

Mediating Effect of Intrinsic Motivation on the Relationship between Islamic Work Ethic, Job Satisfaction, and Organizational Commitment in Banking sector

Alborz Gheitani

Department of Management, Isfahan (khorasgan) Branch, Islamic Azad University.

Alborz_gheitani@yahoo.com

Saheb Imani

Member of Material and Procurement Management, National Iranian South Oilfields Company (NISOC), Ahvaz, Iran.

imani.s@nisoc.ir

Nader Seyyed Amiri*

Faculty of Entrepreneurship, University of Tehran, Tehran, Iran.

nadersa@ut.ac.ir

*Corresponding Author

Pantea Foroudi

Business School, Middlesex University, London, UK.

P.Foroudi@mdx.ac.uk

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Abstract

Purpose – This research seeks to determine the impact of the IWE on job satisfaction and organizational commitment among the employees of Maskan Bank by examining the mediating role of intrinsic motivation.

Design/methodology/approach – A model of the intrinsic motivation antecedent and consequences of IWE was examined in a survey conducted among employees working in Maskan Bank in Iran. Structural equation modelling (SEM) via Amos software was employed to gain insight into the various influences and relationships.

Findings – The findings revealed a direct effect of IWE on job satisfaction, but there was no direct significant relationship between this variable and organizational commitment. Also, intrinsic motivation plays a partial and completely mediatory role in the relationship between IWE and job satisfaction, and IWE and organizational commitment.

Research limitations/implications – The impact of participation in strategic planning on managers' creation of budgetary slack: The mediating role of autonomous motivation and affective organizational commitment.

Originality/value – Since the nature of bank employees' work is such that it confronts them with numerous ethical choices, the adherence to ethical standards, particularly IWE, can greatly affect their enthusiasm and, as a result, their satisfaction and organizational commitment.

Keywords: Islamic work ethic, intrinsic motivation, job satisfaction, organizational commitment, Partial and Complete (Perfect) mediation.

Introduction

The promotion of job satisfaction and organizational commitment has always been one of the main concerns of all organizations and their managers. The importance of these two variables has been such that organizations try to promote them through various costly programmes. However, a task force with internal motivation does the tasks assigned in the best way possible without any monetary incentive. Ahmed et al. (2010) concluded while endorsing this issue that intrinsic motivation is significantly related to job satisfaction. As a result, Mohsen et al. (2011) confirmed the positive effects of intrinsic motivation on organizational commitment. According to Dubrin (2009), this type of motivation originates from both job and employee characteristics. One of the most important factors that influence employee behaviour and action consists of their values and beliefs. Islamic work ethic (IWE) can be considered in this category of factors that can enhance employee job satisfaction and organizational commitment. Hence, Hayati and Caniago (2012), underscoring this point in their research, concluded the IWE had a direct and positive effect on intrinsic motivation, job satisfaction, organizational commitment, and performance. Yousef (2001) in his studies shows those who consider Islamic ethic as a value are satisfied with their job and, thus, tend to be more committed to their work. The IWE expresses Islamic expectations of individuals' behaviour in the workplace, suggesting they include the extent of people's effort, sacrifice and selflessness, cooperation, accountability, proper social relationships, and creativity at work. Basically, when a person establishes a close relationship with God; then his attitudes and behaviour tend to conform to Sharia laws and regulations (Rahman et al., 2006). It is believed that work ethic reflects one's attitudes toward various aspects of work, including activity priorities and participation, attitudes towards monetary and non-monetary rewards, and the desire for career advancement and reaching the higher ranks of an organization (Yousef, 2001).

Rizk (2008) states the Quran and aspects of Islamic Sharia lay down a valid method for creating work ethic. So, from this perspective, participation in economic activity is a moral commitment. Therefore, the IWE deserves serious research, because it is considered a moral ideal for the working environment of Muslims and their attitude towards the job. Islam is one of the most influential factors that make up our society's value system. Hence, the IWE does not suggest a denial of life, but represents a fulfilment of life and business motivation at the highest level. As a result, the possibility that those who believe in Islam and its practice will have greater job satisfaction and organizational commitment than those of others (Yousef, 2001) may be considered.

Despite a very useful role the IWE can play in personal and organizational matters, unfortunately, little attention has been paid to this issue in internal investigations in Iran in the past. In recent years, localization of humanities and the use of Iranian-Islamic models on these aspects have been much

emphasized. On the other hand, the heavy workload and responsibility of bank employees as well as the type and nature of their work in terms of facing various ethical and unethical choices doubles the importance of ethics and motivation in such jobs. Nevertheless, one of the most important sources of intrinsic motivation is individual traits rooted in their beliefs. Observing Islamic principles and standards, as mentioned earlier, can improve intrinsic motivation and, subsequently, employee satisfaction and commitment. Therefore, employees committed to the principles of the IWE will have a greater intrinsic motivation and higher satisfaction and commitment to their job and organization. Based on this assumption, this study aims to examine the effects of the IWE on job satisfaction and organizational commitment of the employees of the financial sector with regard to the mediating role of intrinsic motivation.

