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The Influence of Islamic Work Ethic on Organizational Commitment With Intrinsic Motivation And Job Satisfaction As an *intervening* variable

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ABSTRACT

This study further investigate the influence of Islamic work ethic on intrinsic motivation, job satisfaction and organizational commitment. It uses a sample of 177 teachers of Islamic boarding school in Banten in Indonesia.

Keywords: islamic work ethic, intrinsic motivation, job satisfaction, organizational commitment

1. INTRODUCTION

Human Resources has an important role in an organization. Organization is a tool to achieve the goals that must be able to provide clarity to one's status within the organization, both in terms of the bond, the position and role. In order completion teaching duties required of a teacher who has a high commitment. Organizational commitment is a psychological bond employees to the organization, willingness to work hard and maintain membership desires. Increased organizational capability requires organizational changes with the change variables of the system, the strategic objectives and control systems, inter-personal relationships. Studying the behavior of employees in the organization is very important for developing and retaining employees, especially potential employees is not easy.

Similarly, the research on the impact of organizational commitment on employee loyalty to remain at the institution. Research on organizational commitment has often done before. However, most of the research was to discuss the overall organizational commitment. According to Mayer and Allen (1997), organizational commitment has three aspects: the normative commitment, continuant commitment and affective commitment, so the need for research is multidimensional. According to Dunham et al (1994, in Pareke, 2003) use the multidimensional construct of organizational commitment needs to be done to establish the definition of integrative organizational commitment. Affective commitment received much attention in research on organizational behavior, because the shape of this commitment is based on psychological and emotional approach. More appropriate affective commitment associated with intrinsic motivation, job satisfaction and work ethic of Islam. For this study took construct affective commitment as a form of organizational commitment is multidimensional. Affective commitment distinguish other forms of commitment such as continuant and

normative commitment reflects the deep relationship between the employee and the organization. Affective commitment is a commitment that builds on emotional attachment, identification and engagement of employees towards the organization. This is in contrast with the more continuant commitment based on financial need to stay with the organization and normative commitment are more focused on the feeling of obligation to remain involved in the organization.

In line with the development of more advanced civilization has delivered many demands on the performance of individuals and institutions that also high. The increasingly high demands require qualified personnel who can work in a professional manner in accordance with the quality of expertise, paired with high organizational commitment (Indira and Ashari, 2006), for example, the teachers are required readiness regarding the professionalism of educators profession.

In the face of challenges in the execution of their duties, in addition to be guided by the ethics of the teaching profession must also adhere to the ethics of the established religion. One is a religious-based ethic work ethic of Islam. Islamic work ethic that comes from working as a dedicated Shariah virtue. These factors make a difference with another work ethic in general. Islam emphasizes creativity work ethic of work as a source of happiness and perfection. Hard work is a virtue, and those who work hard are more likely to get ahead in life otherwise not working hard is a source of failure in life (Ali, 1988). The value of work in Islamic work ethics, expressed Ali (1988) more derived from the intention of the work.

Referring to several studies that focus on ethics western Protestant work ethic, Yousef (2000) revealed that they are supporting the strong work ethic of Islam is someone more committed to the organization and subsequently more likely to accept the changes, as long as the change is not potentially alter the basic values and goals (goals) organization and is considered

beneficial for the organization, rather than the weak support for the work ethic of Islam and those who are less committed to the organization which in turn are less accepting change.

In this case there is a difference between the Protestant work ethic with Islamic work ethics. According Kidron (1978) in Yousef (2000), the Protestant work ethic emphasizes the active role of individuals dynamically da autonomous in meraik moral virtue. The primacy of universal human capital here agreed as a moral virtue. Universal moral virtue here man agreed as a goodness of life in the world. While the work ethic of Islam is more oriented to rescue people in the afterlife based on religious doctrine. That is, that work ethic has always included in it, because the work is a testament to their faith and parameters for reward and punishment (Al-Khayath, 2000 in Yousef, 2001).

This study draws on research Hayati and Caniago (2012), Islamic Work Ethic: effects on Intrinsic Motivation, Job Satisfaction, Organizational Commitment and Job Performance, Job Performance with variable reduction. Reduction variable is intended to focus the study on the attitudes of each individual teacher to the job that is expressed through feelings while work performance over the performance assessment in which he worked. Boarding is one of the educational institutions in Indonesia, especially the character of Islam. By attaching the name of Islam, the boarding school outside the public perception assume that employees and teachers in boarding school environment an organization is promoting the values of Islam in works such as honesty and fairness both from the aspect of regulation or structure in it. Hayati and Caniago (2012) used a sample of employees Sharia Banks in Bandar Lampung.

