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

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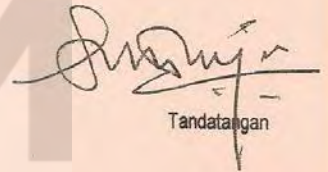
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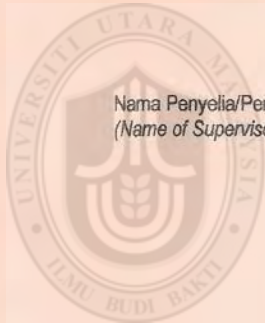(Name of Supervisor/Supervisors)   :   Assoc. Prof. Dr. Azizi Abu Bakar

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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

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ABSTRAK

Kepuasan kerja pekerja adalah sangat penting bagi mana-mana organisasi kerana ia adalah salah satu sumber utama untuk meningkatan produktiviti. Organisasi membangunkan suasana kerjasama untuk pekerjanya 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

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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 SocialSciences
THB	Thai Baht
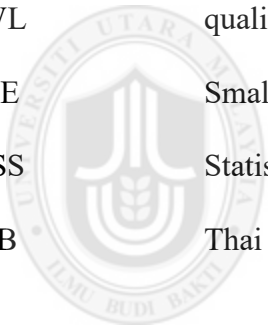
CHAPTER 1

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

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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 <u>ONE</u> option only.

ตอนที่ 2: โปรดทำเครื่องหมายวงกลมในช่องหมายเลขที่ตรงกับตัวท่านมากที่สุด โดยในแต่ละข้อสามารถเลือกตัวเลือกได้เพียง<u>**หนึ่ง**</u>ตัวเลือกเท่านั้น

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 ไว้เคราได้	1	2	3	4	5
2.	The organization has a definite policy regarding my religious holiday. (Eidilfitri-Eidiladha Celebration) องค์กรของท่านอนุญาตให้มีวันหยุดตามวันสำคัญทางศาสนาที่ท่านนับถือ (เช่น วันอีดิลฟิตรีและอีดิลอัฎฮาสำหรับมุสลิม 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 อาหารที่ถูกต้องตามหลักศาสนาบริการแก่เจ้าหน้าที่	1	2	3	4	5
5	The organization provides a proper room to perform my prayer. องค์กรของท่านจัดให้ มีสถานที่ต่อการปฏิบัติศาสนกิจอย่างเป็นสัดส่วน เช่นสถานที่ชำระร่างกายก่อนปฏิบัติศาสนกิจ ห้องปฏิบัติศาสนกิจ เป็นต้น	1	2	3	4	5
6	There is an atmosphere of co-operation among staff during the unrest situation. เจ้าหน้าที่ทุกคนให้ความร่วมมือในการปฏิบัติงาน แม้จะอยู่ภายใต้ สถานการณ์ความไม่สงบ	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 ที่อาจเกิดขึ้นขณะ ปฏิบัติงาน					
8	There is an effective security practices at workplace to accommodate during the unrest situation. ภายใต้สถานการณ์ความไม่สงบ หน่วยงานของท่านมีระบบการรักษาความปลอดภัย ที่ดีและเหมาะสม	1	2	3	4	5
9	I am satisfied with the extra pays received during the unrest situation. ท่านพอใจต่อสวัสดิการจากรัฐ เช่น ค่าตอบแทนพิเศษหรือเงินเสี่ยงภัย	1	2	3	4	5
10	There is a sufficient manpower to handle the increased workload during the unrest situation. ภายใต้ สถานการณ์ความไม่สงบ องค์กรของท่าน มีจำนวน เจ้าหน้าที่เพียงพอและ สอดคล้องกับปริมาณงาน	1	2	3	4	5
11	My workload is consistent with working hours while it is under the unrest situation. ภายใต้สถานการณ์ความไม่สงบ ปริมาณงานของท่านมีความสอดคล้องกับชั่วโมงการ ทำงานในแต่ละวัน	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. งานของท่านต้องใช้การวางแผนอย่างสร้างสรรค์	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. ท่านมีโอกาสพัฒนาความสามารถและความรู้จากงานของท่าน	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

ขอบพระคุณในความร่วมมือของท่าน

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			

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	5
		2	22	5
		3	24	5
		4	35	5
		5	40	5[a]
	Lowest	1	114	3
		2	179	3

	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.
SumIsla	.149	242	.000	.920	242	.000

a. Lilliefors Significance Correction

Histogram

Mean = 4.28
Std. Dev. = .526
N = 242

217

Normal Q-Q Plot of SumIsla

Detrended Normal Q-Q Plot of SumIsla
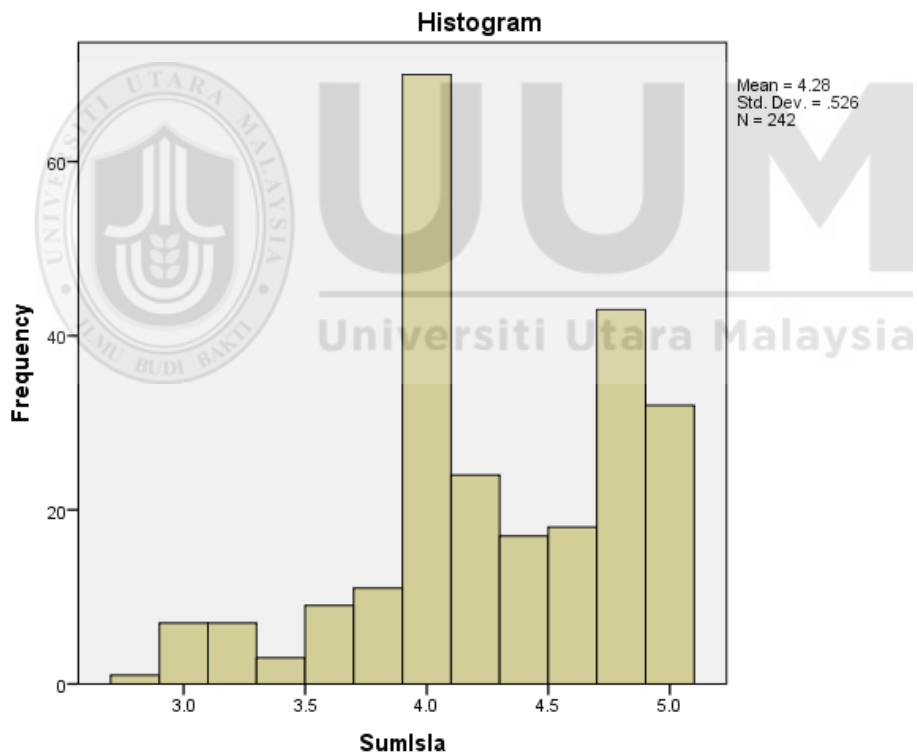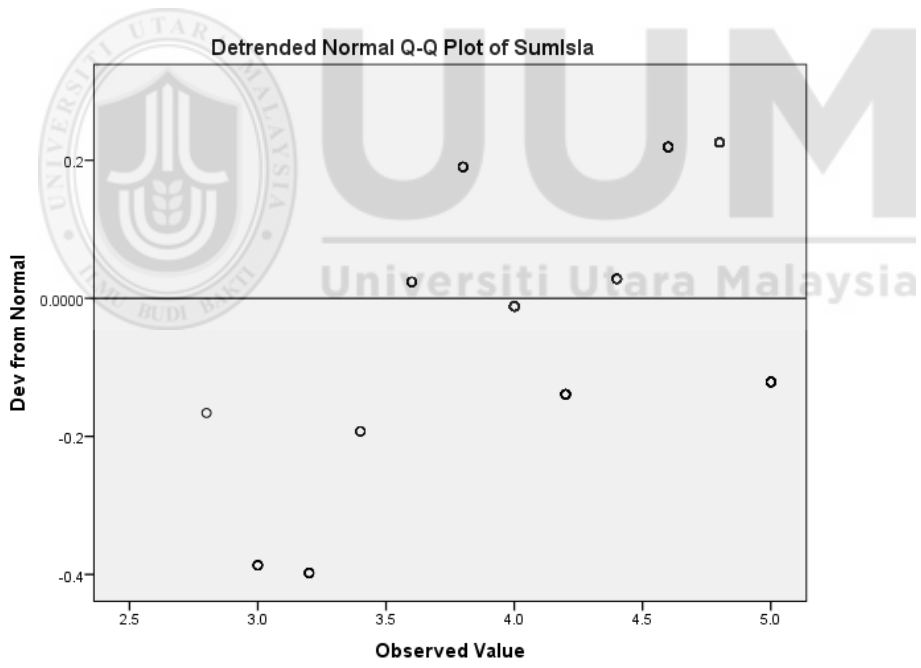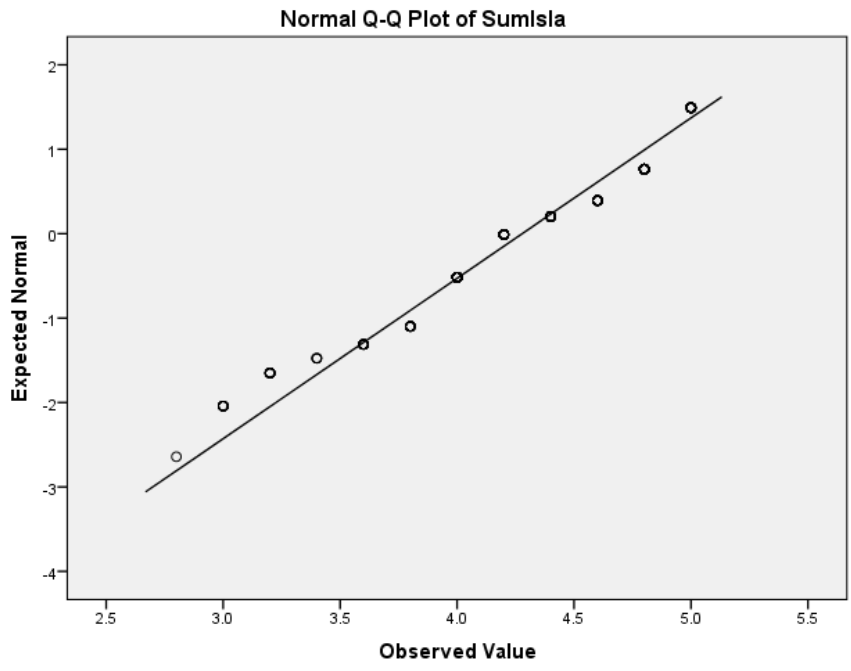
- Work Motivation