Literature Review

Islamic work ethic

Abdul Rashid and Ibrahim (2005) stated that ethics is considered an outcome of faith (belief) that is reflected in all spheres of life (Sehhat et al., 2015). Therefore, work ethics are generally associated with religious values (Othman et al., 2004). As a result, the IWE is associated with ethical schools derived from Islam (Sabir Khan and Rasheed, 2014). Islamic work ethic is part of an individual's belief (faith) (Khan et al., 2015). Therefore, the IWE perspectives have their origin in the Quran, the words and deeds of the Prophet (Ali and Al-Owaihyan, 2008) have lent honour and virtue to work, which is considered worship (Yousef, 2000). On the other hand, Islam emphasizes cooperation in work and consultation as a way to avoid mistakes and problems. By the same token, it can be stated that the fundamental basis of the IWE is the premise that every human being is bound to do good and not bad things (Shamsudin et al., 2010). Islamic ethical principles include economic, psychological and social dimensions (Ahmad, 2011), and states that work should be generally meaningful for the individual and society. This is because, in Islam, work is considered an inevitable and necessary activity and virtue that is a significant source of individual independence fostering personal growth, self-esteem, satisfaction, and self-actualization (Yousef, 2000). In general, the IWE implies a set of behaviours and techniques (Haroon et al., 2012), kindness, and moral principles that help in distinguishing between the rights and wrongs related to work (Beekun, 1997), and adopting a spiritual approach (Rizk, 2008), in order to do a job better (Haroon et al., 2012).

Intrinsic motivation

Motivation is the reason behind an action. It leads to the beginning and continuation of an activity and determines the general direction of a person's behaviour. Employees with motivation are

considered a key to the success of any organization (Yasrebi et al., 2014). Pleasure is also associated with behaviour associated with intrinsic motivation (Harackiewicz, 1979). Since intrinsic motivation has a significant effect on work-related behaviour, it is considered a valuable concept in studying an organization (Chen et al., 2013). With this in mind, intrinsic motivation prompts an attractive and pleasant behaviour in an activity, resulting in internal satisfaction and pleasure for the performer of the action (Lee et al., 2014). Hence, intrinsic motivation is considered the most important factor determining the preventive efforts of people (employees) in the workplace (Ganjali and Rezaee, 2016). Ryan and Deci (2000) define intrinsic motivation as an inherent tendency to look for new challenges in order to develop and use personal competence to discover and learn (Chen et al. 2013). Intrinsic motivation is essentially dependent on the characteristics of employees and jobs (Dubrin, 2009). A person who is interested in his job and rooted to his beliefs, and considers it a virtue to do his duties in the best possible way, will find intrinsic motivation necessary to do a job without the need for much external motivation to improve performance. Overall, internal motivation is a person's tendency to do jobs better to achieve inner satisfaction (Warr et al., 1979), which can lead to high levels of a positive feelings and performance (Amabile, 1993).

Job Satisfaction

Job satisfaction gains importance because most people spend almost half of their waking hours at work (Ebrahimian Jolodar, 2012). This shows that job satisfaction is a positive or pleasurable feeling that individuals gain through the assessment of their jobs or job experience (Robbins 2005; Haroon et al., 2012). Job satisfaction can be seen as a key motivator (player) of human behaviour in the workplace (Shah et al. 2016). It has been found from earlier literature that job satisfaction is a key driver in supporting the attitudes and behaviours in the workplace (Alegre et al., 2016; Rayton and Yalabik, 2014; Topolosky, 2000), showing what employees think and feel about their job (Oliver, 1990a). Therefore, job satisfaction can extend positive attitudes and behaviour toward the organization or work (Mullins, 1999; Randall et al., 1999). According to Spector (1997), 'job satisfaction' is the overall quality of individuals' feeling about different aspects of their jobs (Shooshtarian et al., 2013). Luke (1976) defines job satisfaction as 'a positive emotional and enjoyable expression driven by assessment of one's job or work experience' (Mostafa and Gould-Williams, 2014). Therefore, job satisfaction relates to employees' own assessment of their jobs in respect of issues that are of considerable importance to them (Alam and Shahi, 2015). Hence, job satisfaction has to do with the happiness or unhappiness of employees at the time of work (Zheng et al., 2014).

Organizational commitment

Research on organizational commitment goes back to the 1960s (Soltani and Hajikarimi, 2016). The term ‘commitment’ refers to the tendency of social activists to spend their energy and express loyalty to a social system or emotional attachment to a section of the organization, independent of the utility value of this relation (Abdul Rashid et al., 2003). Matthew and Zazhak (1990) consider commitment as a personal belonging and dependence on an organization (Zarei Matin et al., 2012). In fact, organizational commitment is the loyalty of employees towards organizational objectives and the recognition and acceptance of its values (Yeh, 2014). In another definition, organizational commitment stated to be the relative strength of an individual’s identification with and involvement in a particular organization (Top et al., 2015). Involvement can be reflected in a person's willingness to undertake tasks beyond his or her standard job requirements (Mckenna, 2006). In fact, when people in an organization ‘are supported by others, helped and developed and are put to work’, they are able to experience a feeling of belonging, which leads to organizational commitment (Spell et al., 2014). Therefore, when there is organizational commitment, a person considers the organization to be his/her representative and wishes to join it (Porter et al., 1974).

