THE PERSPECTIVE OF MUSLIM EMPLOYEES TOWARDS MOTIVATION AND CAREER SUCCESS

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Abstract
Understanding Muslims employees' perspective of motivation and career success is an important factor towards achieving organizational success. The present research attempts to investigate motivation and career success from Islamic perspective. Employing a qualitative research approach, in-depth interviews were carried out on a total sample of 7 respondents; 6 males and 1 female. The respondents hold senior managerial positions in their organizations which include the banking, government, manufacturing and automobile sectors. The research led to some findings; that Muslim employees are more interested in intrinsic motivational factors coupled with a fair balance in worldly living to achieve career success; that respondents are aware of *Maqasid Al-shariah* and consider their roles in the worldly life as a test for their *akhirat*; that respondents are more concerned towards seeking the pleasure of Allah and good abode in the hereafter.

Keywords: Motivation, career success, Islamic perspective, *Taqwa* (piety), *Iman* (faith), *Ihsan* (perfection) and *Maqasid al Shariah*.

1.0 INTRODUCTION

In this present volatile, competitive and dynamic business environment, identifying and achieving competitive advantage is the prime key success factor of every organization. Many organizations, even consider this as their higher aim and objective of existence. One important and essential factor required to be at this level of success is effective work force management, which could be accomplished through effective human resources management system.

Nowadays managing organization's human resources plays an important role in establishing an effective and efficient work force by getting the right people to work for the organization. Several strategies may be implemented for this purpose, such as human resource planning, hiring and keeping good talents, and managing these talents through their career paths. It is at these level organizations fiercely compete to seize and recruit the right and best people to work for them. The idea serving behind this effective planning is to have a sustainable, competitive, committed, loyal and motivated work force in order to ensure that the right talents are recruited for the success of the organization.

The aforementioned practices on one hand put more pressure on employees because they have to prove themselves as competent employees in order to have a sustainable and secured career. They also have to make more progresses and developments to be able to move forward in their career paths and to achieve different dreams and goals in life, as well as their career success.

Nevertheless, organizations play important roles in understanding their employee's needs, targets, pursuits and expectations in life. Organizations should also understand their employees' objectives in both professional and personal lives while at the same time know how to motivate them, to make them more involved, loyal, and committed to the organization's goals and objectives.

Understanding the factors that affect employees' motivation is a big challenge for organizations as managing different people with different life objectives and do not share a common understanding about the definition of success in this worldly life and the hereafter is not an easy task.

There are many motivation theories explaining employees' motivation and the kind of motivators that effectively bring impact on employee's career success and their organizational performance. However, most of these theories emanate from the western perspectives of human needs and nature which strongly rely on the western or the conventional value systems. There is dearth of research carried out on other cross cultural and other religious perspectives, particularly the Islamic perspective.

The Islamic perspective of human nature and human needs differ from the western perspective. The main idea of the Islamic perspective is that life constitutes a test for Muslims to achieve success and the blessings of God in the hereafter, through worshipping Allah and following His code of laws called the *Shariah.* In view of this, the present research attempts to explore and understand motivation and career success from the Islamic perspective in order to advance and expedite the research in the field of Islamic management. The main objectives of this study are; (1) to understand Muslim managers' perspective on career success and the factors which contribute to it; (2) to understand the factors that motivate Muslim managers and; (3) to what extent the idea of the second life (the hereafter) affects their life as well as the way they look upon success.

2.0 LITERATURE REVIEW

Motivation as a term is derived from the Latin word "movere", meaning "to move" (Tansky, 2003). In the present context, motivation represents the process that arouses, energizes, directs, and sustains behaviour and performance (Luthans, 1998). It is the process of stimulating people to act and achieve a desired tasks through their actions. In brief, it can be said that a person is motivated when he/she wants to do something. Motivation is a tool, which managers can use in organizations. If managers know the factors that drive their employees, they can set job assignments and rewards to stimulate those factors.

Motivation is a multidimensional framework because people are usually motivated by a combination of different factors and ways. Being a complex topic of research, the study of motivation has been conducted from many different approaches. Reinholt (2006) argued that the organizational science literature on motivation has for long been polarized into two main positions; the organizational economic position focusing on extrinsic motivation and the organizational behaviour position emphasizing on intrinsic motivation. The researcher added that both intrinsic motivation and extrinsic motivation are needed to analyze and understand motivation and behaviour in organizations.

2.1 Traditional Motivation Theories

Among traditional motivation theories, Maslow's Hierarchy of Needs is the most influential theory. Maslow (1943) advanced the following important prepositions about human behavior: human being wants (they always want and they want more), a satisfied need is not a motivator of behavior and human needs are arranged in a series of levels-a hierarchy of importance.