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 Mean	Lower Bound	3.68	
		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	5
		2	146	5
		3	163	5
		4	176	5
		5	111	4[a]
	Lowest	1	115	2
		2	109	2
		3	180	3
		4	168	3
		5	113	3

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

Histogram

Mean = 3.73
Std. Dev. = .408
N = 242

SumWM

Normal Q-Q Plot of SumWM

221

Detrended Normal Q-Q Plot of SumWM
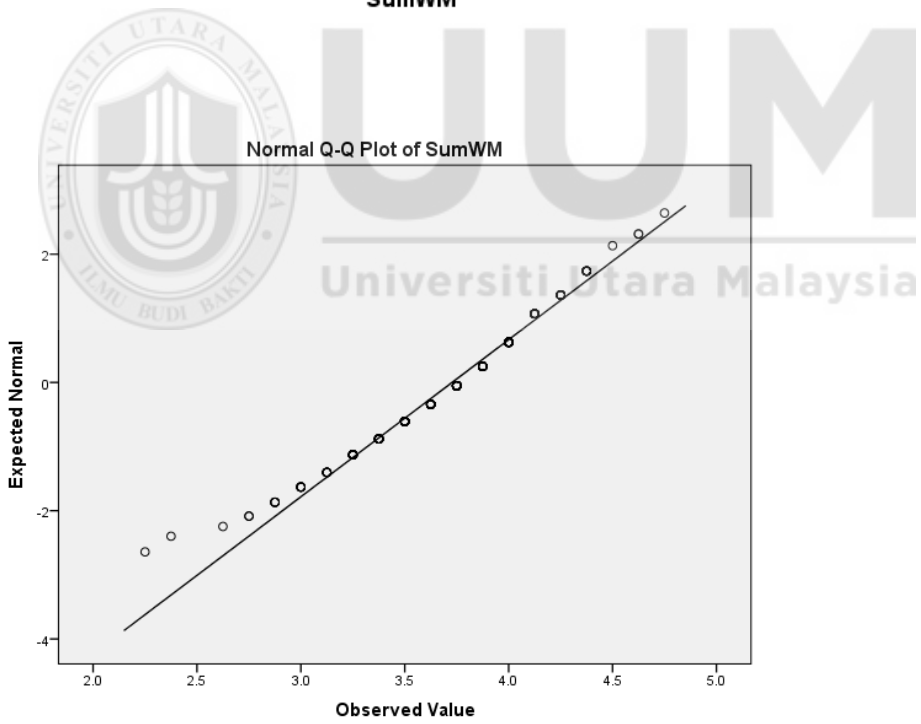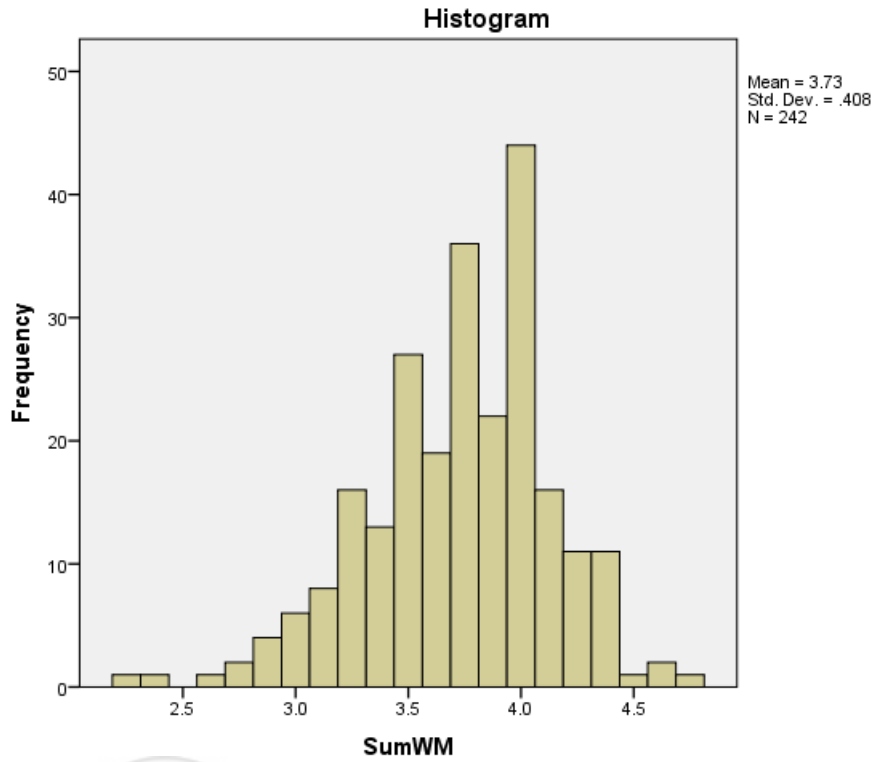
- Thailand Southernmost Conflict Security Policies

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

223

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

Histogram

Mean = 3.45
Std. Dev. = .612
N = 242

Normal Q-Q Plot of SumConf

Detrended Normal Q-Q Plot of SumConf
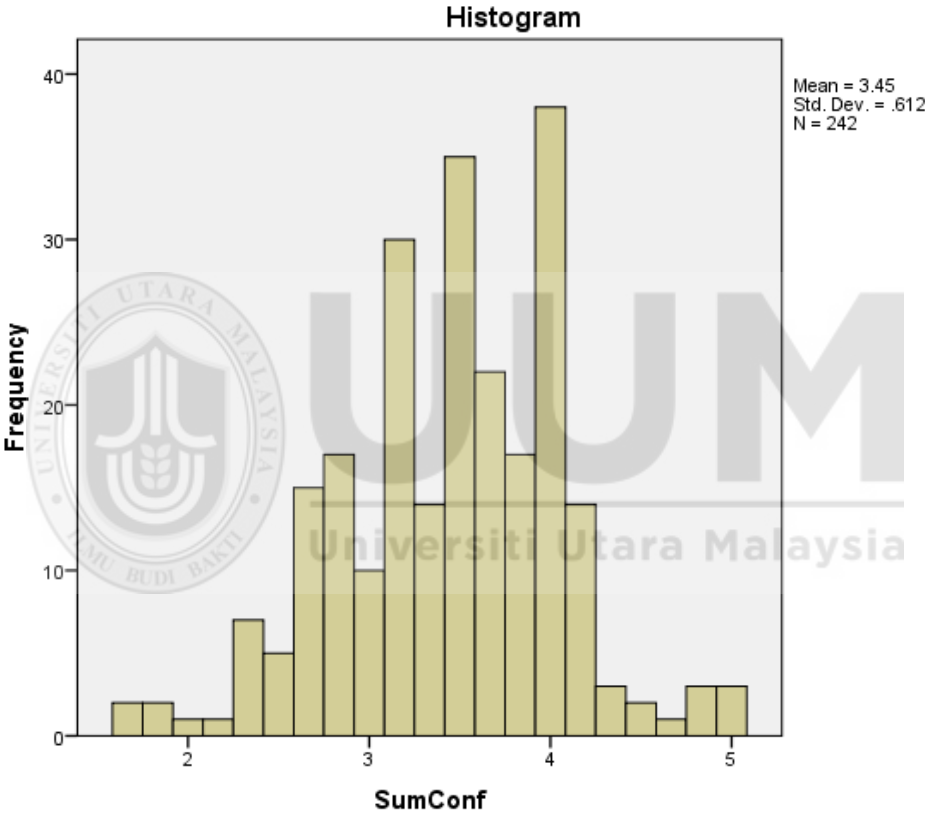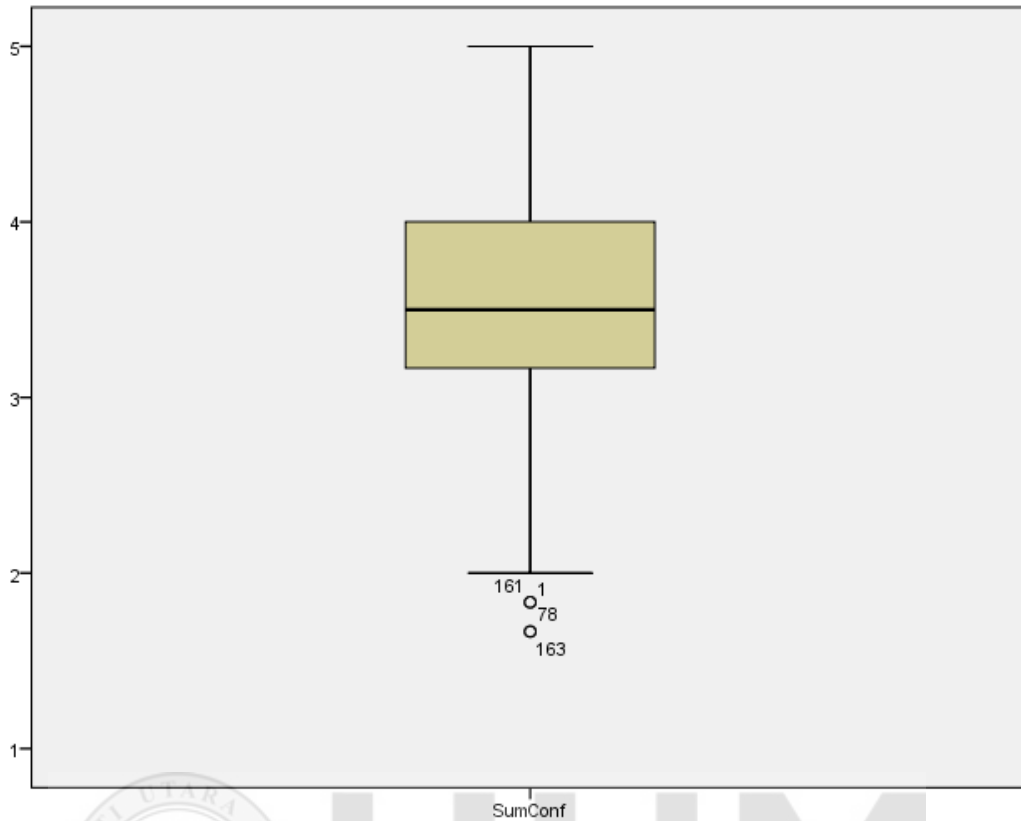
- Nature of Work