Although many studies have been done in order to explain the Islamic work ethics, intrinsic motivation, job satisfaction and organizational commitment, but the majority of the studies carried out the natural context of business organizations and employees of the bank. However, very limited once the study of Islamic work ethics of teachers boarding school. This study aimed to test a model that reflects the relationship between the Islamic work ethics, intrinsic motivation, job satisfaction and organizational commitment (figure 1). This study also investigated the role of intrinsic motivation and work kepuasn in mediating the relationship between Islamic work ethic and organizational commitment. Although the literature review in this study uses the term "employee", but the position of teachers in this study is a subordinate of the leaders in the school. So that the further discussion of the literature can exchange the term "teacher" and "employee" or "individual".

2. BASIC TEORY

2.1 Islamic Work Ethics

Ethics defined as the activity of applying moral principles to an existing problem (Wines, 1992) and as a science of conduct (Johnson, 1984). Ethics is the knowledge that studies the intelligence and the wisdom where at the end of the course represents all the intellectual actions. It is therefore a normal study into its subject matter in the intention of getting knowledge. Ethics also has been defined as the study of right and wrong, and morality of choices made by individuals. Morf, Schumacher and Vitell (1999) believe that ethics is a moral principle that individuals insert it into their decision making process which will help the anger to be the last thing they produce in their society.

Beekun (1997) defined Islamic work ethics as the set of moral principles that distinguish what is right from what is wrong. According to Rizk (2008), Islamic work ethics is a direction towards work and approaches work as a valuable asset in the human's lives. Islamic work ethics is originally derived from the Holy Qur'an, the teachings sayings and actions of Prophet Mohammad SAW as well as the legacy of the four Caliphs of Islam (Ali, 2005 and Rizk, 2008). According to Hayaati (2007), ethics in the Islamic perspective is an indication of good values whether in behavior, action, thinking or feeling. The majority of researchers argue that in Islamic work ethics, work is an obligatory activity and a desirable quality in the person's need and necessity to create the strength in the individual and social life (Ali and Al Owaihan, 2008). Rashid and Ibrahim (2005) stated that ethics is the result and the outcomes of Iman (belief) and it appears in the Islamic worldview of human life. Moreover, it called akhlaq which is a set of Islamic moral values that have been approved basically in the Holy Qur'an and derived from the actions of Prophet Mohammad SAW throughout his lifetime (McGee, 2012).

Discussion on the framework of IWE will be based on the four primary concepts of IWE as set by Ali, A.J. (2005) and Ali, A.J. and Al-Owaihan, A. (2008). The four concepts are: effort, competition, transparency, and morally responsible conduct. In this paper however, the concepts are redefined into a broader perspectives.

2.2 Commitment Organizational

Steers and Porter (1987) expresses the organizational commitment is a person's attitude that is loyal to the organization and remains as a member of the organization to achieve the main goals of the organization. According to Allen and Mayer (1990), as organizational commitment is multidimensional in nature, then it experiences development support for the three components proposed. These three dimensions are as follows:

a. Affective commitment

Affective commitment here is the employee's emotional attachment, identification, and involvement in the organization.

b. Continuance commitment

Continuance commitment is a commitment based on loss associated with the employees resigned from the organization. It may be due to loss of seniority on promotion or benefit.

c. Normative commitment

Normative commitment is an obligatory feeling to stay in the organization because it must be so. The action is the correct one to be implemented.

Furthermore, it is described that there is a psychological relationship between an employees with their organization, making a small likelihood that the employee will be voluntarily leave their organizations (Mayer et al. 1993). Then affective commitment is one of the three dimensions showing a clear effect on the outcome, such as turnover intention and performance.

2.3 Intrinsic Motivation

Intrinsic motivation refers to doing something because it is inherently interesting or enjoyable (Ryan and Deci, 2000). Warr, et al., (1979) has defined Intrinsic Motivation as the degree to which a person wants to work glowing in his job in order to gain intrinsic satisfaction. They found a relationship between this construct and overall Employee Job Satisfaction. It is a concept that encompasses being motivated by a desire to do your job as well as you can and deriving personal pride from doing so. In a later study Hackman and Oldham (1974) found a relationship between intrinsic motivation and Employee Job Satisfaction. Quigley and Tymon (2006) in reviewing much of the literature suggested that intrinsic motivation is based on positively valued experiences that a person gets directly from their work tasks. They also added that at its heart it is about passion and positive feelings that people derive from their work. They suggested four component of intrinsic motivation which are; meaningfulness, choice, competence and progress.

