

Work Motivation among Muslim Healthcare Employees in Pattani Province, Thailand

Emeela Wae-esor^{#1}, Azizi Bin Abu Bakar^{*2}, Hoe Chee Hee^{#3}

[#]*School of Business Management, Universiti Utara Malaysia
Sintok, 06010, Universiti Utara Malaysia, Kedah, Malaysia*

¹ememint@gmail.com

³chhoe@uum.edu.my

^{*}*Islamic Business School*

Sintok, 06010, Universiti Utara Malaysia, Kedah, Malaysia

²abazizi@uum.edu.my

Abstract— Pattani is a province with a multi-ethnic population which the majority is Muslim. As such, employers in this region need a good understanding of how employees behave and work in such an environment of employees' dissimilarity in order to ensure the fulfilment of employees' work motivation. This study aims to determine alternative factors which impact work motivation to support and develop a conceptual framework of work motivation among Muslim healthcare employees in Pattani Province. The conceptual model for this study posits that work motivation is dependent on the two independent variables, namely; a) Islamic Workplace Accommodation; b) Rewards and Compensation. 242 of the respondents participated in this study. The correlation analysis results showed that the positive value of Pearson correlation indicates the strength of relationship between Islamic Workplace Accommodation ($r = 0.228$) is weaker than Rewards and Compensation ($r = 0.396$) towards Work Motivation.

Keywords— *Work Motivation, Islamic Workplace Accommodation, Rewards and Compensation, Healthcare, Muslim, Thailand*

1. Introduction

An effective system of managing employee work motivation in any organization helps to sustain the output efficiency, this is relate to healthcare sector while improving healthcare employee will lead and carry the quality of care.

The definition of work motivation has been defined by various scholars; the perception of work motivation has been defined as the force that drives employee to perform a particular action to achieve personal and his organization goals [1].

While recent scholars defined work motivation as the concept of employee enhancing and maintaining effort

towards some expected goal [2]. Ref. [3] refers that work motivation is the power that drives employees to deal with some actions to accomplish some goals.

The lack of motivated employee tends to reduce their job satisfaction which allows the number of employee turnover increasing. In this relation, the shortage of healthcare human resources has been concerned in many countries around the world [4]. This is similar to Thailand, it has been reported that the numbers of healthcare employee's turnover in Thailand southernmost provinces (Pattani, Yala and Narathiwat) is increasing in recent years [5].

In particular, the study found the number of resigning among Muslim Public Health employees in Pattani Province is increasing since 2010 [6].

2. Literature Review

Religion determines respectively the impacts to the organization matters including the management and employees' decisions [7].

Ref. [8] refers religious accommodation laws as, "it require an employer to reasonably accommodate an employee's religious beliefs or practices, unless doing so would cause more than a minimal burden on the operations of the employer's business. This means an employer may be required to make reasonable adjustments to the work environment that will allow an employee to practice his or her religion. Examples of some common religious accommodations include flexible scheduling, voluntary shift substitutions or swaps, job reassignments, and modifications to workplace policies or practices."

In Islam, It is important to understand the Islamic perspective towards Muslim employees' career success because religion and God impact on Muslim employees' motivation and expectations [9].

Ref. [10] refers that one of the most important factors that impact on Muslim employee motivation is work itself which is tied with an act of Ibadah or the worship of God.

With regards to Muslim employees, ref. [11] described that practicing Islamic in the workplace deals with a challenge in the recent workplace environment along with the spiritual needs, food needs and specifically the dress code of women workforces. Ref. [12] refers that the most religious need of Muslims is the obligatory prayer five times a day which the prayer is not an informal thing but it has to be performed at particular times of the day.

