CHAPTER 4

DATA ANALYSIS RESULTS

4.1 Introduction

This chapter describes the result of data analysis. The chapter begins with a data screen and the demographic profiles of respondents, which include gender, region, department, education level, working experience, and salary. Then, the chapter exhibits the result of assumption analysis and the analysis of exploratory factor analysis (EFA). Following this, the chapter assesses the reliability of each variable based on Cronbach's alpha value and conducts a descriptive analysis. Finally, the chapter explains the results of hypothesis testing.

4.2 Data Screen

As mentioned in the previous Chapter 3, this study has two sets of questionnaires. The first set of questionnaires was distributed to 282 heads of section and consisted of questions related to organizational learning culture, top management support, Islamic work ethics, motivation, and job satisfaction. The second set of questionnaires was distributed to the employees, who are under the supervision of the head of section in each department, which consist of questions related to service quality. Five employees were randomly selected from each department. They are regarded as an internal customer in this study. They are required to give feedback about the service quality provided by their head of section.

From the total 282 heads of section in the Directorate General of Education (DGOE) in all governorates of the Sultanate of Oman, only 234 heads of section responded to the first set of questionnaires. However, only 206 questionnaires were valid to be used, which is above the minimum sample size (162) stated by Krejcie and Morgan (1970) for a population total 282. The other 28 questionnaires were incomplete. On the other hand, this study received 620 valid responses from employees for the second set of questionnaires.

The following section will provide a detailed explanation of the demographic profiles of the heads of section and employees working under the supervision of each section head.

4.3 The Respondent's Demographic Profile

4.3.1 The head of section

The heads of the section who participated in this study are from 48 departments under the Directorate General of Education (DGOE), located in eleven regions in the Sultanate of Oman, as shown in Table 4.1 below.

Table 4.1: The Region of Respondents

Region	Frequency	Percentage
Musandam	11	5.3
Muscat	11	5.3
Al Batinah North	29	14.1
Al Batinah South	14	6.8
Sharqiyah North	19	9.2
Sharqiyah South	21	10.8
Al Dakheliah	23	11.2
Al Dhaherah	25	12.1
Al Buraimi	14	6.8
Al Wusta	4	1.9
Dhofar	35	17.0

From Table 4.1 above, the head of the section is from each region in the Sultanate of Oman. In specific, 35 respondents (17.0 percent) are from Dhofar, 29 respondents (14.1 percent) are from Al Batinah North, 25 respondents (12.1 percent) are from Al Dhaherah, 23 respondents (11.2 percent) are from Al Dakheliah, 21 respondents (10.8 percent) are from Sharqiah South, 19 respondents (9.2 percent) are from Sharqiah North, 14 respondents (6.8 percent) are from Al Batinah South, 14 respondents (6.8 percent) are from Al Buraimi, 11 respondents (5.3 percent) are from Musandam, 11 respondents (5.3 percent) are from Muscat, and only 4 respondents (1.9 percent) are from Al Wusta region.

Table 4.2 shows the distribution of gender in this study. 668 (86.1 percent) of them are male, and 108 (13.9 percent) are female.

Table 4.2: Gender

Gender	Frequency	Percentage
Male	180	87.4
Female	26	12.6

Table 4.3 provides information about the respondent's work experience. 4 respondents (1.5 percent) have below 5 years of work experience, 2 respondents (1.0 percent) have work experience within 5 to 10 years, 22 respondents (10.7 percent) have work experience within 11 to 15 years, 74 respondents (35.9 percent) have work experience within 16 to 20 years, and 104 respondents (50.5) have more than 20 years of work experience.

Table 4.3: Work Experience

Work Experience	Frequency	Percentage
< 5 years	4	1.9
5 to 10 years	2	1.0
11 to 15 years	22	10.7
16 to 20 years	74	35.9
>20 years	104	50.5

Table 4.4 presents the respondent's education levels. 98 (47.6 percent) of them hold a bachelor's degree, 79 (38.3 percent) of them hold a Master, 24 (11.7 percent) of them hold a Diploma, and 5 (2.4 percent) of them are PhD holders.

Table 4.4: Education Level

Education Level	Frequency	Percentage
PhD	5	2.4
Master	79	38.3
Bachelor's degree	98	47.6
Diploma	24	11.7

4.3.2 The employees who are under the supervision of the head of the section.

The heads of sections who participated in this study are from 48 departments under Directorate General of Education (DGOE), located at eleven regions in Sultanate of Oman as shown in Table 4.5 below.

Table 4.5: The Region of Respondents

Region	Frequency	Percentage
Musandam	24	3.9
Muscat	28	4.5
Al Batinah North	78	12.6
Al Batinah South	61	9.8
Sharqiyah North	48	7.7
Sharqiyah South	26	4.2
Al Dakheliah	71	11.5
Al Dhaherah	54	8.7
Al Buraimi	32	5.2
Al Wusta	10	1.6
Dhofar	188	30.3

From the above Table 4.5, the employees are from each region in Sultanate of Oman. In specific, 188 respondents (30.3 percent) are from Dhofar, 78 respondents (12.6 percent) are from Al Batinah North, 54 respondents (8.7 percent) are from Al Dhaherah, 71 respondents (11.5 percent) are from Al Dakheliah, 26 respondents (4.2 percent) are from Sharqiah South, 48 respondents (7.7 percent) are from Sharqiah North, 61 respondents (9.8 percent) are from Al Batinah South, 32 respondents (5.2 percent) are from Al Buraimi, 24 respondents (3.9 percent) are from Musandam, 28 respondents (4.5 percent) are from Muscat, and only 10 respondents (1.6 percent) are from Al Wusta region.

