

## ANALYZE FACTORS INFLUENCING WORK COMMITMENT FROM ISLAMIC PERSPECTIVES AMONG CIVIL SERVANTS

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### Abstract

Various efforts have been made by the government to ensure that civil servants are committed to providing the best service. Although various efforts have been introduced by the government in the effort to improve the services of civil servants, there are still many negative issues raised concerning their services. Therefore, the objective of this study is to examine the relationship and influence of intrinsic reward, extrinsic reward, role conflict, role overload, and work satisfaction on the work commitment. The final aim is to explore how these factors can affect the work commitment of civil servants. This research uses quantitative methods to meet the objectives of the study. The statistical results of the multiple regression analysis found that extrinsic reward, role conflict, and work satisfaction significantly affect job commitment while intrinsic reward and role overload did not affect the work commitment. In other words, work satisfaction is the most important factor in increasing the work commitment, followed by extrinsic reward and role conflict. Meanwhile, intrinsic reward and role overload are not proven to be important in influencing work commitments.

**Keywords:** Work commitment, satisfaction, conflict, burden, reward, role

### INTRODUCTION

Civil servants are an important part of the national administration. Every country has a different definition of civil servants. In Malaysia, civil servants are the people who serve in the government offices, including those working in the education (teachers), defence (military), security (police), and even health sectors. The number of civil servants in Malaysia is 1.62 million, serving 32 million Malaysian citizens. Based on this figure, the ratio of civil servants to citizens in Malaysia is at 1:19, implying one civil servant serves 19 Malaysians. This shows that the commitment of civil servants is very much required to ensure the best service is delivered.

Various efforts have been made by the government to ensure that civil servants are committed to providing remarkable service. Some policies were introduced,

including the Clean, Efficient and Trusted campaign in 1982, Leadership by Example, 1983, Implementation of Islamic Values in 1985, Islamic Work Ethics in 1987, Excellent Work Culture in 1989, Quality Awards in 1990, Client Charter in 1993, e-government and MS ISO 9000 in 1996, Excellent Service Award in 2002, key performance indicators (KPIs), Islam Hadhari in 2005, and People First Achievement Priorities in 2009. All relevant policies should be practised by all civil servants so that they can perform any task properly and efficiently.

Despite the various efforts introduced by the government to improve the services of civil servants, many negative issues are still being raised. According to a nine-year Malaysian Anti-Corruption Commission (MACC) statistics from 2003 to 2011, the average number of civil servants arrested was about 260 people a year. Comparison of this figure to the total number of civil servants in Malaysia shows that the percentage it made up is only around 0.018 per cent, which is remarkably low. However, if this small percentage is not eradicated, it can devastate the country. If the public officials that are in power misuse the power they are entrusted with, it can cause various governmental problems that may have devastating effects on the country.

The trend of changes in the culture of integrity and anti-corruption among civil servants has been evident since 2009. There has been a clear reduction in the number of arrests of civil servants when compared to employees in the private and public sectors. The Anti-Corruption Campaign has made a significantly big impact on the country's history in preventing corruption. Since its launch in 2009, the number of public and private servants arrested for attempted bribery has seen a sharp decline. In 2009, for example, the total number of arrests made by the MACC involved 500 bribery attempts, followed by 424 and 389 attempts in 2010 and 2011 respectively. The total bribe involved amounted from RM50 to RM1 million.

In addition to the bribery issues, commitment issues are also often raised involving civil servants. In 2015, the Chief Secretary to the State, Tan Sri Ali Hamsa, stated that a total of 5000 under-performing civil servants have been identified since the government implementation of the policy of low-performance segregation. Among the reported offences was for being accidentally absent for 200 days a year [1].

Former Education Minister, Datuk Seri Mahdzir Khalid, said there were cases of civil servants with issues such as family problems, debt burden and daily workloads being absent from work for 2000 days. As civil servants are bounded by integrity, he noted that civil servants need to be committed in their duty to avoid being removed from their position. Among suggestions given for improvement was by referencing the problematic civil servant to the department's counselling division [2].