Theoretical Background and Hypotheses Development

It seems that the basic element of Islamic work ethic is the development of a sense of competence in a person and the strengthening and nurturing of loyalty and organizational commitment in an individual. From this point of view, work is not considered the ultimate goal but as a means to foster personal and social growth. Accordingly, and based on existing literature, the first thing the current research seeks to answer ‘*what is the role of Islamic work ethic in internal (intrinsic) motivation, job satisfaction, and the organizational commitment of individuals?*’ to answer the research question, this study examines the relationship between intrinsic motivation and job satisfaction as well as the relationship between job satisfaction and organizational commitment (See Figure 1).

<<<Insert Figure 1>>>

Impact of Islamic work ethic on intrinsic motivation

Islamic work ethics is related to important work-related processes and outcomes such as job satisfaction, motivation, organizational commitment, and job performance (Berings et al., 2004; Roe and Ester, 1999). In this regard, Latham and Pinder (2005) have argued that work ethics and values such as multi-dimensional work ethics can be key predictors in work motivation (Ryan and Tipu, 2016). In another study, he shows the relationship between ethics and job satisfaction and return on investment with the help of the organizational justice theory affecting the employees’ perception of fairness, job orientation, and organizational efficiency. From this perspective, employees who

perceive their organization to be ethical and adhering to the ethics are more likely to feel their organizations treat them fairly. In turn, this is likely to increase their job satisfaction, which, along with a positive attitude towards the job and the organization, leads to efforts towards the realization of organizational goals and a strong desire to remain in the organization (Rokhman, 2010). The results of Nithyanandan (2010) showed that a group with a high level of Protestant work ethic (PWE) had also high intrinsic motivation. Hayati and Caniago (2012) also found that the IWE had a significantly positive relationship with intrinsic motivation. As a result, if employees treat the IWE with greater respect, a higher level of intrinsic motivation can be expected of them. Based on these observations, we state our hypotheses as follows,

Hypothesis 1: Islamic work ethic has significant effect on intrinsic motivation.

Impact of intrinsic motivation on organizational commitment

Researchers in previous studies have argued that there is a relationship between intrinsic motivation, autonomous motivation, effective commitment, and organizational commitment (Hayati and Caniago, 2012; Gagné et al., 2008), making motivation one of the basic prerequisites for extending commitment (De Baerdemaeker and Bruggeman, 2015; Galletta et al., 2011). As a result, organizational commitment can also be introduced as a unique and powerful source of motivation (Meyer et al. 2004). Motivation is introduced as a body of effective forces in people (Pinder, 1998), based on the definition of Meyer and Herscovitch (2001), while organizational commitment as a personal force related to such an effective force (i.e. motivation). In addition, Lam and Gurland, (2008) found that being determined in work acts as a stimulus and motivator in identifying and predicting the commitment. Galletta et al., (2011), in their study, besides confirming the positive relationship between intrinsic motivation and effective organizational commitment, found that effective organizational commitment played a general mediating role in the relationship among intrinsic motivation, autonomy, and desire to return. Overall, commitment is part of a more general motivating process that distinguishes it from other concepts in this sphere (Meyer et al., 2004). Based on the results, we can say that when people have a feeling towards their work (i.e. there is an incentive within them to perform tasks), employees will feel greater attachment, which amounts to commitment to their organization. Accordingly, we propose:

Hypothesis 2: Intrinsic motivation has a positive and significant effect on organizational commitment.

Impact of intrinsic motivation on job satisfaction

Based on a two-factor theory (i.e. motivation and satisfaction) of Herzberg (1966), the primary determinants of employees' satisfaction are internal factors of the working environment in which they are engaged to perform duties. These factors are called '*motivations*' because they are effective in motivating employees, and even those employees, who are already motivated, to make greater efforts and achieve better performance (Hackman and Oldham, 1976). Therefore, motivational factors can potentially increase work motivation of all employees (Ford, 1969), followed by job satisfaction. The results of Millette and Gagné (2008) suggest a close relationship of voluntary satisfaction with voluntarily motivation and job features. In another study, it was stated that motivation had a better predictive role in determining voluntary satisfaction (Clary et al., 1998). The results of Lee et al. (2014) also confirm the significant effect of internal motivation and patriotism on satisfaction. Pierce (1983) stated that voluntary internal motivation is followed by higher job satisfaction and a lesser urge to leave jobs. Reeser et al. (2005) also found a strong positive correlation between voluntary motivation (i.e. internal, external factors, and values and altruism) and satisfaction in the Olympics and Paralympic Winter Games 2002. Mac Duffy (1995), and Guest (1997) concluded that there was a relationship between motivation and performance, so that high performance depended on the essential skills and abilities and high motivation. For example, high investment in education, employee involvement, selection with care, and job design play an important role in this area (Babaei et al., 2015). The following hypothesis is stated:

Hypothesis 3: Intrinsic motivation has a positive and significant effect on job satisfaction.

