

The Influence of Islamic Work Ethics and Job Satisfaction on *Organizational Citizenship Behavior* through Organizational Commitment (Empirical study at SMA Muhammadiyah 3 Jember)

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Abstract

This research aims to analyze the influence of Islamic work ethics and job satisfaction on organizational citizenship behavior both directly and through organizational commitment. The research was carried out at SMA Muhammadiyah 3 Jember. This type of research is included in the type of quantitative research. The sample used was 44 respondents with a saturated sampling technique. The data analysis method used is the Partial Least Square (PLS) Data Analysis method. The research results show that there is an influence between Islamic Work Ethics on Organizational Commitment and Organizational Citizenship Behavior. There is also an influence between Job Satisfaction on both Organizational Commitment and Organizational Citizenship Behavior. Organizational Commitment is not able to act as a mediation linking Islamic Work Ethics to Organizational Citizenship Behavior, but it can act as a mediation linking the influence of Job Satisfaction on Organizational Citizenship Behavior. Organizational Commitment influences Organizational Citizenship Behavior.

Keywords : Islamic work ethics, job satisfaction, organizational commitment, organizational citizenship behavior.

INTRODUCTION

Globalization with all its impacts and consequences provides opportunities as well as challenges for Indonesia to further increase its competitiveness. The consequences of globalization have an impact on various fields, including education. Education is an important factor in developing and improving the quality of human resources. Education in Indonesia faces challenges as well as opportunities to prepare human resources to be able to adapt according to the demands of current developments in the era of Industrial Revolution 4.0 and Society 5.0.

Referring to Law No.20/2003, it has been explained that one of the important aspects of

national development is education. National education aims to make the nation intelligent, equipping it with knowledge and skills, physical and spiritual health, a stable and independent personality as well as social and national responsibility. Education is one of the requirements to further advance development. Education here starts from basic education to higher education. Education must strive to motivate the self better in all aspects of life. The business started from School Base until Education Tall. In education, the Teacher is Wrong One component is resource man Which in a way macro is a factor That influences management organization education. Ideally, teachers are professional educators with the main task of educating, teaching, guiding, directing, practicing, evaluating, And evaluating students in early childhood education through formal education, education base, And education intermediate (Regulation Government No. 19 the year 2017). Law No. 14 of the year 2005 about Teachers And lecturers, explained that competence Teacher covers pedagogical, professional, personality, and social competencies. Therefore, task Teachers have signs firm based on regulation applicable legislation relating to competency requirements for individuals the in frame support professionalism in carrying out their duties at school. Teacher performance demands expressed in teacher performance loads are regulated by government regulations and ministerial regulations.

As one of the Muhammadiyah cadre schools, which is an Islam-based organization, teachers at Muhammadiyah schools must have high commitment, this is necessary to create quality human resources based on sufficient religious knowledge. It is hoped that graduates from Muhamadiyah schools can become Muhamadiyah's arrows in Islamic da'wah and community development, especially in Muhamadiyah branches and branches. In carrying out their duties, teachers at Muhamadiyah schools, apart from having to be guided by professional teacher ethics, must also be based on work ethics that have been established in Islam known as Islamic work ethics. Islamic work ethics should be a stimulus for a positive work attitude. Furthermore, a positive work attitude provides opportunities for good work results such as hard work, commitment, and other dedication which will ultimately contribute to effectiveness both individually and in the organization (Yousef, 2001). Organizational Citizenship Behavior according to Organ (1988) is an indicator of job performance that not only measures when employees achieve work requirements but also measures spontaneous and innovative behavior. Organizational Citizenship Behavior supports employee performance and in turn, supports

organizational performance. Richard L. Daft (2003) states that Organizational Citizenship Behavior is work behavior that exceeds job requirements and plays a role in the success of the organization. Organizational Citizenship Behavior is a unique aspect of individual activities at work. An organization will be successful if employees not only carry out their main tasks, but are also willing to carry out extra tasks such as being willing to work together, help, provide advice, participate actively, provide extra service to customers, and want to use their time effectively.

Increasing Organizational Citizenship Behavior Employees can be identified by various factors that influence them. According to Organ, et al (2010), an increase in Organizational Citizenship Behavior is influenced by two factors, namely internal and external factors. Internal factors include job satisfaction, commitment, and personality. External factors such as leadership style, organizational culture, and compensation.