Based on the issues mentioned above, this indicates that civil servants tend to have difficulty in maintaining their commitment to tasks and organizations. Despite the various policies and efforts introduced, the mainstream and alternative media also have not kept pace in keeping the public updated with the issues of public servant commitment.

## **LITERATURE REVIEW**

Various studies have been conducted on this commitment of civil servants, among them are [3-6]. Most of these researchers explore aspects of work commitment from a variety of factors such as remuneration, communication systems, management support, career development, employment assurance, training and development as well as demographic factors such as gender, age and duration of service.

Recent research has also seen the tendency of researchers shifting from a conventional perspective to an Islamic perspective. Among the researchers are [5, 7-

14]. However, most of the research is focused on human resource management and Islamic work ethic. Studies on the commitment, however, focus on extrinsic and intrinsic religious factors based on [15] using only quantitative approaches or conceptual model building. Therefore, this research will focus on the factor of commitment from an Islamic perspective using quantitative and qualitative approaches.

### ***Commitment of Work***

The work commitment used in this research refers to [16], namely, the belief and acceptance of organizational goals and values, the willingness to work on behalf of the organization and to maintain involvement in the organization.

### ***Work satisfaction***

Work satisfaction in this research will look at all of the factors such as job performance, co-workers, supervision, pay, promotion, job placement and the employment itself, as defined by [17, 18].

### ***Reward***

In this research, rewards will be viewed in two aspects, based on [19], namely external (intrinsic) and internal (intrinsic) rewards. Extrinsic rewards come from factors such as salary and recognition while intrinsic rewards are in the form of skills upgrades, skills development and knowledge improvement through work.

### ***Role Conflicts***

The role conflict in this research refers to House, [20]. Role conflict occurs when employees are often in conflicting situations, with unreasonable pressures in their pursuit of performance or accepting inconsistent demands from more than two parties.

### ***Role Overload***

The role burden in this research refers to the responsibilities that are placed too much on the staff to affect the quality of work required [21].

## ***SCOPE OF RESEARCH***

This research focuses on only a few variables: job satisfaction, reward, role conflict and role burden on work commitment. The relationships and influences of these variables were measured and explained. This research uses instruments from [16] to measure the commitment level.

Two organizations involved in this research are Kubang Pasu Municipal Council (MPKP) in Jitra and Kedah Islamic Religious Affairs Department (JHEAIK) in Alor Setar. The research was conducted using quantitative and qualitative approaches. The questionnaire was distributed to all staffs while the interviews involved only the selected personnel for sampling purposes.

## ***METHODOLOGY***

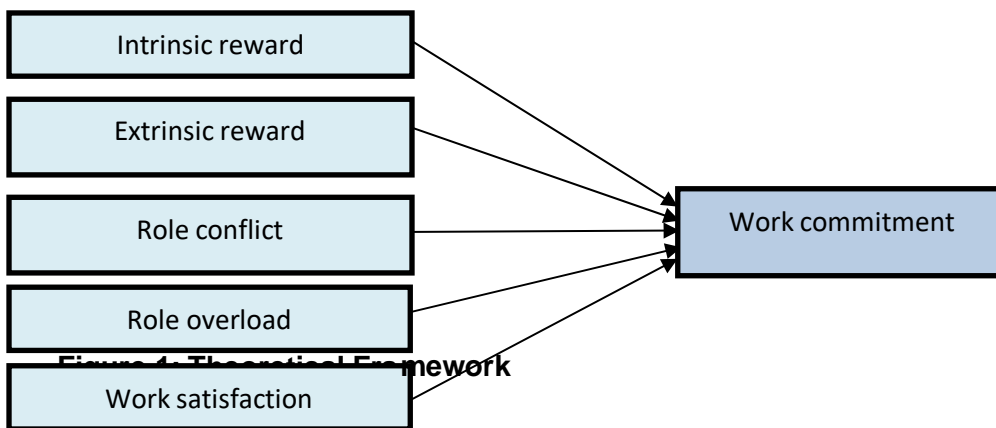
This study is using a quantitative approach and exploratory research design to achieve the objectives of the study. A structured questionnaire was used as an instrument for this study and the researchers structured the questions based on the relevant variable that were to be investigated. Data from the questionnaires were then analyzed using SPSS 22.0.

