4.00
	N	5	5	5	5	5	5	5	5
Total	Mean	4.11	4.42	4.19	4.19	3.94	4.06	4.31	3.86
	N	36	36	36	36	36	36	36	36

Table 3.30: Mean of ethnic group

From the Table 3.30 above, it could be conclude that Chinese and Indian ethnic group posses the low mean of responsibility which were Chinese = 3.50 and Indian = 3.80. Low mean of collective possess by Malay ethnic group which was = 3.83.

s) Education Level

Report

highest qualification		continuous learning	quality	effective	efficient	responsibility	innovative	productive	collective
SPM/MCE/STPM	Mean	4.25	4.75	4.25	4.25	4.25	4.25	4.75	4.25
	N	4	4	4	4	4	4	4	4
Diploma	Mean	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	N	1	1	1	1	1	1	1	1
Degree	Mean	4.05	4.24	4.29	4.14	3.90	4.05	4.29	3.86
	N	21	21	21	21	21	21	21	21
Master	Mean	4.20	4.50	4.00	4.30	3.90	4.00	4.20	3.70
	N	10	10	10	10	10	10	10	10
PhD	Mean	5.00	5.00	4.00	4.00	4.00	4.00	5.00	4.00
	N	1	1	1	1	1	1	1	1
Total	Mean	4.14	4.38	4.19	4.19	3.95	4.05	4.32	3.86
	N	37	37	37	37	37	37	37	37

Table 3.31: Mean of education level

From the Table 3.31 above, it could be conclude that the low mean of responsibility possess by Degree level = 3.90 and Master level = 3.90. Low mean of collective possess by Degree level = 3.86 and Master level = 3.70.

t) Years of Working Experience

Report

years work		continuous learning	quality	effective	efficient	responsibility	innovative	productive	collective
Below 3 yrs	Mean	5.00	5.00	5.00	4.00	5.00	5.00	5.00	5.00
	N	1	1	1	1	1	1	1	1
3 to 5 yrs	Mean	2.50	3.00	3.00	2.50	2.50	2.50	2.50	1.50
	N	2	2	2	2	2	2	2	2
6 to 10 yrs	Mean	4.30	4.30	4.10	4.10	3.80	4.00	4.40	4.00
	N	10	10	10	10	10	10	10	10
11 to 15 yrs	Mean	4.00	4.75	4.50	4.00	4.00	4.25	4.50	4.25
	N	4	4	4	4	4	4	4	4
16 to 20 yrs	Mean	4.00	4.29	4.14	4.29	3.71	4.00	4.29	4.00
	N	7	7	7	7	7	7	7	7
above 21 yrs	Mean	4.31	4.54	4.31	4.54	4.31	4.23	4.46	3.85
	N	13	13	13	13	13	13	13	13
Total	Mean	4.14	4.38	4.19	4.19	3.95	4.05	4.32	3.86
	N	37	37	37	37	37	37	37	37

Table 3.32: Mean of years of working experiences

From the Table 3.32 above, it could be conclude that the low mean of responsibility possess by the group between 3 to 5 years = 2.50, 6 to 10 years = 3.80 and 16 to 20 years = 3.71. Low mean of collective possess by the group between 3 to 5 years = 1.50 and by the group above 21 years = 3.85.

u) Categories of Occupation

Report

categories of occupation		continuous learning	quality	effective	efficient	responsibility	innovative	productive	collective
Top level management (CEO, General Manager, etc.)	Mean	4.67	4.83	4.67	4.67	4.50	4.33	4.83	4.00
	N	6	6	6	6	6	6	6	6
Management and Professional (Manager, Executive, Engineer)	Mean	4.00	4.24	4.10	4.10	3.83	4.00	4.17	3.79
	N	29	29	29	29	29	29	29	29
Supporting Team (Clerk, Receptionist, Technician, Electrician)	Mean	4.50	5.00	4.00	4.00	4.00	4.00	5.00	4.50
	N	2	2	2	2	2	2	2	2
Total	Mean	4.14	4.38	4.19	4.19	3.95	4.05	4.32	3.86
	N	37	37	37	37	37	37	37	37

Table 3.33: Mean of categories of occupation

From the Table 3.33 above, it could be conclude that the low mean of both responsibility and collective possess by those working in the categories of Management and Professional which were 3.83 for responsibility and 3.79 for collective.