Job satisfaction is one of the factors that encourages the emergence of Organizational Citizenship Behavior. According to Robin and Judge (2015), successful organizations need employees who are willing to work beyond their formal duties and are willing to provide performance that exceeds expectations. In dynamic work situations, where tasks often have to be carried out in teams, flexibility is very important. Organizations want employees who are willing to work not only according to their main duties but it is highly hoped that they will be willing to carry out work that is not stated in the job description.

Based on the description above, the problem formulation can be formulated as follows:

- Does Islamic Work Ethics directly influence the Organizational Commitment and Organizational Citizenship Behavior of teachers at SMA Muhammadiyah 3 Jember.
- Does Job Satisfaction have a direct effect on the Organizational Commitment and Organizational Citizenship Behavior of teachers at SMA Muhammadiyah 3 Jember
- Does Organizational Commitment have a direct influence on the Organizational Citizenship Behavior of teachers at SMA Muhammadiyah 3 Jember
- Does Islamic Work Ethics influence the Organizational Citizenship Behavior of Teachers at SMA Muhammadiyah 3 Jember through Organizational Commitment.
- Does Job Satisfaction influence the Organizational Citizenship Behavior of teachers at SMA Muhammadiyah 3 Jember through Organizational Commitment

- Meanwhile, the objectives of this research are:
 - To test and analyze the direct influence of Islamic Work Ethics on Organizational Commitment and Organizational Citizenship Behavior of teachers at SMA Muhammadiyah 3 Jember
 - To test and analyze the direct influence of Job Satisfaction on Organizational Commitment and Organizational Citizenship Behavior of teachers at SMA Muhammadiyah 3 Jember
 - To test and analyze the direct influence of Organizational Commitment on Organizational Citizenship Behavior of teachers at SMA Muhammadiyah 3 Jember
 - To test and analyze the influence of Islamic work ethics on the Organizational Citizenship Behavior of Muhammadiyah 3 Jember High School teachers through Organizational Commitment.
 - To test and analyze the influence of Job Satisfaction on the Organizational Citizenship Behavior of Muhammadiyah 3 Jember High School teachers through Organizational Commitment.

LITERATURE REVIEW

Islamic Work Ethics can be interpreted as a set of values or belief systems originating from the Qur'an and Sunnah regarding work. Islamic work ethics emphasizes the quality of work as a source of happiness and perfection in life. Hard work is a virtue, people who are willing to work hard will probably be more advanced in life, and conversely, those who are not willing to work hard could be a source of failure in life. The application of the Islamic work ethic is by expressing an attitude or something always based on the spirit of moving towards improvement, by making serious efforts to implement this ethic, which tries to avoid negative things, Tasmara (1995).

Robbin and Judge (2015) define job satisfaction as an individual's general attitude towards their work. Someone with high job satisfaction shows a positive attitude towards their work. Job satisfaction is a person's emotional feelings towards their work.

According to Robbins and Judge (2015), organizational commitment is the extent to which an employee identifies with his organization and its goals and his desire to maintain

membership in the organization. An employee who is committed to a company generally feels a good relationship with their company, and they feel they understand the company's goals.

L. Daft (2003) states that Organizational Citizenship Behavior is work behavior that exceeds job requirements and plays a role in the success of the organization. An employee demonstrates Organizational citizenship Behavior by helping coworkers and customers, doing extra work when needed, and looking for ways to improve products and procedures. The conceptual framework in this research can be described:

