Islamic Workplace Environment (IWE) and Employees' Job Satisfaction at PNB Ilham Resort, Malaysia

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ABSTRACT

Due to an increase in the number of Muslims visiting Malaysia, there is a growing need for Shariah Compliance Hotel (SCH). The ultimate goal of SCH is to allow them to go through the routine of being Muslim even while traveling. Most of the researches in this area are focusing on success factors towards increasing customer's satisfaction and lack of empirical evidence on study of employees' job satisfaction. Moreover, in today's business world, the most important component in keeping an employee satisfied is the workplace environment. The workplace of today is unique, diversified, and constantly changing. As a result, the Islamic workplace environment (IWE) has an impact on employees' job satisfaction since a religiously positive work environment increases morale and motivation. IWE has a direct impact on the human senses, resulting in subtle changes in interpersonal relationships and consequently productivity. The element to develop IWE includes physical, social, psychological, and job-related issues. Therefore, the main purpose of this research is to examine Islamic workplace environment (IWE) influences employees' job satisfaction particularly in PNB Ilham Resort, Malaysia. The target respondents of this study are hotel employees from PNB Ilham Resort, Malaysia. The study used the data analysis through Statistical Package for Social Science (SPSS). A structured survey was distributed among employees at the hotel. The results of this study provide important evidence of the impact of the IWE on employees' job satisfaction.

Keywords: Islamic workplace environment, employees' job satisfaction, Shariah compliant hotel.

1. INTRODUCTION

The population of Muslims is widely seen as the fastest-growing population in the world. Statically, over 1.9 billion of the Muslim population were reported in 2020. Islam is gaining believers at a quicker rate than any other faith (Pew Research Center, 2011)[20]. Indeed, by 2050, the study finds that most of the major religious groups in the world are projected to increase in absolute numbers, with Islam set to surpass Christianity and become the main religion of the world by 2070 (Green, 2015)[7]. The Muslim world population is expected to increase by over 35% during the next 20 years (Pew Research Center, 2011)[20].

The tourism industry is inherently a structure composed of a tourist industry, a transit route region and a tourist destination region. The relatively large number

of tourists from the Muslim world to Malaysia from both regions shows the need and demand for Muslim-friendly hospitality, especially Shariah Compliance Hotels (SCH) that allow them to go through the routine of being Muslim even while traveling. The Muslim demands for SCH seemed to be great business opportunities as it is possible because Muslim tourists indeed need a hotel in compliance with the Shariah (Poria, Butler, & Airey, 2003)[16].

Moreover, provider and hotel players must identify employees' job satisfaction factors to ensure they will deliver the best service quality and satisfaction for customer. Previous study, Dziuba, Ingaldi and Zhuravskaya (2020)[5] mentioned that, employees must achieve the organization's performance requirements to assure the quality and the quantity of their work. Currently, the performance can boost by including elements of job satisfaction that can boost performance and indirectly maintain the organization's reputation. In this way, organization must ensure the satisfaction of employees and their level of work in the hotel sector.

Kelly (2008)[13] believed that religious beliefs and practices could be accommodated in the workplace for the employees while D.Gelb and Longacre (2012)[4] supported the idea that allowing individuals to express their religious beliefs could boost their work motivation and productivity, resulting in increased employees' job satisfaction (Grim, 2015a)[8]. Therefore, the purpose of this research is to examine Islamic workplace environment (IWE) particularly in physical environment, social environment, psychological environment and job-related issues influences on employees' job satisfaction particularly in PNB Ilham Resort.

2. LITERATURE REVIEW

2.1. Employees' Job Satisfaction

Vrinda and Jacob (2015)[21] presented job satisfaction is determined by the obligations and tasks allocated to employees, whereas employment entails working in groups on similar activities, sharing skills, responsibilities, and knowledge. Job satisfaction is employees who find themselves at work where they are satisfied with the way they are treated and happy working there (Gitoho, Kamau, & Muchara, 2016)[6].

Furthermore, several factors can influence a person's degree of job satisfaction. These variables include opportunities for career advancement in terms of promotions and training, a good working environment, the management-employee relationship, how grievances are handled, employee turnover, absenteeism, employee morale, employee encouragement to make suggestions, workload, and new challenges faced by employees on how well and clear the organizational master plan is (Gitoho et al., 2016)[6].

Additionally, IWE substantially adds to employees' job satisfaction in their organization since the IWE inspires employees to work even harder every day and through this setting (Yusof, Yusof & Abbas, 2017)[24]. It is also important to create a religiously favorable working atmosphere because it will give employees morale and motivational support. Respecting each other's feelings is critical in an IWE to ensure employee contentment with the organization.

