

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**ANTECEDENTS OF JOB SATISFACTION AMONG
MUSLIM PUBLIC HEALTH EMPLOYEES IN PATTANI
PROVINCE, THAILAND**



EMEELA WAE-ESOR

UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
JULY 2017**

**ANTECEDENTS OF JOB SATISFACTION AMONG MUSLIM PUBLIC
HEALTH EMPLOYEES IN PATTANI PROVINCE, THAILAND**



By

EMEELA WAE-ESOR

UUM
Universiti Utara Malaysia

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**



Pusat Pengajian Pengurusan Perniagaan
(School of Business Management)

Kolej Perniagaan
(College of Business)

Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

EMEELA WAE-ESOR

calon untuk Ijazah
(candidate for the degree of)

DOCTOR OF PHILOSOPHY

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

**ANTECEDENTS OF JOB SATISFACTION AMONG MUSLIM PUBLIC HEALTH EMPLOYEES IN PATTANI
PROVINCE, THAILAND**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada:
26 January 2017.

(That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:
26 January 2017.

Pengerusi Viva
(Chairman for Viva)

: **Assoc. Prof. Dr. Salniza Md. Salleh**

Tandatangan
(Signature)

Pemeriksa Luar
(External Examiner)

: **Assoc. Prof. Dr. Shofian Ahmad (UKM)**

Tandatangan
(Signature)

Pemeriksa Dalam
(Internal Examiner)

: **Assoc. Prof. Dr. Chandrakantan Subramaniam**

Tandatangan
(Signature)

Tarikh: **26 January 2017**
(Date)

Nama Nama Pelajar
(Name of Student) : Emeela Wae-Esor

Tajuk Tesis / Disertasi
(Title of the Thesis / Dissertation) : Antecedents of Job Satisfaction Among Muslim Public Health
Employees in Pattani Province, Thailand

Program Pengajian
(Programme of Study) : Doctor of Philosophy

Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors) : Assoc. Prof. Dr. Azizi Abu Bakar

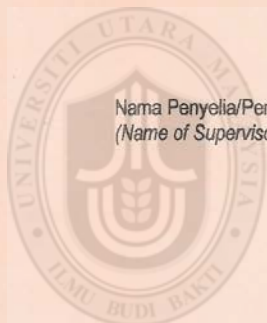


Tandatangan

Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors) : Assoc. Prof. Dr. Hoe Chee Hee



Tandatangan



UUM
Universiti Utara Malaysia

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRACT

Employees' job satisfaction is very important for any organization since it is one of the primary sources of productivity gains. Organizations develop the atmosphere of cooperation for their employees through human resource management policies in order to enhance employees' satisfaction. While many studies have already been made with regard to job satisfaction in general, the theoretical understanding of job satisfaction within the Islamic context is still limited. Job satisfaction within the Islamic context is currently an important human resource management issue, especially for the Muslim community who forms the majority in Thailand's southernmost provinces. Hence, this study attempts to investigate the relationship of Islamic Workplace Accommodation towards Job Satisfaction among Muslim Public Health Employees in Pattani Province, Thailand. This study specifically examines the relationship of the important factors of Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, and Staff Relations to Job Satisfaction. The study also investigates the role of Work Motivation as a mediator between the relationship of Islamic Workplace Accommodation and Job Satisfaction. A total of 242 respondents who were randomly selected from Public Health Centre in Pattani province, participated in this study. The data was analysed using SmartPLS software whereby the variance based structural equations (SEM) modelling tool was used to analyse the data gathered through survey based questionnaires. The findings indicated that all the factors were found to be significantly related toward Job Satisfaction, except for Islamic Workplace Accommodation. And by using the bootstrapping technique, it showed that Work Motivation fully mediated the relationship between Islamic Workplace Accommodation and Job Satisfaction. From these findings, this study recommends that in order to increase employee job satisfaction through Islamic Workplace Accommodation, Work Motivation should be further encouraged.

Keywords: Islamic workplace accommodation, nature of work, rewards and compensation, job satisfaction, work motivation

ABSTRAK

Kepuasan kerja pekerja adalah sangat penting bagi mana-mana organisasi kerana ia adalah salah satu sumber utama untuk meningkatkan produktiviti. Organisasi membangunkan suasana kerjasama untuk pekerjaanya melalui polisi pengurusan sumber manusia bagi mempertingkatkan kepuasan pekerja. Walaupun banyak kajian telah dibuat berkaitan dengan kepuasan kerja secara umum, pemahaman teori mengenai kepuasan kerja dalam konteks Islam masih terhad. Kepuasan kerja dalam konteks Islam kini merupakan isu pengurusan sumber manusia yang penting, terutama bagi masyarakat Islam yang membentuk majoriti di wilayah paling selatan Thailand. Oleh sebab itu, kajian ini bertujuan untuk mengkaji hubungan Tempat Penginapan Kerja Islam terhadap Kepuasan Kerja di kalangan Pekerja Muslim Perkhidmatan Kesihatan Awam di Wilayah Pattani, Thailand. Secara khususnya, kajian ini akan mengkaji hubungan faktor-faktor penting Dasar Konflik Keselamatan Selatan Thailand, Keadaan Pekerjaan, Ganjaran dan Pampasan, dan Hubungan Kakitangan terhadap Kepuasan Kerja. Kajian ini turut meninjau peranan Motivasi Kerja sebagai perantaraan antara hubungan Tempat Penginapan Kerja Islam dan Kepuasan Kerja. Seramai 242 responden yang telah dipilih secara rawak dari Pusat Kesihatan Awam di Wilayah Pattani mengambil bahagian dalam kajian ini. Data dianalisis dengan menggunakan perisian SmartPLS dimana alat '*variance based structural equations modeling*' (SEM) digunakan untuk menganalisis data yang dikumpul melalui tinjauan berdasarkan soal selidik. Dapatan dari kajian ini menunjukkan bahawa semua faktor didapati berkait secara signifikan terhadap Kepuasan Kerja, kecuali Tempat Penginapan Kerja Islam. Dengan menggunakan teknik '*bootstrapping*' ia menunjukkan bahawa Motivasi Kerja adalah perantaraan sepenuhnya hubungan di antara Tempat Penginapan Kerja Islam dan Kepuasan Kerja. Daripada penemuan ini, kajian ini mencadangkan agar Motivasi Kerja perlu digalakkan untuk meningkatkan kepuasan kerja pekerja melalui Tempat Penginapan Kerja Islam.

Kata kunci: Tempat penginapan kerja Islam, keadaan pekerjaan, ganjaran dan pampasan, kepuasan kerja, motivasi pekerjaan

ACKNOWLEDGEMENT

A very sincere appreciation goes to my helpful supervisor, Assoc. Prof. Dr. Azizi Abu Bakar and my co-supervisor, Assoc. Prof. Dr. Hoe Chee Hee for their wonderful guidance and enormous patience. The supervision and support they gave throughout this study truly help the progression and smoothness of it. Once again, the co-operation given is much appreciated.

Besides my supervisor, I would like to thank to Assoc. Prof. Dr. Chandrakantan Subramaniam, Dr. Francis Chuah and Encek Mohamad Zainol Abidin Bin Adam for their valuable guidance and support.

Deepest thanks and appreciation to my father, Waeyusoh Wae-esor, my mother, Sunee Wae-esor, my siblings, friends and other family members for their encouragement, constructive suggestion and support during my study period. Their help and support gave me the will and vigor to complete this study.

Last but not least, my word of thanks is also extended to the respondents who sacrifice their most valuable time and energy to help me during the data collection process. Their cooperation really facilitates my progress in my study at great length.

TABLE OF CONTENTS

CONTENT	PAGE
Title Page	i
Certification of Thesis	ii
Permission to Use	iv
Abstract	v
Abstrak	vi
Acknowledgement	vii
Table of Contents	viii
List of Tables	xiv
List of Figures	xvi
List of Abbreviations	xvii

CHAPTER 1: INTRODUCTION

1.1	Background of the Study	1
1.1.1	Overview of Muslim and the Southernmost Provinces in Thailand	6
1.2	Problem Statement	11
1.3	Research Questions	14
1.4	Research Objectives	15
1.5	Scope of the study	15
1.5.1	Overview of Thailand Southernmost Provinces Conflict	17

CONTENT		PAGE
1.6	Significance of the study	26
1.7	Definition of Key Terms.	27
1.8	Organization of the Thesis	29

CHAPTER 2: LITERATURE REVIEW

2.1	Introduction	31
2.2	Conceptualizations of Main Constructs	32
2.2.1	Job Satisfaction	32
2.2.2	Work Motivation	38
2.2.3	Islamic Workplace Accommodation	41
2.2.3.1	Overview of the Basic Principles of Islamic Practices	43
2.2.4	Thailand Southernmost Conflicts Security Policies	58
2.2.5	Nature of Work	60
2.2.6	Rewards and Compensation	63
2.2.7	Staff Relations	65
2.3	Hypotheses Development	66
2.3.1	The Relationship between Islamic Workplace Accommodation and Job Satisfaction	66
2.3.2	The Relationship between Work Motivation and Job Satisfaction	69

CONTENT	PAGE
2.3.3 The Relationship between Thailand Southernmost Conflicts Security Policies and Job Satisfaction	71
2.3.4 The Relationship between Nature of Work and Job Satisfaction	73
2.3.5 The Relationship between Rewards & Compensation, and Job Satisfaction	75
2.3.6 The Relationship between Staff Relations and Job Satisfaction	77
2.3.7 The Relationship between Islamic Workplace Accommodation and Work Motivation	80
2.4 Underpinning Theory: Social Exchange Theory	83
2.5 Supporting Model and Theories	85
2.5.1 Herzberg's Two Factor Theory: Frederick Herzberg (1959)	86
2.5.2 Maslow's Hierarchy of Needs: Abraham Maslow (1943)	89
2.5.3 The Mediating Role of Intrinsic Motivation between Islamic Work Ethics and Employee Job Satisfaction	95

CHAPTER 3: METHODOLOGY

3.1	Introduction	97
3.2	Conceptual Framework	97
3.3	Research Design	99
3.4	Population and Sampling	100
	3.4.1 Sample Size and Sampling Design	101
3.5	Data Collection Procedure	103
3.6	Measurement of variables	104

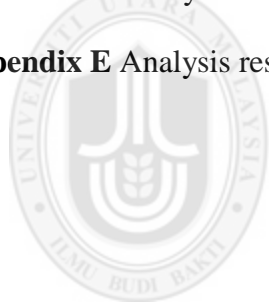
CONTENT	PAGE
3.6.1 Islamic Workplace Accommodation	104
3.6.2 Work Motivation	106
3.6.3 Thailand Southernmost Conflict Security Policies	107
3.6.4 Nature of Work	109
3.6.5 Rewards and Compensation	110
3.6.6 Staff Relations	111
3.6.7 Job Satisfaction	112
3.6.8 Demographic Variables	113
3.7 Questionnaire Design	113
3.7.1 Translation of Questionnaire	116
3.8 Pilot Test	116
3.9 Techniques of Data Analysis	120
CHAPTER 4: FINDINGS	
4.1 Introduction	122
4.2 Response rates	122
4.3 Data Screening	124
4.3.1 Normality Test	124
4.3.2 Outlier Detection	125
4.3.3 Common Method Variance	131
4.4 Profile of Participants	132
4.5 Results on Descriptive Statistics of the Variables	135

CONTENT	PAGE
4.6 Evaluation of PLS-SEM Results: Assessment of Measurement Model	136
4.6.1 Individual Item Reliability	137
4.6.2 Convergent Validity	137
4.6.3 Discriminant Validity	139
4.7 Assessment of Significance of the Structural Model	142
4.8 Assessment of Variance Explained in the Endogenous Latent Variables	144
4.9 Assessment of Effect Size (f^2)	145
4.10 Assessment of Predictive Relevance	146
4.11 Testing Mediating Effect	147
4.12 Importance Performance Map Analysis (IPMA)	148
4.13 Summary of Findings	149

CHAPTER 5: DISCUSSION AND CONCLUSION

5.1 Introduction	151
5.2 Recapitulations of the Study	151
5.3 Discussion of Findings	153
5.3.1 Direct Paths	153
5.3.2 Mediating Path	160
5.4 Implications of the Study	162
5.4.1 Theoretical Implications	162
5.4.2 Practical Implications	163

CONTENT	PAGE
5.5 Limitations of the Study	165
5.6 Recommendations for Future Research	167
5.7 Conclusion	168
References	171
Appendix A Questionnaire Form in English and Thai version	206
Appendix B Results of Index of Item Objective Congruence (IOC)	212
Appendix C Results of Reliability test of the study	214
Appendix D Analysis results from SPSS	216
Appendix E Analysis results from Structural Model	251



UUM
Universiti Utara Malaysia

List of Tables

TABLE	PAGE
Table 3.1: Number of Muslim public health employees in Pattani province in 2014	101
Table 3.2: Items of Islamic Workplace Accommodation	105
Table 3.3: Items of Work Motivation	107
Table 3.4: Items of Thailand Southernmost Conflict Security Policies	108
Table 3.5: Items of Nature of Work	109
Table 3.6: Items of Rewards and Compensation	110
Table 3.7: Items of Staff Relations	111
Table 3.8: Items of Job Satisfaction	112
Table 3.9: Summary of the Questionnaire Design	115
Table 3.10: Index of Item Objective Congruence	117
Table 3.11: Internal Consistency Measurement	119
Table 3.12: Reliability Test of the Instruments	120
Table 4.1: Summary of Response Rates	123
Table 4.2: Results of Skewness and Kurtosis	125
Table 4.3: Results of Variables Distribution	126
Table 4.4: Results of Common Method Variance	132
Table 4.5: Profile of participants of study	133
Table 4.6: Descriptive statistics of the variables	135
Table 4.7: Loadings, Composite Reliability and Average Variance Extracted	138
Table 4.8: Fornell-Larcker Criterion	139
Table 4.9: Heterotrait-Monotrait Ratio (HTMT)	140

List of Tables

TABLE	PAGE
Table 4.10: Cross Loadings	141
Table 4.11: Structural Model Assessment Direct Relationships	144
Table 4.12: Variance Explained in the Endogenous Latent Variable	145
Table 4.13: Effect Size (f^2)	146
Table 4.14: Construct Cross-Validated Redundancy	147
Table 4.15: Hypothesis of the Mediating Effect	148
Table 4.16: Hypotheses summary	150



List of Figures

FIGURE	PAGE
Figure 1.1: The percentage of resigning among Public Health employees in Pattani Province	2
Figure 1.2: The number of the conflict frequency, death and injured in Pattani, Yala and Narathiwat in 2014	5
Figure 1.3: Map of Thailand Southernmost Provinces	8
Figure 2.1: Herzberg's Two Factor Theory	88
Figure 2.2: Maslow's Hierarchy of Need Model	90
Figure 2.3: Maslow's Hierarchy of Needs and how needs are satisfied	91
Figure 2.4: Comparison between Maslow and Herzberg Theory	93
Figure 2.5: The mediating role of Intrinsic Motivation between Islamic Work Ethics and Employee Job Satisfaction	96
Figure 3.1: Conceptual Framework	98
Figure 4.1: The Boxplot of Islamic Workplace Accommodation	127
Figure 4.2: The Boxplot of Thailand Southernmost Conflict Security Policies	127
Figure 4.3: The Boxplot of Nature of Work	128
Figure 4.4: The Boxplot of Rewards and Compensation	129
Figure 4.5: The Boxplot of Staff Relations	129
Figure 4.6: The Boxplot of Work Motivation	130
Figure 4.7: The Boxplot of Job Satisfaction	131
Figure 4.8: Measurement Model	136
Figure 4.9: Structural Model (Full Model)	142
Figure 4.10: Importance Performance Map Analysis (IPMA)	149

List of Abbreviations

CIA	Central Intelligence Agency
CPA	Certified Public Accountant
EEOC	Equal Employment Opportunity Commission
HR	Human Resource
HSRI	Health Systems Research Institute
IOC	Index of Item Objective Congruence
IWE	Islamic Work Ethic
NWL	Nursing Work-life Model
QWL	quality of work life
SME	Small and Medium-Sized Enterprise
SPSS	Statistical Package for the Social Sciences
THB	Thai Baht

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Job satisfaction is a fundamental concern to any health organization since it is a predictor of the physical and mental states of its employees (Tyson & Pongruengphant, 2004). Therefore, it is very important for management to realize the basis of job satisfaction because without a good understanding of job satisfaction, it may lead dissatisfaction among employees in the workplace (Dossary, Vail & Macfarlane, 2012). In relation to this, a higher level of job satisfaction among healthcare employees will lead to a higher level of employee productivity and quality improvement. Additionally, a low level of job satisfaction can cause high staff absenteeism and turnover which will affect the efficiency of healthcare services as a whole.

To ensure the successful achievement of organization goals, the organization's management needs to create an atmosphere that facilitates employee's job satisfaction. However, there are various factors which can influence an employee's level of job satisfaction. Some of these factors include the quality of the working conditions, pay and promotion, and the relationship between colleagues (Govender, 2010).

In addition to the above factors, religious accommodation at workplace was also found to be one of the factors influences what employees' desire and their job satisfaction

(King & Williamson, 2010). By offering workplace approval of religious expression and practices, it was found a significant impact towards job satisfaction.

According to Hassan, Mohammad, Mohd, Rozilah, and Ali (2015) religion plays an important role in the values that employees hold, while lack of religious accommodation at workplace is one of the reasons that impacts on employees' job satisfaction level (King & Williamson, 2010) and it leads to employees leaving the organization even if they are happy with their work itself. As can be seen in Figure 1.1, this can possibly be one of the reasons why the turnover among the Thai Muslim Public Health employees in Pattani has been increasing since 2010.

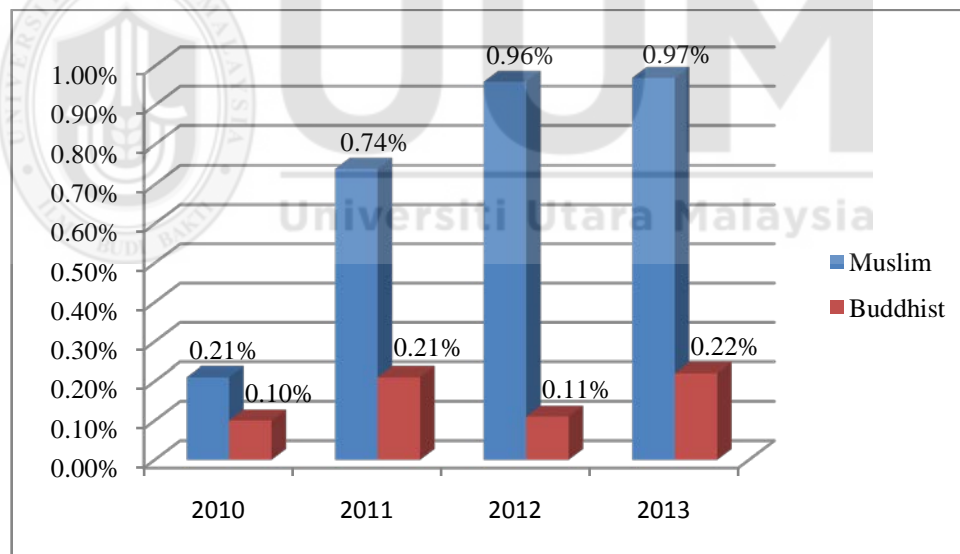


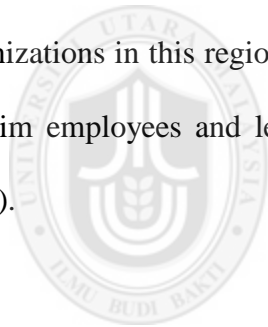
Figure 1.1

The percentage of resigning among Public Health employees in Pattani Province

Source: Pattani Public Health Centre (June, 2015)

In fact, past studies have found that the majority of the workforce in Thailand's southernmost provinces is made up of ethnic Muslims. Hence, the Thai government has

developed strategies that attempt to provide better support to the Muslims workforce by offering a greater degree of the freedom in religious practices in workplaces (Wattana, 2006). However, still there was an issue regard to inadequate religious accommodation at workplace among Muslim workforces in Thailand's southernmost provinces as some organizations do not provide a proper prayer room for their employees. This has resulted in some of them having to pray in the rest room or even at the fire escape zone (Sutheravut, 2005). In fact, a study found that some of Muslim workforces in this region were having less satisfaction toward their organizations religious policy compared to Buddhist workforces ("Push for permission to wear Hijab," January 2016). This showed that there is still lack of Islamic workplace accommodations offered by some organizations in this region, and this may affect the level of job satisfaction among their Muslim employees and lead to increase the number of turnover (King & Williamson, 2010).



UUM
Universiti Utara Malaysia

The Society for Human Resource Management Report (2011) reported that employee retention was most influenced by having a workplace which accommodates religious practices for its employees. In this context, religious practices refer to worship and prayer attending, religious symbols wearing, religious objects displaying, or other forms of religious expression.

However, Ritter (as cited in Kelly, 2008) posited that an employer is required to understandably accommodate the religious faiths of their employees at workplace which the intensity should not create an undue hardship on the business. Undue hardship as

defined by Kelly (2008) is any religious accommodation that would be excessive costly, or would primarily break the operation of the business.

As interpreted by the United States EEOC, religious accommodation laws,

“...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.” (EEOC, 2010)

Previous studies have showed that conflicts in Thailand’s southernmost provinces (Pattani, Yala and Narathiwat) have affected the workforce living in this region which has resulted in increased employees’ stress and job dissatisfaction (Grodgangunt, 2012).

The nature of the conflict refers to people were killed in a series of bomb attacks and shooting. The conflict occurrences which was believed to have started as an ethnic separatist insurgency movement in the Southernmost Region, has now turned into a more complex and violent issue since 2004 (Smith, 2004). As a consequence, the conflict has affected all the local people, official staffs, local government officers (Buddhachart, 2007) who live in southernmost provinces especially, in Pattani (Panatnachi, 2014).

Figure 1.2 below shows that Pattani province is where most conflicts occurred with the corresponding highest number of deaths and injuries caused by the conflict as compared to the provinces of Yala and Narathiwat.

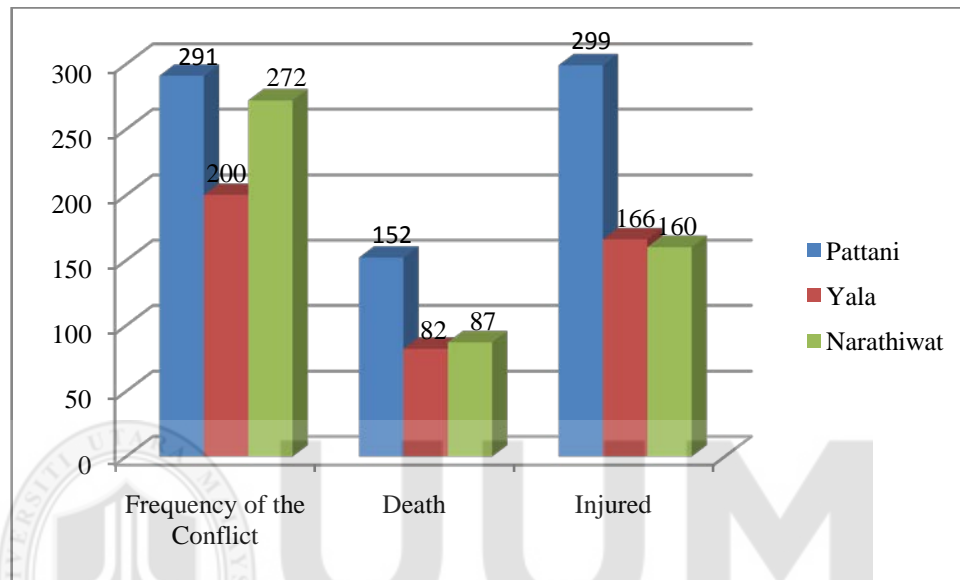


Figure 1.2
The number of the conflict frequency, death and injured in Pattani, Yala and Narathiwat in 2014

Source: Deep South Incident Database (December, 2014)

Previous research showed that the conflicts or violence in Thailand southernmost provinces contributed to the difficulty in motivating employees to remain as productive workers. According to Kraonual, Hatthaki, and Boonyasopu (2009) there is a negative relationship between the conflict and job satisfaction; the conflict increase workforces tension and decrease their motivation due to the difficulty in traveling because of unsafe public transportation and feeling the risk of being injured, while this lack of motivation, led to a decrease in the employees' job satisfaction.

The study of Sodmanee (2008) found that there is a security policy and risk allowance provided by the Thai government to cover officials who are in the line of duty in the southernmost provinces. The study also found that this monthly benefit basically is one of the greatest motivators towards job satisfaction among officers in the southernmost provinces. However, the study by Kraonual et al., (2009) revealed that both security policy and risk allowance were not effective enough to fulfil job satisfaction among workforces in this region.

Moreover, the study by Ruangdej, Chaosuansreecharoen and Sungkeao (2014) found that the significant factor related to the resignation among healthcare employees in the southernmost provinces in Thailand was a low job satisfaction in terms of healthcare nature of work, compensation and working relationships with colleagues (Buddhachart, 2007).

1.1.1 Overview of Muslim and the Southernmost Provinces in Thailand

Thailand is officially recognized as a Buddhist country with a population of 67 million, of which 94.6 percent are Buddhist, Muslims 4.6 percent, Christian 0.7 percent and others 0.1 percent (CIA World fact book demographic statistics, 2013). However, people in Thailand have their own freedom of religious beliefs and shall take pleasure under the protection of the Kingdom of Thailand new constitution of 1997 (Sungton, 2007).

Even though Muslim communities exist all over the country, 80 percent of the Muslims live in the Southernmost of Thailand (Campbell, 2013). According to True (As cited in

Sungton, 2007), Muslims who live in the southernmost provinces have a distinctive ethnic identity that is mixed to the Malay ethnicity, Malay language, and Islamic faith.

Muslims in Thailand locates in three configurations defined by geography (Yusuf, 2007):

- I. The Melayu speaking Muslim communities are located in the southernmost region (Pattani, Yala and Narathiwat provinces). This region composes Muslim approximately 80 percent (Campbell, 2013) of the entire Muslim population in Thailand.
- II. The Thai speaking Muslim communities are located at the upper South region such as Satun, Songkla, Nakorn Si Thammarat, Krabi, Phuket, and Phangnga.
- III. The multi-ethnic Thai speaking Muslim communities are located in the central provinces which include Bangkok and Ayudhaya and also in the north and the northeast regions of Thailand. These Muslim communities are a mixed group, comprising Thai, Persian, Malay, Indian, Chinese, and Indonesian ethnic origins.

In addition to the above Muslim communities, there were numerous Muslim migrants from neighbouring countries who have lived in Thailand for economic settlement reason and also Buddhists converts to Islam either throughout marriage or religious conversions.

Geographically, the southernmost region of Thailand comprises of three provinces which are Pattani, Yala and Narathiwat where located near to the northern border of Malaysia. Administratively, as depicted in figure 1.3, each of these three provinces is subdivided into a district (Amphoe¹)



Figure 1.3
Map of Thailand Southernmost Provinces
 Source: ref world, 2014

¹ Amphoe is a Thai word which means a district.

Pattani is subdivided into 12 districts which included; (1) Muang Pattani, (2) Saiburi, (3) Maikaen, (4) Kapho, (5) Mayo, (6) Yaring, (7) Khok pho, (8) Nongchik, (9) Yarang, (10) Panare, (11) Thung Yang Daeng, and (12) Mae Lan.

Yala is subdivided into 8 districts which included; (1) Muang Yala, (2) Betong, (3) Than To, (4) Raman, (5) Krong Pinang, (6) Yaha, (7) Ka bang, and (8) Bannangsata.

Narathiwat is subdivided into 13 districts which included; (1) Muang Narathiwat, (2) Tak Bai, (3) Bacho, (4) Yi-ngo, (5) Rangae, (6) Ruso, (7) Si Sakhon, (8) Waeng, (9) Sukhirin, (10) Sungai Kolok, (11) Sungai Padi, (12) Cho-airong and (13) Chanae.

Based on Klanarong (2009), Muslims in this region often related closely to Muslim Malaysians. Muslims in the southernmost of Thailand slightly use common characteristics in culture, religion, and language with the people of Northern Malaysia. However, Muslims in the southernmost of Thailand has special characteristics which distinguish them from other provinces of Thailand. The dissimilarity is not only through religion but also through their language; Muslims who live in the southernmost of Thailand are Jawi-speaking (Malay Dialect). The study of Klanarong further explained that in daily life, people in Pattani, Yala, and Narathiwat use a Malay dialect to communicate rather than Thai language.

As Thailand is a multicultural country encompassing with a multi-religious society (Sungdong, 2007) especially in the southernmost of Thailand, the majority of the Muslim population in this region lived amongst the Buddhists. Hence, this diversity is definitely

reflected in public administration structure in this area, and it requires unique human resource management practices to deal with this significant diversity.

A review of the literature showed that the Thai government started offering religious freedom for Islam to be practice as a religion by the Muslim workforce. The study by Poocharoen (2010) showed that while the Thai government possessed a self-determined public administrative structure managed by a centralized Buddhist bureaucracy, the public administration in the southernmost region has been unique compared to the rest of the country since the majority of population is Muslims. Poocharoen also explained that the Thai Government tried to use the process of adapting their human resource management practices to manage with the diversity which characterizes the Muslims workforce in the southernmost of Thailand.

Muslim politicians in the southernmost provinces were the key players who facilitated as a religious movement in working toward addressing the developmental problems facing Muslims in the southernmost region. Yusuf (2009) clarified that due to the greater political representation of Muslims in these southernmost provinces, the Thai national government has realized that there is a need to accommodate the Islamic concerns of this community. Thus, the Thai government has reformed its policies to accommodate the religious demands of the Muslims, such as the education system (Boonlong, 2007). The Thai education system has allowed the basic Islamic education to be taught in the public schools of the southernmost provinces. The Muslim women are also allowed to wear the Hijab for photographs to be taken for their identity card or passport. However, the right to wear the Hijab does not apply for all vocations or workplace, especially in the armed

forces (Chankiri, 2014). The Thai government has granted leave for any Muslim government employees wanting to perform the Hajj in Saudi Arabia. Muslim government employees are also granted official holidays to celebrate Islamic religious festivals such as the Eidil-Fitri and Eidil-Adha. Additionally, the Thai government has provided the platform for the Provincial Councils of Islamic Affairs to administer Muslim affairs at the national and provincial phase.

1.2 Problem Statement

While a search of the literature showed that there have been numerous studies exploring the factors which influence job satisfaction, it remains unexplored to some extent when it comes to study in dissimilar work environment (Singh & Tiwari, 2011). In addition, as the phenomenon of religiosity or spirituality has recently become a major concern of employers, it is an on-going challenge for researchers due to the lack of empirical literature related to religious expression at workplace towards both employees' work motivation and job satisfaction (Ashforth & Vaidyan, 2002).

The study of Hassan et al. (2015) found the positive relationship between religious belief accommodations and employee job satisfaction, while employees will gain the level of their job satisfaction with organizations that determined a clear policy and procedure on religiosity, providing space for prayer and respect employee dress code according to their religious beliefs.

Previous studies showed that the link between religious accommodation and job satisfaction can be made possible through work motivation (Zaman, Nas, Ahmed, Raja & Marri, 2013). The study of Kelleher (2015) found that to providing effective religious practice accommodation is one of the strategies to improve employee work motivation. Kelly (2008) believed that employees may ask for their faiths and practices to be accommodated in the workplace while Gelb and Longacre (2012) supported that permitting employees to express their religions could enhance their work motivation and productivity, the positive effect or return in value could be reaped in terms of increased employees job satisfaction (Grim, 2015a).

A review of the past literature found that there is still a lack of studies that investigate employee job satisfaction in which there is an issue related with the local workplace environment when it is under the conflict or unrest situation as is the case in the Thailand Southernmost provinces (Srirhai, 2001).

A previous study showed that when there is a higher rate of conflict occurrence is one of the factors that lead to increase employees' stress and job dissatisfaction (Grodgangunt, 2012). However, the study of Sodmanee (2008) found that there is a security and risk allowance supported by the Thai government to cover officials who are in the line of duty in the southernmost provinces. The study found that this allowance and security policies have a significant relationship toward employees' job satisfaction in Thailand southernmost.

Previous study also found the relationship between several factors toward job satisfaction. However, there is a concern of some factors that need to be examined in this study as the study of Ruangdej et al. (2014) found that the significant factors related with the reason of resignation among public health employees in the southernmost provinces in Thailand were low job satisfaction in term of healthcare nature of work, rewards and compensation and working relationships with colleagues (Buddhachart, 2007). Nevertheless, the study was not an empirical study and hence, there is a need for an empirical investigation on the nature of work, staff relations and compensation toward job satisfaction as carried out in this present study.

In addition, a review of past studies study also revealed that there is a theoretical gap to the previous job satisfaction model. A new notion of the job satisfaction model should also take into account the factors of religiosity as the study by Sulaiman, Ahmad, Sbaih, and Kamil (2014) pointed out that the traditional job satisfaction and motivational theories such as Maslow's Hierarchy of Needs and Herzberg's Two Factors Theory were not studying the whole concept of employees' motivation and job satisfaction. One important element is missing in their theories is the spiritual or religious facet. Ali (2009) argued that to fulfil the employees' spiritual needs is very important for any organizations to recognize, such as the need for Muslim employees to be able carry out their required religious practices in the workplace.

As earlier studies has also found that the number of Muslim public health employees' turnover is increasing and low job satisfaction is concerned on this issue (Buddhachart, 2007), this research is designed with the hope of filling this gap by studying further the

interactions between Islamic workplace accommodation and job satisfaction among Muslim public health employees. In addition, it will investigate the mediating role of work motivation in the theoretical relations between Islamic workplace accommodation and job satisfaction is consistent with the recommendation made by Zaman et al. (2013).

As discuss earlier, it is also possible to theorize a relationship between Thailand southernmost conflict security policies, nature of work, rewards and compensation and staff relations toward job satisfaction. The present study attempts to approach this topic by placing it within the Social Exchange Theory which in the process brings satisfaction when employees receive fair returns (Blau, 1964) it showed that having an organization that provides support is always in line with employees' gaining benefits, which in turn creates a sense of commitment to give a better return in the form of positive work attitudes and results in productivity gains (Blau, 1964).

1.3 Research Questions

Based on the existing gap identified above, the research questions identified for this present study are following:

- (1) What is the relationship between Islamic Workplace Accommodation, Work Motivation, Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, and Staff Relations toward Job Satisfaction?

- (2) What is the relationship between Islamic Workplace Accommodation and Work Motivation?
- (3) Does Work Motivation mediate the relationship between Islamic Workplace Accommodation and Job Satisfaction?

1.4 Research Objectives

- (1) To examine the relationship between Islamic Workplace Accommodation, Work Motivation, Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, and Staff Relations toward Job Satisfaction.
- (2) To examine the relationship between Islamic Workplace Accommodation and Work Motivation.
- (3) To examine whether Work Motivation mediates the relationship between Islamic Workplace Accommodation and Job Satisfaction.

1.5 Scope of the Study

This study will be conducted on a sample of 242 Muslim Public Health employees in Pattani. There are twelve districts Public Health offices under the Pattani Public Health Centre. These districts are: (1) Muang Pattani, (2) Saiburi, (3) Maikaen, (4) Kapo, (5) Mayo, (6) Yaring, (7) Kokpho, (8) Nongjik, (9) Yarang, (10) Panarae, (11) Toongyandaeng, and (12) Maelan.

Public health is a fundamental facet of the healthcare system to minimize the effects of disease, injury and disability. Pattani Public Health Centre is a non-profit organization governed under the Public Health Ministry of Thailand. The main objective of Public Health Centre in Pattani is to promote a healthier lifestyle among the population in Pattani province. This is essentially provisioned in the provincial healthcare service.

The study was conducted amongst Muslim public health employees in Pattani province, Thailand. The justification to study job satisfaction particularly among this group was presented earlier in the background of the study in which it was found that the significant factor related with the resignation among healthcare employees in the southernmost provinces (Pattani, Yala and Narathiwat) in Thailand was a low job satisfaction in term of healthcare nature of work, compensation, and working relationships with colleagues (Ruangdej et al., 2014). In particular, the study found that the number of resignation among Muslim public health employees in Pattani province has been increasing since 2010 (Pattani Public Health Centre, 2015). Therefore, the study has focused on job satisfaction only among Muslim public health employees in Pattani while the examination of healthcare nature of work, compensation, and working relationships with colleagues will be considered.

The factor of Islamic workplace accommodations also will be examined as Muslim workforces is an issue of major concern in the southernmost provinces of Thailand. Studies on the context of Islamic workplace accommodations and job satisfaction have been largely carried out (Abbasi, 2014; Altaf, & Awan, 2011; Marri, Sadozai, Zaman, Ramay, 2012; Zaman et al. 2013) in other countries, especially within the Muslim

countries. To date, no such similar empirical studies have ever been carried out before in Thailand.

1.5.1 Overview of Thailand Southernmost Provinces Conflict

According to the conflict or unrest situations in Thailand southernmost region, the early discussion showed that there is a security policy and risk allowance supported by the government to cover workforces who are in the line of duty in the southernmost provinces. However, the study showed that security policy and risk allowance were not supported effectively enough to fulfil job satisfaction among workforces in this region (Kraonual et al., 2009).

Based on the research area, this section provides the basic information of conflict happens in Thailand southernmost provinces to understand background of the study area. The study revealed that there is still lack of past empirical studies investigate the employee job satisfaction while there is an issue related with the local workplace environment when it is under the conflict or unrest situation in Thailand Southernmost provinces (Srirhai, 2001).

Thailand's south region contains 14 provinces. There has been conflict primarily in the southernmost provinces (Pattani, Yala and Narathiwat) however certain districts of Songkhla province (Hatyai, Sabayoi, Thepa and Nathawi) where neighbouring with the southernmost provinces and particularly in some Muslim districts has also been affected relatively by the insurgency.

The nature of the conflict refers to people were killed in a series of bomb attacks and shooting. The conflict happening was believed as an ethnic separatist insurgency in the southernmost provinces but has turned into complex and ever more violent since 2004 (Smith, 2004).

According to Wattana (2006) Multi-ethnic value for dissimilarity has claimed to be one of the most important issues in the southernmost Thailand region where Muslims are almost 80% of the population (Campbell, 2013). Historically, the southernmost of Thailand conflict had a long story background, however it had seen a rise of the violence up from 2004 (Smith, 2004) until now.

There were numerous scholars studied on the conflict of Thailand southernmost provinces. Various explanations of the conflict cause have been described variedness. Based on Sungtong (2007), the region in the past was known as the Kingdom of Pattani (comprising today's southernmost provinces of Pattani, Yala and Narathiwat) then it defeated under Siamese (Thailand's historical name) in 1786. After Pattani was annexed and proclaimed to be part of Thailand; the former Pattani Sultanate was divided into smaller administrative units (McDermott, 2013) and the people of the former Pattani Sultanate referred as "Pattani Melayu" and changed to "Thai Muslims" by Thai government in the hope that this linguistic amend would contribute to the overall goal of assimilation (Jory, 2006).

Several factors have been assumed as the reason why Muslims against towards the Thai government. Wattana (2006) specified some reasons included the perception of local Muslims have promoted unfairly from development plans which implemented since 1960s, the Thai government attempted to adopt Buddhist cultural and social values and practices along with the local Muslims community regardless of dissimilarities concerned and even it has seen obviously as incompatible with the Muslim ways.

The study of McDermott (2013) also explained that Pattani Melayu population were forced to use the Thai language and adopted Buddhist customs in the area and also placed in charge of administration. This is consistent with the study (“Southern Thailand: Insurgency, Not Jihad,” 2005) the roots of the current conflict remained from the discrimination against Muslim community and the government tried to force them to adopt the Buddhists culture in their daily life for almost a century. Due to the dissimilarities of identity, culture and religion between Pattani and Siamese therefore it revolted against the Siamese to reinstate Pattani’s sovereignty happened from time to time (Sungdong, 2007).

Tan-Mullins (2009) supported that the differences of socio-historical relations between the southernmost and central of Thailand was one of the main conflict reasons. As the study described that the kingdom of Pattani was historically self-governing with a strong Islamic cultural identity and considered as a centre of Islamic identity region. However, Pattani was forcibly put under the Buddhist centralized administration order after getting annexed by the Siamese conquerors; moreover the political boundaries then were managed on the basis of geographic location rather than their religious or ethnic

identities. The study also described that some of Muslims who live in the southernmost of Thailand believed that they were treated as second class citizen, as following of this feeling statement;

“Fighting is useless. . . . The government is the main problem. They always see us as terrorists, just because we are not Buddhist but Muslims. How can we fit into a country when our rights to practice an alternative religion are violated? Maybe we should change the government and the idea of a national religion. What more must we do to prove we are a Thai national? Bleach ourselves fair?” (07 August 2004).

Harish (2006) stated that the increasing displeasure with the Thai government authorities has built up the conflict in southernmost region. The study of Pitsuwan (as cited in Sungtong, 2007) agreed that throughout its historical background of Pattani region, the Muslim people tried to keep their identity and tradition as Pattani. However, the study which assumed that the social and religious dissimilarities between Muslims and Buddhists that would probably create the chaos of conflict situations in this region have never been finally concluded.

Wattana (2006) clarified that although the Thai government has built the strategies to support Muslims by offering a greater degree of the freedom in religious believe such as Muslim women workforces can wear the Hijab but not all career are allowed to wear Hijab in workplaces especially armed forces (Chankiri, 2014), Muslim names is officially used, the number of Muslim prayer rooms have been increasingly provided in public places, and Muslim men are allowed to perform Friday prayers. Conversely, the southernmost conflict against the Thai government still occurred almost daily. However, Jitpiromsri and Mccargo (2008) in recognizing that those strategies were not sufficient

enough to serve the Muslims community in the southernmost region, suggested that local administrative system should be reformed as Islamic laws are needed to apply a greater role under the governance preparations. Muslims should be posted in the local bureaucracy regardless of religious dissimilarity barrier, a bilingual strategy should be applied while students should learn both Thai and Melayu at their schools, and both languages should be applied as working languages in government workplaces located in the southernmost region.

Conflicts in the current days of Thailand's southernmost are still occurring and have become more complicated. Various studies described that there were some other causes beside the reason of cultural or religious diversity towards the conflict which its included the causes of protecting benefits from crime and illegal activities, poverty issue, and illegal drug using.

Tan-Mullins (2009) found that apart from the cause of the differences of socio-historical relations lead to the conflicts; regional bureaucracy corruption and personal matter would probably be the further causes of the conflict in southernmost of Thailand provinces. Tan-Mullins (2009) further explained that various groups including the regional armed forces, the police and bureaucrats were sharing power in seeking personal benefits; they were alleged of staging violence in the region annually to impose for a larger security budget from the Thai national government. Additionally, the study found that some situations might cause from the personal matter and they tied it with the current violence situation. The study further explained that perhaps there was the

problem among the people in the village themselves then they tried to harass his enemy by relating it with the conflict situation.

While Burk, Tweedie and Poocharoen (2013) explained that southernmost people are likely to see the problems allocated in society such as unemployment, crime and illegal drugs were the main cause of the conflicts rather than the conflict itself.

Wattana (2006) found the new occurrences of attacks have additionally been discriminated against the government officials including Muslims workforces, civilian who assumed being a government officer would be targeted of the insurgency.

According to the article “Thailand: The Evolving Conflict in the South”, (2012) indicated that from 2004 to 2012 Muslims have been killed more than Buddhists, the study indicates that the Muslims are less expected to be targeted but in fact they are more to be killed than the Buddhists. Muslims are more often victims of the violence from the bomb attacks while Buddhists were actually the targets for the violence. But this is inconsistent with the study of Burk et al. (2013) which pointed out that Buddhists who were intentionally targeted for the attacks was a common misunderstanding on the nature of southernmost conflict. The facts have shown that both Buddhists and Muslims civilians in this region were the conflicts’ target.

Numerous research findings supported the fact that Muslims are more repeatedly victims of the violence attacks rather than Buddhists. As Abuza (2011) found that the majority of those killed between January 2004 and December 2009 were Muslims (2,337

Muslims, 1,607 Buddhists). This is consistent with the findings of Jitpiromsri and Mccargo (2010) who reported that there were more Muslim deaths than the Buddhists but less number of Muslims were injured compared to the Buddhists.

The study by Jitpiromsri and Mccargo (2010) also found that during the period 2004 to 2010, there were almost 9,500 incidents of violence, 4,100 deaths and 6,509 injuries. Burk et al. (2013) studied on the latest number of victims from the southernmost violence. The results of the study found that almost 13,000 violent situations were recorded, resulting in 5,614 dead and 9,960 injured during January 2004 to March 2013. The study also found that roughly 60 percent of those killed were Muslims, another 40 percent were Buddhists. Regardless of their religious believes; teachers, police, healthcare workforces, armed forces and other government officers have been cited as the most insurgent harassment targets while southernmost residents of both the Buddhists and Muslims also have been attacked intentionally and unintentionally.

Melvin (2007) described that several profession groups such as teachers, soldiers, police, government officials and facilities, Buddhist monks, medical personnel and public health workforces, including Buddhist and Muslim civilians were the target of the conflicts. The study indicated that to eliminate the profession group of the Thai government was the main reason why these professions were being targeted by the insurgent group.

Since the conflict upsurge in 2004, teachers and schools has been one of the majority targets in this conflict (Pimpa, 2008), the insurgent group who against the Thai

government believed that the Thai public school system has played a significant historical role as an intermediary for the linguistic and cultural adaptation of the Muslims community into the Thai identity.

Numerous teachers in the southernmost provinces have been victimized and this was caused these teachers in these regions to lose their motivation to stay and teach (Pimpa, 2008). They also have requested to move out from the schools in these areas. Some schools which are located in the southernmost have requested the Thai government to send police and army platoons to protect them from the violence.