Maslow classified people's needs in 5 categories, namely physiological, safety, social (sense of belonging), self-esteem and self-realization needs. According to Maslow, when an inferior rank need is satisfied (for example, assuring food, clothing, e.t.c.), the next level need becomes dominant, and the attention of the person is dedicated to the accomplishment of this higher rank need. He mentioned that only an unsatisfied need could motivate behavior, with the dominant need being the primary factor for behavior motivation.

In his research about human motivation, McClelland (Hicks and Gullett, 1981) identified three main motives: affiliation, power and achievement. According to achievement theory, individuals behave by one or combinations of those needs. These needs correspond to the social, esteem and self-realization needs of Maslow's hierarchy.

Another motivation theory is Frederick Herzberg's Two Factors Theory. Herzberg (1964) interviewed "white collar" employees and managers to determine the factors that contribute to their satisfaction and dissatisfaction. He identified the top five factors that contributed to employee dissatisfaction, i.e. perceived fairness of company policy, pay, working conditions, relations with one's supervisor, and relations with co-workers. He stated that to satisfy or motivate employees, a different set of factors were required. These satisfiers include achievement, recognition, the work itself, responsibility, and advancement.

Herzberg labelled the factors that produce satisfaction as motivators and the factors that produce dissatisfaction as hygiene factors. He defined that motivation factors as those factors resulting from internal generators in employees, and motivators that produce satisfaction are those factors arising from intrinsic conditions of the job itself. Motivation and the increase of work performance could only be obtained through the action of the motivational factors, which directly reflect the content of the executed work by the employee on his position. The contextual factors represent only the conditions necessary (hygiene factors) for the execution of work processes. This theory implies that in order to advance job attitudes and productivity, managers should identify and concentrate on both sets of characteristics.

Maslow's Hierarchy of Needs, McClelland's theory of needs and Herzberg's Two Factors Theory are characterized as content theories. The content theories emphasize the specific factors that motivate employees, while the process theories underline the psychological forces that have an effect on motivation. Below are some of process theories.
The expectancy theory was initially elaborated by Vroom (1964) and then developed by Porter and Lawler (1982). This theory establishes a connection between the employees' motivation and their expectancies. The motivation is possible only when there is a clear relation between the work performance and its results, and thees results are means to satisfy a certain need.

Porter and Lawler (1982) advocated structuring the work environment so that effective performance would lead to both intrinsic and extrinsic rewards, which would in turn produce total job satisfaction. Intrinsic motivation involves people doing an activity because

they find it interesting and derives spontaneous satisfaction from the activity itself. Extrinsic motivation, in contrast, requires an instrumentality between the activity and some separable consequences, such as tangible or verbal rewards, so that satisfaction comes not from the activity itself but rather from the extrinsic consequences to which the activity leads.

Skinner's (Davis, 1987) operant conditioning is based on a fundamental concept of learning theory. In this theory, behavior that is appropriately reinforced tends to be repeated while behavior that is not appropriately reinforced or punished tends to be not repeated. Individuals will do actions that lead to the rewards that they want and will stop doing actions that result in no rewards or punishment. Behavior is thus a function of the reinforcements supplied by the environment.

The goal setting theory states that the level of motivation and performance is higher when the individual has specific objectives established and when these objectives, even with a high level of difficulty, are accepted and are offered a performance feedback (Lantham and Locke, 1979).

The equity theory, developed by Adams (1975) explains about the people perceptions regarding the way they are treated in comparison with others. Basically, the theory states that people are higher motivated when they are fairly treated and less motivated when there is no equity among employees.

A theory called "Self-Determination Theory" claimed that human behavior can be driven both by internal and external sources of the individual (Ryan and Deci, 2000). In Self-Determination Theory there are different types of motivation based on the different reasons or goals that give rise to an action. The most basic distinction is between intrinsic motivation and extrinsic motivation. Intrinsic motivation refers to doing something because it is inherently interesting or enjoyable and extrinsic motivation refers to doing something because it leads to a separable outcome.

All the theories captured in the previous sections of this paper emerged from the western context. Very little consideration if at all was placed on the values of other cross-cultural or religious perspectives particularly the Islamic perspective from which the motivation of other employees may emanate. About one quarter of the world populations are Muslims. From the Islamic worldview, other factors may be present to motivate employees towards achieving overall organizational goals.

2.2 Motivation from Islamic Perspective

According to literature on motivation from Islamic perspective (Rahman and Al-Buraey, 1992; Mahmoud, 1992; Ali, 2009) the traditional motivational theories are not covering the whole picture of human motivation. One major part is missing in their theories, which is the spiritual aspect of motivation. Some Islamic scholars argue that fulfilling the spiritual needs and meeting the expectations are important to recognize and consider especially for Muslims (Rahman and Al-Buraey, 1992; Mahmoud, 1992; Ali, 2009).

