**Original Article**

# To Investigate the Moderating Role of Intrinsic Motivation Related to Islamic Working Ethics and Staff's Job Satisfaction

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## Abstract

The basis of all values in an organization are ethical and moral values, in which regarding the effectiveness of human sources is of high importance and position . Therefore internal motivation for the creation of working ethic is one of the priorities leading to job satisfaction. The purpose of this study is to identify the moderating role of inherent motivation between Islamic working ethics and job satisfaction. Study has been conducted in a descriptive – survey format and research data was obtained through a questionnaire among 182 employees of the Kermanshah gas company. In this study, a standardized questionnaire of Gregory and Patti (1990) with the reliability of .81, Smith, Kendall and Hulin's job satisfaction (1989) with a reliability of .79 and also to measure intrinsic motivation the Herzberg's 40-point questionnaire with the reliability of .82 has been used. Cronbach alpha technique has been used to validate the questionnaire reliability. For data analysis, SPSS and Amos soft wares were used. The results of this study indicate that there is positive and significant relationship between intrinsic motivations, the Islamic working ethic of job satisfaction.

**Key words:** Intrinsic motivation, Islamic working ethic, Job satisfaction, Kermanshah Gas Company

## INTRODUCTION

To study and analyze the behavior of organizations, access to Perception of Ethics concepts and moral values is a vital requirement. The external symbol of organizations is their ethical behavior in which is sum of different moral values appearing and coming up in that organization. Fall of behavioral criteria in the Government part , made researchers look for theoretical bases in this regard being able to provide its appropriate executive pilot and bed.

So one of the most important Concerns of efficient managers in different levels , is How to create appropriate beds for all human working in all professions so that with feeling responsibility and full

commitment to issues, do their best in society and their profession keeping the ethical principles governing their job . First Step to attain this Goals is the correct Perception of the concept of morality And Identifying the impressive factors on ethical behavior of staffs in the organization. Working ethic is a cultural norm that gives a positive and spiritual value for doing appropriate and good work in the society and is in this belief that working itself has an inherent value(Chering,1998,73).The reverent religion of Islam has given dignity and virtue to working and considered that as an important part of praying God. In Islamic working ethics , life Without working is meaningless and those who are hardworking are more successful in their personal life. Ethics are Defined as a system of values, beliefs, Principles, Basics, musts and don'ts signifying every organization goodness and badness characterizing good act from bad one (Alvani, 2007: 25).

## THEORETICAL BASICS

Job satisfaction in one sense is expressed as happiness and satisfaction of main needs in the workplace. Job

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satisfaction in which is the employee's positive feeling toward the job, is the result of factors such as working conditions, job organizational discipline, the relations governing the working environment and the impact of cultural factors. It can be concluded that job satisfaction is a daily feeling being influenced by social factors as well. According to Susanberg, When People are satisfied with their own working their efficiency increases (Ali, 1988). That is, People have favorable and effective efficiency when there is suitable relationship between their expectations, abilities and capabilities and a Supportive system in the very stressful and under pressure conditions should have valid credit and value in working place or society itself. Leaders of Organizations face to some major sources for catching their goals: Equipment, Machinery and production tools, Money And Capital and workforce in organization, for efficient use of these sources managers use different mechanisms, for example, in order to keep and maintain production tools and machineries, they use the system of maintaining and repairing spending a lot of money for this end every year. Therefore they try to access to the latest Information at the part of technology, but despite of all efforts and endeavors in order to keep, optimize and change the machineries and technology unfortunately they disregard the human source as the most basic and fundamental source. (Mahdad, 67: 2001). For this purpose, this study aims to investigate the relationship of Islamic working ethics and job performance organizational outcomes emphasizing the mediating role of internal motivation. Can intrinsic motivation affect the working ethic in a way leading to job satisfaction of employees of Kermanshah Gas Company?

## EXPERIMENTAL BACKGROUND

Mohsen Allameh, Mehdi Aghaei (2015) in an article entitled"analyzing the impact of Islamic working ethics job satisfaction and role" found that the Islamic working ethics impresses employees' job satisfaction positively and significantly and impresses their job tensions negatively and significantly. Also the role of job stress as a mediator in relations with the Islamic working ethics and job satisfaction were investigated as well.

Keyvānlu, Prdnanjani Rahimi, Mohammad Ebrahimi (2015) conducted a study entitled" the mediator role of intrinsic motivation in relationship between Islamic working ethics, job satisfaction and organizational commitment. The results of this research showed that the proposed model has good fitness. Islamic working ethics has a direct impact on job satisfaction and organizational commitment. Also the mediating role of intrinsic

motivation intrinsic motivation in relationship between Islamic working ethics, job satisfaction and organizational commitment was confirmed.

