

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter provides a discussion about the literature that related to motivation. The chapter begin with the introduction to the concept of motivation. Then, the chapter describes the theory that related to motivation. Following this, the chapter review the literature related to the factors that influence motivation. The chapter also discuss about the potential role of job involvement and job satisfaction as a moderator. Finally, the chapter introduce the conceptual framework of this study, which have developed based on the hypotheses proposed in this chapter.

2.2 The Concept of Motivation

Motivation is discussed widely across various disciplines (Abdulcader & Anthony, 2014; Kroth, 2007; Latham, 2011). One of the reasons is due to motivation has been regarded as essential for public or private sector organization (Chintallo & Mahadeo, 2013).

The word motivation is derived from “Motive”. Means the requirements, needs and desires of the people (Chaudhary & Sharma, 2012). In general, motivation is a theoretical concept used to explain human behavior (Valarmathie et al., 2017). In specific, motivation was a reflection of the level of energy, commitment and creativity that led employees to their jobs. It is a power that allows an individual to act towards certain goals (Irum et al., 2014). Similarly, Robbins and Judge (2015) defined motivation as a process that explains the strength (intensity), direction, and maintenance (permanent) of a person to achieve the goals. Valarmathie and colleagues (2017) refer motivation as the process of making a start, guides, and maintains the goal-oriented behaviors. In other word, it took individuals to take action to achieve or meet a particular need or expectation. Heathfield (2015) regard motivation as the factors, elements, or the passion that urges employees to pursue and achieve job and duties and become the reasons why employees act and behave in a way which can be affected.

In addition, Cook and colleagues (2016) argue motivation as one of the major routes for behavioral or build that sparked the desire to imitate the behavior of someone and vice-versa. Other researchers also argue that motivation is an internal condition that arouses, directs and maintains behavior (Woolfolk et al., 2013). Fernet, Guay, Senécal, & Austin (2012) further argue that motivation is a motive that is attributed to one’s curiosity to do or not to do something.

Other perspective regarded motivation as the way in which an individual or group of individuals have the right to behave in the manner desired with a view to receiving some positive reward or to meet specific human needs (Bawa, 2017). Luthans (1998) also provides a similar idea by arguing that motivation is a process that starts with the lack of physiological or needs that enable a behavior or drive aims to incentive goals.

2.3 Motivation Theories

2.3.1 Herzberg Two-Factor Theory

Herzberg's two-factor theory, also known as the motivation-hygiene theory, has received widespread attention as having a practical approach toward motivating employees. This theory has been published based on Herzberg analysis of the feelings of 200 engineers and accountants from over nine companies in the United States in 1959. These professionals were asked to describe experiences in which they felt either extremely bad or exceptionally good about their jobs and to rate their feelings on these experiences.

In specific, this theory explains the value employees placed on their work. The outgrowth of the theory emphasized the process where motivators are concerned with job content, while the hygiene factors are more concerned with the environment in which the job is performed.

The motivators involve factors built into the job itself, such as achievement, recognition, responsibility, advancement, giving employees the opportunity to use their abilities, the opportunity for task completion, for seeing results of effort, for solving problems independently, and for having sufficient control to decide how and when tasks are to be completed.

Meanwhile, Hygiene factors are extrinsic to the job, such as company policy and administration, technical supervision, interpersonal relations with supervisor, interpersonal relations with peers and subordinates, salary, job security, personal life, work conditions and status (Huling, 2003; Herzberg, 1966). Hygiene factors do not motivate employees but provide them with suitable conditions to be motivated (Brislin et al., 2005). However, according to Bawa (2017), hygiene factors can lead to lack of motivation if not present in positive degree.

2.3.2 Maslow Hierarchy Theory

This is a motivational theory in psychology comprising a five-tier model of human needs. The needs are physiological, safety, love and belongingness, esteem and self-actualization. Physiological needs refer to biological requirements for human survival (e.g., air, food, drink, clothing, sex, sleep). Safety refers to individual needs to experience order, predictability and control in their lives. For example, emotional security, financial security (e.g., employment, social welfare), freedom from fear, health and wellbeing (e.g., safety against accidents and injury). Love and belongingness refer to interpersonal relationships (e.g., friendship, intimacy, acceptance) and being part of a group (family, friends, work). Esteem refers to esteem for oneself (dignity, achievement, mastery, independence) and the desire for reputation or respect from others (e.g., status, prestige). Self-actualization refers to the realization of person's potential, self-fulfillment, seeking personal growth and peak experiences. These five needs can motivate the individual behavior.

From the perspective of organization, the management need to realize that salary is the motivator for employees. It is due to the physiological needs (e.g., air, food, drink, clothing) can be fulfill with salary, especially for employee who just starting his/her career. If warranted, management may also consider additional financial rewards (e.g., bonuses, productivity) and this can motivate employees to enhance their productivity (Bawa, 2017). In addition, the management need to make sure the stability of the organization. Once the organization is stable, it can ensure the employees employment status, which indirectly can fulfill the employees' security needs. Researchers (e.g., Covey, 2007; Nirmal et al., 2018) argue, the employees' security need must be sensibly protected before individuals will give careful consideration to the higher potential outcomes. Moreover, the management also can provide opportunities to employees for career advancement and development. Such initiative can fulfill the esteem needs of the employees. According to Ramlall (2004), career advancement and development practices in organization can motivate employees to improve job satisfaction and performance.

2.3.3 Expectancy Theory

Researchers (e.g., Vroom, 1964; Hussain, Yusoff, Banoori, Khan & Khan, 2016) suggested that people will be motivated to act if they feel that their desired goals can be achieved through the action. Some goals are direct, and some are indirect such as high performance, promotion or pay rise respectively.

Therefore, the management should make good use of personal expectancy to inspire employees. This is based on the rudimentary concept that inclination for an individual's action is determined by possible expected results and the relationship between the results and the action adopted. For instance, the management should highlight the benefits of training and development program (i.e. can help employees to improve performance, regard as a merit for future promotion). Such initiative can enhance the employees' motivation to learn because they perceive the importance to participate in the training and development program organized by organization (Elangovan & Karakowsky, 1999; Hussain, Yusoff, Banoori, Khan & Khan, 2016). Employees also will be more willing to involve with their job if they expect to get some incentives as a result of job involvement (Zaki & Udham, 2010). In addition, other researcher such as Brinkerhoff (2006) points out that to achieve high level performance from employees, there should be incentive or rewards together with proper feedback, direction, and job aids. Moreover, this theory also includes in the context of religious beliefs where a man will be motivated to make the commandments of Allah and avoid obedience (intermediate) according to religious rules to enter Heaven (Zulkifli et al., 2016).

