

# THE RELATIONSHIP BETWEEN WORK MOTIVATION AND JOB SATISFACTION OF MUSLIM PUBLIC HEALTH EMPLOYEES IN PATTANI PROVINCE, THAILAND

Emeela Wae-esor<sup>1</sup>  
Azizi Bin Abu Bakar<sup>2</sup>  
Hoe Chee Hee<sup>3</sup>

## Abstract

*Work motivation has been one of the important indicators for employees in evaluating whether one is satisfied with their job. Existing empirical studies suggest that employees who have high level of work motivation tend to show higher level of job satisfaction. In this study, the relationship between employee work motivation and job satisfaction has investigated based on a questionnaire survey of 242 Muslim respondents in Public Health Center, Pattani, Thailand. Result of the correlation analysis revealed similarity to previous findings in which there is a significant positive relationship between work motivation and job satisfaction. The study also suggested that it is necessary for any public organization to manage a human resources policy that will not only enhance its social standing but also to increase positive mind-set among its employees.*

**Keywords:** *Work Motivation, Job Satisfaction, Public Health Employee*

2016 GBSEJournal

## Introduction

Nowadays human resources management plays an important role in managing an efficient workforce by getting the right employees to work for the organization. Several strategies focus on keeping the right workforces while the plan serving behind this strategy is to have a loyal and motivated workforce in order to meet the organization's successfulness.

Healthcare workforce is one of the important resources in public health system. According to Chief Nursing Officer of the "Calgary Health Region of Canada" said that "nurses play an

<sup>1</sup> School of Business Management, College of Business, Universiti Utara Malaysia, 06010 Sintok, Kedah. E-mail: [ememint@gmail.com](mailto:ememint@gmail.com)

<sup>2</sup> Lecturer, Islamic Business School, College of Business, Universiti Utara Malaysia, 06010 Sintok, Kedah. E-mail: [abazizi@uum.edu.my](mailto:abazizi@uum.edu.my)

<sup>3</sup> Lecturer, School of Business Management, College of Business, Universiti Utara Malaysia, 06010 Sintok, Kedah. E-mail: [chhoe@uum.edu.my](mailto:chhoe@uum.edu.my)

important role in the healthcare system, and we know that it is important to maintain a positive and rewarding work environment for nurses and all healthcare workers. Job satisfaction studies are an excellent tool to help nurses and management achieve this goal. It supports the region's efforts to retain and attract nurses and to provide the best possible care for the community" (Calgary Health Region, 2005). This leads to understand that the lacks of high skilled and employee job satisfaction are the main problem of healthcare system performance.

The shortage of healthcare human resources has been concerned in many countries around the world (Alameddine, 2012). 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 ("พยาบาล3จัง," 2013).

In particular, the statistic data<sup>4</sup> shown that the number of resigning among Muslim Public Health employees in Pattani Province is increasing since 2010. Therefore, this research will begin to fill this gap by studying further on job satisfaction among Muslim public health employees in Pattani province.

Saifuddin, Hongkraileert and Sermsri, (2008) found that a high turnover and absenteeism of employees in an organization were related to job satisfaction issue. The study also found that there were various aspects which impact employee's job satisfaction, and work motivation is one among them (Roos & Eeden, 2008). The lack of motivated employee tends to reduce their job satisfaction which allows the number of employee turnover increasing.

The concept of job satisfaction has been defined in several ways; Locke (1969) defined job satisfaction as a positive or satisfying reaction gained from the appraisal of employee's work, job accomplishment, or job experiences. While Rad and Yarmohammadian (2006) defined job satisfaction as an attitude that employees have about their job and the organization in which they work. Meanwhile Robbins (2005) defined as a collection of feelings that an individual holds towards his job. This is consistent with Kaliski (2007) found job satisfaction as a workforces' feeling of achievement on their job, and it is known to be closely related to productivity and also personal well-being (Jaidee, 2007).

In this relation, work motivation has been defined as the force that drives employee to perform a particular action to achieve personal and his organization goals (Vroom, 1964). While recent scholars defined work motivation as the concept of employee enhancing and maintaining effort toward some expected goal (Humphreys & Einstein, 2004). Similar to Berman, Bowman, West and Wart (2010) defined work motivation as the power that drives employees to deal with some actions to accomplish some goals.