Case Processing Summary

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

Descriptives

			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	

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

Extreme Values

			Case Number	Value
SumNW	Highest	1	29	5
		2	40	5
		3	42	5
		4	46	5
		5	47	5[a]
	Lowest	1	98	3
		2	226	3
		3	199	3
		4	32	3
		5	180	4[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 4 are shown in the
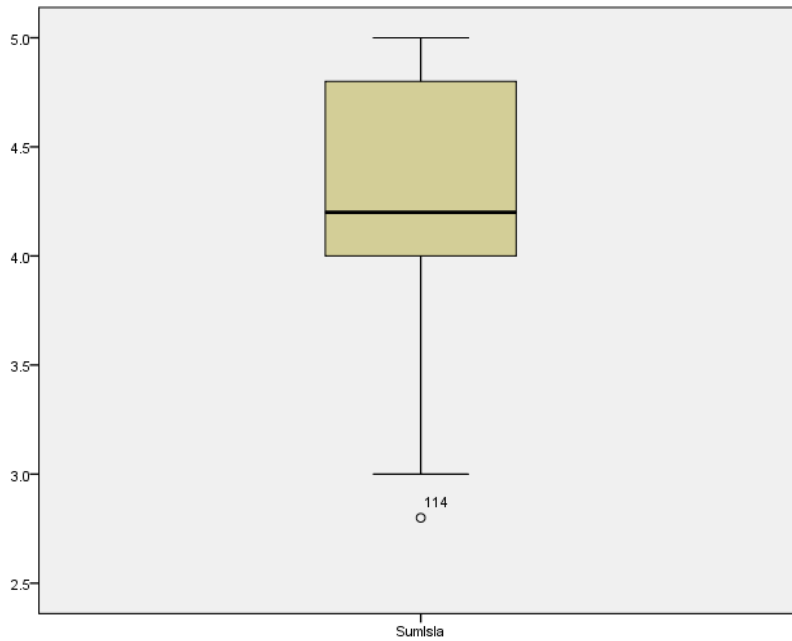table of lower extremes.

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

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Histogram

Mean = 4.33
Std. Dev. = .356
N = 242

SumNW

Normal Q-Q Plot of SumNW

Detrended Normal Q-Q Plot of SumNW
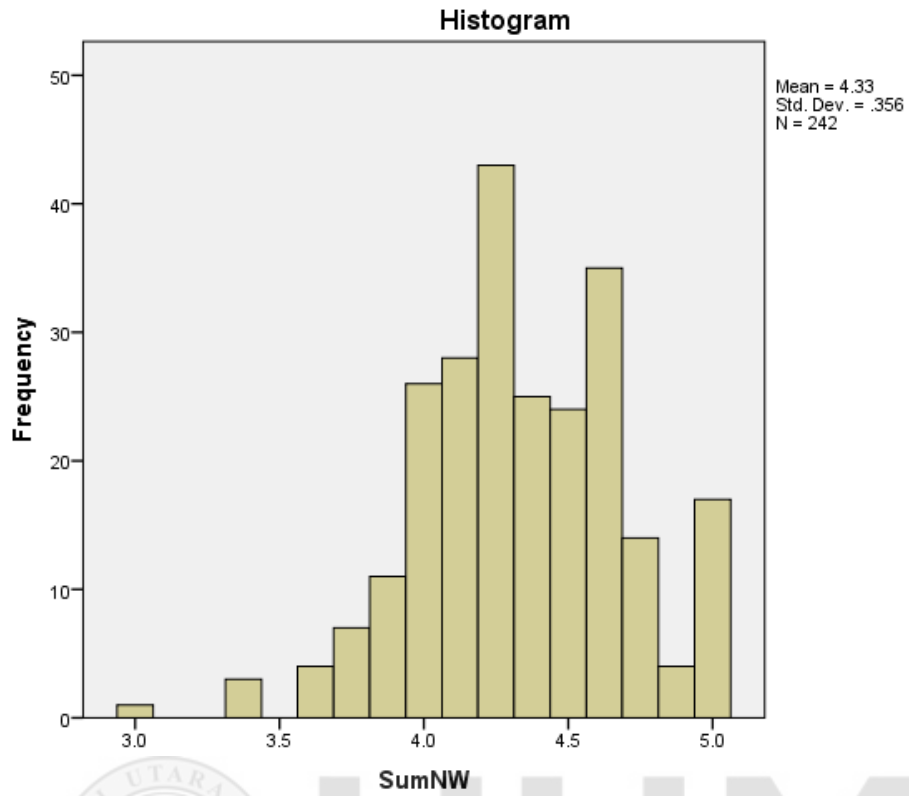
- Staff Relations

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 Mean	Lower Bound	4.03	
		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]

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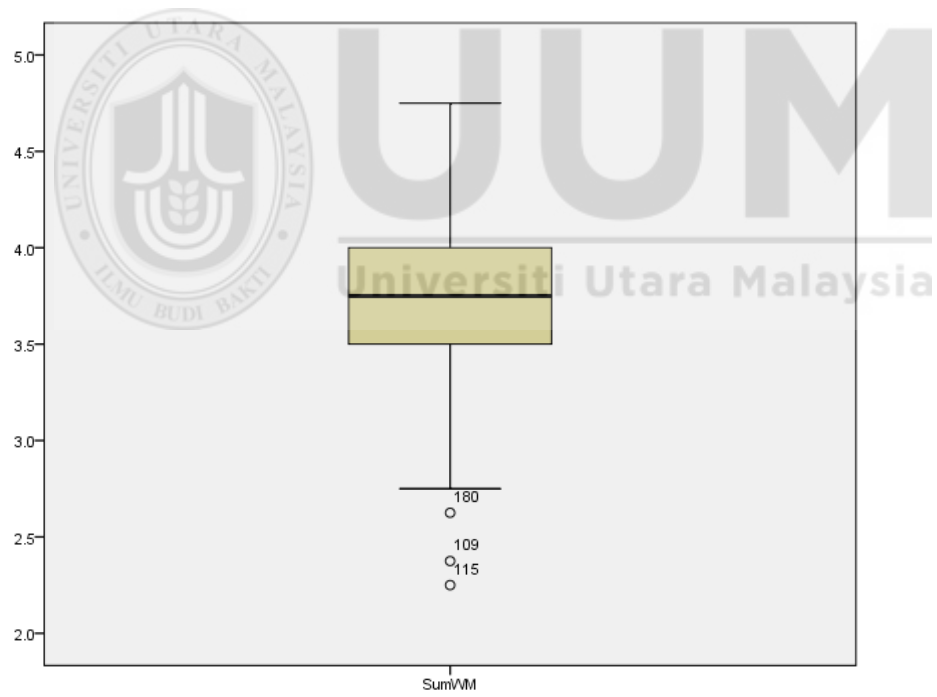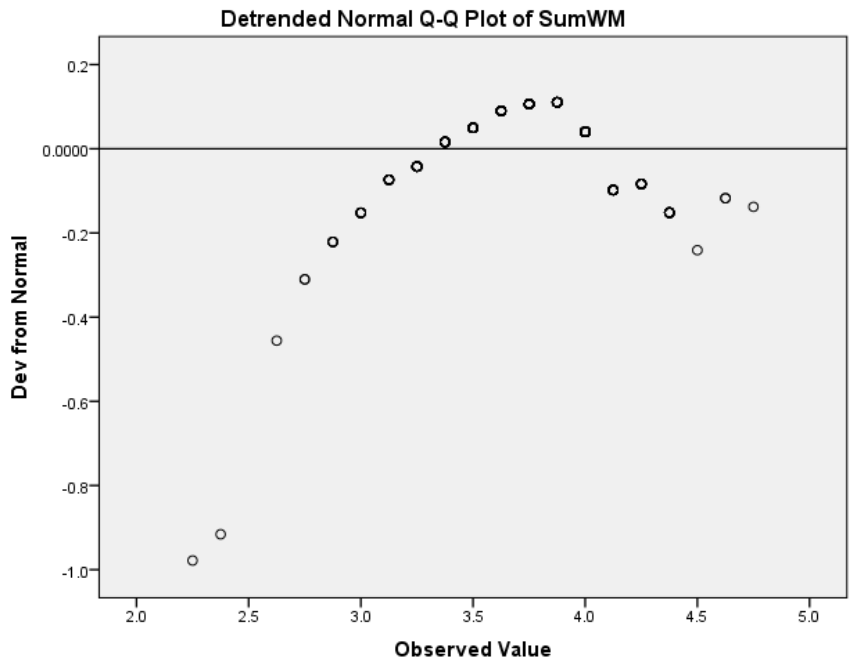
b. Only a partial list of cases with the value 3 are shown in the table of lower extremes.