Ali (2009) highlighted that materialistic motivation and spiritual motivation are not independent from each other. They are rather interdependent and interrelated to each other.. In other words, both of them complement each other.

According to literature, there are several factors to be considered in order to understand human motivation and behaviour from Islamic perspective. Such factors are knowledge, freewill, *Taqwa* (piety), *Iman* (faith), *Ihsan* (perfection), *Amanah* (Trusteeship), *Falah* and *Amal Saleh* (virtuous deeds), *Tahrid* (arousal), *Tawbah* (repentance), reward and punishment, Justice, *Shura* (mutual consultation), discipline and commitment to work, to others and to Allah the almighty God (Shafeq Alawneh, 1994; Ali,2009; Ather,Khan and Houqe, 2011; Khan,Farooq and Hussain, 2010; Khaliq Ahmad,2009; Junaidah Hashim,2010) Islamic motivation, according to Ahmad (2009), consists of four main components which are: drive, instincts and innate biological deteminants of behavior, commitment and incentives.

Meanwhile according to Alawneh (1994) stated that Islamic motivation has certain characteristics; the first is the hierarchical nature of motives or the vertical interdependency of motives, which agrees with Maslow theory about human hierarchy of needs. The second is the clarity of objectives and aims, especially for Muslims, which should be to achieve Allah's acceptance and forgiveness. The third is the vitality of Muslim objectives and aims. This means that Muslim's goals and objectives in this life and the hereafter should be very important to achieve. The fourth is realism or realistic motivation with human needs and behaviours and his or her human nature. The fifth and the last characteristic is that Islamic motivation, whether it is a small or unimportant aspect in life, it is derived from the comprehensive Holy Quran and Islamic teachings of the Prophet Muhammad Peace be Upon Him (Alawneh, 1994).

In the following section we will go through the different factors that have great impact on human motivation from Islamic perspective. The first factor is Ihsan or perfection. *Ihsan (Perfection)* signifies the purifying or perfecting one's behavior and deed. As an Islamic concept, it denotes the divine presence, as indicated by the following hadith:
On the authority of Omar bin Al-Khattab, who said: the Prophet was asked, what is Ihsan (perfection and goodness)?
He said: "It is to worship Allah as though you are seeing Him, and while you see Him not yet truly He sees you". Sahîh al Bukhârî and Sahîh Muslim
The divine presence finds expression in a special relationship between the individual and God:

وَٱلَّذِينَ جَٰهَدُواْ فِينَا لَنَهْدِيَنَّهُمْ سُبُلَنَا وَإِنَّ ٱللَّهَ لَمَعَ ٱلْمُحْسِنِينَ ﴿٦٩﴾

As for those who pursue most earnestly the quest in Us (Allah), we surely guide them in our paths. And certainly Allah is with those who practice Ihsan. (Quran 29:69)

Sahih International and one good example of *Ihsan* is in the following *hadith*:
On the authority of Abu Ya'laa Shaddaad bin Aws (ra), that the Messenger of Allah (sas) said;
Verily Allah has prescribed Ihsan (proficiency, perfection) in all things. So if you kill then kill well; and if you slaughter, then slaughter well. Let each one of you sharpen his blade and let him spare suffering to the animal he slaughters. [Muslim]

This *hadith* teaches us the importance of applying perfection or *Ihsan* in all our actions and deeds. This *hadith* also clarifies that even in slaughtering animals we should apply goodness and perfection or *Ihsan* signifying that we should apply the same in our daily life and work practices in order to receive Allah's rewards and acceptance.

The *hadith* emphasizes the idea of *Ihsan* (perfection) and *Ikhlas* (sincerity), i.e. commitment to perfection in work and sincerity in every action Muslims do. Moreover, work in Islam is considered as *Ibadah* (a form of worship) to Allah and it is a religious duty.

According to Ahmad (2009) other factor that has impact on employee motivation is work itself which is considered an act of *Ibadah* (worship of Allah) and *Amanah* (trust), provided it is in line with the *shari'ah*. Trust is a psychological contract which caries an important responsibility and accountability. Such responsibilities are important in Muslim's life in order to receive (Falah) forgiveness of Allah and the true success in this life and the hererafter.

Among the major challenges faced by organizations is how they can motivate their diverse workforce. Management has to recognize the different nature and needs of their workforce and their different motivational factors that affect their organizational goal achievements and affect their own performance and career success. (Ali, 2009)

2.3 Career Success

Organizations have interests in identifying the main factors that have impacts on their employees' career success. This is because it will enhance their selection process and to develop high potential employees for the future of their organizations (Wayne, Liden, Kraimer, Graf, 1999).