Nevertheless, the conflicts also affected the service providers in various sectors which included healthcare services. The study of Suteerawut (2007) found that there were 33 victims among Public Health workforces in the southernmost provinces during 2004-2006. However, the research of Thailand Southern Health Systems Research Institute (HSRI) in 2007 (as cited in Buddhachart, 2007) found that the conflicts impacted almost 80 percent of healthcare workers in their daily life. The conflicts also have effects on the healthcare services such as the lack of healthcare workforce as they had to move out from this workplace areas and the difficulty in providing healthcare services to the community because the healthcare workers were fearful to work from outside their workplaces. The study indicated that healthcare workforce in this area had lower job satisfaction as compared to other healthcare workforce who worked in other provinces because apart from the unrest situation cause, workload is also inconsistent with working hours.

The study of Abuza (2011) found the conflicts have resulted in more than 2,000 widows and 5,000 orphans since 2004. Lack of healthcare workforces and daily attacks in the southernmost region have forced hospitals and public health centres to cut out the healthcare services to the community. In some areas, the number of women dying in delivery due to pregnancy complication has increased because the violence have prevented them from getting the right prenatal care. The study also found that the average birth weight is typically below 2.5 kilograms which is lower than the accepted national standard average birth weight, and infant malnutrition rates in this region are higher compared to the national average. Furthermore, numerous children in the southernmost were not born in hospitals and they were not able to register their births new-borns. This has resulted in them not being to enjoy from the national healthcare system or even joining public schools in the future time.

In addition, the conflicts also affected the local business. Jitpukdeebodintra (2009) found that the location background of this region which traditionally has in the previous times, because of its close neighbourhood with Malaysia has facilitated the local people to trade and business activities efficiently. However, in current times these local business and trade in the southernmost have been affected sharply due to the conflicts; resulting in decreasing numbers of Malaysian tourists wanting to visit and conduct business transactions in this region due to the insecurity issue.

1.6 Significance of the Study

This study provides an understanding of the determinants of job satisfaction among Muslim Public Health employees in Pattani Province, Thailand. The study is important as its underlying notion is that job satisfaction impacts and ensures the quality of healthcare. As a consequence, dissatisfied healthcare workers will probably give low quality and less proficient care, and hence in essence, healthcare staff also plays important role in determining the efficiency of healthcare systems. Thus, it is important to identify what encourage and motivate the healthcare workforces and to what extent they are satisfied with their job.

The results of the proposed study could contribute to both theoretical and practical perspectives. Theoretically, this study is significant as it further contributes to the literature on job satisfaction with regard to the issue of religiosity. If the results of the present study are valid, the study contributes to existing knowledge by integrating the role of Islamic workplace accommodation into the understanding of job satisfaction. Moreover, the results will be able to present to what extent Thailand southernmost conflict security policies, nature of work, rewards and compensation, staff relations could play an important role toward job satisfaction.

Specifically, the results of the present study will be able to enhance the existing body of knowledge by showing how work motivation mediates the relationship between Islamic workplace accommodation and job satisfaction through social exchange theory as the underpinning theory.

From the practical standpoint, the present study is significant for the organizations located in Thailand southernmost region like Pattani province which has seen a significant increase in the number of occurrences related to religious sensitivities (Sateemae, Abdel-Monem, & Sateemae, 2015). If the results are valid, the study will help organizations make strategies that can limit the occurrence of employees with low job satisfaction, particularly for Muslim public health employees through improvements in Islamic workplace accommodation, Thailand southernmost conflict security policies, nature of work, rewards and compensation, staff relations.

1.7 Definition of Key Terms.

The following terms are defined for the purpose of the study;

- I. Job Satisfaction:** Job Satisfaction is defined as the term of how employees feel about their jobs (Spector, 1997), a positive or satisfying reaction gained from the appraisal of employee's job, job accomplishment, or job experiences (Locke, 1969).

- II. Work Motivation:** Literally, Work Motivation is defined as an internal drive which strengthens employee power to satisfy an unsatisfied need (Higgins, 1994).

III. Religious Accommodation: Religious Accommodation is defined as the practice in which employers make a good effort to give a reasonable accommodation of an employee's sincerely held religious belief (Borstorff & Cunningham, 2014).

IV. Nature of Work: Nature of Work is defined as the type of work that employee performs (Lewis, 2013).

V. Rewards and Compensation: Rewards defined as the amount of monetary and non-monetary, benefits which given to an employee by an employer in return for work achieving (Armstrong & Murlis, 2007). While compensation is defined as the money, benefits, and rewards of employment (Drafke, 2006) and commonly regard to all forms of monetary returns, tangible services and advantages which employees obtain as part of an employment relationship (Milkovich & Newman, 2008).

VI. Staff Relations: Staff Relations is defined as the impact of interpersonal work relationships on the well-being of the employees (Hobfoll & Vaux, 1993).

1.8 Organization of the Thesis

Chapter one includes a discussion of the background, statement of the problem, research questions and research objectives of the study as well as scope of the study, significance of the study and the definition of key terms.

Chapter two includes a definition of the variables in this study namely Job Satisfaction, Work Motivation, Islamic Workplace Accommodation, Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, and Staff Relations. It also reviews of the literature relevant to this study and explained on the theoretical framework of the study.

Chapter three discusses the methodology to be used in this study. It illustrates the conceptual framework, research design, population and sampling, and data collection procedure. The chapter also discusses the measurement of variables, questionnaire design, pilot test study and finally the techniques of data analysis.

Chapter four reports on the results of the study. It discusses the results of data analysis conducted by using the structure equation modelling approach and it contains descriptive as well as inferential statistics.

Chapter five starts with recapitulating what the present study intends to achieve, it discusses the results of each research hypothesis, the implications of the study, then the

limitations of the study are thoroughly described and recommendations for further research are suggested. This chapter ends with the conclusion section.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The earlier chapter has presented theoretical gaps that still exist in the current literature of job satisfaction. In particular, it argues that job satisfaction could be explained by looking further at religious factor namely Islamic Workplace Accommodations, as little understanding exists on how Islamic Workplace Accommodations play a role in employees' job satisfaction, and the present study also shows how such theoretical link can be enhanced by considering the mediating role of Work Motivation.

In line with the study objectives, this chapter is organized as follows: Firstly, the discussions on conceptualizations of the study variables are presented. Next, the study discusses on previous literature that have been carried out specifically those that pertain to the proposed link between Islamic Workplace Accommodation, Work Motivation, Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, Staff Relations, and Job Satisfaction, leading to the development of the study hypotheses. Then the study also discusses on Social Exchange Theory that underpins the research work. The chapter ends with a discussion on supporting model and some of theories applied in this study.

2.2 Conceptualizations of Main Constructs

This section will begin with the review of job satisfaction literature before it proceeds with the mediator, work motivation and the independent variables of Islamic Workplace Accommodations, Thailand southernmost conflict security policies, Nature of Work, Rewards and Compensation, and Staff Relations.

2.2.1 Job Satisfaction

Different researchers have different ways in defining job satisfaction. There were various scholars who defined job satisfaction in several concepts; 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 Spector (1997) defined job satisfaction in terms of how employees feel about their jobs, he found that job satisfaction affects employee's feelings towards various facets of their jobs, such as rewards, staff relations, organization policies, and so on. This is consistent with the study of Hoppock (as cited in Aziri, 2011) who was one of the most commonly cited by scholars with regard to the definition on job satisfaction as a combination of psychological, feeling and employees' surrounding factors that caused employees honestly say "I am satisfied with my job".

The concept of job satisfaction also has been defined from recent scholars as Rad and Yarmohammadian (2006) defined job satisfaction as an attitude that employees have

about their job and the organization in which they work, while Alavi and Askaripur (2003) defined job satisfaction as a perception that specifies the psychological and spiritual enjoyment which employee gets from their job through the fulfilment of needs, interests and expects.

Meanwhile Robbins (2005) defined job satisfaction 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). Moreover, job satisfaction implies enjoying on job and it is one of the key elements which lead to achieve the goals and feeling of fulfilment.

Falkenburg and Schyns (2007) defined job satisfaction as an emotional state of mind that reflects an effective reaction to the job being undertaken. Their study found that a job which was satisfying to workforce would be characterized by the employee's feeling that they received due to recognition for their good work and colleagues whom they worked with. Furthermore, a satisfied employee would feel that communications among members within the organization were strong (Murphy & Fridkin, 2004), their supervisor was fair (Govender, 2010) and their work was appreciated. Moreover, employees would feel that they had been properly rewarded for their work efforts. However, Spector (2005) argued that work environment is also one of the key driving forces behind job satisfaction rather than the personalities of employee itself.

According to various job satisfaction definitions, it could be understood that job satisfaction refers to an employee's feeling which indicates happiness in working. There would be various factors determined the level of job satisfaction. While different factors possibly will specific to different industries or occupations.

In addition Lumley, Coetzee, Tladinyane and Ferreira (2011) explained the concept of job satisfaction as an employee's total feeling about their job or overall job satisfaction which could be comprised from various aspects or facets of their job satisfaction. The study found that the overall job satisfaction is examined by the distinction between all the things when employees feel they should receive from their job or all the things they actually do receive (Cherrington, 1994).

To understand job satisfaction attitude, the researchers need to understand the concept and interrelated facets of job satisfaction (Spector, 1997). The study further described a facet of job satisfaction can be explained as any element of a job that generates feelings of employees' satisfaction or dissatisfaction. This perception can be helpful to organizations indicate employee retention areas in which improvement in Human Resource field is needed to be focused (Saari & Judge, 2004).

Facet satisfaction indicates the tendency for a workforce to be more or less satisfied with a variety of facets or characteristics of the job. It is multifaceted perception which can be dissimilar effected to different employee. Johns (1988) found that nature of work, salary, encouragement, recognition, benefits, working environment, leaders, colleagues and

organizational rule are considered to be the most relevant facets toward job satisfaction. While Cherrington (1994) referred that facet of the job is personnel's mind-set about their compensation, nature of work; as it is challenging or attractive, and the supervisors; as it is a gentle managerial skills or being masterful in their jobs. However, two employees might have the same overall level of job satisfaction but might have different backgrounds concerning facet satisfaction.

According to Colquitt, Lepine and Wesson (2009) stated that the most common facets which employees consider in judging their job satisfaction are compensation, promotions, supervision, colleagues and the nature of work. The "*compensation satisfaction*" refers to an individual's feeling about their salary, whether it is as much as they deserve or enough for their normal expenses and extra items spending. Compensation or pay satisfaction depends on a comparison of the pay that they wish for and the pay they would be given (Govender, 2010). While "*promotion satisfaction*" reflects to an individual's feeling about the organization's promotion strategies and their carrying out, including whether promotions are succession, fair and based on employees competence. Contrasting with pay satisfaction, several employees possibly does not want to repeat promotions because promotions make them feel to have more duties and increase their workloads while some employees want promotions frequently because they probably give chances to further personal growth and reputation (Colquitt et al., 2009).

The "*supervision satisfaction*" refers to an individual's feeling about their superior whether the superior is knowledgeable, polite or good in communication. Most

employees would love their boss to help them in obtaining necessary resources, offering rewards for the good performances and protecting them from unnecessary distractions (Govender, 2010; Maniram, 2007). The “*colleague satisfaction*” refers to an individual’s feeling about their colleagues, whether their fellow friends are smart, responsible, helpful and fun (Govender, 2010; Ramasodi, 2010).

The last facet is “*satisfaction with the nature of work*”. It refers to an individual’s feeling about their actual duties, whether those duties are tough, interesting, valued and make use of skills rather than being duplicate and awkward (Govender, 2010; Ronra & Chaisawat, 2009).

From the above discussions, the first two facets which are pay and promotion satisfactions described the outcomes or result from work while supervisors, co-workers satisfactions focused on people who surround work but the only one facet focuses on what employees actually do is work itself.

Job satisfaction represents how employees feel about their job and what they think about their job (Robbins, 2005). Employee with high level in job satisfaction leads to have positive mind-set when they feel about their responsibilities or tasks of their job while employee with low in job satisfaction leads to have negative thoughts with their job. However, job satisfaction is a multidimensional perception impacted by various variables (Tran, Johnson, Fernandez & Jones, 2010).

According to Rose (2001) suggested that job satisfaction can be divided into two categories: extrinsic and intrinsic satisfaction. Job satisfaction that gained from work itself has been described in the literature as “motivators” (Herzberg, Maunser & Snyderman, 1959) or “intrinsic factors” (Iacqua & Schumacher, 2001). Intrinsic factors or internal factors include the specific nature of work, recognition, the possibility of growth, advancement and employees responsibility while extrinsic factors (Iacqua & Schumacher, 2001) or external factors include incentives, benefits and workplace environment. Donders, Bos and Gulden (2007) explained that dissimilarities of factors which impact toward job satisfaction will be found due to differences in occupation, position and work-life balance.

In general, previous studies would prefer to define job satisfaction based on Herzberg theory (Rad & Yarmohammadin, 2006). As such, job satisfaction prior researches were basically based on the perception that the source of satisfaction comes from intrinsic factors related to job content and extrinsic factors related with the working environment.

The present study intends to adopt the definition of job satisfaction as the feeling of individuals towards their jobs and the source of job satisfaction gains from both intrinsic and extrinsic factors.

In this study, it was found that both intrinsic (e.g. nature of work and work motivation) and extrinsic factor (e.g. Islamic workplace accommodation, security policy, compensation, staff relations) showed significant related toward job satisfaction among healthcare employees in the southernmost provinces in Thailand. Therefore, the present

study attempts to study for both intrinsic and extrinsic factors toward job satisfaction in this study.

2.2.2 Work Motivation

Various scholars had defined the concept of work motivation in several ways. 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); it is an internal drive which strengthen employee power to satisfy an unsatisfied need (Higgins, 1994) while Kreitner (1995) defined work motivation as the psychological practice that allows employee meets his behaviour purpose and direction.

While recent scholars also defined work motivation with a similar meaning follows the previous studies. Humphreys and Einstein (2004) defined work motivation as the concept of employee enhancing and maintaining effort toward some expected goal. Similar to Berman, Bowman, West and Wart (2010) defined work motivation as the power that drive employee to deal with some actions to accomplish some goals.

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.

Several literatures showed 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. 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, self-actualization and self-esteem (Toe, Murhadi & Lin, 2013).

Work Motivation is the power of inspiring employees to act and achieve what they desired. Several organizations realized that to stimulating employees is to spend adequate work motivation which makes employees more satisfied with their jobs (Alhassan, Spieker, Ostenberg, Ogink, Amponsah, & Wit, 2013).

Work motivation carries different practices of challenging and inspiring for each employee. Different employee desires for different things, employer must be able to understand these differences and support employees to satisfy their desires. Several previous studies showed that employees' work motivation could be arisen by receiving incentives in the form of monetary by which they feel that they were supported, as the study of Alhassan et al. (2013) found that monetary incentives including the monthly salary were the key sources of healthcare employee motivation while A low in healthcare workforces' motivation leads to contribute poor healthcare services; healthcare staff impatience to patients, and lack of job satisfaction. Similar to Bennette

and Franco (1999), financial rewards were one of the key factors affect motivation of work.

However, some empirical studies have increasingly showed that without the complement of non-financial rewards, financial rewards alone would not fulfil employee work motivation (Lori, Rominski, Gyakobo, Muriu, Kweku & Baffour, 2012). There are many other factors as non-financial incentives that inspired employees' work motivation - for example, career development chances and resource availability at the workplace. Moreover, workload is one of the most important motivating factors especially among employees who work in developing countries where resources and workforces are limited (Working together for Health: World Health Report, 2006). Wiwanitkit (2011) revealed that 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 lack of motivation and looking for more reasonable working conditions in urban areas.

When refering to some employee as being motivated, it means that the employee is trying hard to achieve a certain task. In addition, organizations use different plans to motivate employees. Each plan is expected for satisfying the needs of employees. However, it is not easy to say which of the work motivation factors is the most proficient as each of the factors explains certain effects in dissimilar organizational situations.

Although work motivation predictor could not be the same for each employee, it was suggested by Miljkovic (2007) the basic work motivation action that all organizations need to recognize was to attract and encourage employees to remain; allow employees perform their tasks they are employed for, and positively inspire employees to perform their tasks.

2.2.3 Islamic Workplace Accommodation

Religion faith is one of the most important social foundations that are significantly related with human's mind-set and behaviours. Religion determines respectively the impacts to the organization matters including the management and employees' decisions (Rafiki & Wahab, 2014).

Religious diversity is now a social reality in the workplace (Ball & Haque, 2003). Any organization faces with a multi-cultural and religious among employees could be challenges for the management team to support and fulfil job satisfaction among their employees.

Most organizations would agree that a pleasant workforce environment is a productive environment; therefore several organizations have gone to put some strategies to ensure that their workforces are happy; however one element frequently found to be missed in treating with multi-religious organizations is religious accommodation in the workplace (Durrani, 2001).

As mentioned earlier in background of the study section, this present study revealed that there was an issue regard to inadequate religious accommodation at workplace among Muslim workforces in Thailand southernmost provinces as some organizations do not provide a proper prayer room for their employees, some of them need to pray at rest room or even if they need to pray at the fire escape zone (Sutheravut, 2005). This is showed that there is still lack of Islamic workplace accommodations offered by some organizations in this region.

With regards to Muslim employees, Kelly (2008) described that practicing Islamic in 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. The study of Ball and Haque (2003) found 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.

Ball and Haque (2003) further explained that the most argued characteristic of the Muslim workforce in the workplace is appearance and attire. Islam proposes both males and females behave and dress humbly. For female, Muslim females must wear loose fitting, non-revealing the whole body except the face and hands. For males, some Muslim males wear a small head covering, called a Kufi. Muslim males also grow a beard however it is not compulsory but it is encouraged to do so, and the beard has become a character of devotion to the teachings of the Prophet and Muslim brotherhood.

Durrani (2001) also explained that employees' leave for Hajj is one of the most important of Islamic accommodations at workplaces. All Muslims are required a pilgrimage to Mecca, Saudi Arabia for performing the Hajj at least once in their lifetime. The timing of the Hajj is decided by the lunar calendar and takes place roughly two months after the end of Ramadan.

As literatures in Islamic Workplace Accommodations are still less developed, hence, background information related with workplace accommodations in Islamic perspective in the following section is employed.

2.2.3.1 Overview of the Basic Principles of Islamic Practices

According to the scope covered by this study is only captured among Muslim employees. Therefore, the basic aspect of Islamic as practiced by its employees is provided in this section.

Islam is a social constitution because Islam teaches Muslims in both how to worship and how Muslims should behave themselves with others (Tinker, 2004).

Islamic practices are identified into the actions of individual's compulsory obligation (Fardhu A'in) and individual's optional obligation (Fardhu Kifayah). Fardhu A'in indicates to the mandatory practices to all Muslims, while to absent them is sinful and will be punished by GOD. These include the Islamic five pillars of belief in one God as

the sustainer and the prophet Muhammad as the messenger of God, praying five times a day, alms Giving (Zakat), fasting during the holy month of Ramadhan, perform Hajj or pilgrimage to Mecca in Saudi-Arabia and other practices of obeying Allah by doing everything that He appoints and keep away from everything He forbids. However, Fardhu Kifayah refers to the practice condition whereby if any Muslim has done the practices, other Muslims are not required to do so. For example, attending business training to learn Islamic financial strategies where not all Muslims are obliged to learn such knowledge.

Islam is a religious which characterized by belief in one God whose exact word was received by the prophet Muhammad and codified in the Al-Quran which is regarded as the holy book of Muslims. Most important practices and requirements held by Muslim employees that may affect workplace include time off for prayers, appearance or dress code, fasting, pilgrimage or Hajj, religious holidays and observances, and dietary consumptions. Each of the practices will be discussed in the following section;

(I) Time off for prayers

A daily prayer is the second of Islamic pillars. Muslims are obliged by their faith to pray five times per day. Rafiki and Wahab (2014) explained that Islam combines religious practices of business activities with individual worship. To combine these practices in good intention is called an Ibadah (worship).

The references from Al-Quran as the guidance on the important of prayers while doing trade show as follow;

“[Are] men whom neither commerce nor sale distracts from the remembrance of Allah and performance of prayer and giving of zakat. They fear a Day in which the hearts and eyes will [fearfully] turn about-”[Al Quran. An-Nur 24:37]

“-That Allah may reward them [according to] the best of what they did and increase them from His bounty. And Allah gives provision to whom He wills without account.”
[Al Quran. An-Nur 24:38]

“Indeed, those who recite the Book of Allah and establish prayer and spend [in His cause] out of what We have provided them, secretly and publicly, [can] expect a profit that will never perish-” [Al Quran. Fatir 35:29]

“O you who have believed, when [the adhan] is called for the prayer on the day of Jumu'ah [Friday], then proceed to the remembrance of Allah and leave trade. That is better for you, if you only knew.”[Al Quran. Al-Jumu'Ah 62:9]

And when the prayer has been concluded, disperse within the land and seek from the bounty of Allah , and remember Allah often that you may succeed.[Al Quran. Al-Jumu'Ah 62:10]

“But when they saw a transaction or a diversion, [O Muhammad], they rushed to it and left you standing. Say, "What is with Allah is better than diversion and than a transaction, and Allah is the best of providers.” [Al Quran. Al-Jumu'Ah 62:11]

Durrani (2001) explained that Muslim employees need to perform five time daily prayers. Muslim employees can pray at their worksite or any other space where it is quiet, clean, and dry. Some organizations may require Muslim employees to pray during their break time (Killian, 2007). This is consistent with the study of Wattana (2006)

found that organizations may expect Muslim employees to pray during their break times. However, it is still important for organizations to consider the time and place of employees' need for their prayers.

Yet it is necessary for employers to take into account on how long an individual employee needs to perform prayers. Some Muslim employees may only need to take ten minutes for each prayer, and simply pray alone in their room but others Muslim may require longer and prefer to pray in congregation especially for Friday prayer which compulsory for all Muslim men to perform at the mosque. Organization rule should be flexible where employers can consult with their employees about all possible alternatives.

According to prayer facilities, organizations are not necessary to make costly for religious observance at workplace. Muslim employees may need a place to pray where it is clean and noiseless. However, it is good practice for organizations to provide a prayer room for Muslim employees. In addition, when organizations are providing prayer facilities, they should be aware of the following basis;

- (i) Muslim prayer rooms should not display photos, images or statues of human or animals.
- (ii) Muslim prayer rooms should be clean and quiet. Specifically, if a prayer room is placed aside, there could be a notice for employees to remove their shoes before entering the room.

- (iii) The Qiblat (the direction in which Muslims pray) needs to be pointed out in the room for those wishing to pray.

(II) Appearance or dress code

Islam determines all Muslims to behave and dress modestly. However, Muslims must be judged by their contributions to the community, not by their physical attributes.

Muslim women are required to wear loose-fitting and non-revealing clothing when in public. They also need to wear apparel known as Hijab. This apparel may vary in style, which typically covering hair, neck and body, except for the face and hands. In addition, some Muslim women may possibly wear a face veil.

As Winter (2006) explained the word Hijab derives from the Arabic word “Hajaba” which means to cover. Therefore the word Hijab refers to wearing dress modestly which in line with Islamic beliefs.

There are several verses in the Al-Quran in which cited the dress and appearance of Muslims as follow;

“O children of Adam, We have bestowed upon you clothing to conceal your private parts and as adornment. But the clothing of righteousness - that is best. That is from the signs of Allah that perhaps they will remember.”[Al Quran. Al-A’raf 7:26]

“O children of Adam, let not Satan tempt you as he removed your parents from Paradise, stripping them of their clothing to show them their private parts. Indeed, he

sees you, he and his tribe, from where you do not see them. Indeed, we have made the devils allies to those who do not believe.”[Al Quran. Al-A’raf 7:27]

“And tell the believing women to reduce [some] of their vision and guard their private parts and not expose their adornment except that which [necessarily] appears thereof and to wrap [a portion of] their headcovers over their chests and not expose their adornment except to their husbands, their fathers, their husbands' fathers, their sons, their husbands' sons, their brothers, their brothers' sons, their sisters' sons, their women, that which their right hands possess, or those male attendants having no physical desire, or children who are not yet aware of the private aspects of women. And let them not stamp their feet to make known what they conceal of their adornment. And turn to Allah in repentance, all of you, O believers, that you might succeed.” [Al Quran. An-Nur 24:31]

“O Prophet, tell your wives and your daughters and the women of the believers to bring down over themselves [part] of their outer garments. That is more suitable that they will be known and not be abused. And ever is Allah Forgiving and Merciful.”[Al Quran. Al-Ahzab 33:59]

The Hijab is not a symbol of Muslim women, but it is a religious duty (Grekova1, Kyurkchieva, & Kosseva, 2013). Muslim women who are not allowed to wear Hijab at the workplace mean that the organization restricts their right to profess their faith.

Various previous researches found the harassment in employment among Muslim employees. As Syed and Pio (2010) conducted a study of the immigrant Muslim women in Australia and found that the Hijab was mainly described as a difficulty for Muslim women in getting employment. This is similar to the study of Ghumman (2006) various organizations in America refused to employ Muslim women wearing Hijab due to awkwardness and harassment. While Ghumman and Jackson (2010) found that Muslim

women who covered the Hijab received lower expectations of getting job offers than Muslim women who did not cover the Hijab.

(III) Fasting

The Prophet Muhammad practically taught Muslims to be balanced and harmonized between their worship and work. Muslims need to keep in acts of worship and also need to work for earning as Islamic believed that individual's work is actually a worthy act of worship.

Fasting is one of the Islamic pillars. Based on the Prophet Muhammad's indication, fasting in Ramadan month is necessitated and should not be used as a reason to ignore working for individual's usual level of commitment.

Ramadan is the ninth month of the Islamic lunar calendar. It is the month in which Muslims are required to fast, basically refraining from eating, drinking and smoking from break-of-dawn to sunset.

There are several verses in Al-Quran determine the importance of Ramadan month and fasting which show as follow;

“O you who have believed, decreed upon you is fasting as it was decreed upon those before you that you may become righteous” [Al Quran. Al-Baqarah2:183]

On the other hand, illness and the burdens of travellers are exempted from fasting during the Ramadan month as shown in the following Al-Quran verses;

“[Fasting for] a limited number of days. So whoever among you is ill or on a journey [during them] - then an equal number of days [are to be made up]. And upon those who are able [to fast, but with hardship] - a ransom [as substitute] of feeding a poor person [each day]. And whoever volunteers excess - it is better for him. But to fast is best for you, if you only knew.”[Al Quran. Al-Baqarah2:184]

“The month of Ramadan [is that] in which was revealed the Qur'an, a guidance for the people and clear proofs of guidance and criterion. So whoever sights [the new moon of] the month, let him fast it; and whoever is ill or on a journey - then an equal number of other days. Allah intends for you ease and does not intend for you hardship and [wants] for you to complete the period and to glorify Allah for that [to] which He has guided you; and perhaps you will be grateful.” [Al Quran. Al-Baqarah2:185]

(IV) Pilgrimage or Hajj

Hajj is the last practice in the Islamic pillars. All Muslims are required to go on a pilgrimage or Hajj to Mecca, Saudi Arabia at least once in their life time if they are physically and financially capable to perform.

Henry, Hayley, Rachel and Earl (2014) indicated that the religious practice of Hajj should be accommodated by organizations because it infrequently occurrence. Organizations can allocate employees schedule the trip in advance to avoid task interruption among colleagues.

Some organizations allow their employees to take paid vacation or unpaid leave. However, unpaid leave could be considered as religious discriminatory if only religious leave is unpaid (Findley, Ingram, & Amsler, 2000).

The following verses are some references which deal with Hajj (Pilgrimage) in the Al-Quran;

“And proclaim to the people the Hajj [pilgrimage]; they will come to you on foot and on every lean camel; they will come from every distant pass -” [Al Quran. Al-Haj22:27]

And complete the Hajj and 'umrah for Allah . But if you are prevented, then [offer] what can be obtained with ease of sacrificial animals. And do not shave your heads until the sacrificial animal has reached its place of slaughter. And whoever among you is ill or has an ailment of the head [making shaving necessary must offer] a ransom of fasting [three days] or charity or sacrifice. And when you are secure, then whoever performs 'umrah [during the Hajj months] followed by Hajj [offers] what can be obtained with ease of sacrificial animals. And whoever cannot find [or afford such an animal] - then a fast of three days during Hajj and of seven when you have returned [home]. Those are ten complete [days]. This is for those whose family is not in the area of al-Masjid al-Haram. And fear Allah and know that Allah is severe in penalty.[Al Quran. Al-Baqarah2:196]

However, the Hadith indicated on the exemption of Muslims who are incapable to perform Hajj. As the prophet Muhamed has been quoted the saying that *“Someone who doesn't perform his obligatory Hajj rituals without any severe illness or essential need or any other reasons until he dies, he has died as a Jewish or Christian.”*

(V) Religious holidays and observances

“Eid” in Arabic word means ‘a gathering of a group at any day’ (Mustapha, 2013). “Eid” is a religious celebration by Muslims all over the world twice a year. Therefore, there would be basically two days of significant religious celebrations on the Islamic calendar. The first Eid called “Eidil-Fitri” is celebrated after the end of Ramadan month. The second Eid is “Eidil-Adha”, celebrates when finishing the major acts of pilgrimage or Hajj. The festivals essentially include congregational prayers, relative visitations, and food donation.

A celebration is represented of achievement which it is always a source of satisfaction (Pozniak, 2015). Eidil-Fitri and Eidil-Adha is an Islamic religious holidays, while celebrating Eid basically requires Muslims to take one day off twice in a year (Stakim & Johnston, 2013). This is consistent with the study of Boonlong (2007) indicated that the main religious festivals that Muslim employees need to be taking a leave are Eidil-Fitri and Eidil-Adha. While leave may also be requested for religious festivals; however, it may not be possible to determine dates accurately until it is much nearer the time of the festival (Findley et al., 2000).

The word “Eid” appeared in Al-Quran verse and several Hadith as show as follow;

“Said Jesus the son of Mary: “O Allah our Lord! Send us from heaven a table set (with viands), that there may be for us – for the first and the last of us – a solemn festival (Eid) and a sign from thee; and provide for our sustenance, for thou art the best Sustainer (of our needs).”[Al Quran. Al-Ma’idah5:114]

While Hadith narrated by Anas bin Maalik [Sunan Abu Dawood - Classed as Sahih by Shaykh al-Albaani]said:

“The Messenger of Allah (Sal Allahu Alaihi Wa Sallam) came to Madinah and the people had two days when they would play and have fun. He said, ‘What are these two days?’ They said, ‘We used to play and have fun on these days during the Jaahiliyyah (Days of Ignorance). The Messenger of Allah (sal Allahu alaihi wa sallam) said, ‘Allah has given you something better than them, the day of (Eid) Adhaa and the day of (Eid) Fitr.’”

It was narrated by Aisha in the Sahih Bukhari report that

“Allah's Apostle came to my house while two girls were singing beside me the songs of Buath (a story about the war between the two tribes of the Ansar, the Khazraj and the Aus, before Islam). The Prophet lay down and turned his face to the other side. Then Abu Bakr came and spoke to me harshly saying, "Musical instruments of Satan near the Prophet?" Allah's Apostle turned his face towards him and said, "Leave them." When Abu Bakr became inattentive, I signalled to those girls to go out and they left. It was the day of Eid, and the Black people were playing with shields and spears; so either I requested the Prophet or he asked me whether I would like to see the display. I replied in the affirmative. Then the Prophet made me stand behind him and my cheek was touching his cheek and he was saying, "Carry on! O Bani Arfida," till I got tired. The Prophet asked me, "Are you satisfied (Is that sufficient for you)?" I replied in the affirmative and he told me to leave.”

While the Hadith narrated by Al-Bara (Sahih Bukhari) indicated on “Eid”day as following;

“I heard the Prophet delivering a Khutba saying, "The first thing to be done on this day (first day of Eid ul Adha) is to pray; and after returning from the prayer we slaughter our sacrifices (in the name of Allah) and whoever does so, he acted according to our Sunna (traditions).”

(VI) Dietary requirements

Dietary requirements play a significant role in several religions (Thomson, 2015). For Muslims, it is the obligation of Halal foods which refer to any foods that are allowed to be consumed according to Islamic perception.

The following verses in Al-Quran revealed the importance of Halal consumptions. It indicates what Halal (lawful) is and what is Haram (prohibited) among Muslims.

“O you who have believed, eat from the good things which We have provided for you and be grateful to Allah if it is [indeed] Him that you worship.” [Al Quran. Al-Baqarah2:172]

“He has only forbidden to you dead animals, blood, the flesh of swine, and that which has been dedicated to other than Allah . But whoever is forced [by necessity], neither desiring [it] nor transgressing [its limit], there is no sin upon him. Indeed, Allah is Forgiving and Merciful.”[Al Quran. Al-Baqarah2:173]

“So eat of that [meat] upon which the name of Allah has been mentioned, if you are believers in His verses.”[Al Quran. Al-An’Am6:118]

“And why should you not eat of that upon which the name of Allah has been mentioned while He has explained in detail to you what He has forbidden you, excepting that to which you are compelled. And indeed do many lead [others] astray through their [own] inclinations without knowledge. Indeed, your Lord - He is most knowing of the transgressors.”[Al Quran. Al-An’Am6:119]

“O you who have believed, indeed, intoxicants, gambling, [sacrificing on] stone alters [to other than Allah], and divining arrows are but defilement from the work of Satan, so avoid it that you may be successful.”[Al Quran. Al-Ma’idah5:90]

According to the researches on Muslim minorities' workplaces, the religious characteristic of dietary consumptions presented few problems in some workplaces (Thomson, 2015). It was found the difficulty to get Halal food whenever having some relevant at work (lunch meetings, conferences, social occasions etc.) and it also very difficult to get Halal food in restaurants and shops operated in workplaces (Shah, 2013).

The provision of Halal food is basically identified as an important of religious accommodation at the workplace. Organizations are not necessary to offer a specific dietary but may possibly provide an alternative food which does not create hardship to their employees.

Last but not least, the study has reviewed some particular researches conducted in Muslim minority country accordingly to the area of study.

The United States of America is one of the most religiously varied countries in the world (Kelly, 2008). Borstorff, Cunningham and Clark (2012) investigated on employee awareness of the declaration and practice of religious accommodation policies within US firms, the result of the study shown that it was 75 percent of no policy reported which means employees were unconcerned of a religious workplace accommodation policy, 40 percent were unaware of a religious harassment policy, 32 percent did not realize if the accommodation policy worked while 44 percent unaware if the religious harassment policy worked. The study found that various organizations in the US failed to encourage the religious accommodation policies, some firms did not concern on the policies seeing

as the communication on religious accommodation policies between employers and employees was unclear.

However, Ritter (as cited in Kelly, 2008) explained that according to “Civil Rights Act of 1964” (US Government 1964), an employer is required to understandably accommodate the religious faiths of their employees at workplace which the intensity should not create an undue hardship on the business. Kelly (2008) described undue hardship is considered as any religious accommodation that would be excessive costly, or would primarily break the operation of the business. Kelly further described undue hardship is the problem where employer declares it is incapable to offer any reasonable accommodation with such hardship at workplace.

In addition, Bennett (2001) found that there was an increasing of immigrants from Africa, Asia and the Middle East countries whom are Muslims, Hindus, Buddhists and other non-Christian’s believers come to work in the US industries, especially entering into technology industry. Many of these newcomers bring religious practices and their workplace cultures to the US industry workplaces.

Neal Learner Correspondent of the Christian (2004) found that the most common desire for Islamic religious accommodation in workplaces is time off for Muslims prayer and dress code for Muslim employees.

In the US, there was lots of issues regard to religious dissimilarities in workplaces. According to Ball and Haque (2003) Muslim are growing among the American

workforce both in the public and private sectors. Public organizations now need to be responsive of the presence of Muslims employees and concerned on how Muslims employees will be integrated into their workforces.

However Ali, Liu and Humedian (as cited in Leonce, 2014) found that the number of Muslims reported acts of violence and religious discrimination was increasing after the September 11, 2001 attacks in the U.S. Seeing that there was an issue due to the Muslims dress code in American workforces; Kelly (2008) found the accommodation for the dress code requirements is one of the workplace diversity issues in the US. As the example of one case happened in 2001, while there was a Muslim female intern was told by her superior that she was not allowed to wear Hijab when dealing with customers since it was not part of the organization uniform. If she refused to do so, she would be reassigned to a position with no customer interaction. She had refused it and she was finally reassigned to another department which her salary could be reduced. The particular employee actually found that her situation was under the religious discrimination however she decided to not adverse any employment action.

2.2.4 Thailand Southernmost Conflicts Security Policies

Organizations that promoted safe and security policies to protect their employees basically provide opportunities for employees to present a productive job and reach organizational success (Hudson, 2012).

Based on the conflicts or unrest situations in Thailand southernmost region, the government has been giving a special development grants to set up the security policies in the southernmost of Thailand provinces which to ensure that this would put the number of conflicts decrease and to protect public safety (Southern Thailand Moving towards Political Solution Report, 2009).

Furthermore, in the report of Thailand: The Evolving Conflict in the South (2012) described that security efforts have resulted in the militarization of this region. There are about 41,000 security forces with 24,000 troops and 17,000 police in the region. Paramilitary forces include 18,000 volunteer rangers and 7,000 members of a defence corps. This is attempting to protect local people and government officials who were most being targeted by the insurgent group.

The government security armed forces have established paramilitary camps in some villages while there are numerous military checkpoints and daily army escorts for government officials travelling to and from offices (Hasuwannakit & Phrueksanan, 2014).

In addition, according to Human Right Watch Report (2007) during the peak of the conflict in 2004 to 2007, several community healthcare centres were burned down and at least 60 public healthcare volunteers and staff were killed or injured. These attacks lead to reduce the mobility of doctors and other healthcare personnel and further reduced the availability of health services in this region. Therefore, the national security forces claimed to have military checkpoints in front of healthcare centres due to the bomb attacks and several healthcare staff was targeted of the insurgency (Hasuwannakit & Phrueksanan, 2014).

The study of Tohdong (2012) indicated that every government officials who work in the southernmost of Thailand will be given the monthly risk compensation which offered by the Thai government, while affected government officials due to the death or injury sustained during the conflict will also be given financial compensation to their families. However, the study revealed that both security policy and risk allowance were not supported effectively enough to fulfil job satisfaction among workforces in this region (Kraonual et al., 2009).

Abuza (2011) stated that in early 2007, almost 9,000 healthcare workers in southernmost had proposed to transfer out of the area therefore the Thai government need to operate the budget of THB140 million offering 3,000 nursing scholarships to Thai students in the southernmost regardless of their religious believe and then obligated them to work in the healthcare sector in this region. In 2012, the Thai government also managed several graduates in medicine, dentistry, and pharmacology who had received government scholarships to positions at the healthcare workplaces located in southernmost provinces.

2.2.5 Nature of Work

The nature of an employee's work is defined as the type of work that employee performs (Lewis, 2013). It basically indicates the daily tasks which hold as part of employee's job and also indicates to other non-routine tasks that may be required by the job. Robbins, Odendaal and Roodt (2003) defined nature of work as the extent to which the job provides an employee with promoting tasks, opportunities for enhancing employee skills and learning. While the study of Saari and Judge (2004) found that nature of work often called intrinsic job characteristics which include work challenges and scope of job.

According to Dias (2012) described the nature of healthcare works were to promote and prevent of disease burden with the aim of improving the populations' health and healthcare quality. The main duty of public healthcare is to promote and protect the health of populations using knowledge from nursing, public health sciences and social (Gebbie & Hwang, 2000).

However, there are varieties of tasks in healthcare work and some tasks are required a specific skill (Jaikhodee & Prachusilpa, 2010). Different in position among healthcare workers is required different competency. Pillay (2011) explained public health manager is the key person to deliver healthcare service. A controlling skill was ranked as the important capability among public health managers, followed by organizing skills, self-management, healthcare skills, planning skills, and legal competencies were placed as being relatively less significant.

Moreover, Witt and De Almeida (2008) found that healthcare professionals and communication skills were recognized as being the most important skill. Nurses should develop communication tools in primary healthcare sector to encourage interpersonal interaction with community as well as to assure the quality of public healthcare nursing.

Similar to Siström and Hale (2006) supported that the collaboration between community and public health nurses played an important role in preventing the risk of disease outbreaks to the public's health. Healthcare workers need to have the ability to communicate with the public through casual and purposeful contact; in addition, healthcare workers could gather and share information to the community through being as educator, interviewer or health expert to ensure that the knowledge are carried out effectively (Dowding, 2013).

The information and communication technology skill is also one of the important competencies which healthcare workers need to manage beside the competency of healthcare sciences and community based healthcare services, this is supported by Eley, Fallon, Soar, Buikstra and Hegney (2008) who found that the majority of healthcare nurses are expected to use information and computer technology during their work services.

The skills required by healthcare workforces comprise the need of basic information and communication technology (ICT) competencies and the level of this proficiency are regarded as the important skill towards quality of healthcare. Dowding (2013) further explained that to apply information and communication technology toward healthcare

sector is one way to support healthcare system, several of the developed countries are concerning with how to distribute high quality healthcare to the population with a decreasing number of disease using technology supports.

Healthcare workers need information and communication technology skill as a tool to access various information sources, to improve healthcare and to communicate across boundaries between healthcare and social care, and between other different care providers who work in the same organizations. Morris (2004) believed Internet helps to access information of healthcare practice and healthcare organizations emphasize the need for training in the use of information and communication technology, information retrieval as necessary for their professional development.

According to Tulenko, Mogedal, Afzal, Frymus, Oshin, Pate, Quain, Pinel, Wynd, and Zodpey (2013) healthcare worker is a key person who has played the role in satisfying the need for essential healthcare services. Healthcare systems need to be reached into every community including the poorest area and hardest to access. The tasks of public health workers run healthcare services and they may face a competency at the community level with unexpected challenges (Guo, Hsu, & Lin, 2008).

Most employees determine a great deal from their actual work experiences to handle the tasks, the study found that every job addresses any challenges and pressures that come from each of job assignment. As a healthcare industry, pandemic preparedness and planning the retention strategies is very important for healthcare workers since they are at high risk of being infected with the illness because of their nature of work (Wong,

Wong, Lee, Cheung and Griffiths, 2012). While Witt and De Almeida (2008) explained that the healthcare community's most challenge is to develop a relationship with a diversity of relevant groups and organizations. In this context, the study considered that different cultures respect is an essential skill for any healthcare workforces when need to collaborate with other professionals and communities.

2.2.6 Rewards and Compensation

The concept of rewards in this present study refers to the amount of monetary and non-monetary, benefits which given to an employee by an employer in return for work achieving (Armstrong & Murlis, 2007). While compensation is defined as the money, benefits, and rewards of employment (Drafke, 2006) and commonly regard to all forms of monetary returns, tangible services and advantages which employees obtain as part of an employment relationship (Milkovich & Newman, 2008).

Chen, Lee Wu, and Lin (2010) described that compensation is one of the main functions in HR management. The integration of compensation and management strategies allow in businesses development as well as the employees' job satisfaction. Samad (2007) believed that compensation cannot be ignored from the employment strategy because this factor is significant influence on employees' job satisfaction, and performance.

The importance of compensation in satisfying economic need of employees could never left behind since what employees will hold in his employment relationship is benefit

(Salisu, Chinyio, & Suresh, 2015); this has been supported by several researches of job satisfaction in organizations.

Jurgensen (as cited in Timothy, Ronald, Nathan, John, & Bruce, 2010) revealed that when employees were asked for the reason why they work, money is one of the most commonly-cited reasons. According to Miller (2014), the report appeared on SHRM surveys of U.S. employees conducted in 2013 showed that financial reward was the top rated factor that drove job satisfaction among four generations of employees (Millennials, Generation X, Baby Boomers and Veterans). The study found that younger employees particularly established their savings to purchase homes and start families.

However, Stinchcomb and Leip (2013) explained that employee salary is not always to be concerned as a certain amount of money or financial value of benefits, some employees more likely to estimate worth in terms of their reward package is fair and suitably matched to their perceived self-value.

De Gieter, De Cooman, Pepermans, and Jegers (2010) explained that apart from financial compensations, nurses also consider psychological rewards and believed that a pleasure with psychological supportive rewards could influence employees' attitudes. This is consistent with Stilwell, Diallo, Zurn, Vujicic, Adams, and Dal (2004) who found that non-financial rewards are important to motivate healthcare employees both to do a good job and to continue working in public health services. Stilwell et al. (2004) further described the non-financial rewards include training, the chance to work in a team, study leave and feedback from supervisors, co-workers and patient.

Bloom (2004) further explained that the compensation needs to be bonded with the justice and it should not only the financial factor to be taken into consideration however psychological, social and moral effects also should be the part of the compensation decision.

2.2.7 Staff Relations

Staff relations refer to workforce relationships which typically bring assistance and understanding in workplace (Fehr, 1996). The study revealed that individual may receive guidance, suggestion, or information from workplace colleagues on a variety of work-related matters such as achieving tasks, and handling issues with colleagues, subordinates, supervisors, or clients (Hamilton, 2007).

Staff relationships have been considered important for both individuals and organizations. According to Dotan (2007), trustful colleagues increase supports which facilitate individuals to complete their task and enhance cooperation, hence its lead employees gain feelings of comfort and be able to work together more effectively.

Hamilton (2007) revealed that teamwork in workplace share more information and experiences about work related problem and teamwork is one of the keys to deliver a high quality of healthcare (Chang, Teng, Chu, Chang & Hsu, 2012) therefore a cooperation among healthcare workforces is regarded as a means of giving efficient, protected and patient care (Dreachslin, Hunt, & Sprainer, 2000).

In nursing, a relations among nursing team helps to retain nurses (Shaufeli, Leiter, & Maslach, 2009) and also to improve nursing job satisfaction (Murphy & Fridkin, 2004).

In addition, the collaborative among employees is one of the important keys to lead organization achieving their vision and mission. Similar to healthcare organization, workforce relationships is the important aspect of sufficient work environments (Calendrillo, 2009; Espinoza, Lopez-Saldana, & Stonestreet, 2009). In fact, the relationship between nurses is not impact only with nurse to nurse but it relates to other included patients and healthcare organization (Moore, Leahy, Sublett, & Lanig, 2013).

2.3 Hypotheses Development

In the present study, the relationships tested are the theoretical link between the variables. Here, the present study conjectures how Islamic Workplace Accommodations, Work Motivation, Thailand southernmost conflict security policies, Nature of Work, Rewards and Compensation, and Staff Relations could influence job satisfaction. And also conjectures how Work Motivation mediates the relationship between Islamic Workplace Accommodations and Job Satisfaction.