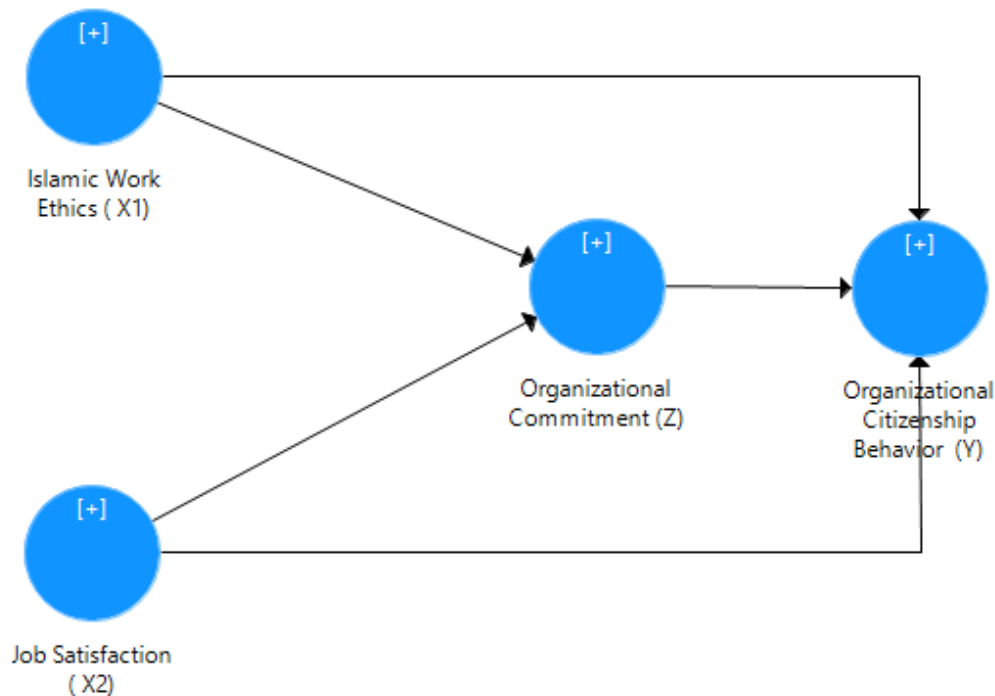


Figure 1. Conceptual Framework

From the structural model image, it can be explained that the variables of Islamic work ethics and job satisfaction influence organizational commitment and OCB behavior. Organizational commitment influences OCB behavior. The variables of Islamic work ethics and job satisfaction influence OCB behavior through the variable organizational commitment.

Hypothesis in this research :

- H1 : It is suspected that Islamic Work Ethics (X1) has a direct influence on the Organizational Commitment of teachers at SMA Muhammadiyah 3 Jember
- H2 : It is Suspected Islamic Work Ethics (X1) has a direct influence on the Organizational Citizenship Behavior teacher at SMA Muhammadiyah 3 Jember

- H3 : It is suspected that Job Satisfaction (X2) has a direct effect on the Organizational Commitment of teachers at SMA Muhammadiyah 3 Jember
- H4 : It is suspected that job satisfaction (X2) has a direct effect on Organizational Citizenship Behavior teachers at SMA Muhammadiyah 3 Jember
- H5 : It is suspected that Organizational Commitment (Z) has a direct influence on Organizational Citizenship Behavior teacher at SMA Muhammadiyah 3 Jember
- H6 : It is suspected that Islamic work ethics (X1) influences Organizational Citizenship Behavior (Y) through Organizational Commitment (Z)
- H7 : It is suspected that Job Satisfaction (X 2) influences Organizational Citizenship Behavior (Y) through Organizational Commitment (Z)

RESEARCH METHODS :

This type of research is quantitative research, namely research that requires a lot of use of numbers, starting from data collection, interpretation, and display of results files. In this research, what was studied were Islamic Work Ethics (X1), Job Satisfaction (X2), Organizational Commitment (Z), and Organizational Citizenship Behavior. (Y). The samples taken in this research were all teachers at SMA Muhaammadiyah 3 Jember totaling 44 respondents. The sampling technique in this research is Saturated sampling, where the entire population is used as a sample. The data analysis method used is the Partial Least Square (PLS) Data Analysis method.

RESULTS AND DISCUSSION

Description by age

Based on age, the majority of employees are between 30 - 39 years old, 16 people, 11 people aged 40 - 49 years, 10 people aged 50 - 59 years, 6 people aged 20 - 29 years.

Description based on gender, as many as 23 men and 21 women. Based on work experience ≥ 2 —10 years there were 17 people, ≥ 11 —20 years as many as 20 people, ≥ 21 —30 years as many as 5 people, and ≥ 31 —40 as many as 1 people. Based on employment status, 17 people are permanent teachers and 27 are non-permanent teachers.

