



ISLAMIC WORK ETHOS, ISLAMIC LEADERSHIP, AND EMPLOYEE PERFORMANCE

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Abstract

Employee performance is a problem that has always been a priority for all organizations. This is also undeniable by agencies such as the Ministry of Religion in Sukabumi. In this study, employee performance is the main factor that is the concern of this study which is associated with Islamic Work Ethics and Islamic Leadership. The purpose of this study was to determine the influence of Islamic work ethic and Islamic leadership on the performance of employees of the Ministry of Religion in Sukabumi. The population of the study was 57 employees at the Ministry of Religion of Sukabumi with the sample taken using the census technique. The research method that was used is quantitative using verification and descriptive analysis. By using regression analysis and multiple correlations, it is known that Islamic work ethic and Islamic leadership have a large influence on employee performance with Islamic leadership having a greater influence than Islamic work ethic.

Keywords: islamic; work ethic; leadership; employee performance; sukabumi

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INTRODUCTION

The importance of the existence of human resources (HR) in the era of globalization that has entered the industrial revolution 4.0 as at present. One of the efforts that the organization must do is to improve its quality, HR is the most important resource owned by an organization, one of the implications is that the most important investment that needs to be done is in the HR field. Until now, the management of HR continues to develop so that the work or performance shows its increasing result supporting the achievement of the organizational goals.

Some various types of organizations, both public and private organizations have recognized the importance of Human resources. In public organizations, both non-governmental organizations and government agencies feel the challenges of the rapid flow of globalization demanding human resources apparatus to be increasingly effective at work. Either employee performance or apparatus carries out its duties will greatly determine the performance of agencies in achieving the goals.

There are various management approaches to manage organizations to achieve their goals. One approach states the importance of a spiritual approach in managing HR (Desky, 2014). Various research shows that HR managed with a spiritual approach will feel higher satisfaction so they produce better performance (Balkis & Mohd, 2017). Between the various organizations that have proven that theory, this certainly requires commitment from all organizational components so that the application of spiritual approach management will produce better output.

One organization that faces challenges in the application of spiritual-based management is the Ministry of Religion. As one of the public organizations that deal with religious fields, it certainly needs management that uses a spiritual approach, especially a better Islamic approach. The problem then appears at the time of work behavior at the Ministry of Religion that does not show its result according to the value of Islamic values. As a result, it has an impact on the performance that is not optimal. This problem happens to the Ministry of Religion of Kabupaten Sukabumi. Performance measurement as a system of accountability with the Sakip policy (Government Agency Performance Accountability System). Measurement is carried out on performance both quality and the quantity and impact (outcome) following the IMU (Main Performance Indicator) and IKT (Additional Performance Indicators) that have been set up. The following are the results of performance measurement in 2019:

Tabel 1. The results of measuring the performance of the Ministry of Religion Employees Kabupaten Sukabumi 2019

Work unit	Number of employees	Average performance	category
Administration	20	83,04	good
Islamic religious education section	5	86,30	good
Diniyah and pontren education section	5	83,82	good
Madrasah Education Section	10	84,29	good
Hajj and Umrah Organizers	5	82,38	good
Section of the Islamic community guidance	9	86,30	good
Sharia guidance organizers	3	84,71	good

Source : SBTU Kemenag kab. Sukabumi

Based on Table 1 it can be seen that the achievement of performance on all sections shows a good category with a position at the lower limit (standard 80-100). If referring to the performance standards set by the Ministry of Religion, the best performance category is in the average performance score of 100 to 120. It does mean, the Ministry of Religion of Sukabumi is still not optimal in achieving the specified performance standards.