2.3.1 The Relationship between Islamic Workplace Accommodation and Job Satisfaction

The relationship between workplace religiosity accommodation and employees' job satisfaction was observed in few empirical studies (Duffy, 2006), although there has been a growing interest in studying this relationship. An earlier study conducted by

Milliman, Czaplewski, and Ferguson (2003) revealed significant positive relationships between certain dimensions of religious accommodation and job satisfaction. Later, a few studies have also shown that a higher capacity of religious accommodation offered at workplace lead employees experience greater job satisfaction (Pawar, 2009; Kutcher, Bragger, Rodriguez-srednicki, & Masco, 2010; Altaf & Awan, 2011). Therefore, employees whose religious practices needs are fulfilled tend to be more satisfied with their jobs.

As Kutcher et al. (2010) studied to seek the role of religiosity (religious practices, beliefs) toward employee's job satisfaction, the findings showed that religiosity was related to employee's job satisfaction and the relationship among them were positively related. Kutcher et al. (2010) further described that some organizations strongly support the expression of religion believe at workplace such as hiring chaplains of various religious for counselling or providing space for employees to prayer groups which its go beyond the legal obligation for employers to offer those religious practice accommodations to employees at workplace.

In addition, Ghazzawi, Smith and Cao (2012) suggested that the degree of individual religious intensity does have an effect toward job satisfaction. Employees who believe in religious faith might be more satisfied on the job than non-religious believe employees, and the stronger of the religious faith lead to increase the level of job satisfaction. This is similar to Jaramillo (2011) believed that any employees who approach their work as a calling are more probable to report higher life satisfaction and job satisfaction than those employees who do not.

Ghazzawi and Smith (2009) also explained that religious faiths are the value systems which the individual's religious faith could influence employee work attitudes. Employees who believe on their faiths might see hard-working work as a way to help mankind growth; In Islam, Prophet Mohammed moralized that "hard work caused sins to be absolved" (Yousef, 2001) hence it is a powerful motivator for Muslims who work to obey God. An employee who perceives work as a means to express their faith will be more likely to build an effort to be a good employee. In returns, employers will respond positively which leads to increase level of employees' job satisfaction.

Jaramillo (2011) revealed that religious value significantly impacted life satisfaction and job satisfaction but only intrinsic religiousness had a significant relationship toward job satisfaction, while extrinsic religiousness did not significantly impact life satisfaction or job satisfaction. However, the concept of intrinsic and extrinsic religiousness has been explained by Allport and Ross (As cited in Sell, 2000). According to Allport and Ross, an extrinsic religiousness characterized those people who view their religion as a tool to serve their own desire and using religion as a tool to achieve non-religious goals. People who have high external religiousness are possibly to meet social demands rather than what religion requires. The study described those who believed on intrinsic religious orientation would view his religion with a focus on God rather than the rewards obtained.

The study found that it was limited of researches growing to understand the relationship between religiosity and job satisfaction in Islamic context, however religiosity factor was found to impact what employees want and influence to their job satisfaction level

(King, 2008) when organizations offered the religious practices in workplace.

Based on previous empirical studies of the relationship between Islamic Workplace Accommodations and Job satisfaction, the following hypothesis is offered:

H1: There is a positive relationship between Islamic Workplace Accommodation and Job Satisfaction.

2.3.2 The Relationship between Work Motivation and Job Satisfaction

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.

Furnham and Eracleous (2009) revealed that an employee is satisfied with his work basically depends on the occurrence of work motivation. This is similar to the study of Teck-Hong and Waheed (2011) work motivation is an important predictor of job satisfaction. However, Mullins (2005) argued that job satisfaction is commonly related with the motivation but the perceptions of motivator were significantly different with satisfied and dissatisfied employees (Harder, Gouldthorpe, & Goodwin, 2014). Job satisfaction is more on a feeling or a mind-set which it is state internally with an individual feeling of success whereas work motivation persuades how an employee

performs on the job. When an employee is motivated, they put effort more on their work to get what they expected.

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).

Borzaga and Tortia (2006) found intrinsic workplace motivation is the greatest influence to job satisfaction, whereas employees motivated by extrinsic factor e.g. financial incentives and promotion are less significant. Likewise, being satisfied intrinsically will lead to improve motivation although those employees are dissatisfied with extrinsic factors. This is consistent with the study of Bonenberger, Aikins, Akweongo and Wyss (2014) several employees are motivated by career development and work environment rather than financial achievement. Lambrou, Kontodimopoulos, and Niakas (2010) also indicated that healthcare professionals are likely to be higher motivated by intrinsic factors, while satisfaction from work itself was positively related with all motivational factors.

The study of Stringer, Didham and Theivananthampillai (2011) further explained that intrinsic motivation increases job satisfaction, whereas extrinsic motivation possibly decreases job satisfaction among employees who work under the pay-for-performance plan.

The study revealed that there is a difference on each employee's motivational needs as Boumans, De Jong, and Janssen (2011) found that there is a difference of work motivation level between older and younger employees. To remain motivated, older employees need to get higher in intrinsic challenging to fulfil their expectation while younger employees are motivated as they are offered more on career opportunities.

While the higher level position of employees were seemed to be motivated by recognition. Higher position employees basically do not concern much on the career opportunities since they have moved pretty high up on the position level, then career opportunities among higher level employees are less significant (Kamdron, 2007).

Based on previous empirical studies of the relationship between Work Motivation and Job satisfaction, the following hypothesis is offered:

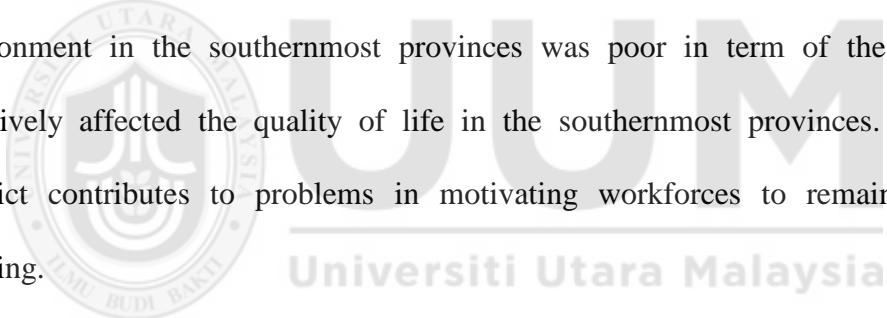
H2: There is a positive relationship between Work Motivation and Job Satisfaction.

2.3.3 The Relationship between Thailand Southernmost Conflicts Security Policies and Job Satisfaction

According to the Maslow's hierarchy of human needs, it revealed that to provide safe and healthy working conditions lead to fulfill employees' job satisfaction. However, the study found only few empirical studies on how Thailand southernmost conflicts security policies impact job satisfaction.

The study of Abuza (2011) found that the violence of the conflicts has impacted to everyone, particularly officials who live in this area. Most of the workforces feel lack of the stability in life security, resulting in loss of concentration on working, produce a low quality of work and thus it leads to impact the job satisfaction level among employees.

The study of Klubkong (2009) indicated the positive relationship between risk security and welfares toward job satisfaction among officials who work under the conflict risks in the southernmost Thailand provinces. In addition, the study of Pikoolngam (2010) found negative relationship between the southernmost conflicts and job satisfaction among Civil Servants of Soldiers and Polices. The study also found that working environment in the southernmost provinces was poor in term of the violence has negatively affected the quality of life in the southernmost provinces. As such, the conflict contributes to problems in motivating workforces to remain effective in working.



The present study found very little researches in the literature was available on the link between workplace security policy and job satisfaction, however the study found some researches of job satisfaction in countries where facing violence with similar conditions to Thailand southernmost region. The study of Steinmetz, Vries and Tijdens (2014) revealed that job dissatisfaction has been found to be one of the workplace concerns among the middle east regional countries such as Lebanon, Somalia, Liberia, Iran, and Afghanistan. The reason could be attributed to the unrest situation in terms of inadequate security policy and political instability (Sadeq & Khudair, 2013). The study showed that the issue of workforces' job satisfaction was increasing although organizations tried to

develop an effective job satisfaction strategy (Jadoo, Aljuni, Dastan, Tawfeeq, Mustafa, Ganasegeran, & AlDubai, 2015).

Based on previous empirical studies of the relationship between Thailand Southernmost Conflicts Security Policies and Job Satisfaction, the following hypothesis is formulated:

H3: There is a positive relationship between Thailand Southernmost Conflicts Security Policies and Job Satisfaction.

2.3.4 The Relationship between Nature of Work and Job Satisfaction

Several previous research findings suggested that the relationship between nature of work and job satisfaction does in fact exist. Previous studies show that nature of work is the important factor in determining job satisfaction of employee at work. It is generally accepted that the way in which a job is designed has a substantial impact upon the attitudes, beliefs and feelings of the job holder.

The study of Saari and Judge (2004) found a positive relationship between nature of work and job satisfaction, the study found that several organizations often overlooked on the important of the impact of work itself when addressing job satisfaction. In fact, work itself found to be one of the most significant factors toward job satisfaction (Kim, 2002). This is consistent with the study of Kovach (1995) work itself is one of the significant factors toward job satisfaction while any organizations must ensure that work attributes need to be interesting and challenging as possible.

While the study of Bakotic and Babic (2013) found out that there is a significant difference in the level of job satisfaction between employees who work under uncomfortable working conditions (at the facility) and employees who work in normal working conditions (in the administration). Employees who work under the work shift, excessive strained by temperature, noise radiation etc. tend to be less satisfied with working conditions than employees who work in normal working conditions. However, Rast and Tourani (2012) claimed that job satisfaction can be achieved by employees if the task requires sufficient multiplicity and challenges while they can use their own skills and abilities to solve a problem.

The explanation for the proposed link between nature of work and job satisfaction relates to the fact that the degree of an employee's job satisfaction derives from the nature of an individual's job values where some employees prefer working as part of a group, tend to prefer varied, complex and challenging tasks that allow them utilize their abilities and skills (Jex, 2002) but some employees prefer a simple routine task and work alone (Onimole, 2015), these show that employees are different. Not every employee is looking for a challenging job or a simple routine task. Therefore, the need to understand individual's task is much important to determine employees' job satisfaction.

Based on previous empirical studies of the relationship between Nature of Work and Job Satisfaction, the following hypothesis is developed:

H4: There is a positive relationship between Nature of Work and Job Satisfaction.

2.3.5 The Relationship between Rewards & Compensation, and Job Satisfaction

Both public and private organizations believed that the way to increase employees' job satisfaction level is to increase salary and the monetary benefits (Al-Zoubi, 2012). They believed that the raise of those benefits will drive employees' satisfaction. However, several studies revealed that the amount of the monetary benefits alone will not increase the level of job satisfaction (Brown, Gardner, Oswald, & Qian, 2007; Shields, & Ward, 2001) since employees will not consider the work as a source of income only but it may regard of other cause e.g. promotion and opportunities for career advancement (Shields & Ward, 2001)

Several studies found that rewards and compensation package had a significant relationship toward employees' job satisfaction. Archibald (2006) found a positive relationship between salary and job satisfaction among nurses. The study further explained that besides the satisfaction of tangible rewards, psychological reward via patient outcomes and compliments also important for them to produce a better job and increase the level of job satisfaction. The statements of patient care reward which employees received such as, "I get a hearty 'thank you' when my near-death babies go home healthy." or "Just about every day, a coordinator tells me that I am doing a good job, and that makes me feel good about what I do".

The study found that psychological rewards should be considered to be part of organization's approach to dealing with employees management (De Gieter et al., 2010),

although they do not involve further monetary investments but they also significantly impact on employees' job satisfaction (De Gieter, De Cooman, Pepermans,& Jegers, 2008).

In addition, salary and promotion given were sources of job satisfaction among nurses (Yaktin, Azoury, & Doumit, 2003). The study of Yaseen (2013) found that job satisfaction level could be increased by offering good package of compensation like suitable pay, promotional opportunity and recognition. This is similar to the study of Ahmadi (2002) revealed that one the most important determinants of job satisfaction was rewards and pay.

However, higher level of experienced employees basically had more confidence and less concern about pay than younger employees did (Ernst, Messmer, Franco,& Gonzalez, 2004). Other research indicated that the increasing of salary will only impact to job satisfaction among low level income employees but not for the high level employees (Al-Zoubi, 2012).

Compensation factor principally was studied as the important components of job satisfaction among Healthcare industry in Thailand. Tongpam (2000) showed that there was a negative relationship between job stress and job satisfaction in terms of pay among Thai nurses who work at hospitals in Bangkok, Thailand. Furthermore, the finding of the study showed that Thai nurses were dissatisfied with their pay and opportunities for promotion while most of them satisfied with their co-workers.

Additionally, Kunavikitkul (1995) described that professional nurses in Thailand were neither satisfied nor dissatisfied with the present pay but were dissatisfied with promotion opportunities. While the study of Tyson and Pongruengphant (2004) and Takumpunya (2009) found that Thai nurses in public hospital had satisfied with their job which the level of satisfaction was increasing, the reason would attribute to the improvement in monetary compensation structure and organizational support.

Based on previous empirical studies of the relationship between Rewards and Compensation, and Job Satisfaction, the following hypothesis is offered:

H5: There is a positive relationship between Rewards and Compensation, and Job Satisfaction.

2.3.6 The Relationship between Staff Relations and Job Satisfaction

Previous sections revealed that job satisfaction can be influenced by some certain factors. Nevertheless, various empirical studies showed that staff relation is one of the factors that impact job satisfaction. Dols, Landrum, and Wieck (2010) found that staff friendliness and support are listed as the most favourable reasons why nurses stay with their jobs. In fact, nurses believe that their relations with colleagues also affect their own job performance (McNeese & Donna, 2001; Takumpunya, 2009).

Previous researches supported that colleague satisfaction and job satisfaction are positively related in healthcare industry (Takumpunya, 2009), in fact, nurses' job satisfaction increases when they were advised and supported by their team members and had a good relationships with them (Uslusoy & Alpar, 2013). This is similar to the study of Kalisch, Lee, and Rochman (2010) teamwork is a perception of employee sufficiency. Nurse's teamwork has been related with the level of job satisfaction which the higher level of teamwork among workers leads to increase job satisfaction.

Besides that Bajnok, Puddester, Macdonald, Archibald and Kuhl (2012) described healthcare sector are increasingly aware that effective team communication among healthcare workers was important for improved patient care.

Effective relationships among staff in organization build up the atmosphere of teamwork which increasing job satisfaction among healthcare employees. Jaruseviciene, Liseckiene, Valius, Kontrimiene, Jarusevicius and Velez (2013) explained that communication is one of the important elements of teamwork among healthcare team. The study found that there were two ways of team communication functions which are professional communication and relational communication. In fact, professional communication refers to information sharing on the activities that have been performed among healthcare workers. While relational communication is a communication in terms of finding a suitable strategy for dealing with any issues that team members may face during work hours. The study found that relational communication seems to affect the working atmosphere positively and increases employees' job satisfaction rather than professional communication.

Budin, Brewer, Chao, and Kovner (2013) revealed that higher levels of verbal abuse in organization lead to decrease in employees' job satisfaction, less organizational commitment and employees would be perceived workplace environments unfavourably. Verbal abuse is a poor communication relationship among employees which generally understood as the use of verbal expression such as shouting, insulting, shaming and threatening between colleagues in workplace and basically arise from many sources including peers and superiors (Menendez, Gimeno, Barrientos-Gutierrez, Burau, & Felknor, 2012).

The study found that only few studies investigated strategies for resolving poor nurse-to-nurse relationships. However, the study of Ceravolo, Schwartz, Foltz-Ramos, and Castner (2012) and Patterson (2007) had proposed the strategy of providing workshops which focused on enhancing awareness and use of the communication techniques to avoid negative workplaces atmosphere among colleagues.

The study of Moreau and Mageau (2012) found that employee perceived supervisors' support and colleagues' support predicts psychological health and also work outcome. The study found that the more supervisors and colleagues' autonomy supportive; the more employees' work satisfaction increased, less psychological distress and intention to leave.

In general, employees are looking for help initially from their colleagues whom they regard as their equals rather than seeking help from their superiors (Uslusoy & Alpar, 2013). This is similar to the finding of Harris and Artis (2005) healthcare employees

often worked closely with their colleagues to fulfil their job duties rather than seeking help from their superior. Chang et al. (2012) suggested that supervisors need be control their emotion because negative temper might decrease in employees' intention to assist co-workers and it surely could affect teamwork.

Aronson (2005) found that staff relations have less impact on psychiatric nurses' job satisfaction rather than the relationships with superior while Allen and Vitale-Nolen (2005) believed that respect and honesty in management's actions were the most important factor influencing job satisfaction among psychiatric hospital workers.

Based on previous empirical studies of the relationship between Staff Relations and Job Satisfaction, the following hypothesis is offered:

H6: There is a positive relationship between Staff Relations and Job Satisfaction.

2.3.7 The Relationship between Islamic Workplace Accommodation and Work Motivation

Nowadays various organizations are commonly had diversity among their workforces such as religious diversity. Therefore, managing the diversity in workplaces could be a challenging from human resources standpoint. One of the challenges might be faced by organizations is how to manage diverse employees motivation. However, the study of

Ali (2009) pointed out that an organization has to recognize the dissimilar needs and motivational factors of their workforces.

Religious practices such as attending worship, wearing religious attire or symbols, displaying religious objects or other forms of religious expression are impact toward employees' motivation (Bergen & Mawer, 2008). Whereas Borstorff and Cunningham (2014) also found that the ability of religious practices in workplace among employee is a source of work motivation.

In Islam, It is important to understand the Islamic perspective toward Muslim employees' career success because religion and God would impact on Muslim employees' motivation and expectations (Sulaiman, Ahmad, Sbaih, & Kamil, 2014). While the study of Ahmad (2009) found that one of the most important factors impact on Muslim employee motivation is work itself which is tied with an act of Ibadah or the worship of God.

The study of Sav, Harris, and Sebar (2013) 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.

Hayati and Caniago (2012) found that Islamic Work Ethics (IWE) is significantly and positively related to intrinsic motivation among Muslim employees. In addition, Sa-U, Nik Ab. Rahman, and Nordin (2008) explained that Islamic work ethics (IWE) is the

form of Islamic expectations with respect to employees' activities at work which includes his duty, effort, collaboration and social relations. Hence, those Muslims who practice Islam in workplaces tend to be more dedicated to their organizations, motivated toward their work and probably more satisfied with their jobs (Yousef, 2001). The study of Yousef (2001) also found that employees in an Arab culture with the practice of Islam tend to be more motivated to work hard and that would be a source of satisfaction among those employees.

Based on previous empirical studies of the relationship between Islamic Workplace Accommodation and Work Motivation, the following hypothesis is offered:

H7: There is a positive relationship between Islamic Workplace Accommodation and Work Motivation

Previous studies also showed that work motivation contributed as a mediating role in affecting the relationship between Islamic Work Ethics and job satisfaction (Zaman et al., 2013). In other words, to increase employee job satisfaction through Islamic Work Ethics, work motivation should be determined.

Zaman et al. (2013) found three direct relationships between Islamic Work Ethics and job satisfaction, Islamic Work Ethics and work motivation, and work motivation and job satisfaction. All the direct relationships were significantly positive related with each other and the mediating variable of work motivation showed partial relationship.

Since there was a theoretical support within the existing research of the mediating role of work motivation to examine only the relationship of Islamic workplace accommodation towards job satisfaction, therefore others independent variables in this present study (e.g. Thailand southernmost conflict security policies, nature of work, rewards and compensation, and staff relations) are not shown.

Based on previous study of the mediating role of Work Motivation towards the relationship of Islamic Workplace Accommodation and Job Satisfaction, the following hypothesis is offered:

H8: Work Motivation mediates the relationship between Islamic Workplace Accommodation and Job Satisfaction.

2.4 Underpinning Theory: Social Exchange Theory

Several theories have been applied to explain the concept of job satisfaction, and social exchange theory is one of them. This study is placed within the social exchange context because this theory strongly expresses the nature of work relationship between two parties i.e. organization (employer) and employee.

In the perspective of social exchange theory, when an organization offers supportive working conditions which ensure its build employees satisfied, an extra effort to conduct a productive task tends to be returned as a means of reciprocity for their organization (Flynn, 2005).

According to the theorist' practice, Blau (1964) exchange theory tried to heighten Homans's perception of the economic basis of social exchange. Blau proposed social exchange takes place when "an individual is attracted to another if he expects associating with him to be in some way rewarding for himself, and his interest in the expected social rewards draws him to the other" (p. 20).

Social exchange theory includes a series of interactions that create obligations (Cropanzano & Mitchell, 2005), the study found that feeling an obligation is important because it requires employees to return favourable accomplishment received from their organizations (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001).

Blau (1964) explained that social exchange theory requires trust, both organization and employee must believe that the obligations of the other party will be fulfilled in the future. Trust has to be concerned in the exchange relation, as Blau revealed "Typically, however, social exchange relations evolve in a slow process, starting with minor transactions in which little trust is required because little risk is involved and in which both partners can prove their trustworthiness, enabling them to expand their relation and engage in major transactions. Thus the process of social exchange leads to the trust required for it in a self-generating fashion" (p. 454).

In recent years, Social exchange theory has explained in some organizational research contexts as it presents the conceptual underpinnings for understanding employees' job satisfaction (e.g. Chiu & Ng, 2013; Ahmad & Omar, 2014).

Similar to the present study, it is proposed in this study that several factors, i.e., religious accommodation at workplace, security policies, nature of work, rewards and compensation, and staff relations should have a positive impact on employees' job satisfaction. The present study employs Social exchange theory to develop these hypotheses. As the theory emphasizes that when individuals benefit from other entities, they are basically obligated to reciprocate (Cropanzano & Mitchell, 2005). Based on this relationship, the study proposed that employees who gained benefit or support which provided by organizations would perform task in a positive way for the benefit of organizations. In addition, being able to gain benefit and support offered by organizations would influence employees to return in the form of good work attitudes and more likely to increase the level of job satisfaction. The study revealed that this interchange process delivers satisfaction when individuals obtain fair returns from the relationships (Eisenberger et al., 2001).

2.5 Supporting Model and Theories

The basic support model and theories for this research include Herzberg's Two Factor Theory, Maslow's Hierarchy of Needs, and the mediating role of Intrinsic Motivation between Islamic Work Ethics and Employee Job Satisfaction.

Herzberg's Two Factor Theory is one of the theories which the study has focused on. The theory provides a framework for understanding the relationship between work motivation and satisfaction with work. Herzberg believed that attitudes which impacts work can be examined by two elements. First element consists of motivators which

strong impact toward job satisfaction had called Motivation factors. Another element called Hygiene factors which do not necessarily tend to increase the level of job satisfaction, but whose absence can create job dissatisfaction.

Maslow's hierarchy of needs is one of the job satisfaction models, it is illustrated in the shape of a pyramid with the basic levels of needs placed at the bottom and the need of self-actualization is placed at the top. The theory explained that employee can't be fulfilled by higher level need unless the basic needs are satisfied.

The study also reviewed on the mediating role of Intrinsic Motivation between Islamic Work Ethics and Employee Job Satisfaction due to the research problems faced by Islamic Workplace Accommodation. This theory has explained on how religious practices impact employees' job satisfaction.

The following section is discussed in details each of the theories applied in this study;

2.5.1 Herzberg's Two Factor Theory: Frederick Herzberg (1959)

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 2.1 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.

(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.

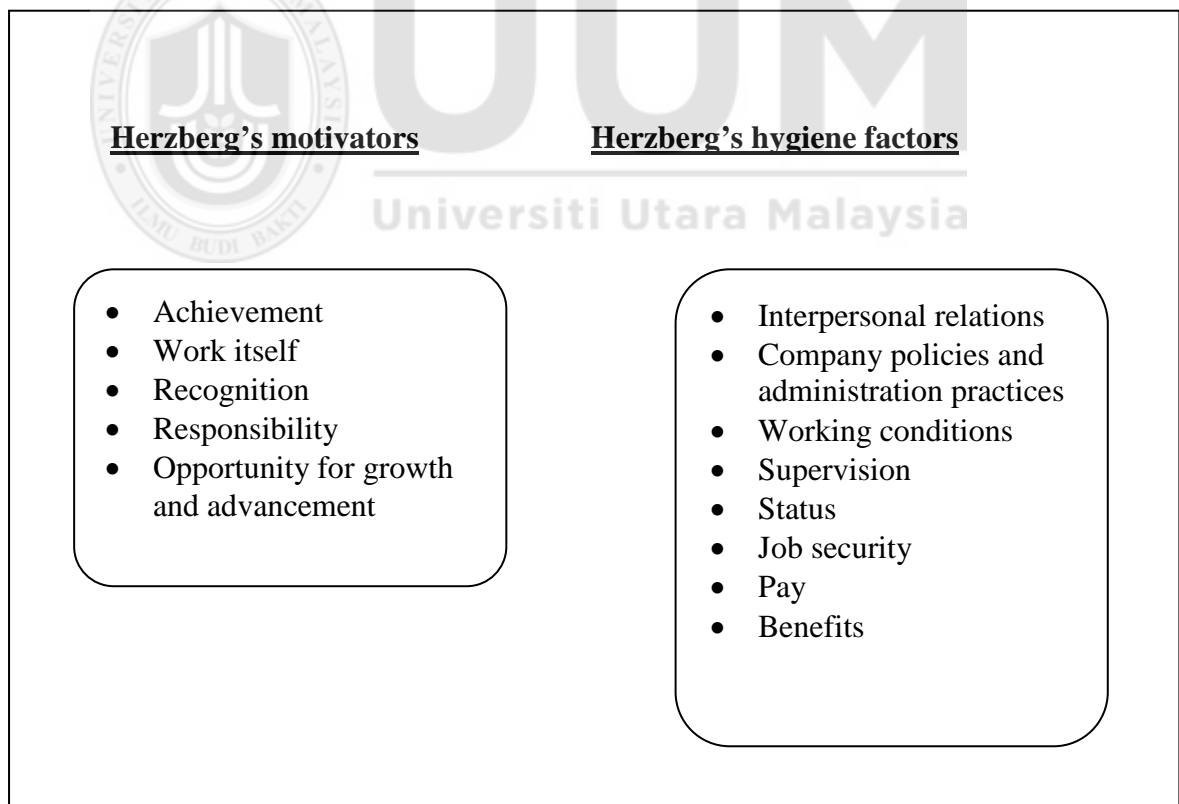


Figure 2.1
Herzberg's Two Factor Theory
Source: Mondy and Flippo, 1983

2.5.2 Maslow's Hierarchy of Needs: Abraham Maslow (1943)

According to Benson and Dundis (2003) the Maslow's Hierarchy of Need model introduces the concept for understanding the needs of the individual and workforces. Hierarchy of needs is the basic approach to establish a pattern of human needs. The key of Maslow's Hierarchy of Need or Maslow's theory of human motivation is a hierarchy of five need categories which are "physiological needs", "safety and security needs", "social needs", "esteem needs" and "the need for self-actualization" (Maslow, 1969). Maslow's need hierarchy is depicted in Figure 2.2.

Based on the Maslow's Hierarchy of Needs, a person's needs are organized in a hierarchy from the lower level physiological needs to the higher level needs for self-actualization however the physiological needs are the highest priority needs. The study of Gambrel and Cianci (2003) indicated that based on the Maslow's Hierarchy of Needs, employees can't be fulfilled by the higher level needs unless the basic needs are satisfied.

Figure 2.3 shows the examples of how needs can be satisfied followed by Maslow's higher order needs concept. Maslow theorized that in every human being there must be hierarchy of needs existed, while the individual wants additional on personal recognition and opportunities for personal growth generally placed at the higher level needs.

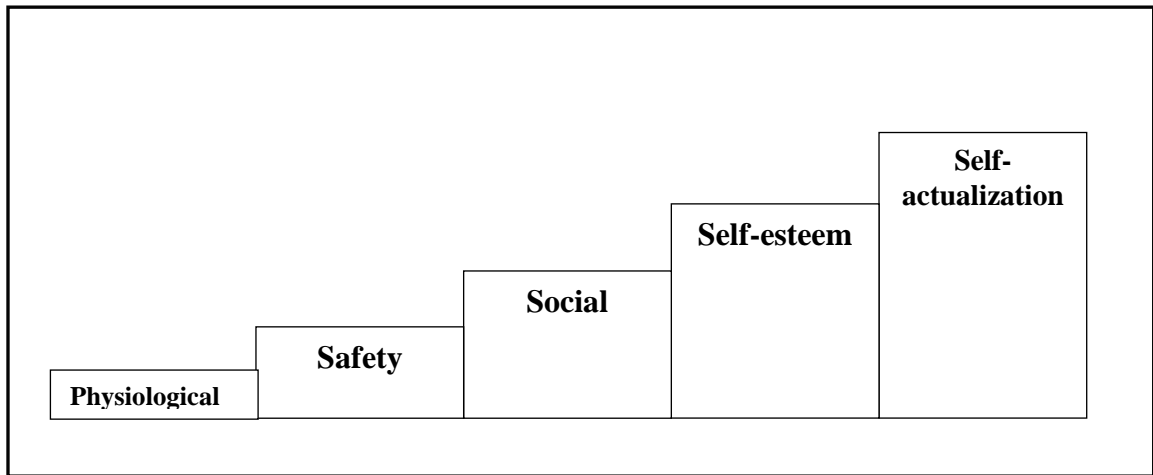


Figure 2.2
Maslow's Hierarchy of Need Model
Source: Masuthon, 2003



Maslow's Hierarchy

Examples of how needs can be satisfied

Self-actualization needs

Realizing one's potential growth using creative talents

Demanding work creativeness; chances for personal growth and advancement

Esteem needs

Achievement, recognition and status

Title and job commitment; honour and appreciation for work done; skilled management; rewards as related to status; worthy facilities

Social needs

Love, belonging, affiliation, acceptance

Sociable associates; managed employee activities such as sport clubs and parties

Safety needs

Protection against danger, freedom from fear, security

Utility programmes such as insurance and retirement plans; job safety; healthy working conditions; knowledgeable, reliable and fair leadership.

Physiological needs

Survival needs: air, water, food, clothing, shelter and sex

Pay, benefits, working conditions

Figure 2.3

Maslow's Hierarchy of Needs and how needs are satisfied

Source: Mondy and Flippo, 1983

Figure 2.4 shows the comparison between the theory of Maslow's hierarchy of needs and Herzberg's two factor theory. Herzberg classified job factors as either job

satisfaction or job dissatisfaction. Job satisfactions take into an actual job and serve as motivating factors. Job dissatisfaction refers to environmental aspects toward the job and it serves as hygiene factors. While Maslow believed each motivating need which fulfil job satisfaction must be achieved in a sequence.

The study of Dunn (2001) described that both Maslow's hierarchy of needs and Herzberg's two factor theory indicated employee necessity of the first attaining of basic level needs before getting the higher-level needs.



Maslow's hierarchy

Self-actualization needs

Realizing one's potential growth using creative talents

Esteem needs

Achievement, recognition and status

Social needs

Love, belonging, affiliation, acceptance

Safety needs

Protection against danger, freedom from fear, security

Physiological needs

Survival needs: air, water, food, clothing, shelter and sex

Herzberg's motivators

- Achievement
- Work itself
- Recognition
- Responsibility
- Opportunity for growth and advancement

Herzberg's hygiene factors

- Interpersonal relations
- Company policies and administration practices
- Working conditions
- Supervision
- Status
- Job security
- Pay
- Benefits

Figure 2.4

Comparison between Maslow and Herzberg Theory

Source: Mondy and Flipppo, 1983

To understand how employees feel towards their job will facilitate organizations management to be aware of what motivates their employees. When an employee meets the job motivating factors, higher level of job satisfaction is basically more rewarded. If

an employee is not hold by motivating factors, the result is lack of job satisfaction. When an employee is not influenced by the hygiene factors, job dissatisfaction will be greater. Whereas an employee who is influenced by hygiene factors does not necessarily produce a high level of job satisfaction but an employee is having no job dissatisfaction.

Work itself is the example of job conditions which impact work motivation. According to Herzberg's theory, work itself is referring to intrinsic factor whereas extrinsic factor is driven by the organizational environment and social aspects. Therefore, factors that are influenced to the job are those that impact motivation and enhance job satisfaction level.

Organization is suggested to emphasize aspects of work itself in order to create or improve job satisfaction level. Baysinger (2004) explained that Herzberg's theory believed work itself is one the most influential factors to improve job satisfaction level since it is the basic work tasks to provide daily fulfilment. This probably matches Maslow's hierarchy of needs theory which to understand works task in early stage will most likely satisfying the need to feel worthy.

2.5.3 The Mediating Role of Intrinsic Motivation between Islamic Work Ethics and Employee Job Satisfaction

The study of Sulaiman et al. (2014) pointed out that the traditional motivational theories such as Maslow's Hierarchy of Needs and Herzberg's Two Factors Theory are not studying the whole concept of human motivation. One most important element is missing in their theory which is the spiritual facet of motivation. Ali (2009) argued that to fulfil the employees' spiritual needs is very important for any organizations to recognize, especially for Muslim employees practices required in the workplace.

According to Figure 2.5, Zaman et al. (2013) studied on Islamic Work Ethic (IWE) and job satisfaction; Rokhman and Hassan (2012) defined The Islamic Work Ethic as the set of moral values which differentiate right from wrong in the Islamic perspective and the Islamic Work Ethic guides Muslim employees' behaviour in workplaces. Yousef (2001); Ali, Khan, Mushtaq, Khan, and Naqvi (2013); Rokhman and Hassan (2012) explained that the concept of the Islamic Work Ethic (IWE) is based on the Al-Quran, the sayings and practices of Prophet Mohammed which the Al-Quran encourages humans to gain skills, commit to work, avoid laziness and misuse of time in unproductive activity.

The study of Zaman et al. (2013) examined the mediating factor of Intrinsic Motivation between Islamic Work Ethic (IWE) and employees' job satisfaction. The study found three direct relationships which are IWE had positively correlated to Intrinsic Motivation, IWE had positively correlated to employees' job satisfaction and Intrinsic Motivation had positively correlated to employees' job satisfaction. All the relationships

were significantly related with each other and lastly, the study found that Intrinsic Motivation mediated the relationship between IWE and employees' job satisfaction.

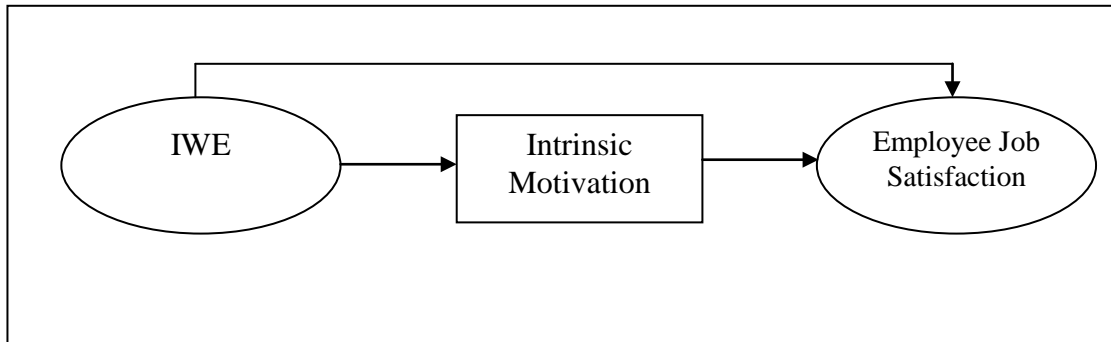


Figure 2.5

The mediating role of Intrinsic Motivation between Islamic Work Ethics and Employee Job Satisfaction

Source: Zaman et al. (2013)

Zaman et al. (2013) further explained that Intrinsic Motivation or work motivation is a motivation of an individual from internally rather than from any external reward such as salary or bonus. Intrinsic Motivation happens when individual employee gets motivation from the nature of his work or from the feeling of satisfaction when completing on a duty.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter explains how the study was practically carried out in terms of research methodology toward addressing the research questions and the research objectives outlined in the first chapter. This chapter is organized as follows: early section illustrates the conceptual framework, indicates research design, population and sampling, and data collection procedure. Then followed by measurement of variables, questionnaire design, pilot test study and finally the techniques of data analysis.

3.2 Conceptual Framework

This conceptual framework is adapted to this study context and research interest from the literature reviews. In particular, the study intends to examine the relationships between Islamic Workplace Accommodation, Work Motivation, Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, and Staff Relations toward Job Satisfaction. As the justification for mediator is shown in previous study, the present study also investigated the role of Work Motivation as a mediator between the relationship of Islamic Workplace Accommodation and Job Satisfaction. The conceptual framework can be diagrammed as shown in Figure 3.1

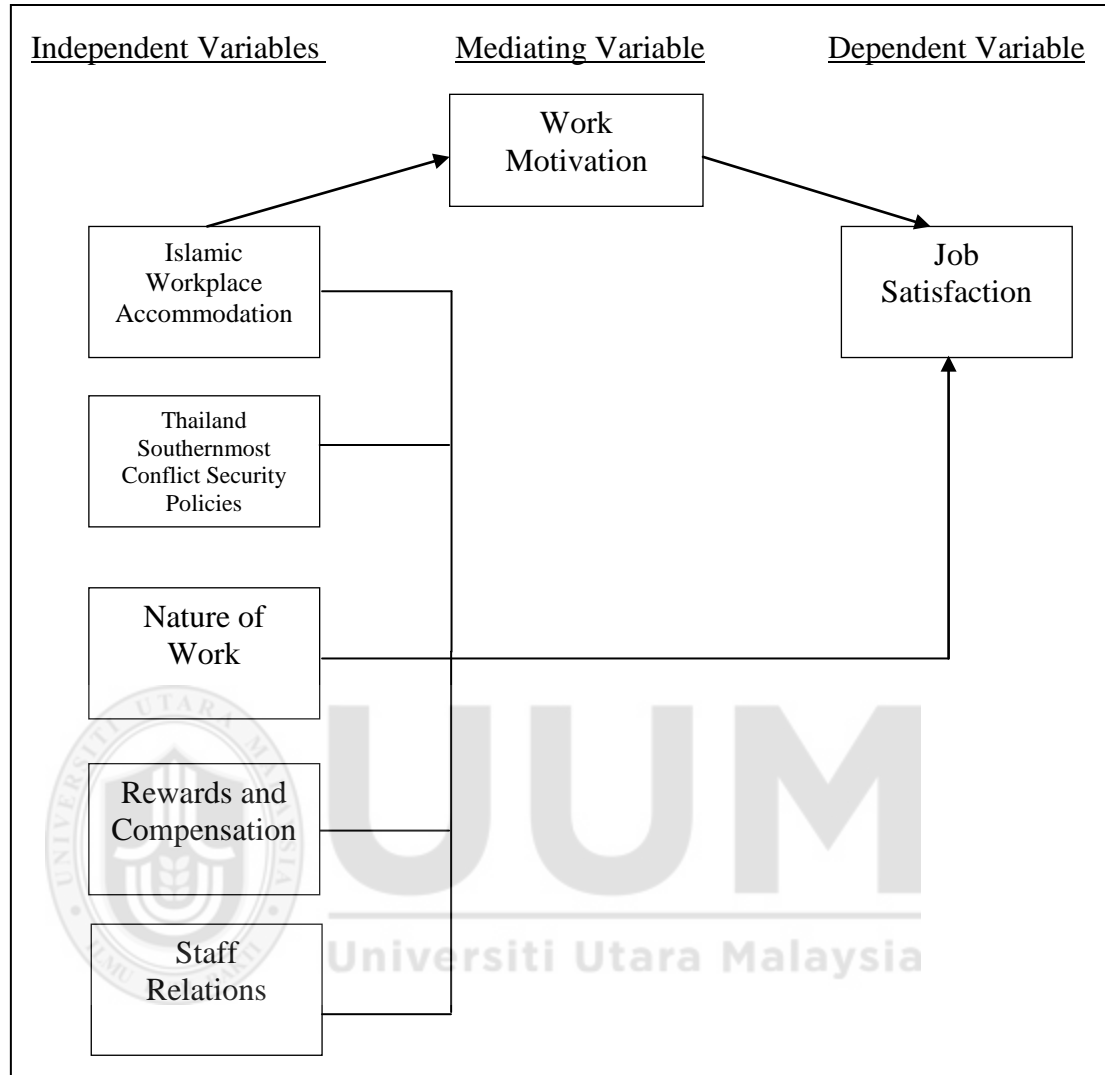


Figure 3.1
Conceptual Framework

Based on the above diagram, it is proposed that Islamic workplace accommodation and job satisfaction could directly or indirectly impact job satisfaction through work motivation. In the proposed direct link, the assumption was when employees perceive favourably the implementation of Islamic workplace accommodation, Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, Staff Relations at work, they will be more likely to increase job satisfaction level. It is

also hypothesized that the favourable perceptions of employees' Islamic workplace accommodation will make the employees motivated, and it also will transform into high level of job satisfaction.

3.3 Research Design

A research design is a specifying plan of how to carry a study; it generally involves a number of methodological process and analysing the needed information (Sekaran, 2003).

This study is conducted as an explanatory research because it tests hypotheses in order to confirm relationships between variables of interest (Sekaran, 2003). In this context, the study intends to examine the relationship between Islamic Workplace Accommodation and Job Satisfaction through the mediating effect of Work Motivation. Moreover, the study also examines the relationship between Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, and Staff Relations toward Job Satisfaction.

The type of investigation under this study is correlational as the study does not intend to test cause-and-effect relationship, but it attempts to examine the relationship between the variables. The extent of researcher interference has been warranted with a minimum interference and normal flow of work therefore the research is in non-contrived settings.

In this study, a survey method was conducted across twelve districts Public Health offices under the Pattani Public Health Centre. Due to the time and cost limitation of present study, the study needs to be carried at a single point in time hence this present study was considered as a cross-sectional study. The time spent for the data collection was approximately three months while Muslim public health employees in Pattani province were taken as unit of analysis and the responses of each individual were considered as a data source in this study.

3.4 Population and Sampling

Population is defined as the entire group of people, events, or records that hold the desired information and answer the measurement questions (Cooper & Schindler, 2008). In this study, the population was defined as 657 Muslim public health employees in Pattani province. As discussed earlier in the scope of the study section, Pattani public health centre consists of twelve districts public health offices. These districts are Muang Pattani, Saiburi, Maikaen, Kapo, Mayo, Yaring, Kokpho, Nongjik, Yarang, Panarae, Toongyandaeng, and Maelan and the number of the population in this study as shown in Table 3.1.

Table 3.1

Number of Muslim public health employees in Pattani province in 2014

Name of Districts	Number of Muslim public health employees
Muang Pattani	62
Saiburi	69
Maikaen	24
Kapo	34
Mayo	50
Yaring	90
Kokpho	79
Nongjik	68
Yarang	69
Panarae	49
Toongyandaeng	31
Maelan	32
Total	657

Source: Pattani Public Health Centre Internal Database (Received June, 2015)

3.4.1 Sample Size and Sampling Design

Sampling refers to the method of selecting an appropriate number of elements from the given population; the explanation of sample's properties basically would represent such characteristics for the whole population (Sekaran, 2003).

One of the methods for determining sample size is Krejcie and Morgan's (1970) sampling table (Bartlett, Kortlik, & Higgins, 2001). According to Krejcie and Morgan (1970), a population size of 657, the sample size should be 242 samples.

When sampling from a population, the sampling design need to be concerned. In this study, probability sampling method was selected. Probability sampling is based on the procedure of random sampling selection, which each element in the population has an equal chance of being selected as a subject in the sample (Singleton & Straits, 2005).

Moreover, the sampling technique of cluster sampling was employed. In this study, the clusters considered were the twelve districts public health offices in Pattani province. Muslim public health employees are similar to each other in terms of backgrounds and jobs performed. Therefore, the cluster sampling was an appropriate sampling technique to be used to achieve the research objectives in this study.

A cluster sampling technique in this study involves in several steps as follows:

- I. Define the population. The population is all Muslim public health employees in Pattani province. The population size as indicated in Table 3.1 is 657.
- II. Define the sample size. The sample size of 242 was determined based on Krejcie and Morgan's (1970).
- III. Define a logical cluster. The logical cluster in the present study was twelve public health district offices in Pattani province. Hence there are 12 clusters.
- IV. An average number of sample elements per cluster were estimated by dividing the sample size of 242 employees by the number of clusters (i.e. 12 district public health offices). This result is 20.1 employees (elements per cluster).
- V. This means that one district public health office needs to be randomly selected by choosing about 20 Muslim employees per public health offices. The study

found that there should be another two samples to complete the sample size of 242 therefore the extra of one public health district office will be selected 22 employees in this study. However the researcher was also prepared the survey with extra respondents for each office, the detail is discussed in following data collection procedure section.

3.5 Data Collection Procedure

The study conducted a job satisfaction survey (Appendix A) among Muslim public health employees in Pattani province. As such, a self-administered questionnaire was distributed to the respondents by helping from the public health management team in each district of Public health offices in Pattani province. As targeted sample size was 242 respondents however the researcher were also prepared the survey with 5 extra respondents for each office. Therefore the total of questionnaire was distributed to 302 (242+60) respondents.

The questionnaire was combined by the public health management team in each district of Public health offices and returned to the researcher. The total of 293 responses was returned with 23 uncompleted responses hence there were 270 useful questionnaires however the sample size was only 242 therefore it was not affect with the study.

3.6 Measurement of variables

The variables in this study were operationalized from the previous studies. The dependent, independent, and mediating variables were estimated through reflective measures which were adopted and adapted from previous literatures and a total of 43 scale items, 8 items for demography were used to measure under this study. The measurement of the variables is explained in the following sections.

3.6.1 Islamic Workplace Accommodation

Islamic Workplace Accommodation in this study is considered as the practice in which employers make a good effort to give a reasonable accommodation for Muslim employee (Borstorff & Arlington, 2011; Hayati & Caniago, 2012). This is in line with Sa-U et al. (2008) explained that Islamic work ethics (IWE) is the form of Islamic expectations with respect to Muslim employees' activities at work which includes his duty, effort, collaboration and social relations.

The measure used in the present study was the scale adapted from Borstorff and Arlington (2011). A total of five items were used to measure Islamic Workplace Accommodation as shown in Table 3.2.