Islamic Work Ethics Research Variables (X1)

Table 1 : Results of respondents' answers to the Islamic Work Ethics variable

No.	Job Placement	STS	T.S	N	S	SS	TOTAL
1	X1.1	-	-	4	13	27	44
2	X1.2	-	-	2	17	25	44
3	X1.3	-	-		23	21	44
4	X1.4	-	-	4	12	28	44
5	X1.5	-	-	2	16	26	44
6	X1.6	-	-		23	21	44

Source: Data processed

From the table above, it can be seen that the majority answered strongly agree and agree. This indicates that the teachers at SMA Muhammadiyah 3 Jember believe that work is an obligation from ALLAH SWT and try to work hard, help each other and try to benefit others.

Job Satisfaction Research Variables (X2)

Table 2 : Results of respondents' answers to the Job Satisfaction variable

No.	Job Placement	STS	T.S	N	S	SS	TOTAL
1	X2.1	-	-	13	16	15	44
2	X2.2	-	9	4	19	12	44
3	X2.3	-	-	13	13	18	44
4	X2.4	-	-	17	11	16	44
5	X2.5	-	-	10	19	15	44
6	X2.6	-	7	7	17	13	44
7	X2.7	-	-	19	11	14	44

Source: Data processed

Based on the table above, it can be seen that the majority of respondents answered strongly agree and agree, but some answered neutral. This indicates that the majority of teachers have almost the same opinion that teachers feel job satisfaction, even though there are a few problems that do not interfere with the implementation of their duties as teachers.

Description of the Organizational Commitment Variable (Z)

Table 3 : Results of respondents' answers to the Organizational Commitment variable (Z)

No.	Performance	STS	T.S	N	S	SS	TOTAL
1	Z 1.1	-	7	10	14	13	44
2	Z 1.2	-	10	7	16	11	44
3	Z 1.3	-	8	13	13	10	44
4	Z 1.4	-	3	11	21	9	44
5	Z 1.5	-	5	12	18	9	44
6	Z1.6	-	5	12	16	11	44

Source: Data processed

From the recapitulation of the answers above, it can be seen that the majority of answers in all indicators strongly agree and agree, this indicates that the organizational commitment of Muhammadiyah 3 High School teachers is good. Teachers feel happy and proud to work at SMA Muhammadiyah 3 Jember.

Description of Research Variables Organizational Citizenship Behavior (Y)

Table 4 : Results of Respondents' Answers to Organizational Citizenship Behavior (Y)

No.	Job Placement	STS	T.S	N	S	SS	TOTAL
1	Y 1 .1	-	2	12	17	13	44
2	Y1.2	-	5	14	17	8	44
3	Y1.3	-	3	9	22	10	44
4	Y1.4	-	3	13	18	10	44
5	Y1.5	-	5	10	24	6	44
6	Y1.6	-	4	12	21	7	44
7	Y1.7	-	2	2	22	8	44
8	Y1.8	-	6	8	24	6	44
9	Y1.9	-	3	10	17	14	44

Source: Data processed

From the recapitulation above, it can be seen that the majority of respondents' answers in the answer interval were strongly agree and agree in all indicators. This indicates that teachers at SMA Muhammadiyah 3 have appreciated and implemented OCB behavior.

The Convergent Validity results show that all the outer loading value results are mostly > 0.70, and are in the valid category. 4 variables have a value <0.70, namely a value of 0.60. According to Chin (1988), it can still be categorized as valid. Meanwhile, the discriminant validity test gives results that all constructs have met discriminant validity because the cross-loading values show that all loading values for all indicators are greater than all cross-loading values for other constructs. Construct Reliability testing and Validity meet the requirements because the values of Cronbach's alpha and composite reliability are above 0.70 for all variables.

Hypothesis testing

Hypothesis testing is carried out to determine and prove the direct or indirect influence of the dependent variable on the independent variable.