## **Literature Review**

Several literatures show that work motivation is commonly practiced among employees across all the sectors regardless of the organization size either being big or small, it is the psychological need for any employees to be appreciated over their efforts.

---

<sup>4</sup> Source: Pattani Public Health Center Database (Received June, 2015)

There are various types of motivation predictor and generally it could not be the same for each employee in the particular department or organization. Employee work motivation can be dissimilar due to the number of predictors like individual needs, compensation, recognition, self-actualization and self-esteem (Toe, Murhadi & Lin, 2013).

A motivating employee typically produces a high job satisfaction as the study of Roos and Eeden (2008) found that when an employee is motivated, he will be able to give his best contributions toward job assigned and it will generally creates or increase job satisfaction. However by using the strategy for motivation might be different from organization to organization because it is depending upon the preference of employees (Velnamy, 2007).

In addition, Wiwanitkit (2011) revealed that employee motivation levels with working conditions positively relate with quality of care and patient safety standards in health services. Likewise, the study found that healthcare employees in private and urban services are more likely motivated by their working conditions than those in public and rural services. The most challenge of healthcare workforces in rural and isolated areas is higher workloads, work environments instability and limited of material resources, these causing them intend to leave the organization and looking for more reasonable working conditions in urban areas.

Workload is one of the most important motivating factors especially in developing countries where healthcare resources and workforces are limited (Working Together for Health: World Health Report, 2006) while the impacts of common leadership approaches such as work design and employee training positively affect work motivation, organizational performance, and also employee job satisfaction in organizations (Jurgen, Jeppe, Wolfgang, Craig, Silvia, Alexander, Thomas, Sandra, Christina, Christine & Annika, 2010).

An expectancy theory which developed by Lawler found that job satisfaction was basically arisen by work motivation (Lunenburg, 2011). To determine employee job satisfaction basically based on the difference between what employees received and what they expected. Therefore, job dissatisfaction possibly happens when employees receive less or more than what they were expected.

Toe et al. (2013) pointed out that there was a positive relationship between work motivation and employee job satisfaction, this is lead to higher quality and committed employees which then drive to improve organizations performance and profitability. However, the theory of Maslow determined the basic to build the relationship between work motivation and job satisfaction was not easy due to the employee individual feelings depends on their personal needs and their respective sensitivity of several aspects which probably related to the job in the organization (Benson & Dundis, 2003).

While Bonenberger, Aikins, Akweongo and Wyss (2014) proved that work motivation and job satisfaction have been determined as the key factors among healthcare workforces' retention and turnover in low and middle-income countries. The dimensions of work motivation and job satisfaction significantly related with turnover intention, career growth, organizational management and commitment.

### *Theoretical Background and Hypothesis*

Frederick Herzberg's Two Factor Theory is another theoretical model of job satisfaction (Gawel, 1997). Herzberg believed that human has two types of needs, one related to the avoidance of harm or pain and another one related to the need of psychological growth. Figure 1 shows work conditions relate to satisfaction of the desire for psychological growth was referred as "motivation factors" while work conditions which related to dissatisfaction caused by discomfort or pain was referred as "hygiene factors". Therefore the motivation factors relate to job satisfaction and hygiene factors relate to job dissatisfaction (Shafritz & Ott, 2001).

According to Herzberg (1968), there is a vital dissimilarity between a lack of job satisfaction and job dissatisfaction. The reverse of job satisfaction is a lack of job satisfaction, not job dissatisfaction. The opposite of job dissatisfaction is not job satisfaction, but it is the conception of having no dissatisfaction.