According to Wayne, Liden, Kraimer and Graf (1999) different empirical studies have investigated this issue and defined many variables that affect employee's career success. The main variables are, the demographic dimension (Greenhaus and Parasuraman, 1993;Stroh,Brett and Reilly , 1992), the human capital dimension (Aryee, Chay and Tan, 1994; Judge et al., 1995; Stroh et al., 1992; Tharenou et al., 1994), the access to mentors dimension (Doughert and Dreher,1991), the motivational dimension (Judge et al., 1995; O'Reilly and Chatman, 1994), and the influence of behaviour dimension (Judge and Bretz, 1994).

According to (Ng et al., 2005; Seibent and Kraimer, 2011) career success can be generally defined as the accumulated positive work experience and psychological achievements gained through one's work experience. This definition of career success is based on two main dimensions, subjective and objective (Judge and Bratz ; Judge et al.,1995). The term objective indicates what can be measured, such as salary and promotion rate (Wayne,et al , 1999).

According to (Baruch, 2004; Gutterrdge, 1973; judge et al., 1995; Ng et al., 2005) objective or extrinsic career success view represents the explicated side or what you can see and touch, anything measurable and has value such as employee salary and bonuses etc. On the other hand, career success from subjective point of view is related to individual or employee satisfaction and feeling of accomplishment (Judge et al., 1995). Moreover, subjective career success or intrinsic aspect of career success is related to one's subjective judgments and perceptions about his or her work process and achievements (Judgr et al,1995 ; Ng et al, 2005). One good example could be how an employee evaluate and judge his or her job satisfaction (Quigley, Narda, Tymon Jr, Walter, 2006)

Career success, therefore, combines both subjective and objective dimensions, employee salary and compensation, and his or her feeling of accomplishment and satisfaction.

2.4 Intrinsic and Extrinsic Motivation

Kossek et al (1998) highlighted that in work place there is an increasing interest in understanding the motivational factors that have impact on their employees' performance, satisfaction and career success. The employers or the management is unsure of how to deal with these factors and manage them effectively. In the following discussion, motivation will be divided into two main categories namely intrinsic motivation and intrinsic motivation.

Intrinsic motivation, according to some researchers, can be defined as the positive valued reward or experience that employee can feel and experience during performinghis or her job tasks and duties and help them be more committed, excited, involved and organized (Deci,1975, Deci and Ryan , 1985, Thomas and Tymon , 1997; Thomas and Veltouse,1990). On the other hand, extrinsic motivation as Vroom (1960) defined it, is based on material reward and punishment which is managed by the organization.

Katzell and Thompson (1990) based their discussion about motivation on the expectancy –valence theory of motivation (Vroom, 1969) and explained that people will be motivated to put extra efforts on their work if they expect better reward in return for their high performance. And they concluded that in organizations, employees tend to put more efforts and better quality in performing their job tasks and responsibilities if they believe that these extra efforts will be rewarded intrinsically or extrinsically. (Katzell and Thompson , 1990).

Moreover, there are other motivational variables which were examined in different researches, such as in the following studies. Whitly et al (1991) examined the relationship between average hours worked per week, expected future income and work centrality. They found a positive relationship between average hours worked per week and the expected future income. This is consistent with (Judge and Bretz, 1994) research, who found positive relationship between number of hours worked per week and extrinsic or objective career success.

Career planning was found to be positively related to salary and career involvement (Gould, 1993). Noe and Schmitt (1986) found that career planning positively related to performance in training programs. Moreover, Aryee and Yaw (1993) found that career planning was indirectly related to career satisfaction and work commitment.

Many researchers highlighted the importance of intrinsic motivation in the organizational context. Manz (1991) examined the relationship between intrinsic motivation, employee self-managing and self-leading, and noted that intrinsic motivation enables them to achieve that and positively related to employee self-managing and self-leading. On the other hand, Thomas and Velthouse (1990) investigated the relationship between intrinsic motivation and employee empowerment, and argued that intrinsic motivation plays an important role to employee empowerment and it is an essential component of employee empowerment.

Other researchers such as London (1985, 1993) and London and Mone (1987) have studied other dimensions of motivation, which is career motivation, and divided it into three

main dimensions namely career resilience, career insight and career identity. London called them motivation multidimensional constructs. All of these dimensions are related to intrinsic motivation. They are more about what drives employees to do their work and continue doing it despite of the challenges, how they understand the surrounding and the environment, and how they can direct their energy and willingness to achieve goals and objectives. Based on that, he proposed a theory of the career motivation and the situational characteristics. (London 1985, 1993) London's (1983) model of career motivation argued that intrinsic motivation, especially career resilience, career insight and career identity can be used to motivate individuals and employees as well. Moreover, extrinsic motivation, especially rewards, can also be used to motivate individuals and influence them to achieve career success (London 1983).