5.15 Skewness

Skewness reflects the degree to which a variable's score fall at one end or the other end of the variable's scale. In other words, distributions in which there are more cases below the mean than above it or distributions with more cases above the mean than below it. These distributions may look somewhat bell-shaped, but they are not symmetrical. Instead, the distributions of responses to the variables tend to be clustered to one side of the mean or the other.

The mean in its relation to the median helps evaluate the shape of a distribution. When the mean and median are different,

the distribution is skewed. When the mean is below the median, there are more cases clustered above the mean than below it. These distributions are described as negatively skewed. There are some unusually low values in a set of data pulling the mean down from the median. However, when the mean falls above the median, there are more cases clustered below the mean than above it. These distributions are described as positively skewed. There are some unusually high values in a set of data pulling the mean up from the median.

In this section, the values which are lack from the three core values or enablers were being test by using the graph to know whether they were negatively skewed or positively skewed.

a) Patience

Statistics

patience

N	Valid	37
	Missing	0
Mean		3.76
Median		4.00
Mode		4
Minimum		1
Maximum		5

Table 3.34: Statistics of value patience
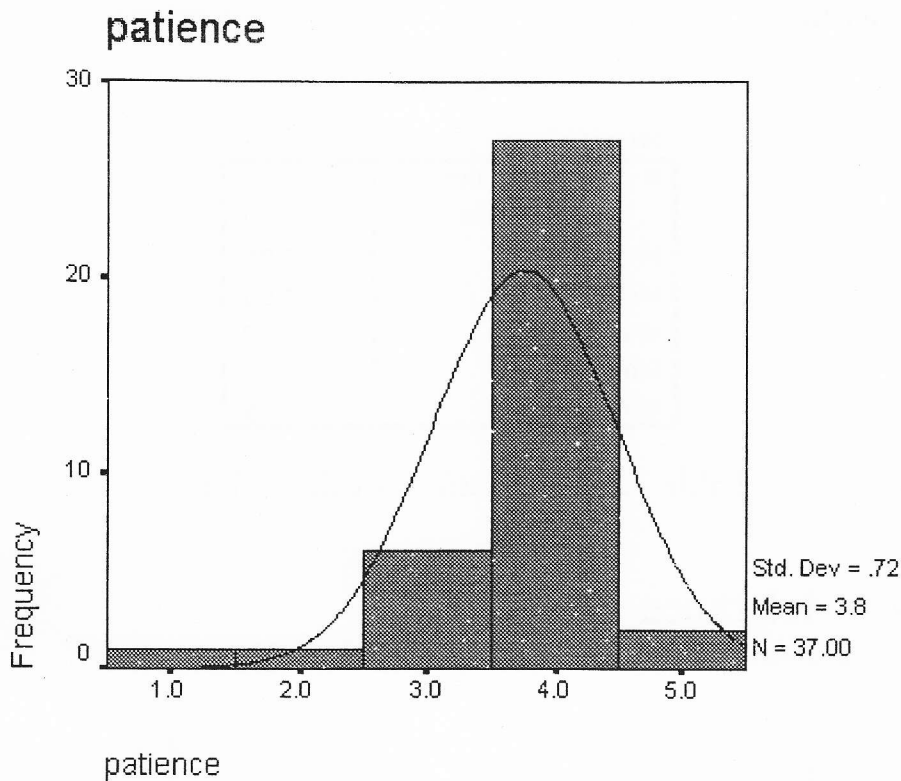
patience