2.2. Islamic Workplace Environment toward Physical Environment

Workplace environment is described as the surrounding of the workplace (Rezaul, 2014)[17]. In Islam, the responsibility of employers is to provide a healthy working environment. "It is the master's (employer's) role to guarantee that his personnel are capable of doing the duty assigned to them with ease and they should not be assigned to a work that may jeopardize their health.," writes Ibn Majah.

Employees are more inclined to join an organization that allows them to exercise their faith, wear religious symbols and dress codes, or express themselves religiously in some way, according to a study published by (Management, Society for Human Resource, 2011)[14]. Hassan, Mohammad, Mohd, Rozilah and Ali (2015)[10] looked into the viability of Islamic accommodation in the workplace and the impact it has on employees who are satisfied with their positions but wish to quit. Meanwhile, according to Waqas, Bashir, Sattar, Abdullah, Hussain, Anjum and Arshad (2014)[22], the quality of the physical environment in which they are performing their duties has an impact on job satisfaction. Employers must also provide proper facilities, such as specialized prayer rooms, and set aside time for employees to pray in order to develop an IWE.

2.3. Islamic Workplace Environment toward Social Environment

Employers should inspire workers to fulfill their duties as Muslims, not just accommodate them. Fasting individuals' vision can be marginally impaired as a result of food restriction, according to Yazdi, Jafarzadehpur, Mirzajani, and Nematy (2011)[23]. In the month of Ramadan, employers should enhance their

employees' morale and be more understanding of their needs. Aside from that, Grim (2015a)[8] discovered that, regardless of the size of the organization, employees who work for an organization that provides religious education programs and religious practice flexibility feel more committed and devoted to their jobs and have greater job satisfaction than individuals who work for organizations that do not provide such programs.

Chei, Yee, Men, and Bee (2014)[3] stated that employee performance and work environment have a positive relationship, indicating that hotel employees are satisfied with their working environment. Furthermore, Nutakor (2019)[15] states that fair, just, and accurate employee appraisals, which will favourably reflect job satisfaction, may improve management decisions through better insights, knowledge, and understanding of performance appraisal perceptions.

2.4. Islamic Workplace Environment toward Psychological Environment

More specifically, the psychological environment refers to those aspects of the workplace that influence worker behavior. Briner (2000)[2] stated that there are three types of psychological phenomena considered by behavior are affect (e.g., emotions, mood, psychological symptoms, affective disorders); cognitions (e.g., attitudes, perception, decision-making); and behaviors (e.g., effectiveness, absence, motivation).

A pleasant IWE can also be created, according to Zainudin, Fadzil, Othman and Ramdzan (2018)[25], by expressing gratitude for employees who work on Muslim holidays and festivals. Eid-ul-Fitr and Eid-ul-Adha are two of Islam's major holy days. Days off should be provided by employers to rejoice and spend time with their families with their Muslim employees. Aldulaimi (2016)[1] agreed as well as employers are encouraged to grant employees their rights under Islam. Fair and lawful agreements are required. Employees should be informed about their rights and responsibilities, as well as their vacation, leave, and compensation options.

Positive psychology in the workplace had created a more pleasurable, productive, and valued working environment for employees. Positive psychology also leads to an employee's attitude and values influence his or her behaviours. Employees who are happy at work are more satisfied with their work, which also improves the quality of their work (Kapur, 2018)[11].

2.5. Islamic Workplace Environment toward Job-Related Issues

The organization must create opportunities for employees to put their skills and abilities to good use in order to sustain the quality of IWE. Haseeb (2015)[9] mentioned that makes the employee's job easier by providing training, tools, and equipment as needed. Supported by Kapur (2018)[11], individuals are satisfied when they are given the opportunity to put their skills and abilities to excellent use. They have received training relating to management or education, and as a result, an individual is satisfied when opportunities for effective utilization of his education and training are made accessible to him.

Individuals are dissatisfied with their jobs when they are unable to apply their knowledge, skills, and abilities in the workplace. This is supported by Zainudin et al. (2018)[25], this will result in greater production since satisfied personnel would give their very best to complete their tasks.

Based on the literature review pertaining to the study variables, the framework of this study is proposed as followed:
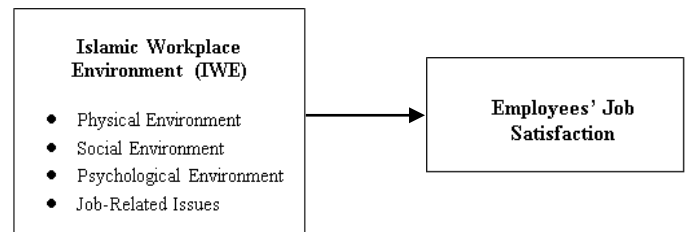

Figure 1: Research Framework

From the framework, the following hypotheses were proposed:

H1: Physical environment in IWE have positive relationship on employees' job satisfaction.