Other researchers, such as Schein's (1978, 1990) considered understanding one's ability, values and needs as another factor that has an intrinsic motivation element and affects career success. Meanwhile, Wrzesuiewski and Dulton's (2001) model considered the need for personal control, the need for a positive self-image and the need for connection to others would be another factor that motivate people..

Thomas and Tymon (1993, 1994, and 1997) proposed the task assessment model in which intrinsic motivation has four main components: feeling of meaningfulness, competence, choice and progress. These components according to the authors are necessary to achieve a sustainable employment through intrinsic motivation relations. Thomas and Tymon (1997) examined the model empirically and their analysis showed high level of significant relationships to job satisfaction, performance and reduced stress levels. According to Quigley and Tymon Jr. (2006) who examined the four components of intrinsic motivation model, the four elements are highly important to achieve intrinsic motivation, personal growth and feeling of fulfillment. The researchers further discussed the issue of employee feeling empty or missing something and he or she needed to be reminded about the four intrinsic motivation components and monitor them all the time along with his or her progress in the work (Quigley and Tymon Jr, 2006).

It is imperative to identify what drives employees to produce high quality jobs. This could be the missing component that should be included in the intrinsic motivation model (Quigley and Tymon Jr., 2006) Therefore, to narrow this gap of the missing element in the intrinsic motivation model, one more components may be investigated in relation to the main existing four components. Those components are feeling of meaningfulness, competence, choice and progress and the fifth or the additional component is the energizing motive, i.e. clarity of objective and purpose.

It is noteworthy that most of the theories discussing the issue of career success and employee's motivation emanate from the west which is imbued with the western value system. These theories seem to be subtle on the role of religion and God in motivating people and affecting their needs as well as the way they look at life and success. This leads to the fact that there is a need to understand the Islamic perspective of career success and motivation and to what extent religion and God have impacts on Muslim employees' needs and expectations.

3.0 RESEARCH METHODOLOGY

The researchers used qualitative methods to explore and get better understanding for the phenomena of the study by conducting several interviews with different respondents. The researchers also used semi-structured interview for data collection in order to give the participants freedom to express their ideas, feelings and thoughts regarding the interview questions based on their life and work experience. For the sake of this research, respondents were asked different questions regarding some variables from their understanding. The variables are career success, motivation, motivators, inspiration, celebrating success, role of religion and God and difficulties and hardships.

3.1 Research Participants

A sample of seven experienced senior managers from well-known private and government organizations were selected for this study. For the purpose of getting better understanding of the relationship between motivation and career success from Islamic point of view, a purposive sampling (judgmental sampling) technique was used. A sample of high level Muslim business managers from different industries were selected to conduct this study.

All respondents are full time employees, senior business executives with more than fifteen years working experience, Muslims, and some of them run their own businesses and entrepreneurs and work in different industries.

Table 1 Profile of Participants

Respondents	Gender	Title	Age	Industry	Type
Respondent 1	Female	Senior manager	45	Insurance	Private
Respondent 2	Male	CEO	57	Finance	Government
Respondent 3	Male	Manager	48	Manufacturing	Private
Respondent 4	Male	Senior manager	45	Finance	Government
Respondent 5	Male	Senior manager	40	Automotive	Private
Respondent 6	Male	Senior manager	54	Banking	Private
Respondent 7	Male	Ex-General Manager	65	Automotive	Private

3.2 Data Collection and Analysis

In-depth face-to-face interviews were conducted with the respondents. Respondents were asked essential questions, probing questions, and throw-away questions. The duration of interviews was around 45 minutes on average. All interviews were audio taped and transcribed. The transcribed data are coded and reduced to meaningful themes. In addition, the researchers encouraged the participants to express and share their feelings and ideas freely on the subject matter.

4.0 FINDINGS AND DISCUSSIONS

Based on the analysis of the interviews, the following themes were found.

4.1 Career success

Respondents were asked to define career success from their point view, to explain the meaning ofcareer success to them, and how to achieve it. From the answers provided by the respondents, it is clear that both dimensions of career success -subjective and objective- are important. Career success means to leave a legacy and something behind as respondent 2 highlighted, "I wanted to do something that I feel proud of, to leave a legacy, so people will remember" and "What makes me what I am now, is luck also, that's it."

Respondent 5 defined career success as promotion by saying, "Career success is when you jump from one position to another higher position". On the other hand, respondent 6 believed that career success is about helping others to be successful as indicated in his statement, "Career success to me is not to achieve your interest success but to help others being successful and to have togetherness success or brotherhood".

Respondent 7 opined, "Career success is when you reach the top of the hierarchy, like MD (managing director) or general manger. In that position you can transform the organization for the better."

There are many contributing factors to career success such as mastery of knowledge and level of education as provided in the answer of respondent 3, "To succeed you must have knowledge in what you are doing" and "Education is one of the factors". This is supported by the response provided by respondent 4, who said, "You need to have the solid and a basic education level because competition is growing.