An intrinsically motivated person will work on a math equation, for example, because it is pleasant. Or an intrinsically motivated person will work on a solution to a problem because the challenge of finding a solution provides a sense of pleasure. In neither case does the person work on the task because there are some rewards involved, such as a prize, a payment, or in the case of students, a grade. Intrinsic motivation is the extent to which an employee is excited about a work activity and is motivated to engage in it for the sake of the activity itself (Oldham and Cummings, 1996). To be creative, employees need to be sufficiently interested in a certain problem and/or outcome and in finding ways to solve or achieve it. Consequently, motivation serves to control the attention employees devote to the heuristic issues of

creative tasks (Woodman, Sawyer, and Griffin 1993). Intrinsically motivated employees are thus more likely to explore new pathways and to take greater risks (Amabile, Goldfarb & Brackfield 1990). Consequently, intrinsically motivated employees will be more excited about their work and this increases their creativity (Shalley, Zhou & Oldham 2004). When the information role of contextual factors predominates, employees perceive little pressure to accomplish tasks in externally determined ways, developing a sense of internal locus of control, which promotes their intrinsic motivation (Filipe, 2011).

Intrinsic motivation does not mean, however, that a person will not look for rewards. It just means that such external rewards are not enough to keep a person motivated. An intrinsically motivated employee, for example, may want to get a good position in an organization, but if the position in an organization does not interest that employee, the possibility of a good position in an organization is not enough to maintain that employee's motivation to put any effort into the project. There is abundant evidence of strong intrinsic motivation in the stories of widely recognized creative people (Amabile, 1998).

2.4 Job Satisfaction

Job satisfaction is a fairly complex job-related attitudinal variable. While there are many definitions of job satisfaction, Locke (1969) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job. It consists of overall or general job satisfaction, as well as a variety of satisfaction facets (Cranny et al., 1992). Satisfaction with pay, promotion, supervisor, and co-workers are some key examples of the variety of satisfaction facets found in the literature (Cranny et al., 1992). Hence, job satisfaction can be considered a multidimensional construct (Poulin, 1995).

Job satisfaction is a psychological work construct used when measuring employee fulfillment on the job (Hackman and Oldham, 1976). Spector (1997, p. 2) defines it as "a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job."

3. FORMULATION OF HYPOTHESIS

3.1. Islamic Work Ethics and Intrinsic Motivation

Islamic work ethic is a driving factor do its job properly, because the work is a part of worship. While employees who work with the Islamic work ethic will get the motivation that comes from each individual. Motivation comes from within the individual, not of external rewards that are called intrinsic motivation. Islamic work ethic gives meaning to the work we do, that work in the world to be one determinant of

happiness in the hereafter. With the confidence and motivation consciousness arising in a person would be more likely to do the work without incentive though.

As research has been conducted Age et.al 2013 that have found a positive relationship between Islam and the work ethic of intrinsic motivation, with a sample of public and private employees in Pakistan.

Proposition:

P1: Islamic Work Ethics is significantly and positively related to intrinsic motivation.

3.2. Islamic Work Ethics and Job Satisfaction

Moral conflict and dissonance kognetif happens to employees will reduce employee satisfaction in working as research Viswesvaran and Deshpande (1996) found that there is a mismatch of ethics that employees and the organization will produce unpleasant circumstances and also dissatisfaction in the work. Koh and Boo (2001) found an association between work ethics and job satisfaction. Furthermore Vitell and Davis (1990) found an MIS professional job dissatisfaction occurs when the unethical behavior within the company, it means high ethical environment will be able to enhance the job satisfaction.

In this research work ethic is islamic work ethic. When we apply the Islamic work ethic driven from the Quran and Sunnah, the employee will do the job in a way that is better and more efficient. As research conducted by Haroon, dalam Zaman (2012) found no evidence that the Islamic work ethics relate directly, positively and significantly with job satisfaction, where samples digunakan employees in the health sector in Pakistan. Yousef (2001) and Rokhman and Omar (2008) found no influence of Islamic work ethics to organizational commitment and job satisfaction.

