

INTEGRITY AND PERFORMANCE OF MOSQUE ADMINISTRATOR IN MALAYSIA

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Abstract: *The mosque is very significant in shaping and developing the success of ummah. Generally, the issue of integrity is said to be directly linked with performance. This study aims to examine the relationship between integrity and performance of mosque administrator in Kelantan. This research was conducted using quantitative method using the questionnaire. The data collected then be analysed using SPSS. Results show that integrity has a direct effect on the performance of the mosque administrator where it shapes on how the mosque is being governed. This study provides implications to the Kelantan State especially to Majlis Agama dan Istiadat Melayu Kelantan (MAIK) to cater the issue of integrity and link with the mosque administrator's performance. The novelty of the research and the original study on integrity in mosque administration contributes the originality of this work.*

Keywords: *Integrity, Mosque, Performance, Malaysia*

Introduction

The term integrity is defined as knowledge, awareness, and firm adherence to pure values consistently and commitment to fulfilling the values to achieve personal and organisational excellence (Mat Saad & Awang, 2017). The main qualities of integrity in an individual are trust, honesty, responsibility, and tolerance (Samah & Don, 2020). Aspects of integrity are divided into two parts, namely individual and organisational integrity, both of which are crucial in leadership and governance within an organization. This is because issues of abuse of power, corruption, and irresponsibility also occur in Islamic leadership.

Mayer, Davis, and Schoorman (1995) stated that integrity, talents, and compassion are the most important characteristics in developing trust with people and enhancing management performance. Administrators Performance is critical to the mosque organisation's survival and continuation. There are numerous meanings for the performance concept. Performance can be interpreted as the result of a person's or group's work that can be achieved based on the authority and responsibility, they have so that organisational goals that fit the law, morals, and norms can be achieved through various ways of working (Is'adi et al., 2022). According to the definitions of performance provided above, performance has a broad and diversified meaning or concept. As a result, it is possible to conclude that performance is a measurable action or task execution in the form of physical and spiritual activities, for example, activities pursued by groups or individuals or activities with goals or targets to be reached by an organisation or institution.

A mosque, as a non-profit organisation, with its budget sources coming from handling public finances and managing incoming and outgoing organisational budgets, notably contributions from companies, the government, or the community, becomes a fascinating organisation or institution to study. Financial management resulting from government, corporate, and community donations must be appropriately accounted for. This is where the researcher attempted to identify the numerous variables that could influence an organisation's trust and performance. As a result, we may determine which variables should be developed in order to increase the performance of the mosque organisation. Because the higher the level of trust, the better the organisational performance, and the greater the number of people praying at the mosque, eventually the donation received will be greater as well. Increase the congregation's belief in the takmir to increase the performance of the mosque's organisation by improving the takmir's ability, kindness, and integrity. The congregation's trust in the takmir will affect its intensity in engaging in mosque-organised activities, which will have a direct impact on the mosque's organisation's performance. The greater the trust, the higher the level of organisational performance. The fundamental factor in improving organisational effectiveness is trust. Trust has a direct or indirect impact on organisational success (Is'adi et al., 2022). Throughout Islamic history, the mosque has played an important role.

According to Al- Bakri (2015), mosques have been an institution for governance, education, communication, baiah ceremony events, judgement and court, jihad training and treatment facilities during war, social interaction, one-stop centre for travellers, shelter for the needy, such as the poor and faqir, and a place where people worship to obtain the mardhatillah throughout the history of Islam. This varied position cannot function without efficient and effective management. From the time of Prophet Muhammad to the present, mosque administration has evolved. The mosque has seen a management hierarchy, such as in the Umayyad Period, when the mosque was controlled by a representative of the caliph, such as the governor (Hamzah, Basiron & Muntari, 2013).

Mohktar and Ahmad (2020) discovered that research on mosques in Malaysia and management systems is poorly debated and researched, particularly the management system proposed by the Malaysian government. There were numerous types of management systems covered in the selected paper, and the researchers' perspectives differed. Although all experts agree that the mosque must have a management system, some researchers believe that management that is not based on Islamic philosophy should be implemented. As a result, more research on the mosque in Malaysia and the management system is required to verify that the management system is appropriate for the most essential institutions for Muslims and Islam.