Impact of Job satisfaction on organizational commitment

While Meyer et al. (2002) reported a weak correlation between effective commitment and job satisfaction, many studies have focused on the effects of job satisfaction on organizational commitment, revealing a strong correlation between the two (Benkhoff, 1997; Chen, 2007; Williams and Hazer, 1986; Testa, 2001; Ineson et al., 2013). In this regard, Samad (2005) reported that job satisfaction played a positive and moderating role in the relationship between organizational commitment and job performance. Chang et al. (2010) also found that job satisfaction played a mediating role in the relationship between organizational commitment and empowerment. Moreover, if school leaders could improve job satisfaction of school health nurses, it would considerably help achieve greater organizational commitment and loyalty towards school personnel. Lam and Ozorio (2012) investigated job satisfaction in the casinos of Macao and concluded that high levels of satisfaction among employees had a positive effect on loyalty and job commitment. Gunlu et al. (2010) also found that external, internal, and general satisfaction had a significant effect on normative and effective commitment. Based on the above findings, we state the hypothesis:

Hypothesis 4: Job satisfaction has a positive and significant effect on organizational commitment.

Impact of IWE on job satisfaction

Work ethics is closely related to job satisfaction (Vitell and Davis, 1990; Viswesvaran and Deshpande, 1996). In this regard, Haroon et al. (2012) reported a direct, positive, and significant relationship between job satisfaction and the IWE. They stated that managers should support IWE in organizations to enhance job satisfaction. According to Mohamed et al. (2010) there is a relationship among the IWE, ethical use of computers on campus, job satisfaction, and organizational commitment. Yousef (2001) has investigated the moderating effect of the IWE on the relationship between job satisfaction and organizational commitment to show the IWE has a direct effect on job satisfaction and organizational commitment and mediates the relationship between these two factors. The findings of Koh and Boo (2001) imply that organizational leaders can favourably influence organizational outcomes through interesting, back-up, and ethical actions along with rewards. Accordingly, we therefore propose:

Hypothesis 5: IWE has a positive and significant effect on job satisfaction.

Impact of IWE on organizational commitment

The reviewed literature suggests a positive relationship between the ethical values, work ethics, and IWE (Elizur and Koslowsky, 2001; Oliver, 1990b; Saks et al., 1996). Research by Hayati and Caniago (2012) has shown that the IWE is more effective in case of intrinsic motivation and organizational commitment than job satisfaction and job performance. Khan Marri et al. (2012) also stated that Islamic work ethic had a positive effect on job satisfaction and organizational commitment, and that there was a significant positive relationship between job satisfaction and organizational commitment. The findings of another study showed there was a positive relationship between personal Islamic ethics and three dimensions of commitment, i.e. emotional commitment, continuing commitment, and especially normative commitment (Omer Salem and Syed Agil, 2012). The results of Kidron (1978) showed that the work ethic is more related to ethical commitment than the computational conflict. Putti et al. (1989) found that internal and innate work ethic had a much closer relationship with organizational commitment compared to universal or external work ethic standards. Accordingly, this hypothesis is stated as below:

Hypothesis 6: IWE has a positive and significant effect on organizational commitment.

Methods

Sample and data collection

Participants in this study were drawn from Maskan Bank employees in Khuzestan. The data we use for the estimation of the model and testing our hypotheses was based on data acquired through a questionnaire survey. The questionnaires were sent using a convenience based on employing participants who are easily accessible to achieve a response from every contact made (Denscombe, 2007) over an eight-week period. Foroudi et al. (2014) state that, “in the field of business and management, convenience samples are very common and indeed are more prominent than are samples based on probability sampling” (p. 2272). In order to provide subjective assessments of content validity, the initial survey instrument was reviewed by five professors specializing in the areas of work ethics and human resource management studies. After the above steps, of the 500 questionnaires that distributed randomly (all the 500 employees in 23 branch of Maskan Bank in North of Khuzestan), 220 completed and usable questionnaires were returned for data analysis, resulting in a response rate of 44%. Table 1 illustrates the respondent characteristics in more detail.

<<<Insert Table 1>>>

Measurement and construct validity

The instruments used in the research to gather data were four questionnaires, including ones on the IWE was measured with a 17-item scale developed by Yousef (2001), intrinsic motivation was measured with a 6-item scale developed by Furnham (2005), job satisfaction (MSQ) was measured with a 6-item scale and organizational commitment was measured with a 6-item scale developed by Benkhoff (1997). Since in the research model we deal with mediator variable for the analysis of the data research, we used the structural equation method (Blunch, 2008; Kline, 2005) and, to this aim, the Amos software¹⁸ was used. Respondents assessed their agreement with the statements for each measure on a five-point Likert-scale with anchors ranging from *strongly disagree* (1), to *neither agree nor disagree* (3), to *strongly agree* (5). Furthermore, Table 2 lists the correlations among the constructs. As shown in Table 2, evidence of nomological validity is manifested in the inter-correlation matrix, as correlations are in the expected direction and expected associations are statistically significant.