The Ministry of Religion of Kabupaten Sukabumi needs to know what factors caused the achievement of performance is not optimal. In this study, a preliminary survey was conducted by spreading questionnaires containing 7 factors that were expected to be the less optimal cause of performance achievement. Questionnaires are distributed to 30 employees with the following results:

Tabel 2. Factors Allegedly Influence Employee Performance

No	Factor	Average score
1	Islamic work ethic	3,6
2	Workload	4,5
3	Work placement	4,3
4	Education	4,3
5	Skills	4,3
6	Experience	4,3
7	Islamic leadership	3,7

Based on Table 2 above it can be seen that Islamic work ethos and Islamic leadership have a low average score among the others so that they are suspected of being the cause of poorly optimal employee performance. However, despite Islamic work ethos and Islamic leadership has a score lower than others, it can generally be stated to be a quite good condition. This is different from the results of interviews where employee work ethic is still low with the number of employees who make mistakes due to lack of discipline, accuracy, and employee perseverance in work. Besides that, there are still quite a lot of employees who are less able to cooperate and lack initiatives in helping troubled colleagues. Spiritually, this shows that employee work ethos is still less Islamic.

The research on employee performance has been done a lot. The performance of employees is often associated with various variables that influence it, including leadership (Ansori & Suryaningsih, 2019); (Ratna Wijayanti, 2016); (Judge, 2012), Organizational Culture (Judge, 2012), Job Satisfaction (Ansar, 2019), Work Ethics (Judges, 2012); (Layan & Jumalia, 2018); (Din et al., 2019), Work Culture (Layan & Jumalia, 2018);

(Astuti et al., 2020), work competence, commitment (judges, 2012), work stress, work motivation (judges, 2012) and others.

In this study, Islamic work ethic and Islamic leadership viewed their influence on employee performance at the Ministry of Religion of Kabupaten Sukabumi. Several previous studies discussed the influence of Islamic work ethic and Islamic leadership on employee performance. It is showed that Islamic work ethic could create situations and circumstances that motivated employees to achieve predetermined goals (Surachman; Rofiaty, 2017).

The research was conducted by (Wahyudi, 2015) states that Islamic work ethos has a positive and significant influence on employee performance. Another study of the Islamic work ethic carried out by (Astuti et al., 2020) shows that Islamic work ethic has a significant and positive effect on employee performance. Besides the problem of work ethic, the results of the preliminary survey also showed an average leadership score which was relatively lower than the other. Based on the results of the interview, it is known that according to employees, the leadership is still considered less inviting, leading and giving examples in work following Islamic religious law leaders that do not always resolve the problem, and not always responsible for their works.

The research conducted by (Aini, 2020) concluded that Islamic leadership had a significant positive effect on employee performance on the research object. (Abusama, 2017) also conducted the same research where the results concluded that Islamic leadership, motivation, and competence affected job satisfaction and employee performance. This is supported by the results of the research (Sunanda, 2020) which says that Islamic leadership is based on a religious attitude, it will produce high performance.

(Rokhman, 2011) conducted research on the influence of Islamic leadership and work ethic on employee performance where the results of his research showed that the leadership and Islamic work ethic simultaneously affected employee performance. Based on the background, the research paradigm can be made as shown below:

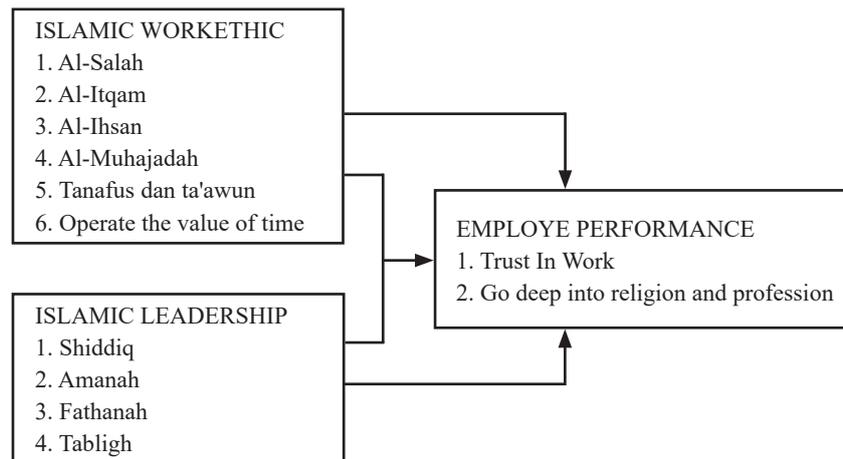


Figure 1. Research Paradigm

METHODS

The type of research used is quantitative research with the use method, they are descriptive and verification method. This method is used to examine the influence between Islamic work ethic variables and Islamic leadership on employee performance at the office of the Sukabumi Ministry of Religion of Kabupaten Sukabumi and get an overview of the condition of the three variables. Data collection techniques are carried out by distributing questionnaires as the main data collection tool.