Proposition:

P2: Islamic Work Ethics is significantly and positively related to job satisfaction.

3.3. Intrinsic Motivation and Job Satisfaction

Intrinsic motivation is the motivation that comes from within the individual instead of external rewards, such as money and value (Zaman et.al 2013). Warr et al. (1979) in Leat and El-Kot (2009) defines intrinsic motivation as the extent to which a person wants to work well in a job for intrinsic satisfaction. They found the relationship between intrinsic motivation and job satisfaction, where the concept of job satisfaction is driven by the desire to do the best possible job originating personal pride when completing the work. They found an association motivation that comes from a sense of duty and happiness obtain satisfaction in work and complete an assigned task. Oldham and Cummings (1996) wrote that intrinsic motivation is the extent to which employees have a passion for activity in the work and motivated to finish the job with their own creativity.

Previous research Hackman and Oldham (1974) in Elkot and Leat (2009) found no relationship between intrinsic motivation and employee satisfaction. The same thing is found Zaman et.al 2013 concerning the relationship of intrinsic motivation and job satisfaction. Leat and El-Kot (2009) conducted a study to investigate the relationship between job satisfaction, interpersonal trust, intrinsic motivation, and job tension in Egypt. They found that worker satisfaction, are those who have an intrinsic motivation, trust co-workers and managers, have low job tension, and the emphasis predictors of job satisfaction among them is the intrinsic motivation.

Proposition:

P3: Intrinsic motivation is significantly and positively related to job satisfaction.

3.4. Islamic Work Ethics and Commitment Organizational

Organizational commitment is a state or degree of the extent of an employee in favor of a particular organization and its objectives, and intend to maintain membership in the organization (Robbins, 1996). Construction of the organization's commitment to focus on employee loyalty to the organization in which the employee is willing to expend extra energy in the interest of the company. Yousef (2001), found a close relationship between Islamic work ethic, job satisfaction and organizational commitment. The positive attitude of the Islamic work ethic generate some profit, positive attitudes include hard work, commitment and dedication to the job, working creativity, cooperation and kejujura competence in the workplace. This will yield benefits for individuals and organizations. Research results Bhuian et al., (1996), resulted in a positive and significant relationship between Islamic work ethic and commitment to the organization. Rahman et al., (2006) concluded that a person who has a high level of Islamic work ethic will tend to develop affective commitment to the organization. Yousef (2001) suggested that the increased commitment of organizations require increased support from the Islamic work ethics and job satisfaction.

Proposition:

P4: Islamic Work Ethics is significantly and positively related to commitment organizational.

3.5. Intrinsic Motivation and Commitment Organizational

Intrinsic motivation is the motivation that drives a person to perform that originates in the individual self, which is better known as a motivational factor. According to Herzberg cited by Luthans (2011: 160), which is classified as a motivational factor among others Achievement, Recognition, Work it self, Responsibility and Advancement/ Development.

Research Karatepe & Tekinkus 2006; Mohsan et al, (2011) found no effect between intrinsic motivation and organizational commitment.

Proposition:

P5: Intrinsic motivation is significantly and positively related to commitment organizational.

3.6. Job Satisfaction and Commitment Organizational

Mathis and Jackson (2011) defines job satisfaction (job satisfaction) as a positive emotional state resulting from the evaluation of a person's work experience, job dissatisfaction arises when one's expectations are not met. Sikorska Simmons (2005) concluded that job satisfaction will increase organizational commitment, meaning that if someone satisfied with the job then they will be more committed to the organization by showing optimal performance.

Hsiao and Chen (2012) and Boles et al. (2007), concluded that job satisfaction has a positive and significant impact on organizational commitment, employees will be more committed to the organization if they are satisfied with their jobs.

Proposition:

P6: Job satisfaction is significantly and positively related to commitment organizational.

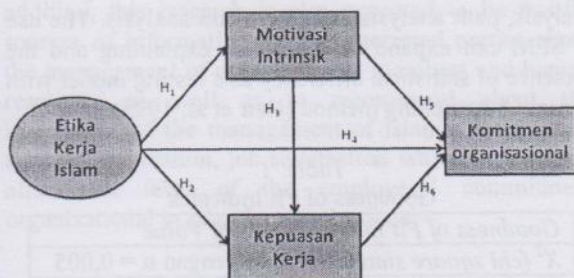


Figure 1. Research Model

4. RESEARCH METHODS

5.