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

Histogram

Mean = 4.1
Std. Dev. = .615
N = 242

Normal Q-Q Plot of SumStaf

Detrended Normal Q-Q Plot of SumStaf
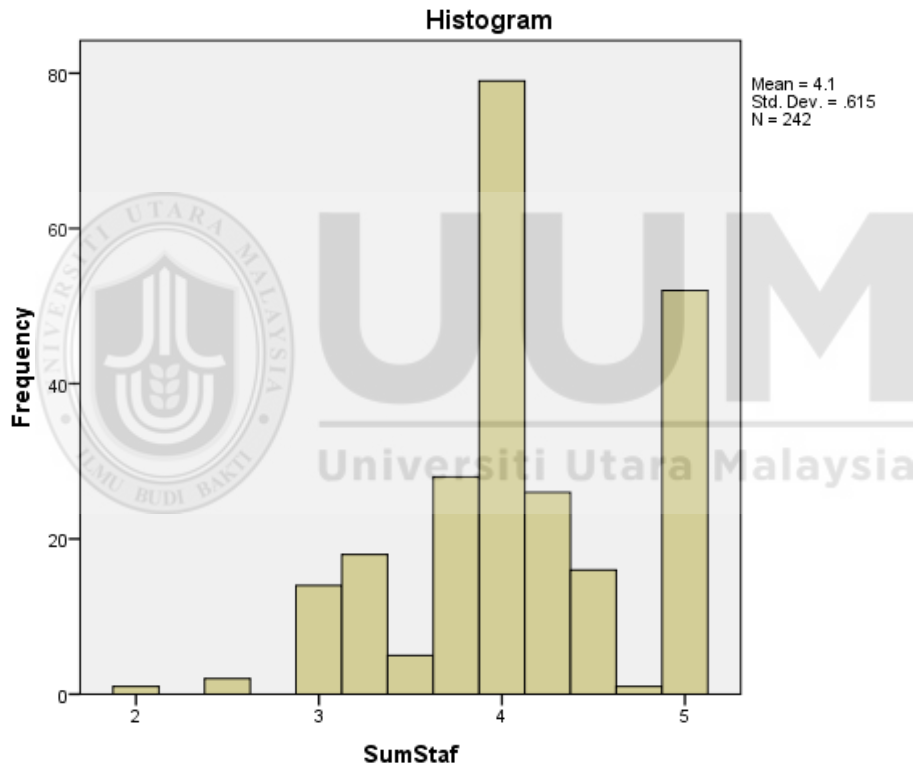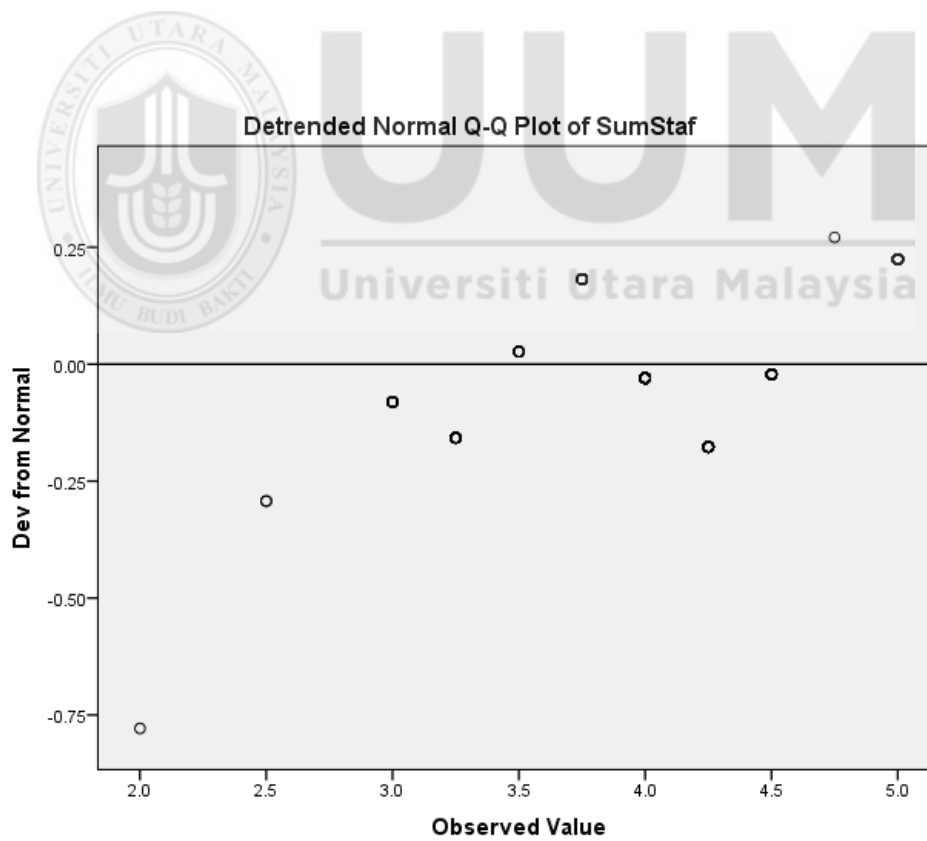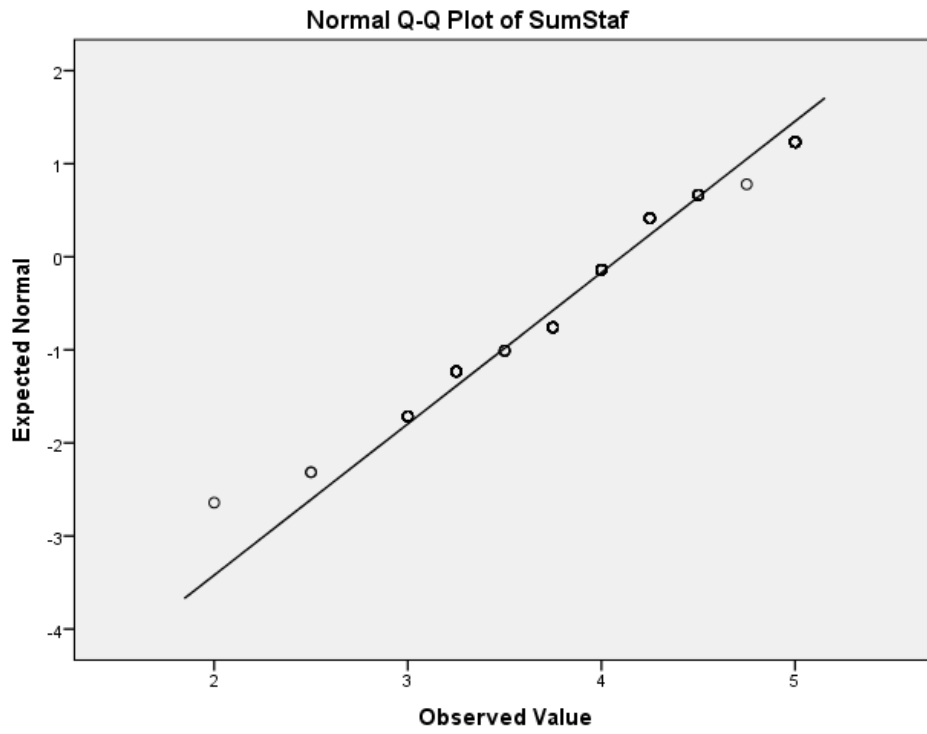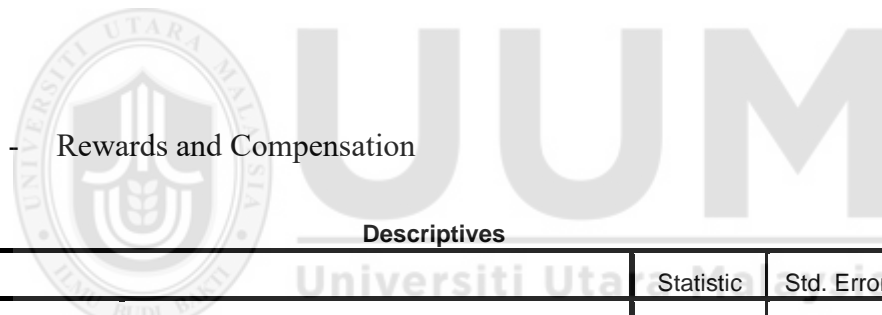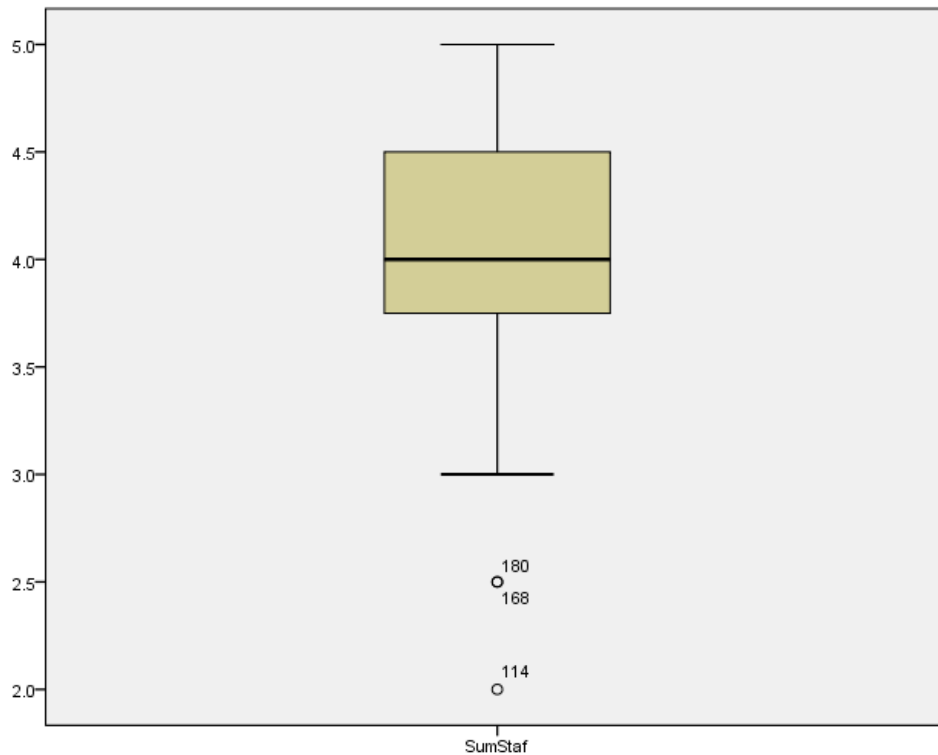
- Rewards and Compensation