2.3.4 Islamic Motivation Theory

According to Bhatti and colleagues (2016), the factors that feature largely in the writings of Islamic scholars to enhance the motivation of believers are: spirituality, punishment and reward and justice.

In Islam, the spirituality consists of faith (Iman), Taqwa (Islamic piety), Tawbah (repentance) and courtesy (Love in Allah). An individual who has a true Islamic spiritual will show a true belief in the solidarity of God (SWT); His angels; His book; His messenger; Judgement Day and life after death; And trust in the pre-destination or Destiny (Alawneh, 1998; Amin, 2011; Bhatti et al., 2016). Therefore, spirituality can enhance the motivation of an individual because of the believe that all kinds of acts or works forms are part of the worship (worship/prayer) that an individual will be rewarded for during the Judgement Day and life after death (Jabnoun, 2005; Bhatti et al., 2016).

In Islam, rewards and punishment are not only related to this world, but also applicable to the hereafter. Such belief can act as a motivator for the believer / Muslims / individual (Jabnoun, 2005; Kamil et al., 2011; Bhatti et al., 2016). Therefore, The Prophet Muhammad (SAW) and the other messengers of Allah (SAW) have been sent with joy and warning to the people (Jabnoun, 2005; Kamil et al., 2011; Bhatti et al., 2016).

In regard to justice, As Allah (SWT) states in the Quran: Allah (God) does command you to render back your trusts to those to whom they are due; and when you judge between man and man that you judge with justice (Quran, 4;58). Therefore, justice is the foundation stone of human Motivation (Amin, 2011; Bhatti et al, 2016). Thus, it is only by creating a justice environment that society, community, institution or organization can strengthen and increase motivation among the people (Amin, 2011; Bhatti et al., 2016).

2.3.5 Al-Ghazali Theory

Al-Ghazali defines human desire as “a profound desire and sense of deep love possessed by someone in their search of happiness in the Hereafter and encounter with the Almighty Creator, Allah, so that the pleasures and delights of this life are left to be felt mundane” (Al-Ghazali, 1975, Syed Hadzrullathfi et al., 2010, Yahya et al, 2018). He asserts that a person's lack of confidence, or iman, in Allah would be the biggest barrier to fulfilling the concept of human desire (Al-Ghazali, 1975, Syed Hadzrullathfi et al., 2010, Yahya et al, 2018).

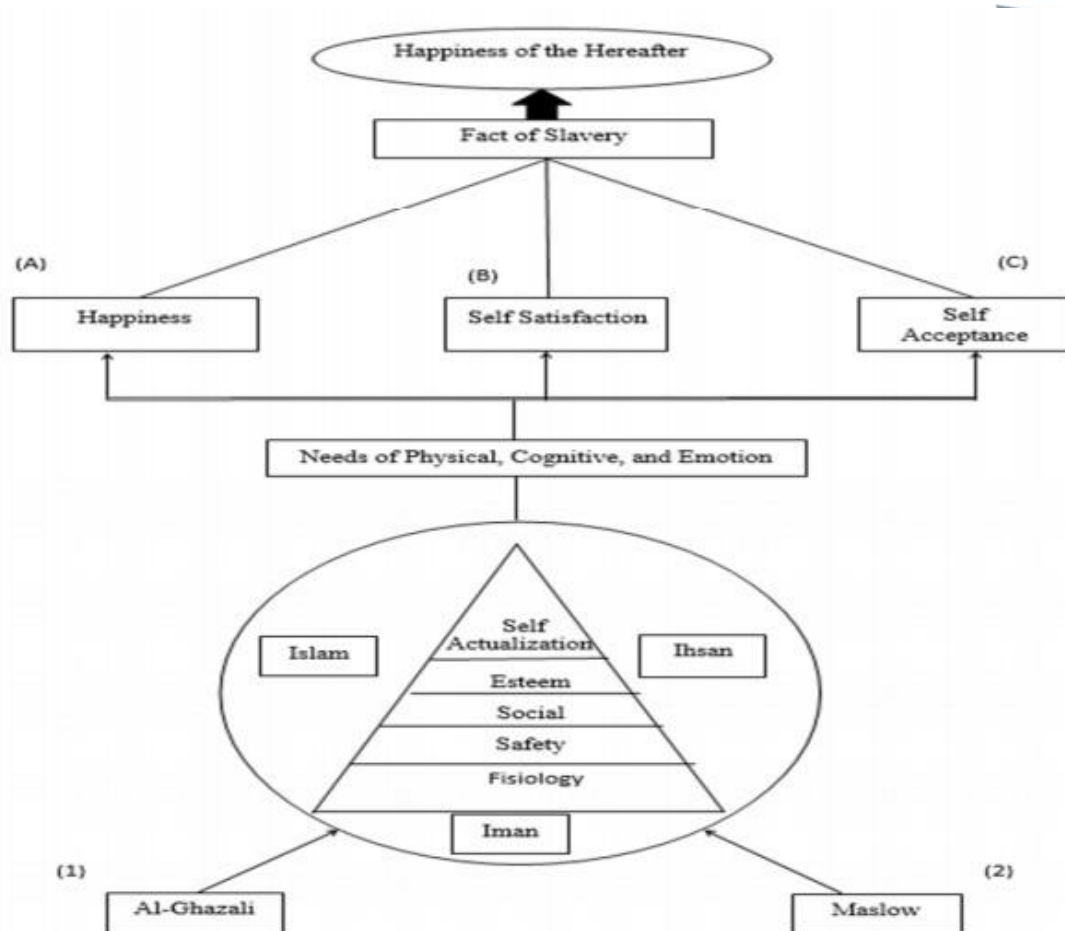


Figure 2.1: Method for Solving Human's Will which is Consistent with Life Necessities by Adopting Al-Ghazali's and Maslow's Approaches.