Hypothesis test analysis results table:

Direct influence:

Table 5. Direct Effect Hypothesis Test

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Islamic Work Ethics (X1) -> Organizational Commitment (Z)	0.239	2,112	0.035	Accepted
Islamic Work Ethics (X1) -> OCB (Y)	0.215	2,203	0.028	Accepted
Job Satisfaction (X2) -> Organizational Commitment (Z)	0.946	21,439	0,000	Accepted
Job Satisfaction (X2) -> OCB (Y)	0.363	2,219	0.027	Accepted
Organizational Commitment (Z) -> OCB (Y)	0.548	3,063	0.002	Accepted

Source: Data processed

From the results above, it shows that the results of the direct influence of all variables are accepted, meaning that there is a direct influence of each variable as hypothesized

Indirect influence:

Table 6. Indirect Effect Hypothesis Testing

	T Statistics (O/STDEV)	P Values	Informati on
Islamic Work Ethics (X1) -> Organizational Commitment (Z) -> OCB (Y)	1,583	0.114	Rejected
Job Satisfaction (X2) -> Organizational Commitment (Z) -> OCB (Y)	3,191	0.002	Accepted

Source: Data processed

From the table above it can be seen that organizational commitment cannot play a mediating role in the influence of Islamic work ethics on *Organizational Citizenship Behavior*. However, it is able to act as a mediator in the influence of the Job Satisfaction variable on *Organizational Citizenship Behavior*.

Total Influence:

Table 7 Total Effect Hypothesis Testing

	T Statistics (O/STDEV)	P Values	Information
Islamic Work Ethics (X1) -> Organizational Commitment (Z)	2,112	0.035	Significant
Islamic Work Ethics (X1) -> OCB (Y)	2,923	0.004	Significant
Job Satisfaction (X2) -> Organizational Commitment (Z)	21,439	0,000	Significant
Job Satisfaction (X2) -> OCB (Y)	13,399	0,000	Significant
Organizational Commitment (Z) -> OCB (Y)	3,063	0.002	Significant

Source: Processed Data

Based on the table above, shows that the relationship between these variables can be concluded that the relationship between Islamic Work Ethics and Organizational Citizenship Behavior with Organizational Commitment as an intervening variable is a partial mediation relationship.

Based on the relationship between these variables, it can be concluded that the relationship between Job Satisfaction and Organizational Citizenship Behavior with Organizational Commitment as an intervening variable is a partial mediation relationship.

Discussion

1. The Influence of Islamic Work Ethics on Organizational Commitment

Based on the results of data analysis which gave a t-statistical value of $2.112 > 1.96$ and a P-value of $0.035 < 0.05$, this means that there is a significant influence between Islamic Work Ethics and Organizational Commitment. The values in Islamic Work Ethics which are reflected in their duties can develop a high sense of organizational commitment. This is by research from Nurazizah and Diana Ma'rifah, Adab and Rohman (2015)

2. The Influence of Islamic Work Ethics on Organizational Citizenship Behavior.

Based on the results of the hypothesis test, it can be concluded that the hypothesis is accepted and it is stated that Islamic Work Ethics influences Organizational Citizenship Behavior. This is proven by the results of hypothesis testing showing a t-statistic value of $2.203 > 1.96$ and a P-value of $0.028 < 0, 05$. These results mean that the Islamic Work Ethics of the teachers of Muhammadiyah 3 Jember High School can influence the emergence of Organizational Citizenship Behavior. The conclusions of this research are research from Rizqi Fawzi Pradana (2017)

3. The Influence of Job Satisfaction on Organizational Commitment

Hypothesis testing shows a t-statistic value of $21.439 > 1.96$ and a P-value of $0.000 < 0.05$. The sense of satisfaction that exists among the teachers at Muhammadiyah 3 Jember High School because of the work results of their skills, a good work environment, and adequate compensation can create a sense of attachment to Muhammadiyah 3 Jember High School. Teachers feel happy working and have no desire to leave and feel they have a moral responsibility for the sustainability of SMA Muhammadiyah 3 Jember. These results are by research from Sumijan (2021), and Ni Luh Sili Antari (2019) which state that there is a significant influence between job satisfaction and organizational commitment.