According to respondent 1, following the successful people has contributed to her success. She said, "That time I did not see where I was going; I only followed the success and the successful people, what they have done, because they have changed me from employee mentality to become a person who has direction in life."

Work experience and skills are also contribution factors to career success. Respondent 3 believed this through a statement, "Skills that being gathered along the way" as well as respondent 4, who said, "The working experience also contributes to getting me here". In addition, respondent 3 also said, "Education is one important factor to success".

Other respondents highlighted other factor that contributed to their career success, such as work-life balance. The following responses by several respondents indicate the analysis. "Success can be measured by the work life balance," said respondent 1. "It is a blessing of God," said respondent 3, who also said, "I cannot consider myself as a successful person if I am only being measured as a successful person in this life, and I did miserably for the permanent life". "For me the balance between life, family and the stable work is enough to be successful," said Respondent 5.

Respondent 6 perceived career success as achievement in both life in this world and hereafter through a statement, "The achievement in life for the Hereafter. It motivates me more than the achievements for the real world" and "Understanding Quran and Hadith motivates me and recharges my heart and gives me purpose to accomplish".

Respondent 7 added, "For the Muslim manager, this worldly success is incomplete. For the Muslim, this life is a transformation to the next more permanent abode. The success

here must be earned through means allowed by Islam. Your success and company's success can bring about economic growth and employment."

4.2 Motivation

Respondents were asked if motivation contributed in achieving their career success and what motivation meant to them. Further, the respondents were asked about the factors that motivated them and affected their career success. Most of the respondents defined motivation as the drive to achieve something and the passion to accomplish goals and targets. However, some of them related it to achieve better life for their family and to get reward from God in the hereafter.

Respondent 2 opined, "Motivation is something that drives you to do something which is good" and respondent 3 said, "I think the drive to achieve something and we want to prove something". In the same tone, Respondent 4 said, "Motivation is what drives me toward betterment of myself"

The interesting definition is the one that links motivation to achieve the blessings of God and the rewards in hereafter, as highlighted by respondent 4 who said, "For me motivation is to gain knowledge to serve the company or the Ummah better" and "The bigger picture is how you get counted after you meet your Maker, God". Respondent 5 said, "Motivation is where you want to go and what you want to be. If you want to advance in your career and have a better future you have to do some improvement and advancement on your work so you will get God's blessing."

Other aspect of motivation is the important role of family and fulfilling their needs. Respondent 1 said, "Motivation means to me my parents and my husband; you know how my husband look at me as a wife and as a mother, that's motivation to me."

The last factor is having passion in what you are doing and passion to achieve targets and accomplish goals. Respondent 6 said, "Motivation is something that drives you and you don't feel the pain when you are doing your work" and 'Motivation is when you have a career and you add a passion into it and you don't relax until you finish it, that what motivates me".

Respondent 7 expressed, "If one understands Islam well, Islam itself is a great motivator. The Quran states that after prayers go out and earn your living. It is a command, when you earn good income you pay Zakat, donate to charity, etc. This earns rewards in this life and the hereafter."

4.3 Motivators

The respondents highlighted a wide range of motivators from both dimensions, intrinsic and extrinsic motivators. This indicates the importance of having both dimensions of motivation to complete each other. Extrinsic motivator is an important dimension for motivation as highlighted by some respondents, however, it is not dominant dimension. The analysis revealed that it is clear that intrinsic motivator is more important than extrinsic motivator.

First extrinsic motivator is money or material gains as indicated through the statement of respondent 1, "I went to insurance because I saw more money there" and respondent 2, "I did economics because they said an economist makes a lot of money".

Respondent 3 also indicated material gains as a motivator by saying, "Material gain is also a motivation because of your responsibility towards the family and those who are under your responsibilities and you have to be taken care of".

Respondent 4 concluded the same idea by saying, "Money, position and power motivated me in the beginning of my career; it was like the thing that you want to achieve".

Second extrinsic motivator is promotion and career advancement. Respondent 1 expressed, "I was one of the young executives who got promoted very fast. From year to year I jumped to many higher levels on my career path because I am hard working and that's motive me".

However, according to other respondents promotion is not working all the time as indicated by respondent 2, who said, "As a motivator promotions helps, because everyone you know as a manager, senior manager, senior vice president and my role as a CEO was about one thing I got promotion, once you continue you get promoted you don't want to get demoted" and 'Promotion is a motivator until such a point, for me at the age of 57 I have been CEO four times already and I have never gone below CEO"

On the other hand, most of the respondents expressed their interest in intrinsic motivation and highlighted many factors that have motivated them, which will be explained in the following paragraphs.