Existing researchers have found a relationship between other various factors towards work motivation. However, rewards or compensation was cited as one of the most factors impact work motivation among healthcare employees. Ref. [13] refers the significant impact of pay and recognition toward employees' job satisfaction. Study revealed that job satisfaction level will be increased when the organization provides good compensation and promotional opportunity. While ref. [14] indicated compensation is one of the most important factors for the retention among nurses because if they feel unfair regarding the compensation between their profession and others profession, they will most likely meet job dissatisfaction.

Therefore, this study also has been focused on the impact of rewards and compensation towards work motivation.

2.1 Hypothesis

On the basis of above study reviews, the conceptual framework in this study is drawn as following figure 1:

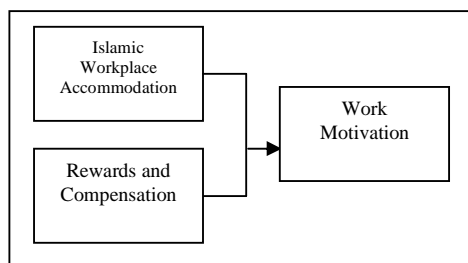


Figure 1. Conceptual Framework of the study

The model specifically tests the following hypothesis;

H1: There is a positive relationship between Islamic Workplace Accommodation and Work Motivation.

H2: There is a positive relationship between Rewards and Compensation, and Work Motivation.

3. Methodology

3.1. Sample and Data Collection

The samples size in this study is 242 respondents of Muslim healthcare employees in Pattani Province. Distribution a self-administered questionnaire to the respondents by helping from the management in Public Health Center in Pattani is conducted as the data collection in this study. The questionnaire was designed based on prior literatures, and distributed as a Thai language version.

3.2 Analysis

The study analyses the data using program SPSS. Correlation analysis is carried out to determine the strength of relationship between Islamic Workplace Accommodation, Rewards and Compensation, and Work Motivation.

4. Result and Discussion

The sample included 242 participants (78.9 percent female and 21.1 percent male). Age ranged from 18 to 50 and above, the majority of the participants (68.6 percent) were married, while 28.9 percent were single, 2.1 percent divorced, 0.4 percent indicated being widowed. 78.9 percent of the participants were classified as holding a graduate degree, 18.2 percent of the respondents were college education level and only 2.90 percent were master degree holders. 39.3 percent of participants were at professional level, 35.5 percent were experienced level, 13.2 percent were operational level and the rest were practitioner and senior level.

Based on Table 1, H1 is accepted after Pearson correlation test was conducted. Based on the significant level at 0.01, it indicates that there is a relationship between Islamic Workplace Accommodation and Work Motivation. However, the positive value of Pearson correlation indicates the strength of association between Islamic Workplace Accommodation and Work Motivation is weak ($r = 0.228$), while the correlation coefficient is very highly significantly different from zero ($P < 0.001$).

H2 is accepted after Pearson correlation test was conducted. Based on the significant level at 0.01, it indicates that there is a relationship between Rewards and Compensation, and Work Motivation. However, the positive value of Pearson correlation indicates the strength of association between Rewards and Compensation, and Work Motivation is moderate ($r = 0.396$), while the correlation coefficient is very highly significantly different from zero ($P < 0.001$).

Table 1. Correlation between Islamic Workplace Accommodation, Rewards and Compensation, and Work Motivation

Variable	Pearson Correlation, R	Significant, p
Islamic Workplace Accommodation	0.228	0.000
Rewards and Compensation	0.396	0.000

There are numerous studies indicated the similar results. Ref. [15] refers that attending worship, displaying religious objects or other forms of religious expression are impact towards employees' motivation. While ref. [16] also found that the ability of religious practices in workplace among employee is a source of work motivation.

Ref. [17] also believed that when employer gives a freedom for their Muslim employees to practice their own religious roles at workplace, it would generate positive motivator that ultimately enriched their work.

While ref. [18] found that a well rewards and compensation offer is one of the sources to increase employee work motivation. However, compensation basically can be offered in a variety of rewards as in the form of monetary or non monetary.