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

-

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Extreme Values

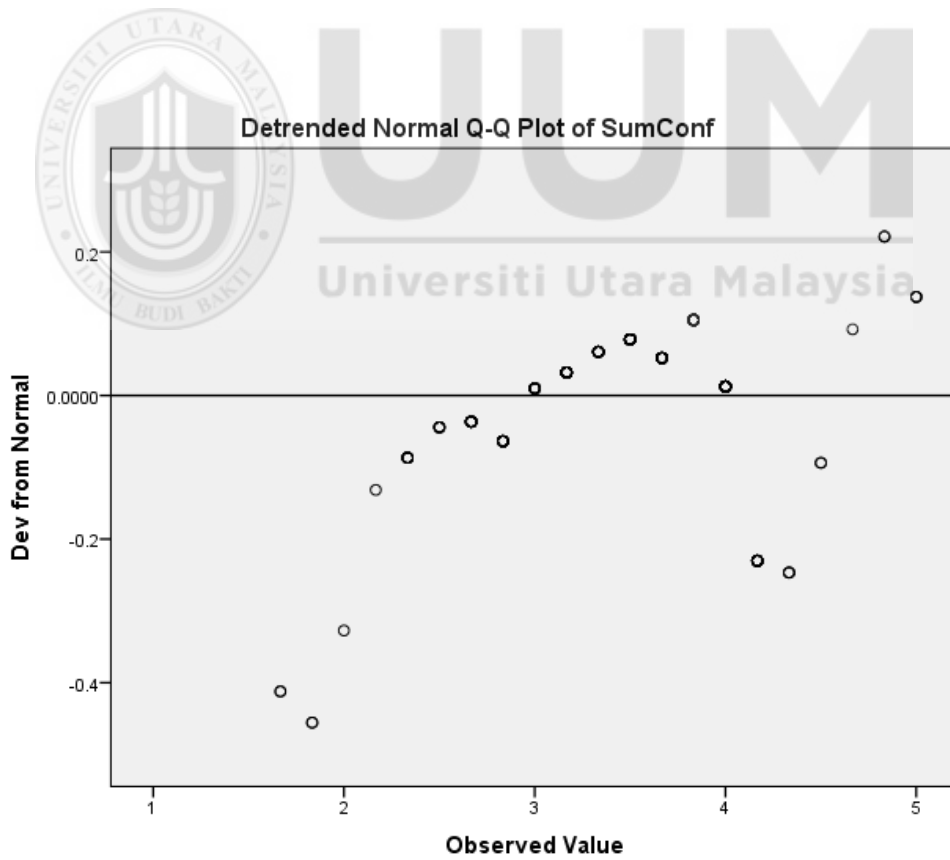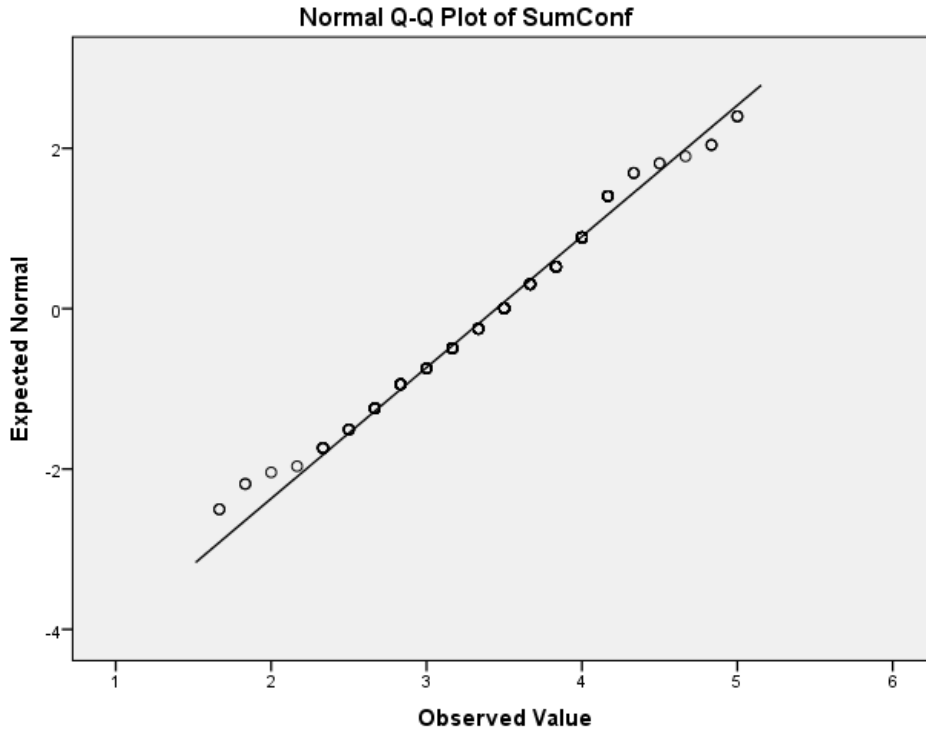|			Case Number	Value
SumComp	Highest	1	40	5
		2	154	5
		3	8	5
		4	112	5
		5	201	5
	Lowest	1	64	1
		2	1	1
		3	110	2
		4	179	2
		5	167	2[a]