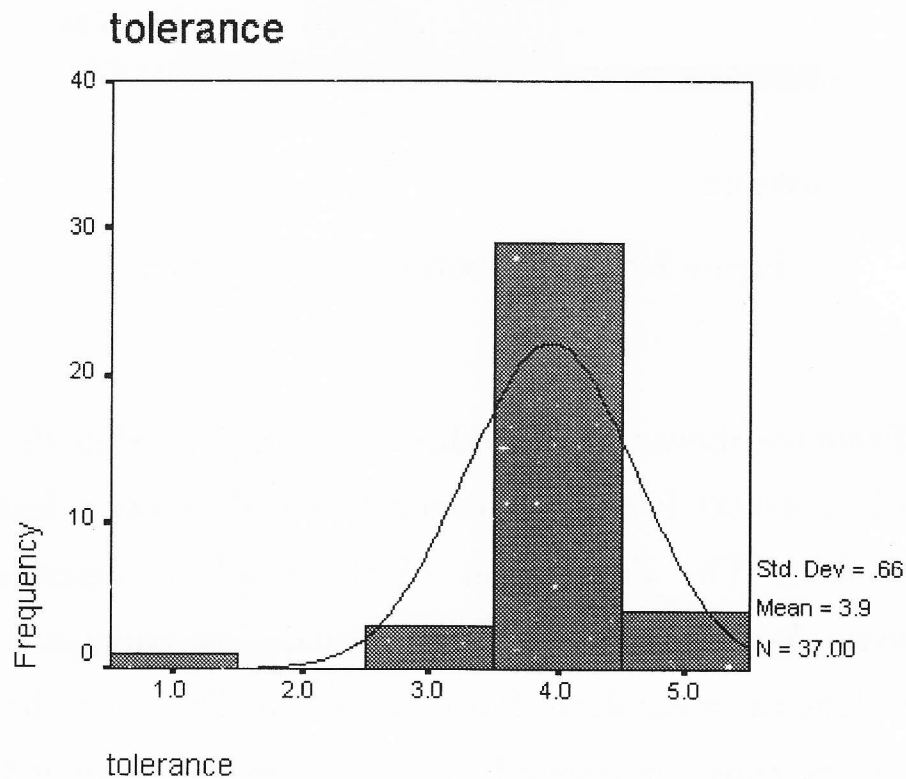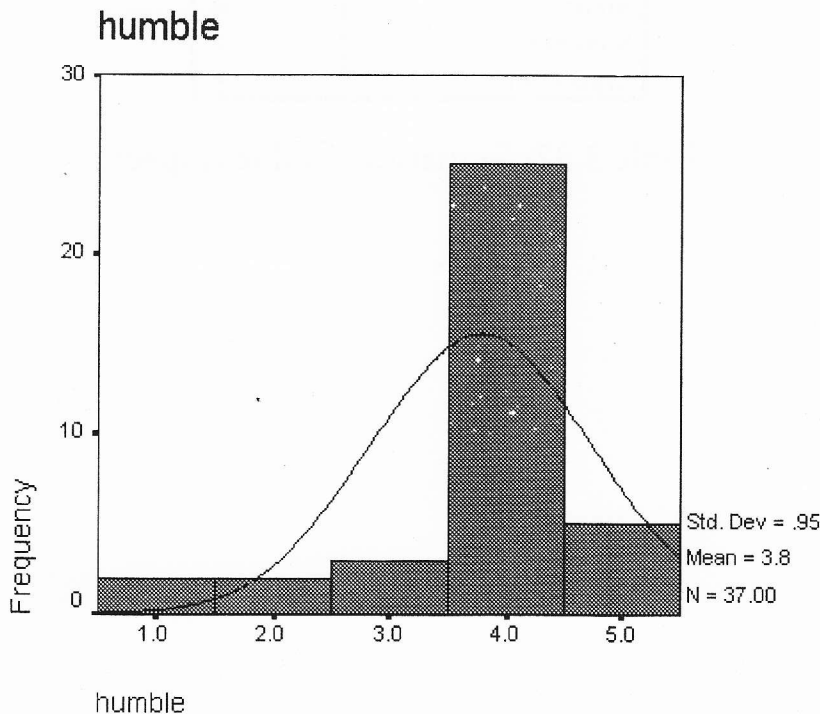
Figure 3.10: Distribution of value patience