This framework of solution attempts to illustrate that human needs can be satisfied using Maslow's hierarchy of needs, while also emphasising that it should be strengthened using Al-theory Ghazali's (as seen in Figure 2.1), which is primarily focused on Islam, iman, and ihsan. The primary aim is to attain all three things, called true happiness (A), self-satisfaction (B), and the concept of acceptance (C) in order to preserve a sustainable human existence. This is because allowing desire to satisfy or compel the fulfilment of life's needs would lead to human excesses in the management of their worldly matters (Yahya et al, 2018).

Furthermore, if Maslow's self-actualization is considered the most ideal stage for humans in their quest to satisfy their hierarchy of needs, then human beings will invariably encounter needless disappointment or indifference later in life after achieving the other stages such as physiological needs, comfort, psychological or

social fulfilment, and self-fulfillment. This is because self-actualization is difficult to accomplish when people are primarily focused on fulfilling their needs (Yahya et al, 2018).

As a result, al-Ghazali dominates his philosophy on the basis of three main concepts - Islam, iman, and ihsan - in meeting basic human needs and are in accordance with the three primary elements. Iman, or faith, must be the compass that directs one's actions after recognising one's desires and needs. As a result, al-Ghazali asserts that in order for iman to develop, it must always be nurtured with values of honesty and reality - in the administration of one's state of affairs (Al-Ghazali, 1975, Yahya et al, 2018).

Furthermore, the steadfastness of a Muslim's inner self and conviction determines the power of his or her iman. In other words, a strong belief in the Almighty God as mentioned in the Quran and the Sunnah, as well as the rejection of ideas or actions that undermine a belief in God's Oneness and qualities of His perfection (Yahya et al, 2018).

Moreover, the ideal human is a person who values his or her faith over personal desires and lust. When iman and faith are prioritised as the aim and path of one's life, one will invariably gain God's rewards and blessings. Islam is also a necessary element that serves as a platform within the principles and necessities of life. In other words, through actions that place Islam at the centre of one's life, also as religious principle as well as a source of faith (Yahya et al, 2018).

To develop mankind in accordance with his position as bestowed by God, their faith-based values must be harnessed, which entails harnessing, developing, and controlling his heart, spirit, and desires. Humans who make Islam their foundation and moral compass in a religious life, as well as pursuing Islamic principles in their conduct and livelihood, represent a man of excellence in terms of faith, life, and virtue (Yahya et al, 2018).

Sayyid Qutb (1983) in Zulkifli and Nor Salimah (2005) considered that all human life should be focused on a religion that includes a life system that is appropriate for humanity in all aspects of life (Zulkifli & Nor Salimah, 2005: 2). Ihsan is regarded as a required action in addition to laying the third base. It serves as a guide

in satisfying one's self-needs and necessities of life. The principle of ihsan can be translated as the sense of the best or the intention to do good deeds through a high level of consciousness in which Allah analyses and judges every action (Yahya et al, 2018).

Similarly, ihsan as a term can be interpreted as adhering to Allah SWT's commandments in any worship conducted. This ihsan-based devotion to Allah is performed purely and honestly in the name of Allah, not for any other purpose (Yahya et al, 2018).

Given assertions that for those living in the majority of Muslim communities, only Islam and iman are visible, ihsan appears to have vanished, such a concept is highly relevant (Jahid, 2017, Yahya et al, 2018). As a result, it is important to pay attention to this because ihsan principles represent a Muslim's character (Yahya et al, 2018).

In this way, it is discovered that one of the flaws discovered was how Maslow's theory failed to account for the three basic principles, namely the concept of iman, Islam, and ihsan. This can lead to people completely overwhelming their self- needs, preventing them from experiencing self-satisfaction or actualization, and eventually, a sense of acceptance and true happiness (Yahya et al, 2018).

Human psychological motion in hope, according to Al Ghazali, is divided into three groups. First, there are others who have hope for the future but no reason for it; these people are known as dreamers, or hope without purpose (wishful thinking). Second, those who believe in something but don't know why are labelled as deceived or ignorant. Third, the person who has hope and tries to do the things that will help him achieve it is said to have hope (Yahya et al, 2018).

2.4 The Factor that Influence Motivation

2.4.1 Salary

Salary is an indicator that can affect employees (Arabi, Subramaniam, Baker & Abu, 2013) including their motivation. Previous studies have provided empirical evidence from various context to support the link between salary and motivation. For