Currently not many research highlights the relationship between integrity and performance of mosque administrator. Most of the research look at mosque from the aspect of social sustainability (Jaafar et al., 2020; Azmi & Kandar, 2019). While Mokhtar and Ahmad (2020) look from the aspect of mosque management and they document that researchers' perspectives on mosques and their management systems vary. In addition to Mokhtar and Ahmad (2020), Ikhmal et al., (2020) also look from the aspect of management. Ikhmal et al. (2020) highlight the management of mosques especially during the pandemic of Covid 19 where they highlight the application of new technology in helping the community. Therefore, with the gap highlighted, the aim of the research is to examine the relationship between integrity and performance of mosque administrator in Kelantan. This study provides significance for Kelantan State, particularly Majlis Agama dan Istiadat Melayu Kelantan (MAIK), in terms of addressing the issue of integrity and its relationship to the performance of mosque administrators.

This study proceeds with literature review by highlighting the element of integrity in Islam, the need of integrity in mosque governance and integrity and performance of mosque administrator. Then follow by research methodology, results and discussion and sum up with conclusion.

Literature Review

Integrity in Islam

According to Abu Bakar et al. (2022), the concept of integrity in Islam is based on the Qur'an and hadith, which can form ethics and good governance, and it is closely related to accountability. Shuhari et al. (2018) found that integrity from an Islamic perspective is associated with the qualities of trust, honesty, faith, strong belief, powerful character and noble manners. Other study stated that the value of integrity is related to three elements namely purity, trust, and wisdom in thinking and acting (Mat Saad & Awang, 2017).

In Islam, integrity involves two aspects, namely trust in God and trust in people and if both are well fulfilled, the organisation can be managed with the quality of integrity (Abu Bakar et al., 2022). It can be concluded that a good Muslim upholds the value of integrity in all aspects of life, not only in the sight of Allah but also in the eyes of the community. It will encourage a person to be accountable for their actions and avoid any kind of prohibited activity, such as bribery and fraud, in creating a community with high integrity values.

The need of integrity in governance

Integrity is one of the foundations of good governance to ensure public resources and problems are managed effectively and in response to the critical needs of society (Syed Ibrahim et al., 2021). As a religious entity, the accountability of managing the public funds of a mosque is deemed significant to reflect the integrity of the management of an Islamic institution (Mohamed et al., 2015). In many cases, the embezzlement of funds from religious organisations

is more common due to a lack of accountability and commitment towards safeguarding public funds (Sulaiman, Siraj & Ibrahim, 2008). Thus, by practicing integrity, honesty, and transparency in managing public funds and resources, mosques could build trust in society, which would enhance donors' confidence to contribute more funds to the mosque.

The value of integrity needs to be applied in governance so that organisational management can be implemented well (Abu Bakar et al., 2022). This is supported by Is'adi et al. (2022) that the level of good trust can be continuously increased by improving the quality of good mosque governance to ensure that it functions properly and the trust of the congregation is achieved. Thus, it affects the performance of the mosque's organisation when the elements of governance, internal control, and services are properly implemented in the mosque (Is'adi et al., 2022). Subsequently, this will prevent opportunities for fraud and the embezzlement of public funds. The mosque's accountability is getting higher for NPOs as they need to serve the community and maintain public trust (Kholmi, 2022). Proper financial management practices used in mosques help managers to ensure their accountability, especially to manage the mosque funds properly (Islamiyah, 2019) and the recording and reporting of financial transactions (Karamoy, 2012). Therefore, to ensure that it can grow in accordance with the principles set forth by Islamic law, it is necessary to cultivate an attitude of integrity in the hearts of all people who have a direct relationship with the mosque's management (Paizin et al., 2021). However, the challenge nowadays is to ensure that mosques have efficient and proper financial management practices (Mohamed et al. 2014). A study conducted by Abu Bakar et al. (2022) found that there are still weaknesses in the practice of the financial management of mosques throughout Malaysia in the aspect of the budget control system and an incomplete report on the collection and expenditure of charity funds. Hence, a proper and accurate recording of financial transactions is required to enhance the accountability of the chairman and treasurer and improve the productivity and effectiveness of the mosque (Adil et al., 2013). Therefore, integrity and accountability need to be embedded in the culture of mosques to ensure good governance practices and the sustainability of the religious organisation.