Table 1

Variables	Instrument	Item
Section A: Demographics	Researcher	10 item
Section B: Work commitment (Dependent variable)	[16]	15 item
Section B: Independent variables		
Work satisfaction	[13]	7 item
Work reward	[19] 30 item	
Role conflict	[22]	7 item
Role overload	[21]	9 item

Based on Table 1, work commitment was measured using instruments from the study of [16] containing 15 items or questions. The seven job satisfaction items were taken from [14]. Work rewards were measured using instruments from [19]. This reward question has 30 items, 15 are on intrinsic rewards and another 15 on extrinsic rewards items. Furthermore, seven items from the study of [22] were used to measure the role conflict while seven items from the study of [21] were taken to measure the role overload. Details of these questions can be found on the questionnaire in the appendix.

Figure 1 illustrates the hypothesized development in the relation between the variables:



The research population comprises of 380 staffs from MPKB and JHEAIK. The selection of the respondents was based on objective sampling. The first process is to identify the role of the divisions or departments within MPKB and JHEAIK. The characteristic considered during the choosing of a department were those with a high level of work pressure. Among the departments involved are the Legal Department, Treasury Department, Halal Management Division and Mosque and Surau (prayer room) Management Division. These departments involved workloads that are time-consuming, customer-facing, and community-oriented with issues such as financial management transparency and halal affairs.

**ANALYSIS AND RESULT**

Table 2 shows the Cronbach Alpha values for all constructs in this study. In general, the minimum limit for Cronbach Alpha was 0.70. However, 0.60 was accepted

in an exploratory study [5], whereas for [23], values between 0.60-0.70 were considered adequate and values between 0.70-0.90 were satisfactory [24]. The reliability analysis of the pilot study in this particular study showed that all constructs had lower reliability than the recommended level of 0.678. In general, the Cronbach Alpha values for all constructs in this study ranged from 0.569 to 0.711.

Table 2

Reliability test

Variable	Item number	Cronbach's Alpha
Work commitment	15	0.637
Intrinsic reward	15	0.635
Extrinsic reward	15	0.569
Role conflict	7	0.617
Role overload	5	0.639
Work satisfaction	7	0.711

Data analysis of this study was done using the Statistical Package for Social Science (SPSS) version 22. The data analysis used includes a descriptive analysis known as frequency test, a standard deviation and mean difference test inference; T-test, a one-way analysis of variance (ANOVA), Pearson correlation, and Multiple Regression. These tests were used to test all the hypotheses discussed.

For the study on the relationship between the non-dependent variables and the dependent variables, the Pearson analysis was used. Pearson correlation coefficient analysis was performed to determine the strength, direction of the linear relationship between the variables [25], and the relationship between the dependent variables and the independent variables [25] before performing the multiple regression analysis. The strength of the relationship between the variables was determined by Pearson's correlation coefficient ( $r$ ), between -1 and +1, where the -1 value was negatively correlated. The +1 value showed positive correlation while the 0 value showed no correlation [25, 26]. [27] proposed the following guidelines to explain the strength of the correlation between the variables identified:

- i) High:  
 $r = 0.50$  to  $1.00$  or  $-0.50$  to  $-1.00$
- ii) Moderate:  
 $r = 0.30$  to  $0.49$  or  $-0.30$  to  $-0.49$
- iii) Low:  
 $r = 0.10$  to  $0.29$  or  $-0.01$  to  $-0.29$
- iv) No correlation:  
 $r = 0.00$