Table 3.2
Items of Islamic Workplace Accommodation

Items	
1	The organization has a definite policy regarding my religious holiday (Eidilfitri-Eidiladha Celebration).
2	The organization has policies in place regarding my dress code including Hijab covering and a long loose fitting garment for female while Muslim male can wear a small head covering and grow a beard.
3	The organization holds special events involving food and drink which accommodate religious and ethical needs of Muslim employees (Halal Food).
4	The organization holds holiday events, and takes into account of Muslim employees when planning workshops, meetings, trips, etc.
5	The organization provides a proper room to perform my prayer.

Source: Borstorff and Arlington (2011)

The questionnaire items developed by Borstorff and Arlington (2011) were not focused in any religious, it rather explains workplace religious accommodation in general meaning on a Likert scale ranging from 1 (strongly agree) to 6 (strongly disagree) and no option for ‘neither agree nor disagree’ was given.

Some modifications to the items were made to ensure that participants could relate the items well. Since the questionnaire items were not focused in any religious, it generally explains workplace religious accommodation therefore to ensure that the measurement is suited with the participants in this study; Islamic accommodation was then added in questionnaire item. For example, the original sentence “My company has policies in

place regarding my dress code” was replaced by “The organization has policies in place regarding my dress code including Hijab covering and a long loose fitting garment for female while Muslim male can wear a small head covering and grow a beard.” And the word of “company” was replaced by “organization”

3.6.2 Work Motivation

In the present study, the term of Work Motivation was operationalized as the power that drive employee to deal with some actions to accomplish some goals (Bermanet al., 2010). This is similar to Vroom (1964) work motivation was defined as the force that drives employee to perform a particular action to achieve personal and his organization goals.

Work Motivation is measured through eight items which developed by Saleem, Mahmood and Mahmood (2010) with a five Likert scale ranging from Strongly Agree; Agree; Somewhat agree; Somewhat Disagree; and Strongly Disagree.

A total of eight items were used to measure Work Motivation as shown in Table 3.3.

Table 3.3
Items of Work Motivation

Items	
1	I expect more quality in my own work.
2	I take fully responsible on my work.
3	The work I do is interesting.
4	I arrive at the office on time and do not leave early.
5	I am confident on my abilities to succeed my task objective.
6	I always attend trainings to improve my own skills and competencies.
7	I have a mentor who keeps me alerted and motivated to my work.
8	I often think about work issues when I am at home.

Source: Saleem et al. (2010)

3.6.3 Thailand Southernmost Conflict Security Policies

Thailand Southernmost Conflict Security Policies refer to the security risk policies in place regarding the daily violence include bomb attacks and shooting which occurred in the southernmost provinces of Thailand.

This policy includes extra rewards payable to officials who work during the unrest situation (Tohdong, 2012). The policies also refer to the risk security and welfares to protect officials who work under the conflict risks in the southernmost Thailand provinces (Hasuwannakit & Phrueksanan, 2014).

The measure used in the present study was the scale adapted from Noonkliang (2009). A total of six items were used to measure Thailand Southernmost Conflict Security Policies as shown in Table 3.4.

Table 3.4
Items of Thailand Southernmost Conflict Security Policies

Items	
1	There is an atmosphere of co-operation among staff during the unrest situation.
2	There is a risk management plan prepared by the organization during the unrest situation.
3	My workload is consistent with working hours while it is under the unrest situation.
4	There is an effective security practices at workplace to accommodate during the unrest situation.
5	There is a sufficient manpower to handle the increased workload during the unrest situation.
6	I am satisfied with the extra pays received during the unrest situation.

Source: Noonkliang (2009)

Some modifications to the items were made to ensure that participants could relate the items well. The prior questionnaire items developed by Noonkliang (2009) were study among military forces in the southernmost region, therefore the items which related with military welfare such as controlling centre, volunteer rangers and defence corps was not covered in the present study.

3.6.4 Nature of Work

In this study, Nature of Work refers to the tasks, skills, and abilities required for employees to perform daily (Robbins et al., 2003). It generally defined as the type of work that employee performs (Lewis, 2013).

The measure used in the present study was the scale adopted from Jaikhodee and Prachusilpa (2010). A total of eight items were used to measure nature of work as shown in Table 3.5.

Table 3.5
Items of Nature of Work

Items	
1	My work requires connecting and serving a community.
2	There are varieties of tasks in my work
3	My work requires a specific skill.
4	My work requires learning something new.
5	My skill and knowledge are improved by the tasks I do.
6	My work requires a creative plan.
7	My work requires very high level of concentration
8	I can express an idea/comment based on the subjects related to my work.

Source: Jaikhodee and Prachusilpa (2010)

The items in the prior study were measured with a five Likert scale ranging from Strongly Agree; Agree; Somewhat agree; Somewhat Disagree; and Strongly Disagree. The use of this instrument was considered to be appropriated as it was reported to have an internal consistency of 0.96 (Jaikhodee & Prachusilpa, 2010).

3.6.5 Rewards and Compensation

Rewards refers to the amount of monetary and non-monetary, benefits which given to an employee by an employer in return for work achieving (Armstrong & Murlis, 2007). While compensation refer to the money, benefits, and rewards of employment (Drafke, 2006) and commonly regard to all forms of monetary returns, tangible services and advantages which employees obtain as part of an employment relationship (Milkovich & Newman, 2008).

The measure used in the present study was the scale adopted from Takumpunya (2009).

A total of nine items were used to measure rewards and compensation as shown in Table

3.6.

Table 3.6

Items of Rewards and Compensation

Items	
1	I am satisfied with the medical expenses claim benefits offered.
2	I am satisfied with overall benefits that organization offered.
3	I am satisfied with overall benefits that organization offered.
4	I am satisfied with the retirement plan offered.
5	My salary is sufficient to meet my expenses
6	I am satisfied with the recognition and rewards for my outstanding.
7	My salary is appropriate with my job responsibilities.
8	An annual salary adjustment is suitable with my cost of living.
9	I have an equitable salary when compared to other people in other organization.

Source: Takumpunya(2009)

Rewards and Compensation was measured in the prior study with a five Likert scale ranging from Strongly Agree; Agree; Neutral; Disagree; and Strongly Disagree. The use of this instrument was considered to be appropriated as it was reported to have an internal consistency of 0.91 (Takumpuny, 2009).

3.6.6 Staff Relations

Staff Relations refers to working relationship between colleagues (Longo & Sherman, 2007) and cooperation among workforces (Dreachslin et al., 2000).

In this study, Staff Relations is measured through four items developed by Takumpuny (2009). All of four items were used to measure Staff Relation as shown in Table 3.7.

Table 3.7
Items of Staff Relations

Items	
1	I have a good working relationship with my colleagues.
2	My colleagues and I work as a team.
3	I feel comfortable with my colleagues.
4	I think my colleagues are being sincere to me.

Source: Takumpunya (2009)

The items in the prior study were measured with a five Likert scale ranging from Strongly Agree; Agree; Neutral; Disagree; and Strongly Disagree. The use of this instrument was considered to be appropriated as it was reported to have an internal consistency of 0.91 (Takumpuny, 2009).

3.6.7 Job Satisfaction

Job Satisfaction refers to overall feelings of employees toward their job (Robbins, 2005) similar to Kaliski (2007) defined job satisfaction as a workforces' feeling of achievement on their job, and it is known to be closely related to productivity and personal well-being (Jaidee, 2007).

The measurement of Job Satisfaction was through three items developed by Jaidee (2007) as shown in Table 3.8. The use of this instrument was considered to be appropriated as it was reported to have an internal consistency of 0.96 (Jaidee, 2007).

Table 3.8
Items of Job Satisfaction

Items	
1	I am happy with my job.
2	In general I am satisfied with my job.
3	If I could choose the career again I would make the same decision.

Source: Jaidee (2007)

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 present study are adopted from the study of Diener, Emmons, Larsen and Griffin (1985) with a ranking from 1 (Strongly Disagree), 2(Disagree), 3(Neutral), 4(Agree) to 5(Strongly Agree).

3.6.8 Demographic Variables

In addition to the above items, the first section in the questionnaire form is the demographics background which respondents were asked for their general background such as gender, age, family status, education background level, salary, position and period of working experience in current work. All the demographic variables were measured based on categorization.

3.7 Questionnaire Design

The questionnaire is designed to accomplish the objectives of the study. The present study used 43 items to develop the questionnaire for the use of data collection. The items were arranged in different sections of the questionnaire. Specifically, there were two sections in the questionnaire outline. The first section is the demographics background which respondents are asked for their general background such as gender, age, family status, education background level, salary, position and period of working experience in current work. Basically, the study does not include the demographic characteristics as the objective of research however it is to present an overview of the composition of the sample therefore it will have a better understanding about respondents and results drawn.

In the second section, questions related to the various variables including independent variables (Islamic Workplace Accommodation, Thailand Southernmost Conflicts Security Policies, Nature of Work, Rewards & Compensation, Staff Relations), Mediating Variable (Work Motivation) and Dependent Variable (Job Satisfaction).

In addition, the introduction letter was also attached to indicate purpose of the study, selection of the participants, and confidentiality. The study found that the introduction of survey instruction for social research was important as it indicates the respondents consent to participate in the study (Sobal, 1984).

The following Table 3.9 shows the summary of the questionnaire design. However, the sample of the questionnaire for both in English and Thai versions is shown in the appendix A.



Table 3.9
Summary of the Questionnaire Design

Variables	No. of Items	Items
Section A: Demographics		
Gender	1	Section A: Item 1
Age	1	Section A: Item 2
Marital status	1	Section A: Item 3
Education achievement	1	Section A: Item 4
Salary per month (BAHT)	1	Section A: Item 5
Position	1	Section A: Item 6
Level of the position	1	Section A: Item 7
Period of working in current position	1	Section A: Item 8
Section B: Independent Variables, Mediator and Independent Variable		
Islamic Workplace Accommodation	5	Section B: Item 1-5
Thailand Southernmost Conflict Security Policies	6	Section B: Item 6-11
Nature of Work	8	Section B: Item 12-19
Rewards and Compensation	9	Section B: Item 20-28
Staff Relations	4	Section B: Item 29-32
Work Motivation	8	Section B: Item 33-40
Job Satisfaction	3	Section B: Item 41-43

3.7.1 Translation of Questionnaire

As the respondents were Thai who basically understand English not very well therefore the questionnaire was prepared in Thai. As some original items (Islamic Workplace Accommodation and Work Motivation) were developed in English therefore they had to be translated into Thai before they were administered to the participants.

To ensure that the Thai texts were equivalent to the original text, assistance from a certified academic expert translator office was obtained. Once the translated version was obtained, back to back translation was managed by the academic expert from public university in Thailand who was proficient in both the English and Thai languages to re-translate the Thai version into the English version. The back translation into English from Thai showed no significant deviations from the original version of the English language.

3.8 Pilot Test

Pilot test is used to conduct a preliminary test of data collection tools and processes to analyse and eliminate an error (Arain, Campbell, Cooper, & Lancaster, 2010). It allows the study to make change correctively or modify before collecting real data from the target population. This study uses pilot test to conduct a preliminary test whereby initial questionnaires were sent to 32 respondents to obtain their feedback. Pilot test gives a chance for the researcher to improve towards instruments and to ensure that proper questions are being asked and the data will be compiled appropriately.

In this study, a pilot test was conducted mainly to assess the validity and reliability of the instruments. Validity and reliability test are common used in quantitative research (Golafshani, 2003). However, Phelan and Wren (2005) explained reliability is necessary to be tested but it alone is not sufficient, it also needs to be valid. Phelan and Wren (2005) further explained that validity test refers to how fit a test measures what it is purported to measure.

This study conducts Content Validity Test (Index of Item Objective Congruence, IOC) approach which developed by Rovinelli and Hambleton in 1977 to indicate the experts evaluate on the degree to which the content of the questionnaire item is measuring the intended objective of the study (Turner & Carlson, 2003). The result is an index rating from -1 to +1 for each questionnaire item as shown in Table 3.10.

Table 3.10
Index of Item Objective Congruence

Index Rating	Explanation
-1	It is interpreted by an expert that the questionnaire item is clearly does not measure the objective.
0	It is interpreted by an expert that the questionnaire item is unclear or unsure.
+1	It is interpreted by an expert that the questionnaire item is clearly measure the objective.

Source: Turner and Carlson (2003)

Based on the IOC approach (Turner & Carlson, 2003), there must be at least three experts who need to evaluate by giving the IOC rating on each questionnaire item. If the

total value of IOC rating is higher than 0.5, the test is acceptable in term of validity due to its congruence between the test and objectives or content, but if it is lower than 0.5, the test is unacceptable because of the lack of congruence.

For this study, there were 2 experts from human resource field in Thailand public university and 1 expert from human resource field in Malaysia public university had evaluated on questionnaire item; the total value of IOC for each questionnaire item in this study was over than 0.5 (Refer to appendix B) therefore the instrument is considered being valid.

According to Tavakol and Dennick (2011), it could be noted that the instrument reliability is strongly related with the validity. The instrument will be only valid when it is reliable; on the other hand, the instrument reliability does not commonly depend on its validity.

Reliability test is used to find the consistency of the data measurement; it shows the degree of instrument to which measures the same score in each time with the same condition and the same test (Phelan & Wren, 2005). One way to estimate the reliability is to use internal consistency (Weiner, 2007).

Internal consistency estimates reliability by using “Cronbach’s alpha” (α), the higher degree of Cronbach’s alpha means the higher of the instrument reliability estimated. According to George and Mallery (2003) and Kline (1999) indicated that using Cronbach's alpha is an accepted rule for measuring internal consistency, and the

following table 3.11 is shown the internal consistency measurement developed by George and Mallery (2003).

Table 3.11
Internal Consistency Measurement

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: George and Mallery (2003).

The results of pilot test of this study were shown in Table 3.12. It showed the reliability coefficients (Cronbach's alpha) of the variables were between 0.73 and 0.97 (Refer to Appendix C). Hence, the measures of variables in this study were reliable, it is also considered acceptable because none of the Cronbach's alpha value less than 0.5.

Table 3.12
Reliability Test of the Instruments

Variables	Items	Cronbach's Alpha
Islamic Workplace Accommodation	5	0.82
Thailand Southernmost Conflict Security Policies	6	0.77
Nature of Work	8	0.73
Rewards and Compensation	9	0.97
Staff Relations	4	0.90
Work Motivation	8	0.76
Job Satisfaction	3	0.84

3.9 Techniques of Data Analysis

Data was analysed using several statistical methods based on research questions and objectives. It was processed using SPSS20 for descriptive analysis and inferential analysis was conducted using SEM.

Descriptive statistics are a statistical process which researchers use to describe the population or sample of studying (Crossman, 2014). Descriptive statistics help researchers to measure data frequency including mean, median, and mode of the data and they will describe the data in the form of table and graph. In this study, data on the

demographic characteristics is analysed by using descriptive statistics. Demographic data include gender, age, religion, marital status, education level, salary, position, level of position, and period of working experience on current position of the respondents. Lastly, descriptive Statistics calculates each variable in this study to identify how fit of each variable predicts to other variables.

Inferential statistics is another technique used for making inferences of the data (Crossman, 2014). This statistic techniques use data of sample, and result of sample analysis indicated or represented as population. In this study, data analysis was conducted based on SEM through Smart PLS 3.0 software.

PLS-SEM approach is used in this study for the following reasons;

- (i) This technique puts less demand with respect to the sampling distribution and sample size (Chin, 1998; Hair, Ringle, & Sarstedt, 2011).
- (ii) It is used for causal predictive analysis, exploratory in nature (Hair et al., 2011).
- (iii) It can be used to analyse the model that has both reflective and formative variables (Chin, 1998; Hair et al., 2011).
- (iv) It can be used to model the relationships with a number of indicators and constructs (Hair et al., 2011).
- (v) PLS-SEM assumes that explanation of all the observed measured variance is useful and accounts for measurement error (Hair et al., 2011).

CHAPTER 4

DATA ANALYSIS AND FINDINGS

4.1 Introduction

In this chapter, the findings of the study are presented. It presents the report of the results of descriptive statistics and data analysis which was conducted by using the structure equation modelling approach. There are several sections covered in this chapter starting with response rates followed by data screening in the second section. The next section deals with the profiles of participants involved in this study and followed by the descriptive statistics results of the variables. Finally the evaluation of PLS-SEM and results of the hypotheses testing are presented.

4.2 Response rates

The present study was conducted among Muslim public health employees in Pattani province, Thailand. A total number of 302 questionnaires were distributed to the participants. Out of 302 of the questionnaires distributed, 293 were returned, yielding a response rate of 97.01 percent. However, 23 questionnaires had to be discarded because the participants did not complete most sections of the questionnaire; this was following the recommendation of Sekaran (2003). Finally, 270 usable questionnaires remained, however the sample size of present study was only 242 therefore there were 28 questionnaires needless in this study. Table 4.1 shows the summary of the overall response rate for this study.

Table 4.1
Summary of Response Rates

Public Healthcare Districts	Distributed	Return	Usable	Unusable	Response Rate
Muang Pattani	25	25	23	2	92%
Saiburi	25	22	22	-	88%
Maikaen	25	25	25	-	100%
Kapo	25	25	19	6	76%
Mayo	25	25	25	-	100%
Yaring	27	26	23	3	85%
Kokpho	25	23	23	-	92%
Nongjik	25	25	19	6	76%
Yarang	25	24	22	2	88%
Panarae	25	25	22	3	88%
Toongyandaeng	25	23	23	-	92%
Maelan	25	25	24	1	96%
Total	302	293	270	23	89.40%

4.3 Data Screening

It is important to initially check the data set for anything missing before starting to analyse the data. The data screening process requires checking for errors, finding and correcting missing values in the data file. According to Sekaran and Bougie (2010) missing data can occur in different situations as respondents unable to understand questions, or difficulty in answering, or lack of willingness to answer.

In terms of the descriptive findings, the results show there is no any errors outside the sort of possible values for a variable. Moreover, the study also tests for assessing normality, outlier detection and common method variance in the following section.

4.3.1 Normality Test

Normality test is one of the statistical analysis tools to examine the sampling distribution is normal (Elliott & Woodward, 2007). The study uses skewness and kurtosis values to refer the shape of the distribution. Positive value of skewness shows a positive skew, negative value of skewness shows a negative skew. While positive value of kurtosis shows a distribution which is peaked (leptokurtic) and negative value of kurtosis shows a distribution which is flatter (platykurtic). The distribution is exactly normal if value of skewness and kurtosis is zero.

Table 4.2 shows that all the variables in this study indicate to be closed to normal distribution considering the model introduced by George and Mallery (2010) of

skewness values within ± 7 and kurtosis values within ± 2 . However, the results show that all of the variables indicate a negative skew while only a kurtosis positively value of Work Motivation, Thailand Southernmost Conflict Security Policies, and Nature of Work indicate a distribution which is peaked.

Table 4.2
Results of Skewness and Kurtosis

Variables	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Islamic Workplace Accommodation	-.444	.156	-.285	.312
Work Motivation	-.531	.156	.570	.312
Thailand Southernmost Conflict Security Policies	-.248	.156	.215	.312
Nature of Work	-.240	.156	.361	.312
Staff Relations	-.205	.156	-.112	.312
Rewards and Compensation	-.252	.156	-.420	.312
Job Satisfaction	-.001	.156	-.162	.312

4.3.2 Outlier Detection

Outlier detection aims to observe a deviate conform from other observations among sample. The boxplot of the sample of 242 with no missing value applies in this study. Table 4.3 shows the number of the scale distribution consists of the extremes (Maximum, Minimum), the median, and the quartiles (Q1, Q2, Q3) of the variables.

Table 4.3
Results of Variables Distribution

	Max	Min	Median	Q1	Q2	Q3
Islamic Workplace Accommodation	5	3	4.20	4.0	4.20	4.8
Work Motivation	5	2	3.75	3.5	3.75	4.00
Thailand Southernmost Conflict Security Policies	5	2	3.5	3.13	3.5	4.0
Nature of Work	5	3	4.25	4.13	4.25	4.63
Rewards and Compensation	5	1	3.33	2.78	3.33	3.78
Staff Relations	5	2	4.00	3.75	4.00	4.50
Job Satisfaction	5	2	4.00	3.33	4.00	4.00

The boxplot in Figure 4.1 graphically represents the distribution of Islamic Workplace Accommodations. A line across the boxplot reveals the median of 4.2, and 25 percent of data greater than 4.8 while 25 percent of data lower than 4. The boxplot detects only 1 mild outlier of this variable which is number 114.

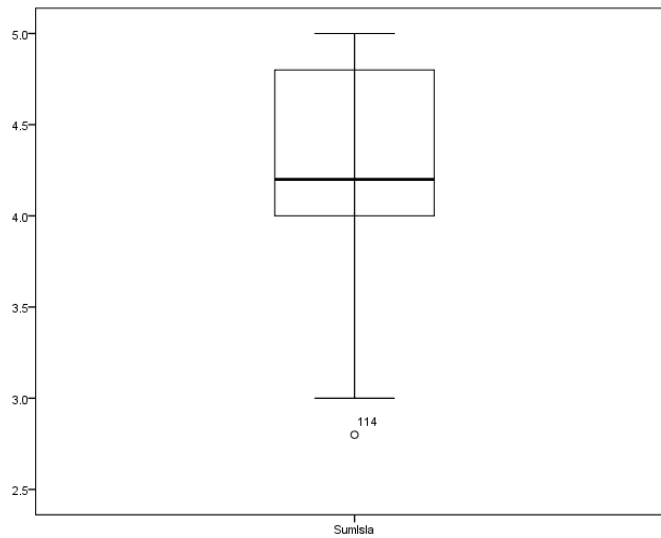


Figure 4.1
The Boxplot of Islamic Workplace Accommodation

The boxplot in Figure 4.2 shows the distribution of Thailand Southernmost Conflict Security Policies. The median of this variable is 3.5 and 25 percent of data greater than 4 while 25 percent of data lower than 3.13. For this variable, there are 4 mild outliers include 1, 78, 161 and 163.

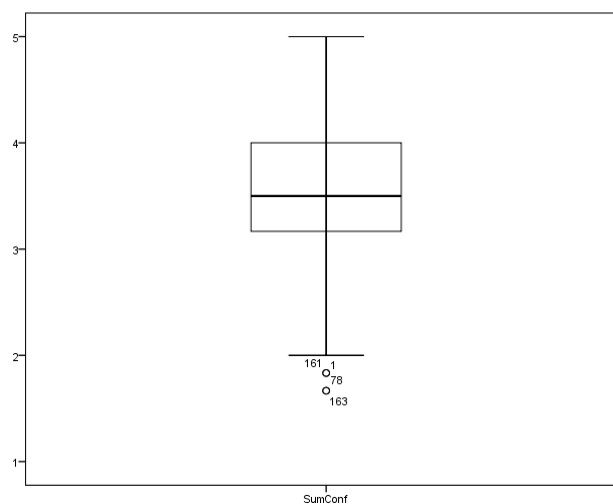


Figure 4.2
The Boxplot of Thailand Southernmost Conflict Security Policies

Figure 4.3 graphically reveals the distribution of Nature of Work. A line across the boxplot shows the median of 4.25, and 25 percent of data greater than 4.63, while 25 percent of data lower than 4.13. The boxplot detects only 1 mild outlier of this variable which is number 98.

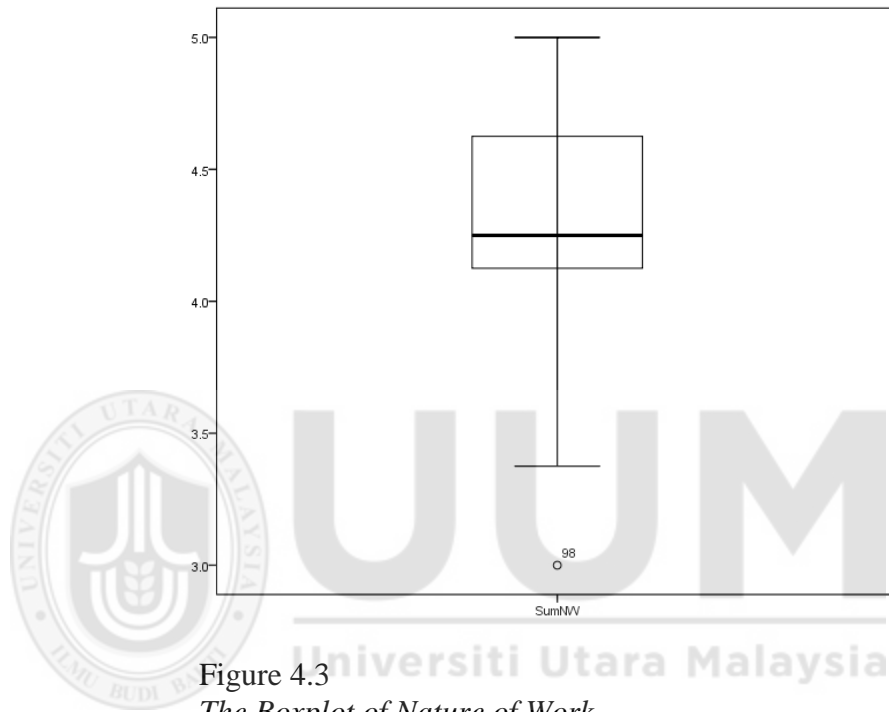


Figure 4.3
The Boxplot of Nature of Work

Figure 4.4 reveals the distribution of Rewards and Compensation. A line across the boxplot shows the median of 3.33, and 25 percent of data greater than 3.78 while 25 percent of data lower than 2.78. This variable has none of any outlier.

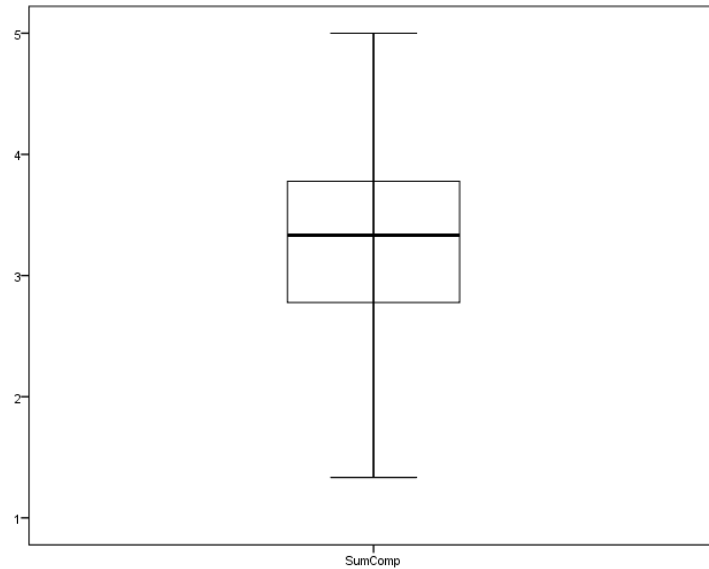


Figure 4.4
The Boxplot of Rewards and Compensation

Figure 4.5 graphically shows the distribution of Staff Relations. The boxplot shows the median of 4, and 25 percent of data greater than 4.5 while 25 percent of data lower than 3.75. The boxplot detects 3 mild outliers of this variable which are 114, 168 and 180.

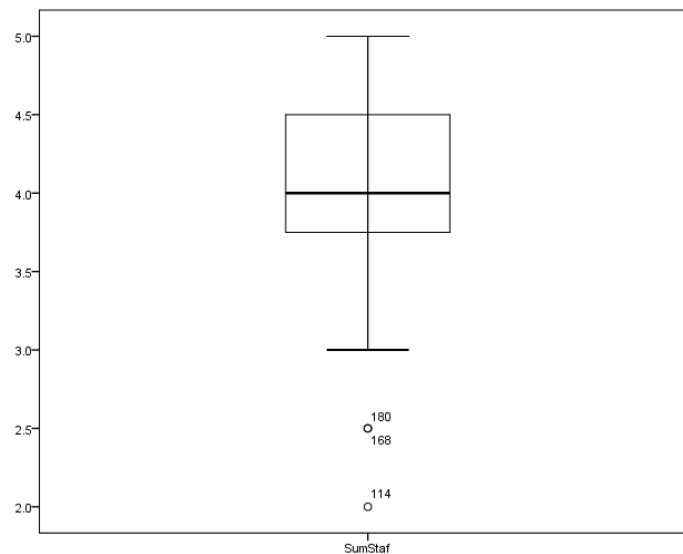


Figure 4.5
The Boxplot of Staff Relations

The boxplot in Figure 4.6 represents the distribution of Work Motivation. A line across the boxplot indicates the median of 3.75, and 25 percent of data greater than 4 while 25 percent of data lower than 3.5. There are 3 mild outliers in this variable consist the number 109, 115 and 180.

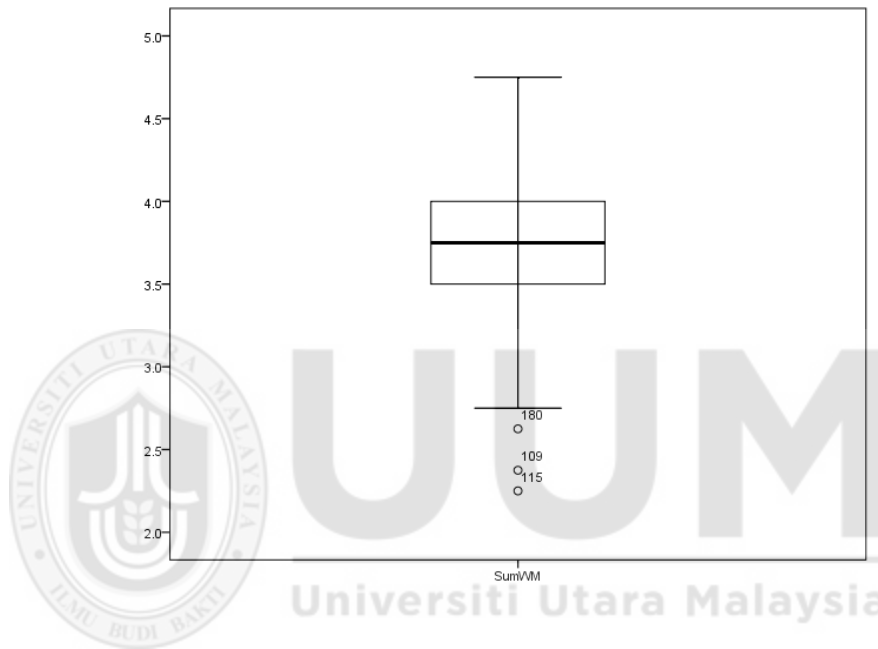


Figure 4.6
The Boxplot of Work Motivation

Figure 4.7 shows the distribution of Job Satisfaction. The median is 4 and 25 percent of data greater than 4.5 while 25 percent of data lower than 3.33. The boxplot detects various mild outliers under the minimum value includes number 13, 62, 112, 177, 206 and there are mild outliers over the maximum value includes number 196, 213, 223, and 234.

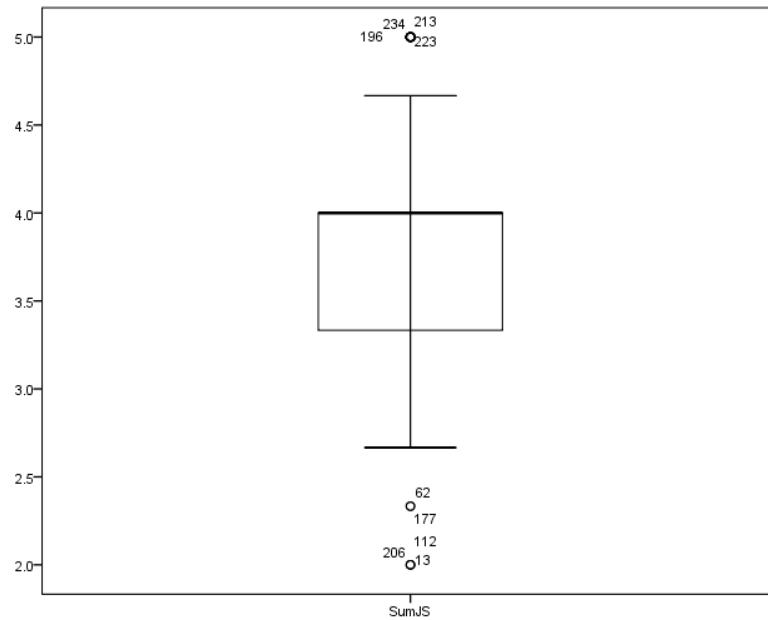


Figure 4.7
The Boxplot of Job Satisfaction

4.3.3 Common Method Variance

Common Method Variance (CMV) is the observation technique to find significant bias in the measurement instrument. Harman's single factor test is one of the techniques to determine common method variance. According to Harman single factor, the percentage of first component indicates more than 50 percent of variance; it explains common method bias (Eichhorn, 2014).

The following Table 4.4 shows the value of Eigenvalues which indicates the variance of 8.497. The first component of variance is $8.497/43 = 0.1976$ (19.76 percent) which is less than 50 percent of variance, therefore the variance accounted acceptable.

Table 4.4
Results of Common Method Variance

Component	Eigenvalues	Percent of variance
1	8.497	19.76

*Total components: 43

4.4 Profile of Participants

Demographic characteristics are facts about the makeup of a population. It's useful to consider the possible areas diversity of respondents. In this study, data on demographics is analysed by using descriptive statistics. The total numbers of participants were 242.

Table 4.5 depicts the profile of the participants of the study, who were selected among Muslim public health employees in Pattani province, Thailand. The demographic profile characteristics include Gender, Age, Marital status, Education achievement, Salary, Position, Level of the position and Period of working experience. Results indicated that female participants represented a slightly higher percentage of the total sample (78.9%) when compared to male respondents (21.1%). With regards to age, the participants were relatively young: the majority of them were 26-33 years old. The participants were mainly married (68.6%) and only 28.9% of them were single, while a small percentage were divorced. With regards to education, the participants were generally educated where more than half of the participants possessed a first degree (78.9%). Others either had a diploma (18.2%) or a master's degree (2.9%). The results indicated that majority of participants (53.3%) earned between 10,001 Baht – 20,000 Baht, only 3.3% of participants earned 40,001 Baht or more. The majority of participants (39.3%) were

attached in the professional level, 35.5% of participants were under the experienced level. Most of them had been working in the organization for 1-5 years, only 0.4% respondent has been working for 36 years or over.

Table 4.5
Profile of participants of study

Items	Frequency	Percentage
Gender:		
Male	51	21.1%
Female	191	78.9%
Age:		
18-25	29	12%
26-33	107	44.2%
34-41	42	17.4%
42-49	37	15.3%
50 or above	27	11.2%
Marital Status:		
Singled	70	28.9%
Married	166	68.6%
Divorced	5	2.1%
Widowed	1	0.4%
Education Level:		
Diploma	44	18.2%
First Degree	191	78.9%
Master	7	2.9%
Salary of the respondents:		
10,000 or less	10	4.1%

Table 4.5 (Continued)

Items	Frequency	Percentage
10,001-20,000	129	53.3%
20,001-30,000	51	21.1%
30,001-40,000	44	18.2%
40,001 or more	8	3.3%
Position:		
Public Health Officer	155	64%
Healthcare Nurse	87	36%
Position Level:		
Operational level	32	13.2%
Practitioner level	23	9.5%
Experienced level	86	35.5%
Professional level	95	39.3%
Senior Level	6	2.5%
Period of working experience		
1-5	79	32.6%
6-10	63	26.0%
11-15	23	9.5%
16-20	22	9.1%
21-25	22	9.1%
26-30	22	9.1%
31-35	10	4.1%
36 or above	1	0.4%

4.5 Results on Descriptive Statistics of the Variables

Descriptive statistics are calculated to each variable in order to identify the numbers that are used to summarize and describe data (Crossman, 2014). The descriptive statistics table shows the mean which refers to the average score of data while the standard deviation refers to the average level to which score deviates from the mean (Sekaran & Bougie, 2010).

Table 4.6 presents the mean and standard deviation for the independent variables (Islamic Workplace Accommodation, Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, and Staff Relation), the mediator which is Work Motivation and the dependent variable which is Job Satisfaction. In this study, the variable of Nature of Work scored the highest mean value which is 4.33 and the lowest mean value is 3.25 for Rewards and Compensation.

Table 4.6
Descriptive statistics of the variables

Variable	Mean	Std. Deviation
Islamic Workplace Accommodation	4.28	0.53
Work Motivation	3.73	0.41
Thailand Southernmost Conflict Security Policies	3.45	0.61
Nature of Work	4.33	0.36
Rewards and Compensation	3.25	0.70
Staff Relations	4.10	0.62
Job Satisfaction	3.77	0.66

4.6 Evaluation of PLS-SEM Results: Assessment of Measurement Model

To assess the measurement model as shown in Figure 4.8 in this study, individual item reliability, internal consistency reliability, convergent validity and discriminant validity were determined using PLS 3 (Hair, Hult, Ringle, & Sarstedt, 2016; Henseler, Ringle, & Sinkovics, 2009).

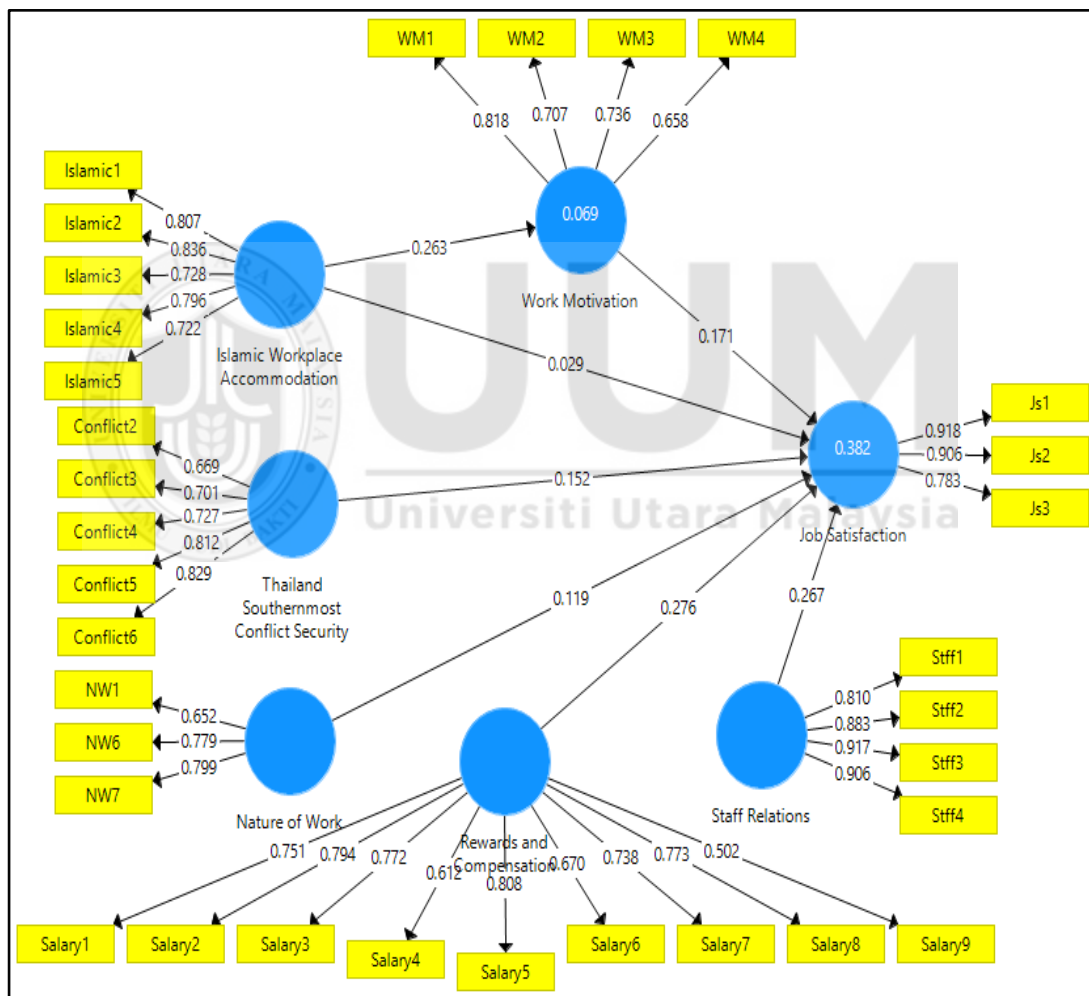


Figure 4.8
Measurement Model

4.6.1 Individual Item Reliability

In the present study, Individual items reliability was assessed by observing the outer loadings of each variable measurement (Hair, Hult, Ringle, & Sarstedt, 2014). Following the rule of thumb for retaining items with loadings between 0.40 and 0.70 (Hair et al., 2014), it was found all the items retained have reported loadings ranging from 0.502 to 0.918 (refer to Table 4.7 and Figure 4.8).

4.6.2 Convergent Validity

Convergent validity is determined by examining the composite reliability, loadings and average variance extracted (AVE) (Gholami et al., 2013). As reported from Table 4.7 below, each construct has achieved an acceptable loadings (refer to Table 4.10), composite reliability (CR) of the entire variable were all higher than 0.7 and average variance extracted (AVE) is above 0.5 as recommended by Hair et al. (2014) (refer to Table 4.7).

Table 4.7

Loadings, Composite Reliability and Average Variance Extracted

Constructs	Items	Loadings	AVE	CR
Thailand Southernmost Conflict	Conflict2	0.669	0.563	0.865
	Conflict3	0.701		
	Conflict4	0.727		
	Conflict5	0.812		
	Conflict6	0.829		
Islamic Workplace Accommodation	Islamic1	0.807	0.607	0.885
	Islamic2	0.836		
	Islamic3	0.728		
	Islamic4	0.796		
	Islamic5	0.722		
Job Satisfaction	Js1	0.918	0.607	0.707
	Js2	0.906		
	Js3	0.783		
Nature of Work	NW1	0.652	0.557	0.789
	NW6	0.779		
	NW7	0.799		
Rewards and Compensation	Salary1	0.751	0.518	0.905
	Salary2	0.794		
	Salary3	0.772		
	Salary4	0.612		
	Salary5	0.808		
	Salary6	0.670		
	Salary7	0.738		
	Salary8	0.773		
	Salary9	0.502		
Staff Relations	Stff1	0.810	0.774	0.932
	Stff2	0.883		
	Stff3	0.917		
	Stff4	0.906		
Work Motivation	WM1	0.818	0.536	0.821
	WM2	0.707		
	WM3	0.736		
	WM4	0.658		

Note: AVE = average variance extracted CR= Composite reliability

4.6.3 Discriminant Validity

The discriminant validity is the extent to which items measure distinct concepts. In this study, discriminant validity was assessed following the Fornell and Larcker (1981) criterion by comparing the square root of the AVE with the correlations among constructs (refer to Table 4.8). As shown from Table 4.8, the square root of the AVEs (values in bolded) on the diagonals were greater than the corresponding row and column values indicating the measures were discriminant. In addition to Fornell and Larcker (1981) criterion, The HTMT ratio was tested as this criterion is viewed to be a more reliable criterion for assessing discriminant validity than the Fornell–Larcker criterion (Henseler, Ringle, & Sarstedt, 2015). The HTMT criterion in the present study indicates that discriminant validity is achieved. The highest correlation found is between Thailand Southernmost conflict security and rewards and compensation 0.606, which is within the conservative yardstick of 0.85 (Henseler et al., 2015) as presented in Tables 4.9. Therefore, both the two types of validity in the present research were achieved.

Table 4.8
Fornell-Larcker Criterion

	1	2	3	4	5	6	7
1 Islamic Workplace Accommodation	0.779						
2 Job Satisfaction	0.266	0.871					
3 Nature of Work	0.275	0.342	0.746				
4 Rewards and Compensation	0.190	0.426	0.108	0.719			
5 Staff Relations	0.354	0.430	0.426	0.207	0.880		
6 Thailand Southernmost Conflict	0.082	0.384	0.186	0.531	0.157	0.750	
7 Work Motivation	0.263	0.252	0.252	-0.024	0.122	0.115	0.732

Note: Diagonals (**in bold**) signify the average variance extracted whereas the other entries represent the squared correlations

Table 4.9
Heterotrait-Monotrait Ratio (HTMT)

	1	2	3	4	5	6	7
1 Islamic Workplace Accommodation							
2 Job Satisfaction	0.307						
3 Nature of Work	0.368	0.457					
4 Rewards and Compensation	0.244	0.468	0.213				
5 Staff Relations	0.401	0.476	0.568	0.246			
6 Thailand Southernmost Conflict Security Policies	0.175	0.446	0.258	0.606	0.225		
7 Work Motivation	0.313	0.309	0.367	0.153	0.176	0.156	



UUM
 Universiti Utara Malaysia

Table 4.10

Cross Loadings

Items	Islamic Workplace Accommodation	Job Satisfaction	Nature of Work	Rewards and Compensation	Staff Relations	Thailand Southernmost Conflict Security	Work Motivation
Conflict2	0.208	0.247	0.264	0.290	0.252	0.669	0.073
Conflict3	-0.009	0.195	0.161	0.274	0.177	0.701	0.076
Conflict4	-0.055	0.304	0.082	0.483	0.012	0.727	0.067
Conflict5	0.091	0.295	0.081	0.387	0.070	0.812	0.084
Conflict6	0.076	0.359	0.144	0.492	0.125	0.829	0.123
Islamic1	0.807	0.269	0.263	0.146	0.352	0.053	0.204
Islamic2	0.836	0.206	0.192	0.127	0.319	-0.032	0.187
Islamic3	0.728	0.249	0.166	0.232	0.256	0.146	0.144
Islamic4	0.796	0.138	0.242	0.131	0.225	0.022	0.105
Islamic5	0.722	0.142	0.207	0.102	0.198	0.108	0.321
Js1	0.300	0.918	0.317	0.431	0.424	0.383	0.241
Js2	0.164	0.906	0.312	0.405	0.431	0.334	0.199
Js3	0.233	0.783	0.260	0.245	0.232	0.276	0.225
NW1	0.136	0.172	0.652	-0.003	0.275	0.057	0.152
NW6	0.135	0.285	0.779	0.089	0.281	0.233	0.107
NW7	0.325	0.285	0.799	0.127	0.394	0.099	0.299
Salary1	0.127	0.328	-0.010	0.751	-0.021	0.301	-0.018
Salary2	0.029	0.354	0.018	0.794	0.064	0.288	-0.083
Salary3	0.101	0.288	0.096	0.772	0.056	0.265	-0.087
Salary4	0.212	0.160	-0.076	0.612	0.094	0.357	-0.044
Salary5	0.091	0.313	0.042	0.808	0.131	0.509	-0.038
Salary6	0.176	0.285	0.148	0.670	0.213	0.379	0.061
Salary7	0.184	0.313	0.119	0.738	0.241	0.472	0.032
Salary8	0.111	0.375	0.178	0.773	0.294	0.550	-0.044
Salary9	0.292	0.261	0.127	0.502	0.257	0.292	0.080
Stff1	0.369	0.376	0.373	0.119	0.810	0.024	0.117
Stff2	0.364	0.348	0.363	0.166	0.883	0.187	0.077
Stff3	0.234	0.397	0.385	0.253	0.917	0.206	0.105
Stff4	0.285	0.386	0.378	0.184	0.906	0.134	0.129
WM1	0.232	0.258	0.214	0.051	0.097	0.144	0.818
WM2	0.159	0.216	0.162	0.018	0.137	0.052	0.707
WM3	0.230	0.108	0.210	-0.085	0.118	0.068	0.736
WM4	0.131	0.115	0.141	-0.119	-0.028	0.045	0.658

4.7 Assessment of Significance of the Structural Model

Assessing the structural model in PLS-SEM involves evaluating R-square value, beta values and the corresponding t-values (Hair et al. 2014). To obtain the t-values in this study, a bootstrapping procedure with 5000 re-samples was applied using PLS 3 software. Additionally, the researchers also report predictive relevance (Q2) and effect sizes (f2) (Hair et al. 2014).