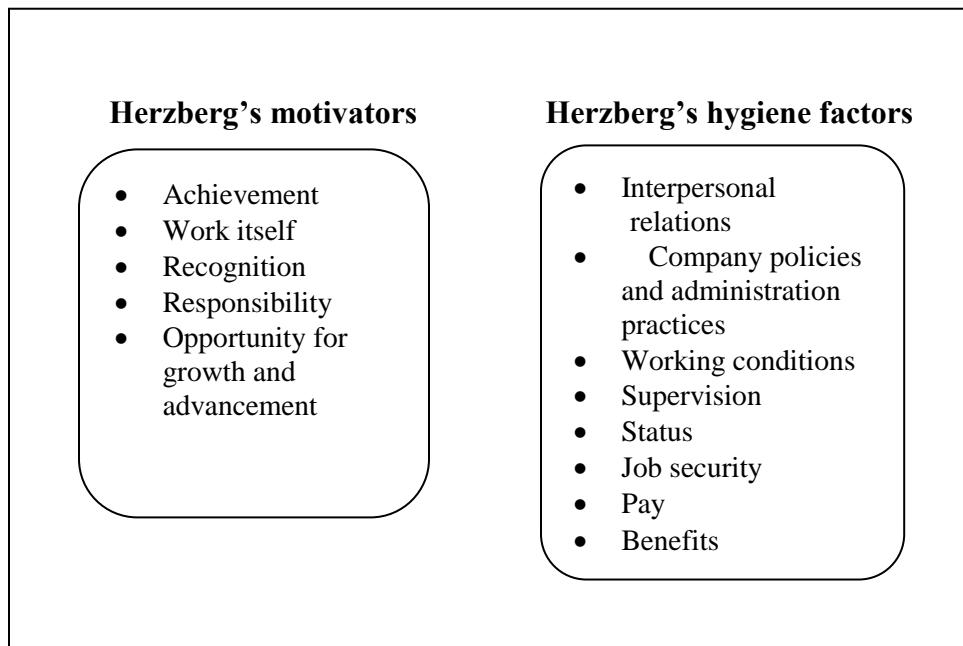


Figure 1: Herzberg's Two Factor Theory  
Source: Mondy & Flippo, 1983

#### (I) Motivation factors

The motivation factors were determined as "responsibility", "achievement", "recognition", "advancement" and "work itself". The motivation factors lead to positive psychological satisfaction and they challenge employees to grow, work harder, and devote them to the organization commitment. According to the theory, the lack of these factors does not impact toward job dissatisfaction but it effects to the lack of job satisfaction (Shafritz & Ott, 2001).

The motivator factors relate to job satisfaction since they are intrinsic elements of promoting job satisfaction. According to the study of motivation factors by Chen (2005), if employees could get recognition for achievement, being interested in their work, given responsibility then they could grow and improved their work which they would be motivated.

## (II) Hygiene Factors

According to Chen (2005), job dissatisfaction arises when the hygiene factors are neither present nor adequate. The hygiene factors included “company policy and administration practices”, “supervision”, “salary”, “interpersonal relations”, “working conditions”, “status”, “job safety” and “benefits”. These factors refer to the job perspective and considered as supporting factors. They do not directly impact an employee’s motivation to work however they influence the level of the employee’s job dissatisfaction. They cannot encourage psychological growth and human being development but they might be referred as supporting factors.

On the basis of above study reviews, the theoretical framework in this study is drawn as the following model in figure 2:

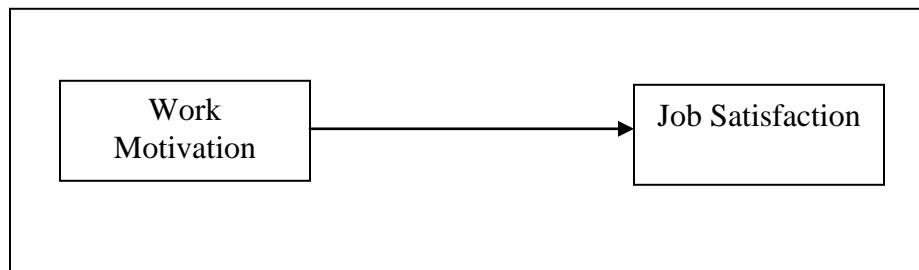


Figure 2: Theoretical Framework of the Study

The model specifically tests the following hypothesis;

H1: There is a positive relationship between Work Motivation and Job Satisfaction among Muslim Public Health employees in Pattani province.

## Methodology

### *Research Design*

The methodology used for this study is a descriptive survey method since it is the general method used to generate the primary data (Curtis, 2008). The data is generated from the questionnaire which is collected from the participants who are Muslim Public Health employees in Pattani, Thailand. All the data is analyzed by using statistical analysis. The analysis basically describes the relationships between the independent variables which is Work Motivation and the dependent variable in this study, Job Satisfaction.