SAlm Abadi et al. (2013) in a survey entitled "the relationship between Islamic working ethics and work engagement" showed that there is a positive and significant relationship. Also these findings suggested that Islamic working ethics has the feature of working engagement predictability.

Hasni and et al. (1391), in a survey entitled "to investigate the role and impact of Islamic working ethics and culture found out that organizational working ethics has no significant effect on Job Satisfaction and organizational commitment of Staff s of Chamran Islamic Azad University and by mediating role of organizational commitment, Islamic working ethics has indirect influence on job Satisfaction .

Mohammad nouman shafigh & et al (2015), in an article entitled " the influence of Islamic working ethics on job satisfaction and organizational commitment in the agriculture sector of Pakistan" observed that Islamic working ethics have positive impact on job satisfaction and organizational commitment. The results show that the culture mediates the relationship between Islamic working ethics, job satisfaction and organizational commitment.

Mohammad Omar Ajmal et al (2014) in an article entitled "moderating role of Islamic working ethics in work results" show that Islamic working ethics is a significant negative relationship between job stress and job satisfaction and a significant positive correlation with the intention of resignation.

Amirhossein Kompanian & et al , (2013) in a study investigate the relationship between Islamic working ethics incomes in accordance with its direct and indirect jobs and roles on job satisfaction, organizational commitment and methods of conflict resolution.

Hayati & Saniangou (2012), in their research entitled " Islamic working ethics, the role of intrinsic motivation, job satisfaction, organizational commitment, and job performance", investigated these relationships by designing and testing a model and the results showed that the Islamic working ethics has positive and significant effect on these three outcomes.

In Prousdia Science direct magazine (2012) in an article entitled " Islamic working ethics: the role of intrinsic motivation, job satisfaction, organizational commitment and job performance" results show that Islamic working ethics effect on intrinsic motivation and organizational commitment is more than its effect on job satisfaction

and job performance. In addition, the experimental results show that intrinsic motivation and job satisfaction moderate the relationship between Islamic working ethics with organizational commitment and job performance.

## RESEARCH HYPOTHESIS

### The Main Hypothesis of Research

Internal motivation moderates the relation between Islamic morality on job satisfaction of office clerk The reason is the number of employees.

### Sub-Hypotheses

- There is positive and significant relation between Islamic morality and office clerk's internal motivation.
- There is positive and significant relation between Islamic morality and office clerk's job satisfaction.
- There is positive and significant relation between office clerk's internal motivation and job satisfaction

### Research Method

Present study is applied one regarding its objective and is qualitative in terms of data type, in terms of going into practice this study is in the first 6 months of 2016 in a cross-sectional and retrospective format. In terms of implementation logic this study is of inductive one . In terms of application this research is descriptive-survey and correlational one as well.

## VARIABLES OF RESEARCH

### Intrinsic Motivation

Intrinsic motivation is inherent inclination to address the desires and abilities to apply and to do so, searching for optimal challenge and dominating on them (Dusti & torabyan, 2015). To study the intrinsic motivation Herzberg's 40- item 17- point questionnaire was used including dimensions of appreciation and recognition, career development and progress, nature of work, job responsibility and job position.

### Job Satisfaction

Job satisfaction is a favorable, emotional and positive state resulted by the evaluation or job experience (Woodman, 1996: 53). To investigate the job satisfaction, Smit ,¬¬ Kandal & Hallin's (1989: 53) questionnaire consisting of 72 questions regarding the nature of the work, satisfaction with supervisor, colleague satisfaction, satisfaction with salary, attitude to the job was used .

### Islamic Ethics

Working ethic in its best form points to internalize the work like a normal state and to monitor individual abilities

and energy (Asadi and Shirzad, 34: 2012). To review the Islamic working ethics of the staffs the ¬Grigouri & Sipeti's (1990: 34) questionnaire including 23 questions regarding four dimensions of Islamic working ethics such as interest in the work, perseverance in work, human relationships at work, participating in the work was used.

### Validity and Reliability of Study

In the present study, despite the fact that the questionnaire is standard and its validity has been measured in several investigations. Due to the fact that the questionnaire tests the required cases of this study, according to the supervisor the content has validity and reliability of questionnaire is measured by chronbach alpha test. More closer this number to one, more reliability the questionnaire will have. By using SPSS software the chronbach alpha was 81 demonstrating the reliability of questionnaire.