The number of items stated in the questionnaire is based on the dimensions and indicators in the indicated variable, it is the Islamic work ethic of 6 statements and Islamic leadership as many as 4 statements and in the dependent variable is employee performance as many as 5 statements. In each item dimension, it was developed into two to three items of the questionnaire statement. In this study, the population was 57 employees at the Ministry of Religion Kab. Sukabumi. Because the number of populations and samples is the same, the census technique is used for saturated samples. The operationalization of variables in this research can be seen in the following Table 3.

Tabel 3. Variable Operationalization

Variable	Dimension	Indicator	Size
Islamic Work Ethic	Al-Salah	Do the work as well as possible	The level of doing work as well as possible
		Beneficial for others	The level of giving benefits for others
	Al-Itqan	Sustained	The sustained level in work
		Accurate	The level of accuracy works
		Perseverance	The level of perseverance works
	Al-Ihsan	Provide the best performance	The level of giving the best performance
		Re-check the work	The level of re-checking work
	Al-Mujahadah	Hard work	The level of hard-working in work
		Optimal	The level of working optimally
		Tawakal in work	The level of a Tawakal in work
	Tanafus and Ta'awun	Competing	The level of competing for the one in working with each other
		Mutual help	Sense-level of helping fellow workers
Watch at the time	Time Management	The level of time management in work	
Islamic Leadership	Shiddiq	Understanding of Islamic Work Rules	The level of understanding of the rules of work in Islam
		Integrity	The level of integrity in work
	Amanah	Transparency	The level of transparency in work
		Responsibility	The level of responsibility in work
	Fathanah	Competency	The level of competency in work.
		Managerial ability	The level of ability in managerial terms
	Tabligh	Invite to worship	The level in inviting worship
		Motivate	The level of Leader motivation
Islamic Performance	Trust in work	Invite to work properly	The level in inviting works properly
		Professional	The level of professionalism in work
		Truthful	The level of truthful in work
		Good relations between employees	The level of the good relationship between employees
		Worship	The level of work is worship to Allah SWT
	Intention to work because of Allah SWT	The level of intention to work because of Allah SWT	
	Deep into religion and profession	Motivation	The level of employee motivation in work
		Benefit	The level of an employee provides benefits to other employees
	Gratitude	The level of gratitude to Allah SWT	

Based on Table 3 regarding the operationalization of the above variables, the questionnaire was distributed to all employees at the Ministry of Religion of Kabupaten Sukabumi as many as 57 people.

RESULT

Before conducting data analysis, it is first tested for validity and reliability. The results of the validity test on all questionnaire statements show a value of r count is greater than the critical r -value (0.300), so it can be concluded that all statements are valid. Similarly with the results of the reliability test calculation in the three research variables. The reliability test results show a value of r count is greater than the critical value of R 0.700 so that it can be stated that all variables are reliable.

The respondents were almost all married (98%) with the gender of most men (58%), with a large amount of more than 40 years (74%), and the respondent's education was mostly undergraduate (81%). Descriptive statistics show that Islamic work ethos has an average score of 3.41, while Islamic leadership has an average score of 3.32, and employee performance shows an average of 3.41. Therefore it can be stated that in general, all variables are in moderate conditions (not high and not low).

Based on the results of the calculation of the coefficient of determination above, it can be seen that the influence of Islamic leadership is greater than Islamic work ethic in improving employee performance in the Ministry of Religion of Kabupaten Sukabumi. This condition is definitely can be understood considering that

employees at the Ministry of Religion of Kabupaten Sukabumi are mostly more than 40 years old with an average education (S1). Age and education level indicate the need for good and harmonious relationships and communication with all parties, including with leaders. The more mature one's age and the longer the work period, this is an indication of employees requiring comfort in connecting between persons. Likewise with the level of education, the higher the level of education of a person, the need for transformational leadership becomes higher too. Therefore it can be understood if the results of this study indicate that a leader who looks mastered his work and can become an important model role for employees to produce high performance.