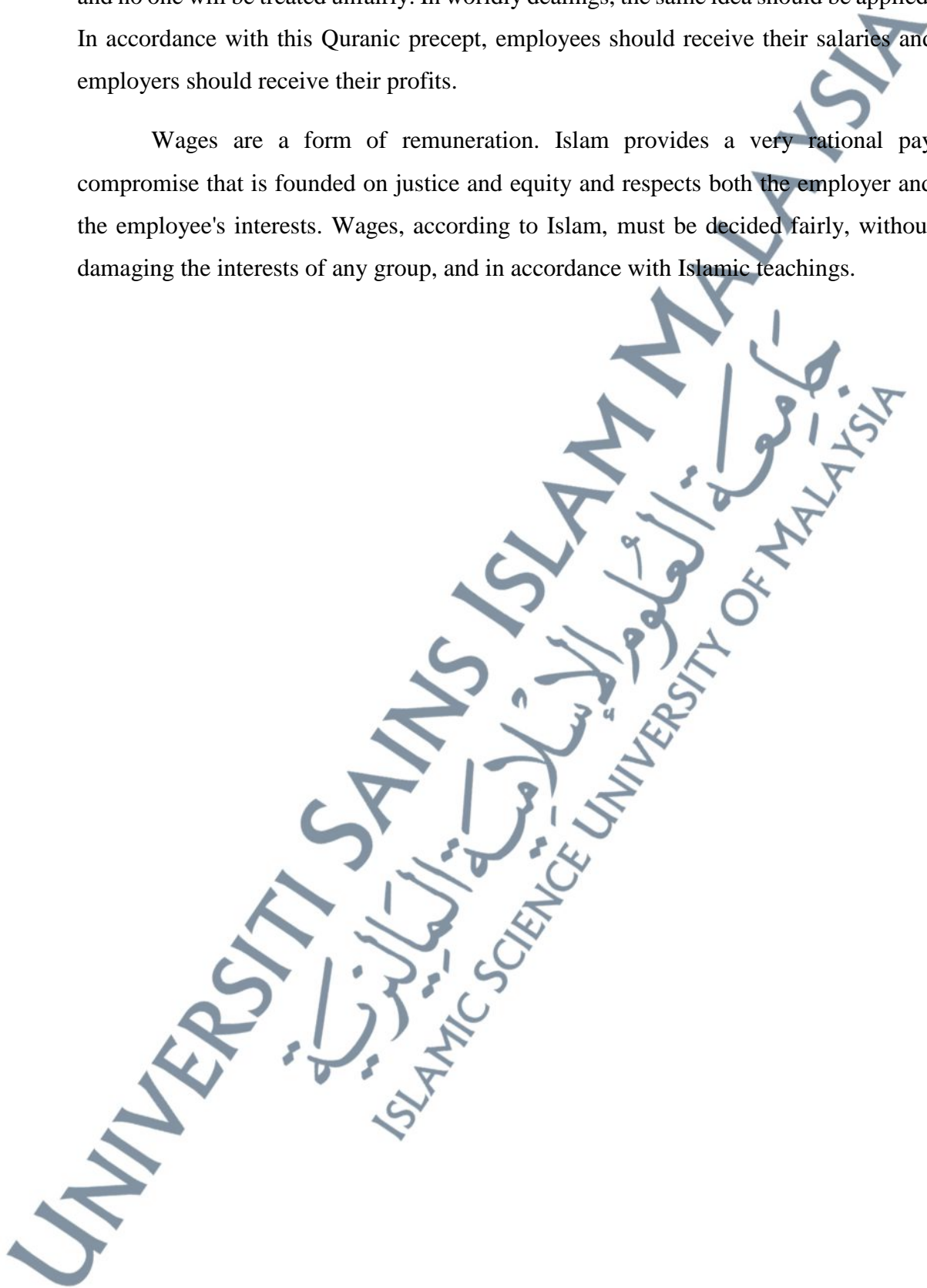
instance, a study by Onanda (2015) among employees of selected 7 Kenya Commercial Bank branches at Mombasa, Kenya has found that financial incentives such as an appropriate salary and non-financial assets such as nonmonetary rewards, recognition, appreciation and promotion have significant effect on employees' level of motivation in the workplace. Similarly, Study by Elizabeth (2017) in her study among 50 employees of Pam Golding Properties Nairobi, Kenya concluded that the employees were highly dissatisfied with the monetary package provided by the organization. The study showed that the salary received, and the benefits package was not viewed by the employees as being competitive when compared to other real estate organizations. The study concluded that salary was a highly motivating factor for the employees and management should look into increasing the salary and benefits package they give.

Martono and colleagues (2018) also studies the influence of remuneration reward system on employee performance through motivation and job satisfaction as the mediation variable. The data in this research was taken from Universitas Negeri Semarang's permanent employees amounting to 403 employees. The result shows that motivation and job satisfaction are found to be significantly and positively influenced by remuneration. In addition, a study by Sudiardhita and colleagues (2018) among 346 non- managerial employees of Bank XYZ at the provinces of Jakarta, West Java and Banten also indicated that salary has not only affect the employees' motivation, but also their job satisfaction, and work performance. In fact, a study by Lorincova and colleagues (2016) among 493 senior managers concluded that the salary is the most important factor for motivation, followed by job security. Moreover, a recent study by Muhammad Hasmi and colleagues (2019) among 44 employees in the trade agency shows that there is a positive relationship between salary and motivation. They concluded that as the salary increase, the motivation of employees also increased. Krstic and colleagues (2019) conducted a study in organizations of Serbia. The respondents are 217 physicians, nurses, technicians, health associates and non-medical staff in 21 facilities of primary, secondary and tertiary levels in 9 states in Serbia.

The findings revealed that the most important motivational factors are salary, good interpersonal relationships and teamwork, contribution to population's health and patient's satisfaction. Finally, Siddiqui and Rida (2019) have conducted a study

no one will be treated unfairly. The other part of the Quranic verse dealt with actions, and no one will be treated unfairly. In worldly dealings, the same idea should be applied. In accordance with this Quranic precept, employees should receive their salaries and employers should receive their profits.

Wages are a form of remuneration. Islam provides a very rational pay compromise that is founded on justice and equity and respects both the employer and the employee's interests. Wages, according to Islam, must be decided fairly, without damaging the interests of any group, and in accordance with Islamic teachings.



There are several advantages of paying the remuneration on time. It ensures desired behaviour, motivates a worker, helps in employee retention, and, in the end, leads to job satisfaction.

In terms of compensation, Islam lays out two essential concepts. To begin with, not to exploit labourers and to pay just and equitable wages that protects both the employer and the employee's interests. Second, to pay the labourers on time and to prevent some form of withholding. Work is sacred and a form of worship in the Muslim faith, and fair employee pay is essential. Workers and employers should have a brotherly love relationship rather than a patron-subordinate relationship. Employers should consider their staff to be family members. This form of partnership would help the organization's rapid growth and improvement.

Remember that the employee may face difficulties as a result of the delay; he may not be able to afford food and other basic necessities. Prophet Mohammed (Peace be upon him) Said: "Give the wages of employee before his sweat dry" (Ibn Majah, Hadith no. 2468)

Wages should be paid in the correct amount. The employer should pay the agreed-upon amount. In the Islamic faith, unlawful deduction is forbidden. Allah (SWT) said:

وَوَاقُوا أَنْ يَأْتِيَكُمُ الْعَمَلُ مِنْ بَيْنِ يَدَيْكُمْ فَادْفَعُوا إِلَيْهِمْ أَمْوَالَهُمْ سَرِيعًا وَأَنْ يَكُونَ لَكُم مِّنْهَا حِزْبٌ لِّمَن ذُكِّرُوا بِهِ يَبْذُوقُونَ الْعَذَابَ وَأُولَئِكَ هُمُ الْمُضِلُّونَ