### *Measurement*

The Work Motivation is measured through eight items developed by Saleem, Mahmood and Mahmood (2010). The items include (i). “I expect more quality in my own work.” (ii). “I take fully responsible on my work.” (iii). “The work I do is interesting.” (iv). “I arrive at the office on time and do not leave early.” (v). “I am confident on my abilities to succeed my task objective.” (vi). “I always attend trainings to improve my own skills and competencies.” (vii). “I have a mentor who keeps me alerted and motivated to my work.” and (viii). “I often think about work issues when I am at home.” The Cronbach’s alpha of this scale is 0.77.

The Job Satisfaction is measured through three items developed by Jaidee (2007). The items include (i). “I am happy with my job.” (ii). “In general I am satisfied with my job” and (iii). “If I could choose the career again I would make the same decision”. The Cronbach’s alpha of this scale is 0.85.

The study found that the standard staff satisfaction is typically rated on a five point Likert scale (Bhatnagar, Srivastava, Singh & Jadav, 2011) therefore the scale items in this research are adopted to a Five Point Likert scale ranks from 1 (Strongly Disagree), 2(Disagree), 3(Neutral), 4(Agree) to 5(Strongly Agree).

### *Sample and Data Collection*

The samples size in this study is 242 respondents of Muslim Public Health 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.

### *Analysis*

The study analyses the data using the “Statistical Package for the SocialSciences” or SPSS. Correlation analysis is carried out to determine the strength of relationship between Work Motivation and Job Satisfaction.

## **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,  $H_1$  is accepted after Pearson correlation test was conducted. Based on the significant level at 0.01, it indicates that there is a relationship between Work Motivation and Job Satisfaction. However, the positive value of Pearson correlation indicates the strength of 167

association between Work Motivation and Job Satisfaction is moderate ( $r = 0.382$ ), while the correlation coefficient is very highly significantly different from zero ( $P < 0.001$ ). In addition, Work Motivation found to be the independent variable with a significant impact on Job Satisfaction ( $P < 0.001$ ) when the variables were entered into the regression equation.

Table 1  
*Correlation between Work Motivation and Job Satisfaction*

Variable	Pearson correlation coefficient, Pearson's r	Significant, p	Result
<b>Work Motivation</b>	0.382	0.000	Accepted

The study revealed that Muslim public health employees were interested to do work and expected more quality in their own work. The findings also show that the relationship between work motivation and job satisfaction is in line with the results of previous studies (Borzaga & Tortia, 2006; Saleem et al., 2010). These results indicated that work motivation predicts employee job satisfaction which employees who tend to be higher motivated with their work are more satisfied to their job.

In addition, the study of Lambrou, Kontodimopoulos and Niakas (2010) found health care professionals tend to get a higher level of motivation by intrinsic factors as job attributes which encompass job autonomy and skill utilization. Similar to Vilma and Egle (2007) motivational level will be decreased when nurses are not empowered in activities. However, motivating healthcare employees does not rely only on work itself. Some of them more likely to get higher motivated when they received a fair reward and the support from colleagues (Jaiswal, Singhal, Gadpayle, Sachdeva, & Padaria, 2014).

While Delastri and Pareke (2011) indicated employees who work in public sectors often revealed a lower level of work motivation. This problem had arisen when leadership style was insufficient. Study also suggested that a bureaucracy leader should be reasonably applying both intrinsic and extrinsic factors toward work motivation.

On the other hand, job satisfaction has been shown to be a predictor of work motivation (MacDonald, Kelly & Christen, 2014). As study argued that employees who are satisfied with their jobs will commonly encourage to keep working to those jobs, thus job satisfaction level is predicted a level of work motivation. However, various studies (Stringer, Didham & Theivananthampillai, 2011; Harder, Gouldthorpe & Goodwin, 2014) shown that the extent to which employees are motivated by tasks are being precisely impacts toward employees job satisfaction.

## Conclusion

This study was conducted on Work Motivation to find whether there is an impact towards Job Satisfaction among Muslim public health employees in Pattani province, Thailand. The major finding of this study is Work Motivation is positively significant impact towards Job Satisfaction. The study also found that the level of work motivation among Muslim public health employees is moderate ( $\bar{x}=3.73$ ), while the level of job satisfaction is also moderate ( $\bar{x}=3.77$ ).