<<<Insert Table 2>>>

Cronbach's alpha coefficient was used to assess the reliability of the questionnaire, the values of which are given in Table 3. Therefore, Cronbach's alpha coefficients greater than 0.7 confirm the probability of reliability of the measuring instrument (Cronbach, 1951; Fornell and Larcker, 1981). Cronbach alphas values for the four constructs in the study ranged from 0.78 to 0.89 (see Table 3).

<<<Insert Table 3>>>

Data analysis and results

In the method of structural equation modelling, before implementing the model to test the hypotheses, model's the goodness of fit is examined to make sure of the accuracy of the findings.

Model fitting criteria

Indicators of the goodness of fit of the model include PNFI = 0.67; PCFI = 0.788; PRATIO = 0.909; PMR = 0.051; CMIN/DF = 1.73; RMSEA = 0.08; CFI = 0.93. Since the chi-square divided by the degree of freedom (CMIN/DF) is smaller than 2; the model has a proper goodness of fit in terms of chi-square. On the other hand, a small index of root mean square residual (RMR) and all indicators of parsimonious higher than 0.6 (PRATIO; PCFI; PNFI) shows the goodness of fit of the model (Kline, 2005; Blunch, 2008). Confirmatory factor analysis (CFA) "involves revision of the measurement model by dropping items that share a high degree of residual variance with other items" (Lee et al., 2014, p. 43). The initial CFA was examined to permit a stricter valuation of construct unidimensionality; the investigation of each sub-set of item measurement which was internally consistent and validated the constructs on the basis of the measurement models (Anderson and Gerbing, 1988). The results confirmed that the absolute correlation between the construct and its measuring of manifest items (i.e., factor loadings). Table 3 shows that all item loadings exceeded the recommended value of 0.4 and satisfied the reliability requirements (Hulland, 1999). The following criteria were used to assess the convergent validity of the constructs. composite reliability (CR) values, which depict the degree to which the construct indicators indicate the latent construct, exceeded the recommended value of 0.7 (Hair et al., 2011; Henseler et al., 2009; Hulland, 1999), while average variance extracted (AVE), which reflects the overall variance in the indicators accounted for by the latent construct, was above 0.5 (Bagozzi et al., 1991) although some scholars suggest 0.4 as the standard value for this index (Nunnally and Bernstein, 1994). Furthermore, the discriminant validity of the measurement model was evaluated by comparing the square root of the AVE values with the latent variable correlations (Hair et al., 2016). If the square root of the AVE of each construct is greater than correlations between latent variables, discriminant validity is confirmed (Chin, 1998; Fornell and Larcker, 1981). As shown in Table 4, the square root of the AVE of each construct exceeded the correlation between the specific construct and any of the other constructs. According to the result, respectively as shown in Table 3 and 4, the convergent validity of the constructs and discriminant validity of the measurement model was confirmed.

<<<Insert Table 4>>>

Testing research hypothesis

Based on the results of data analysis with Amos software, the results are shown in the form of the following shape in the mode of estimating the standardized coefficients and significant numbers (See Figure 2). The values in parentheses in Fig. 2, represent the coefficients of significant numbers. With regard to the model in the estimating coefficients mode, the factor loadings and path coefficients can be estimated. Based on the factor loadings, an index having the highest loading factor will have a larger share in measuring the relevant variable, and indicators with smaller coefficients will have fewer shares in measuring the related variable.

<<<Insert Figure 2>>>

If the amounts of significance numbers (T-value) are greater than 1.96, then it is verified that, at the confidence level 0.95, the effect of variables was significant (Henseler et al., 2009; Hair et al., 2011). According to the contents of Fig. 2 and Table 5, the effect of Islamic ethic on job satisfaction with the value of (3.78) is significant and positive. Moreover, the path coefficient is 0.66, and it means that, if the IWE is increased by 1 unit, job satisfaction will increase by 66 units (confirming hypothesis 5); the IWE also has a positive and significant effect on intrinsic motivation with value (4.874) and path coefficient 0.82 (confirming hypothesis 1). Intrinsic motivation also has a positive and significant effect on organizational commitment with a value of (2.79), path coefficient 0.59, job satisfaction with value (2.08) and path coefficient 0.29 (confirming hypotheses 2 and 3). Moreover, job satisfaction has a positive and significant effect on organizational commitment with the value 1.98 and path coefficient 0.31, confirming the fourth hypothesis of the research.

<<<Insert Table 5>>>

Testing mediation effect

As another conclusion, we examined the indirect effects of the structural path so as to determine the mediator state of intrinsic motivation variable in the research model in terms of *partial* or *complete* (*perfect*) mediator. However, in order to test the mediated relation, Preacher and Hayes (2004 and 2008) steps have been used. It should be noted that, in the original analysis by the software, the observed variables had been taken into account in the computations but are not mentioned here solely because of being short and more understandable. In the primary assumed model, the direct effect of the IWE was intended on the commitment, in which the direct effect is removed because of being insignificant in the final model and after conducting reforms (See Figure 2). This suggests that the mediator role of intrinsic motivation between the IWE and organizational commitment is complete.

On the other hand, the findings of this study suggest that intrinsic motivation plays the role of a partial mediator in the relationship between the IWE and job satisfaction, because it reduces the path coefficient in a significant way (See Table 6).