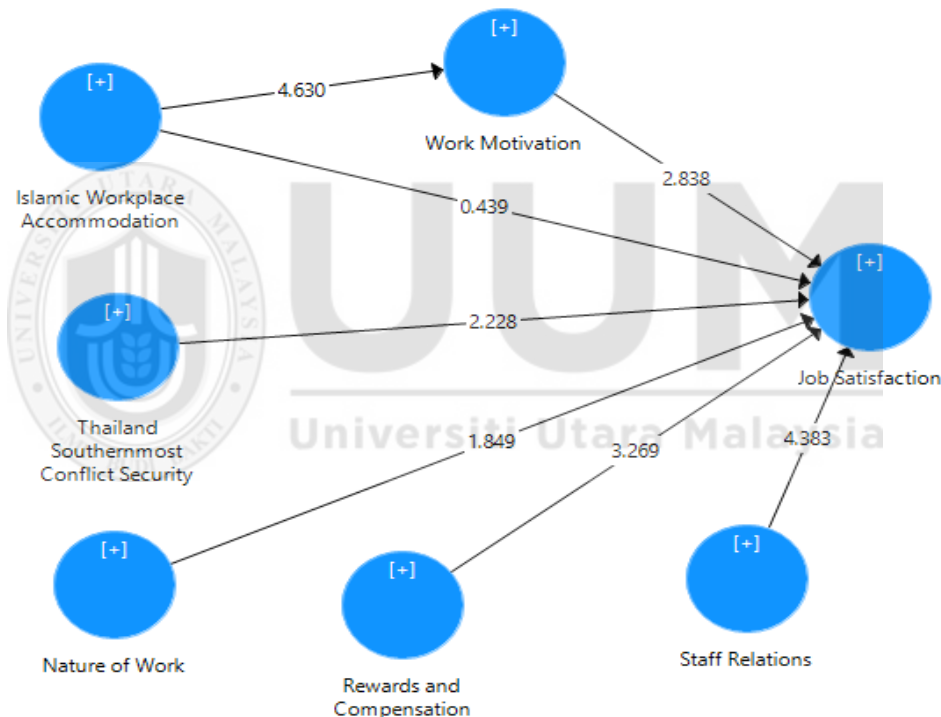


Figure 4.9
Structural Model (Full Model)

Refer to Table 4.11 and Figure 4.9, this study hypothesized positive relationship between Islamic Workplace Accommodation and Job Satisfaction. The finding indicated no relationship exists between Islamic Workplace Accommodation and Job Satisfaction

($\beta=0.029$; $t=0.439$; $p>0.05$), thereby H1 is not supported. The study also hypothesized positive relationship between Islamic Workplace Accommodation and Work motivation. This study also hypothesized positive relationship between Work Motivation and Job Satisfaction. The study found a significant and positive relation between Work Motivation and Job Satisfaction ($\beta=0.171$; $t=2.838$; $p<0.05$) revealing support for H2. Additionally, the study hypothesized positive relationship between Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, Staff Relations, and Job Satisfaction. The study found a significant and positive relation between Thailand Southernmost Conflict Security Policies and Job satisfaction ($\beta=0.152$; $t=2.228$; $p<0.05$), therefore H3 is supported. Moreover, the study hypothesized positive relationship between Nature of Work and Job Satisfaction or H4. H4 is supported when the study found a significant and positive relation between Nature of Work and Job Satisfaction ($\beta=0.119$; $t=1.849$; $p<0.05$). This study hypothesized positive relationship between Rewards and Compensation and Job Satisfaction or H5. The study found a significant and positive relation between Rewards and Compensation and Job Satisfaction ($\beta=0.276$; $t=3.269$; $p<0.05$), therefore H5 is supported in this study. The study also hypothesized positive relationship between Staff Relations and Job Satisfaction. The study found a significant and positive relation between Staff Relations and Job Satisfaction ($\beta=0.267$; $t=4.383$; $p<0.05$), it is revealing support for H6.

As expected, the result revealed that a positive relationship exists between Islamic Workplace Accommodation and Work Motivation ($\beta=0.0263$; $t=4.630$; $p<0.05$). Hence, H7 is supported.

Therefore, the results revealed to not support only for H1 in this present study (refer to Table 4.11 & Figure 4.9).

Table 4.11

Structural Model Assessment Direct Relationships

H	Relationships	Beta	SE	T Values	P Values	Decision
H1	Islamic Workplace Accommodation -> Job Satisfaction	0.029	0.065	0.439	0.330	Not Supported
H2	Work Motivation -> Job Satisfaction	0.171	0.060	2.838	0.002	Supported
H3	Thailand Southernmost Conflict Security Policies-> Job Satisfaction	0.152	0.068	2.228	0.013	Supported
H4	Nature of Work -> Job Satisfaction	0.119	0.064	1.849	0.033	Supported
H5	Rewards and Compensation -> Job Satisfaction	0.276	0.084	3.269	0.001	Supported
H6	Staff Relations -> Job Satisfaction	0.267	0.061	4.383	0.000	Supported
H7	Islamic Workplace Accommodation -> Work Motivation	0.263	0.057	4.630	0.000	Supported

Note: **Significant at 0.01 (1-tailed), *Significant at 0.05 (1-tailed)

4.8 Assessment of Variance Explained in the Endogenous Latent Variables

Additional vital criterion for evaluating the PLS-SEM structural model is the R-squared value (Henseler, Ringle, & Sinkovics, 2009). The R-squared symbolizes the proportion of variation in the dependent variable that is explained by predictor variable (Hair et al., 2010). Even though the satisfactory level of R-squared value is depends on the context

of the study (Hair et al., 2011), Chin (1998) suggests that the R-squared values of 0.67, 0.33, and 0.19 in PLS-SEM can be considered as substantial, moderate, and weak, respectively. Table 4.12 offers the R-squared value of the dependent variable in this study which is considered to be moderate (Chin, 1998)

Table 4.12

Variance Explained in the Endogenous Latent Variable

Latent Variables	Latent Variables Variance Explained (R²)
Job Satisfaction	38.2%

4.9 Assessment of Effect Size (f²)

Effect size shows the comparative effect of a specific independent variable on dependent variable (s) by means of changes in the R-squared (Chin, 1998). It is calculated as the increase in R-squared of the latent variable to which the path is connected, relative to the latent variable's proportion of unexplained variance (Chin, 1998). Thus the effect size could be expressed using the following formula (Cohen, 1988):

$$f^2 = \frac{R^2_{\text{included}} - R^2_{\text{excluded}}}{1 - R^2_{\text{included}}}$$

Whereas:

f² = effect sizes

R²_{incl} = R-square included

R²_{excl} = R-square excluded

1 = constant

Cohen (1988) labels effect sizes values of 0.02, 0.15 and 0.35 as weak, moderate and strong effects respectively. Table 4.13 displays the respective effect sizes of the independent variables of the structural model in this study. Based on Cohen (1988), the effect size in this study were none, none, small, small, small and small respectively (refer to Table 4.13).

Table 4.13
Effect Size (f^2)

	Job Satisfaction (f-squared)	Effect Size
Islamic Workplace Accommodation	0.001	None
Nature of Work	0.017	None
Rewards and Compensation	0.083	Small
Staff Relations	0.086	Small
Thailand Southernmost Conflict Security	0.026	Small
Work Motivation	0.041	Small

4.10 Assessment of Predictive Relevance

Furthermore, to assess the predictive relevance Q^2 of the model, blindfolding procedure was used (Chin 1998). Hair et al. (2014) recommended that the blindfolding procedure should only be applied to dependent variable that has a reflective measurement. If the Q^2 value is greater than zero, the model has predictive relevance for a certain dependent variable (Hair et al., 2014). From Table 4.14, the Q^2 value is more than zero suggesting that the model has sufficient predictive relevance.

Table 4.14

Construct Cross-Validated Redundancy

SSO	SSE	Q ² (=1-SSE/SSO)
96.334	70.852	0.265

4.11 Testing Mediating Effect

Early studies relied on Sobel test to test for mediation (Hair et al., 2016). However, Hair et al. (2016) recommended the use of bootstrap method as bootstrapping method is perfectly suited for the PLS-SEM and is incorporated into SmartPLS 3 software. In addition, “bootstrapping the indirect effect yield higher levels of statistical power compared with the Sobel test” (Hair et al., 2016 p. 235). Therefore, in this study, bootstrapping technique was used to test the mediating effect of Work Motivation on Islamic Workplace Accommodation and Job Satisfaction relationship. Table 4.15 shows the result of the mediation effect is statistically significant ($\beta=0.045$; $t=2.300$; $p < 0.05$). Also, the 95 percent Bootstrap Confidence Interval (CI) (Preacher & Hayes, 2008) does not straddle a 0 in between [LL=0.016, UL= 0.082] indicates that there is a mediation. In addition, following Hair et al. (2016) recommendation, since the direct effect of Islamic Workplace Accommodation and Job Satisfaction relationship is weak and non-significant ($\beta=0.029$; $t=0.439$; $p > 0.05$). Therefore, conclusion can be drawn that Work Motivation fully mediates the relationship between Islamic Workplace Accommodation and Job Satisfaction.

Table 4.15

Hypothesis of the Mediating Effect

H	Relationship	β	SE	T	LLCI	ULCI	P	Decision
H8	Islamic Workplace Accommodation - Work Motivation > Job Satisfaction	0.045	0.020	2.300	0.016	0.082	0.011	Supported

4.12 Importance Performance Map Analysis (IPMA)

To extend the results in the present research, the post-hoc importance-performance matrix analysis (IPMA) (Hair et al., 2014) was conducted using job satisfaction as outcome variable. Figure 4.10 visualized the performance level of each independent variable along with its importance on the dependent variable. From the Figure 4.10 it becomes obvious that the variable reward and compensation, staff relation and work motivation are highly relevant for increasing job satisfaction because its shows the highest impact. Therefore, management should focus on this area of importance.

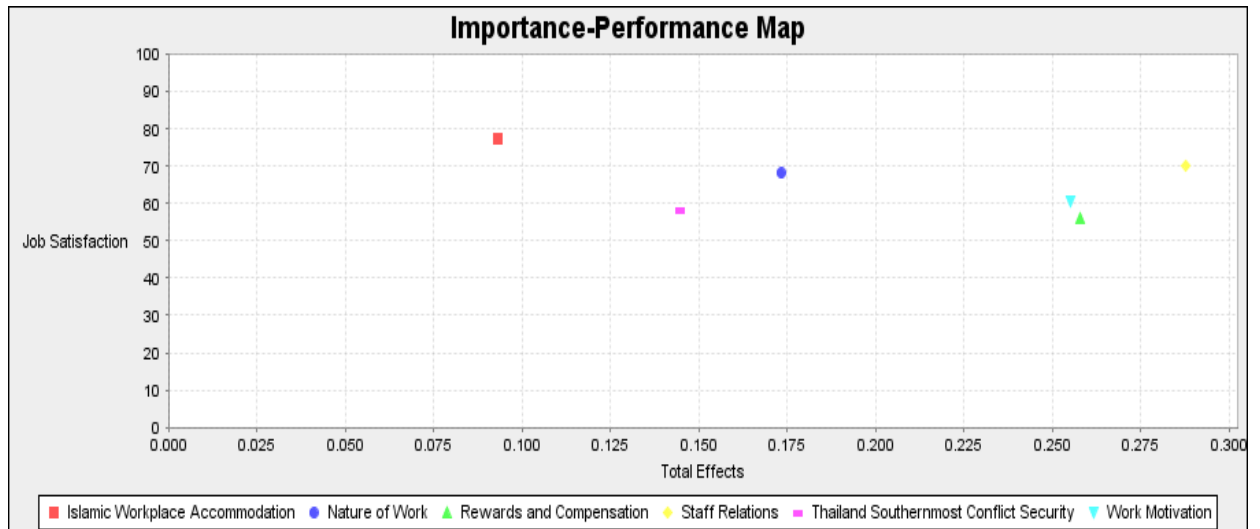


Figure 4.10
Importance Performance Map Analysis (IPMA)

4.13 Summary of Findings

The summary of hypotheses results of this study has been presented in Table 4.16. It can be seen in the Table 4.16 that all hypotheses were supported except for H1 was found to be rejected.

Table 4.16

Hypotheses summary

H	Relationships	Findings
H1	Islamic Workplace Accommodation -> Job Satisfaction	Rejected
H2	Work Motivation -> Job Satisfaction	Supported
H3	Thailand Southernmost Conflict Security Policies -> Job Satisfaction	Supported
H4	Nature of Work -> Job Satisfaction	Supported
H5	Rewards and Compensation -> Job Satisfaction	Supported
H6	Staff Relations -> Job Satisfaction	Supported
H7	Islamic Workplace Accommodation -> Work Motivation	Supported
H8	Mediation of work motivation on Islamic Workplace Accommodation -> Job Satisfaction	Supported



UUM
Universiti Utara Malaysia

CHAPTER 5

DISCUSSION AND CONCLUSIONS

5.1 Introduction

In the final chapter, the research findings of the actual tests will be presented based on the data collected amongst the Muslim public health employees in Pattani province, Thailand. Specifically, the findings are discussed in detail by relating them to the underpinning theory of social exchange. Toward this end, this chapter is organized as follows: It starts with recapitulating what the present study intends to achieve and then it discusses the results of each research hypothesis. This chapter proceeds by highlighting the implications of the study for both theoretical and practical implications. Next, the limitations of the study are thoroughly described and recommendations for further research are suggested. This chapter ends with conclusion section remarks about the present study.

5.2 Recapitulations of the Study

This study intends to investigate the antecedents of job satisfaction among Muslim public health employees in Pattani province, Thailand. The research objective is to examine the relationship between Islamic Workplace Accommodation, Work Motivation, Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, and Staff Relations toward Job Satisfaction. It also aims to examine the relationship between Islamic Workplace Accommodation and Work

Motivation and to investigate the mediation of Work Motivation in the Islamic Workplace Accommodation, and Job Satisfaction links. The theoretical framework under study was underpinned with the Social Exchange Theory.

Reliability test was used in this study to indicate the accuracy of the measuring instrument, the test revealed that each of the variables were greater than the .70 Cronbach's alpha, suggesting that the data attained by these scales are reliable.

A total of 43 questionnaire items with five point Likert scale ranks from 1 (Strongly Disagree), 2(Disagree), 3(Neutral), 4(Agree) to 5(Strongly Agree) and eight demographic questions are distributed to Muslim public health employees in Pattani province. The sample of population participated in this study was 242 respondents which included 155 Muslim public health officers and 87 Muslim healthcare nurses.

The data screening test was carried out to check for errors, finding and correcting missing values in the data file. The results showed there was no any error outside the sort of possible values for a variable. In addition, the study also tested for assessing normality, the analysis showed that all the variables in this study indicated to be close to normal distribution considering the model introduced by George and Mallery (2010) of skewness values within ± 7 and kurtosis values within ± 2 .

To achieve the research objectives, the study conducted a survey to collect data from Muslim public health employees in Pattani province, Thailand. The participants were selected via cluster sampling. Questionnaires were used as the data collection technique.

Several statistical techniques were presented to analyse the data. The hypothesized relationships under this study consisted of direct and mediating relationships which were calculated one by one for obtaining hypothesis test results. The mediating relations were tested through the use of bootstrap method as bootstrapping method is perfectly suited for the PLS-SEM and is incorporated into SmartPLS 3 software (Hair et al., 2016).

Results indicated that out of 8 research hypotheses, only 1 hypothesis (i.e. H1) was not found to be supported, while the remaining 7 research hypotheses were found to be supported. In addition, the results also showed that Work Motivation was fully mediated the relationship between Islamic Workplace Accommodation and Job Satisfaction.

5.3 Discussion of Findings

The present study was conducted to test the model based on the relationships among variables as hypothesised in the conceptual framework of this study. Specifically, the direct paths and mediating paths of analysis were discussed corresponding to the research objectives formulated under this study.

5.3.1 Direct Paths

The first research objective was to examine the relationships of Islamic Workplace Accommodation, Work Motivation, Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, and Staff Relations toward Job

Satisfaction among Muslim public health employees in Pattani province, Thailand. For achieving this objective, there were seven hypotheses (H1-H7) developed in this study.

H1, which stated a positive relationship between Islamic Workplace Accommodation and Job Satisfaction, was rejected using PLS output with non-significant relationship found between these two variables. The result of analysis showed that Islamic Workplace Accommodation did not show any significance toward Job Satisfaction. It is opposing to the finding of Zaman et al. (2013) who reported Muslim employees who received adequate religious accommodation at workplace will basically increase their job satisfaction level.

The study of Von Bergen (2008) found that nowadays various organizations getting increased request from employees for religious accommodations at workplace such as attire based on religious belief, religious holiday and observances and also appropriate room for prayer. Similarly, Hicks (2002) believed that to let employees express themselves on religious practice would improve employees' job satisfaction and productivity as an organization point toward that it is welcoming to all employees regardless of religious diversity. Therefore, it builds an equal opportunity environment and respect for diversity among employees.

Based on the previous studies, various organizations realized the importance of the religious accommodations at workplace policies in order to avoid unfairness work environment for all employees and to keep remaining talented workforces. Some organizations are aware with the needs of an increasingly multi-cultural and multi-faith

employees which respect and appreciative are important awareness of any productive work environment.

With reference to the Social exchange theory as discussed earlier tend to support the link between religious workplace accommodation and job satisfaction. This can be seen in the efforts by organisations to offer accommodations to satisfy employees' religious needs at work, which will in turn enhance employee job satisfaction and leads toward achieving employees' productivity gain in return.

H2, specifying a positive relationship between Work Motivation and Job Satisfaction was supported with a β value of 0.171. The study revealed that Muslim public health employees were interested to do work and expected more quality in their own work. The findings also showed 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 are more motivated with their work are more satisfied to their job.

In addition, this study also found that the health care professionals tend to get a higher level of motivation by job attributes which encompass job autonomy and skill utilization. This is similar to the findings of Vilma and Egle (2007) which showed that motivational level will be decreased when nurses are not empowered in activities. However, motivating healthcare employees does not rely only on work itself. These healthcare employees more likely to get higher motivation when they received a fair reward and the support from colleagues (Jaiswal, Singhal, Gadpayle, Sachdeva, &

Padaria, 2014). This study found this enriching effect of work motivation is in accordance with the Herzberg theory which posits that motivated employees tend to be more satisfied to their job (Lunenburg, 2011).

H3, stating a positive relationship between Thailand Southernmost Conflict Security Policies and Job Satisfaction was supported with a β value of 0.152. This study revealed that Muslim public health employees in Pattani province were moderately satisfied with the risk management plan prepared by the organization during the unrest situation, and there was an atmosphere of co-operation among staff during the unrest situation, but the majority of them are less satisfied with the extra pay received from the organization during the unrest situation. The study of Klubkong (2009) strongly supported this finding which indicated the positive relationship between risk security and welfare toward job satisfaction among officials who work under the conflict risk in the southernmost Thailand provinces. This is in line with the findings of Khamisa, Oldenburg, Peltzer, Ilic (2005) which revealed that security risks in workplaces is one of the factors affect job satisfaction among workforces.

According to Maslow's hierarchy of needs theory, it can be explained that employees can't be fulfilled by the higher level needs unless the basic needs such as safety and protection against danger are satisfied. Therefore, the study believed that if employees are lacking in terms of safety perception, the patients' care and employees' self-needs will become less important.

H4, which asserted a positive relationship between Nature of Work and Job Satisfaction, was supported with a β value of 0.119. The study revealed that the nature of work at public health organizations includes connecting and serving a health care service to the community, whereby there were several types of tasks at work and each task requires a specific skill.

The results of this study were in congruence of past findings and suggested that job satisfaction among healthcare employees could be relied on the intention of employees to work productively, to handle important tasks and remain flexible towards specific tasks. Therefore, health care organization needs to insure that employees are understood and noticed on work policies. Similar findings was reported by Saari and Judge (2004) who found a positive relationship between the nature of work and job satisfaction, the study believed the nature of an individual task significantly relates to job satisfaction. This is consistent with Klaus, Lerouge and Blanton (2014) who advocated there was an impact of the specific nature of work characteristics include teamwork and work meaningfulness toward employees' job satisfaction.

However, the study believed that job satisfaction does not rely on the work itself only but also on employee's expectation on the particular task. Wiwanitkit (2011) explained that some of the challenges which healthcare workforces in rural area had faced included higher workloads, work environments instability, and limited of material resources. These caused the healthcare workers to have the intention to look for more reasonable working conditions in urban areas.

The study further determined the nature of work itself placed in accordance with the motivation factor under the Herzberg's theory. The motivation factors were significant toward job satisfaction and they inspire employees to work harder and produce productivity to the organization. According to the Herzberg's theory, the lack of motivation factors does impact toward employee job satisfaction level (Shafritz & Ott, 2001).

H5, stating a positive relationship between Rewards and Compensation, and Job Satisfaction was also supported. With a β value of 0.276, Rewards and Compensation appeared as the strongest antecedent of Job Satisfaction in this study. This study found that Muslim public health employees were moderately satisfied with their benefits offered by the organization but at the same time, they felt that they have an inequitable salary when compared to other employees in other organizations.

The study revealed that job satisfaction level will be increased when the organization provides good compensation and promotional opportunity. This is consistent with the study of Cowin (2002) which indicated that compensation is one of the most important factors for the retention among nurses because if they felt unfairness or inequality regarding the compensation between their profession and other profession, they will most likely meet job dissatisfaction.

De Gieter et al. (2010) explained that employee satisfaction is not always only to be concerned by a certain amount of financial value, because some employees more likely

to consider psychological rewards such as training program and feedback from their superior to enhance their outcomes rather than monetary benefits.

H6, which asserted a positive relationship between Staff Relations and Job Satisfaction, was supported with a β value of 0.267. The study results revealed that Muslim employees in Pattani public health organization were moderately satisfied with good working relationship towards their colleagues and the desire to work as a team. The study showed that a good relation between colleagues is required to build an atmosphere of teamwork in organizations, while teamwork creates a professional work environment which generally increases the level of employees' job satisfaction.

A good relation with co-workers is importantly encouraged in organizations. This study also showed that employees need to realize that they are being appreciated and valued by the organization. This is in line with the study of Paoline, Lambert and Hogan (2006) which concluded that employees' excellent outcomes could not be achieved without the support from colleagues. Hence, organizations need to improve the level of work group togetherness spirit among employees. In addition, collaboration among colleagues is very important to the delivery of healthcare systems which enhances the quality of patient care and safety, and it also plays an important role in determining employees' job satisfaction.

In order to achieve the second research objective, hypothesis 7(H7) was formulated. H7, which stated a positive relationship between Islamic Workplace Accommodation and Work Motivation, was found to be supported with a β value of 0.263.

The relationship between Islamic Workplace Accommodation and Work Motivation result is consistent with the previous findings; Garcia Zamor (2003) found a positive relationship between religious spirituality and motivation among workforces which to increase religious believed accommodation will improve both motivation and spirits among employees. Therefore, the organization's management should respectively understand the religious accommodation needs of its employees in order to enhance the organization's productivity and to make them get involved to the organization's vision and mission.

Horwitz, Heng and Quazi (2003) revealed that by increasing the level of work motivation among its employees, an organization will be able to produce more committed employees. This in essence was brought about because employees basically gain work motivation through the support of the management in organizations.

5.3.2 Mediating Path

To examine whether Work Motivation mediates the relationship between Islamic Workplace Accommodation and Job Satisfaction was the last objective of this study and hypothesis 8 (H8) was formulated to achieve this objective.

H8 in this study was supported when the result of analysis revealed the direct effect of Islamic Workplace Accommodation and Job Satisfaction relationship is weak and non-significant ($\beta=0.029$; $t =0.439$; $p> 0.05$). Therefore, the conclusion can be drawn that

Work Motivation fully mediates the relationship between Islamic Workplace Accommodation and Job Satisfaction ($\beta=0.045$; $t=2.300$; $p<0.05$).

Work motivation has been tested as the mediator in several studies but only a few studies examine work motivation as the mediating variable in the Islamic context. Zaman et al. (2013) proved that motivation partially mediated the relationship between Islamic Work Ethics and employee job satisfaction. Work ethics are correlated to job satisfaction (Yousef, 2001) when management applied Islamic Work Ethics which be derived from Holy Quran and Sunnah, thus it strongly motivated employees to produce a better performance and increase level of job satisfaction among Muslim employees.

However, prior studies showed that work motivation has been tested as the mediator in several empirical studies. As Delastri and Pareke (2011) found that work motivation has mediated the relationship between leadership style and job satisfaction. This study has shown that to increase the level of employee job satisfaction through leadership style, the healthcare organization cannot basically avoid the motivational facet of work. Kuvaas (2006) proved that intrinsic motivation mediates the relationship between performance appraisal satisfaction and employee outcomes. This study's findings explained that intrinsic motivation is derived from a performance appraisal aspect which improves on working experiences and skills.

The study by Taghipour and Dejban (2013) revealed that work motivation served as the mediator effect toward the relationship between supervisor support and job performance. Similarly in this study it was found that supervisors who treat employees satisfactorily

will possibly encourage them a sense of obligation upon the employees. Hence employees who perceive to have supervision support are more likely to gain a positive level of job performance.

5.4 Implications of the Study

Earlier section presented the major empirical findings while the following paragraphs serve to critically derive theoretical and practical implications.

5.4.1 Theoretical Implications

The study's findings contribute to the growing literature on job satisfaction especially within the context of Thailand southernmost region. In particular, it has provided empirical support for the influence of Islamic Workplace Accommodation, Work Motivation, Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, and Staff Relations toward Job Satisfaction. It has also been able to examine the relationship between Islamic Workplace Accommodation and Work Motivation. Additionally, this study has employed the notion of Work Motivation as a mediator in the relationship between Islamic Workplace Accommodation and Job Satisfaction.

Previous research has indicated positive relationship between religious workplace accommodation and job satisfactions in different contexts. However, there was inconsistency in the findings of present study since the results showed that without the

influence of Work Motivation, there was not any significant relationship between Islamic Workplace Accommodation and Job Satisfaction among Muslim public health employees in Pattani province. Thus, this present study extends the scope of literature on religious workplace accommodation and job satisfaction perspective.

This implication of this study is does not only add new empirical evidence to the existing literature on Islamic context and job satisfaction. It also contributes further knowledge concerning the importance of the security risks policy, and other factors such as the nature of work, rewards and compensations, and staff relations as predictors of employees' job satisfaction.

5.4.2 Practical Implications

The findings of this study also present practical implications for employees, especially for Muslim employees who work in the southernmost of Thailand provinces with regard to the importance of offering Islamic religious accommodation in workplaces to enhance job satisfaction. In particular, it offers suggestions to the management team and policy makers on the ways to increase the level of job satisfaction among their employees.

In this relation, the present study tested the relationship between Islamic workplace accommodation and job satisfaction. The results showed that the influence of Islamic workplace accommodation on job satisfaction is fully mediated by work motivation. This shows that in any organizations where Islamic accommodation is being practiced, this will commonly improves employee job satisfaction through work motivation. The

findings are consistent with previous studies which implied that organizations will have to be supportive in applying Islamic workplace accommodation in their organizations to better manage and understand the mind-set of Muslim employees.

Despite the Islamic religious accommodation, the present study has shown that nature of work, compensation, and staff relations also play an important role in influencing job satisfaction. This is another area which the organization needs to address and improve on, as the study found that employees who had feelings about their actual duties, whether those duties are tough or interesting, they basically resulted in increased job satisfaction (Govender, 2010). The previous findings also suggested that those employees who received a better offer of compensation (Colquitt et al., 2009); having a good relationship among colleagues (Ramasodi, 2010) will basically lead to get higher level of job satisfaction.

Moreover, this study also identified the factors which found to be significant related to job satisfaction among employees who work under the risk of violence conflicts. The findings revealed the necessity of offering security and safety policies to employees who work under the conflicts. These findings are important for the organizations located in the southernmost of Thailand where their employees are faced with the daily risk of violence conflicts. The study also found that the employees or officials who work under the conflicts risk feel lack of the stability in life security, resulting in loss of concentration on working, produce a low quality of work and then leads to impact the job satisfaction level among employees.

By investigating the factors of Islamic Workplace Accommodation throughout Work Motivation, Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, and Staff relations supported that those factors can explain the employees' job satisfaction. It is expected that the findings of this study will enlighten the organization management on how to enhance public health employees' job satisfaction and to suggest the solution for retaining employees.

5.5 Limitations of the Study

While the present study shows several contributions as mentioned in the previous sections of this chapter, there still were some limitations in this study. Firstly, this study was narrowly focused on one public sector located in Pattani province. However, there are other organizations which include Muslim employees in Thailand southernmost provinces (Yala and Narathiwat). Therefore, the results of the study cannot be generalized to represent all the perspectives of all Muslim employees in this region. In order to further the understanding of Islamic religious accommodation offered by the Thai government, new studies should attempt to cover a wide range of sectors or expand the Muslim sample to include all provinces in the southernmost part or the other regions in Thailand.

Secondly, the literature on studies of violent conflicts in Thailand southernmost and the impact of religious belief towards employee's job satisfaction in Islamic context were still limited (Hassan et al., 2015). Consideration must be given to create additional study

regards to religious accommodation. The study believed that to investigate the religious workplace accommodations is a new area which needs to further investigate.

Another limitation of this study was the reliance on using Likert scale to measure the employees' perceptions regarding the independent variables, dependent variable, and mediating variable. This might create biased data since some respondents possibly failed to take precisely their attitudes or opinions regarding the issues into numbers.

It is recommended to conduct a qualitative research in order to get more in-depth and comprehensive understanding of the specific details or other dimensions to encourage job satisfaction among employees in the southernmost provinces in Thailand. The study recommended that future qualitative data procedure could be achieved in the form of in-depth interviews or group discussions. The study believes that by conducting a qualitative investigation which uses group discussion or personal in-depth interviews protocol, it will encourage respondents to share more of their personal insights in order to gather a more meaningful and holistic investigation in an area of study which is complex involving religious diversity in the southernmost region of Thailand.

Lastly, another limitation found during the study was some respondents were unwilling to respond the questionnaire due to the lack of time.

5.6 Recommendations for Future Research

Despite the study limitations, the study suggests several areas of interest for future research. Firstly, future researches could consider alternative approach of research design such as employing the longitudinal study to better understand the cause and effect relationships at different phases of time (Sekaran, 2005). This can lead to gaining a better understanding of how the relationship between several factors namely Islamic Workplace Accommodation, Work Motivation, Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, and Staff Relations toward Job Satisfaction among Muslim public health employees operate over time.

Secondly, future research should take into consideration on conducting a more robust measurement of job satisfaction based on healthcare sector. There are many other variables can be explored such as job autonomy (Price, 2002) and leadership styles (Tzeng, 2002) that plays an important role in increasing job satisfaction among healthcare workforces.

Thirdly, as the conflict risks affected both the Muslim and non-Muslim workforces in Thailand southernmost provinces, it would therefore be advisable to also investigate the impact of Thailand Southernmost Conflict Security Policies toward non-Muslim employees in this region. Future studies should use a wider sample to allow comparisons and look at the non-Muslims' perspective.

Future study may also look into the possibility examining the effect of gender differences impact toward job satisfaction since previous study showed that gender had a significant different impact on employees' attitudes and satisfaction (Petrides & Furnham, 2006). Moreover, Furnham (1994) believed that males and females also showed dissimilarities in their professional interests and compensation preferences.

5.7 Conclusion

The present study findings revealed that there were positive significant relationships between Work Motivation, Thailand Southernmost Conflict Security Policies, Nature of Work, Rewards and Compensation, and Staff Relations toward Job Satisfaction among Muslim public health employees in Pattani province, Thailand. However, the findings showed that there was no any significant relationship between Islamic Workplace Accommodation and Job Satisfaction but there was a positive relationship between Islamic Workplace Accommodation and Work Motivation. Work Motivation was also found to have a fully mediating effect on Islamic Workplace Accommodation and Job Satisfaction in this study.

In this relation, the findings showed that security policies, work itself, rewards and compensation, and relationships with co-workers were the sources of job satisfaction among Muslim public health employees in Pattani province. Nevertheless, work motivation was found to be affected by the impact of Islamic workplace accommodation on job satisfaction. This means that to increase employees' job satisfaction through the

Islamic workplace accommodation, an organization should not ignore the work motivational aspect.

The understanding of job satisfaction was placed within social exchange theory. This theory generates the relationship between an employer and an employee based on the process of something is given and something is returned where it is emphasizes on exchanges for carrying on a good relationship between two parties as these exchanges indicate trust and equity. In the present study, it is showed that an organization should contribute the employment relationship by producing conducive work environment in the form of favourable HR practice (e.g. religious accommodation policy). This encouraging contribution leads to employees feeling motivated to wanting to do work and increased job satisfaction level, which in turn will result in the organization receiving a positive productive outcome in return. The study also found empirical support for the theory when organizations employ human resource practices, including security policy offering, compensation, suitable of work itself and staff relations supportive. When these contributions are put into practice, employees basically realized they are being supported and hence, often produce job satisfaction. When employees are satisfied with their jobs, it will eventually result in improved organizational performance.

The results of this present study contribute to the literature by enhancing the understanding of job satisfaction in healthcare sector especially within the context of Muslim employees in Thailand southernmost region. Specifically, this study offers

important policy for public health organization in Pattani province who seeks to increase job satisfaction level among their Muslim workforces.



References

- Abbasi, T.F. (2014). Impact of Work Overload on Stress, Job Satisfaction, and Turnover Intentions with Moderating Role of Islamic Work Ethics. *Management Studies and Economic Systems (MSES)*, 2(1), 27-37.
- Abuza, Z. (2011). The Ongoing Insurgency in Southern Thailand: Trends in Violence, Counterinsurgency Operations, and the Impact of National Politics. Retrieved February 15, 2014, from <http://ndupress.ndu.edu/Portals/68/Documents/stratperspective/inss/strategic-Perspective-6.pdf>
- Ahmad, A., & Omar, Z. (2014). Reducing Deviant Behavior through Workplace Spirituality and Job Satisfaction. *Asian Social Science*, 10(19), 107-112.
- Ahmad, K. (2009). Leadership and work motivation from the cross cultural perspective. *International Journal of Commerce and Management*, 19(1), 72-84.
- Ahmadi (al), H.A. (2002). Job satisfaction of nurses in Ministry of Health Hospitals in Riyadh, Saudi Arabia. *Saudi Medical Journal*, 23(6), 645–650.
- Alavi, H.R., & Askaripur, M.R. (2003). The relationship between self-esteem and job satisfaction of personnel in government organizations. *Public Personnel Management*, 32(4), 591-600.
- Alhassan, R.K., Spieker, N., Ostenberg, P.V., Ogink, A., Amponsah, E.N., & Wit, T.F.R. (2013). Association between health worker motivation and healthcare quality efforts in Ghana. *Human Resources for Health*, 11(37), 1-11. Retrieved July 10, 2015, from <http://www.human-resources-health.com/content/11/1/37>

- Ali, A. J. (2009). Levels of existence and motivation in Islam. *Journal of Management History*, 15(1), 50-65.
- Ali, M., Khan, M. A., Mushtaq, F., Khan, M. A., & Naqvi, S. M. H. (2013). Sway of Islamic Work Ethics on Employees Commitment and Satisfaction in Banking Sector. *Interdisciplinary Journal of Contemporary Research in Business*, 5(8), 389-399.
- Allen, D.E., & Vitale-Nolen, R.A. (2005). Patient care delivery model improves nurse job satisfaction. *Journal of Continuing Education in Nursing*, 36, 277–282.
- Altaf, A., & Awan, M. A.(2011). Moderating Affect of Workplace Spirituality on the Relationship of Job Overload and Job Satisfaction. *Journal of Business Ethics*, 104(1), 93-99.
- Al-Zoubi, M.T. (2012). The Shape of the Relationship between Salary and Job Satisfaction: A Field Study. *Far East Journal of Psychology and Business*, 7(3), 1-12.
- Arain, M., Campbell, M.J., Cooper, C.L., & Lancaster, G.A. (2010). What is a pilot or feasibility study? A review of current practice and editorial policy. Retrieved July 23, 2014, from <http://www.biomedcentral.com/content/pdf/1471-2288-10-67.pdf>
- Archibald, C. (2006). Job Satisfaction among Neonatal Nurses. *Pediatric Nursing*, 32(2), 162-176.
- Armstrong, M., & Murlis, H. (2007). *Reward Management: a handbook of remuneration strategy and practice* (5th ed.). London: Kogan Page.
- Aronson, K.R. (2005). Job satisfaction of nurses who work in private psychiatric hospitals, *Psychiatric Services*, 56, 102–104.

- Ashforth, B.E., & Vaidyanath, D. (2002). Work organizations as secular religions, *Journal of Management Inquiry*, 11, 359-370.
- Aziri, B. (2011). Job Satisfaction: A Literature Review. *Management Research and Practice*, 3(4), 77-86.
- Bajnok, I., Puddester, D., Macdonald, C. J., Archibald, D., & Kuhl, D. (2012). Building positive relationships in healthcare: Evaluation of the teams of interprofessional staff, interprofessional education program. *A Journal for the Australian Nursing Profession*, 42(1), 76-89.
- Bakotic, D. & Babic, T. (2013). Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company. *International Journal of Business and Social Science*, 4(2), 207-213.
- Ball, C., & Haque, A. (2003). Diversity in religious practice: Implications of Islamic values in the public workplace. *Public Personnel Management*, 315-315.
- Bartlett, E., Kotlik, J. W., & Higgins, C. C. (2001). Organizational research: Determining appropriate sample size in survey research. *Information Technology, Learning, and Performance Journal*, 19(1), 43-50.
- Baysinger, S. (2004). *The Relationship between Participative Management and Job Satisfaction in an Insurance Industry Environment*. Unpublished doctoral dissertation, Nova Southeastern University, United States.
- Bennett, G. F. (2001). Religious diversity in the workplace...an emerging issue. *Diversity Factor*, 9, 15-20.
- Bennett, S., & Franco, L.M. (1999). Health worker motivation and health sector reform: a conceptual framework. *Major Applied Research*, 5(1).

- 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.
- Bergen, C.W.V., & Mawer, W.T. (2008). Faith at Work. *Southern Law Journal*, 18.
- 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
- Blau, P. M. (1964). *Exchange and Power in Social Life*. New York: Wiley.
- Bloom, M. (2004). The Ethics of Compensation Systems. *Journal of Business Ethics*, 52(2), 146-152.
- 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).
- Borstorff, P., & Arlington, K. (2011). Protecting religion in the workplace? What employees think. *Journal of Legal, Ethical and Regulatory Issues*, 14 (1), 59-70.
- Borstorff, P.C. & Cunningham, B.J. (2014). The Religious Accommodation Knowledge Gap of Corporations and Employees: Does Company Size Matter?. *Journal of Business and Economics*, 5(6), 759-768. doi: 10.15341/jbe(2155-7950)/06.05.2014/001

- Borstorff, P. C., Cunningham, B. J., & Clark, L. J. (2012). The communication and practice of religious accommodation: Employee perceptions. *Journal of Applied Management and Entrepreneurship*, 17(4), 24-37.
- Boonlong, F. (2007). The Language Rights of the Malay Minority in Thailand. *Asia-Pacific Journal on Human Rights & the Law*, 8(1), 47-63.
doi:10.1163/157181507782200259
- 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
- Boumans, N.P.G., De Jong, H.J., & Janssen, S.M. (2011). Age-Differences in Work Motivation and Job Satisfaction, The influence of Age on the Relationships between Work Characteristics and Workers' Outcomes. *International Journal of Aging and Human Development*, 73(4), 331-350.
- Brown, D. (2005). *Job satisfaction and its relationship to organizational and religious commitment among workers at Northern Caribbean University*. (Order No. 3182007, Andrews University). ProQuest Dissertations and Theses, 200-200.
- Buddhachart, P. (2007). ปัจจัยที่มีผลต่อคุณภาพชีวิตของแพทย์ใน 3 จังหวัดชายแดนภาคใต้ [Factors influencing quality of life of physicians in the three southern border provinces of Thailand]. Retrieved July 23, 2014, from <http://thailand.digitaljournals.org/index.php/SOMJ/article/download/812/64>
- 1.

- Budin, W. C., Brewer, C. S., Chao, Y., & Kovner, C. (2013). Verbal Abuse From Nurse Colleagues and Work Environment of Early Career Registered Nurses. *Journal of Nursing Scholarship*, 45(3), 308-316. doi:10.1111/jnu.12033
- Burk, A., Tweedie, P., & Poocharoen, O. (2013). The Contested Corners of Asia, Subnational Conflict and International Development Assistance. Retrieved December 32, 2014, from <http://asiafoundation.org/resources/pdfs/ESThailandMay28Lr.pdf>
- Calendrillo, T. (2009). Team building for a healthy work environment. *Nursing Management*, 40(12), 9-10. doi:10.1097/01.NUMA.0000365463.94098.69
- Campbell, C. (2013). Savage Escalation Threatened in Thailand's Southern Insurgency. Retrieved July 23, 2014, from <http://http://world.time.com/2013/05/22/savage-escalation-threatened-in-thailands-southern-insurgency>.
- Ceravolo, D.J., Schwartz, D.G., Foltz-Ramos, K. M., & Castner, J. (2012). Strengthening communication to overcome lateral violence. *Journal of Nursing Management*, 20(5), 599-606. doi:10.1111/j.1365-2834.2012.01402.x
- Chang, H., Teng, C. I., Chu, T., Chang, H., & Hsu, W. (2012). Impact of nurse agreeableness and negative mood of nursing supervisors on intention to help colleagues. *Journal of Advanced Nursing*, 68(3), 636-646. doi:10.1111/j.1365-2648.2011.05776.x
- Chankiri, R. (2014). ทหารพรานหญิงและชุดคลุมฮิญาบ [Women armed forces and Hijab]. Retrieved July 28, 2015, from <http://www.lokwannee.com/web2013/?p=100903>

- 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.
- Chen, C.C., Lee, M.S., Wu, P.J., & Lin, X.H. (2010). The Effect of Compensation Satisfaction on Performance. *Management of Innovation and Technology (ICMIT)*, 618-623. doi: 10.1109/ICMIT.2010.5492747
- Cherrington, D.J. (1994). *Organizational behavior*. (2 ed.). Boston: Allyn and Bacon, Inc.
- Chin, W. W. (1998). *The partial least squares approach to structural equation modeling*. New Jersey: Laurence Erlbaum Associates.
- Chiu, W. Y. B., & Ng, F. F. (2013). Improvement of job satisfaction and organisational commitment through work group identification: an examination of the quantity surveyors in Hong Kong. *Australasian Journal of Construction Economics and Building*, 13(3), 80-95.
- CIA World Fact Book. (2013) . Retrieved July 23, 2014, from <http://www.indexmundi.com/Thailand/demograpcs.profile.html>.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Hillsdale, NJ: Lawrence Earlbaum Associates
- Colquitt, J. A., Lepine, J. A., & Wesson, M. J. (2009). *Organizational Behavior. Improving Performance and Commitment in the Workplace*. McGraw-Hill Irwin.
- Cooper, C. R., & Schindler, P. S. (2008). *Business research methods* (10th ed.). Boston: McGraw-Hill
- Cowin, L. (2002). The effects of nurses' job satisfaction on retention: an Australian perspective. *Journal of Nursing Administration*, 32(5), 283-291.