## Acknowledgements

The research leading to these results has received funding from the Northern Corridor Research Centre (NCRC), Universiti Utara Malaysia.

## References

Alameddine, M., Saleh, S., El-Jardali, F., Dimassi, H., & Mourad, Y. (2012). The retention of health human resources in primary healthcare centers in Lebanon: a national survey. *BMC Health Services Research, 12*(3), 1-9. doi:10.1186/1472-6963-12-419

Benson, S. G., & Dundis, S. P. (2003). Understanding and motivating health care employees: Integrating Malsow's hierarchy of needs, training and technology. *Journal of Nursing Management, 11*, 315-320.

Berman, E. M., Bowman, J. S., West, J. P., & Wart, M. R. V. (2010). *Human Resource Management in Public Service: Paradoxes, Processes and Problems* (4th ed.). California: SAGE Publications, Inc.

Bhatnagar, K., Srivastava, K., Singh, A., & Jadav, S.L.(2011). A preliminary study to measure and develop job satisfaction scale for medical teachers. *Industrial Psychiatry Journal, 20*(2), 91-96. doi:10.4103/0972-6748.102484

Bonenberger, M., Aikins, M., Akweongo, P., & Wyss, K. (2014). The effects of health worker motivation and job satisfaction on turnover intention in Ghana: a cross-sectional study. *Human Resources for Health, 12*(43).

Borzaga, C., & Tortia, E. (2006). Worker Motivations, Job Satisfaction, and Loyalty in Public and Nonprofit Social Services. *Nonprofit and Voluntary Sector Quarterly, 35*(2), 225-248. doi: 10.1177/0899764006287207

Calgary Health Region. (2005). Calgary Health Region of Canada. Retrieved May 23, 2014, from <http://www.albertahealthservices.ca/>

Chen, K. (2005). *Factors affecting job satisfaction of public sector employees in Taiwan*. (Order No. 3193840, Nova Southeastern University). ProQuest Dissertations and Theses, 200-200.

Curtis, E.A. (2008) Job satisfaction: a survey of nurses in the Republic of Ireland. *International Nursing Review, 54*(1), 92-99.

Delastri, N., & Pareke, F.J. (2011). The Role of work motivation as mediating variable on the relationship between leadership styles and job satisfaction: Empirical investigation at regional district office, Bengkulu Province. *Journal of Business Economics, 18*(1), 30-35.

Gawel, J. E. (1997). Herzberg's theory of motivation and Maslow's hierarchy of needs. *Practical Assessment, Research & Evaluation*, 5(11). Retrieved February 23, 2014, from <http://pareonline.net/getvn.asp?v=5&n=11>.

Harder, A., Gouldthorpe, J., & Goodwin, J. (2014). Why Work for Extension? An Examination of Job Satisfaction and Motivation in a Statewide Employee Retention Study. *Journal of Extension*, 52(3).

Herzberg, F. (1968). One more time: How do you motivate people?. *Harvard Business Review*, 46(1), 53-62.

Humphreys, J.H., & Einstein, W.O. (2004). Leadership and Temperament Congruence: Extending the Expectancy Model of Work Motivation. *Journal of leadership and Organizational Studies*, 10(4), 58-79. doi: 10.1177/107179190401000405

Jaidee, B. (2007). Factors related to job satisfaction among nursing personnels in Khao Khitchakut Hospital, Amphor Khao Khitchakut, Chanthaburi Province. *Journal of Phrapokklao Nursing College*, 20(1), 40-50.

Jaiswal, P., Singhal, A. K., Gadpayle, A.K., Sachdeva, S., & Padaria, R. (2014). Level of Motivation Amongst Health Personnel Working in A Tertiary Care Government Hospital of New Delhi, India. *Indian Journal of Community Medicine*, 39(4). 235–240. doi: 10.4103/0970-0218.143027

Jurgen, W., Jeppe, J.H., Wolfgang, W.G., Craig, P.L., Silvia, S.A., Alexander, P., Thomas, J., Sandra, W., Christina, W.L., Christine, U., & Annika, P.(2010). Promoting work motivation in organizations: Should employee involvement in organizational leadership become a new tool in the organizational psychologist's kit?. *Journal of Personnel Psychology*, 9(4), 154-171.