From the above table the value of mean is 3.76 while the value of median is 4.00. It could be conclude that the mean is less than the median. The distribution of the graph is described as negatively skewed. There are some unusually low values in a set of data pulling the mean down from the median. Therefore, the value tends to be chose by respondents are less than 4. This indicates that the value of patience is somehow lack and tends to be neglected in the company certified with ISO 9001: 2000.

b) Tolerance

Statistics

tolerance

N	Valid	37
	Missing	0
Mean		3.95
Median		4.00
Mode		4
Minimum		1
Maximum		5

Table 3.35: Statistics of value tolerance

tolerance

Std. Dev = .66
Mean = 3.9
N = 37.00

tolerance

Figure 3.11: Distribution of value tolerance

From the above table the value of mean is 3.95 while the value of median is 4.00. It could be conclude that the mean is less than the median. The distribution of the graph is described as

negatively skewed. There are some unusually low values in a set of data pulling the mean down from the median. Therefore, the value tends to be chose by respondents are less than 4. This indicates that the value of tolerance is somehow lack and tends to be neglected in the company certified with ISO 9001: 2000.

c) Humility

Statistics

humble

N	Valid	37
	Missing	0
Mean		3.78
Median		4.00
Mode		4
Minimum		1
Maximum		5

Table 3.36: Statistics of value humility

humble

Figure 3.12: Distribution of value humility

From the above table the value of mean is 3.78 while the value of median is 4.00. It could be conclude that the mean is less than the median. The distribution of the graph is described as negatively skewed. There are some unusually low values in a set of data pulling the mean down from the median. Therefore, the value tends to be chose by respondents are less than 4. This indicates that the value of humility is somehow lack and tends to be neglected in the company certified with ISO 9001: 2000.

d) *Respect*

Statistics

respect

N	Valid	36
	Missing	1
Mean		3.36
Median		3.00
Mode		4
Minimum		2
Maximum		5

Table 3.37: Statistics of value respect
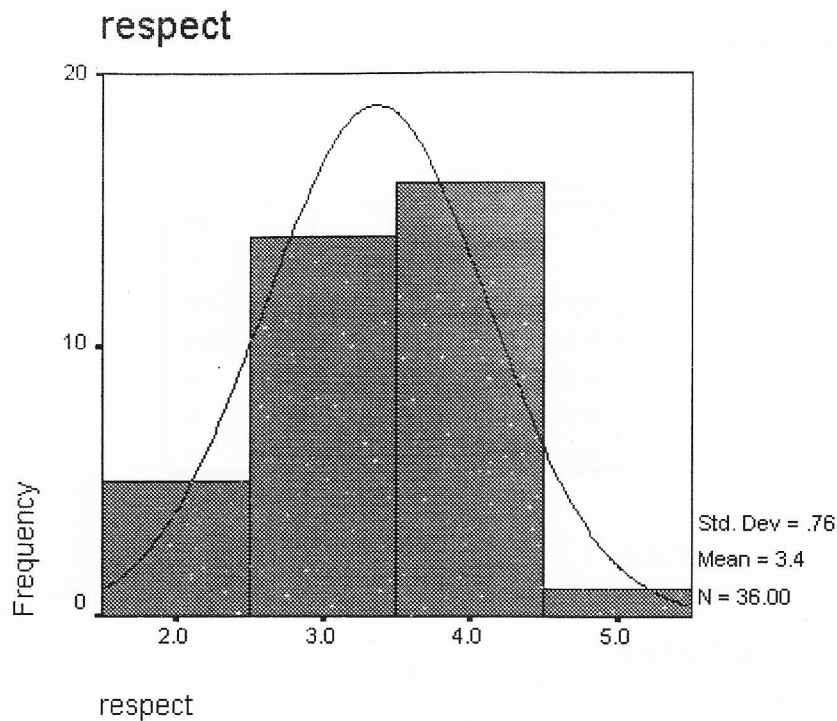
respect