### Table 1: Cronbach alpha

| Variable | Cronbach's alpha |
| --- | --- |
| Islamic working ethics | 0.81 |
| Intrinsic motivation | 0.79 |
| Job satisfaction | 0.82 |
| Total | 0.81 |

### Population Sample

The population sample of this research is 344 persons working in Kermanshah Gas company . Stratified random sampling method was used to select samples and selected Sample represents population sample and its characteristics are consistent with community characteristics. In other words, the logic or basis of inferential statistics is kept. Cochran formula was used for determining the sample size, in which we choose the sample by 167.

## RESULTS AND ANALYSIS OF RESEARCH HYPOTHESES

### Descriptive Statistics

*Distribution of gender frequency*

### Table 2: Status of respondents in terms of gender

| Gender | Frequency | The percentage of frequency |
| --- | --- | --- |
| Man | 123 | 73.7 |
| Female | 44 | 26.3 |
| Total | 167 | 100 |

*Distribution of age frequency*

### Table 3: Distribution of age frequency

| Status of age | Frequency | The percentage of frequency |
| --- | --- | --- |
| 21 to 30 | 24 | 14.4 |
| 31 to 40 | 105 | 62.9 |
| 41 to 50 | 32 | 19.2 |

| 50 years | 6 | 3.6 |
| Total | 167 | 100 |

*Distribution  of education frequency*

**Table 4: Academic status**

| Educational status | Frequency | The percentage of frequency |
| --- | --- | --- |
| Diploma or lower | 20 | 12 |
| Associate degree | 50 | 29.9 |
| Bachelor | 75 | 44.9 |
| MA | 17 | 10.2 |
| Ph.D | 5 | 5 |
| Total | 167 | 100 |

*Describing the research main  variables*

**Table 5: Central measures and dispersion**

| | Working ethic | Job satisfaction | Internal motivation |
| --- | --- | --- | --- |
| Average | 3.8729 | 3.8938 | 3.9260 |
| Standard deviation | 0.70924 | 0.70790 | 0.77824 |
| Medium | 4 | 4 | 4 |
| Mode | 4 | 4 | 4 |

According to the table the highest average pertaining to internal motivation is 3.92 and lowest mean pertaining to working ethics is 3.87.  The maximum deviation pertaining to intrinsic motivation is .778 and minimum deviation pertaining to job satisfaction  is .707.

*Inferential statistics*

First it is noteworthy that to test data of every research the normality or abnormality of the test must be examined in which in this test the klomogref Smirnov test was used, then to determine the sample t-test within the groups according to the non-normality the UMann-Whitney or Kruskal-Wallis tests were used  and to test hypotheses Spearman correlation and regression  and  at the end analysis of the conceptual model are presented.

## TESTING  HYPOTHESIS  OF  RESEARCH

**Testing the  First Hypothesis**
*There is no Positive  and significant relationship between  Islamic working ethics with internal motivation .*

H0:  There is no Positive  and significant relationship between  Islamic working ethics with internal motivation .

H1 : There is Positive and significant relationship between Islamic working ethics with internal motivation .

**Data Normality Test**
To select the correct test to analyze the hypothesis   first you must be sure about distribution of variables statistics

that can be tested.  Kolmogorov-Smirnov test for normality of data (k-s) is used.  In this test the null hypothesis of normality is variable distribution.  If the significance level is less than.05, the null hypothesis is rejected and we conclude that the variable distribution is not normal.  According to the following tables:

**Table 6: Normality**

| | Average | Standard deviation | Klomogr of Smirnov Z | The significance level sig |
| --- | --- | --- | --- | --- |
| Islamic working ethics | 3.8729 | 0.70924 | 1.252 | 0.087 |
| Intrinsic motivation | 3.9260 | 0.77824 | 1.747 | 0.004 |