DISCUSSION

The partial influence between Islamic work ethos and employee performance is 28.7%. The results of this study provide evidence that the higher the Islamic work ethic, the higher the performance of the Ministry of Religion of Kabupaten Sukabumi. Someone who has Islamic work ethics will feel high job satisfaction and commitment (Yousuf et al., 2012). Therefore it can be understood if it will eventually result in higher performance. The results of this study were reinforced by previous studies carried out by (Al-Douri et al., 2020); (Aflah et al., 2021); Which states that Islamic work ethos and Islamic organizational culture influences the Islamic work ethos and Islamic organizations have a positive and significant effect on employee performance. Other research shows similar results such as (Rokhman, 2011), (Surachman; Rofiaty, 2017) and (Layan & Jumalia, 2018) which shows that Islamic work ethos has a significant effect on employee performance. Of the few results of these studies, the organization needs to pay attention to the work ethic to improve employee performance.

Based on the calculation of the partial determination coefficient, it indicates that the magnitude of the influence of Islamic leadership on employee performance is 47.3%. The results of this study provide evidence that the Islamic leadership is increased, it is the greater level of employee performance of the Ministry of Religion of Kab. Sukabumi. The results of this study were reinforced by the results of previous studies conducted by (Layan & Jumalia, 2018) and (Sunanda, 2020). The results of their research show that Islamic leadership, the culture of positive, and significant Islamic organizations on employee performance. Other studies were conducted by (Judge, 2012), (Ratna Wijayanti, 2016); (Astuti et al., 2020); (Hadimsyah, 2019). The results of the study concluded that leadership that applying Islamic values comprehensively (Kaffah), both, right, consistent (istiqomah) was proven to increase good work motivation and would ultimately improve employee performance. Hasil perhitungan koefisien determinasi secara simultan (R Square) diperoleh nilai sebesar 0,76 atau 76%. The results of the calculation of simultaneous determination coefficients (R Square) obtained a value of 0.76 or 76%. This value shows that together with Islamic work ethos and Islamic leadership have a big influence on employee performance. The results of this study are supported by research results from (Rokhman, 2011). The results of this study were also supported by (Desky, 2014) which showed that the leadership and Islamic work ethic simultaneously had a significant and positive effect on employee performance. Islamic leadership and Islamic work ethic have encouraged sensitive behavior of ethics that apply to both organizations and the community (Yulianti et al., 2021). This shows that a leader has a big role in encouraging subordinates to behave ethically. Furthermore, an employee who has ethics will certainly pay attention to the responsibilities of his work. Therefore it can be understood if Islamic leadership and Islamic ethics are important in improving employee performance (Ansar, 2019). Based on the results of the study, it can be stated that this research succeeded in strengthening the theory that explains the importance of the influence of Islamic work ethic and Islamic leadership for employee performance.

CONCLUSION

The Islamic work ethos of employees at the Ministry of Religion of Kabupaten Sukabumi can be said to be good, this can be seen from the average score produced by 3.41. The Islamic work ethic that needs to be improved is the accuracy in seeing errors, the habit of re-examining work, and regulating time. On the other hand, Islamic leadership was carried out at the Ministry of Religion of Kab. Sukabumi is still less visible, this can be seen from the average score produced by 3.32. The lowest level of Islamic leadership indicators is transparency, competence, and attitudes that invite to worship.

Employee performance at the Ministry of Religion of Kab. Sukabumi is the main factor that becomes a concern of this study. it shows an average score of 3.41, meaning that employee performance is good. But there are performance indicators that need to be improved, they are professionalism, and gratitude at work. The influence of Islamic work ethic and Islamic leadership was large on employee performance which was 76% with the influence of larger Islamic leadership (47.3%) rather than Islamic work ethic (28.7%).

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