"Do not withhold from the people the things that are their due" (Al-Qur'an. Al-A'raf 7:85) Prophet Mohammed (Peace be upon him) said:

"I am the adversary of a man who employs a worker but does not pay him rightful wages" (Bukhari, Hadith No. 2114). Based on previous findings, the following hypothesis is proposed:

Hypothesis 1: Salary is positively and significantly related to motivation

2.4.2 Transformational Leadership

Transformational leadership is good to apply in both government institution and private company (Susilo, 2018). The transformational leader is characterized by his/her capability to identify the need for change, build vision towards change and enhance followers' commitment to accomplish the tasks ultimately (Khan & Nawaz, 2018). The leader also focuses upon followers' needs, motivating and empowering them (Gerry & Eid, 2012; Khan & Nawaz, 2018). Based on these characteristics, the transformational leaders may be able to affect employee by creating a friendly and trustworthy environment in organization (Blau, 1964; Hui & Nazir, & Wang & Asadullah & Zeb & Shafi, 2019).

In a study by Adeel and colleagues (2017) among 270 employees of banking sector (Allied Bank Limited, Habib Bank Limited and National Bank of Pakistan) in Pakistan revealed that transformational leadership has a positive impact on employee motivation. In specific, this study found positive and strong relationship between all dimension of transformational leadership such as idealize influence, individual consideration, intellectual stimulation and inspirational motivation with employee motivation. Similarly, a study by Farid Ahmad, Tasawar Abbas, Shahid Latif and Abdul Rasheed (2014) among 294 employees of telecommunication sector in Punjab also concluded that there is a significant relationship between transformational leadership and employee motivation. Chipunza and colleagues (2018) in their study among 40 middle managers, comprising both academic and non-academic staff in South African showed a positive relationship between transformational leadership and intrinsic process motivation. In addition, Nirmal, Abhishek, Dave and Chowdhury (2018) argue that the transformational leadership is not only related to employee motivation but also their job performance. This result is in line with another study by Hafid (2018) that have been conducted among 172 employees of Berau Karya Indah Surabaya, Indonesia. Moreover, a recent study by Diana and colleagues (2019) among 70 teachers at the private Islamic Junior High School in Pontianak, Indonesia reveals a significant effect between transformational principals' leadership and the teachers' work motivation. While a study by Lee and Kuo (2019) among 430 teachers from 40 public elementary schools in Taiwan showed the dimensions of transformational leadership of elementary school principals had predictive power for the overall work

motivation of teachers. In particular, the higher the intellectual stimulation and individualized consideration were, the better the work motivation of teachers was.

The previous discussion has provided evidence about the important role of transformational leadership on employee level of motivation. A possible reason to support the link is due to the implementation of transformational leadership can influence the psychological aspects of employees, which ultimately leads to increased motivation (Susilo, 2018).

Islam is a faith that regulates all aspects of life, including governance. Leadership is an important topic that has been used to disseminate Islamic teaching, or da'wah, as well as the most important tool for the realisation of an ideal society founded on justice and compassion (Ali, 2009). Both elements are intertwined and serve as a primary source of leadership information. Leaders must constantly enforce and promote justice, as mentioned in the verses of the Al-Qur'an:

يَا أَيُّهَا الَّذِينَ آمَنُوا أَوْفُوا بِالْعُقُودِ إِنَّ اللَّهَ يُحِبُّ الْمُؤْتَفِقِينَ
 يَا أَيُّهَا الَّذِينَ آمَنُوا لَوْ كُنْتُمْ تُحِبُّونَ اللَّهَ فَاتَّبِعُوا
 وَأَطِيعُوا أَمْرَهُ لَعَلَّكُمْ تَهْتَدُونَ
 يَا أَيُّهَا الَّذِينَ آمَنُوا إِذَا حُجِمْتُمْ فِي شَيْءٍ فَاذْكُرُوا
 أَنَّ اللَّهَ جَعَلَ الْكُفْرَ وَالشُّكْرَ وَالْإِيمَانَ وَالْإِسْلَامَ
 وَالْحَيَاةَ الْمَعْرُوفَةَ حُرْمًا مَكْرُوهًا لِلَّذِينَ
 آمَنُوا وَلِلَّذِينَ آمَنُوا وَإِلَى اللَّهِ يَرْجَعُ
 الْحُكْمُ إِنَّ اللَّهَ عَلِيمٌ خَبِيرٌ
 يَا أَيُّهَا الَّذِينَ آمَنُوا إِذَا جَاءَكُمْ
 الْقُرْبَانُ فَابْتِغُوا فِيهِ فَسَوْفَ يَرْضَى
 يَا أَيُّهَا الَّذِينَ آمَنُوا إِذَا جَاءَكُمْ
 الْقُرْبَانُ فَابْتِغُوا فِيهِ فَسَوْفَ يَرْضَى
 يَا أَيُّهَا الَّذِينَ آمَنُوا إِذَا جَاءَكُمْ
 الْقُرْبَانُ فَابْتِغُوا فِيهِ فَسَوْفَ يَرْضَى

“Indeed Allah commands you to deliver the trusts to their [rightful] owners, and, when you judge between people, to judge with fairness. Excellent indeed is what Allah advises you. Indeed, Allah is all-hearing, all-seeing” (Al-Qur’an. An-Nisa’ 4:58).

Religion, morality, and human sources serve as the foundation for leadership. All three components are based on a fear of God (Allah SWT) (Hidayat, Rafik, Aldoser, 2017; Ahmad Rafiki, 2019). The history of Islamic leaders serves as an example for all leaders on how to effectively lead various groups of people and across multiple territories. Leadership entails putting oneself and one's spirit out there (Ahmad Rafiki, 2019). As a result, spirituality, in addition to psychological, technical- rational, and professional factors, becomes a critical factor in Islam. Therefore, the following hypothesis is proposed:

Hypothesis 2: Transformational leadership is positively and significantly related to motivation



2.4.3 Job Enrichment

In a study done by Iman and Wayan (2018) among the civil servants at regional office of the Directorate General of State Assets Management of Bali and Nusa Tenggara found that job enrichment positively and significantly affects work motivation and organizational commitment. Another study by Nanle (2015) among 547 non-academic staff in private universities in Nigeria also revealed that there is a strong and positive relationship between job enrichment and employee motivation. This study showed that job enrichment account for employee motivation at 66 percent. In addition, a study by Azeez and Abimbola (2016) among 335 employees in selected public universities in Lagos State, Nigeria revealed that job enrichment is a strong predictor of work-related attitudes (employee satisfaction, motivation, and performance).