Table 4.6 shows the distribution of gender in this study. 668 (86.1 percent) of them are male, and 108 (13.9 percent) are female.

Table 4.6: Gender

Gender	Frequency	Percentage
Male	429	69.2
Female	191	30.8

Table 4.7 provides information about the respondent's work experience. 17 respondents (2.7 percent) have below 5 years of work experience, 128 respondents (20.6 percent) have work experience within 5 to 10 years, 97 respondents (15.6 percent) have work experience within 11 to 15 years, 136 respondents (21.9 percent) have work experience within 16 to 20 years, and 242 respondents (39.0) have more than 20 years of work experience.

Table 4.7: Work Experience

Work Experience	Frequency	Percentage
< 5 years	17	2.7
5 to 10 years	128	20.6
11 to 15 years	97	15.6
16 to 20 years	136	21.9
>20 years	242	39.0

Table 4.8 presents the respondent's education levels. 328 (52.9 percent) of them hold a bachelor's degree, 128 (20.6 percent) of them hold a Master, 147 (23.7 percent) of them hold a Diploma, and 17 (2.7 percent) of them are PhD holders.

Table 4.8: Education Level

Education Level	Frequency	Percentage
PhD	17	2.7
Master	128	20.6
Bachelor's degree	328	52.9
Diploma	147	23.7

4.4 Analysis of Assumptions

Before testing the proposed hypotheses, several statistical assumptions were tested. The assumptions include multicollinearity, outliers, normality, linearity, and homoscedasticity.

4.4.1 Multicollinearity

Multicollinearity occurs when any single independent variable is highly correlated with a set of other independent variables. Highly correlated means the two separate variables measure the same thing or may be redundant when measuring a construct (Kline, 2011).

This study assesses the multicollinearity issue through the Tolerance and Variance Inflation Factor (VIF) (Pallant, 2011; Hair et al., 2010). Tolerance refers to the notion that how much of a predictor variable's variability is not explained by other predictor variables. The tolerance value should not be less than 0.10 to avoid an indication of multicollinearity. The VIF value should not be more than 10; otherwise, it will be considered an indicator of multicollinearity (Pallant, 2011).

Table 4.9 below shows that the tolerance value for all independent variables ranged between 0.541 to 0.650, which is more than 0.10. This gives evidence that the assumption of multicollinearity is not violated. Also, the results of VIF showed that the greatest value was 1.848, which is below 10. This result provides additional evidence that the assumption of multicollinearity is not violated.

Table 4.9: Multicollinearity Assessment based on VIF and Tolerance

(Constant)	Tolerance	VIF
Organizational Learning Culture	0.541	1.848
Top Management Support	0.568	1.762
Islamic Work Ethics	0.650	1.538
Motivation	0.634	1.578
Job Satisfaction	0.738	1.355

4.4.2 Outliers

Pallant (2011) argues that outliers can be detected from scatterplots. Outliers are cases with a standardized residual (as displayed in the scatterplot) of more than 3.3. or less than -3.3 (Tabachnick & Fidell, 2007). Figure 4.1 illustrates the scatterplot, which shows most of the cases are between 3 and -3. This means there are no outliers in the data.

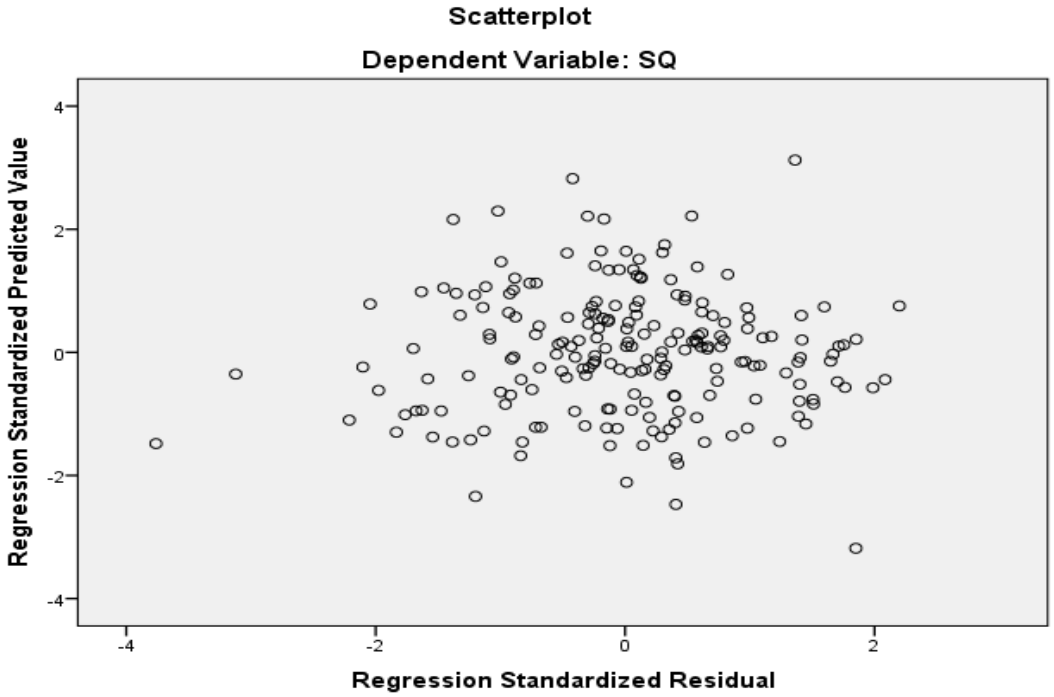

Figure 4.1: Scatterplot to test outliers

4.4.3 Normality

The normality of a variable is assessed through P-P plots. Based on Figure 4.2, the actual probability values stray from a diagonal line that represents the expected probabilities for a normal distribution. This result provides an additional indication that the data did not violate the assumption of normality.