H2: Social environment in IWE have positive relationship on employees' job satisfaction.

H3: Psychological environment in IWE have positive relationship on employees' job satisfaction.

H4: Job-related issues in IWE have positive relationship on employees' job satisfaction.

3. METHODOLOGY

The subject of this study was employees at the PNB Ilham Resort, Malaysia. Data for this study were gathered through self-administered questionnaires. The

survey questionnaire was employing a drop-off and pick-up method. All respondents must finish it within two weeks. Hence, 41 completed questionnaires were utilised for the purpose of data analysis. The census sampling was used utilizing, in which every unit of the population is included in the data gathering. The data in this study were analysed using the Statistical Package for the Social Sciences (SPSS) Version 27 in answering the research objectives, research questions and hypotheses of the study.

4. FINDINGS

4.1. Profile of Respondents

The demographic features of the present study include their nationality, religion, gender, age group, marital status and length of worked at the hotel. The following table outlines the demographic variables of

Demographic Variables	Categories	Frequencies	Percentages
Nationality	Malaysian	41	100
	Foreign	0	0
Religion	Muslim	41	100
	Non-Muslim	0	0
Gender	Male	22	53.7
	Female	19	46.3
Age group	21-30 years old	17	41.5
	31-40 years old	8	19.5
	41-50 years old	11	26.8
	51 years and above	5	12.2
Marital status	Single	12	29.2
	Married	25	61.0
	Divorce	4	9.8
Length of worked at this hotel	1-5 years	25	61.0
	6-10 years	7	17.1
	11-15 years	4	9.7
	16 years and above	5	12.2

this study.

Table 1. Summary of Demographic Profile (N = 41)

As presented in Table 1, 41 respondents (100%) were Malaysian and Muslim. Gender distribution was slightly higher for males. Out of the 41 respondents, 22 respondents (53.7%) were male and 19 respondents (46.3%) were female. The majority of the respondents' age ranges between 21-30 years old. This age group is represented by 17 respondents or 41.5%. The second highest age group was between 41-50 years old (26.8%). Meanwhile, only 19.5% represented 8 respondents belong to the age group of 31-40 years old. There are only 5 respondents that are above 50 years old

and they represented 12.2% of the total respondents. Most of the employees (25 employees or 61.0%) were married. Meanwhile, 12 respondents (29.2%) are single and 4 respondents (9.8%) are divorce.

Respondents were also asked about the length of work at this hotel. The majority of respondents (25, or 61.0 %) have worked at this hotel for 1 – 5 years. 7 respondents (17.1 %) reported they worked at this hotel for 6-10 years, while 5 (12.2 %) reported they worked there for 16 years and above. The remaining 4 respondents (9.7 %) reported worked at the hotel for 11-15 years.

4.2. Means and Standard Deviation of Study Variables

From Table 2, mean for the study variables ranged from 4.25 and 4.62. Respondents in this study were high rated by perceived Islamic workplace environment by the hotels. Hence, a job-related issue was obtained high mean value. Respondents of this study highly agreed that they would be remain with the hotel. Table 2 shows the results of the mean for the study variables.

Table 2. Means Score and Standard Deviation of Study Variables

Variables	N	*M*	*(SD)*
Employees' job satisfaction	41	4.33	.67
Islamic Workplace Environment (IWE)			
• Physical environment	41	4.59	.60
• Social environment	41	4.25	.54
• Psychological environment	41	4.40	.57
• Job-related issues	41	4.62	.49

4.3. Hypotheses Testing

Pearson correlation coefficient analysis was used to measure higher values of one variable are associated with either higher (positive correlation) or lower (negative correlation) values of the other variable, and vice versa. Table 3 shows the results of the correlation coefficient of IWE on employees' job satisfaction.