The possible reason is due to job enrichment provides many opportunities for people's development (Supriya, 2016), and making the work so interesting (Fred, 2011). It is because job enrichment provides the employees with tasks and responsibilities normally done by a senior employee or supervisor, and usually comes with more freedom and control over the planning, execution, and evaluation of job tasks (Fred, 2011), compare to the traditional practice that focus on specialization, or division of labor, dividing work into many components, and assigning each component to a separate worker results in employee boredom, and consequently loss of efficiency, and low productivity. In addition, job enrichment provides skill variety, job identity, feeling important in the eyes of others, responsibility, challenge, realizing ones competence, freedom, participation in decision making, performance feedback from the job done, growth and sense of achievement which leads to internal motivation, satisfaction, and high performance of the non-academic staff (Azeez & Abimbola, 2016). The proper and qualified person should be placed in the right place so that success and advance might be achieved.

The inept and unqualified individual stymies advancement and growth in the workplace, as well as the fulfilment of people's needs and services. As a result, Islam forbids the appointment of an incompetent or unqualified individual to the wrong role. To achieve cooperation and assistance, rules of justice and fairness must be followed. Allah (SWT) says:

وَأَوْ رُؤَا نَا (أَوْ) رُؤَا نَا لَو نَا دُ قُ وِ دُ
 رُؤَا نَا هَلْ (رُؤَا نَا) رُؤَا نَا رُؤَا نَا
 قُ لَ لَو (رُؤَا نَا) رُؤَا نَا رُؤَا نَا
 رُؤَا نَا رُؤَا نَا رُؤَا نَا
 رُؤَا نَا رُؤَا نَا رُؤَا نَا
 رُؤَا نَا رُؤَا نَا رُؤَا نَا

“Help ye one another in righteousness and piety, but help ye not one another in sin and rancour: fear Allah: for Allah is strict in punishment” (Al-Qur’an. Al-Ma’idah 5:2). Based on the previous discussion, the following hypothesis is proposed:

Hypothesis 3: Job enrichment is positively and significantly related motivation

2.4.4 Job Security

In a study done by Fazil (2014) among 402 employees from 24 hotels in Turkey revealed that the perception of job security affects the level of employees’ motivation. A similar result has been found in the study by Raymond (2017) that has been conducted among 77 employees at Kyusa Uganda offices in Kalerwe, Uganda. Another study among 493 senior managers concluded that the base salary is the most important factor of motivation, followed by job security as the second most important motivation (Lorincova et. al., 2016). The similar result has been found in a study by Ojokuku & Salami (2011) that has been conducted among employees at the University of Ilorin Teaching Hospital, Nigeria. Bhashkar and Tathagata (2014) have conducted a study among 91 in-service government officers from 3 states in India. The study results indicate that job security was the most important factor related to motivation, closely followed by interesting work and respect and recognition.

Employer must protect employee from hunger by paying salaries and ensuring job protection, and employee must protect his employer's company by saving against losses. Prophet Mohammed said: “One who exercise his authority and power unjust way will not enter Paradise” (Ahmed, Ibn Majah, Tirmidi).

It's a sign to all managers and authorities to carry out their responsibilities with complete dedication and integrity. Prophet Mohammed said: “All of you are shepherds and each of you is responsible for his flock”. Employer must prevent employee from

hunger by paying salaries and ensuring job protection, and employee must protect his employer's company by saving against losses. Allah Said:



وَوَالْوَالِدَاتِ وَالْوَالِدَاتِ (وَالْوَالِدَاتِ وَالْوَالِدَاتِ) وَوَالِدَاتِ
 رَبِّهِمْ (وَالْوَالِدَاتِ وَالْوَالِدَاتِ) وَوَالِدَاتِ رَبِّهِمْ
 وَوَالِدَاتِ رَبِّهِمْ (وَالْوَالِدَاتِ وَالْوَالِدَاتِ) وَوَالِدَاتِ رَبِّهِمْ
 وَوَالِدَاتِ رَبِّهِمْ (وَالْوَالِدَاتِ وَالْوَالِدَاتِ) وَوَالِدَاتِ رَبِّهِمْ

“Let them adore the lord of his house who provides them food against hunger and security against fear (danger)” (Al-Qur’an. Quraysh 106:3 and 4). Thus, based on previous evidence, the following hypothesis is proposed:

Hypothesis 4: Job security is positively and significantly related to motivation

2.4.5 Training and Development

In a study done by Katarzyna (2017) among 54 employees, who work in industrial enterprises showed the existence of a strong link between internal training in the surveyed companies and the motivation of employees to the work. Similarly, a research done by Tugce Gullu (2016) among employees in banking sector in Kayseri in Turkey has found that there is a positive relationship between the training and development programs and employee’s motivation. The results of the study conclude that banks, who having good training and development programs for employees can enhance the motivation of employees. In another study by Vandana and Manisha (2014) also concludes that training contributes greatly to employee's motivation and improved performance in comparison with other factors like technology, management behavior, and working environment. This study concludes that organizations, who having good training plans for employees can enhance the performance of employees and motivates them. In addition, a research done by Imran and Aiman (2015) among 104 employees from six representative banks of Bahawalpur (Bank Alfalah Limited, Muslim Commercial Bank, Habib Bank Limited, Allied Bank Limited, National Bank of Pakistan, and Bank of Punjab), Pakistan revealed that most of the employees agreed to the item statements by making it clear that training and development had a positive impact on their motivation. Finally, a study by Mamofokeng, Lira and Paul (2018) among 171 employees of Banking Sector in Lesotho (A country in southern Africa) concluded that training not only increases employees’ performance but also positively affects employees’ motivation and job satisfaction.