- Cropanzano, R., & Mitchell, M. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874.
- Crossman, A. (2014). Descriptive vs. Inferential Statistics. Retrieved September 12, 2014, from <http://sociology.about.com/od/Statistics/a/Descriptive-inferential-statistics.htm>
- Deep South Incident Database (2014). *The number of the conflict frequency, death and injured in Pattani, Yala and Narathiwat in 2014*. Retrieved June 10, 2015, from <http://www.deepsouthwatch.org>
- De Gieter, S., De Cooman, R., Pepermans, R., & Jegers, M.(2008). Manage through rewards, not only through pay: establishing the Psychological Reward Satisfaction Scale (PReSS). *Reward Management: Facts and Trends in Europe*, 97–117.
- De Gieter, S., De Cooman, R., Pepermans, R., & Jegers, M. (2010). The Psychological Reward Satisfaction Scale: developing and psychometric testing two refined subscales for nurses. *Journal of Advanced Nursing*, 66(4), 911-922. doi:10.1111/j.1365-2648.2009.05199.x
- 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.
- Dias, C. (2012). The Future of public health services in Europe: Strategic intersection with healthcare services. *International Journal of Healthcare Management*, 5(2), 69-73. doi:10.1179/2047971912Y.00000000006

- Diener, E., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The Satisfaction with Life Scale. *Journal of Personality Assessment*, 49, 71-75.
- Dols, J., Landrum, P., & Wieck, K.L. (2010). Leading and managing an intergenerational workforce. *Creative Nursing*, 16(2), 1-8.
- Donders, N., Bos, J., & Gulden, J. (2007). Associations between sick leave and aspects of work and family life in different age groups. *Journal of Public Health*, 17(1), 236-237.
- Dossary (al), R. R., Vail, J. J., & Macfarlane, F. F. (2012). Job satisfaction of nurses in a Saudi Arabian university teaching hospital: a cross-sectional study. *International Nursing Review*, 59(3), 424-430. doi:10.1111/j.1466-7657.2012.00978.x
- Dotan, H. (2007). *Friendship ties at work: Origins, evolution and consequences for managerial effectiveness*. Unpublished doctoral dissertation. University of California, Los Angeles. Los Angeles, CA.
- Dowding, D. (2013). Are nurses expected to have information technology skills?. *Nursing Management*, 20(5), 31-37.
- Drafke, M. (2006). *The Human Side of Organizations*, (8th ed.). New Jersey: Prentice Hall.
- Dreachslin, J.L., Hunt, P.L., & Sprainer, E. (2000). Workforce diversity: implications for the effectiveness of health care delivery teams. *Social Science and Medicine* 50(10), 1403-1414.
- Duffy, R.D. (2006). Spirituality, religion, and career development: Current status and future directions. *The Career Development Quarterly*, 55(4), 52-64.
- Dunn, S. C. (2001). Motivation by project and functional managers in matrix organizations. *Engineering Management Journal*, 13(2), 3-10.

- Durrani, A. (2001). Religious Accommodation for Muslim Employees. Retrieved June 2, 2014, from <http://www.workforce.com/articles/religious-accommodation-for-muslim-employees>.
- Eichhorn, B. R. (2014). *Common Method Variance Techniques*. Cleveland State University, Cleveland, OH.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86(1), 42-51.
- Eley, R., Fallon, A., Soar, J., Buikstra, E., & Hegney, D. (2008). Nurses' confidence and experience in using information technology. *Australian Journal of Advanced Nursing*, 25(3), 23-35.
- Elliott A.C., & Woodward, W.A. (2007). *Statistical analysis quick reference guidebook with SPSS examples*. (1st ed.). London: Sage Publications.
- Ernst, M. E., Messmer, P. R., Franco, M., & Gonzalez, J. L. (2004). Nurses' Job Satisfaction, Stress, and Recognition in a Pediatric Setting. *Pediatric Nursing*, 30(3), 219-227.
- Espinoza, D.C., Lopez-Saldana, A., & Stonestreet, J.S. (2009). The pivotal role of the nurse manager in healthy workplaces: Implications for training and development. *Critical Care Nursing Quarterly*, 32, 327.
- Falkenburg, K., & Schyns, B. (2007). Work Satisfaction, Organizational Commitment and Withdrawal Behaviours. *Management Research News*, 30(10), 708-723.
- Fehr, B. (1996). *Friendship processes*. Thousand Oaks, CA: Sage.
- Findley, H. M., Ingram, E., & Amsler, G. (2000). Religious Accommodation Principles for Employers. *Journal of Employment Rights*, 9(3), 211-225.

- Flynn, F. J. 2005. Identity orientations and forms of social exchange in organizations. *Academy of Management Review*, 30(4), 737-750.
- Fornell, C., & Larcker, D.F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 48, 39–50.
- Furnham, A. (1994). *Personality at work*. London: Routledge.
- Furnham, A., & Eracleous, A. (2009). Personality, motivation and job satisfaction: Herzberg meets the Big Five. *Journal of Managerial Psychology*, 24, 765- 779.
- Gambrel, P. A., & Cianci, R. (2003). Maslow's hierarchy of needs: Does it apply in a collectivist culture. *Journal of Applied Management and Entrepreneurship*, 8(2), 126-143.
- 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>.
- Gebbie, K.M., & Hwang, I. (2000). Preparing currently employed public health nurses for changes in the health system. *American Journal of Public Health*, 90(5), 716–721.
- Gelb, B. D., & Longacre, T. E. (2012). Acknowledging religious diversity: Opportunities and challenges. *Business Horizons*, 55(5), 509-509.
- George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference. 11.0 update* (4th ed.). Boston: Allyn & Bacon.
- George, D., & Mallery, P. (2010). *SPSS for Windows Step by Step: A Simple Guide and Reference, 17.0 update* (10th ed.). Boston: Pearson.

- Ghazzawi, I., & Smith, Y. S. (2009). Crafting the whole employee: Job satisfaction, job commitment, and faith: A new conceptual framework and research agenda. *The Business Review, Cambridge*, 12(2), 300-309.
- Ghazzawi, I., Smith, Y. S., & Cao, Y. (2012). Job satisfaction and faith: Testing the effects of religious intensity on job satisfaction. *The Business Review, Cambridge*, 20(2), 10-22.
- Gholami, R., Sulaiman, A. B., Ramayah, T., & Molla, A. (2013). Senior Managers' Perception on Green Information Systems (IS) Adoption and Environmental Performance: Results from a Field Survey. *Information Management*, 50(7), 431–438.
- Ghumman, S. S. (2006). *Stigma of Hijabis in employment settings as a function of job type*. Unpublished master's thesis of psychology. Michigan State University, Lansing.
- Ghumman, S. S., & Jackson, L. A. (2010). The downside of religious attire: The Muslim headscarf and expectations of obtaining employment. *Journal of Organizational Behavior*, 31(1), 4–23.
- Golafshani, N. (2003). Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report*, 8(4), 597-607.
- Govender, D. (2010). *Factors influencing job satisfaction of managers at state owned enterprises*. Unpublished master's thesis, University of Pretoria, South Africa.
- Garcia-Zamor, J.C. (2003). Workplace Spirituality and Organizational Performance. *Public Administration Review*, 63(3), 355–363.
- Grekoval, M., Kyurkchieva, I., & Kosseva, M. (2013). Accommodation of religious diversity at the workplace through the prism of state–religion relations: The

- Bulgarian case. *International Journal of Discrimination and the Law*, 13(2), 169–193. doi: 10.1177/1358229113489397
- Grim, B. J. (2015a). Freedom to discuss religious beliefs at work tied to job satisfaction, finds new study. Retrieved June 11, 2015, from <http://theweeklynnumber.com/1/category/workplace/1.html>
- Grodgangunt, S. (2012). Motivation at Worked of the Teachers under the Unrest Situation in the Three Southern Bordering Provinces. Retrieved June 10, 2015, from http://www.huso.tsu.ac.th/huso_mag/journal/0801/080103DT.pdf.
- Guo, S.J., Hsu, C.H., & Lin, C.J. (2008). A Study of Community Healthcare Competency Among Public Health Nurses. *The Journal of Nursing Research*, 16(4), 286-296.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Thousand Oaks: Sage Publications.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publications
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed asilver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139-151. doi: 10.2753/MTP1069-6679190202.
- Hamilton, E.A. (2007). *Firm friendship: Examining functions and outcomes of workplace friendship among law firm associates*. Unpublished doctoral dissertation. Boston College. Boston, MA.
- 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).

- Harish, S.P. (2006). Ethnic or Religious Cleavage? Investigating the Nature of the Conflict in Southern Thailand. *Contemporary Southeast Asia A Journal of International and Strategic Affairs*, 28(1), 48-69. doi: 10.1355/CS28-1C
- Harris, E. G., & Artis, A. B. (2005). Exploring Patient, Co-Worker, and Management Burnout in Health Care: An Empirical Study. *Health Marketing Quarterly*, 22(3), 3-20. doi:10.1300/J026v22n03-02
- Hassan, N., Mohammad, A., Mohd, F., Rozilah, A. A., & Ali, S. (2015). Religiosity Perceptions and Employee Turnover Intention in Malaysia. *International Journal of Social Science and Humanity*, 5(1), 120-125. doi: 10.7763/IJSSH.2015.V5.436
- Hasuwannakit, S. & Phrueksanan, W. (2014). Coping with Challenges and Dilemmas Amid the Conflict. Retrieved November 2, 2015, from <https://sites.google.com/site/thaibookproject/chapter-6-coping-with-challenges-and-dilemmas-amid-the-conflict>
- Hayati, K., & Caniogo, I. (2012). Islamic Work Ethic: The Role of Intrinsic Motivation, Job Satisfaction, Organizational Commitment and Job Performance. *International Congress on Interdisciplinary Business and Social Science*, 65, 1102–1106. doi: 10.1016/j.sbspro.2014.05.148
- Henry, F., Hayley, H., Rachel, H., & Earl, I. (2014). Accommodating Islam in the workplace. *Proceedings of the American Society of Business and Behavioral Sciences* (243-253). ASBBS Annual Conference: Las Vegas
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.

- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *Advances in International Marketing*, 20, 277-320.
- Herzberg, F. (1968). One more time: How do you motivate people?. *Harvard Business Review*, 46(1), 53-62.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work*. New York: John Wiley and Sons, Inc
- Hicks, D.A. (2002). Spiritual and religious diversity in the workplace. Implications for managers. *The Leadership Quarterly*, 13, 379-396.
- Higgins, J. M. (1994). *The management challenge* (2nd ed.). New York: Macmillan.
- Hobfoll, S., & Vaux, A. (1993). *Social support: social resources and social context* (1st ed.). New York: Free Press.
- Horwitz, M. F., Heng, T.C., & Quazi, A.H. (2003). Finders, Keepers? Attracting, motivating and retaining knowledge workers. *Human Resource Management Journal*, 13(4), 23-44.
- Hudson, T. (2012). Transformational Leadership, Transactional Leadership, Locus of Control, and Support for Innovation: Key Predictors of Consolidated-business unit Performance. *Journal of Applied Psychology*, 78, 891-902.
- Human Rights Watch (HRW). (2007). Target of both sides - Violence against Students, Teachers, and Schools in Thailand's Southern Border Provinces. Retrieved November, 2, 2015, from <https://www.hrw.org/reports/2007/thailand0807/>
- 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

- Iiacqua, J. A., & Schumacher, P. (2001). Factors contributing to job satisfaction in higher education. *Education, 116*(1), 51-59.
- Jadoo, S.A.A., Aljuni, S.M., Dastan, I., Tawfeeq, R.S., Mustafa, M.A., Ganasegeran, K., & AlDubai, S.A.R. (2015). Job satisfaction and turnover intention among Iraqi doctors - a descriptive cross-sectional multicentre study. *Human Resources for Health*. DOI 10.1186/s12960-015-0014-6, 1-11
- 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.
- Jaikhodee, P., & Prachusilpa, G. (2010). Relationships between personal factors, job characteristics, organizational climate, and quality of working life of nurse anesthetists in government hospitals in the Bangkok metropolis. *Journal of Nursing Science Chulalongkorn University, 22*, 1-3.
- 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
- Jaramillo, M. (2011). *Calling, life satisfaction and job satisfaction: Religion as a moderator*. (Order No. 1492395, Colorado State University). ProQuest Dissertations and Theses, 70-70.
- Jaruseviciene, L., Liseckiene, I., Valius, L., Kontrimiene, A., Jarusevicius, G., & Velez, L. L. (2013). Teamwork in primary care: perspectives of general practitioners and community nurses in Lithuania. *BMC Family Practice, 14*(1), 118-128. doi:10.1186/1471-2296-14-118

- Jex, S. M. (2002). *Organizational psychology: A scientist-practitioner approach*. New York: John Wiley & Sons, Inc.
- Jitpukdeebodintr, S. (2009). Conflict in the Southern Part of Thailand and Its Possible Management and Resolution for Future Business Investment Decisions. Retrieved March 23, 2014, from <http://citeseerx.ist.psu.edu/viewdoc/summary?doi=10.1.1.571.5166>
- Jitpiromsri, S. & Mccargo, D. (2008). A ministry for the South? New governance proposals for Thailand's troubled region". *Contemporary Southeast Asia*, 30(3), 403-428.
- Johns, G. (1988). *Organizational behavior: Understanding life at work* (2 ed.). Glenview, IL: Scott, Foresman and Company.
- Jory, P. (2006). From Melayu Patani to Thai Muslim, the spectre of ethnic identity insouthern Thailand. *South East Asia Research*, 15(2), 255–279.
- Judge, T. A., & Church, A. H. (2000). *Job satisfaction: Research and practice*. In C. L. Cooper & E. A. Locke (Eds.), *Industrial and organizational psychology: Linking theory with practice* (pp. 166–198). Oxford, UK: Blackwell.
- Kalisch, B. J., Lee, H., & Rochman, M. (2010). Nursing staff teamwork and job satisfaction. *Journal of Nursing Management*, 18(8), 938-947. doi:10.1111/j.1365-2834.2010.01153.x
- Kaliski, B.S. (2007). *Encyclopedia of Business and Finance* (2 ed., p. 446). Detroit: Thompson Gale.
- Kamdron, T. (2007). Work Motivation and Job Satisfaction of Estonian Higher Officials. *International Journal of Public Administration*, 28(13), 1211-1240. Doi:10.1080/01900690500241085

- Kelleher, J.M. (2015). Handling Requests for Religious Accommodations. Retrieved July 18, 2015, from <http://www.sbmonthly.com/?p=2897>
- Kelly, E. P. (2008). Accommodating religious expression in the workplace. *Employee Responsibilities and Rights Journal*, 20(1), 45-56.
doi:<http://dx.doi.org/10.1007/s10672-007-9059-6>
- Khamisa, N., Oldenburg, B., Peltzer, K., & Ilic, D. (2005). *International Journal of Environmental Research and Public Health*, 12, 652-666.
doi:10.3390/ijerph120100652
- Killian, C. (2007). From a Community of Believers to an Islam of the Heart: "Conspicuous" Symbols, Muslim Practices, and the Privatization of Religion in France. *Sociology of Religion*, 68(3), 305-320.
- Kim, S. (2002). Participative management and job satisfaction: Lessons for management leadership. *Public Administration Review*, 62, 231-241.
- King, J.E. (2008). Will mainstream management research ever take religion seriously?. *Journal of Management Inquiry*, 17(3), 214-224.
- King, J.E., & Williamson, L.O. (2010). Workplace Religious Expression, Religiosity and Job Satisfaction: Clarifying a Relationship. *Journal of Management, Spirituality & Religion*, 2(2), 173-198.
- Klanarong, N. (2009). Border crossing of Muslim women in southern-border provinces of Thailand. *Asia Pacific Viewpoint*, 50(1), 74-87. doi:10.1111/j.1467-8373.2009.01382.x
- Klaus, Y., Lerouge, C., & Blanton, J. E. (2014). System developers' nature of work characteristics and their relationship with organizational commitment and job satisfaction. *Journal of Information Technology Management*, 25(1).

- Kline, P. (1999). *The handbook of psychological testing* (2nd ed.). London: Routledge.
- Klubkong, W. (2009). *Morality of Teachers' Performance in Three Southern Border Provinces*. Unpublished master's thesis of Science Education. University of Chiangmai, Thailand.
- Kovach, K. A. (1995). Employee motivation: Addressing a crucial factor in your organization's performance. *Employment Relations Today*, 22, 93–107.
- Kraonual, S., Hatthaki, U., & Boonyasopu, U. (2009). Impacts of the Unrest Situation on Nurses Practicing in the Three Southern Border Provinces. *Rama Nursing Journal*, 15(2), 284-298.
- Kreitner, R. (1995). *Management* (6th ed.). Boston: Houghton Mifflin Company.
- Krejcie, R.V., & Morgan, D.W. (1970). Determining Sample Size For Research Activities. *Educational and Psychological Measurement*, 30, 607-610. Retrieved July 23, 2014, from <https://opa.uprrp.edu/InvInsDocs/KrejcieandMorgan.pdf>
- Kunavikitkul, W. (1995). Conflict management, job satisfaction, intent to stay, and specific demographic variables of professional nurses in Thailand. *Dissertation Abstracts International*, 55.
- Kutcher, E. J., Bragger, J. D., Rodriguez-srednicki, O., & Masco, J. L. (2010). The role of religiosity in stress, job attitudes, and organizational citizenship behavior. *Journal of Business Ethics*, 95(2), 319-337. doi:<http://dx.doi.org/10.1007/s10551-009-0362-z>
- Kuvaas, B. (2006). Performance appraisal satisfaction and employee outcomes: mediating and moderating roles of work motivation. *The International Journal of Human Resource Management*, 17(3), 504-522. doi:10.1080/09585190500521581

- 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).
- Leonce, J. (2014). *A study of religious commitment and resilience among seventh-day adventists victims of workplace religious discrimination*. (Order No. 3611097, Capella University). ProQuest Dissertations and Theses, 164.
- Lewis, J. (2013). Nature of Work vs. Level of Work. Article of Human Resources Jobs. Retrieved May 15, 2014, from www.smallbusiness.chron.com/nature-work-vs-level-work-33710.html
- Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, 4, 309-336.
- Longo, J., & Sherman, R. (2007). Leveling horizontal violence. *Nursing Management*, 38(3), 34-37, 50-51.
- Lori, J.R., Rominski, S.D., Gyakobo, M., Muriu, E.W., Kweku, N.E., & Baffour, A. (2012). Perceived barriers and motivating factors influencing student midwives' acceptance of rural postings in Ghana. *Human Resource Health*, 10(17).
- Lumley, E.J., Coetzee, M., Tladinyane, R., & Ferreira, N. (2011). Exploring the job satisfaction and organizational commitment of employees in the information technology environment. *Southern African Business Review*, 15(1), 100-118.
- Lunenburg, F.C. (2011). Expectancy Theory of Motivation: Motivating by Altering Expectations. *International Journal of Management, Business, and Administration*, 15 (1).

- Maniram, R. (2007). *An investigation into the factors affecting job satisfaction at the Kwazulu Natal Further Education and Training College – Swinton Campus*, Unpublished master's thesis of Business Administration. University of South Africa, South Africa.
- Marri, M.Y.K., Sadozai, A.M., Zaman, H.M.F., & Ramay, M.I. (2012). The impact of Islamic work ethics on job satisfaction and organizational commitment: a study of agriculture sector of Pakistan. *International Journal of Business and Behavioral Sciences*, 2(12), 181-191.
- Maslow, A. H. (1969). Theory Z. *Journal of Transpersonal Psychology*, 1(2), 31-47.
- Masuthon, S. (2003). *Professional nurse characteristics and unit characteristics as predictors of job satisfaction with work in Thailand*. (Order No. 3136063, University of California, San Francisco). ProQuest Dissertations and Theses, 155-155.
- McDermott, G. B. (2013). Barriers toward Peace in Southern Thailand. *Peace Review: A Journal of Social Justice*, 25 (1), 120-128.
- McNeese, D.K. (1999). A content analysis of staff nurse descriptions of job satisfaction and dissatisfaction. *Journal of Advanced Nursing*, 29, 1332–1341.
- Melvin, N.J. (2007). Conflict in Southern Thailand Islamism, Violence and the State in the Patani Insurgency. *SIPRI Policy Paper*, 20(1).
- Menendez, C., Gimeno, D., Barrientos-Gutierrez, T., Burau, K. D., & Felknor, S. A. (2012). Safety climate and verbal abuse among public hospital-based workers in Costa Rica. *Work*, 42(1), 29-38.
- Miljkovic, S. (2007). Motivation of employees and behaviour modification in health care organizations. *Acta Medica Medianae*, 46(2), 53-62.

- Milkovich, G., & Newman, J. (2008). *Compensation* (9th ed.). New York: McGraw-Hill.
- Miller, S. (2014). Why Pay Is Driving Employee Satisfaction. Retrieved March, 22, 2017, from <https://www.shrm.org/resourcesandtools/hr-topics/compensation/pages/pay-drives-satisfaction.aspx>.
- Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes: An exploratory empirical assessment. *Journal of Organizational Change Management*, 16(4), 426-447.
<http://dx.doi.org/10.1108/09534810310484172>
- Mondy, R. H. R., & Flippo, E. (1983). *Management: Concepts and Practices* (2nd ed.). Boston: Allyn and Bacon.
- Moore, L., Leahy, C., Sublett, C., & Lanig, H. (2013). Understanding Nurse-to-Nurse Relationships and Their Impact on Work Environments. *MEDSURG Nursing*, 22(3), 172-179.
- Moreau, E., & Mageau, G. A. (2012). The importance of perceived autonomy support for the psychological health and work satisfaction of health professionals: Not only supervisors count, colleagues too!. *Motivation And Emotion*, 36(3), 268-286. doi:10.1007/s11031-011-9250-9
- Morris, D. S. (2004). Nurses' use of the Internet in clinical ward settings. *Journal of Advanced Nursing*, 48(2), 157-166.
- Mullins, J.L. (2005). *Management and organizational behavior* (7th ed.). Pearson Education Limited, Essex, p. 700
- Murphy, B., & Fridkin, D. (2004). Nursing Home Administrators, level of Job Satisfaction. *Journal of Healthcare Management*, 49 (5), 336-346.

- Mustapha, K. (2013). Eid Reflection. Retrieved January 31, 2016, from <http://www.islamicity.org/5418/eid-reflection/>
- Neal Learner Correspondent of the Christian, Science Monitor. (2004, Apr 12). Employers attempt to balance work and religion ; complaints alleging religious discrimination have risen 75 percent in the past decade. The Christian Science Monitor.
- Noonkliang, V. (2009). Morale of Government officials in Pattani province under The unrest situation in Southern border provinces. *Academic Services Journal*, 20(2), 45-66.
- Onimole, S.O. (2015). Work Design and Job Satisfaction. *International Journal of Humanities and Social Science* ,5(10), 202-207.
- Panatchi, S. (2014). The violence in the Southernmost provinces of Thailand 2014 Database. Deep South Incident Database (DSID). Retrieved June 10, 2015, from <http://www.deepsouthwatch.org/node/6596>
- Paoline, E.A., Lambert, E.G., & Hogan, N.L. (2006). A Calm and Happy Keeper of the Keys. *The Prison Journal*, 86(2), 182-205.
- Pattani Public Health Center. *The percentage of resigning among Public Health employees in Pattani Province*. Retrieved June 2, 2015, from Pattani Public Health Center Internal Database.
- Pattani Public Health Center. *Number of Muslim public health employees in Pattani province in 2014*. Retrieved June 2, 2015, from Pattani Public Health Center Internal Database.
- Patterson, P. (2007). Opening managers' eyes to lateral violence. *OR Manager*, 23(12), 10-10.

- Pawar, B. S. (2009). Individual spirituality, workplace spirituality and work attitudes: An empirical test of direct and interaction effects. *Leadership & Organization Development Journal*, 30(8), 759-777.
- Petrides, K.V., & Furnham, A. (2006). The Role of Trait Emotional Intelligence in a Gender-Specific Model of Organizational Variables. *Journal of Applied Social Psychology*, 36(2), 552–569.
- Phelan, C., & Wren, J. (2005). Exploring Reliability in academic assessment. Retrieved April 23, 2014, from <https://www.uni.edu/chfasoa/reliabilityandvalidity.htm>
- Pikoolngam, A. (2010). Stress and Quality of Work Life of the Civil Servants of Soldiers and Polices in the Three Southern Border Provinces. Retrieved August 9, 2015, from <http://www.western.ac.th/westernnew/admin/uploaded/Newseducation/files/%E0%B8%AD%E0%B8%A1%E0%B8%A3%E0%B8%9E%E0%B8%B4%E0%B8%81%E0%B8%B8%E0%B8%A5%E0%B8%87%E0%B8%B2%E0%B8%A1.pdf>
- Pillay, R. (2011). The Skills Gap in Nursing Management in the South African Public Health Sector. *Public Health Nursing*, 28(2), 176–185. doi: 10.1111/j.1525-1446.2010.00910.x
- Pimpa, N. (2008). Terrorism and Work Motivation: Teachers in the Southern Thailand. Retrieved August 23, 2014, from <http://www.aare.edu.au/data/publications/2008/pim08045.pdf>
- Poocharoen, O. (2010). The Bureaucracy: Problem or Solution to Thailand's Far South Flames?. *Contemporary Southeast Asia: A Journal of International & Strategic Affairs*, 32(2), 184-207.

- Pozniak, B. (2015). Where We Have Been and What We Can Become - Celebrating International Women's Day. Retrieved January 31, 2016, from http://www.huffingtonpost.com/beata-pozniak/where-we-have-been-and-wh_b_6814068.html
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40, 879-891.
- Price, M. (2002). Job satisfaction of registered nurses working in an acute hospital. *British Journal of Nursing*, 11(4), 275–280.
- Push for permission to wear Hijab among Muslim arm forces in southern Thailand. (2016, June). *Isra News*. Retrieved from https://www.isranews.org/main-issue/44401-sol_44401.html
- 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).
- Rafiki, A., & Wahab, K.A. (2014). Islamic Values and Principles in the Organization: A Review of Literature. *Asian Social Science*, 10(9). doi: <http://dx.doi.org/10.5539/ass.v10n9p1>
- Ramasodi, J.M.B. (2010). *Factors influence job satisfaction among healthcare professionals at Southrand Hospital*. Unpublished Master's Thesis of Public Health, 52-54. University of Limpopo, South Africa.
- Rast, S., & Tourani, A. (2012). Evaluation of Employees' Job Satisfaction and Role of Gender Difference: An Empirical Study at Airline Industry in Iran. *International Journal of Business and Social Science*, 3(7).

- Ref World. (2014). *Map of Thailand's Southern Border Provinces*. Retrieved January, 20, 2014, from <http://www.refworld.org/docid/461cd4fc2.html>
- Robbins, S.P. (2005). *Essentials of organizational behavior* (8th ed.). New Jersey: Prentice Hall.
- Robbins, S.P., Odendaal, A., & Roodt, G. (2003). *Organizational behavior* (9th ed.). Cape Town. Prentice-Hall International.
- Rokhman, W., & Hassan, A. (2012). The effect of Islamic work ethic on organisational justice. *African Journal of Business Ethics*, 6(1), 25-29.
doi:<http://dx.doi.org/10.4103/1817-7417.104699>
- Ronra, B., & Chaisawat, M. (2009). Factor affecting employee turnover and job satisfaction: A case study of Amari Hotels and Resorts. Retrieved July 3, 2014, from http://www.conference.phuket.psu.ac.th/proceedings/PSU_OPEN_WEEK_2009/data/Hospitality/Paper1.pdf
- Rose, M. (2001). Disparate measures in the workplace: Quantifying overall job satisfaction, Paper presented at the 2001 BHPS Research Conference, Colchester, U.K. Retrieved January 23, 2014, from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.199.6685&rep=rep1&type=pdf>
- Ruangdej, K., Chaosuansreecharoen, P., & Sungkeao, S. (2014). Job Satisfaction of Nurses from the Southern Nursing Shortage Problem Solving Project. *Nursing Journal of the Ministry of Public Health*, 12-29.
- Saari, L.M., & Judge, T.A. (2004). Employees Attitude and Job Satisfaction. *Human Resource Management*, Winter 2004, 43(4), 395–407. DOI: 10.1002/hrm.20032

- Sadeq, T.N., & Khudair, A.S. (2013). Job Satisfaction among Al-Kadhimiya Teaching Hospital's Medical Doctors. *Iraqi J Med Sci*, 11(4), 353-360.
- 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.
- Salisu, J.B., Chinyio, E., & Suresh, S. (2015). The impact of compensation on the job satisfaction of public sector construction workers of jigawa state of Nigeria. *The Business and Management Review*, 6(4), 282-296.
- Samad, S. (2007). Assessing the Effects of Job Satisfaction and Psychological Contract on Organizational Commitment among Employees in Malaysian SMEs. *The 4th SMES in a Global Economy Conference 2007*.
- Sateemae, S., Abdel-Monem, T., & Sateemae, M. (2015). Religiosity and Social Problems among Muslim Adolescents in Southern Thailand. *Journal of Muslim Mental Health*, 9(2), 3-24.
- Sa-U, S., Nik Ab. Rahman, N.S. & Nordin, M.S. (2008). Infusing Islamic Manners in Secular Classroom: Its Relationship With Islamic Work Ethic and Organizational Commitment. *International Conference on Teacher Education in The Muslim World*.
- Sav, A., Harris, N., & Sebar, B. (2013). Work-life conflict and facilitation among Australian Muslim men: Equality, Diversity and Inclusion. *An International Journal*, 32 (7), 671 – 687. doi: 10.1108/EDI-07-2012-0058
- Sekaran, U. (2003). *Research Methods for Business*. India: John Wiley & Sons, Inc.
- Sekaran, U., & Bougie, R. (2010). *Research methods for business: a skill building approach* (5th ed.). Chichester: John Wiley & Sons Ltd.

- Sell, D. M. (2000). *Personality and religiousness in youth members of 'the family,' a new religious movement*. (Order No. 9971856, Fuller Theological Seminary, School of Psychology). ProQuest Dissertations and Theses, 179-179.
- Shafritz, J.M., & Ott, J. S. (2001). *Classics of Organization History*. Philadelphia: Harcourt Brace Publishers.
- Shah, P. (2013). Asking about reasonable accommodation in England. *International Journal of Discrimination and the Law*, 13(2-3), 83–112. doi: 10.1177/1358229113487818.
- Shaufeli, W.B., Leiter M.P., & Maslach, C. (2009). Burnout: thirty-five years of research and practice. *Career Development International*, 14, 204–220.
- Shields, M., & Ward, M. (2001). Improving nurse retention in the National Health Service in England: The impact of job satisfaction on intentions to quit. *Journal of Health Economics*, 20, 677 – 701.
- Singh, S.K., & Tiwari, V. (2011). Relationship Between Motivation and Job Satisfaction of the White Collar Employees: A case study. *Management Insight*, 7(2), 31-39.
- Singleton, R. A., & Straits, B. C. (2005). *Approaches to social research* (4th ed.). New York: Oxford University Press.
- Sistrom, M., & Hale, J. (2006). Outbreak Investigations: Community Participation and the Role of Community and Public Health Nurses. *Public Health Nursing*, 23(3), 256-263.
- Smith, L. A. (2004). Trouble in Thailand's Muslim South: Separatism, not Global Terrorism. *Asia-Pacific Security Studies*, 3(10), Retrieved March 23, 2014, from <http://www.apcss.org/Publications/APSSS/TroubleinThailandsMuslimSouth.pdf>.

- Sobal, J. (1984). The content of survey introductions and the provision of informed consent. *The Public Opinion Quarterly*, 48(4), 788-793.
- Society for Human Resource Management (SHRM). (2011). The U.S. Employee Job Satisfaction and Engagement Report. Retrieved July 3, 2014, from www.shrm.org
- Sodmanee, K. (2008). *Factors Affecting Job Satisfaction in the 3 Southernmost Provinces of the 2nd Infantry Division, the 1st Infantry Battalion, King's Guard*. Unpublished master's thesis, Dhurakij Pundit University, Thailand.
- Southern Thailand: Insurgency, Not Jihad. (2005). Asia Report N°98. Retrieved January 21, 2015, from <http://www.crisisgroup.org/en/regions/asia/south-east-asia/thailand/098-southern-thailand-insurgency-not-jihad.aspx>
- Southern Thailand Moving Towards Political Solution.(2009). Asia Report N°181. Retrieved November 2, 2015, from <http://www.refworld.org/pdfid/4b1e6cdd2.pdf>
- Spector, D. (2005). 'Dysfunctional Leadership; Natural Born Predators?', *The Australian Business and Behavioral Sciences Association Annual Conference 2005*, Australian Business and Behavioural Sciences Association, Cairns, Australia.
- Spector, P. (1997). *Job Satisfaction: Application, Assessment, Causes and Consequences*. California: Sage.
- Srirhai, S. (2001). Research studies in Thailand Southernmost Provinces, Retrieved June 27, 2015, from <http://news.voicetv.co.th/thailand/18379.html>
- Stakim, C., & Johnston, I. (2013). Religious Discrimination and Muslim Employees. *Employment law Commentary*, 25(12), 1-6.

- Steinmetz, S., Vries, D.H.D., & Tijdens, K.G. (2014). Should I stay or should I go? The impact of working time and wages on retention in the health workforce. *Human Resources for Health*. DOI: 10.1186/1478-4491-12-23
- Stilwell, B., Diallo, K., Zurn, P., Vujicic, M., Adams, O., & Dal, P.M. (2004). Migration of health-care workers from developing countries: Strategic approached to its management. *Bulletin of the World Health Organization* 2004, 82, 595-600.
- Stinchcomb, J.B., & Leip, L.A. (2013). Expanding the Literature on Job Satisfaction in Corrections: A National Study of Jail Employees. *Criminal Justice and Behavior*, 40 (11), 1209-1227.
- 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: 10.1108/11766091111137564
- Sulaiman, M., Ahmad, K., Sbaih, B., & Kamil, N.M. (2014). The Perspective of Muslim Employees Towards Motivation and Career Success. *Journal of Social Sciences and Humanities*, 9(1), 45-62.
- Sungdong, E. (2007). *Leadership challenges to public secondary school principals in the era of education reform and cultural unrest in border provinces of southern thailand*. (Order No. 3349066, University of Missouri - Columbia). ProQuest Dissertations and Theses, 309.
- Suteerawut, P. (2007). เสี่ยงสะท้อนทีมแพทย์สามจังหวัดใต้ เสี่ยงภัย-ขาดแคลน-บริการไม่ทั่วถึง [The risk of healthcare workforces in southernmost provinces]. Retrieved August 9, 2015, from <http://www.naewna.com/news.asp.ID=73185>

- Sutheravut, P. (2005). Southern Thailand Provinces Peace Plan. Retrieved June 21, 2015, from <https://www.gotoknow.org/posts/4403>
- Syed, J., & Pio, E. (2010). Veiled diversity? Workplace experiences of Muslim women in Australia. *Asia Pacific Journal of Management*, 27(1), 115–137.
- Taghipour, A., & Dejban, R. (2013). Job Performance: Mediate Mechanism of Work Motivation. *Procedia - Social and Behavioral Sciences*, 84, 1601 – 1605.
- Takumpunya, C. (2009). Nurses' Job Satisfaction, Maeramad Hospital, Tak Province. *Buddhachinaraj Medical Journal*, 26(1), 3-15.
- Tan-Mullins, M. (2009). Armed Conflict and Resolutions in Southern Thailand. *Annals of the Association of American Geographers*, 99(5), 922-931.
- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2, 53-55. doi: 10.5116/ijme.4dfb.8dfd. Retrieved March 13, 2014, from <http://www.ijme.net/archive/2/cronbachs-alpha.pdf>
- Teck-Hong, T., & Waheed, W. (2011). Herzberg's Motivation-hygiene Theory and job satisfaction in the Malaysian retail sectors: The Mediating Effect of Love of Money. *Asian Academy of Management Journal*, 16(1), 73–94.
- Thailand: The Evolving Conflict in the South. (2012). Asia Report N°241. Retrieved June 27, 2014, from <http://www.crisisgroup.org/en/regions/asia/south-east-asia/thailand/241-thailand-the-evolving-conflict-in-the-south.aspx>
- Thomson, S.B. (2015). *Religion and Organizational Stigma at Work*. (1st ed.). United States: Palgrave Macmillan.
- Timothy A. J., Ronald F. P., Nathan P. P., John C. S., & Bruce, L. R. (2010). The relationship between pay and job satisfaction: A meta-analysis of the literature. *Journal of Vocational Behavior*, 77(2), 157-167.

- Tinker, T. (2004). The enlightenment and its discontents: Antinomies of Christianity, Islam and the calculative sciences. *Accounting, Auditing & Accountability Journal*, 17(3), 442-475.
- 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).
- Tohdong, H. (2012). Risk compensation offered to workforces in the southernmost region. Retrieved November, 2, 2015, from <http://www.deepsouthwatch.org/dsj/3747>
- Tongpiam, J. (2000). *The relationship between job stress and job satisfaction among thai nurses in bangkok, thailand*. (Order No. 1397811, United States International University). ProQuest Dissertations and Theses, 126-126.
- Tran, D.T., Johnson, M., Fernandez, R., & Jones, S. (2010). A shared care model vs. a patient allocation model of nursing care delivery: comparing nursing staff satisfaction and stress outcome. *International Journal of Nursing Practice*, 16, 148-158.
- Tulenko, K., Mogedal, S., Afzal, M.M., Frymus, D., Oshin, A., Pate, M., Quain, E., Pinel, A., Wynd, S., & Zodpey, S. (2013). Community health workers for universal health-care coverage: from fragmentation to synergy. *Bull World Health Organ*, 91(11), 847-852. doi: <http://dx.doi.org/10.2471/BLT.13.118745>.
- Turner, R. C., & Carlson, L. (2003). Indexes of Item-Objective Congruence for Multidimensional Items. *International Journal of Testing*, 3(2), 163-171

- Tyson, P. D., & Pongruengphant, R. (2004). Five-year follow-up study of stress among nurses in public and private hospitals in Thailand. *International Journal of Nursing Studies*, 41(3), 247. doi:10.1016/S0020-7489(03)00134-2
- Tzeng, H. M. (2002). Satisfying nurses on job factors they care about: a Taiwanese perspective. *Journal of Nursing Administration*, 32(6), 306–309.
- United States Equal Employment Opportunity Commission. (2010). Religion-based Charges FY 1997 -FY 2010 Table. Retrieved December 15, 2015, from www.eeoc.gov/eeoc/statistics/enforcement
- Uslusoy, E., & Alpar, S. (2013). Developing scale for colleague solidarity among nurses in Turkey. *International Journal of Nursing Practice*, 19(1), 101-107. doi:10.1111/ijn.12000
- 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>
- Von Bergen, C.W. (2008). Religion at work. *European Journal of Management*, 8(4), 165-173.
- Vroom, V. (1964). *Work and Motivation*. New York: John Wiley and Sons, Inc.,
- Wattana, S. (2006). Islam, radicalism, and violence in Southern Thailand: Berjihad di Patani and the 28 April 2004 attacks. *Critical Asian Studies*, 38(1), 119-144. doi:10.1080/14672710600556494
- Weiner, J. (2007). Measurement: Reliability and Validity Measures. Retrieved May 23, 2014, from http://ocw.jhsph.edu/courses/hsre/PDFs/HSRE_lect7_weiner.pdf

- Winter, B. (2006). Religion, culture and women's human rights: Some general political and theoretical considerations. *Women's Studies International Forum*. 29(4), 381–393.a
- Witt, R.R., & De Almeida, M.C. (2008). Identification of nurses' competencies in primary health care through a Delphi study in southern Brazil. *Public Health Nursing*, 25(4), 336-43. doi: 10.1111/j.1525-1446.2008.00714.x.
- 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>
- Wong, E.L., Wong, S.Y., Lee, N., Cheung, A., & Griffiths, S. (2012). Healthcare workers' duty concerns of working in the isolation ward during the novel H1N1 pandemic. *Journal of Clinical Nursing*, 21(10). doi: 10.1111/j.1365-2702.2011.03783.x.
- Working Together for Health: World Health Report. (2006). World Health Organization (WHO):Geneva.
- Yaktin, U.S., Azoury N.B., & Doumit, M.A. (2003).Personal characteristics and job satisfaction among nurses in Lebanon. *Journal of Nursing Administration*, 33(7), 384-390.
- Yaseen, A. (2013). 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.
- Yousef, D. A. (2001). Islamic work ethic - A moderator between organizational commitment and job satisfaction in a cross-cultural context. *Personnel Review*, 30(2), 152-169

- Yusuf, I. (2007). The Southern Thailand Conflict and the Muslim World. *Journal of Muslim Minority Affairs*, 27(2), 319-339. doi:10.1080/13602000701536232
- Yusuf, I. (2009). Ethnoreligious and Political Dimensions of the Southern Thailand Conflict. Islamic and Polictic. Retrieved July 23, 2014, from http://www.stimson.org/images/uploads/research-pdfs/IslamPolitics-Chapter_4_Yusuf.pdf
- Zaman, H.M.F., Nas, Z., Ahmed, M., Raja, Y.M., & Marri, M.Y.K. (2013). The mediating role of Intrinsic Motivation between Islamic Work Ethics and Employee Job Satisfaction. *Journal of Business Studies Quarterly*, 5(1), 93-102.



Appendix A

Questionnaire Form of English and Thai version

Part 1: Demographic information of the participants. Please circle the appropriate box.

ตอนที่ 1: ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม โปรดทำเครื่องหมายวงกลมในช่องหมายเลขที่ตรงกับตัวท่าน

1. Gender/เพศ

1	Male/ชาย
2	Female/หญิง

2. Age/อายุ

1	18-25
2	26-33
3	34-41
4	42-49
5	50 or older/หรือ มากกว่า

3. Marital Status/สถานภาพ

1	Single/โสด
2	Married/สมรส
3	Divorced/หย่าร้าง
4	Widow/หม้าย

4. Education achievement/วุฒิการศึกษา

1	High school level/มัธยมศึกษา
2	Diploma/ ปวช. หรือ ปวส.
3	First degree/ปริญญาตรี
4	Master degree/ปริญญาโท
5	Doctoral/ปริญญาเอก

5. Salary per month/เงินเดือนที่ได้รับ

1	10,000 Baht or less/บาทหรือน้อยกว่า
2	10,001-20,000 Baht/บาท
3	20,001-30,000 Baht/บาท
4	30,001-40,000 Baht/บาท
5	40,001 Baht and above/บาทหรือมากกว่า

6. Position/ตำแหน่ง _____.

7. Position Level/ระดับ

1	Operational Level/ระดับปฏิบัติงาน
2	Practitioner Level/ระดับปฏิบัติการ
3	Experienced Level/ระดับชำนาญงาน
4	Professional Level/ระดับชำนาญการ
5	Senior Level/ระดับอาวุโส
6	Senior Professional Level/ระดับชำนาญการพิเศษ
7	Others_____ (Please Specify) อื่นๆ_____ (โปรดระบุ)

8. Period of working in current position/ประสบการณ์ในการทำงาน _____ year(s)/ปี

Part 2: Kindly decide how you feel about the aspect of your job described by the statement and circle the appropriate box. You can choose ONE option only.