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

-

Histogram

Mean = 3.25
Std. Dev. = .702
N = 242

SumComp

Normal Q-Q Plot of SumComp

Observed Value

Detrended Normal Q-Q Plot of SumComp
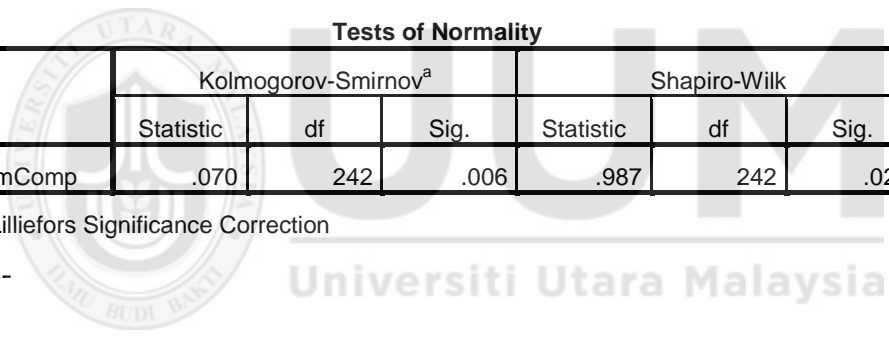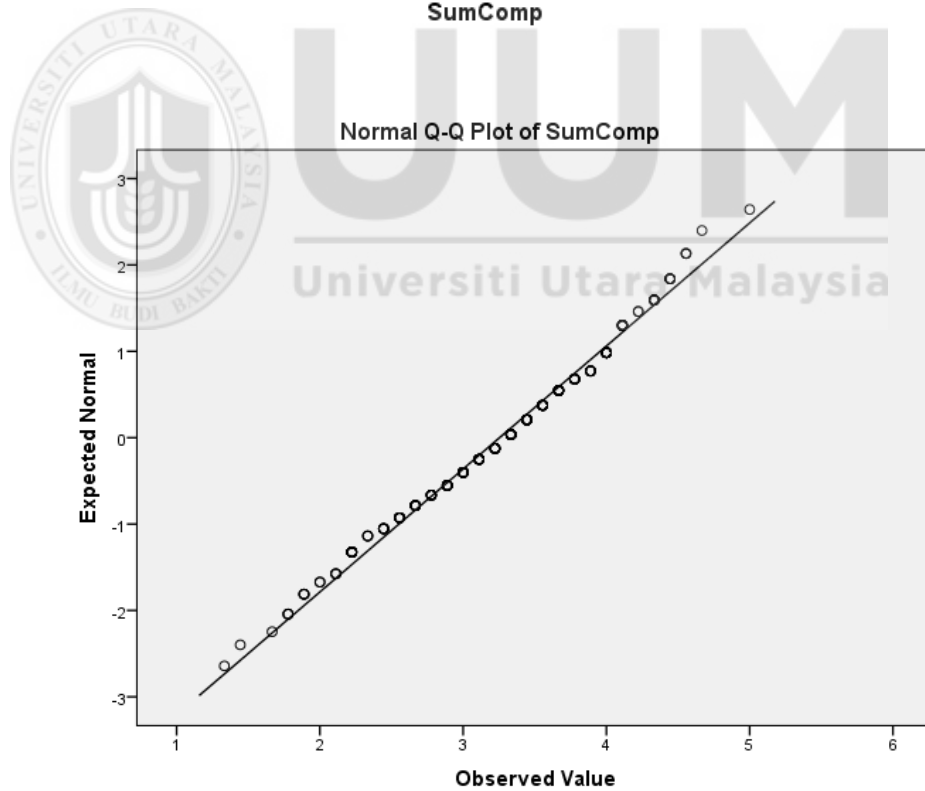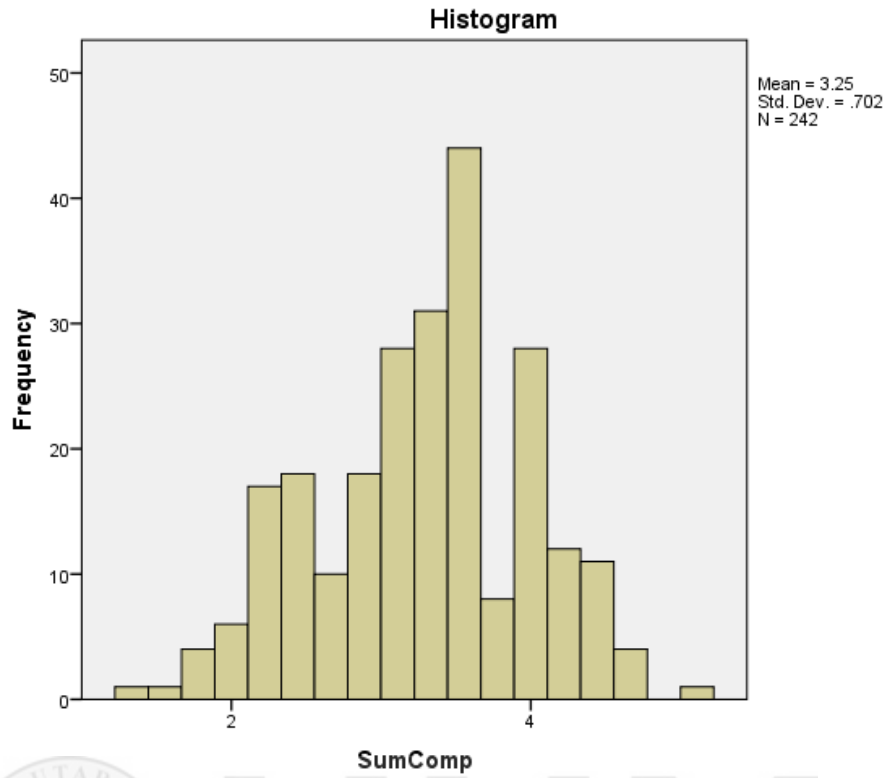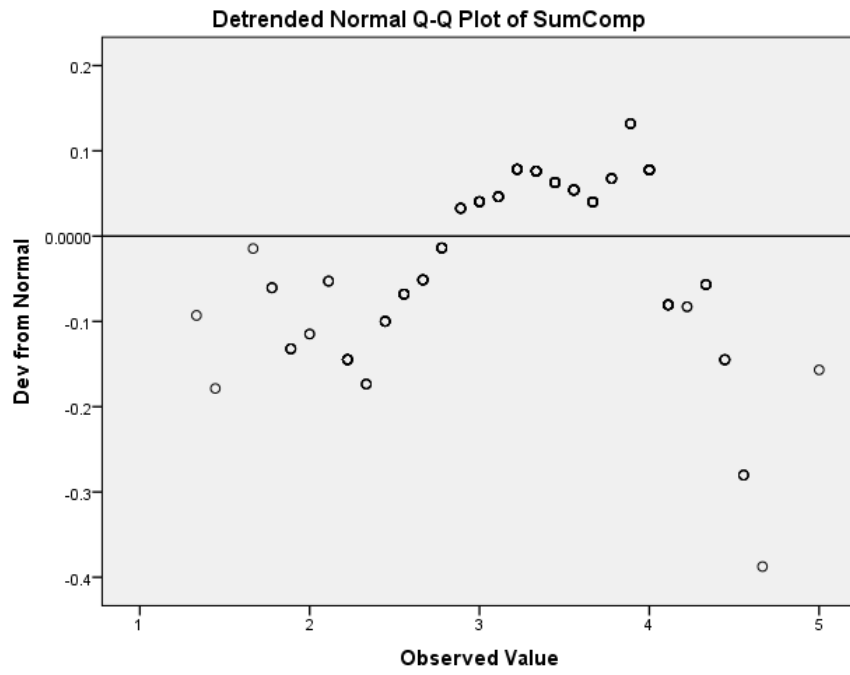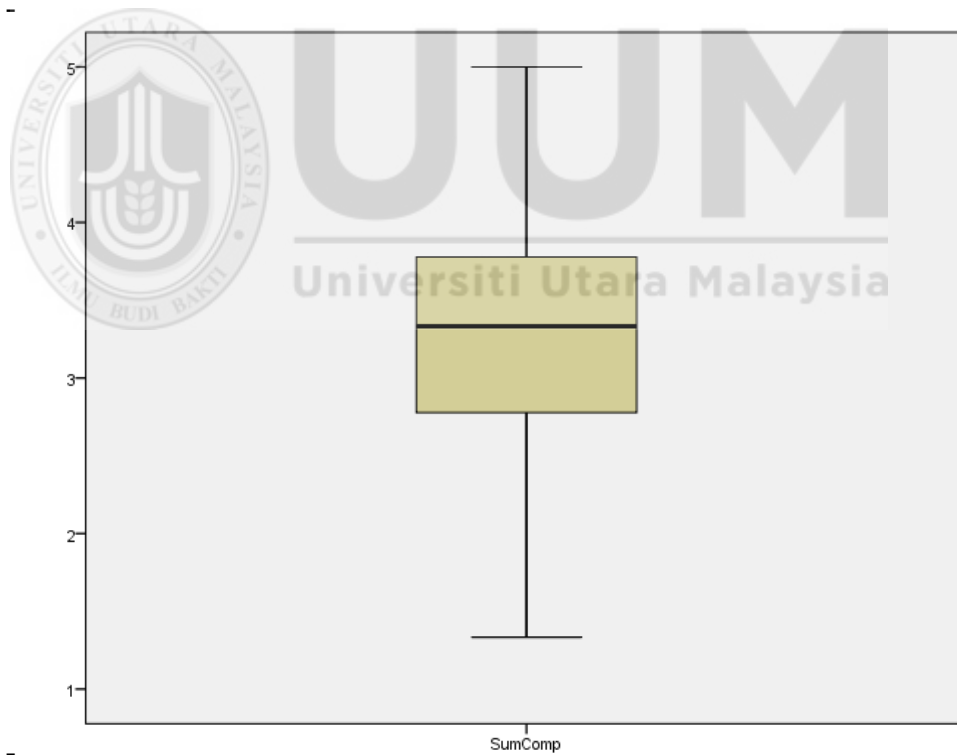
- Job Satisfaction