Training is an essential part of our lives. In Surah Al-Fatiha Verse No. 5, every Muslims prays to Allah (SWT):



2.4.6 Empowerment

In a study by Iman and Wayan (2018) among 42 civil servants with executive positions in regional offices of the head of State assets management Directorate (DJKN) Bali and Nusa Tenggara indicating that job enrichment and empowerment of workers affect the positive motivation of work and commitment to the Organization. Another study by Ovidiu (2013) also shows that the factors such as empowerment and recognition increase employee motivation. If the empowerment and recognition of employees is increased, their motivation to work will also improve, as well as their accomplishments and the organizational performance. A similar finding has been found by Quratul Ain (2011) that indicate a positive effect of empowerment and recognition on employee motivation. In addition, a study by Hasan, Mehmet and Demet (2011) among 213 employees of public and private banks operating in Ankara, Turkey revealed that the perceived employee empowerment had a positive impact on the achievement motivation and contextual performance of employees. The recent

study by Yanthy and colleagues (2019) that have been conducted among 269 Civil Servant teachers of Regrouping Elementary Schools (SDN) in South Jakarta, Indonesia found that empowerment has a direct positive effect toward work motivation, self-development opportunities toward the efforts to achieve better performance.

Moreover, Shafique and Nadeem (2018) in their study among 150 managers of Hotel sector organizations located in Faisalabad explore the effect of employee's empowerment on organizational performance. The study results show that employee's empowerment explained a significant relation with organizational performance also with the mediator variable that is motivation. Recently, Ju and colleagues (2019) studies how leaders can break employee silence among 1000 full-time employees in 19 companies of a large multi-national electronics group operating in China. The employees worked for multiple departments at various levels and were based in different cities. The results show that intrinsic motivation mediates the relationship between empowering leadership and employee silence. That is, empowering leadership can reduce employee silence through enhancing their intrinsic motivation.

The previous discussion has provided evidence about the link between empowerment and motivation. One of the possible reasons is due to empowerment gives the employees a sense of satisfaction towards their job and organization (Jaya & Ananda, 2017). Therefore, the following hypothesis is proposed:

Hypothesis 6: Empowerment is positively and significantly related to motivation

2.5 Job Satisfaction as a Moderator

Omer and colleagues (2018) have conducted a study to determine the effect of transformational and conditional-rewarding leadership on the organizational silence perceptions of workers and the moderating role of job satisfaction in this relation. The study involved 396 employees in private hospitals in Isparta province, Turkey. At the end of the study, it was determined that transformational and conditional-rewarding leadership has a diminishing role on the organizational silence perceptions of workers and that job satisfaction plays a moderating role in the relation between transformational and conditional-rewarding leadership and pro-social silence, which one of the organizational silence dimensions. Another study by Jaarsveld and Keyser (2018) investigates the moderating effect of job satisfaction on the relationship between substance use levels and absenteeism. The sample of the study are 239 permanent employees at a power utility in Mpumalanga (a province in eastern South Africa). The core findings of this study revealed that the frequency of substance consumption influences employee absenteeism and that job satisfaction indeed plays a moderating role on the relationship between substance consumption levels and employee absenteeism.

In addition, a study by Allan Blake and colleagues (2018) investigates the moderating effect of job satisfaction in the relationship between meaningful work and mental health among 212 working adults in online source. The result shows that the relations between meaningful work and both anxiety and stress were moderated by job satisfaction. In other word, only people perceiving their work as meaningful and satisfying reported less anxiety and stress. Woo and Kim (2017) in their study examined the relationship between faculty burnout and scholarly productivity, as well as job satisfaction as a moderator, among 251 counseling faculty in the United States. Findings showed that burnout was predictive of scholarly productivity, and job satisfaction moderated the relationship between burnout and job satisfaction at a significant level. Akinlawon and Shamila (2018) investigate job satisfaction as a moderator in the relationship between leadership behavior and work engagement. The study was conducted in an artisan training academy located in the East of Johannesburg, South Africa. Data was collected from the entire population of 150 employed trainees. Results showed that work engagement is significantly affected by

leadership behavior, and job satisfaction moderated the leadership behavior – work engagement relationship.

Moreover, Jauhar and colleagues (2017) study on the impact of reward and transformational leadership on the intention to quit, as well as the moderating effect of job satisfaction among 107 respondents from 13 different oil and gas companies which are based in Klang Valley, Malaysia. Based on the survey results, reward and transformational leadership have a significant and negative relationship with intention to quit. However, job satisfaction only moderates the relationship between reward and intention to quit but not transformational leadership and intention to quit. Zaharie and colleagues (2018) investigates the moderating effect of job satisfaction on the relationship between the burnout and turnover intentions among 84 nurses in the Romanian health care services sector. The findings show a strong relationship between the burnout level and the turnover intentions and a negative relationship between job satisfaction and turnover intentions. The study also provides an empirical evidence about the moderating effect of the job satisfaction in the relationship between burnout and turnover intentions. Finally, Awotoye and colleagues (2017) examine the impact of maternity leave policies including the length of maternity leave and maternity leave pay on the occupational self-efficacy (OSE) of women who have recently returned from maternity leave. Given that job satisfaction impacts the work-related attitudes, they also test the moderating role of job satisfaction on the proposed relationships between maternity leave policies and occupational self-efficacy. 153 women who took short, medium, or long maternity leave and were paid or unpaid involved in this study. The result shows that long maternity leave had a significantly negative relationship with OSE, while short and medium did not. Additionally, paid maternity leave was positively related to OSE. The study also found that job satisfaction moderates the relationship between medium maternity leave length and OSE and paid maternity leave and OSE.

The previous studies have provided empirical evidence that job satisfaction can play the role as a moderator. Therefore, this study believe job satisfaction could moderate the relationship between salary, transformational leadership, job enrichment, training and development, job security, empowerment and motivation.

Employees should approach their jobs with a worshipful attitude in order to please Allah. In fact, this is the Islamic motivating force that leads to the success of organisations as well as individuals. According to the Prophet Mohammed (peace be upon him), “The worker if employed and takes what is right and gives what is right is like a “Mujahid” (who struggles in the cause of Allah) till he returns home” (At Tabarani). Therefore, the following hypothesis is proposed:

Hypothesis 7: Job satisfaction will moderate the relationship between salary, transformational leadership, job enrichment, training and development, job security, empowerment and motivation.