ตอนที่ 2: โปรดทำเครื่องหมายวงกลมในช่องหมายเลขที่ตรงกับตัวท่านมากที่สุด โดยในแต่ละข้อสามารถเลือกตัวเลือกได้เพียงหนึ่งตัวเลือกเท่านั้น

Strongly Disagree ไม่เห็นด้วยอย่างยิ่ง	Disagree ไม่เห็นด้วย	Neutral เฉยๆ	Agree เห็นด้วย	Strongly Agree เห็นด้วยอย่างยิ่ง
1	2	3	4	5

Job Descriptions รายละเอียดในการปฏิบัติงาน		Likert Scale ระดับทัศนคติ				
1	The organization has policies in place regarding my dress code including Hijab covering and a long loose fitting garment for female while Muslim male can wear a small head covering and grow a beard. เครื่องแบบหรือชุดทำงานขององค์กรไม่ขัดต่อหลักการทางศาสนาที่ท่านนับถือ เช่น การสวมฮิญาบไม่ถือเป็นข้อห้ามสำหรับสุภาพสตรี และสุภาพบุรุษอนุญาตให้ ไว้เครา ได้	1	2	3	4	5
2.	The organization has a definite policy regarding my religious holiday. (Eidilfitri-Eidiladha Celebration) องค์กรของท่านอนุญาตให้มีวันหยุดตามวันสำคัญทางศาสนาที่ท่านนับถือ (เช่น วัน อีดิลฟิตรีและอีดิลอัฎฮาสำหรับมุสลิม หรือวันสำคัญต่างๆของชาวพุทธ)	1	2	3	4	5
3	The organization holds holiday events, and takes into account of Muslim employees when planning workshops, meetings, trips, etc. องค์กรคำนึงถึงการดำเนินงานที่ไม่กระทบต่อวัน สำคัญทางศาสนาที่ท่านนับถือ (ไม่จัดอบรมหรือประชุมในวันสำคัญทางศาสนาที่ท่านนับถือ)	1	2	3	4	5
4	The organization holds special events involving food and drink which accommodate religious and ethical needs of Muslim employees (Halal Food). เมื่อมีการประชุมหรือสัมมนา องค์กร ของท่าน คำนึงถึง อาหารที่ถูกต้องตามหลัก ศาสนาบริการแก่เจ้าหน้าที่	1	2	3	4	5
5	The organization provides a proper room to perform my prayer. องค์กรของท่านจัดให้ มีสถานที่ต่อการปฏิบัติศาสนกิจอย่างเป็นสัดส่วน เช่นสถานที่ ชำระร่างกายก่อนปฏิบัติศาสนกิจ ห้องปฏิบัติศาสนกิจ เป็นต้น	1	2	3	4	5
6	There is an atmosphere of co-operation among staff during the unrest situation. เจ้าหน้าที่ทุกคนให้ความร่วมมือในการปฏิบัติงาน แม้จะอยู่ภายใต้ สถานการณ์ความ ไม่สงบ	1	2	3	4	5
7	There is a risk management plan prepared by the organization during the unrest situation.	1	2	3	4	5

	หน่วยงานของท่านมีแผนการป้องกันความเสี่ยงหรืออันตรายต่าง ๆ ที่อาจเกิดขึ้นขณะปฏิบัติงาน					
8	There is an effective security practices at workplace to accommodate during the unrest situation. ภายใต้สถานการณ์ความไม่สงบ หน่วยงานของท่านมีระบบการรักษาความปลอดภัยที่ดีและเหมาะสม	1	2	3	4	5
9	I am satisfied with the extra pays received during the unrest situation. ท่านพอใจต่อสวัสดิการจากรัฐ เช่น ค่าตอบแทนพิเศษหรือเงินเลี้ยงชีพ	1	2	3	4	5
10	There is a sufficient manpower to handle the increased workload during the unrest situation. ภายใต้ สถานการณ์ความไม่สงบ องค์กรของท่าน มีจำนวน เจ้าหน้าที่เพียงพอและสอดคล้องกับปริมาณงาน	1	2	3	4	5
11	My workload is consistent with working hours while it is under the unrest situation. ภายใต้สถานการณ์ความไม่สงบ ปริมาณงานของท่านมีความสอดคล้องกับชั่วโมงการทำงานในแต่ละวัน	1	2	3	4	5
12	My work requires learning something new. งานของท่านจำเป็นต้องเรียนรู้สิ่งใหม่ๆ	1	2	3	4	5
13	There are varieties of tasks in my work. งานของท่านมีความหลากหลาย	1	2	3	4	5
14	My work requires a creative plan. งานของท่านต้องให้การวางแผนอย่างสร้างสรรค์	1	2	3	4	5
15	My work requires connecting and serving a community. งานของท่านเกี่ยวข้องและจำเป็นต้องบริการชุมชน	1	2	3	4	5
16	My skill and knowledge are improved by the tasks I do. ท่านมีโอกาสดพัฒนาความสามารถและความรู้จากงานของท่าน	1	2	3	4	5
17	My work requires very high level of concentration. งานของท่านต้องใช้สมาธิเป็นอย่างมาก	1	2	3	4	5
18	My work requires a specific skill. งานของท่านต้องใช้ทักษะเฉพาะด้าน	1	2	3	4	5
19	I can express an idea/comment based on the subjects related to my work. ท่านสามารถแสดงความคิดเห็นในเรื่องที่เกี่ยวกับงานของท่านได้อย่างเต็มที่	1	2	3	4	5
20	My salary is sufficient to meet my expenses. เงินเดือนที่ท่านได้รับเพียงพอกับค่าใช้จ่ายต่างๆ ของท่าน	1	2	3	4	5
21	An annual salary adjustment is suitable with my cost of living. การปรับเพิ่มเงินเดือนประจำปีของท่าน เพียงพอกับค่าครองชีพ	1	2	3	4	5
22	My salary is appropriate with my job responsibilities. เงินเดือนที่ท่านได้รับเหมาะสมกับความรับผิดชอบที่ท่านทำอยู่	1	2	3	4	5
23	I always make monthly savings of my salary.	1	2	3	4	5

	ท่านเก็บสะสมเงินออมที่ได้รับจากเงินเดือนอย่างสม่ำเสมอ					
24	I have an equitable salary when compared to other people in other organization. ท่านพึงพอใจกับเงินเดือนของท่านเมื่อเปรียบเทียบกับบุคลากรในสายอาชีพอื่น	1	2	3	4	5
25	I am satisfied with overall benefits that organization offered. ท่านพึงพอใจในสิทธิประโยชน์โดยรวมที่องค์กรของท่านยื่นเสนอให้	1	2	3	4	5
26	I am satisfied with the retirement plan offered. ท่านพึงพอใจต่อระบบสวัสดิการหลังการเกษียณ	1	2	3	4	5
27	I am satisfied with the recognition and rewards for my outstanding. ท่านพึงพอใจต่อการสร้างขวัญกำลังใจในการทำงานเช่น ยกย่องชมเชย ให้รางวัล	1	2	3	4	5
28	I am satisfied with the medical expenses claim benefits offered. ท่านพอใจต่อสิทธิในการเบิกค่ารักษาพยาบาลจากทางราชการสำหรับตนเอง บิดา และมารดา คู่สมรส และบุตร	1	2	3	4	5
29	I have a good working relationship with my colleagues. ท่านมีความสัมพันธ์ที่ดีกับเพื่อนร่วมงาน	1	2	3	4	5
30	My colleagues and I work as a team. ท่านกับเพื่อนร่วมงานมีการทำงานเป็นทีมที่ดี	1	2	3	4	5
31	I think my colleagues are being sincere with me. ท่านคิดว่าเพื่อนร่วมงานมีความจริงใจต่อท่าน	1	2	3	4	5
32	I feel comfortable with my colleagues. ท่านรู้สึกเป็นกันเองเมื่อได้ใกล้ชิดกับเพื่อนร่วมงาน	1	2	3	4	5
33	The work I do is interesting. งานของท่านมีความน่าสนใจ	1	2	3	4	5
34	I arrive at the office on time and do not leave early. ท่านมาทำงานตรงต่อเวลาและไม่กลับบ้านก่อนเวลา	1	2	3	4	5
35	I expect more quality in my own work. ท่านคาดหวังว่างานของท่านต้องมีคุณภาพขึ้นเรื่อยๆ	1	2	3	4	5
36	I am confident on my abilities to succeed my task objective. ท่านมั่นใจถึงความสามารถในการบรรลุจุดประสงค์ในงาน	1	2	3	4	5
37	I take fully responsible on my work. ท่านรับผิดชอบต่องาน	1	2	3	4	5
38	I have a mentor who keeps me alerted and motivated to my work. ท่านมีผู้ให้คำชี้แนะและแรงจูงใจในการทำงาน	1	2	3	4	5
39	I often think about work issues when I am at home. ท่านมักนำปัญหาของงานกลับไปคิดที่บ้าน	1	2	3	4	5
40	I always attend trainings to improve my own skills and competencies. ท่านมักเข้าร่วมงานฝึกอบรมเพื่อพัฒนาศักยภาพในการทำงาน	1	2	3	4	5
41	I am happy with my job. ท่านมีความสุขกับการทำงาน	1	2	3	4	5

42	In general I am satisfied with my job. โดยรวมแล้วท่านมีความพอใจกับการทำงาน	1	2	3	4	5
43	If I could choose the career again I would make the same decision. หากท่านสามารถย้อนกลับไป ท่านจะยังคงเลือกอาชีพนี้	1	2	3	4	5

Thank you for your cooperation

ขอขอบคุณในความร่วมมือของท่าน



UUM
Universiti Utara Malaysia

Appendix B

Index of Item Objective Congruence (IOC) of the study

Validity Test of Instrument

Descriptive Statistics				
	N	Minimum	Maximum	IOC
Q1	3	1	1	1.00
Q2	3	1	1	1.00
Q3	3	1	1	1.00
Q4	3	1	1	1.00
Q5	3	0	1	.67
Q6	3	1	1	1.00
Q7	3	1	1	1.00
Q8	3	1	1	1.00
Q9	3	1	1	1.00
Q10	3	1	1	1.00
Q11	3	0	1	.67
Q12	3	1	1	1.00
Q13	3	1	1	1.00
Q14	3	1	1	1.00
Q15	3	0	1	.67
Q16	3	0	1	.67
Q17	3	1	1	1.00
Q18	3	1	1	1.00
Q19	3	1	1	1.00
Q20	3	1	1	1.00
Q21	3	1	1	1.00
Q22	3	1	1	1.00
Q23	3	1	1	1.00
Q24	3	1	1	1.00
Q25	3	1	1	1.00
Q26	3	0	1	.67
Q27	3	1	1	1.00
Q28	3	1	1	1.00
Q29	3	1	1	1.00

Q30	3	1	1	1.00
Q31	3	1	1	1.00
Q32	3	1	1	1.00
Q33	3	1	1	1.00
Q34	3	1	1	1.00
Q35	3	1	1	1.00
Q36	3	1	1	1.00
Q37	3	1	1	1.00
Q38	3	1	1	1.00
Q39	3	1	1	1.00
Q40	3	1	1	1.00
Q41	3	1	1	1.00
Q42	3	1	1	1.00
Q43	3	1	1	1.00
Valid N (listwise)	3			



UUM
Universiti Utara Malaysia

Appendix C

Reliability test of the study

Reliability Test of Instrument

Case Processing Summary

		N	%
Cases	Valid	32	100.0
	Excluded ^a	0	.0
	Total	32	100.0

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

1) Islamic Workplace Accommodation

Reliability Statistics

Cronbach's Alpha	N of Items
.817	5

2) Thailand Southernmost Conflicts Security Policy

Reliability Statistics

Cronbach's Alpha	N of Items
.770	6

3) Nature of Work

Reliability Statistics

Cronbach's Alpha	N of Items
.729	8

4) Rewards and Compensation

Reliability Statistics

Cronbach's Alpha	N of Items
.966	9

5) Staff Relations

Reliability Statistics

Cronbach's Alpha	N of Items
.902	4

6) Work Motivation

Reliability Statistics

Cronbach's Alpha	N of Items
.762	8

7)

Reliability Statistics

Cronbach's Alpha	N of Items
.837	3

Appendix D

Analysis results from SPSS

Data Screening (Assessing Normality, Outlier Detection, Common Method Variance)

- Islamic Workplace Accommodation

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
SumIsla	242	100.0%	0	0.0%	242	100.0%

Descriptives

		Statistic	Std. Error
SumIsla	Mean	4.28	.034
	95% Confidence Interval for Mean	Lower Bound	4.21
		Upper Bound	4.35
	5% Trimmed Mean	4.31	
	Median	4.20	
	Variance	.277	
	Std. Deviation	.526	
	Minimum	3	
	Maximum	5	
	Range	2	
	Interquartile Range	1	
	Skewness	-.444	.156
	Kurtosis	-.285	.312

Extreme Values

		Case Number	Value
SumIsla	Highest	1	17
		2	22
		3	24
		4	35
		5	40
			5 ^a
	Lowest	1	114
		2	179

	3	167	3
	4	151	3
	5	110	3 ^b

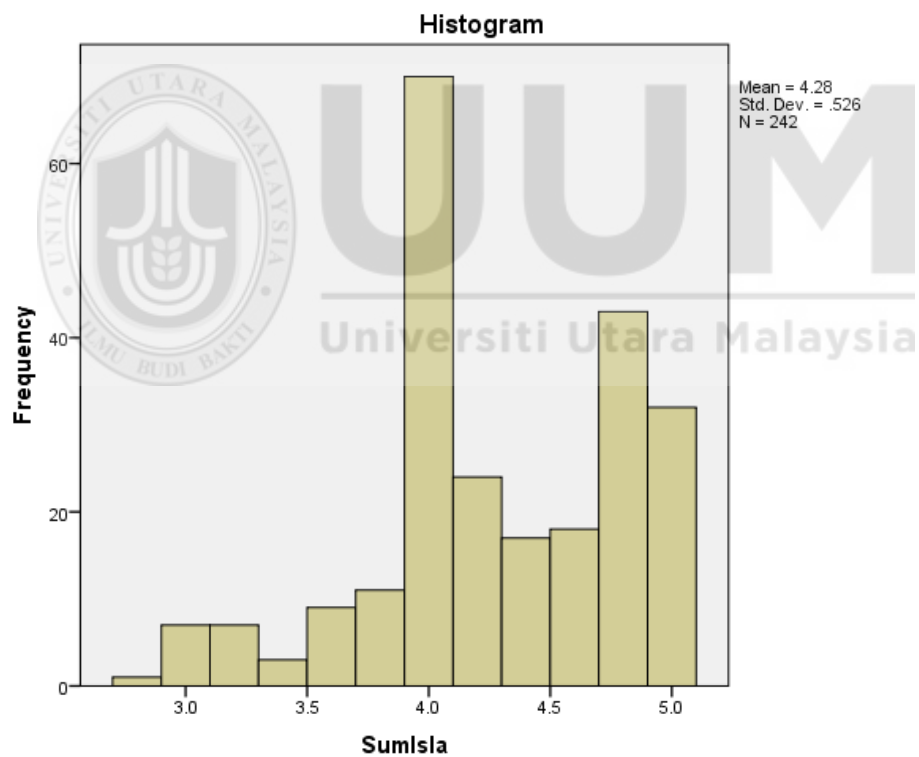
a. Only a partial list of cases with the value 5 are shown in the table of upper extremes.

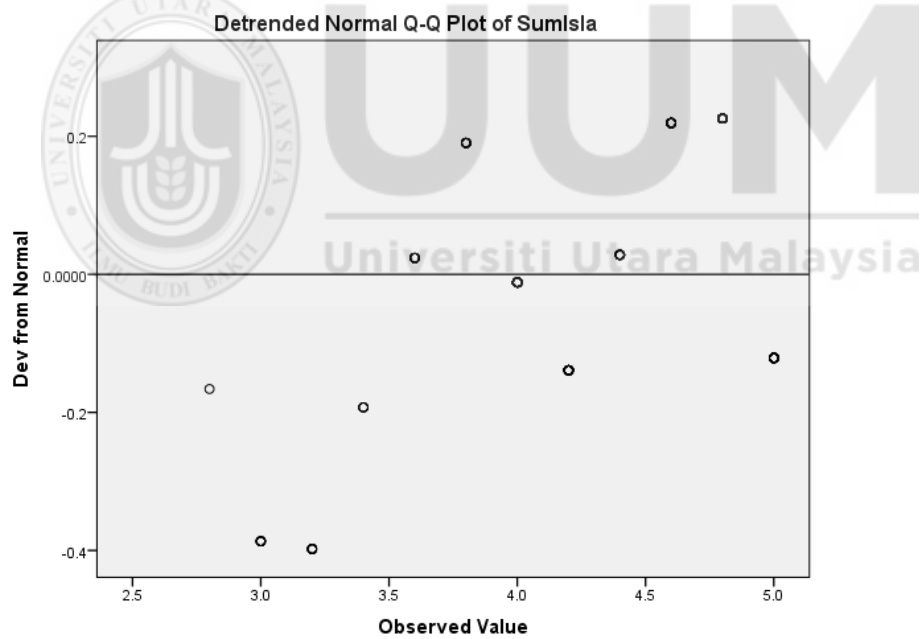
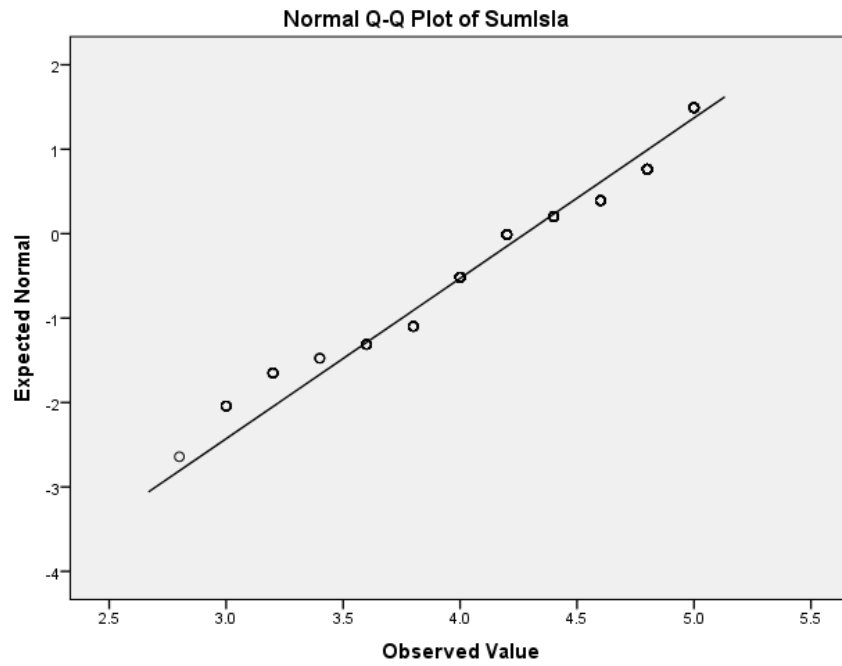
b. Only a partial list of cases with the value 3 are shown in the table of lower extremes.

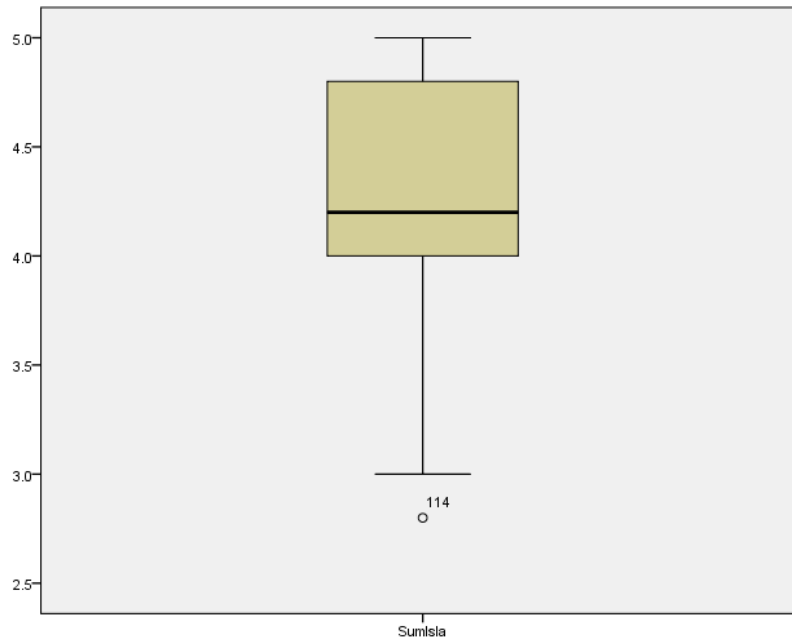
Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
SumIsIa	.149	242	.000	.920	242	.000

a. Lilliefors Significance Correction







- Work Motivation

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
SumWM	242	100.0%	0	0.0%	242	100.0%

Descriptives

		Statistic	Std. Error
SumWM	Mean	3.73	.026
	95% Confidence Interval for Lower Bound	3.68	
	Mean Upper Bound	3.78	
	5% Trimmed Mean	3.74	
	Median	3.75	
	Variance	.167	
	Std. Deviation	.408	
	Minimum	2	
	Maximum	5	
	Range	3	
	Interquartile Range	1	
	Skewness	-.531	.156
	Kurtosis	.570	.312

Extreme Values

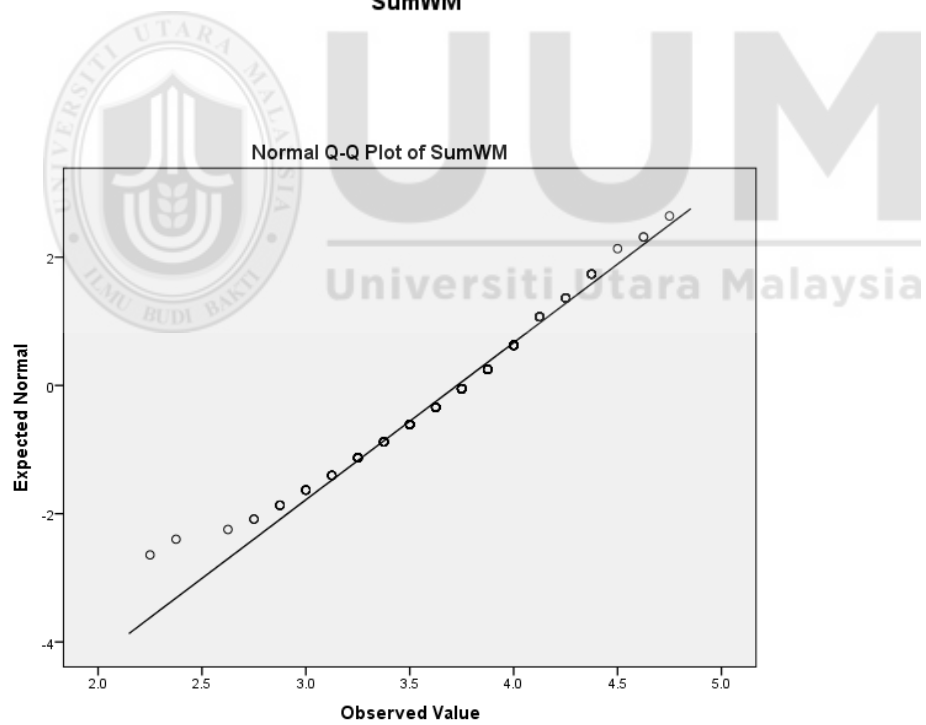
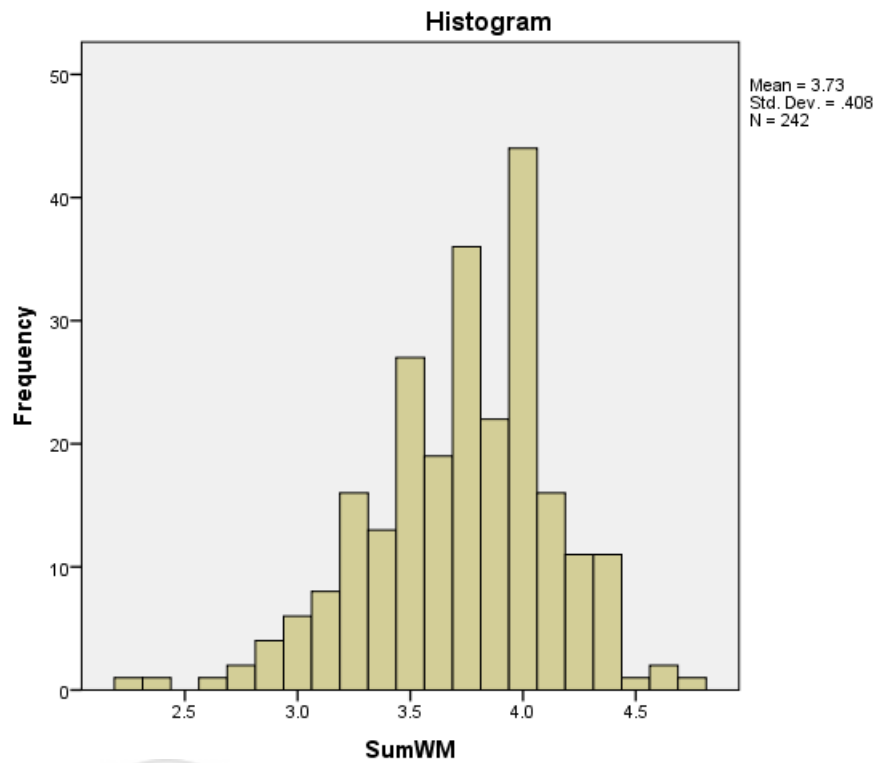
		Case Number	Value
SumWM	Highest	1	132
		2	146
		3	163
		4	176
		5	111
	Lowest	1	115
		2	109
		3	180
		4	168
		5	113

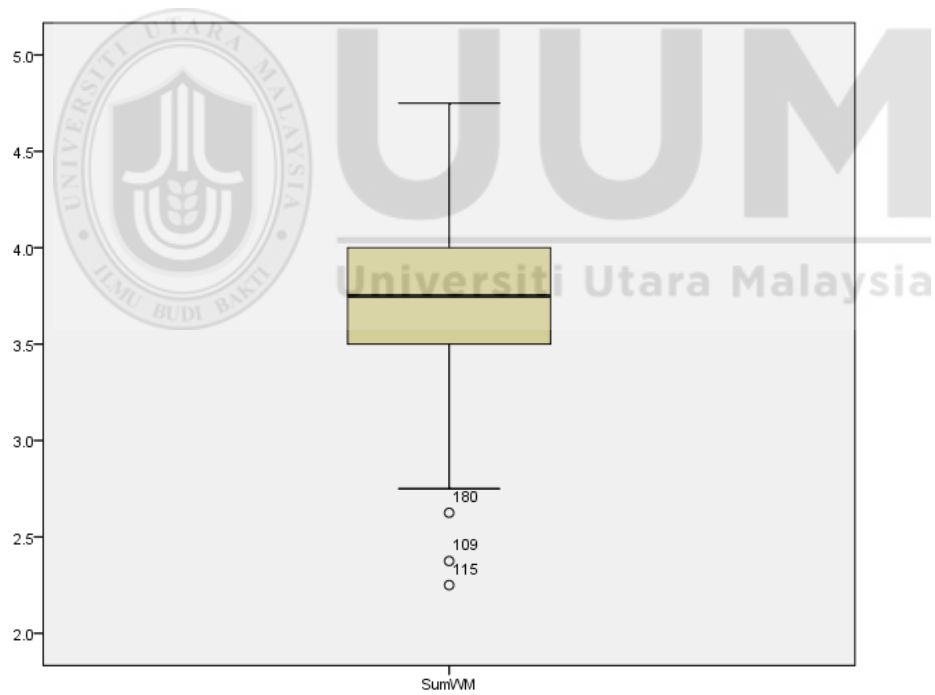
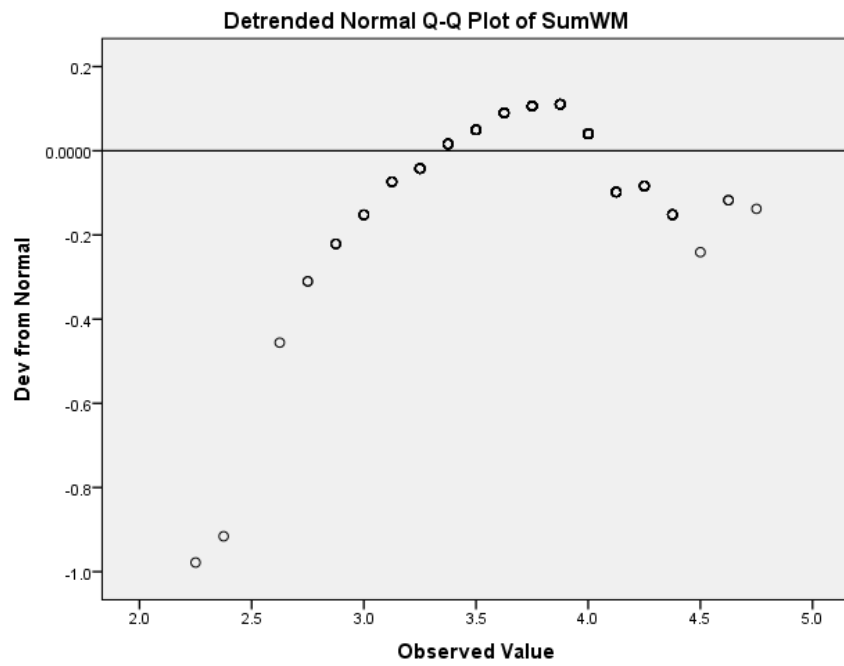
a. Only a partial list of cases with the value 4 are shown in the table of upper extremes.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
SumWM	.117	242	.000	.973	242	.000

a. Lilliefors Significance Correction





- Thailand Southernmost Conflict Security Policies

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
SumConf	242	100.0%	0	0.0%	242	100.0%

Descriptives

		Statistic	Std. Error
SumConf	Mean	3.45	.039
	95% Confidence Interval for Mean		
	Lower Bound	3.37	
	Upper Bound	3.53	
	5% Trimmed Mean	3.46	
	Median	3.50	
	Variance	.374	
	Std. Deviation	.612	
	Minimum	2	
	Maximum	5	
	Range	3	
	Interquartile Range	1	
	Skewness	-.248	.156
	Kurtosis	.215	.312

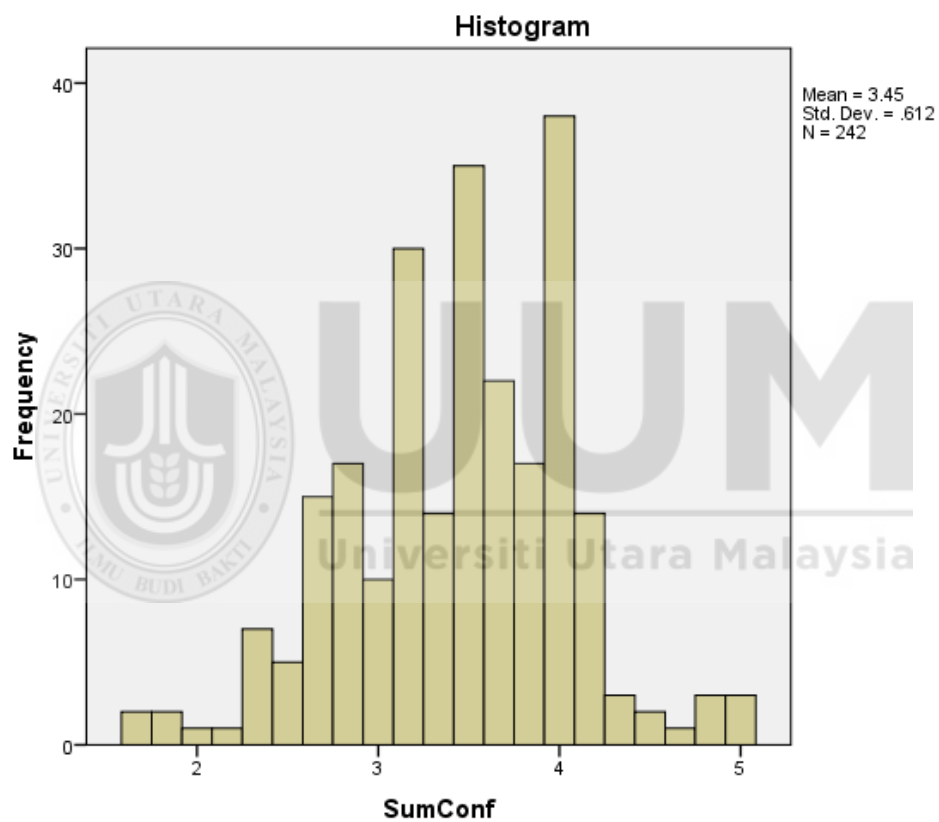
Extreme Values

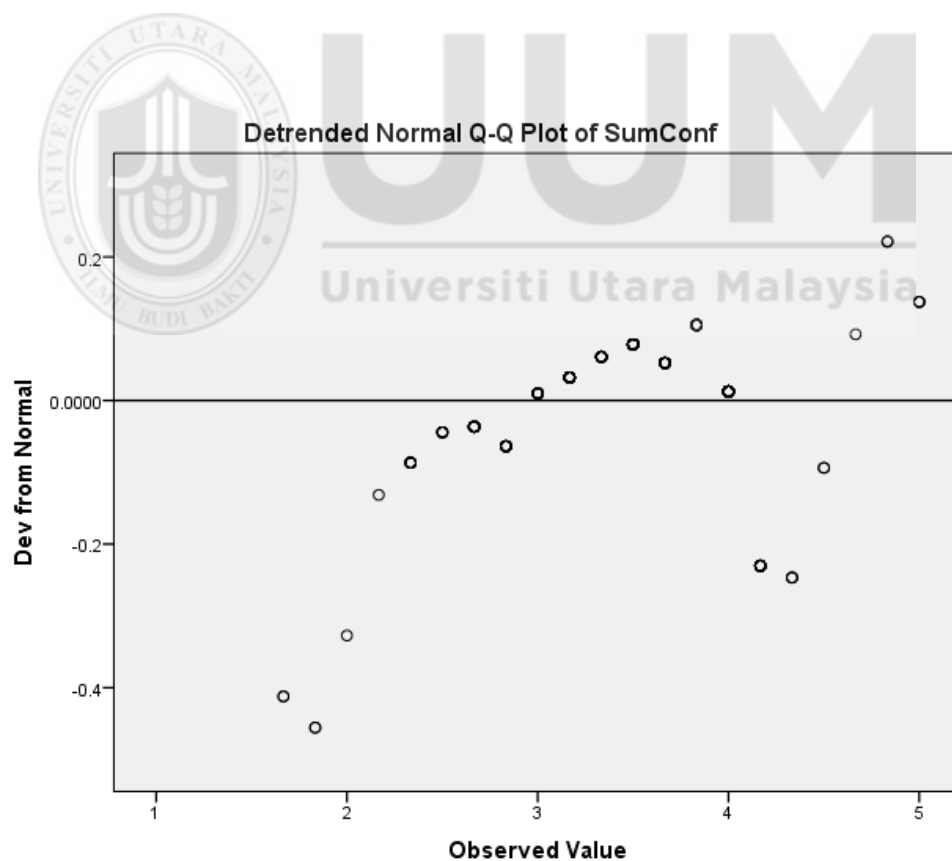
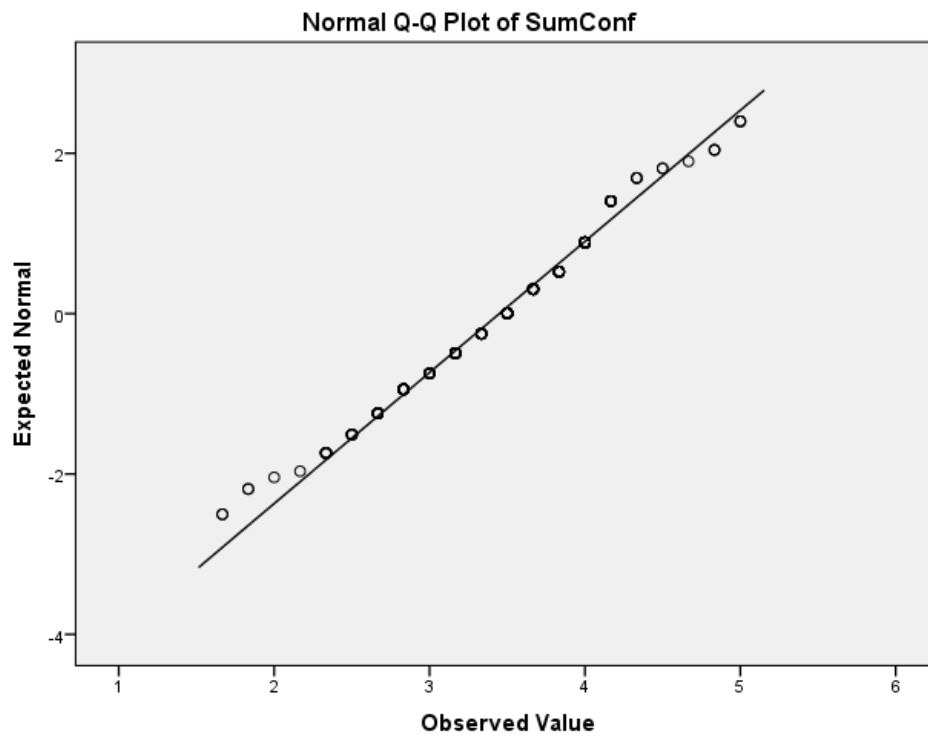
		Case Number	Value
SumConf	Highest		
	1	40	5
	2	122	5
	3	154	5
	4	29	5
	5	196	5 ^a
	Lowest		
	1	163	2
	2	78	2
	3	161	2
	4	1	2
	5	109	2

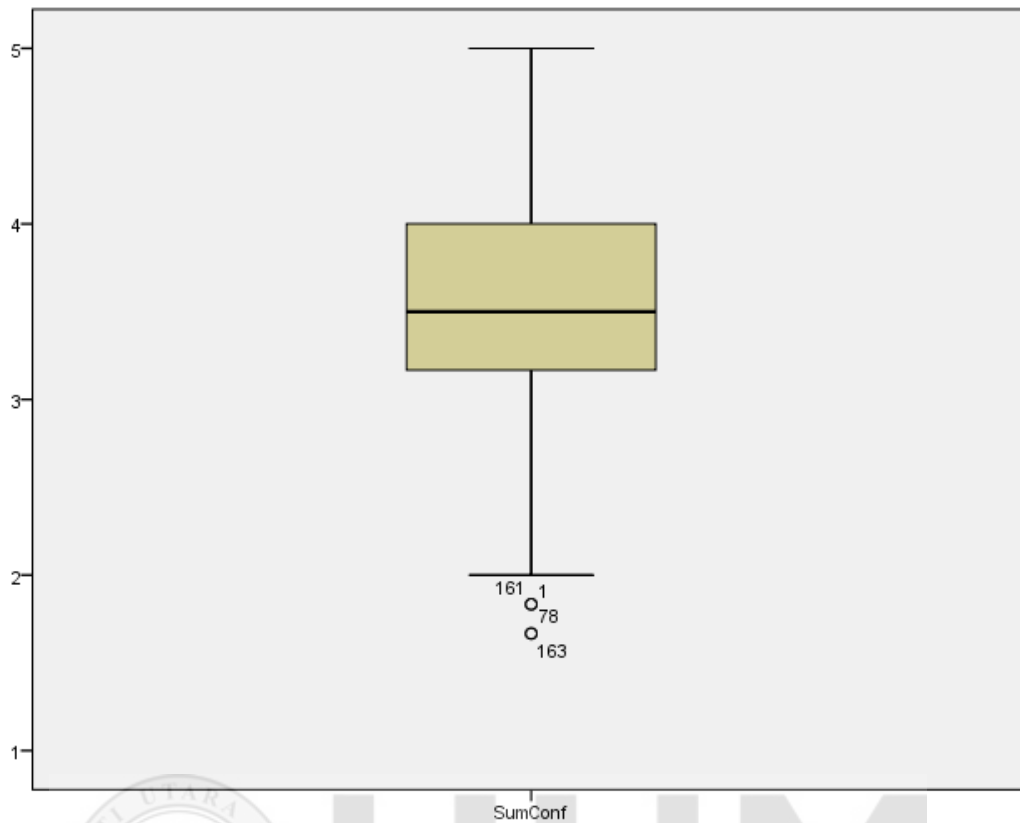
a. Only a partial list of cases with the value 5 are shown in the table of upper extremes.

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
SumConf	.103	242	.000	.978	242	.001

a. Lilliefors Significance Correction







UUM
Universiti Utara Malaysia

Nature of Work

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
SumNW	242	100.0%	0	0.0%	242	100.0%

Descriptives

Descriptives				Statistic	Std. Error
SumNW	Mean			4.33	.023
	95% Confidence Interval for Mean				
	Lower Bound			4.29	
	Upper Bound			4.38	
	5% Trimmed Mean			4.34	
	Median			4.25	
	Variance			.126	
Std. Deviation			.356		

Minimum	3	
Maximum	5	
Range	2	
Interquartile Range	1	
Skewness	-.240	.156
Kurtosis	.361	.312

Extreme Values

		Case Number	Value
SumNW	Highest	1	29
		2	40
		3	42
		4	46
		5	47
	Lowest	1	98
		2	226
		3	199
		4	32
		5	180

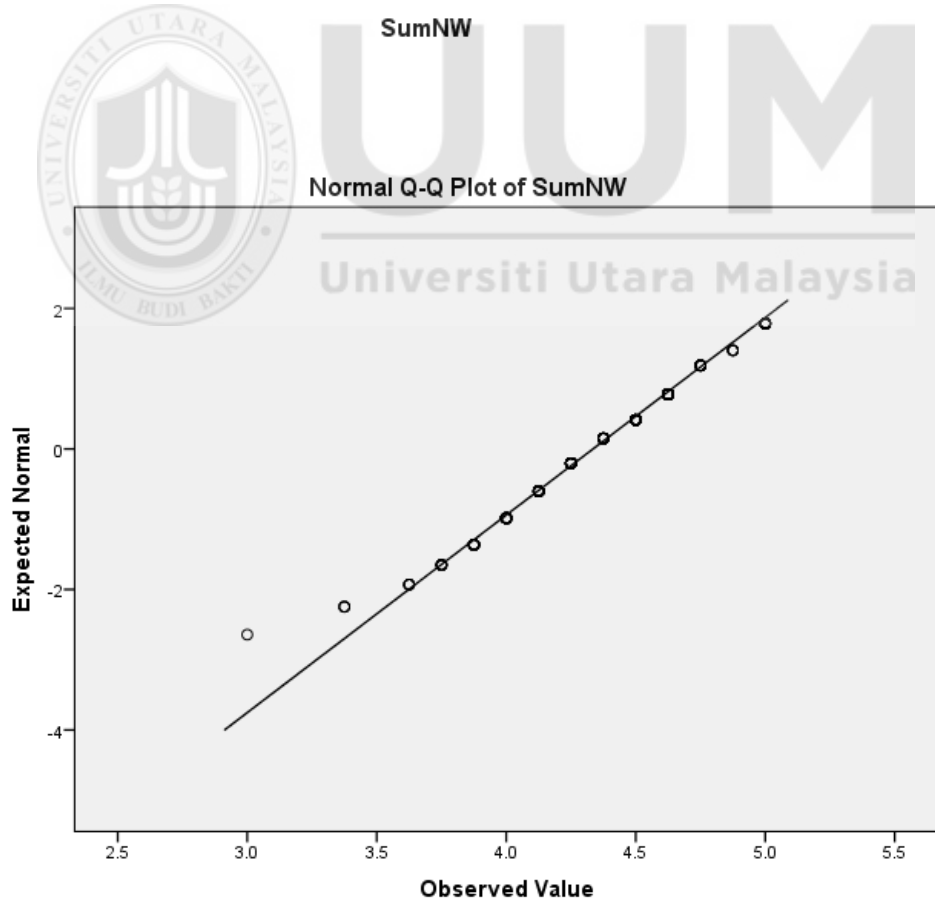
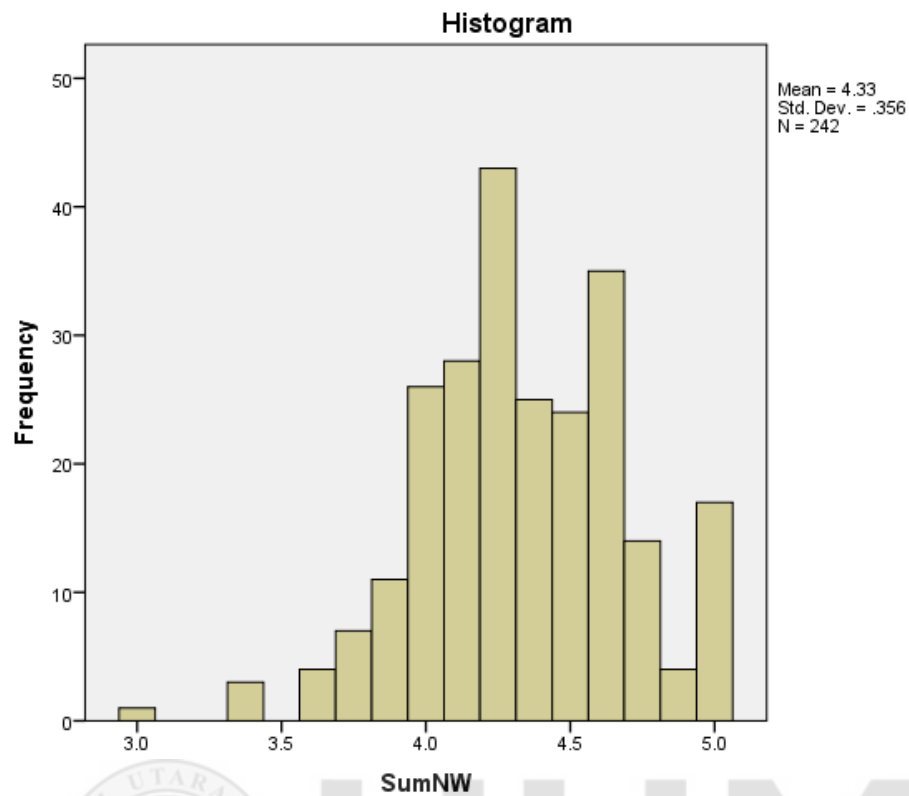
a. Only a partial list of cases with the value 5 are shown in the table of upper extremes.