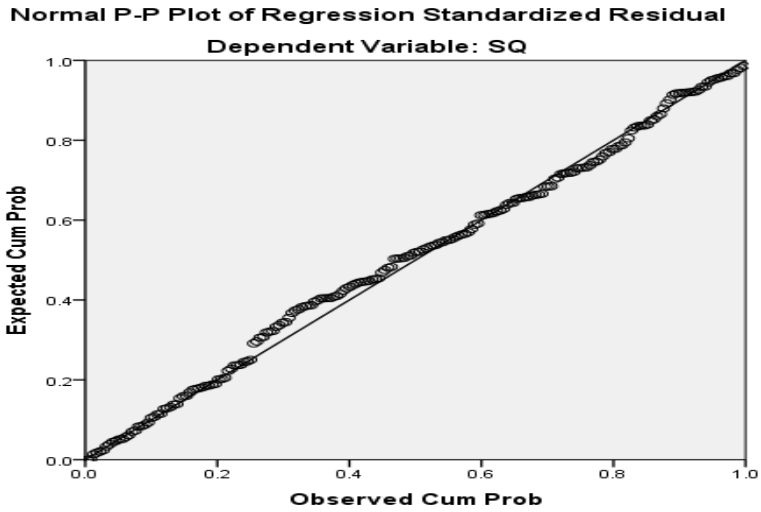

Figure 4.2: P-P Plot to test normality.

4.4.4 Linearity and homoscedasticity

The linearity assumption means that there is a straight-line relationship between two variables. Linearity is critical in a practical sense because Pearson's only captures the linear relationship (Tabachnick & Fidell, 2007). According to Schumacker and Lomax (1996), the extent to which one or both variables deviate from the assumption of a linear relationship will affect the size of the correlation coefficient.

According to Pallant (2011), the residual scatterplots allow researchers to check the linearity and homoscedasticity. If both linearity and homoscedasticity assumptions are met, the plot of points will appear as a rectangular band in a scatterplot. If there is a strong relationship b Figure 4.2: Normal P-P Plot to test the normality. , if the relationship is weaker, the band becomes broader. Figure 4.3 below shows that there is

appear as a rectangular band in a scatterplot, which verifies that there is no violation of the assumption of linearity and homoscedasticity.

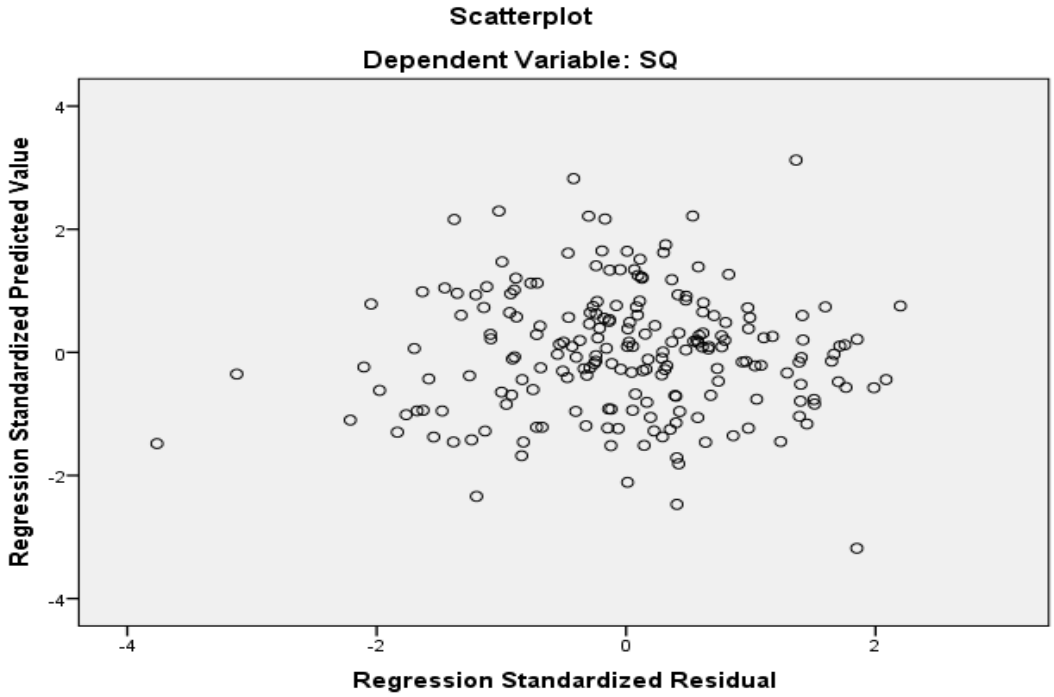

Figure 4.3 Scatterplot to Test Linearity and Homoscedasticity

4.5 Exploratory Factor Analysis

Exploratory factor analysis (EFA) with varimax rotation was conducted on the items for the constructs of organizational learning culture, top management support, Islamic work ethics, motivation, job satisfaction, and service quality. Applying principal component analysis with varimax rotation was deemed an appropriate approach for exploring the interrelationship among a set of items. Following the determination of the number of factors, these factors were rotated using varimax rotation to assess the loading pattern of each item on the factors. Varimax rotation technique was used to obtain more straightforward and interpretable factor solutions (Hair et al., 2006).