2.6 Job Involvement as a Moderator

A study by Chi and colleagues (2018) among 275 employees in Vietnam has found that job involvement had a moderating effect on the relationship between organizational commitment and job satisfaction. Tiwari and colleagues (2014) in their study among 600 employees of Diesel Locomotive Works (a public sector giant of India) also found that job involvement has moderated the relationship between job satisfaction and organizational commitment. In another study by Mahfuz (2013) among 241 employees working with hotels and tourism corporations listed in Amman Stock Exchange in Jordan, indicated that job involvement had a moderating effect on the relationship between emotional intelligence and retention. In addition, a research by Batlis (1980) among 111 supermarket department managers examined the role of job involvement as a potential moderator in the relationship between work environment and job satisfaction. The study found that job involvement did serve as a moderator in the work environment – job satisfaction relationship. Recently, Kabat- Farr and colleagues (2019) investigate linkages between workplace incivility and perceived work ability (PWA) among 399 workers. The study also investigates job involvement and grit as joint moderators of this association. Results shows that among employees with high levels of grit, there was no significant relation between supervisor incivility and PWA, regardless of employee job involvement. However, the study found some evidence that for those low in grit, having high job involvement was associated with a stronger relationship between supervisor incivility and PWA.

The previous findings have provided empirical evidence that job involvement can play the role as a moderator. It could be one of the reasons is employees with high levels of job involvement allow the job to become the central part of their life and pay more attention to their jobs (Hackett, Lapierre & Hausdorf, 2001; Chi & Colleagues, 2018). Therefore, this study believe job involvement could also moderate the relationship between salary, transformational leadership, job enrichment, training and development, job security, empowerment and motivation.

Everyone is accountable for his or her part in this unifying effort. And each individual must act in accordance with his or her position. The Muslim bears several responsibilities toward The Creator, his or her own self, people in general, nature, and other creatures. Many verses in the Holy Qur'an discuss man as a person, emphasising that everyone is responsible for his own actions and will be blamed or praised for them. The Shari'ah (Islamic Law) codes provide Muslims with basic characteristics in order for them to have a general, right understanding of themselves and the world around them, as well as proper conduct and behaviour.

Workers should not be assigned work that exceeds their capabilities. They should be able to operate in a fair and secure atmosphere. If they are hurt on the job, they should be paid. They should be able to balance work and personal time with their families. Children and minors should never be forced to work. The Prophet Muhammad (peace and blessings be upon him) said,

“Your brothers are your responsibility. Allah has made them under your hands. So whosoever has a brother under his hand, let him give him food as he eats and dress as he dresses. Do not give them work that will overburden them and if you give them such task then provide them assistance.” (Al-Bukhari). Therefore, the following hypothesis is proposed:

Hypothesis 8: Job involvement will moderate the relationship between salary, transformational leadership, job enrichment, training and development, job security, empowerment and motivation.

2.7 Research Framework

Based on the previous proposed hypotheses 1 to 8, below is the conceptual framework of this study (see Figure 2.2). There are six independent variables known as salary, transformational leadership, job enrichment, training and development, job security, and empowerment. There is only one dependent variable in this framework known as motivation. In addition, job involvement and job satisfaction play the role as a moderator in the relationship between independent variables (salary, transformational leadership, job enrichment, training and development, job security, empowerment) and motivation. In other word, this study proposed that job involvement and job satisfaction will enhance the effect of independent variables (salary, transformational leadership, job enrichment, training and development, job security, empowerment) on motivation.

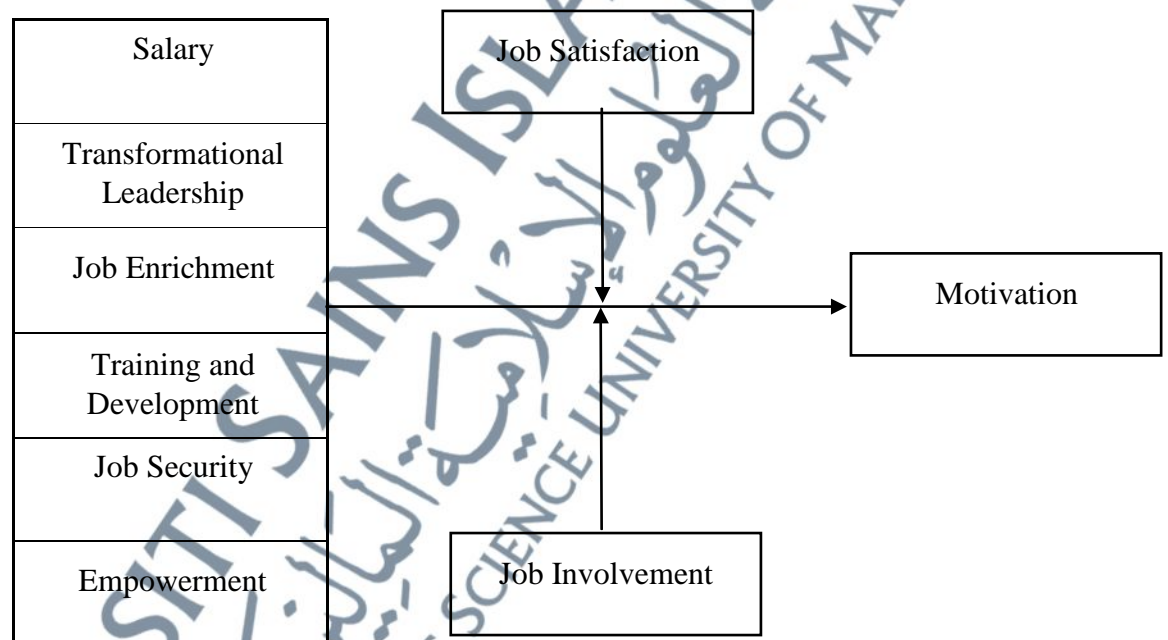


Figure 2.2: The Conceptual Framework of This Study

2.8 Conclusion

This chapter has provided a discussion about the literature that related to this study including the concept of motivation, the theory that related to motivation, and the factors that influence motivation. This chapter also has explained the conceptual framework of this study, which has been developed based on the 8 hypotheses proposed in this chapter. The next chapter 3 will provide detail explanation about the methodological aspect of this study.

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