Figure 3.13: Distribution of value respect

From the above table the value of mean is 3.36 while the value of median is 3.00. It could be conclude that the mean is more than the median. The distribution of the graph is described as positively skewed. There are some unusually high values in a set of data pulling the mean up from the median. However, if the distribution of the graph is being observed, it tends to shape such as a perfectly bell-shaped and therefore the distribution is said to be normal. With this distribution, the value tends to be chosen by respondents' lies in the middle of 3 and 4. This indicates that the value of respect is somehow lack and tends to be neglected in the company certified with ISO 9001: 2000.

e) Courteous

Statistics

courteous

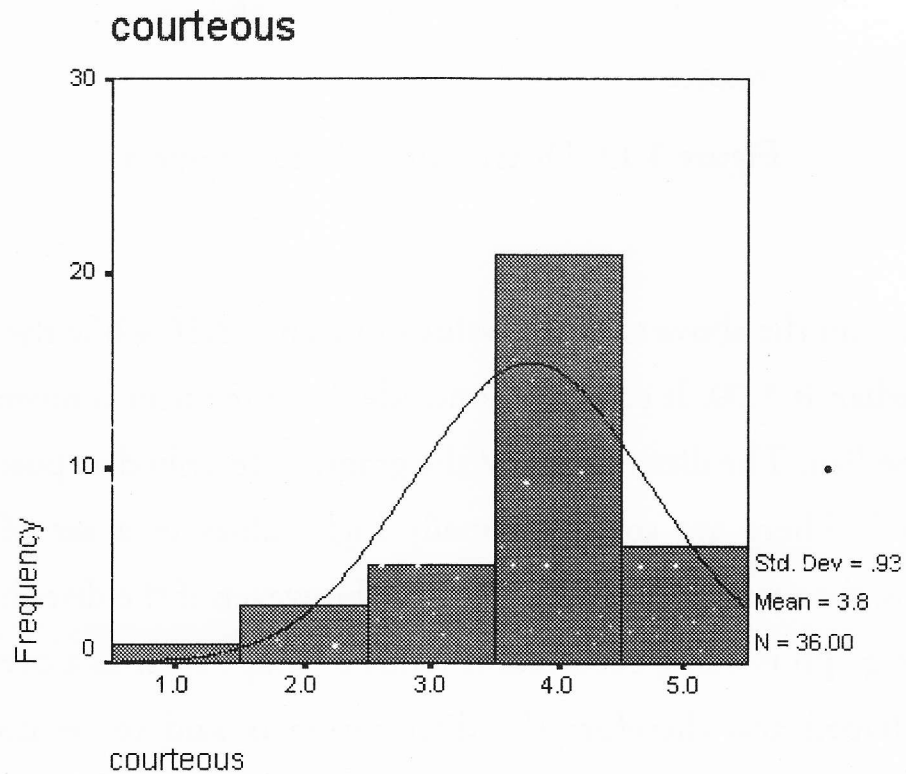| N	Valid	36
	Missing	1
Mean		3.78
Median		4.00
Mode		4
Minimum		1
Maximum		5

Table 3.38: Statistics of value courteous

Figure 3.14: Distribution of value courteous

From the above table the value of mean is 3.78 while the value of median is 4.00. It could be conclude that the mean is less than the median. The distribution of the graph is described as

negatively skewed. There are some unusually low values in a set of data pulling the mean down from the median. Therefore, the value tends to be chose by respondents are less than 4. This indicates that the value of courteous is somehow lack and tends to be neglected in the company certified with ISO 9001: 2000.