The following sub-sections provide a detailed discussion of the EFA outcome for the constructs of organizational learning culture, top management support, Islamic work ethics, motivation, job satisfaction, and service quality.

4.5.1 Organizational Learning Culture

Organizational learning culture was measured with 7 items by Marsick and Watkins (1997).

As shown in Table 4.10, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value was 0.863, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity X2 (21) = 321.091, $p<0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for the factor analysis.

Table 4.10: KMO and Bartlett's Test for Organizational Learning Culture

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.863
Bartlett's Test of Sphericity	Approx. Chi-Square	321.091
	Df	21
	Sig.	.000

The result for the principal component analysis (see Table 4.11 below) showed the presence of only one component with an eigenvalue exceeding 1.0 (3.130), explaining 44.708% of the variance, respectively.

Table 4.11: The Eigenvalues for Organizational Learning Culture

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	3.130	48.917	44.708	3.130	44.708	44.708
2	.834	18.244	56.621			
3	.753	12.735	67.373			
4	.653	11.256	76.698			
5	.591	8.442	85.139			
6	.560	8.000	93.139			
7	.480	6.861	100.000			

Extraction Method: Principal Component Analysis.

Table 4.12 shows the factor loadings of the seven items. All items have factor loadings above the minimum significant loading of 0.40 (Pallant, 2011). In other words, all items are useful for measuring the latent construct (organizational learning culture). Furthermore, the seven items show the Cronbach Alpha value of 0.791 (see Table 4.13), which is greater than 0.7 (Hair et al., 2007) for the items to achieve internal reliability.

Table 4.12: The Item Factor Loading

Items	Loading Factor
Ols1	.716
Ols2	.714
Ols3	.533
Ols4	.687
Ols5	.737
Ols6	.588
Ols7	.679

Extraction Method: Principal Component Analysis.

Table 4.13: The Reliability Test for Seven Item

Cronbach's Alpha	Number of items
.791	7

4.5.2 Top management support

Top management support in this study was assessed by four items adapted from Prieto-Pastor and Martin-Perez (2015).

As shown in Table 4.14, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value was 0.747, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity X2 (6) = 198.236, $p<0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for the factor analysis.

Table 4.14: KMO and Bartlett's Test for Top Management Support

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.747
Bartlett's Test of Sphericity	Approx. Chi-Square	198.236
	Df	6
	Sig.	.000

The result for the principal component analysis (Table 4.15) revealed the presence of only one component with an eigenvalue exceeding 1.0 (2.330), explaining 58.240% of the variance, respectively.

Table 4.15: The Eigenvalues for Top Management Support

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2.330	58.240	58.240	2.330	58.240	58.240
2	.711	17.771	76.011			
3	.534	13.351	89.363			
4	.425	10.637	100.000			

Extraction Method: Principal Component Analysis.

Table 4.16 shows the factor loadings of the four items. All items have factor loadings above the minimum significant loading of 0.40 (Pallant, 2011), which means that all items are useful for measuring the latent construct (Top management support). Furthermore, the four items show the Cronbach Alpha value of 0.750 (Table 4.17), which is greater than 0.7 (Hair et al., 2007) for the items to achieve internal reliability.

Table 4.16: The Item Factor Loading

Items	Factor Loading
Tms1	.718
Tms2	.768
Tms3	.735
Tms4	.827

Extraction Method: Principal Component Analysis.

Table 4.17: The Reliability for the Four Item

Cronbach's Alpha	Number of items
.750	4

4.5.3 Job satisfaction

Job satisfaction in this study was measured by a three-item scale adapted from the Michigan Organizational Assessment Questionnaire Satisfaction Subscale developed by Cammann et al. (1979).

As shown in Table 4.18, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value was 0.612, in line with the recommended value of 0.6. The Bartlett's Test of Sphericity X2 (1) = 307.725, $p<0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for the factor analysis.

Table 4.18: KMO and Bartlett's Test for Altruism

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.612
Bartlett's Test of Sphericity	Approx. Chi-Square	307.725
	df	1
	Sig.	.000

The result for the principal component analysis (Table 4.19) revealed the presence of only one component with an eigenvalue exceeding 1.0 (1.698), explaining 84.916 %. This result was gained after dropping one out of three items (js2) due to low factor loading (< 0.40) and high cross-loading (> 0.35).

Table 4.19: The Eigenvalues for Job Satisfaction

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	1.698	84.916	84.916	1.698	84.916	84.916
2	.302	15.084	100.000			

Extraction Method: Principal Component Analysis.

Table 4.20 presents the factor loadings of the two items. All items have factor loadings above the minimum significant loading of 0.40. Furthermore, the two items show the Cronbach Alpha value of 0.820 (Table 4.21), which is greater than 0.7 (Hair et al., 2007) for the items to achieve internal reliability.

Table 4.20: The Items Factor Loading

Items	Factor Loading
Js1	.921
Js3	.921

Extraction Method: Principal Component Analysis.

Table 4.21: The Reliability for the Two Item

Cronbach's Alpha	Number of items
.820	2

4.5.4 Motivation

Motivation in this study was operationalized as a two-dimensional construct, intrinsic and extrinsic motivation. 13 items were used to measure each construct. The items were adopted from Brenyah (2016).

4.5.4.1 Intrinsic motivation

Intrinsic motivation was measured with 13 items by Amabile (1993). As shown in Table 4.22, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value was 0.845, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity

X2 (28) = 413.774, p<0.001, also reached statistical significance. Both results indicate that the collected data was suitable for the factor analysis.