Integrity and performance of mosque administrator

A mosque serves as a sacred place where individuals of the Islamic faith gather to engage in religious practices that exemplify their devotion and surrender to Allah SWT. During the historical period of Prophet Muhammad (peace be upon him), the mosque served as the focal point for advancement and development within the Muslim community. The location serves as a place for religious devotion, advisory services, interpersonal exchange, knowledge dissemination, community support, military instruction, and several other functions. According to Umar et al. (2022), Prophet Muhammad was associated with the establishment of the mosque as a multifunctional institution including social-political, social, economic, and even military aspects.

The mosque plays a crucial role in the lives of Muslims, serving to reinforce and enhance their Islamic identity. This suggests that the establishment of mosques is essential for the spiritual and communal development of Muslim individuals. In accordance with the findings of Umar et al. (2022), the Mosque Administration Board assumes the role of a trustworthy body that bears the responsibility of overseeing and coordinating many facets pertaining to the mosque, including its physical infrastructure, upkeep, and growth. The Mosque Administration Board plays a vital role in facilitating non-formal education throughout the Muslim community. It is imperative that the board members possess the necessary skills and qualifications, as well as garner acceptance from the community.

A mosque that possesses a well-organised and effective management and administrative framework is capable of cultivating and advancing Islamic symbols. Furthermore, it is imperative to establish effective management practises inside the mosque, ensuring its proper functioning in accordance with the teachings and recommendations of the Prophet. Therefore, it is imperative to ensure the efficient and sincere administration of the mosque, as it is rooted in the fundamental principles of governance integrity, as highlighted by Abu Bakar et al. (2022). Integrity, as described by Mat Saad and Awang (2017), is the possession of knowledge, awareness, and an unwavering dedication to upholding pure principles. This commitment is continually maintained and aimed at attaining both personal and organisational excellence. The primary attributes that characterise integrity in persons are closely associated with the concepts of trust, honesty, accountability, and tolerance (Samah & Don, 2020).

Integrity has two distinct components, namely individual integrity and organisational integrity. Both of these qualities necessitate emphasis in the leadership and administration of an organisation. The presence of misuse of authority, corruption, and irresponsibility is also evident among the Islamic leadership. Therefore, it is imperative that management and leadership practices are congruent with the principles of Islamic teachings, which prioritise the incorporation of integrity in all actions. The notion of upholding integrity within the realm of administration aligns with the concept of maqasid syariah, as discussed by Abu Bakar et al. (2022). The concept of integrity is frequently linked to the domain of governance. The necessity for effective governance extends beyond the management of the public and commercial sectors, encompassing religious organisations of significance, such as mosques.

Integrity, as a concept, is a collection of exemplary attributes exhibited by individuals, rooted on the fundamental idea of upholding honesty and adhering to elevated moral standards. According to the definition provided by Samah and Don (2020), integrity encompasses the qualities of honesty, sincerity, perfection, and wholeness. Integrity, as defined by Abu Bakar et al. (2022), pertains to a state or entity that embodies qualities of solidity, perfection, truthfulness, and adherence to a well-cultivated system of actions that align with established norms of righteousness and excellence.

Furthermore, integrity and accountability are intimately interconnected, with the latter being occasionally referred to as "attitude of accountability." Accountability refers to the state of being held responsible for all acts, choices, products, or outcomes resulting from a work process or deed. In the context of organisational governance, employees are allocated specific tasks depending on the extent of their job, rather than being assigned obligations in a general sense. The individuals involved in the project will prioritise trust, openness, and honesty in order to ensure a high level of responsibility throughout the completion of their task (Mohd Yassin, 2022). The significance of maintaining integrity in the management of a mosque is crucial for the realisation of its objectives as a hub for societal progress, as emphasised by the teachings of Prophet Muhammad.