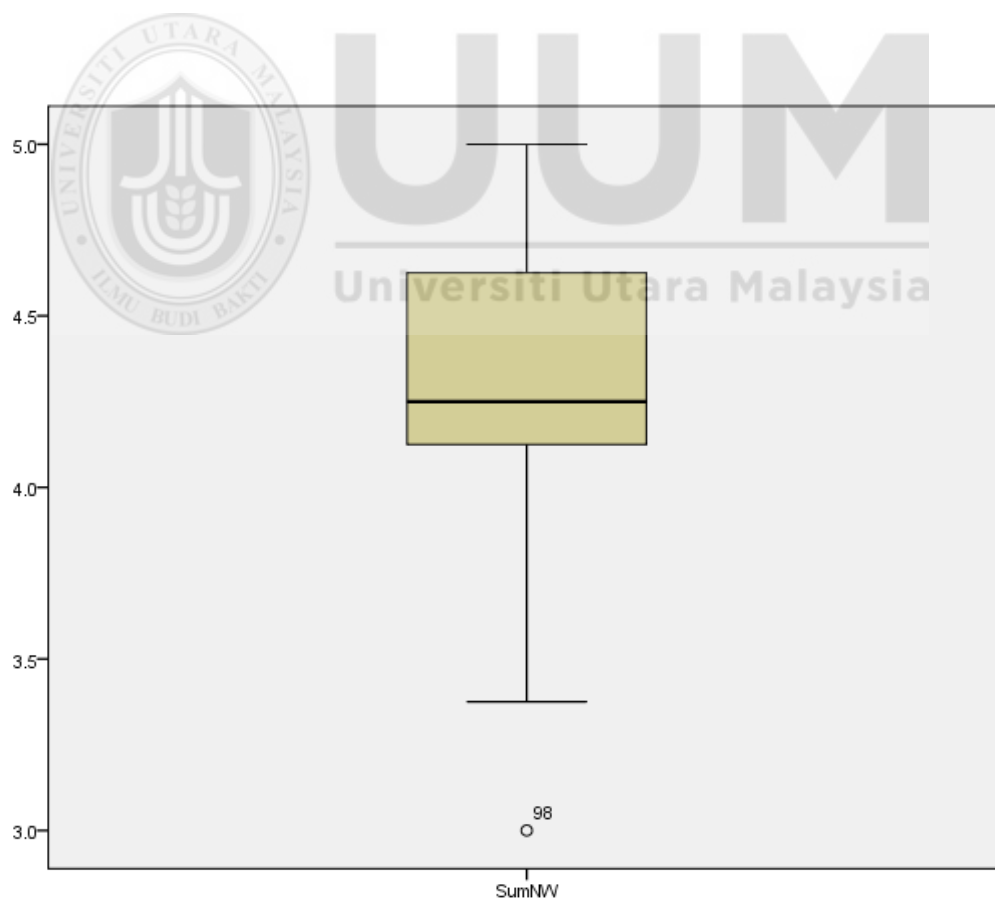
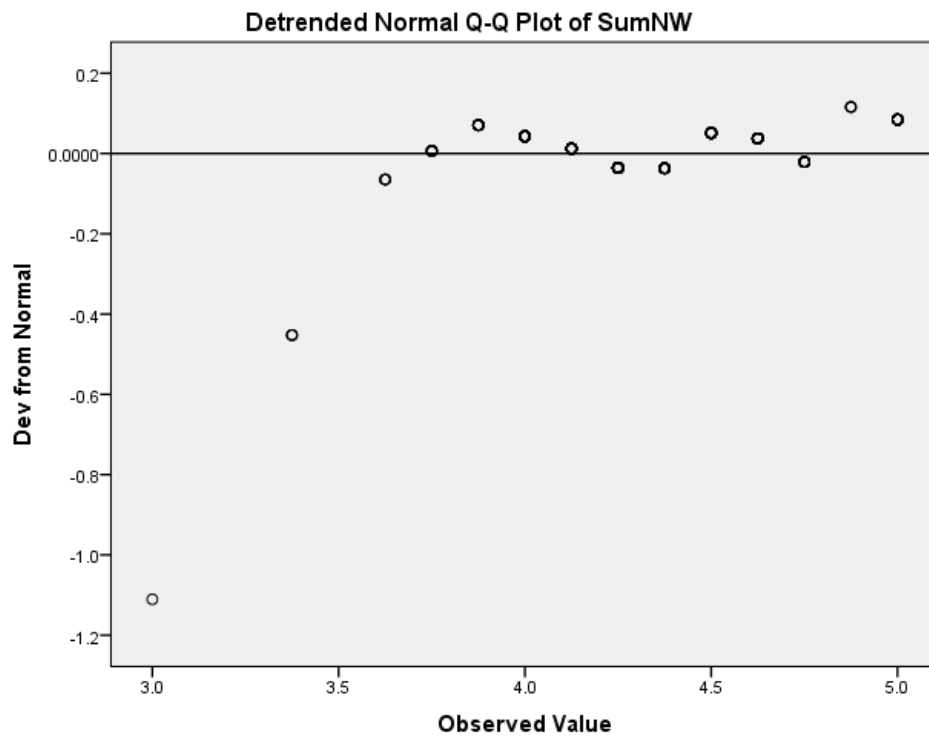
b. Only a partial list of cases with the value 4 are shown in the table of lower extremes.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
SumNW	.102	242	.000	.972	242	.000

a. Lilliefors Significance Correction





- Staff Relations

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
SumStaf	242	100.0%	0	0.0%	242	100.0%

Descriptives

				Statistic	Std. Error
SumStaf	Mean			4.10	.040
	95% Confidence Interval for		Lower Bound	4.03	
	Mean		Upper Bound	4.18	
	5% Trimmed Mean			4.13	
	Median			4.00	
	Variance			.378	
	Std. Deviation			.615	
	Minimum			2	
	Maximum			5	
	Range			3	
	Interquartile Range			1	
	Skewness			-.205	.156
	Kurtosis			-.112	.312

Extreme Values

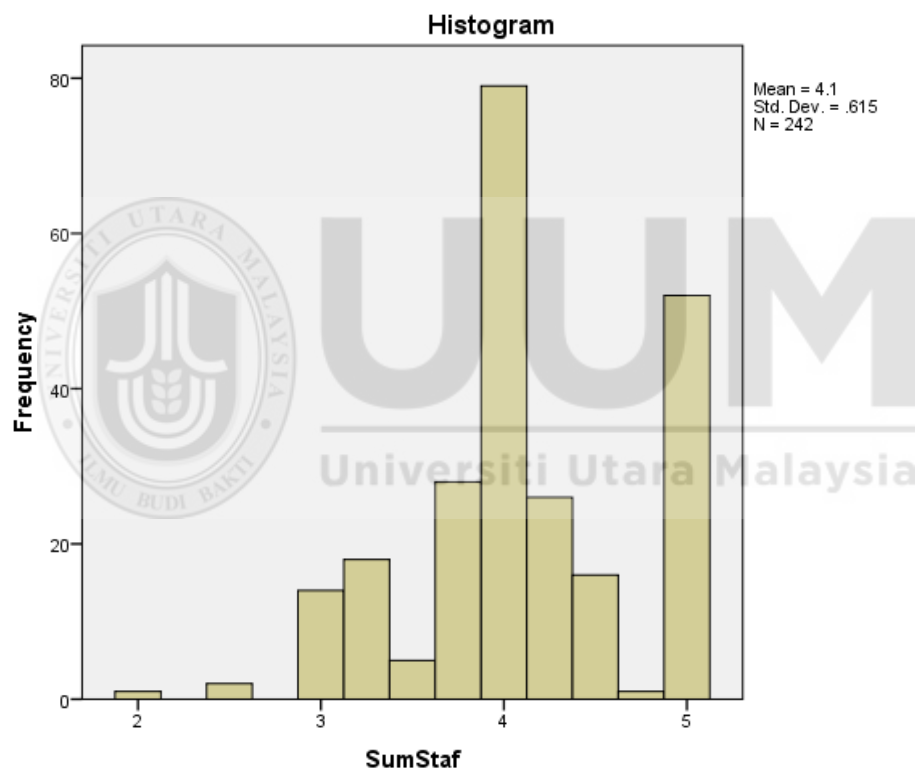
			Case Number	Value
SumStaf	Highest	1	1	5
		2	2	5
		3	3	5
		4	9	5
		5	19	5 ^a
	Lowest	1	114	2
		2	180	3
		3	168	3
		4	241	3
		5	232	3 ^b

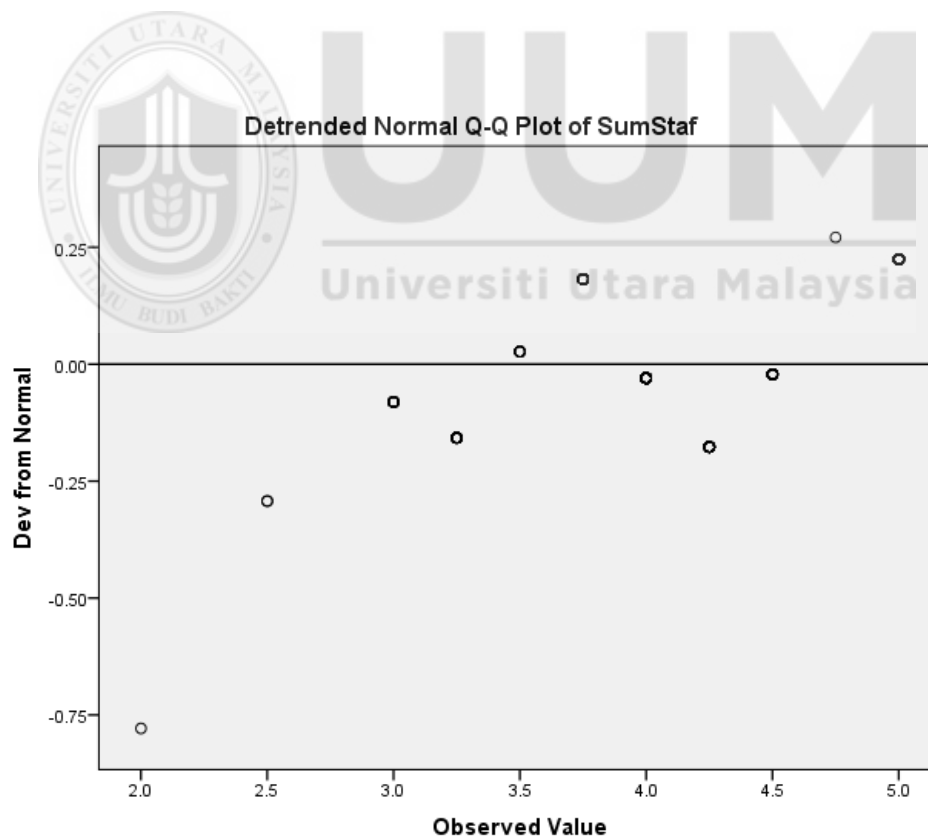
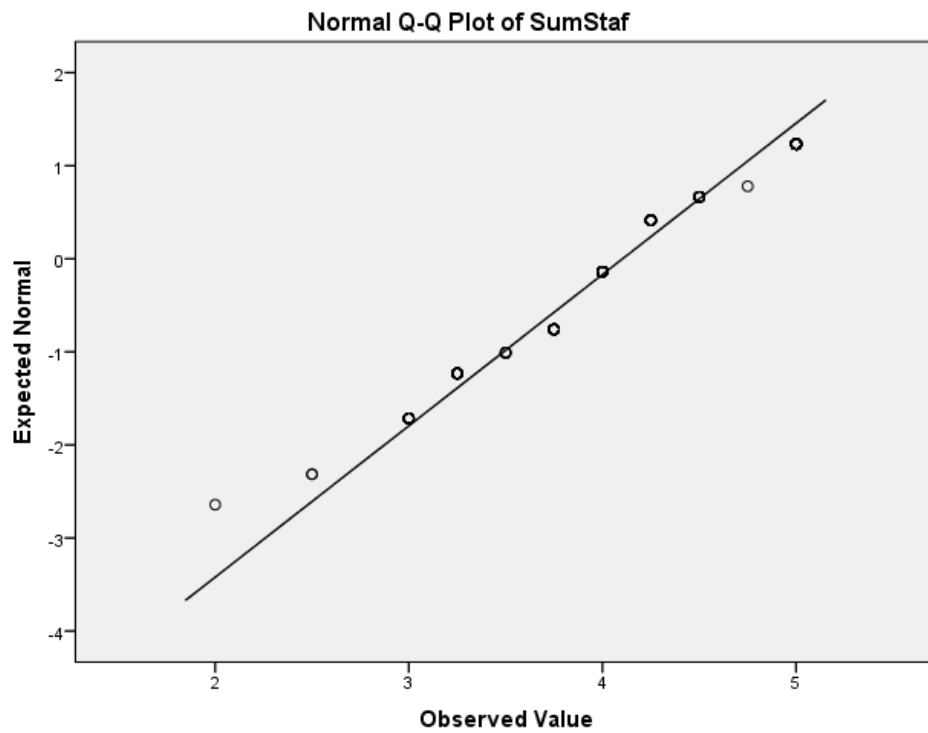
- a. Only a partial list of cases with the value 5 are shown in the table of upper extremes.
- b. Only a partial list of cases with the value 3 are shown in the table of lower extremes.

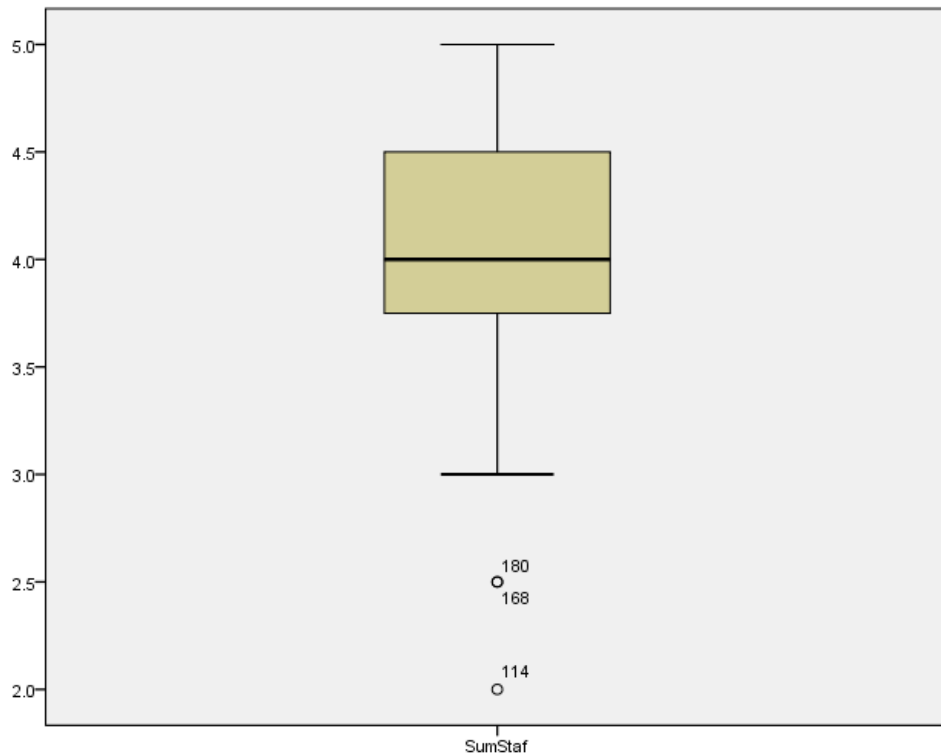
Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
SumStaf	.175	242	.000	.915	242	.000

a. Lilliefors Significance Correction







Rewards and Compensation

Descriptives

		Statistic	Std. Error
SumComp	Mean	3.25	.045
	95% Confidence Interval for Mean		
	Lower Bound	3.17	
	Upper Bound	3.34	
	5% Trimmed Mean	3.27	
	Median	3.33	
	Variance	.493	
	Std. Deviation	.702	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-.252	.156
	Kurtosis	-.420	.312

Extreme Values

		Case Number	Value
SumComp	Highest	1	40
		2	154
		3	8
		4	112
		5	201
	Lowest	1	64
		2	1
		3	110
		4	179
		5	167

a. Only a partial list of cases with the value 2 are shown in the table of lower extremes.

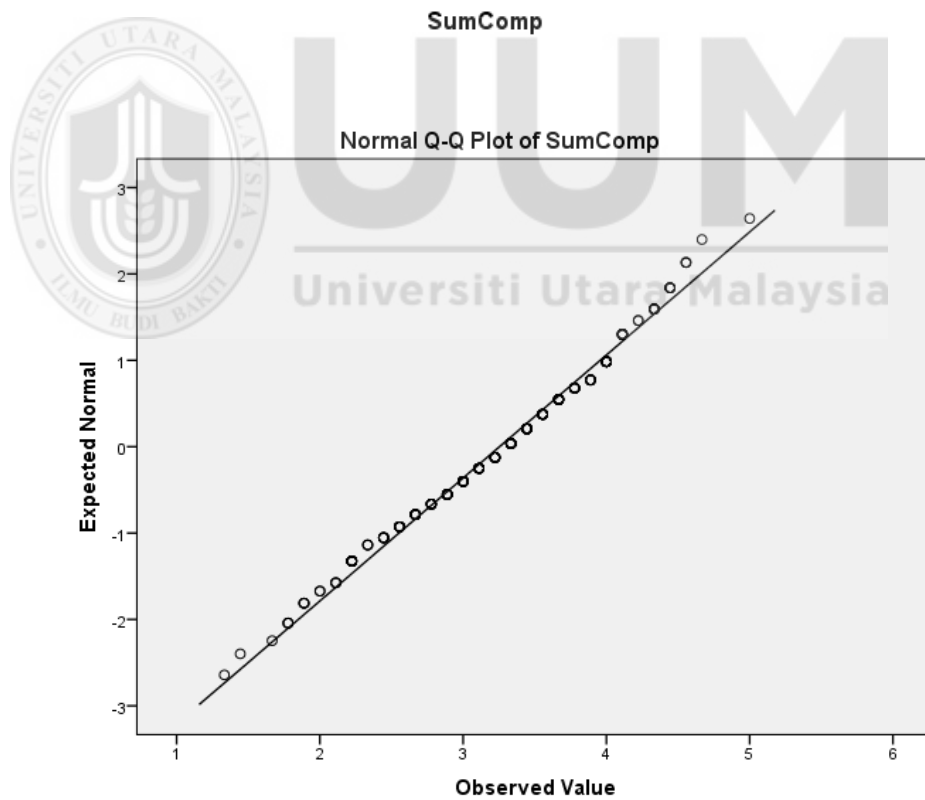
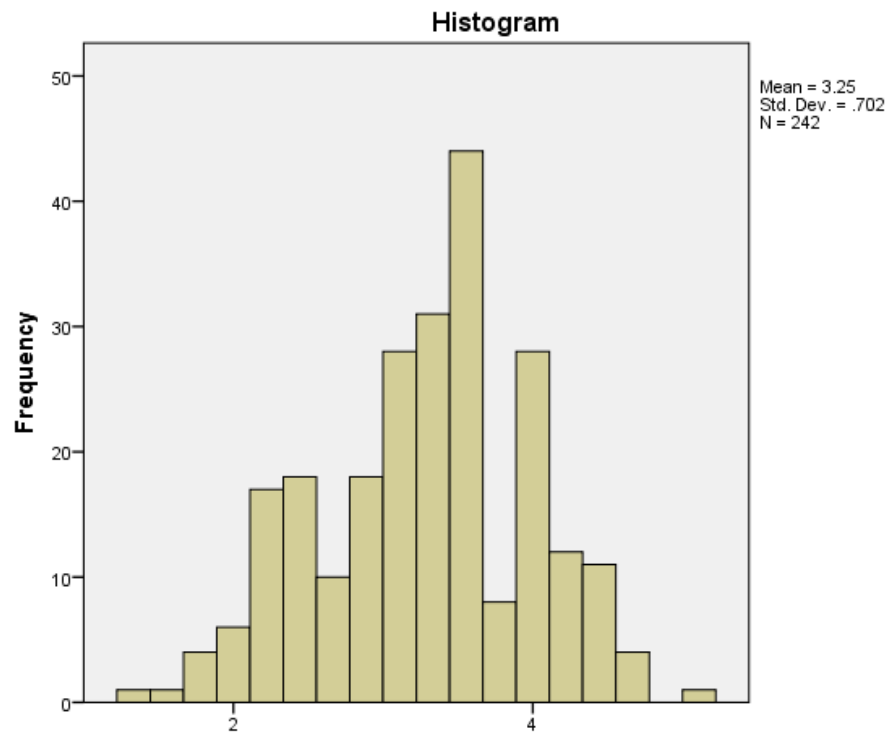
-
-

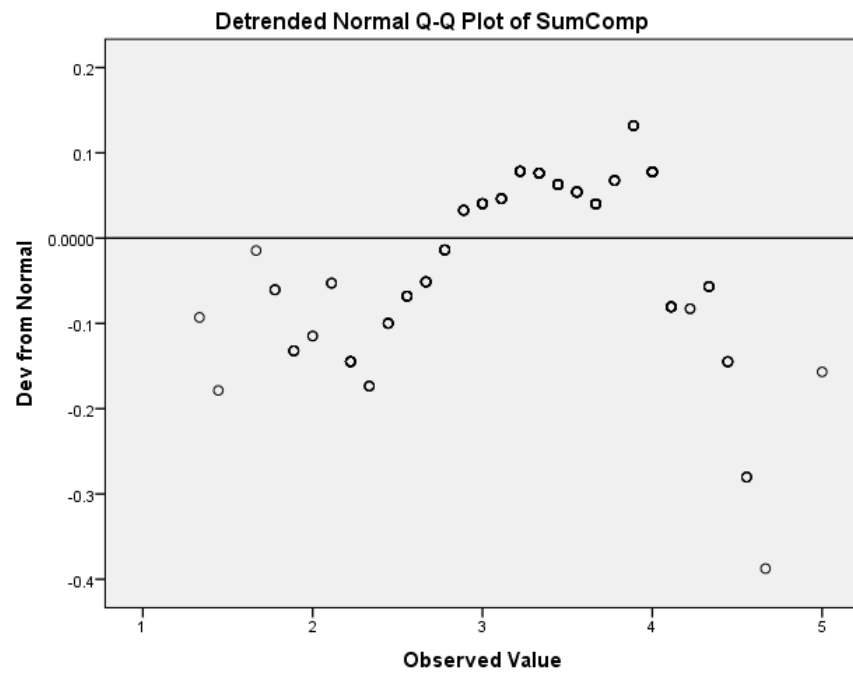
Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
SumComp	.070	242	.006	.987	242	.024

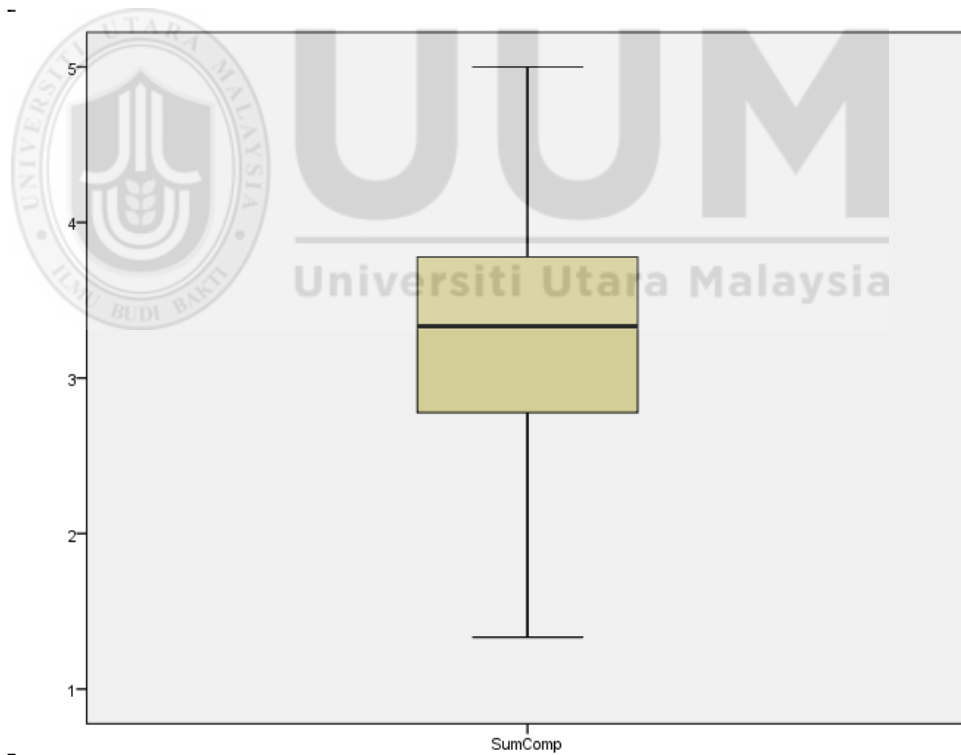
a. Lilliefors Significance Correction

-





-
-
-



-
-
-

- Job Satisfaction

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
SumJS	242	100.0%	0	0.0%	242	100.0%

Descriptives

		Statistic	Std. Error
SumJS	Mean	3.76	.043
	95% Confidence Interval for Mean	Lower Bound	3.68
		Upper Bound	3.85
	5% Trimmed Mean	3.77	
	Median	4.00	
	Variance	.440	
	Std. Deviation	.663	
	Minimum	2	
	Maximum	5	
	Range	3	
	Interquartile Range	1	
	Skewness	-.001	.156
	Kurtosis	-.162	.312

Extreme Values

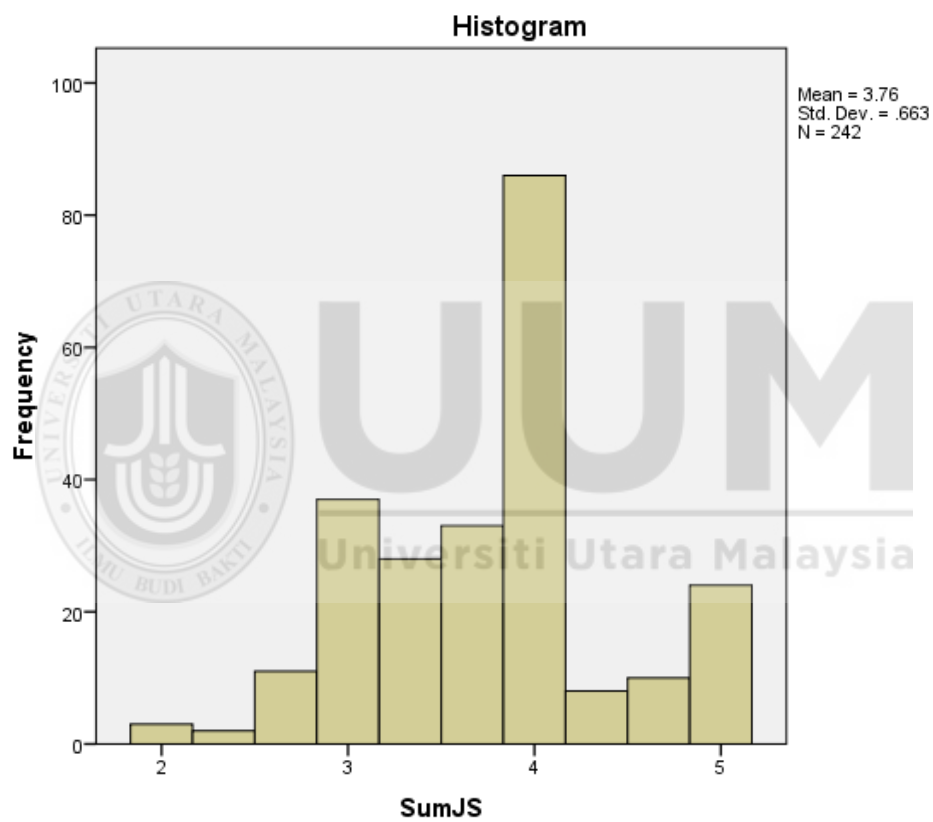
		Case Number	Value
SumJS	Highest	1	20
		2	29
		3	37
		4	40
		5	42
		5 ^a	
	Lowest	1	206
		2	112
		3	13
		4	177
		5	62

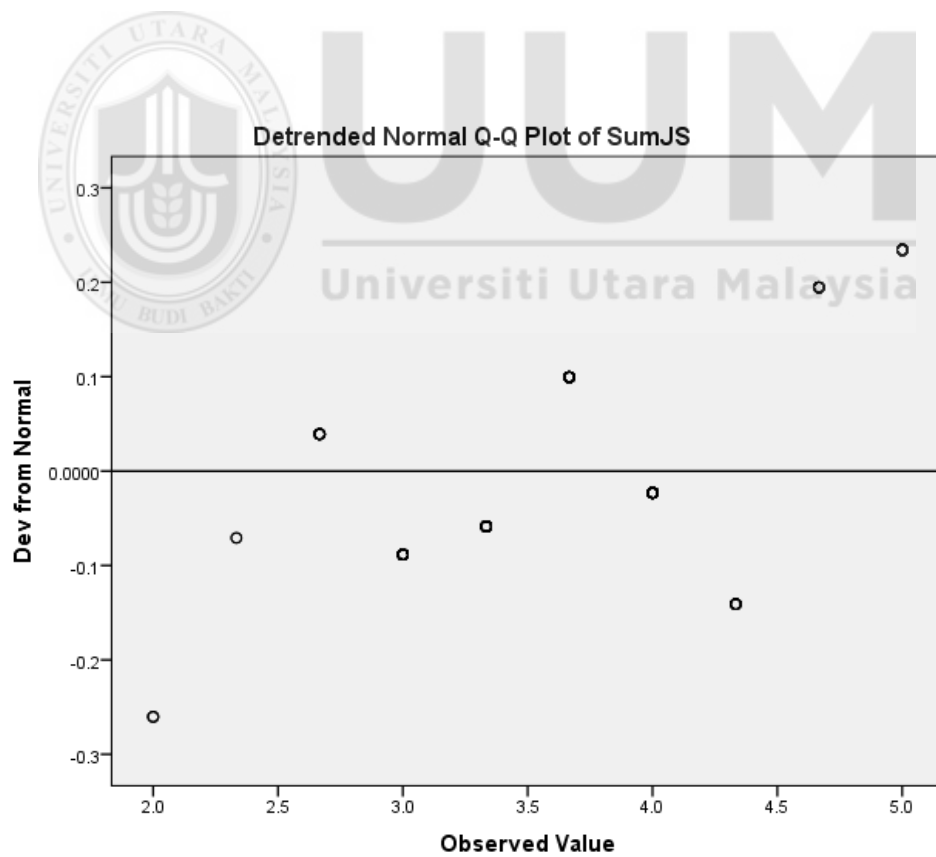
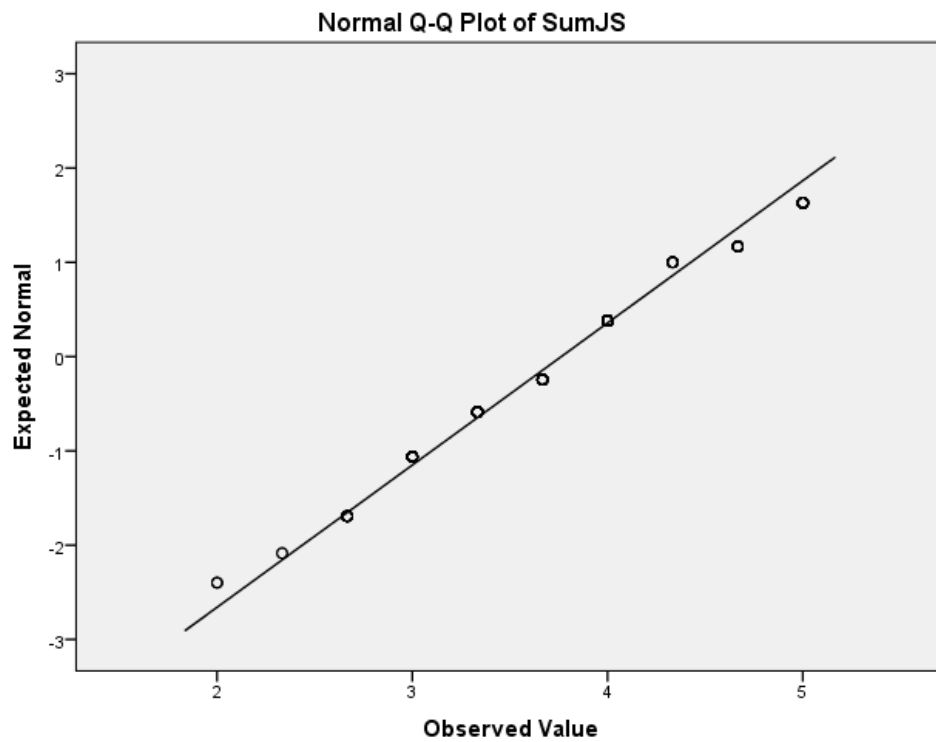
a. Only a partial list of cases with the value 5 are shown in the table of upper extremes.

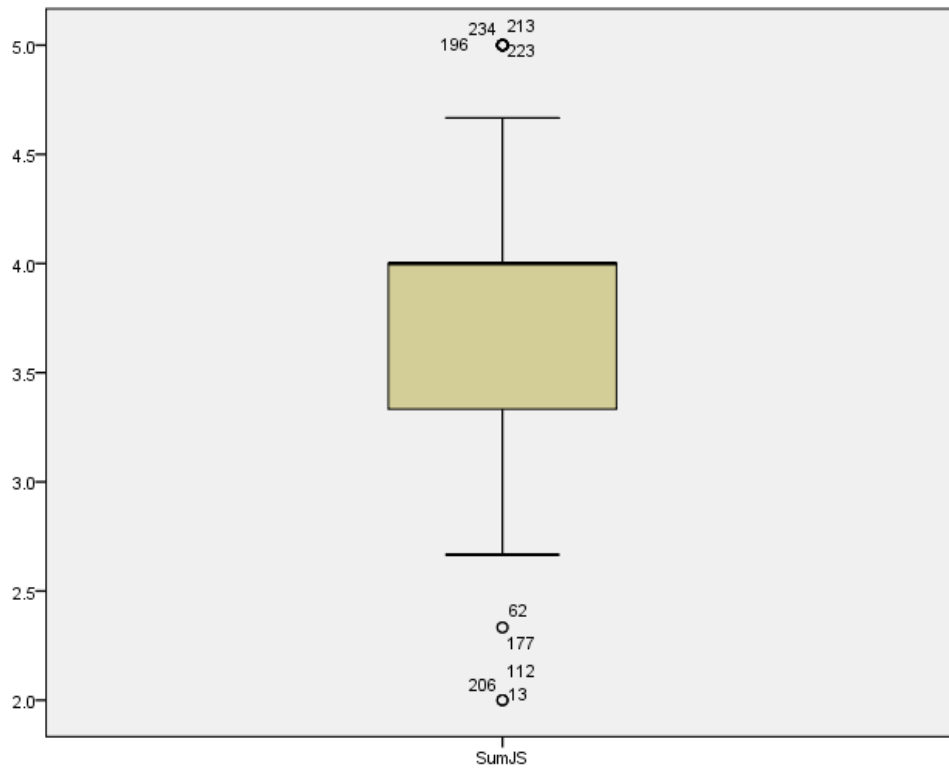
Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
SumJS	.187	242	.000	.937	242	.000

a. Lilliefors Significance Correction







Communalities

	Initial	Extraction
NatureOfWorkQ1	1.000	.581
NatureOfWorkQ2	1.000	.747
NatureOfWorkQ3	1.000	.598
NatureOfWorkQ4	1.000	.676
NatureOfWorkQ5	1.000	.753
NatureOfWorkQ6	1.000	.539
NatureOfWorkQ7	1.000	.487
NatureOfWorkQ8	1.000	.743
CompensationQ1	1.000	.823
CompensationQ2	1.000	.859
CompensationQ3	1.000	.732
CompensationQ4	1.000	.625
CompensationQ5	1.000	.691
CompensationQ6	1.000	.672
CompensationQ7	1.000	.688
CompensationQ8	1.000	.664
CompensationQ9	1.000	.625
StaffRelationQ1	1.000	.716
StaffRelationQ2	1.000	.836
StaffRelationQ3	1.000	.876

StaffRelationQ4	1.000	.827
SouthernConflictQ1	1.000	.626
SouthernConflictQ2	1.000	.839
SouthernConflictQ3	1.000	.823
SouthernConflictQ4	1.000	.632
SouthernConflictQ5	1.000	.785
SouthernConflictQ6	1.000	.740
IslamicQ1	1.000	.655
IslamicQ2	1.000	.769
IslamicQ3	1.000	.614
IslamicQ4	1.000	.750
IslamicQ5	1.000	.578
WorkMotiveQ1	1.000	.710
WorkMotiveQ2	1.000	.595
WorkMotiveQ3	1.000	.613
WorkMotiveQ4	1.000	.733
WorkMotiveQ5	1.000	.750
WorkMotiveQ6	1.000	.472
WorkMotiveQ7	1.000	.516
WorkMotiveQ8	1.000	.538
JobSatisfyQ1	1.000	.740
JobSatisfyQ2	1.000	.780
JobSatisfyQ3	1.000	.756

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.497	19.761	19.761	8.497	19.761	19.761
2	5.239	12.185	31.946	5.239	12.185	31.946
3	2.956	6.873	38.819	2.956	6.873	38.819
4	2.602	6.050	44.870	2.602	6.050	44.870
5	2.065	4.801	49.671	2.065	4.801	49.671
6	1.914	4.452	54.123	1.914	4.452	54.123
7	1.549	3.602	57.725	1.549	3.602	57.725
8	1.371	3.189	60.915	1.371	3.189	60.915
9	1.339	3.113	64.028	1.339	3.113	64.028
10	1.191	2.769	66.797	1.191	2.769	66.797
11	1.049	2.439	69.235	1.049	2.439	69.235
12	.936	2.176	71.411			
13	.903	2.101	73.512			

14	.823	1.914	75.426		
15	.805	1.873	77.299		
16	.750	1.744	79.043		
17	.676	1.571	80.614		
18	.654	1.522	82.136		
19	.635	1.476	83.612		
20	.589	1.370	84.982		
21	.588	1.367	86.349		
22	.514	1.194	87.543		
23	.479	1.115	88.658		
24	.463	1.078	89.736		
25	.415	.966	90.702		
26	.399	.927	91.629		
27	.371	.862	92.491		
28	.324	.753	93.244		
29	.308	.717	93.961		
30	.302	.702	94.662		
31	.282	.657	95.319		
32	.248	.576	95.895		
33	.240	.559	96.455		
34	.234	.543	96.998		
35	.224	.520	97.518		
36	.192	.447	97.965		
37	.185	.430	98.395		
38	.167	.388	98.783		
39	.136	.316	99.099		
40	.126	.292	99.391		
41	.114	.266	99.656		
42	.077	.179	99.836		
43	.071	.164	100.000		

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component										
	1	2	3	4	5	6	7	8	9	10	11
NatureOfWork Q1	.300	.388	-.044	-.280	.071	.261	.205	.028	-.279	.196	.165
NatureOfWork Q2	.189	.425	-.073	-.284	.277	.428	.204	.115	-.108	.304	-.163
NatureOfWork Q3	.362	.390	-.134	-.329	.036	.215	.341	.014	-.076	-.058	.125
NatureOfWork Q4	.170	.461	-.113	-.200	.215	.261	.315	-.029	.293	-.275	.076

NatureOfWorkQ5	.236	.271	.009	-.117	-.015	.617	-.279	-.006	-.249	-.148	-.258
NatureOfWorkQ6	.379	.218	.027	-.290	.040	.352	-.206	.100	.114	.270	.021
NatureOfWorkQ7	.486	.389	.001	-.069	.088	.068	.247	-.001	-.050	-.035	.136
NatureOfWorkQ8	.473	-.032	.032	.091	-.267	.237	-.121	.176	-.308	-.474	.129
CompensationQ1	.396	-.587	.068	.226	.394	.179	-.143	.143	.118	.003	.157
CompensationQ2	.422	-.590	-.041	.012	.490	.172	-.016	.139	.130	-.108	.113
CompensationQ3	.419	-.557	-.096	.091	.422	.131	.122	.114	.035	-.037	.052
CompensationQ4	.400	-.461	-.050	.251	-.027	.007	.034	.336	-.017	.227	-.139
CompensationQ5	.530	-.606	.012	.023	.078	.029	.079	.168	.025	.006	.030
CompensationQ6	.529	-.359	-.042	.072	-.022	-.134	.344	-.007	-.266	-.193	-.103
CompensationQ7	.584	-.416	-.116	.006	-.027	-.128	.370	-.027	.063	.013	-.035
CompensationQ8	.622	-.452	-.076	-.130	-.045	-.079	.100	.128	.015	.121	.021
CompensationQ9	.498	-.140	-.068	.173	-.103	-.200	.184	-.101	-.430	.174	.113
StaffRelationQ1	.532	.409	-.271	-.088	.096	-.318	-.172	.106	-.112	-.004	.144
StaffRelationQ2	.591	.334	-.389	-.194	-.064	-.234	-.130	.192	.098	-.003	-.255
StaffRelationQ3	.624	.251	-.282	-.309	.047	-.332	-.130	.212	.039	-.197	-.184
StaffRelationQ4	.582	.319	-.251	-.200	.059	-.438	-.148	.209	.001	-.010	-.149
SouthernConflictQ1	.494	.426	-.227	-.071	-.255	-.023	-.003	-.145	.012	-.016	.239
SouthernConflictQ2	.517	-.058	-.049	-.198	-.517	.195	.029	.018	.416	.056	.210
SouthernConflictQ3	.402	-.221	.187	-.274	-.519	.054	-.155	.171	.310	.076	.276
SouthernConflictQ4	.409	-.466	.346	-.175	-.147	.079	-.045	-.020	-.165	.200	-.003
SouthernConflictQ5	.454	-.360	.184	-.108	-.475	.054	.063	-.285	-.008	.001	-.300
SouthernConflictQ6	.531	-.384	.205	-.145	-.272	.186	-.043	-.129	-.068	-.008	-.341
IslamicQ1	.476	.329	-.210	.478	-.010	.076	-.055	-.069	-.089	.153	-.046
IslamicQ2	.411	.325	-.297	.604	-.013	.051	.008	-.081	.018	.160	-.079
IslamicQ3	.463	.130	-.133	.510	-.083	.103	-.161	-.083	.027	-.149	.179
IslamicQ4	.383	.244	-.280	.601	-.126	.151	-.029	-.002	.223	.113	.040
IslamicQ5	.382	.276	.035	.500	-.102	.157	.093	.027	.132	-.064	-.197
WorkMotiveQ1	.326	.277	.445	.107	.051	-.002	.385	-.238	.179	-.270	-.066
WorkMotiveQ2	.226	.243	.465	.125	.197	-.181	.046	.010	.376	.060	-.185

WorkMotiveQ3	.217	.396	.520	.164	-.060	-.092	.216	.147	.031	.130	-.118
WorkMotiveQ4	.119	.313	.709	.182	.020	.027	-.062	.217	-.166	-.061	.037
WorkMotiveQ5	.058	.418	.583	.074	.047	.016	-.167	.412	-.046	.158	-.001
WorkMotiveQ6	.347	.128	.436	-.060	.074	-.133	-.047	.127	.098	-.299	.008
WorkMotiveQ7	.258	.162	.291	-.092	.102	-.292	.194	-.239	.027	.331	.172
WorkMotiveQ8	.430	.124	.342	.104	-.070	-.247	-.037	.037	-.271	-.081	.248
JobSatisfyQ1	.703	-.007	.079	-.065	.224	-.046	-.237	-.346	-.004	.081	-.010
JobSatisfyQ2	.646	-.021	.081	-.246	.335	-.072	-.185	-.349	.058	-.048	-.125
JobSatisfyQ3	.496	.028	.245	-.023	.234	.033	-.441	-.422	-.017	.020	.139

Extraction Method: Principal Component Analysis.

a. 11 components extracted.

Descriptive Statistic

- Gender of respondents

Gender				
		Frequency	Percent	Valid Percent
Valid	Male	51	21.1	21.1
	Female	191	78.9	78.9
	Total	242	100.0	100.0

- Age of respondents

Age			
		Frequency	Percent
Valid	18-25	29	12.0
	26-33	107	44.2
	34-41	42	17.4
	42-49	37	15.3
	50 or above	27	11.2
	Total	242	100.0

- Marital status of respondents

Status

	Frequency	Percent
Valid Single	70	28.9
Married	166	68.6
Divorced	5	2.1
Widow	1	.4
Total	242	100.0

- **Education level of respondents**

Education

	Frequency	Percent
Valid Diploma	44	18.2
Degree	191	78.9
Master Level	7	2.9
Total	242	100.0

- **Salary of respondents**

Salary

	Frequency	Percent
Valid THB10,000 or less	10	4.1
THB10,001-THB20,000	129	53.3
THB20,001-THB30,000	51	21.1
THB30,001-THB40,000	44	18.2
THB40,001 or more	8	3.3
Total	242	100.0

- **Position of respondents**

Position

	Frequency	Percent
Valid Public Health Officer	155	64.0
Nurse	87	36.0

Position

		Frequency	Percent
Valid	Public Health Officer	155	64.0
	Nurse	87	36.0
	Total	242	100.0

- **Position level of respondents**

Level

		Frequency	Percent
Valid	Operational Level	32	13.2
	Practitioner Level	23	9.5
	Experienced Level	86	35.5
	Professional Level	95	39.3
	Senior Level	6	2.5
	Total	242	100.0

- **Period of working experience**

Experience

		Frequency	Percent
Valid	1-5	79	32.6
	6-10	63	26.0
	11-15	23	9.5
	16-20	22	9.1
	21-25	22	9.1
	26-30	22	9.1
	31-35	10	4.1
	36 or above	1	.4
	Total	242	100.0

- **Mean and Standard Deviation of Variables**

Descriptive Statistics

	N	Mean	Std. Deviation
SumIslamic	242	4.28	.526
SumWorkMotive	242	3.7278	.40814
SumConflict	242	3.45	.612
SumNW	242	4.33	.356
SumCompensation	242	3.25	.702
SumStaffRelations	242	4.10	.615
SumJS	242	3.7631	.66311
Valid N (listwise)	242		

- **Mean and Standard Deviation of Islamic Workplace Accommodation**

Descriptive Statistics

	N	Mean	Std. Deviation
IslamicQ1	242	4.38	.607
IslamicQ2	242	4.40	.683
IslamicQ3	242	4.16	.714
IslamicQ4	242	4.29	.632
IslamicQ5	242	4.16	.751
Valid N (listwise)	242		

- **Mean and Standard Deviation of Work Motivation**

Descriptive Statistics

	N	Mean	Std. Deviation
WorkMotiveQ1	242	3.79	.562
WorkMotiveQ2	242	3.78	.655
WorkMotiveQ3	242	3.92	.616
WorkMotiveQ4	242	3.76	.567
WorkMotiveQ5	242	3.90	.626
WorkMotiveQ6	242	3.58	.714
WorkMotiveQ7	242	3.36	.803
WorkMotiveQ8	242	3.74	.749
Valid N (listwise)	242		

- **Mean and Standard Deviation of Thailand Southernmost Conflict Security Policy**

Descriptive Statistics

	N	Mean	Std. Deviation
SouthernConflictQ1	242	4.16	.678
SouthernConflictQ2	242	3.60	.735
SouthernConflictQ3	242	3.30	.904
SouthernConflictQ4	242	3.12	1.097
SouthernConflicitQ5	242	3.20	.956
SouthernConflicitQ6	242	3.31	.924
Valid N (listwise)	242		

- **Mean and Standard Deviation of Nature of Work**

Descriptive Statistics			
	N	Mean	Std. Deviation
NatureOfWorkQ1	242	4.36	.537
NatureOfWorkQ2	242	4.48	.533
NatureOfWorkQ3	242	4.26	.584
NatureOfWorkQ4	242	4.70	.587
NatureOfWorkQ5	242	4.30	.614
NatureOfWorkQ6	242	4.14	.606
NatureOfWorkQ7	242	4.41	.633
NatureOfWorkQ8	242	4.04	.656
Valid N (listwise)	242		

- **Mean and Standard Deviation of Rewards and Compensation**

Descriptive Statistics			
	N	Mean	Std. Deviation
CompensationQ1	242	3.16	1.078
CompensationQ2	242	3.09	1.080
CompensationQ3	242	3.14	.965
CompensationQ4	242	3.38	.953
CompensationQ5	242	2.84	1.091
CompensationQ6	242	3.51	.943
CompensationQ7	242	3.28	.903
CompensationQ8	242	3.15	.919
CompensationQ9	242	3.75	.843
Valid N (listwise)	242		

- **Mean and Standard Deviation of Staff Relations**

Descriptive Statistics

	N	Mean	Std. Deviation
StaffRelationQ1	242	4.25	.654
StaffRelationQ2	242	4.10	.672
StaffRelationQ3	242	3.98	.756
StaffRelationQ4	242	4.10	.710
Valid N (listwise)	242		

- **Mean and Standard Deviation of Job Satisfaction**

Descriptive Statistics

	N	Mean	Std. Deviation
JobSatisfyQ1	242	3.80	.730
JobSatisfyQ2	242	3.79	.724
JobSatisfyQ3	242	3.70	.832
Valid N (listwise)	242		

Appendix E

Analysis results from Structural Model

Direct
Relationships

Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
0.029	0.036	0.065	0.439	0.330
0.263	0.277	0.057	4.630	0.000
0.119	0.126	0.064	1.849	0.033
0.276	0.276	0.084	3.269	0.001
0.267	0.260	0.061	4.383	0.000
0.152	0.161	0.068	2.228	0.013
0.171	0.170	0.060	2.838	0.002

Indirect Effects

Mean, STDEV, T-Values, P-Values

	Original	Sample	Standard	T Statist	P Value:
Islamic Workplace Accommodation -> Job Satisfaction	0.045	0.047	0.020	2.300	0.011
Islamic Workplace Accommodation -> Work Motivation					
Nature of Work -> Job Satisfaction					
Rewards and Compensation -> Job Satisfaction					
Staff Relations -> Job Satisfaction					
Thailand Southernmost Conflict Security -> Job Satisfaction					
Work Motivation -> Job Satisfaction					