Table 4.22: KMO and Bartlett's Test for Intrinsic Motivation

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.845
Bartlett's Test of Sphericity	Approx. Chi-Square	413.774
	df	28
	Sig.	.000

The result for the principal component analysis (Table 4.23) revealed the presence of only one component with an eigenvalue exceeding 1.0 (3.348), explaining 41.845 %. This result was gained after dropping five out of thirteen items (im1, im3, im4, im6, im11) due to low factor loading (< 0.40) and high cross-loading (> 0.35).

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	3.348	41.845	41.845	3.348	41.845	41.845
2	.960	12.004	53.849			
3	.907	11.335	65.184			
4	.751	9.392	74.575			
5	.692	8.648	83.223			
6	.567	7.092	90.315			
7	.417	5.208	95.522			
8	.358	4.478	100.000			

Extraction Method: Principal Component Analysis.

Table. 4.24 presents the factor loadings of the 8 items. All items have factor loading above the minimum significant loading of 0.40 (Pallant, 2011). It means all items are useful to measure the latent construct (intrinsic motivation). Furthermore, the 8 items show the Cronbach Alpha value of 0.778 (Table. 4.25) which is below 0.7 (Hair et. al., 2007) for the items to achieve internal reliability.

Table 4.24: The Item Factor Loading

Items	Factor Loading
Im5	.524
Im7	.792
Im8	.762
Im9	.792
Im10	.691
Im12	.349
Im13	.642
Im2	.475

Table 4.25: The Reliability for Eight Item

Cronbach's Alpha	Number of items
.778	8

4.5.4.2 Extrinsic motivation

Extrinsic motivation was measured with 13 items by Amabile (1993). As shown in Table 4.26, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value was 0.819, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity X2 (3) = 343.015, $p<0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for the factor analysis.

Table 4.26: KMO and Bartlett's Test for Extrinsic Motivation

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.819
Bartlett's Test of Sphericity	Approx. Chi-Square	343.015
	df	21
	Sig.	.000

The result for the principal component analysis (Table 4.27) revealed the presence of only one component with an eigenvalue exceeding 1.0 (3.082), explaining 44.030 %. This result was gained after dropping six out of thirteen items (em5, em8, em9, em10, em11, em12) due to low factor loading (< 0.40) and high cross-loading (> 0.35).

Table 4.27: The Eigenvalues for Extrinsic Motivation

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	3.082	44.030	44.030	3.082	44.030	44.030
2	.961	13.728	57.758			
3	.778	11.112	68.870			
4	.688	9.828	78.699			
5	.608	8.684	87.383			
6	.515	7.351	94.733			
7	.369	5.267	100.000			

Table 4.28 presents the factor loadings of the seven items. All items have factor loadings above the minimum significant loading of 0.40 (Pallant, 2011). In other words, all items are useful for measuring the latent construct (Extrinsic Motivation). Furthermore, the seven items show the Cronbach Alpha value of 0.766 (Table 4.29), which is above 0.7 (Hair et al., 2007) for the items to achieve internal reliability.

Items	Factor Loading
Em1	.751
Em2	.601
Em3	.804
Em4	.602
Em6	.584
Em7	.656
Em13	.614

Extraction Method: Principal Component Analysis.

Table 4.29: The Reliability for Seven Item

Cronbach's Alpha	Number of items
.766	7

4.5.5 Islamic work ethics

The Islamic work ethics in this study was measured based on 17 items developed by Ali (1992). As shown in Table 4.30, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value was 0.843, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity $X2$ (36) = 357.415, $p<0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for the factor analysis.

Table 4.30: KMO and Bartlett's Test for Islamic Work Ethic

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.843
Bartlett's Test of Sphericity	Approx. Chi-Square	357.415
	Df	36
	Sig.	.000

The result for the principal component analysis (Table 4.31) revealed the presence of only one component with an eigenvalue exceeding 1.0 (3.281), explaining 36.454 %. This result was gained after dropping eight out of seventeen items (iwe1, iwe2, iwe3, iwe4, iwe6, iwe10, iwe16, iwe17) due to low factor loading (< 0.40) and high cross-loading (> 0.35).

Table 4.31: The Eigenvalue for Islamic Work Ethic

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	3.281	36.454	36.454	3.281	36.454	36.454
2	.984	10.931	47.385			
3	.912	10.135	57.520			
4	.834	9.262	66.782			
5	.778	8.647	75.429			
6	.663	7.362	82.791			
7	.603	6.701	89.491			
8	517	5.740	95.231			
9	.429	4.569	100.000			

Extraction Method: Principal Component Analysis.

Table 4.32 presents the factor loadings of the nine items. All items have factor loadings above the minimum significant loading of 0.40 (Pallant, 2011), which means all items are useful for measuring the latent construct (Islamic work ethics). Furthermore, the nine items show the Cronbach Alpha value of 0.751 (Table 4.33), which is below 0.7 (Hair et al., 2007) for the items to achieve internal reliability.

Table 4.32: The Item Factor Loading

Items	Factor Loading
Iwe5	.449
Iwe7	.521
Iwe8	.572
Iwe9	.400
Iwe11	.671
Iwe12	.654
Iwe13	.738
Iwe14	.708
Iwe15	.632

Table 4.33: The Reliability for Nine Item

Cronbach's Alpha	Number of items
.751	9

4.5.6 Service quality

Service quality in this study was measured using the SERVQUAL instrument developed by Parasuraman, Zeithaml, and Berry (1988). The instrument consists of five dimensions: tangibility, responsiveness, reliability, assurance, and empathy.