Methodology

This research was carried out as a quantitative study, using primary data. The major data gathering tool in this study was a structured self-administered questionnaire survey. The questionnaire was divided into three parts: Part A, B, and C. Part A inquired about the mosque administrator's demographic characteristics such as age, marital status, education level, function in mosque, and duration of services in mosque. Part B referring to dependent variable which is the information on integrity. Section C is the information on the performance of mosque.

administrator. The study using five Likert-scales to be completed by respondents. A score of "1" indicates that they strongly disagree with the statement, while a score of "5" indicates that they strongly agree with it.

This study distributed a self-administered questionnaire to all the mosque administrator that comprise of 'imam tua', secretary and bursary. The Statistical Package for Social Sciences (SPSS) software was used to analyze the data. The data analysis approach was used to evaluate all of the completed surveys. The data were processed in two phases in the SPSS program. The data were deduced in the first stage and compared to the average of the replies. The correlation between the dependent and independent variables was then calculated using SPSS. All the responded questionnaire will be assess using the data analysis method. The data will be processed into two steps. Firstly, the data will be deducted compared averages of the responses. Secondly, it will portion the correlation between dependent and independent variables conducted in the SPSS.

Results and Discussion

To assess the consistency and stability of a measurement or the reliability of a results and to ensure that measurements, devices, or processes consistently produce accurate and dependable results over time, the study then perform the reliability based on data from a total of $N = 157$ participants. Of these, $N = 152$ participants, which accounts for approximately 96.8% of the total, were considered 'valid' and included in our analysis. These valid participants met the criteria or conditions necessary for our study. On the other hand, $N = 5$ participants, representing approximately 3.2% of the total, were 'excluded' from our analysis. These excluded participants did not meet the criteria or conditions required for inclusion in our study and were therefore not considered in our final analysis (refer to table 1). The reasons for exclusion could include data anomalies, non-compliance with the study protocol, or any other factors that made their data unreliable or unsuitable for the analysis.

Table 1: Case Processing Summary

		N	%
Cases	Valid	152	96.8
	Excluded ^a	5	3.2
	Total	157	100.0

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

Table 2 shows the result of the reliability test. For reliability statistics, Cronbach's alpha is a measure of internal consistency reliability that assesses how closely related a set of items or questions on a questionnaire are to each other. In our study, we calculated Cronbach's alpha to evaluate the reliability of an 8-item questionnaire or scale. The value of Cronbach's alpha in our analysis is 0.926. This indicates a high level of internal consistency among the items in our questionnaire. In other words, the items in the questionnaire are highly correlated with each other, suggesting that they are measuring a similar construct or concept consistently.

A Cronbach's alpha value of 0.926 is considered quite strong and suggests that the questionnaire is reliable in measuring the underlying attribute we are interested in. In practical terms, this means that the 8 items in our questionnaire are likely to provide consistent and dependable results when used to assess the construct or concept we are studying. Researchers and practitioners can have confidence in the reliability of the questionnaire for measuring the variable of interest. Moreover, a Cronbach's alpha value of 0.926 is generally considered to be

quite good, indicating strong internal consistency among the items. It suggests that the questionnaire is a reliable tool for measuring the construct it was designed for. Diagram 2 show the result of the reliability statistics test:

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.926	8

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.926	.927	8

Table 2 also shows that Cronbach's alpha based on standardized items is 0.927. This indicates a high degree of internal consistency among the standardized items in our questionnaire. In our analysis, the value of 0.927 is quite strong, and it implies that the items in our questionnaire are dependable for measuring the construct or concept they were designed to capture.

For an inter-item correlation matrix that displays the correlations between all pairs of items in a set of items or variables that the study used, table 3 shows that the value nearly to 1, indicates a strong positive correlation between the two items it pertains to. When one of these items increases, the other tends to increase as well, and when one decreases, the other follows suit. This suggests that these two items are closely related and likely measure similar aspects of the underlying construct we are studying. In contrast, the value of 0.500 and below represents a moderate positive correlation between a different pair of items. While there is a positive relationship between these items, it is not as strong as the 0.765, 0.757, 0.740, 0.713, or 0.705 correlation. When one item changes, the other item also changes, but the relationship is somewhat weaker.