5.1 Object of Research

Researchers take the object of research at boarding school in Banten which uses modern systems. The aim of researchers took the site to determine the influence of Islamic work ethics toward organizational commitment with intrinsic motivation and job satisfaction as an intervening variable. Researchers interested in the boarding school in Banten because Banten have culture as a religious community and have many good educational institutions applying salafiah boarding school and modern. Recorded in 2007, there were 1,682 boarding schools in Banten with various systems (PENDIS KEMENAG Banten, 2015). While the subject of this research is the teachers who work at the boarding school in Banten.

5.2 Population And Sample

The second object of this study is the respondent. To test the model that is implemented in the form of a questionnaire required respondents to give an answer. The population for this study is the teachers who work in the Modern Islamic Boarding School in Banten. To obtain representative results, sampling is carried out through two methods of withdrawal are:

First, by looking at the number of boarding schools in Banten and the limitations of time and costs as well as a very remote location distance between boarding schools that do not allow the authors to examine all boarding schools in Banten then to boarding school sampling done nonprobability sampling using convenience sampling technique, which is convenient sampling is done by selecting a free sample at will perisetnya (Jogiyanto, 2005). The samples boarding is done by selecting one of the boarding school that has been approved by the boarding schools in each district in Banten is based on the use of modern systems and can be reached by researchers as well as its location close to the residence of researchers to facilitate the implementation of the research. Furthermore, researchers get six Boarding Modern in Banten who agreed to participate in this study are: (1) PP. Al-Mubarak Cimuncang - Serang City has 73 teachers; (2) PP. Daar El Istiqomah Sukawana - Serang City has 54 teachers; (3) PP. Daar El Falaah Mandalawangi - Kab. Pandeglang has 58 teachers; (4) PP. Al-Hashemite Ciwandan - Cilegon City has 50 teachers; (5) PP. Al-Hidayah Ciomas - Serang District has 40 teachers; and (6) PP. Al-Islam Cipocok - Serang City has 45 teachers.

Secondly, after that that will be the object of further research has obtained the teachers who work in modern boarding school in Banten has the same chance of being selected as a non-statistical sample. So that the sampling technique in this research is nonprobabilitas to be purposive sampling method, based on the characteristics of the study sample subjects. Total teachers in six cottage pesanten in Banten some 320 people. The number of samples in this study are determined through a formula approach Slovin in Sekaran (2003: 48) in order to obtain a sample of 177 respondents.

5.3 Data Source

The data resource for this research is in the form of primary data, consisted of quantitative data, derived from a statistical analysis on the results of data collection that will be conducted. The data collection through surveys was done by using questionnaires (list of questions) that have been prepared beforehand. The form of research to be conducted in this research use statistical quantitative data analysis, i.e. through a survey technique with questionnaires.

The statistical quantitative data analysis is used to examine the relationship among the research variables, by providing questionnaires to the employees. The data

will be analyzed using Structural Equation Modeling (SEM) using AMOS software version 21:00

6. MEASUREMENTS OF OPERATIONAL DEFINITIONS AND VARIABLES

The variables in this study clarified into the exogenous and endogenous variables. Exogenous variables consisted of Islamic work ethics, intrinsic motivation and job satisfaction. While the endogenous variable that organizational commitment. The operational definition of each variable used in this study are:

5.1 Islamic Work Ethics

Islamic work ethics are referred to in this research is the work ethic that comes from the Quran and Hadith, which is dedicated work as a virtue (Yousef, 2000). Variable Islamic work ethic is measured using an instrument Ali (1988) which has been adapted to the purposes of this study. This instrument consists of 17 items by using a 5-point Likert scale.

5.2 Intrinsic Motivation

Intrinsic motivation in this research is tingakatan someone who wants to work as best as possible to increase the intrinsic satisfaction. Warr et.al (1979). Measurement of intrinsic motivation were measured with instruments War et.al (1979) in the Age (2013). This instrument uses a Likert scale of 5 points.

5.3 Job Satisfaction

Job satisfaction is an attitude variables (attitudinal variables) that reflect what one feels about his job (Spector, 2000). Job satisfaction variables were measured using instruments Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967) The instrument is chosen because its validity was tested, which has a consistency interval sufficient. This instrument uses a Likert scale of 5 points.