<<<Insert Table 6>>>

In addition to the above, to determine the strength of indirect effect through the mediating variable a statistic called (VAF) is used (Iacobucci and Duhachek, 2003), which takes a value between 0 and 1 (Equation 1). As the value gets closer to 1, it indicates a stronger mediator effect. In fact, this value measures the ratio of indirect effect on the total effect.

<<<Insert Equation 1>>>

This means, 26 percent of the total effect of the IWE on job satisfaction is explained indirectly through intrinsic motivation, confirming the mediating role of intrinsic motivation in the relationship between the main independent variable and the dependent variable.

Discussions

During the previous studies (such as Beekun and Badawi, 2005; Murtaza et al., 2016; Parboteeah et al., 2009; and Yousef, 2001), researchers and practitioners taken an interest in understanding business ethics from Islamic perspectives in order to exploring the antecedents and consequences of ethical values, principles and practices in the workplace. In line with the general purpose mentioned, the current study seeks to determine the impact of the IWE on job satisfaction and organizational commitment among the employees of Maskan Bank by examining the mediating role of intrinsic motivation. In the main part of the study, the findings showed that, based on the values of fitness indicators, the overall structure of the model was suitable. The results of the research, obtained through the mediating variable of intrinsic motivation, show that the IWE can have an effect on satisfaction and commitment of the employees of Bank Maskan in Khouzestan. The IWE plays the most important role in explaining intrinsic motivation with a path coefficient of 0.88. In this regard, the promotion of the IWE among the bank's employees can, to a large extent, positively affect the intrinsic motivation of employees. At the same time, an increase in this variable can lead to job satisfaction. Our results supports the arguments made earlier by Nithyanandan (2010), and Ryan and Tipu (2016), specifically in terms of building intrinsic motivation through IWE. In this regard, Shakil (2011) found that adopting IWE improves the level of motivation and thus is likely to reduce the number of staff wanting to leave the organization (i.e. quitting the job). The results also suggest the

positive effect of intrinsic motivation on job satisfaction, this result is in line with the results of (Lee et al., 2014; Babaei et al. 2015; Reeser et al., 2005) concluded that voluntary internal motivation and patriotism possess effect on performance and satisfaction; and organizational commitment, which means an increase in the intrinsic motivation of employees can enthuse them to promote job satisfaction and organizational commitment. Imran et al. (2017) posited that intrinsic motivation, as well as, introjected regulations to play an important role in building teachers commitment. In addition, they found that intrinsic motivation positively affects affective commitment and normative commitment. Moreover, results of Karatepe and Tekinkus (2006) demonstrate that high levels of intrinsic motivation resulted in high levels of job performance, job satisfaction, and affective commitment to the organization. In line with Yousaf et al. (2015) arguments, intrinsic motivation is related to task performance (TP) and this relationship is mediated by affective occupational commitment. According to H4, the result based on SEM reveals that job satisfaction is positively linked to organizational commitment. Past literature (Anari, 2012; Gunlu et al., 2010; Kwantes, 2009) supports the findings of the current research. The results of Lam and Ozorio (2012) confirmed that high levels of satisfaction among employees had a positive impact in terms of job loyalty and commitment. Regarding the direct relationship of the IWE and job satisfaction, the results from the test show a path coefficient 0.66, indicating a significant and positive relationship between job satisfaction and the IWE. In this context, in order to increase job satisfaction, one must raise IWE standards and it should try to implement the IWE in such a way that employees see it in action. This result is consistent with results of Rokhman (2010), Mohammad (2010), Haroon et al. (2012), Khan Mari (2012), and Amer Salem and Seyed Aghil (2012). However, the direct effect of the IWE on organizational commitment is non-significant, showing that, in the relationship between the IWE and organizational commitment, intrinsic motivation is a complete mediator. Failure to confirm the direct relationship between the IWE and organizational commitment is inconsistent with the results of Mohammed (2010), Khan Mari (2012), and Amer Salem and Seyed Aghil (2012). Therefore, based on the results, intrinsic motivation can be a mediator in the relationship involving the IWE, job satisfaction, and organizational commitment.

Conclusions

Since job satisfaction and organizational commitment have become one of the main concerns of managers (especially human resource managers) in various organizations, the results of the present research can be useful in this regard. In other words, managers can with a special emphasis on the IWE in different fields of employee management through intrinsic motivation (at almost no cost to the organization) have employees with higher organizational commitment and job satisfaction. Furthermore, keeping Islamic work values in mind at the time of recruitment of employees and

putting activities for the development of human resources on the agenda in a way that will help employees promote this variable can be beneficial in this context. Moreover, regulating service compensation structures and rewards that lead to the promotion of the IWE can be made part of such activities. In fact, IWE appears to be a favourable construct for improved motivation in both individual and organizational level that can lead to improve employees' performance, and these finally lead to improve job satisfaction and organizational commitment. In addition, the results of our study empirically show the antecedents and consequences of intrinsic motivation in a banking sector. Based on the results, IWE as an antecedent, and job satisfaction and organizational commitment are consequences of intrinsic motivation.