Table 3: Inter-Item Correlation Matrix

	B1	B2	B3	B4	B5	B6	B7	B8
B1	1.000	.757	.537	.689	.658	.684	.519	.598
B2	.757	1.000	.557	.740	.681	.705	.566	.549
B3	.537	.557	1.000	.575	.519	.562	.609	.451
B4	.689	.740	.575	1.000	.713	.690	.565	.616
B5	.658	.681	.519	.713	1.000	.765	.594	.683
B6	.684	.705	.562	.690	.765	1.000	.597	.617
B7	.519	.566	.609	.565	.594	.597	1.000	.430
B8	.598	.549	.451	.616	.683	.617	.430	1.000

In order to evaluate the relationship between individual items (questions) on a test or questionnaire and the overall total score derived from all the items, the study used item-total statistical analysis as per table 4. This analysis helps the study assess how well each item contributes to the measurement of the underlying construct or trait the test is designed to assess. High positive correlation (close to 1) for most of the items except for B7 and B8 indicate that items with high correlations are considered good contributors to the overall construct. They effectively measure the same trait or concept assessed by the total score. Meanwhile for B7 and B8 have a moderate positive correlation contribute to the overall score but may not be as

strongly related to the construct as items with high correlations. These items are still valuable but may be measuring somewhat different aspects. For Squared Multiple Correlation (SMC), only B5 has a high SMC value, close to 1, indicates a strong relationship between the item and the total score. The item effectively measures the same construct assessed by the total score and contributes significantly to it.

Table 4: Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B1	32.29	10.366	.776	.650	.914
B2	32.21	10.472	.799	.693	.912
B3	32.26	10.659	.657	.475	.923
B4	32.18	10.350	.806	.668	.911
B5	32.17	10.487	.811	.704	.911
B6	32.16	10.505	.812	.683	.911
B7	32.30	10.554	.669	.501	.923
B8	32.14	10.597	.678	.527	.922

Descriptive Analysis

Table 5 and 6 provide information on descriptive analysis. The descriptive statistical analysis for the study indicates that out of 157 samples, 5 are missing from the study dataset. In term of age, the median show that the age between 40 and above dominates the samples of the dataset obtained. The analysis is in line with a study by Ashaari and Mokhtar (2018) who mentioned that people who managed the mosque are people who between the age of 50 and above. The majority of individuals in our sample are married, making up 94.7% of the total sample compared to smaller proportion, 5.3%, are classified as "bachelor,". These statistics provide insights into the marital status distribution within our sample and can be useful for demographic or sociological analyses or to understand the characteristics of the individuals in our study. In term of education, most of the respondents have only SPM (38.2%) and likewise those who have a degree at 30.3%. The rest have a diploma (10.5%), STAM (6.6%), master degree (3.3%) and others at 11.2%. The education level of the respondents is considering good and contradict with Ashaari and Mokhtar (2018) who indicated in their study that most of the mosque committee were uneducated thus contributed to weaknesses in mosque administration. However, recent research indicates that the majority of studies on the perception of mosque management toward mosque funds by Abd Rahman, and Mat Radzuan (2021), and Ibrahim et al. (2021), described that educational status of the mosque administration nowadays are getting significantly better compared to previous years. Additionally, an analysis of respondents' positions within the mosque showed that the majority of respondents work as treasury, secretary, and Imam, and most of them have cumulative service histories of between 1 and 5 years (38.2%) and more than 5 years (40%) at the mosque.

Table 5: Statistics

	Age	Marital Status	Education level	Role in Mosque	Age of service
N	Valid	152	152	152	152
	Missing	5	5	5	5
Mean	3.40	1.05	2.88	2.95	2.41
Median	4.00	1.00	3.00	3.00	2.00

Table 6: Descriptive Analysis

Items	Demographic Profile	Frequency (N)= 152)	Percentages (%)
Age	20-29 years	7	4.6
	30-39 years	22	14.5
	40-49 years	26	17.1
	50 years and above	97	63.8
	Total	152	100
Marital Status	Married	144	94.7
	Not Married	8	5.3
	Total	152	100.0
Education Level	Sijil Pelajaran Malaysia (SPM)	58	38.2
	Sijil Tinggi Agama Malaysia (STAM)	10	6.6
	Diploma	16	10.5
	Degree	46	30.3
	Master	5	3.3
	Others	17	11.2
	Total	152	100.0
Role in the mosque	Imam Tua	31	20.4
	Imam Muda	21	13.8
	Bendahari	41	27.0
	Setiausaha	42	27.6
	Others	17	11.2
	Total	152	100.0
Year of service	Less than 1 year	32	21.1
	1-5 year	58	38.2
	6-10 year	30	19.7
	More than 10 years	32	21.1
	Total	152	100.0