4.5.6.1 Reliability

As shown in Table 4.34, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value was 0.778, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity X2 (6) = 197.795, $p<0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for the factor analysis.

Table 4.34: KMO and Bartlett's Test for Reliability

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.778
Bartlett's Test of Sphericity	Approx. Chi-Square	197.795
	df	6
	Sig.	.000

The result for the principal component analysis (Table 4.35) revealed the presence of only one component with an eigenvalue exceeding 1.0 (2.368), explaining 59.204 %.

Table 4.35: The Eigenvalue for Reliability

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2.368	59.204	59.204	2.368	59.204	59.204
2	.607	15.174	74.378			
3	.527	13.179	87.557			
4	.498	12.443	100.000			

Extraction Method: Principal Component Analysis.

Table 4.36 presents the factor loadings of the four items. All items have factor loadings above the minimum significant loading of 0.40 (Pallant, 2011), which means all items are useful for measuring the latent construct (Reliability). Furthermore, the four items show the Cronbach Alpha value of 0.769 (Table 4.37), which is below 0.7 (Hair et al., 2007) for the items to achieve internal reliability.

Table 4.36: The Item Factor Loading

Items	Factor Loading
Qs1.1	.787
Qs1.2	.763
Qs1.3	.763
Qs1.4	.765

Table 4.37: The Reliability for Four Item

Cronbach's Alpha	Number of items
.769	4

4.5.6.2 Responsiveness

As shown in Table 4.38, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value was 0.668, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity X2 (6) = 112.578, $p<0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for the factor analysis.

Table 4.38: KMO and Bartlett's Test for Responsiveness

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.668
Bartlett's Test of Sphericity	Approx. Chi-Square	112.578
	Df	6
	Sig.	.000

The result for the principal component analysis (Table 4.39) revealed the presence of only one component with an eigenvalue exceeding 1.0 (1.959), explaining 48.972 %.

Table 4.39: The Eigenvalue for Responsiveness

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	1.959	48.972	48.972	1.959	48.972	48.972
2	.895	22.379	71.351			
3	.603	15.085	86.436			
4	.543	13.564	100.000			

Extraction Method: Principal Component Analysis.

Table 4.40 presents the factor loadings of the four items. All items have factor loadings above the minimum significant loading of 0.40 (Pallant, 2011), which means all items are useful for measuring the latent construct (Responsiveness). Furthermore, the four items show the Cronbach Alpha value of 0.769 (Table 4.41), which is below 0.7 (Hair et al., 2007) for the items to achieve internal reliability.

Table 4.40: The Item Factor Loading

Items	Factor Loading
Qs1.5	.724
Qs1.6	.650
Qs1.7	.659
Qs1.8	.760

Table 4.41: The Reliability for Four Item

Cronbach's Alpha	Number of items
.700	4

4.5.6.3 Assurance

As shown in Table 4.42, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value was 0.790, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity X2 (6) = 339.206, $p<0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for the factor analysis.

Table 4.42: KMO and Bartlett's Test for Assurance

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.790
Bartlett's Test of Sphericity	Approx. Chi-Square	339.206
	df	6
	Sig.	.000

The result for the principal component analysis (Table 4.43) revealed the presence of only one component with an eigenvalue exceeding 1.0 (2.733), explaining 68.326 %.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2.733	68.326	68.326	2.733	68.326	68.326
2	.544	13.611	81.936			
3	.427	10.671	92.607			
4	.296	7.393	100.000			

Extraction Method: Principal Component Analysis.

Table 4.44 presents the factor loadings of the four items. All items have factor loadings above the minimum significant loading of 0.40 (Pallant, 2011), which means all items are useful for measuring the latent construct (Assurance). Furthermore, the four items show the Cronbach Alpha value of 0.769 (Table 4.45), which is below 0.7 (Hair et al., 2007) for the items to achieve internal reliability.

Table 4.44: The Item Factor Loading

Items	Factor Loading
Qs1.9	.840
Qs1.10	.859
Qs1.11	.801
Qs1.12	.805

Table 4.45: The Reliability for Four Item

Cronbach's Alpha	Number of items
.845	4

4.5.6.4 Empathy

As shown in Table 4.46, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value was 0.744, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity X2 (10) = 297.456, $p<0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for the factor analysis.

Table 4.46: KMO and Bartlett's Test for Empathy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.744
Bartlett's Test of Sphericity	Approx. Chi-Square	297.456
	df	10
	Sig.	.000

The result for the principal component analysis (Table 4.47) revealed the presence of only one component with an eigenvalue exceeding 1.0 (2.611), explaining 52.224 %.

Table 4.47: The Eigenvalue for Empathy

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2.611	52.224	52.224	2.611	52.224	52.224
2	.948	18.964	71.188			
3	.724	14.475	85.663			
4	.363	7.255	92.918			
5	.354	7.082	100.000			

Extraction Method: Principal Component Analysis.

Table 4.48 presents the factor loadings of the five items. All items have factor loadings above the minimum significant loading of 0.40 (Pallant, 2011), which means all items are useful for measuring the latent construct (Empathy). Furthermore, the five items show the Cronbach Alpha value of 0.720 (Table 4.49), which is below 0.7 (Hair et al., 2007) for the items to achieve internal reliability.

Table 4.48: The Item Factor Loading

Items	Factor Loading
Qs1.13	.304
Qs1.14	.776
Qs1.15	.821
Qs1.16	.835
Qs1.17	.738

Table 4.49: The Reliability for Five Item

Cronbach's Alpha	Number of items
.720	5

4.5.6.5 Tangible

As shown in Table 4.50, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value was 0.682, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity X2 (6) = 172.357, $p<0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for the factor analysis.