5. Conclusion

Based on the results of the study, it's showed that there is a significant positive relationship between Islamic Workplace Accommodation and Work Motivation and also the relationship of Rewards and Compensation, and Work Motivation. This study provides an understanding of the determinants of work motivation among Muslim healthcare employees in Pattani province, Thailand. The study believes that work motivation ensures the quality of healthcare, as dissatisfied and less motivated healthcare workforces are more likely to give low quality and less proficient care. Hence, it is important to identify what encourage the healthcare workforces and to what extent they are motivated with their job.

References

- [1] Vroom, V., "Work and Motivation", New York: John Wiley and Sons, Inc., 1964
- [2] Humphreys, J.H., Einstein, W.O., "Leadership and Temperament Congruence: Extending the Expectancy Model of Work Motivation", Journal of leadership and Organizational Studies, Vol 10, No. 4, pp. 58-79, 2004.
- [3] Berman, E. M., Bowman, J. S., West, J. P., & Wart, M. R. V., *Human Resource Management in Public Service: Paradoxes, Processes and Problems* (4th ed.), California: SAGE Publications, Inc, 2010
- [4] Alameddine, M., Saleh, S., El-Jardali, F., Dimassi, H., Mourad, Y., "The retention of health human resources in primary healthcare centers in Lebanon: a national survey", BMC Health Services Research, Vol 12, No. 3, pp. 1-9, 2012.
- [5] Lack of nurse in the southernmost provinces, <http://www.hfoc.org/content/2013/09/4580>, (02-09-2013)
- [6] Pattani Public Health Center Database. Number of Pattani public health resources. Retrieved from CD-ROM. 2015.
- [7] Rafiki, A., Wahab, K.A., "Islamic Values and Principles in the Organization: A Review of Literature", Asian Social Science, Vol 10, No.9, 2014.
- [8] United States Equal Employment Opportunity Commission, www.eeoc.gov/eeoc/statistics/en, (15-12-2010)
- [9] Sulaiman, M., Ahmad, K., Sbah, B., Kamil, N.M., "The Perspective of Muslim Employees Towards Motivation and Career Success", Journal of Social Sciences and Humanities, Vol 9, No. 1, pp. 45-62, 2014.
- [10] Ahmad, K., "Leadership and work motivation from the cross cultural perspective", International Journal of Commerce and Management, Vol 19, No. 1, pp. 72-84, 2009.
- [11] Kelly, E. P., "Accommodating religious expression in the workplace", Employee Responsibilities and Rights Journal, Vol 20, No. 1, pp. 45-56, 2008.
- [12] Ball, C., Haque, A., "Diversity in religious practice: Implications of Islamic values in the public workplace", Public Personnel Management, pp. 315-315, 2003.
- [13] Yaseen, A., "Effect of Compensation Factors on Employee Satisfaction- A Study of Doctor's Dissatisfaction in Punjab", International Journal of Human Resource Studies, 3(1), 142-157, 2013
- [14] Cowin, L., "The effects of nurses' job satisfaction on retention: an Australian perspective", Journal of Nursing Administration, 32(5), 283-291, 2002
- [15] Bergen, C.W.V., Mawer, W.T., "Faith at Work", Southern Law Journal, Vol 18, 2010.
- [16] Borstorff, P.C., Cunningham, B.J., "An Investigation of the Religious Accommodation Education Gap: Corporate and Workforce Misconceptions and Ignorance Abound", American Journal of Business and Management, Vol 2, No. 4, pp. 266-274, 2013.
- [17] Sav, A., Harris, N., Sebar, B., "Work-life conflict and facilitation among Australian Muslim men: Equality, Diversity and Inclusion", An International Journal, Vol 32, No. 7, pp. 671 – 687, 2013.
- [18] Negash, R., Zewude, S., Megersa, R., "The effect of compensation on employees motivation: In Jimma University academic staff", Basic Research Journal of Business Management and Accounts, Vol 3, No. 2, pp.17-27, 2014.