Correlation

The table provides the correlation coefficients for each pair of variables, along with their corresponding significance levels. The significance levels indicate whether the observed correlations are statistically significant or due to chance. All the correlation coefficients between the variables are either strong or moderate, indicating a relatively strong positive relationship between the respective pairs of items. The correlation coefficient between B1 and B2 is 0.757**, B4 and B5 is 0.713**, B1 and B2 is 0.757**, B1 and B4 is 0.689**. This indicates a strong positive relationship between these two variables. The significance level of ** suggests that this correlation is statistically significant at the 0.01 level (2-tailed), meaning that the observed correlation is unlikely to be due to chance. The rest of the correlation coefficient has moderate positive relationship between 0.5 to 0.0. For example, the correlation coefficient between B1 and B3 is 0.537**, indicating a moderate positive relationship between these two variables. Similarly, the correlation coefficient between C2 and C3 is 0.353**, also indicating a moderate positive relationship. These moderate positive relationships suggest that as one variable increases, the other variable tends to increase as well, but the relationship is not as strong as a correlation coefficient of 1. It is important to consider these relationships within the specific context and interpret them accordingly for academic purposes or research analysis.

Table 7: Correlation

Correlations

		B1	B2	B3	B4	B5	B6	B7	B8	B9	C1	C2	C3	C4	C5	C6
B1	Pearson Correlation	1	.757**	.537*	.689*	.658*	.684*	.519*	.598*	.389*	.427*	.460*	.467*	.388*	.363*	.303*
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
B2	Pearson Correlation	.757**	1	.557*	.740*	.681*	.705*	.566*	.549*	.359*	.400*	.323*	.353*	.377*	.303*	.189*
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.020
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
B3	Pearson Correlation	.537**	.557**	1	.575*	.519*	.562*	.609*	.451*	.405*	.296*	.354*	.361*	.469*	.273*	.231*
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.004
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
B4	Pearson Correlation	.689**	.740**	.575*	1	.713*	.690*	.565*	.616*	.408*	.432*	.433*	.449*	.466*	.363*	.281*
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
B5	Pearson Correlation	.658**	.681**	.519*	.713*	1	.765*	.594*	.683*	.446*	.478*	.443*	.422*	.449*	.409*	.322*
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
B6	Pearson Correlation	.684**	.705**	.562*	.690*	.765*	1	.597*	.617*	.373*	.407*	.453*	.473*	.495*	.440*	.351*
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
B7	Pearson Correlation	.519**	.566**	.609*	.565*	.594*	.597*	1	.430*	.468*	.324*	.406*	.344*	.411*	.362*	.274*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.001
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
B8	Pearson Correlation	.598**	.549**	.451*	.616*	.683*	.617*	.430*	1	.604*	.465*	.421*	.406*	.433*	.333*	.302*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
B9	Pearson Correlation	.389**	.359**	.405*	.408*	.446*	.373*	.468*	.604*	1	.330*	.319*	.333*	.315*	.262*	.209*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.001	.010
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
C1	Pearson Correlation	.427**	.400**	.296*	.432*	.478*	.407*	.324*	.465*	.330*	1	.744*	.767*	.536*	.680*	.632*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152