Kaliski, B.S. (2007). *Encyclopedia of Business and Finance* (2 ed., p. 446). Detroit: Thompson Gale.

Lambrou, P., Kontodimopoulos, N., & Niakas, D. (2010). Motivation and job satisfaction among medical and nursing staff in a Cyprus public general hospital. *Human Resources for Health*, 8(26).

Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, 4, 309-336.

Lunenburg, F.C. (2011). Expectancy Theory of Motivation: Motivating by Altering Expectations. *International Journal of Management, Business, and Administration*, 15 (1).

MacDonald, P., Kelly, S., & Christen, S. (2014). A Path Model of Workplace Solidarity, Satisfaction, Burnout, and Motivation. *International Journal of Business Communication*, 1-19.doi: 10.1177/2329488414525467

Mondy, R. H. R., & Flippo, E. (1983). *Management: Concepts and Practices* (2<sup>nd</sup> ed.). Boston: Allyn and Bacon.

Rad, A.M., & Yarmohammadian, M.H. (2006).A study of relationship between manager's leadership style and employees's job satisfaction. *Leadership in Health Services*, 19(2).

Robbins, S.P. (2005). *Essentials of organizational behavior* (8<sup>th</sup> ed.). New Jersey: Prentice Hall.

Roos, W., & Eeden, V. R. (2008). The Relationship between Employee Motivation, Job Satisfaction and Corporate Culture. *SA Journal of Industrial Psychology*, 34(1), 54–63. doi: 10.4102/sajip.v34i1.420.

Saifuddin, Hongkailert, N., & Sermsri, S. (2008). Job Satisfaction among nurses in Aceh Timer district Nanggroe Aceh Darussalam province in Indonesia. *Journal of Public Health and Development*, 6(1), 93-95.

Saleem, R., Mahmood, A., & Mahmood, A. (2010). Effect of Work Motivation on Job Satisfaction in Mobile Telecommunication Service Organizations of Pakistan. *International Journal of Business and Management*, 5(11), 213-222

Shafritz, J.M., & Ott, J. S. (2001). *Classics of Organization History*. Philadelphia: Harcourt Brace Publishers.

Stringer, C., Didham, J., & Theivananthampillai, P. (2011). Motivation, pay satisfaction, and job satisfaction of front-line employees. *Qualitative Research in Accounting & Management*, 8(2), 161-179. doi: 10.1108/1176609111137564

Toe, T.T., Murhadi, W.R., & Lin, W. (2013). Research Study on the Correlation Between Employee Job Satisfaction and Employee Motivation. *Amity Global Business Review*, 1(3).

Velnampy, T. (2007). Factors Influencing Motivation: An Empirical Study of Few Selected Sri Lankan Organisations. *Kelaniya Journal of Human Resource Management*, 1(2). Retrieved June 17, 2015, from [http://www.researchgate.net/publication/255180324\\_Factors\\_Influencing\\_Motivation\\_An\\_Empirical\\_Study\\_of\\_Few\\_Selected\\_Sri\\_Lankan\\_Organisations](http://www.researchgate.net/publication/255180324_Factors_Influencing_Motivation_An_Empirical_Study_of_Few_Selected_Sri_Lankan_Organisations)

Vilma, Z., & Egle, K. (2007). Improving motivation among health care workers in private health care organizations: A perspective of nursing personnel. *Baltic Journal of Management*, 2(2), 213 – 224. doi: <http://dx.doi.org/10.1108/17465260710751008>

Vroom, V. (1964). *Work and Motivation*. New York: John Wiley and Sons, Inc..

Wiwanitkit, V. (2011). Mandatory rural service for health care workers in Thailand. Retrieved January 7, 2016, from <http://www.rrh.org.au/articles/subviewnew.asp?ArticleID=1583>

Working Together for Health: World Health Report. (2006). World Health Organization (WHO):Geneva.

พยาบาล3จ้า ได้ขาดแคลนหนักแน่รู้สึกเพิ่มรายได้กันสมองไทย (2013, September 2). Prachachat Newspaper. Retrieved May 20, 2014, from <http://www.hfocus.org/content/2013/09/4580>