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

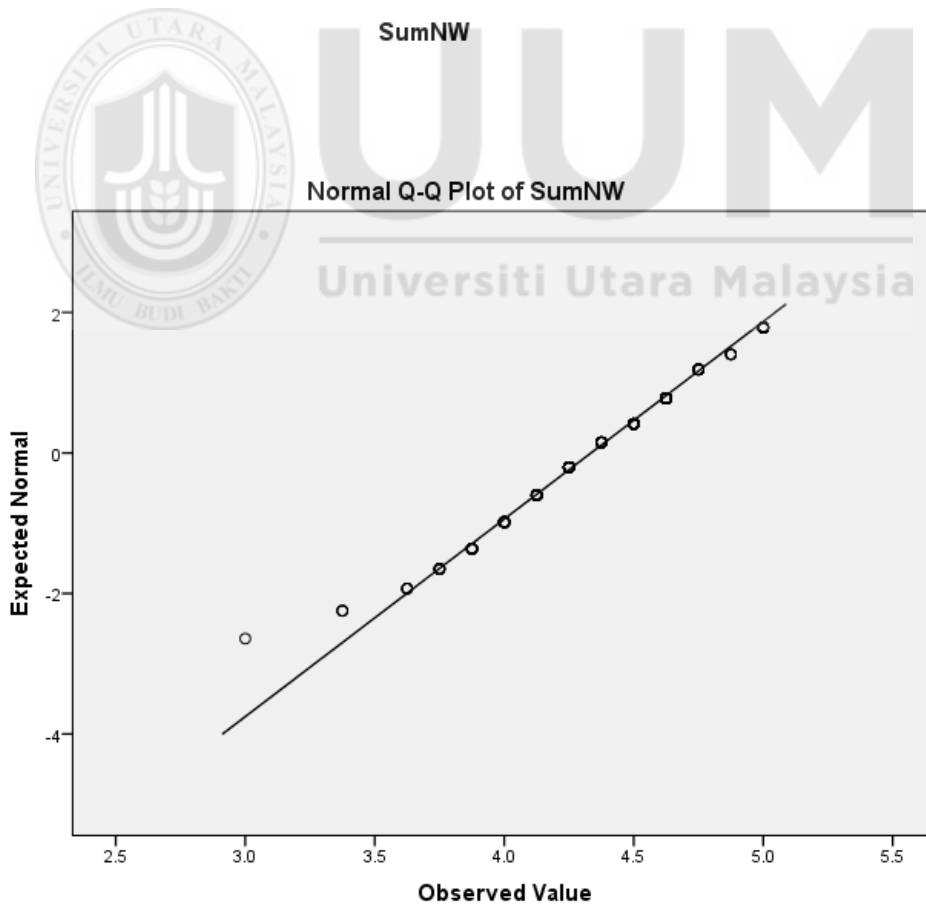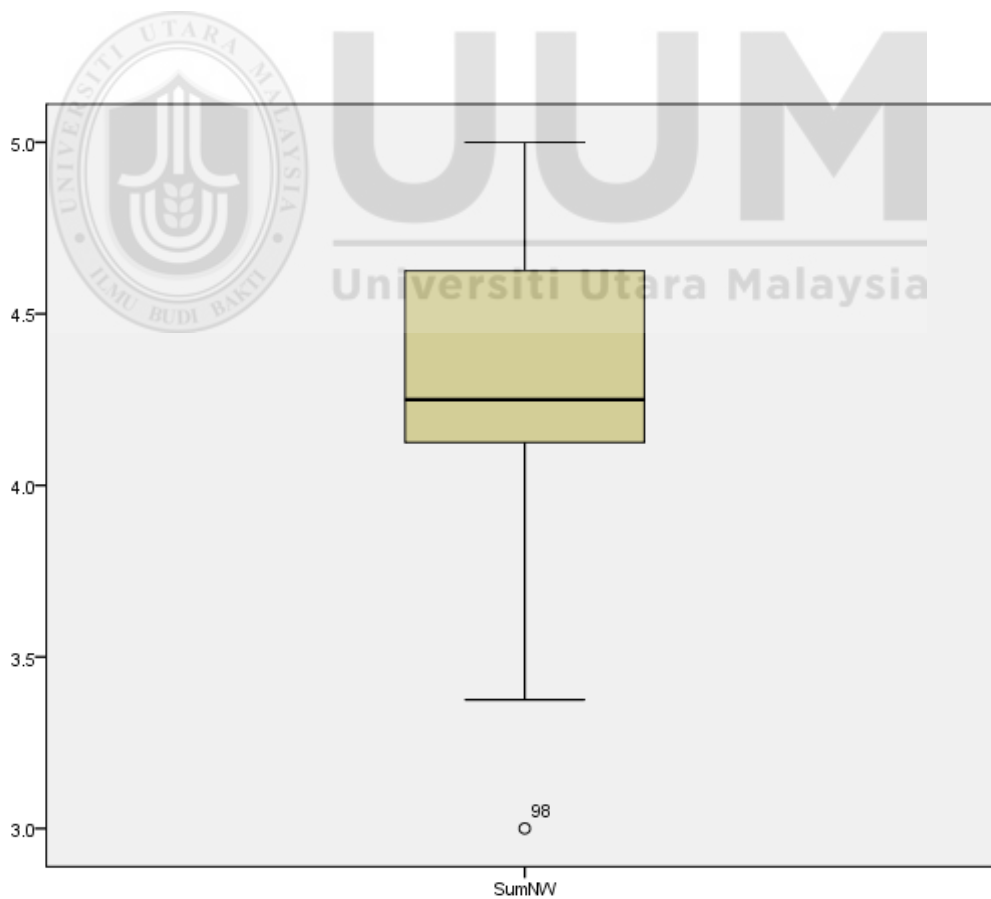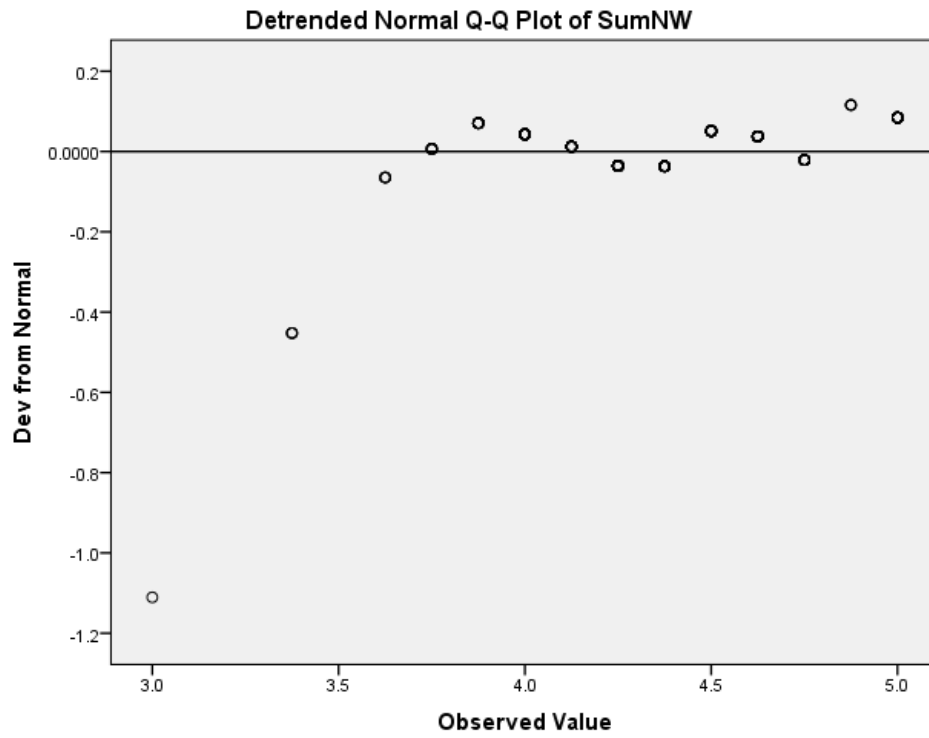|			Case Number	Value
SumJS	Highest	1	20	5
		2	29	5
		3	37	5
		4	40	5
		5	42	5[a]
	Lowest	1	206	2
		2	112	2
		3	13	2
		4	177	2
		5	62	2

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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