C2	Pearson Correlation	.460**	.323**	.354*	.433*	.443*	.453*	.406*	.421*	.319*	.744*	1	.820*	.688*	.776*	.770*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
C3	Pearson Correlation	.467**	.353**	.361*	.449*	.422*	.473*	.344*	.406*	.333*	.767*	.820*	1	.664*	.787*	.739*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
C4	Pearson Correlation	.388**	.377**	.469*	.466*	.449*	.495*	.411*	.433*	.315*	.536*	.688*	.664*	1	.630*	.626*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
C5	Pearson Correlation	.363**	.303**	.273*	.363*	.409*	.440*	.362*	.333*	.262*	.680*	.776*	.787*	.630*	1	.897*
	Sig. (2-tailed)	.000	.000	.001	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000		.000
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
C6	Pearson Correlation	.303**	.189*	.231*	.281*	.322*	.351*	.274*	.302*	.209*	.632*	.770*	.739*	.626*	.897*	1
	Sig. (2-tailed)	.000	.020	.004	.000	.000	.000	.001	.000	.010	.000	.000	.000	.000	.000	
	N	152	152	152	152	152	152	152	152	152	152	152	152	152	152	152

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

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

Regression

The R-value of 0.535 from Table 8 suggests a moderate positive linear relationship, which indicates that the predictor variables are associated with the outcome variable, but there is still some unexplained variance. The R-squared (0.286) indicates that the predictor variables collectively explain 28.6% of the variance in the outcome variable. This means that there are other factors or variables not included in the model that contribute to the remaining 71.4% of the variance. The Adjusted R-squared (0.281) on the other hand is very close to the R-squared, suggesting that the inclusion of predictor variables in your model did not significantly affect the adjusted measure, indicating that the model may not have benefited substantially from the additional predictors.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.535 ^a	.286	.281	.48931

a. Predictors: (Constant), inter

In broad, the results of ANOVA analysis as highlighted in table 9 suggest that there are statistically significant differences among the groups or conditions being studied. The very low p-value (Sig) and the high F-statistic (F) provide strong evidence for rejecting the null hypothesis and accepting the alternative hypothesis that there are meaningful differences between the groups or conditions. Specifically, a significance level of .000 means that the study can reject the null hypothesis with very high confidence. The null hypothesis typically posits that there are no differences among the groups or conditions being compared. In this case, the

study has strong evidence to conclude that there are significant differences among the groups. The F-statistic of 60.051 further supports the notion of significant differences. The higher the F-statistic, the stronger the evidence against the null hypothesis.

Table 9: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.377	1	14.377	60.051	.000 ^b
	Residual	35.913	150	.239		
	Total	50.291	151			

a. Dependent Variable: perf

b. Predictors: (Constant), inter

For coefficients that the study used in determining their statistical significance, a significant value of 0.00 (or 0.000) indicates that the coefficient for the "inter" variable is highly statistically significant. In addition, a significant value of 0.00 also means that there is virtually no chance that the observed relationship between the independent variable "inter" and the dependent variable is due to random chance alone. It suggests a very strong, highly significant relationship between this independent variable and the dependent variable. These results indicate that both the constant term and the "inter" variable are important and relevant in explaining the variability in the dependent variable in the study regression model.

Table 10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.268	.396		3.201	.002
	inter	.666	.086	.535	7.749	.000

a. Dependent Variable: perf

Conclusion

The research findings from mosques in Kelantan indicate a positive correlation between the integrity and performance of mosque administrators. Exercising integrity in managing a mosque yields extensive positive outcomes for both the community and the mosque itself. Honesty and transparency in the use of mosque funds and administrative affairs give confidence to the congregation that the mosque's finances are managed responsibly and fairly. This not only strengthened the relationship between the mosque management and the congregation, but also gained greater support from the local community. The management of the mosque with integrity also produces a stable and harmonious environment where moral values are nurtured and religious practices are emphasized. Thus, the practice of integrity in mosque management not only strengthens trust and obedience in the community, but also ensures that religious and social goals are achieved effectively and sustainably.

Future research could investigate additional perspectives, such as conducting a comparative analysis to examine how the relationship between integrity and performance of mosque administrators differs across various geographical locations or cultural contexts. In addition, a longitudinal study can be conducted to examine the lasting effects of integrity in mosque management on community development, social cohesion, and religious adherence. Additionally, perform qualitative analysis through in-depth interviews or focus groups to

investigate the views and experiences of mosque administrators and congregation members on integrity in mosque management. Each of these paths could offer valuable insights into the various effects of integrity in mosque management, enhancing the comprehension of its wider implications for communities and religious institutions.

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