In Klomogrof  Smirnov test  it was revealed that working ethics with a significance level of  .087 which is more than .05 is normal, as well the  internal motivation with a significance level of  .004 which is less than .05 is not normal.
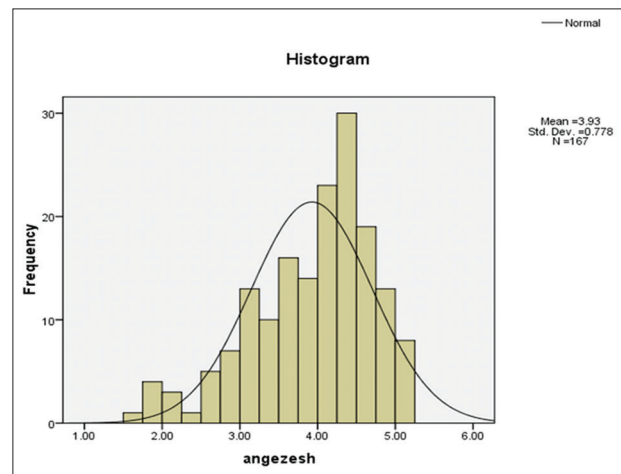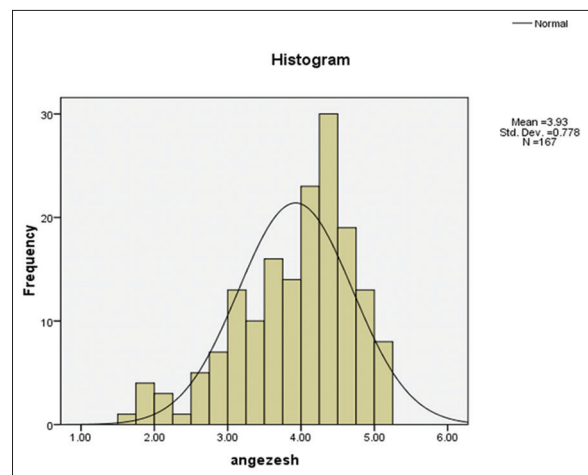


**Chart 1: Chart of normal working ethics**



**Chart 2: Normal graph of intrinsic motivation**

## Correlation of Hypothesis 1

To determine the relationship between this hypothesis, we should calculate the Pearson correlation coefficient between working ethics and intrinsic motivation. If the significance level is significantly less than .01, we conclude that there is significant relationship between variables statistically. As we can see, the correlation coefficient between these two variables is .902 and significance level is 0.000 which is less than .01. Therefore, there is significant and positive correlation between these two variables so the hypothesis is accepted.

### Table 7: Correlation of working ethic and intrinsic motivation

|  | Intrinsic motivation |
|---|---|
| Working ethics |  |
| Correlation coefficient | 0.902 |
| Significance level | 0.000 |
| Number | 167 |

### Testing the regression Hypothesis 1

To confirm the correlation and to specify the effects of variables on each other we use regression testing.

### Table 8: Islamic working ethics effect on intrinsic motivation

| R2 | F | T | Beta | Sig |
|---|---|---|---|---|
| 0.813 | 718.030 | 26.796 | 030/718 | 0.000 |

According to output of statistics regression test (F and T) and upper table with impact factor .90 and a significance level of 0.000, the hypothesis of effects of Islamic working ethics on intrinsic motivation is confirmed.

The findings of this study is consistent with the results of Hayati & Saniangou's (2012) research, Aaron et al. 2012 and Hasani et al. (1391).

Hypothesis 2: There is positive and significant relationship between Islamic working ethics and job satisfaction.
H0: There is no positive and significant relationship between Islamic working ethics and job satisfaction.
H1 : There is positive and significant relationship between Islamic working ethics and job satisfaction.

### Normality of Hypothesis Tw

### Table 9: Normality of Hypothesis Two

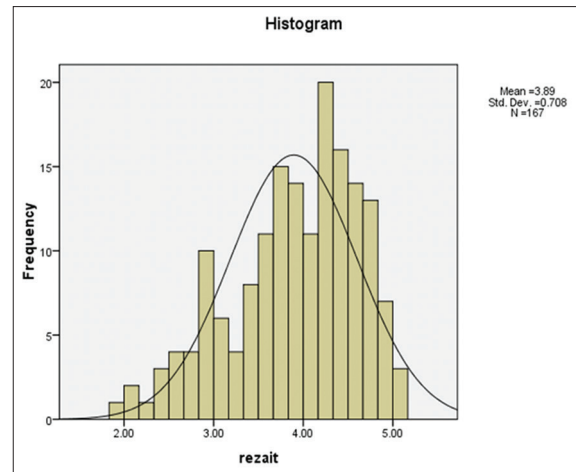|  | Average | Standard deviation | Klomogr of Smirnov Z | The significance level Sig |
|---|---|---|---|---|
| Islamic working ethics | 3.8729 | 0.70924 | 1.252 | 0.087 |
| Job satisfaction | 3.8938 | 0.70790 | 1.223 | 0.100 |



**Chart 3: Normal job satisfaction**

## Correlation Hypothesis 2

To determine the relationship between this hypothesis, we should calculate the Pearson correlation coefficient between working ethics and job satisfaction. If the significance level is significantly less than .01, we conclude that there is significant relationship between variables statistically. As we can see, the correlation coefficient between these two variables is .970 and significance level is 0.000 which is less than .01. Therefore, there is significant and positive correlation between these two variables so the hypothesis is accepted.