Table 4.50: KMO and Bartlett's Test for Tangible

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.682
Bartlett's Test of Sphericity	Approx. Chi-Square	172.357
	df	6
	Sig.	.000

The result for the principal component analysis (Table 4.51) revealed the presence of only one component with an eigenvalue exceeding 1.0 (2.162), explaining 54.0544 %.

Table 4.51: The Eigenvalue for Tangible

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2.162	54.054	54.054	2.162	54.054	54.054
2	.828	20.711	74.765			
3	.631	15.783	90.549			
5	.378	9.451	100.000			

Extraction Method: Principal Component Analysis.

Table 4.52 presents the factor loadings of the four items. All items have factor loadings above the minimum significant loading of 0.40 (Pallant, 2011), which means all items are useful for measuring the latent construct (Tangible). Furthermore, the four items show the Cronbach Alpha value of 0.709 (Table 4.53), which is below 0.7 (Hair et al., 2007) for the items to achieve internal reliability.

Table 4.52: The Item Factor Loading

Items	Factor Loading
Qs1.18	.729
Qs1.19	.807
Qs1.20	.558
Qs1.21	.818

Table 4.53: The Reliability for Fore Item

Cronbach's Alpha	Number of items
.709	4

4.6 Summary of Exploratory Factor Analysis

Table 4.54: Summary of Exploratory Factor Analysis

Variable Dimension	Original Items	Final items
Organizational learning culture	7 items	7 items
Top management support	4 items	4 items
Islamic work ethics	17 items	9 items
Job satisfaction	3 items	2 items
Motivation	26 items	15 items
Service quality	21 items	21 items

4.7 Mean, standard deviation, and correlation between variables

Table 4.55 shows the mean, standard deviation, and correlation of the research variables. The mean score of the variables ranged from 2.290 to 4.382, while the standard deviation score ranged from 0.357 to 0.664. The correlation between the variables ranged from -0.131 to 0.644.

Table 4.55: Descriptive statistics and correlation matrix

Variable	Mean	Standard Deviation	OLC	TMS	IWE	M	JS
OLC	3.496	0.595					
TMS	3.803	0.626	.644**				
IWE	4.382	0.429	.172*	.112			
M	4.136	0.472	.084	.095	.557**		
JS	4.272	0.664	.422**	.388**	.210**	.272**	

Note: OLC = Organizational Learning Culture; TMS = Top Management Support; IWE = Islamic Work Ethic; M = Motivation; JS = Job Satisfaction; * = $p<0.05$; ** = $p<0.01$

4.8 Hypotheses Testing

4.8.1 The result of multiple regression to test Hypothesis 1, 3, and 5

Table 4.56: The Result of Multiple Regression

Dependant Variable	Motivation	
	(t value)	(β)
Organizational Learning Culture	0.735	-0.057
Top Management Support	0.902	0.069
Islamic Work Ethics	9.435	0.559***

Note: β = Standardized Coefficients Beta Value; *** = $p < 0.001$

Table 4.56 explains the effect of independent variables (organizational learning culture, top management support, Islamic work ethics) on motivation. The Table shows that organizational learning culture has a negative (β = -0.057) and insignificant (t value: 0.735; $p > 0.05$) relationship with motivation. Top management support has a positive (β = 0.069) and insignificant (t value: 0.902; $p > 0.05$) relationship with motivation. Islamic work ethics has a positive (β = 0.559) and significant (t value: 9.435; $p < 0.001$) relationship with motivation. Based on the results in Table 4.56, hypotheses 1 and 3 are not supported, while hypothesis 5 is supported.

4.8.2 The result of multiple regression to test Hypothesis 2, 4, and 6

Table 4.57: The Result of Multiple Regression

Dependant Variable	Job Satisfaction	
	(t value)	(β)
Organizational Learning Culture	3.298	0.270**
Top Management Support	2.440	0.198*
Islamic Work Ethics	2.240	0.141*

Note: β = Standardized Coefficients Beta Value; ** = $p < 0.01$; * = $p < 0.05$

Table 4.57 explains the effect of independent variables (organizational learning culture, top management support, Islamic work ethics) on job satisfaction. The Table shows that the effect of all independent variables on job satisfaction is positive and significant. In specific, organizational learning culture has a positive (β = 0.270) and significant (t value: 3.298; $p < 0.01$) relationship with job satisfaction. Top management support has a positive (β = 0.198) and significant (t value: 2.440; $p < 0.05$) relationship with job satisfaction. Islamic work ethics has a positive (β = 0.141) and significant (t value: 2.240; $p < 0.05$) relationship with job satisfaction. Based on the results in Table 4.57, hypotheses 2, 4, and 6 are supported.

4.8.3 The result of multiple regression to test Hypothesis 7 and 8

Table 4.58: The Result of Linear Regression

Dependant Variable	Service Quality	
	(t value)	(β)
Job Satisfaction	0.090	-0.006
Motivation	1.986	0.132*

Note: β = Standardized Coefficients Beta; * = $p < 0.05$

Table 4.58 explains the effect of job satisfaction and motivation on service quality. The Table shows that job satisfaction has a negative (β = -0.006) and insignificant (t value: 0.090; $p > 0.05$) relationship with service quality. On the other hand, the Table shows that motivation has a positive (β = 0.132) and significant (t value: 1.986; $p < 0.05$) relationship with service quality. Based on the results in Table 4.58, hypothesis 7 is supported, but hypothesis 8 is not supported.

