

CHAPTER 5

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.0 Introduction

The chapter begin with the summary of the findings of this study. Then, the chapter provides recommendation for future study. The chapter ended with the conclusion of this study.

5.1 Discussion of Findings

This study predicted that Islamic leadership, servant leadership and participative leadership style will have a positive and significant effect on job performance. The results from data analysis shows that all leadership style have insignificant effect on job performance. The findings are contradicted with previous findings (Harwiki, 2015; Kusumo, 2019; Zaim et al., 2022; Hamzah et al., 2021). A possible reason is due to the previous studies have verify the relationship of non-Islamic institution under government such as service firm (Zaim et al., 2022), banking sector (Hamzah, Basri & Zulhelmy, 2021), small and medium enterprise (Harwiki, 2015) and multinational organization (Kusumo, 2019). It could be there are other organizational factors have influence on employees' job performance at the Islamic religion agencies under government such as Majlis Agama Islam Kedah.

5.2 Limitation and Suggestion for Future Study

This study only includes three types of leadership style (Islamic leadership, servant leadership, participative leadership) as the determinants for job performance. Future study may

select different leadership style such as transformational leadership and transactional leadership as the factors that may influence job performance.

The context of this study is Majlis Agama Islam Kedah (MAIK), who have only 62 employees. Future study may re-examine again the research framework of this study in different context such as banking, retail, and automotive sector. It is due to different organization has different management and managerial level.

This study applies a quantitative study. Future study may apply a mixed-method approach. Conducting a quantitative and qualitative research may provide adequate understanding about what factors influence job performance, but also how those factors influence job performance.

5.3 Conclusion

This study was conducted to examine the influence of Islamic leadership, servant leadership and participative leadership on job performance among employees at Majlis Agama Islam Kedah (MAIK). This study is a quantitative study. Questionnaires that adopted from previous research was used as a tool to measure variables of this study such as Islamic leadership, servant leadership, participative leadership, and job performance. The data was obtained from 52 employees. The analysis was conducted using SPSS version 23. The analysis results show that Islamic leadership, servant leadership and participative leadership style show no influence on employees' job performance at Majlis Agama Islam Kedah (MAIK).