The first factor is family and fulfilling their needs. Respondent 1 said, "To me motivation is something that makes you move and to me my mother is the motivator". Respondent 3 added, "I would rather have some time for myself and family" and 'That I have time to pursue some of my personal interest which is more family related".

Fulfilling family needs and bringing happiness to them motivate other respondents as well. Respondent 6 expressed the importance of such a fulfillment by saying, "Whatever bring happiness to my mother motivates me". Similarly, respondent 5 said, "How to give my family the education, the food and the shelter that is motivation".

Respondent 7 stated, "Position, high pay, prestige, honours, power are motivators. But the greatest motivator or a more lasting one is perhaps the inner desire to make things better for humanity. It could be by way of freeing people from poverty, disease or ignorance."

The second intrinsic motivator is to be driven by goals and targets as said by Respondent 2, "The sense of accomplishment motivates me; accomplish something that other people cannot accomplish" and "Doing something that I think other people cannot do or they will find it difficult to do".
Similar idea was shared by respondent 1, who said, "It is very important to have goals and to have dreams because it is the only way to live in this world, and to keep moving, some people exists and some people give up, but I decided to give it to the fullest".

The third intrinsic motivator is God and religion. Most of the respondents highlighted different aspects related to this factor. For example respondent 3 said, "Motivation could have some interrelation with the belief 'faith' for example because I am a Muslim, the objective of the living in this world is temporary and we have higher goals" and "Motivation is a mix here because we still have to fulfill certain responsibility of living here in this material world and also we need to fulfill the objectives of the life after".

Respondent 4 expressed,"Because of the objectives of life is a test by God that needs to be taken care of while we are doing our jobs" and "As a career person doing my career probably motivates me because it is Ibadah" and "Being a good man and being recognized not only by your close family but by your colleagues and being blessed by Allah".

Respondent 7 asserted that good created man is the servant of God By saying, "So he has to fulfill his servant's roles. At the same time God appointed man to be vice-regent on earth, so he has to manage, lead, innovate and make improvements for betterment of society."

4.4 Inspiration

The other part of the interviews was to understand the factors that inspired the respondents and made them successful, and gave them the ability to follow their passion.

Some respondents got inspired by other people or persons; others got inspired by goals and targets, some other got inspired by Quran and Islamic knowledge. Yet some of them were inspired by other people's success and music.

This was indicated by respondent 1 by saying, "I was so inspired with all the successful people in that line" and "I am inspired by goals; you must set or prepare goals from year to year, what you want and where to go" and "Sometimes music, yes I get inspired by music like Mahir Zain. When I listen to music, it makes me cry. I do love listening to music. You know when I was down I turn on the music".

Respondent 2 stated, "Leaving an example for my children inspires me". "My late father inspires me a lot, because he was such a hard worker. But I suppose if you have nothing to lose you work very hard. You know, he is an inspiration because if he didn't work hard, I would not know how to work hard".

Most of the respondents expressed that they were inspired by Prophet Muhammad S.A.W and his success the most, as indicated by Respondent 2 in a statement, "The Prophet inspires me very much. I mean how can an illiterate man leave so much for the world?" Similarly, Respondent 5 said, "I was just inspired by Prophet Muhammad S.A.W". Meanwhile, Respondent 6 said how he was inspired by the holy Qur'an, by saying, "I feel that there is no problem that you can't go wrong by following and reading the Holy Quran. That inspires me. The imbedded knowledge can solve anything but we must be sincere".

In a more complete statement, Respondent 7 mentioned that the Sirah (history) of the prophets inspire him, particularly prophet Muhammad S.A.W. Other great leaders such as Lincoln, Mahatma Gandhi, and Winston Churchill are also sources of inspiration. Present day heroes such as Bill Gates, Steve Jobs and Tony Fernandez (Air Asia) can be a source of inspiration."

Some respondents got inspired by Tun Dr.Mahathir, such as Respondent 4, who said, "In Malaysian context Dr Mahathir inspired me. When I read his book and the way he thinks. He puts things in a very simple and a very clear manner".

Other respondents got inspired by achieving goals and accomplishing targets. Respondent 3, for example, said, "I am an action person, goals, actions and targets inspire me" and "Achieving goals and targets inspire me. Normally we will gear up, form a team and strategies how we want to get this. That is a motivation for me".

4.5 Celebrating Success

To get better understanding on how the respondents act and behave when they achieve success, one question about how they celebrate their success and whom they share their success with was set for the respondents.

Some of them celebrate their success by being thankful to Allah and give charity and donations, such as Respondent 1. She said, "Usually I will pray for Allah" and "We will give 5% of our salaries to the charity". Respondent 3 shared the idea by saying, "We give something and donate something to the society".