Histogram

Mean = 3.76
Std. Dev. = .663
N = 242

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Normal Q-Q Plot of SumJS

Detrended Normal Q-Q Plot of SumJS
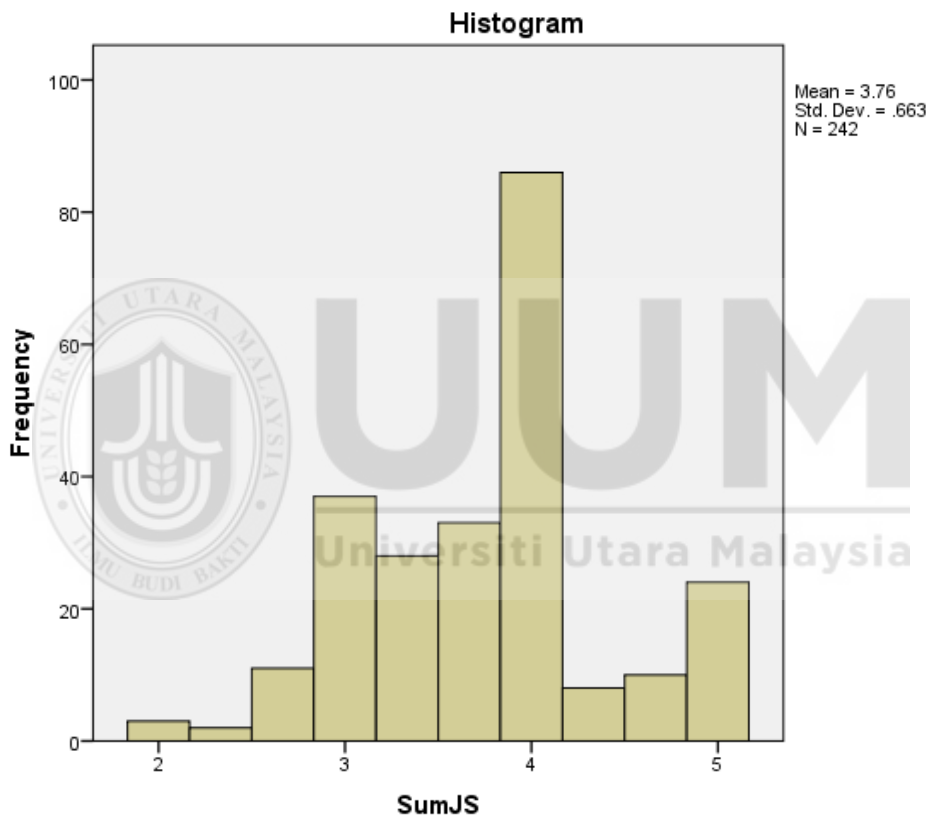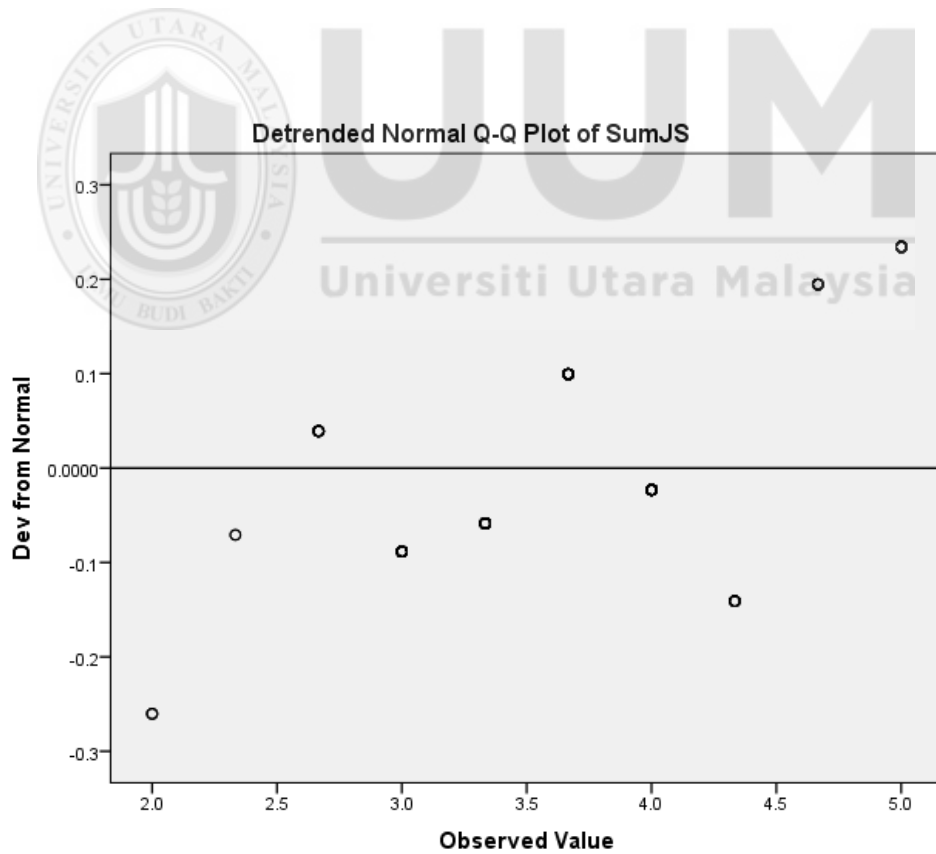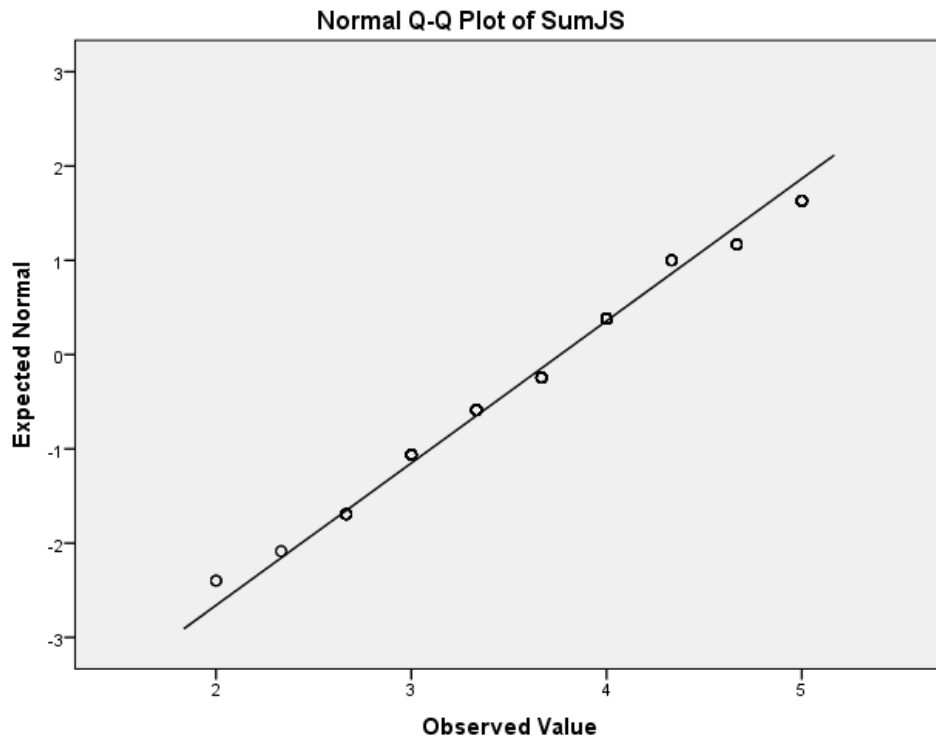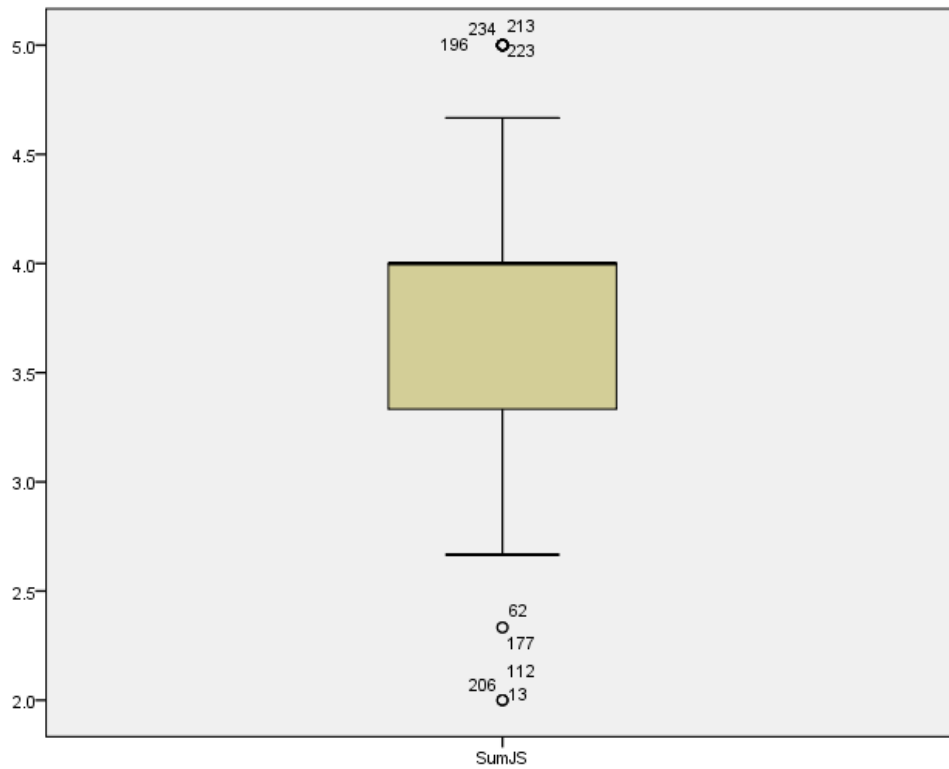
Communalities

	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

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StaffRelationQ4	1.000	.827
SouthernConflictQ1	1.000	.626
SouthernConflictQ2	1.000	.839
SouthernConflictQ3	1.000	.823
SouthernConflictQ4	1.000	.632
SouthernConflcitQ5	1.000	.785
SouthernConflcitQ6	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			

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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

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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
SouthernConflcitQ5	.454	-.360	.184	-.108	-.475	.054	.063	-.285	-.008	.001	-.300
SouthernConflcitQ6	.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

	1	2	3	4	5	6	7	8	9	10	11
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

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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

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- **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
SouthernConflcitQ5	242	3.20	.956
SouthernConflcitQ6	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	Sample	Standard	T Statist	P Values
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					