f) Responsibility

Statistics

responsibility

N	Valid	37
	Missing	0
Mean		3.95
Median		4.00
Mode		4
Minimum		1
Maximum		5

Table 3.39: Statistics of value responsibility

responsibility

Std. Dev = .78
Mean = 3.9
N = 37.00
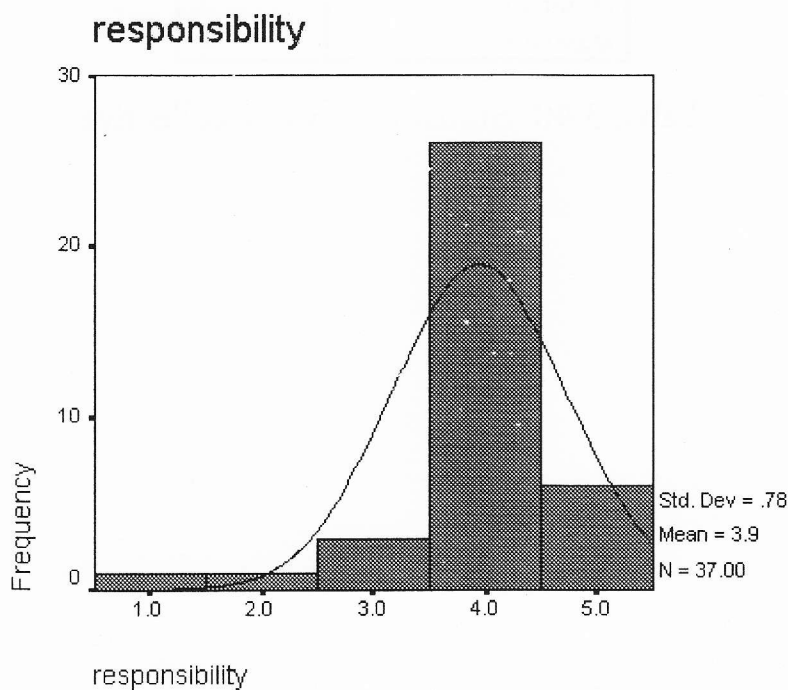
Figure 3.15: Distribution of value responsibility

From the above table the value of mean is 3.95 while the value of median is 4.00. It could be conclude that the mean is less than the median. The distribution of the graph is described as negatively skewed. There are some unusually low values in a set of data pulling the mean down from the median. Therefore, the value tends to be chose by respondents are less than 4. This indicates that the value of responsibility is somehow lack and tends to be neglected in the company certified with ISO 9001: 2000.

g) *Collective*

Statistics

collective

N	Valid	37
	Missing	0
Mean		3.86
Median		4.00
Mode		4
Minimum		1
Maximum		5

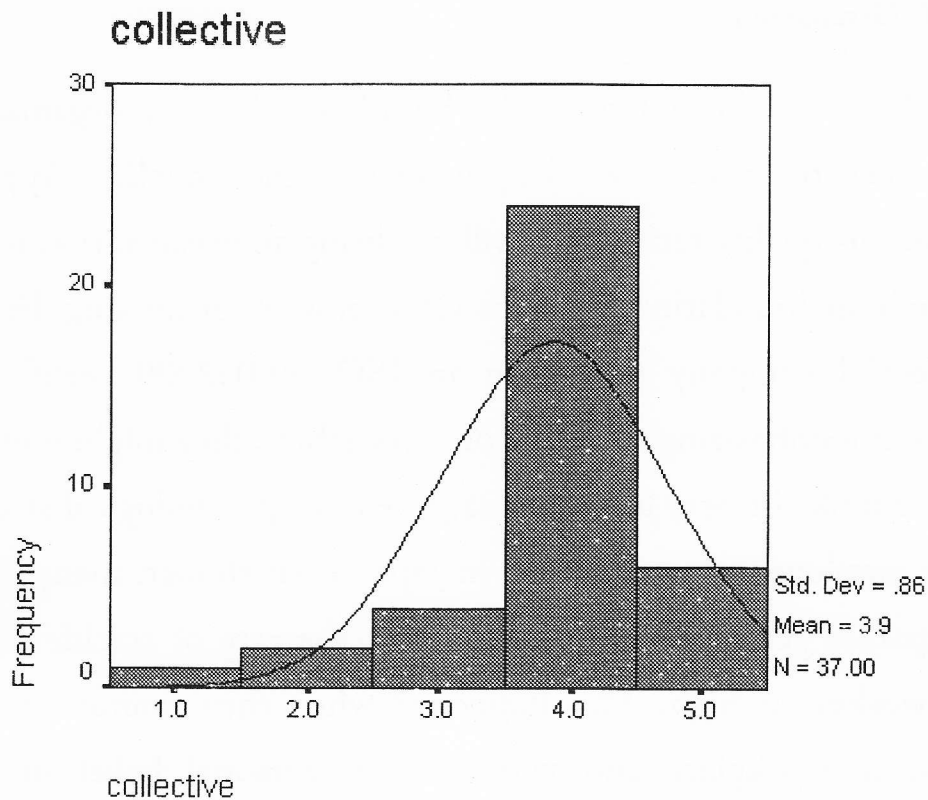Table 3.40: Statistics of value collective