4.8.4 Motivation as a mediator in the relationship between organizational learning culture, top management support, and Islamic work ethic on service quality

The previous Table 4.56 shows only Islamic work ethics has a positive (β = 0.559) and significant (t value: 9.435; $p < 0.001$) relationship with motivation (*meet the requirement of Step 1 in Baron and Kenny, 1986*). The previous analysis (see Table 4.58) also found that the relationship between motivation and service quality is positive (β = 0.132) and insignificant (t value: 1.986; $p < 0.05$) (*meet the requirement of Step 3*

in Baron and Kenny, 1986). Further analysis has been conducted to examine the relationship between Islamic work ethics and service quality (*requirement of Step 2 in Baron and Kenny, 1986*). The result shows that the relationship between Islamic work ethics and service quality is positive (β = 0.048) and insignificant (t value: 0.690; $p > 0.05$), which does not meet the requirement of Step 2 in Baron and Kenny (1986). Based on the discussion, there is no possibility for motivation to mediate the relationships. Thus, Hypotheses 9, 10, and 11 are rejected.

4.8.5 Job satisfaction as a mediator in the relationship between organizational learning culture, top management support, and Islamic work ethic on service quality

The previous Table 4.57 shows that the relationship between the independent variables (organizational learning culture, top management support, Islamic work ethics) on job satisfaction is positive and significant *(meeting the requirement of Step 1 in Baron and Kenny, 1986)*. However, the previous analysis (see Table 4.58) found that the relationship between job satisfaction and service quality is negative (β = -0.006) and insignificant (t value: 0.090; p > 0.05) *(does not meet the requirement of Step 3 in Baron and Kenny, 1986)*. Therefore, there is no possibility for job satisfaction to mediate the relationships. Thus, Hypotheses 12, 13, and 14 are rejected.

4.9 Summary of Findings from Data Analysis Results

Table 4.59: Summary of the findings from data analysis Result

No.	Hypotheses	Analysis results
H1	There is a positive and significant relationship between organizational learning culture and motivation.	Rejected (Negative and not significant)
H2	There is a positive and significant relationship between organizational learning culture and job satisfaction.	Supported (Positive and significant)
H3	There is a positive and significant relationship between top management support and motivation.	Rejected (Positive but not significant)
H4	There is a positive and significant relationship between top management support and job satisfaction	Supported (Positive and significant)
H5	There is a positive and significant relationship between Islamic work ethics and motivation	Supported (Positive and significant)
H6	There is a positive and significant relationship between Islamic work ethics and job satisfaction	Supported (Positive and significant)
H7	There is a positive and significant relationship between motivation and service quality.	Supported (Positive and significant)
H8	There is a positive and significant relationship between job satisfaction and service quality	Rejected (Negative and not significant)
H9	Motivation will mediate the relationship between organizational learning culture and service quality	Rejected
H10	Motivation will mediate the relationship between top management support and service quality	Rejected
H11	Motivation will mediate the relationship between Islamic work ethic and service quality	Rejected
H12	Job satisfaction will mediate the relationship between organizational learning culture and service quality	Rejected
H13	Job satisfaction will mediate the relationship between top management support and service quality	Rejected
H14	Job satisfaction will mediate the relationship between Islamic work ethics and service quality	Rejected

4.10 The final Research Framework

Based on the summary of the findings from the data analysis result (see Table 4.59), Figure 4.5 below is the final research framework for this study.

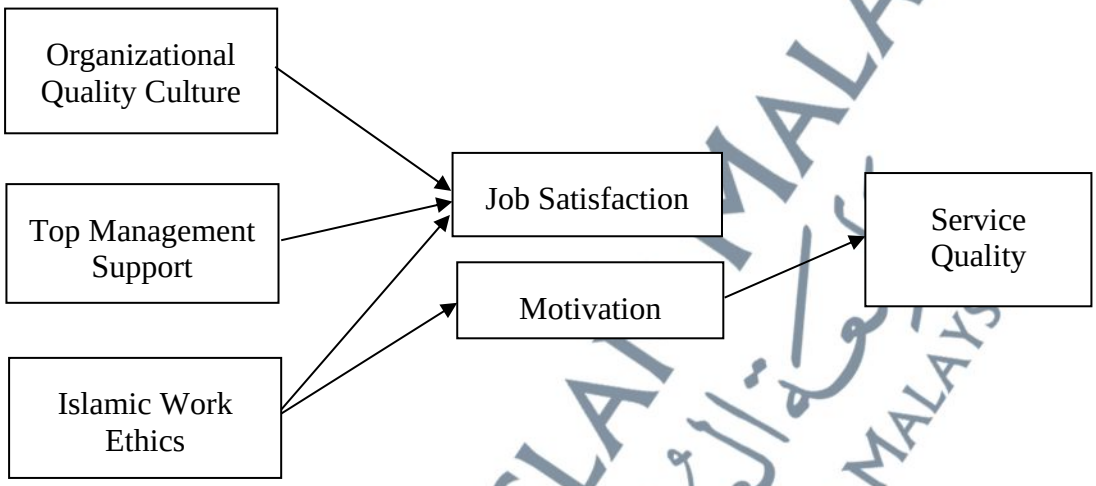

Figure 4.5: The Final Research Framework

4.11 Chapter Summary

In Chapter 4, the results of the data analysis are discussed in detail. The analysis results show that only five hypotheses are supported by the data of this study. Specifically, there is a significant effect of organizational learning culture, top management support, and Islamic work ethics on job satisfaction. The Islamic work ethics also shows a significant effect on motivation. In addition, this study confirmed the effect of motivation on service quality. Next, Chapter 5 will provide explanations for these findings.