Most of the respondents celebrate their success with families and travel to visit new places. Respondent 1 confirmed this by saying, "I do celebrate with my family and travel, especially to make Umrah". In similar tone, Respondent 2 said, "I celebrate with my wife and family, we go for a trip for four to five days".

4.5 Religion and God

One important part in this study is to understand motivation from Islamic perspective, and how it is different from the traditional motivation theories. The participants were asked many questions about the role of God and religion in both in their professional and personal lives. A specific question about the understanding of *Maqasid al-shariah* and its implications in their life and the hereafter was included.

The answers provided by the respondents suggest that they have some ideas about *Maqasid al-shariah*, and their role in this life. They also consider the hereafter in their actions and in their lives. Further, they try to be thankful to Allah and appreciate His blessings by worshiping Him and being transparent, have *Taqwa* and fear of Allah. In addition to the above, they manifested their thankfulness by being *Ikhlas* and having commitment to their work, giving charity and donations to the poor and the society, fulfilling the religious duties, following *Shari'ah*, managing their wealth properly, and seeking sincerity and internal purification.

Respondent 1 said, "We motivate agents but we try to balance out with the Islam principles, whatever you do in this world you must do together with the consideration of the hereafter," and "When we do work and accomplish our goal, we might group every quarter and spend quality time with family. We will do charity using Islamic scholars and become somebody in the society. That is our goal to our society and our Ummah".

Respondent 1 also expressed, "I just want to surrender myself to Allah. If it is not the right practice I will not do it. We should be transparent and have Taqwa in our work and in our beliefs".

Respondent 2 expressed in a long sentence, "Every time when you pray you see only the most vainglorious, only the most conceited man who will not do Doa', because he thinks everything comes from his own effort alone. But if you know everything comes from God, at the end of your prayers you will make your Doa's and your supplications to Him". And "Religion is very important to me; the five elements of Maqassed Alsharyah are imbedded in everything I do",

Balance between work, life and the hereafter is important according to respondent 4, who said, "Knowledge is important in Islamic term because you need people that can think, and from there they guide you with Quran and Hadith. You need to balance all of those needs".

Respondent 7 stated, "As a Muslim, I believe that whatever I do will be accounted for in the hereafter. Even an atom's weight will not be missed, the good and the bad; there will be reward and punishment. No one can escape."

4.6 Difficulties and Hardships

The final part in our interviews was to understand what kind of difficulties and hardships the respondents had went through while pursuing their career success and their goals in life. The respondents highlighted some issues and factors, such as trust and feeling of betrayal, work temptations, work-life balance, time management, lack of focus and defending their values and principles.

Respondent 1 discussed the issue of trust in the work place and how it complicates things and demotivates her. She said, "The circle of trust, we do not have the right person to work with, which is difficult." In a similar tone, Respondent 2 stated, "Envy and jealousy of your friends can become your enemy, and they can stab you in the back. We were all working for the money and if I get that position he is not going to get that position this is zero sum game. Being betrayed that is the worst hardship".

Defending your values and principles can be difficult in some situations. Respondent 3 said, "Islamic values are sometimes not acceptable as an excuse for doing things right, especially if you are dealing with the customers that try to compromise what you believe is right. You will be in a difficult situation and you might not be able to achieve certain objectives but you have to stick to you principles, because one failure cannot be the measure of the overall success".

Work temptations also a kind of hardship or challenge. Participant 4 expressed how difficult it can be by saying, "This is quite difficult and especially when it involves big projects which are dealing with millions of Ringgit; you will be having this kind of challenges"

The last issue is the lack of focus and time management. Participant 4 said, "Hardship will be in balancing all of your needs, work and life," and continued, "Time is gold if you lose it you will lose".

Respondent 6 has a slightly different opinion by saying, "I think time management is there but if you know how to focus and concentrate on what are the most important things you have to do, this is the challenge".

Respondent 7 expressed that a major challenge facing Muslim managers is knowledge and skills in management. Another challenge is facing temptations as captured by a respondent that "when you have power and resources, Satan will be closely behind."

Overall, all of the participants freely expressed their ideas and feelings regarding the topic of this study and shared many personal stories and experiences. It is clear that they are more interested in intrinsic motivation factors and having the balance in their lives and career success. They are aware of *Maqasid al-shari'ah* and about their role in this life. They also consider life as a test and are more concerned about the hereafter and the acceptance of Allah.

5.0 CONCLUSION

Based on the above explanation we can conclude that Islamic perspective on motivation and career success has different point of view from the western perspective. The Islamic perspective puts more attention on the intrinsic motivation factors and the subjective career success variables than the extrinsic once, one without ignoring their existence. It is clear that religion (Islam) and God have great impact on the respondents' perspective of life and the purpose of existence. This purpose gives them the motive to succeed in this life in order to achieve success in the hereafter and receive the acceptance of Allah.

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