Table 3

Correlation among research constructs

Correlation					
	Intrinsic reward	Extrinsic reward	Role conflict	Role overload	Work satisfaction
Work commitment					
Intrinsic reward	.377**				
Extrinsic reward	.497**	.581**			

Role conflict	.278**	.272**	.370**		
Role overload	.191*	.112	.365**	.641**	
Work satisfaction	.376**	.314**	.474**	-.175*	-0.023
<b>** . Significant correlation at 0.01 level (2-tailed).</b>					
<b>* . Significant correlation at 0.05 level (2-tailed).</b>					

The tests show that all the independent variables (IV) are significantly related to the dependent variables (DV). Internal rewards were found to be positively related to work commitment ( $r = .377$ ) with a mean of 0.01. External reward was moderately related to positive work commitment ( $p < 0.01$ ,  $r = .497$ ), role conflict had a small positive relationship with work commitment ( $r = .278$ ,  $p < 0.01$ ), role burden had a small positive relationship with work commitment ( $r = .191$ ,  $p < 0.05$ ), had a small positive relationship with work commitment ( $r = -.230$ ,  $p < 0.01$ ) and job satisfaction had a modest positive relationship with work commitment ( $r = .376$ ,  $p < 0.01$ ).

The study of the influence of independent variables and dependent variables was studied using multiple linear regression. It is used to test whether independent variables significantly affect work commitment.

Table 4

## Direct Path Coefficients

Relationship	Unstandardized Coefficients B	Std. Error	t	Sig.
(Constant)	1.526	0.275	5.552	.000
Intrinsic reward	0.068	0.076	.905	.367
Extrinsic reward	0.194	0.087	2.225	.028
Role conflict	0.116	0.050	2.344	.021
Role overload	-0.027	0.042	-.650	.517
Work satisfaction	0.176	0.060	2.937	.004

Note: Value  $F=11.539$ ,  $Sig=0.000$ ,  $R^2=.562$ ,  $DV=Work\ Commitment$

R square value is a statistical component that provides insight into the goodness of a model. The results show that the R-value is 0.316 with  $F = 11.539$  and significant at  $p = 0.000$ . This indicates that all the IVs accounted for 33.4% of commitment, while the remaining 66.6% of commitment variance is dependent on other variables.

The results also showed that the highest beta value was on work satisfaction at 0.248 and significant at  $p = 0.001$ . The external reward followed with a beta value of 0.21 and is significant at  $p = 0.017$ . Meanwhile, the role conflict showed a beta value of 0.119 and is significant at  $p = 0.017$ . This indicates that 1 unit of work commitment will result in 0.21 units of external reward, 0.119 role conflict units, and 0.248 units of job satisfaction.

External rewards, role conflicts, and job satisfaction are positively associated with commitment. Thus, it can be concluded that external rewards, role conflicts and job satisfaction have significant differences in work commitments. On another hand, internal rewards and role conflicts do not have significant variance.

## CONCLUSION

This research found the extrinsic reward, work satisfaction and role ambiguity have significant effects on work commitment. Meanwhile, intrinsic reward, role conflict and role overload do not affect the work commitment. To put it simply, the extrinsic reward is the most important factor that affects work commitment, followed by work satisfaction and role ambiguity. On another hand, role conflict, intrinsic reward and role overload are proven to be insignificant on work commitment.

Thus, the management team are encouraged to improve their rewarding system as this study had found rewards to have a direct impact on the work commitment both on the organizational and personal level. The management team also need to put in the effort to reduce the role conflict among employees. This is aligned with the findings of this study that showed role conflict negatively affect work commitment significantly. To improve understanding and insights on work commitment, all parties need to increase their knowledge through in-depth readings, attending workshops, training, learning and teaching.

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