collective

Figure 3.16: Distribution of value collective

From the above table the value of mean is 3.86 while the value of median is 4.00. It could be conclude that the mean is less than the median. The distribution of the graph is described as negatively skewed. There are some unusually low values in a set of data pulling the mean down from the median. Therefore, the value tends to be chose by respondents are less than 4. This indicates that the value of collective is somehow lack and tends to be neglected in the company certified with ISO 9001: 2000.

5. 16 Discussion

Value is the pillars or the foundation for any organization that keen to move forward by increasing their quality. Applying numerous quality techniques will not bring an organization too far if the basic foundation, which is value, is weak or missing. Even, if successful company that have an ISO 9001:2000 certification without emphasizing the value or work ethics, they might endure a problem like bribery in top management, or psychological stress in their employees. For example, in Japan even though many of the companies get certification on quality, the rate of suicide among the workers is high. This happened when they cannot bear the stress in workplace and with lack of personal belief or God consciousness value, they decided to end their life by suicide.

From the result obtained from the reliability test, it can be seen that all of the reliability test in measuring internal consistency of the three enablers yields a positive result which all of the values measured were larger than 0.8. The value for *taqwa* (personal value) yield a result of 0.9206, the value for *akhlaq* (interpersonal value) yield a result of 0.8891 and the result for *itqan* (organizational value) yield a result of 0.9368. Based on the theory explained in the reliability test, the coefficient of standardization will vary from 0 to 1 and the nearer result is to 1, preferably at or over 0.8 states that the more internally reliable is the scale. Therefore the measure was reliable in measuring the ideas of the three enablers as it yields consistent scores across administrations.

From the result obtained from the correlation test, it can be seen that the correlation test of measuring the strength and the direction of the relationship between a pair of variables of the three enablers were slightly difference with each other. Of the 28 Pearson correlations, 23 correlations or 82% Pearson correlation were significant at the 0.01 level (**) for *taqwa* (personal value). Of the 28 Pearson correlations, 17 correlations or 61% Pearson correlation were significant at the 0.01 level (**) for *akhlaq* (interpersonal value) and of the 28 Pearson correlations, 27 correlations or 96% Pearson correlation were significant at the 0.01 level (**) for *itqan* (organizational value). These results indicates that the enabler of *akhlaq* (interpersonal value) was moderately significant and show an initial sign of insufficient of values practiced among the respondents inside this enablers.

The results that obtained from the comparison of mean and skewness of distribution highlight those values that were being neglected and lack of implementation. Among the values were patience, tolerance, humility, respect, courteous, responsibility and collective. These 7 values possess low mean and were negatively skewed. Among these values, 4 of them represented by *akhlaq* (interpersonal value) which correspond to the lowest average mean (3.934) among the three enablers.

This showed that workers are nowadays weak or missing in their interpersonal value and tend to ignore the practice of <u>virtue</u>, <u>morality</u> and <u>manners</u> in their life. Therefore it is suggest that an early step is being taken into consideration to control this situation

from being spread largely to the majority of the population. The academic papers in the universities and colleges level need to be revised so the fresh graduates will posses a high *akhlaq* (interpersonal value) before involving themselves in working atmosphere.

Finally, it couldn't be denied that there were some problems that need to be faced in completing this project. They were such difficulties in obtaining the replied questionnaire from companies, problems in interpreting data using SPSS and problems associated with finding appropriate people in assessing the data. However, with a high motivation from supervisor, project's partner and myself, these problems could be overruled in completing the objectives of this project and achieved good result.

5.17 References

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