### Table 10: Correlation of working ethics and job satisfaction

|  | Job satisfaction |
|---|---|
| Working ethics |  |
| Correlation coefficient | 0.970 |
| Significance level | 0.000 |
| Number | 167 |

### Regression of Hypothesis 2

### Table 11: Effect of Islamic working ethics on job satisfaction

| Sig | Beta | T | F | R2 |
|---|---|---|---|---|
| 00.000 | 0.970 | 51.060 | 2.607 | 0.940 |

According to statistics of regression test outcome (F and T) and the upper table by the impact factor of .97 and a significance level of 0.000, the effects of Islamic working ethics hypothesis on job satisfaction will be confirmed.

The second hypothesis is therefore consistent with the results of a lot of research including Hayati and saniago (2012) and Soleimani et al (1391).

## Hypothesis 3

*There is positive and significant relationship between inner motivation with Job Satisfaction.*

H0: There is no positive and significant relationship between job satisfactions with Islamic working condition.

H1: There is positive and significant relationship between job satisfactions with Islamic working condition.

### Normality of Hypothesis 3

**Table 12: Normality of Hypothesis 3**

|  | Average | Standard deviation | Klvmvgrf Smirnov Z | The significance level. Sig |
|---|---|---|---|---|
| Job satisfaction | 3.8938 | 0.70790 | 1.223 | 0.100 |
| Intrinsic motivation | 3.9260 | 0.77824 | 1.747 | 0.004 |

### Correlation Hypothesis 3

To determine the relationship between this hypothesis, we should calculate the Pearson correlation coefficient between internal motivation and job satisfaction. If the significance level is significantly less than .01, we conclude that there is significant relationship between variables statistically. As we can see, the correlation coefficient between these two variables is .959 and significance level is 0.000 which is less than .01. Therefore, there is direct, significant and positive correlation between these two variables so the hypothesis is accepted.

**Table 13: Correlation between intrinsic motivation and job satisfaction**

|  | Job satisfaction |
|---|---|
| Intrinsic motivation | |
| Correlation factor | 0.959 |
| Significance level | 0.000 |
| Number | 167 |

### Regression Hypothesis 3

**Table 14: The effect of intrinsic motivation on job satisfaction**

| Sig | Beta | T | F | R2 |
|---|---|---|---|---|
| 0.000 | 0.959 | 43.623 | 1.903 | 0.920 |

According to statistics of regression test outcome (F and T) and the upper table by the impact factor of .95 and a significance level of 0.000, the effects of intrinsic motivation hypothesis on job satisfaction will be confirmed. The result of 3rd hypothesis is consistent with the results of Hayati and Saniago(2012), Moghadam and Zare.

## CONCLUSION

**Table 15: Summary of the research results**

| Row | Hypothesis | Hypothesis results |
|---|---|---|
| 1 1 | There is positive and significant relationship between Islamic working ethics and inner motivation | Rejection H0 H0 |
| 2 2 | There is positive and significant relationship between Islamic working ethics and job satisfaction | Rejection H0 H0 |
| 3 3 | There is positive and significant relationship between inner motivation and job satisfaction | Rejection H0 H0 |

There is positive and significant relationship between inner motivation and job satisfaction.     Rejection  H0

Islamic working ethics by dignifying working and equating it with worship and Jihad, gives a double value to it encourage People to do the job properly and for the sake of God. In fact, people don't consider it as a rational choice but also do it with the desire and satisfaction .So Islamic working ethics principles leads to provoke and Motivate people to achieve the goals. According to deep religious concepts the objective of Islamic working ethics deeply concepts, is paying attention to this principle that every man is bound to do the right thing and stay away from bad things and When the Islamic principles and values internalize in person and staff feel that ethics govern on their working place, they feel and experience more satisfaction and prosperity in the workplace .

Motivation is one of the important tools having effective role in creating the willingness of employees to attain effective and efficient results, creating positive working place and doing jobs positively, and the presence of this important tool and internal feeling reducing absenteeism at work and is effective in quantity and quality of work. So, when a person feels good to his job and have sufficient incentive to do the work for his job appreciates his job high value and finally will be happy with his job very much.

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