5.4 Organizational Commitment

Organizational commitment is a strong desire to keep him in the organization desires and is willing to do a high effort for the achievement of the organization (Newstroom, 1989 in Indira and Ashari (2006). In this study the measurement of organizational commitment not to use dual concepts (multidimensional) but rather constructs single (unidimensional) that affective commitment. Meyer and Allen (1984) in Jantje (2005) develop affective commitment is based on the concept of individual organizational goal congruence. affective commitment reflects the strength of the individual *tendencies to keep working in the organization* because the individual agrees with the organization and happy work on the organization.

This study used an instrument developed by the affective commitment Tjahjono (2008; 2010; 2011) and

adapted to the purposes of research. Testing the validity of the approach by examining the contents of the proposed concept Allen and Meyer (1990) and Meyer et al. (1993). This instrument uses a Likert scale of 5 points.

7. QUALITY INSTRUMENTS TEST

For the use of SEM model in this research, the validity of the question or statement items have been directly tested by Confirmatory Factor Analysis (CFA) which is part of the data processing technique using SEM, with the intention to measure the construct validity. To assess the validity of each variable which is a manifestation of an indicator, then it is explained if the loading factor shows > 0.05 , thus the indicator is valid (Ghozali, 2009). The reliability shows consistency and stability of a score (measurement scale). Based on testing using Cronbach's Alpha, a construct or variable is said to be reliable if provides Cronbach's Alpha value of > 0.60 .

8. DATA ANALYSIS

The research hypothesis testing is conducted by Structural Equation Modeling (SEM) approach using AMOS. The reason for the use of this analytical tool is due to the presence of complex relationship of several variables being tested in the research, so as to the use of AMOS combines several techniques including factor analysis, path analysis and regression analysis. The use of SEM can expand the ability in explaining and the presence of statistical efficiency as a testing model with a single overarching method (Hair et al, 1995).

Table. 1
Goodness of Fit Indicates

Goodness of Fit Index	Cut Off Value
X^2 (chi square statistic)	< df dengan $\alpha = 0,005$
Significancy Probability	$\geq 0,05$
RMSEA	$\leq 0,08$
GFI	$\geq 0,90$
AGFI	$\geq 0,90$
CMIN/DF	$\leq 2,00$
TLI	$\geq 0,95$
CFI	$\geq 0,95$

Source : Hair, dkk (Ferdinand, 2002)

9. RESEARCH PROCESS

So that research can be run in a systematic and do not deviate from the purpose of the research, there are several stages that are defined before the research, such as that found in Figure 3:

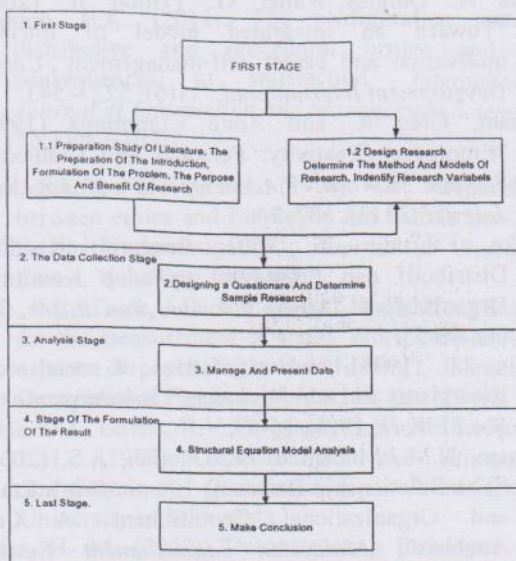


Figure 3. Research Process

10. CONCLUSION AND IMPLICATION OF MANAGEMENT

11.

The findings are expected to be capable of providing contributions for the development of science in the field of Human Resource Management, to become the study subject and source of reference for further researchers, particularly in developing research on the effects of variables of Islamic work ethic, intrinsic motivation, job satisfaction and organizational commitment. In addition, this research is also expected to be fruitful sources of information for the interested parties about the management of organizational members and human resources as well as to recommend about the importance of the management of Islamic work ethic, intrinsic motivation, job satisfaction which in turn will affect the level of the employees' commitment organizational in Islamic organizations.

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8	Paper ID MP 613: Strengthening Salesperson Performance with Quality of	Barta Sekti Retnawati	Doctoral Student of Diponegoro University, Lecturer at Soegijapranata Catholic University



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