Implications for managerial practice

The current study significantly contributes toward the existing body of knowledge in the areas of the IWE, intrinsic motivation, and job attitudes of employees such as JS and OC by studying the effect of the IWE on them of these important workplace outcomes. The study illustrates that the IWE is a key antecedent of above-mentioned variables in the workplace. Moreover, the study has several implications for managers and leaders of governmental and private banks, and local and multinational corporations working in Islamic countries. The findings provide insight into the critical role of the IWE in improving job attitudes of employees and in turn employee performance. With this in mind, as spiritual and moral champions, managers and leaders can direct efforts to support the IWE principles at the workplace. "Since the IWE and Islamic teachings provide a practical life program by providing directions for every area of life, managers could teach Islamic work values and principles via training and lecture programs to enhance the level of IWE among employees" (Mortaz et al., 2016, p. 331). It brings this to mind that managers and leaders should emphasize on effective implementation of human resource management tools, such as high-performance work system (HPWS), and internal marketing practices (IMPs) because can have a facilitator role in this process.

Limitations and opportunities for future research

Despite the interesting results, this investigation has suffered from several limitations that might indicate fruitful opportunities for future research. The *first* limitation is the cross-sectional nature of the study which may not be appropriate for drawing causal inferences. *Secondly*, this study was done in a purely Islamic context and employees in the study population were Muslim. Similar comparative studies in organizations or occupational contexts with employees of other religious persuasion can be useful for further development of this issue. *Thirdly*, the confirmed relationship between the IWE and the commitment of employees as established in the research by Yousef and the present work's failure to confirm this relationship should prompt future researchers to carry out further investigations in this

regard. *Fourth*, the present study was conducted among employees of Maskan Bank in Iran. Future studies could replicate the study in other work settings and cultures. Such replications may provide evidence for the generalizability and external validity of our findings. *Five*, with regard to our theoretical model, we acknowledge that although intrinsic motivation presents an important mediating process that links IWE to job attitudes of employees, it may not be the only one possible. Future studies could thus consider different mediating processes into account and study their (relative) importance for the IWE-job attitudes link. *Finally*, in previous studies, the positive and significant effects of internal marketing on variables such as job satisfaction, organizational citizenship behavior and organizational commitment have been confirmed. In addition, we believe that internal marketing with emphasises on its own key mechanisms and practices such as training, motivation, communication, reward systems, and empowerment can have a significant effect on ethics and work values. With these in mind and from this perspective, the moderating role of this variable can be suggested in the current model, alternative models and for future research.

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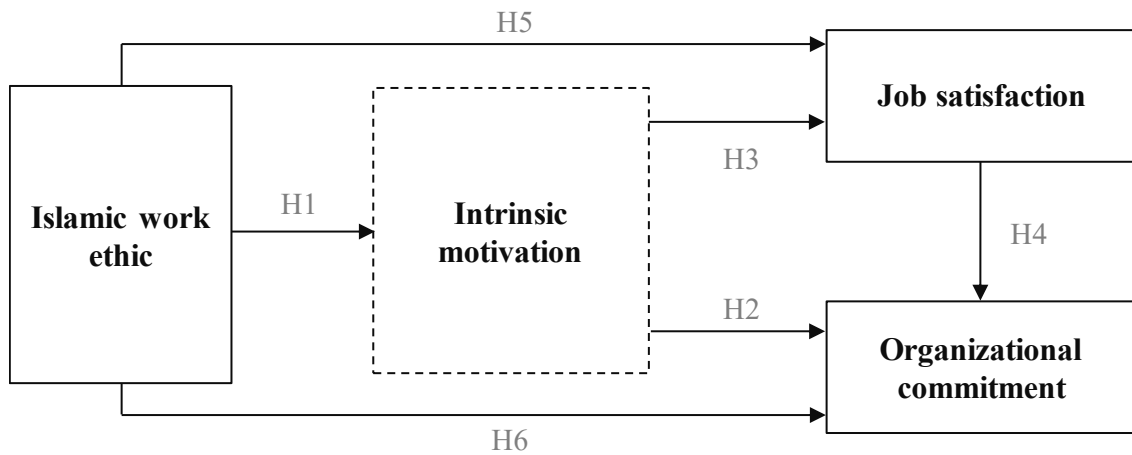


Fig. 1. Research model [Adopted from Hayati and Caniago (2012)]