Table 3. Pearson Correlations Matrix for Study Variables

Variables	1	2	3	4
Employees' job satisfaction	-			
Islamic Workplace Environment (IWE)				
Physical Environment	.80**	-		
Social Environment	.86**	.62**	-	
Psychological Environment	.88**	.68**	.88**	-
Job-Related Issues	.76**	.85**	.58**	.72**

Note. N=41. *p<.05;**p<.01 ; ***p<.001 ; ****p<.0001

As illustrated in Table 3, all ten intercorrelations of the measures were statistically positive. Correlations coefficient employees' job satisfaction and elements of IWE recorded positive relationship, ranging from r = .76 (p<.000) to r = .80 (p<.000). Correlation coefficient between employees' job satisfaction and physical environment (r = .80, p<.000) considered strong correlation. It shows that there is a positive relationship between physical environment and employees' job satisfaction. It can be said that hypothesis 1 is supported. The table shows correlation coefficient between employees' job satisfaction and social environment are r = .86 (p<.000), so we can conclude that there is a positive relationship between social environment and employees' job satisfaction. Therefore hypothesis 2 was supported. Psychological environment and employees' job satisfaction have positive relationship because correlation coefficient between them shows r = .88 (p<.000). Thus, hypothesis 3 is supported. Correlation coefficient between employees' job satisfaction and job-related issues (r = .76, p<.000) also considered strong correlation. Therefore, it shows that there is a positive relationship between job-related issues and employees' job satisfaction and hypothesis 4 is supported.

5. DISCUSSIONS

The objective of this study is to determine whether IWE have positive relationship on employees' job satisfaction. Results of this study indicated that IWE pertaining to physical environment, social environment, psychological environment and job-related issues have influence relationship on employees' job satisfaction.

Findings from this study conclude that, employees that are satisfied with physical environment will deliver a quality service to their organization. Specifically, if the hotel provides separate prayer rooms for male and female employees and allocates praying time for Muslim employees, furnished according to Islamic rules and regulations, allows employees to wear religious symbols to express their religious beliefs and following a Shariah dress code, the employees' will express their satisfaction and retain to the hotel. These findings in line with Sacirbey (2011)[19], Rosenberg and Choufany (2009)[18] and Waqas, et al. (2014)[22], pleasant physical environment is more likely to entice employees to deliver higher work performance and ultimately contribute to their satisfaction. Similarly, this study also found that social environment would also significantly influence the level of employees' satisfaction toward the hotel. In particular, social environment such as hotel offers religious classes, provides Islamic talk by inviting good speakers, provides Islamic entertainment and this hotel plays azan when the time of prayer. This finding is parallel with Grim (2015a)[8] and Karim, Ahmad and Zainol (2017)[12] which agreed that social environment influence employees' satisfaction and loyalty. Moreover, this study found that psychological also contributes to employees' job satisfaction. Respondents agreed that this hotel gives enough working time, entitles off days for particular Islamic holidays, and gives the reward. These findings are in line with Aldulaimi (2016)[1] and Zainudin et al. (2018)[25] who found that employers are encouraged to grant employees their rights under Islam. Fair and lawful agreements are required. Employees should be informed about their rights and responsibilities, as well as their vacation, leave, and compensation options. Thus, it is crucial for employers to develop a positive attitude in order to retain employee satisfaction. Lastly, this study found that job-related issues had a positive relationship with employees' job satisfaction. Respondent agreed that all the information about the hotel had been shared and clear to them. This finding in lined with Kapur (2018)[11], job satisfaction is achieved when employees have exact and appropriate understanding about how to carry out their responsibilities, and job duties are achievable.

Practically, the outcome of this study presents offer several suggestions to hotel managers and operators to plan and implement strategies pertaining to the IWE. Additionally, IWE substantially helps employees' job satisfaction within the organization since it inspires employees to contribute even harder every day because the organization will recognize and value their achievements in this setting. In an Islamic workplace, it is important to respect each other's sensitivities in order to maintain employees' job satisfaction.

6. CONCLUSION

This study has found that IWE has a positive effect on employees' job satisfaction at PNB Ilham Resort.

Therefore, the objectives and questions of this study have been achieved. However, several limitations have been faced throughout the study. Firstly, the IWE investigated in this study were limited in scope and primarily focuses on the specific hotel. Future researchers may need to widen the scope of investigation by incorporating the IWE with another SCH or variety of hotel star rating.

Secondly, this study recognized limitation in dealing with unit of analysis. This survey's respondents were all Muslims, which may contribute to biases. As a result, for the unit analysis, it would be fruitful if future research could include non-Muslim employees from another hotel of SCH engaged in this study. Thus, the results will be completely captured on the perception of non-Muslim employees towards the application of IWE in SCH because they have different beliefs and lifestyles. This ensures an efficient outcome that will be more varied and detailed in the future.

AUTHORS'CONTRIBUTION

P.N. F. S. A.; Data collection and co-wrote the paper. N. A. S.; Data collection and co-wrote the paper. N. F. F. J.; Analysed the data and interpretation the results. N. F. H.; Draft manuscript preparation. N. Z. O.; Review the language, structure and content. All authors reviewed the results and approved the final version of manuscript.

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