4. The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB)

Hypothesis test results show a t-statistic value of $2.219 > 1.96$ and a P-value of $0.027 < 0.05$. Based on the results of the hypothesis test, it can be concluded that the hypothesis is accepted and it is stated that job satisfaction affects OCB. The job satisfaction experienced by teachers at SMA Muhammadiyah 3 Jember can foster OCB behavior. Teachers, apart from carrying out work according to their main duties and functions, also carry out extra-role behavior or above their main duties and functions, which is called OCB behavior. These results

are not by research from Sumijan which states that there is no influence on job satisfaction Organizational Citizenship Behavior. However, the results of this research are by research from Annisa Nur Rizky and Alini Gilang (2018), and Ni Made Dwi Puspita (2014) which states that there is an influence between Job Satisfaction on Organizational Citizenship Behavior

5. The Influence of Organizational Commitment on Organizational Citizenship Behavior

hypothesis testing which shows a t-statistic value of $3.063 > 1.96$ and a P-value of $0.002 < 0.05$, it can be concluded that if the hypothesis is accepted and it is stated that Organizational Commitment influences Organizational Citizenship Behavior. Organizational Commitment, a sense of attachment, and trust towards SMA Muhammadiyah 3 Jember, a sense of ownership and responsibility towards SMA Muhammadiyah 3 can create or encourage the emergence of Organizational Citizenship Behavior in addition to carrying out its main duties and functions as a teacher. These results are by research from Karina Dyah Ari Saraswati (2019), Achmad Nasichudin, and Misbahun Azzuhri (2013) which states that there is an influence of Organizational Commitment on Organizational Citizenship Behavior

6. The Influence of Islamic Work Ethics on Organizational Citizenship Behavior through Organizational Commitment

The results of the analysis test are shown by the t-statistic value of $1.583 < 1.96$ and the P-value of $0.114 > 0.05$. Based on the results of the hypothesis test, it can be concluded that the hypothesis is rejected and it is stated that Islamic Work Ethics does not affect Organizational Citizenship Behavior through Organizational Commitment. Islamic work ethics have a direct influence on Organizational Citizenship Behavior. These results are by research from Efendi Rahmanto (2016)

7. The Influence of Job Satisfaction on Organizational Citizenship Behavior through Organizational Commitment

The results of the analysis test, namely hypothesis testing, show a t-statistic value of $3.191 > 1.96$ and a P-value of $0.002 < 0.05$. The sense of job satisfaction experienced by teachers at SMA Muhammadiyah 3 Jember can encourage the emergence of strong organizational commitment and ultimately commitment. The organizational characteristics of teachers encourage the emergence of Organizational Citizenship Behavior or a willingness to carry out work outside of their basic duties and functions. This job satisfaction also has a direct effect on Organizational Citizenship Behavior. These results are not by research from Efendi Rahmanto

(2016) which concluded that organizational commitment is unable to mediate the influence of job satisfaction on behavior. Organizational Citizenship Behavior.

The results of statistical tests between Islamic work ethics variables on OCB through organizational commitment and job satisfaction on Organizational Citizenship Behavior through organizational commitment are significant. This means that Organizational Commitment in total can act as a mediating variable, but partial mediation

CONCLUSION

1. Islamic Work Ethics directly influences Organizational Commitment.
2. Islamic Work Ethics has a direct influence on Organizational Citizenship Behavior.
3. Job Satisfaction has a direct effect on Organizational Commitment.
4. Job satisfaction has a direct effect on Organizational Citizenship Behavior.
5. Organizational Commitment directly influences Organizational Citizenship Behavior.
6. Organizational Commitment is not a media variable between the influence of Islamic Work Ethics variables on Organizational Citizenship Behavior
7. Organizational commitment is proven to be a mediating variable between the influence of the Islami Work Ethics variable on Organizational Citizenship Behavior

IMPICATION

1. SMA Muhammadiyah 3 Jember should maintain Islamic Work Ethics. As a school founded by a religious-based social organization, especially Islami, it should always be based on work ethics based on Islam's religion in the implementation of its work.
2. SMA Muhammadiyah 3 Jember continues to maintain a sense of teacher satisfaction. This satisfaction will improve performance, whether intra-roe or work by its main duties or extra-roe (OCB behavior).
3. Continue to maintain or even try to improve existing organizational commitment. Some efforts that can be made are, for example: first, convey a common goal, meaning that the goal of the institution is a common goal and it is an obligation to work together to achieve it, second, it is necessary to create a harmonious atmosphere in the work environment, third,

foster a sense of love and pride towards SMA Muhammadiyah 3 Jember, fourth give rewards and punishment fairly, fourthly increase motivation for teachers.

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