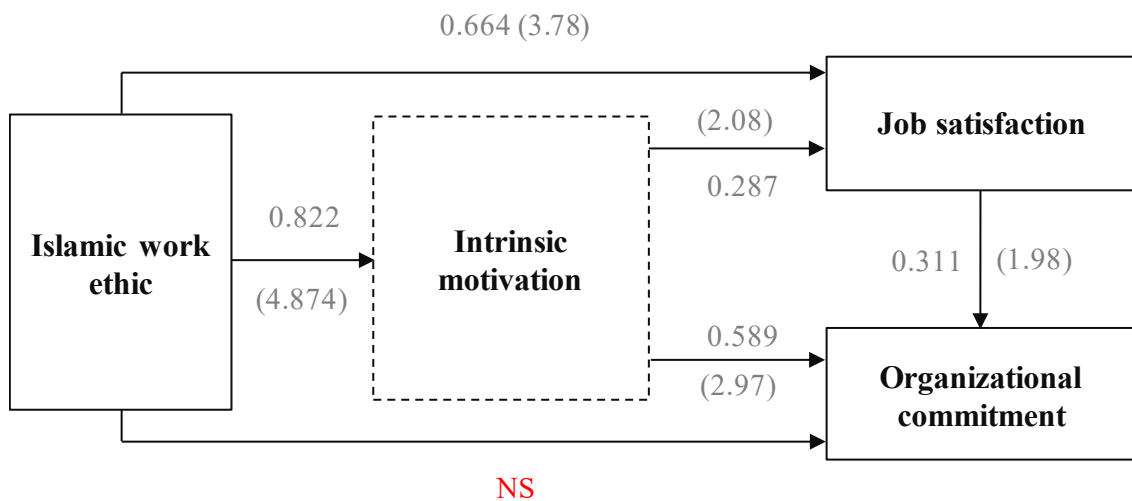


Fig.2. Model in the mode of path standardized coefficients.

Table 1 Demographic characteristics of respondents.

Characteristics	N (220)	Valid percentage
Gender		
Male	160	72.7
Female	60	27.3
Age		
20-30	20	9.10
31-40	105	47.7
41-50	78	35.5
More than 50 years	17	7.7
Education		
Associate degree	35	15.9
Undergraduate	107	48.6

Postgraduate	71	32.3
P.H.D	7	3.2
Working experience		
Less than 6 years	15	7
6 to 10 years	56	26
11 to 15 years	67	30
16 to 20 years	51	23
21 years and more than it	31	14

Table 2 Means, standard deviations, and correlations among study constructs.

Construct	Mean	S.D.	1	2	3	4
1. IWE	3.23	0.54	1			
2. INM	3.16	0.63	0.67**	1		
3. JS	3.25	0.61	0.71**	0.67**	1	
4. OC	2.98	0.55	0.62**	0.63**	0.59**	1

N=220; S.D.= Standard deviation

**Correlation is significant at the 0.01 level (2-tailed).

Table 3 The reliabilities of measures.

Construct	Items	Factor Loading	Cronbach's α	CR	AVE
Islamic Work Ethic (IWE)			0.885	0.78	0.56
	IWE1	0.666			
	IWE2	0.582			
	IWE3	0.608			
	IWE4	0.654			
	IWE5	0.627			
	IWE6	0.683			
	IWE7	0.599			
	IWE8	0.564			
	IWE9	0.402			
	IWE10	0.597			
	IWE11	0.555			
	IWE12	0.489			
	IWE13	0.513			
	IWE14	0.438			
	IWE15	0.478			
	IWE16	0.467			
IWE17	0.396				
Organizational Commitment (OC)			0.786	0.79	0.58
	OC1	0.524			
	OC2	0.596			
	OC3	0.635			
	OC4	0.625			
	OC5	0.734			
	OC6	0.598			
Job Satisfaction (JS)			0.813	0.86	0.64
	JS1	0.623			
	JS2	0.698			
	JS3	0.565			
	JS4	0.689			
	JS5	0.472			
Intrinsic Motivation (INM)			0.785	0.85	0.65
	JS6	0.565			

INM1	0.629
INM2	0.629
INM3	0.612
INM4	0.670
INM5	0.615
INM6	0.569

Table 4 Discriminant validity analysis

	1	2	3	4
1. IWE	0.75			
2. Organizational Commitment	0.19	0.76		
3. Job Satisfaction	0.45	0.53	0.80	
4. Intrinsic Motivation	0.32	0.47	0.39	0.81

Note: Bold diagonal entries are square root of AVEs.

Table 5 The results of structural equation modelling

Structural Path	t-Value	Path coefficient	Results
Direct effects			
IWE → intrinsic motivation	4.874	0.822	Confirmed
Intrinsic motivation → organizational commitment	2.97	0.589	Confirmed
Intrinsic motivation → job satisfaction	2.08	0.287	Confirmed
Job Satisfaction → organizational commitment	1.98	0.311	Confirmed
IWE → job satisfaction	3.78	0.664	Confirmed
IWE → organizational commitment		NS*	Rejected

Note: Non-significant*

Table 6 Results of structural equation model (mediating role of intrinsic motivation)

Independent variable, dependent variable	mediator variable,	c'	c*	b**	a***	Result
IWE → intrinsic motivation → job satisfaction		0.664	0.899	0.287	0.822	Partial Mediator
IWE → intrinsic motivation → organizational commitment						(c' less than c)
						With the arrival of mediator variable, the path coefficient between the main variable and the dependent variable is not significant.
						Complete (Perfect) Mediator

* The path coefficient between independent variable → the dependent variable (**First stage**)

** The path coefficient between mediator → job satisfaction (**Second stage**)

*** The path coefficient between the independent variable → mediator variable (**Third stage**)

c' Entry of the mediator variable in the relationship between independent variables and the dependent variable (**Fourth stage**)

Equation 1

$$VAF = \frac{0.822 \times 0.287}{(0.822 \times 0.287) + 0.664} = 0.26$$