

Islamic Work Ethics and Leadership Style to Improve Organisational Commitment of Teachers

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ABSTRACT

This study aims to assess and analyse the influence of Islamic work ethics and transformational leadership style and transactional leadership style to enhance organisational commitment of teachers. A total of 50 teachers were recruited as respondents who provided data through self-administered questionnaire. Data was analysed using multiple linear regression modelling and processed using SPSS version 20. The results indicated that only transformational leadership significantly influenced organisational commitment, while transactional leadership and Islamic work ethics had no significant effect.

Keywords: Islamic work ethics, organisational commitment, transactional leadership, transformational leadership style

INTRODUCTION

Background

SMA Assalaam is one of the educational activities established by the Modern Islamic Boarding School (PPMI) Assalaam, under

the Foundation Council of the Islamic Course Surakarta (YMPIS) founded by H. Abdullah, Hj Marzuki and Siti Aminah Abdullah. This school has a vision and mission to realise the balance of spiritual, intellectual, and moral towards producing *ulul albab* (people of intellect) who are devoted to God, and to increase the positive image of the institution. The school's performance can be seen from the increase in its enrolment, number of students, the average test scores obtained, the percentage of graduates who can join with several state universities. The average scores of National

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Examination is shown in Table 1 and which indicates the average scores of the students must be increased.

Table 1
Students' national examination average scores

Academic Years	Total Students	Average National Examination (UN) Scores
2009/2010	527	7.52
2010/2012	582	7.76
2011/2012	500	7.83
2012/2013	472	7.45
2013/2014	462	-

Source: Author

In order to achieve the vision, mission and educational goals of the school, its environment should be conducive and there should be harmony among the educators, such as school principal, teachers, and administrative personnel, each of whom has a considerable role in achieving the school's goals. Teachers are key to success of an educational institute and they should be a good role model in moral and spiritual terms. In order to achieve the vision and mission as well as improve the performance of schools, it needs highly committed teachers.

The objectives of the paper are to analyse and explain the influence of transformational leadership, transactional leadership, and Islamic work ethics to increase organisational commitment among teachers.

THEORETICAL BACKGROUND, RESEARCH FRAMEWORK AND HYPOTHESES

Organisational Commitment

Robbins and Judge (2010) argued that organisational commitment is the degree an employee favours and supports his or her organisation and its goals and intention to be part of the organisation. Organisational commitment therefore is an active relationship between the individual and the organisation. According to Dessler (2010), an organisational commitment is the strength of identification and the employee involvement with the organisation. Commitment to the organisation means more than just formal membership, as it shows willingness to achieve the organisation's objectives. Allen and Meyer (1997) stated that there are three components of organisational commitment, namely affective commitment, normative commitment and continuance commitment.

Transformational and Transactional Leadership

According to Burns (as cited in Yukl, 2010), transformational leadership essentially emphasises the importance of leaders to motivate their subordinates to carry out their responsibilities. Transformational leadership has five dimensions, namely: 1) Idealise influence attribute; 2) Idealise influence behaviour; 3) Inspirational Motivation; 4) Intellectual motivation; and 5) Individual consideration. Bass (as cited in Yukl, 2010)

suggests transactional leadership consists of three Rewards contingent (contingent reward) and Management by exception which can be divided into active and passive management.

Islamic Work Ethics

According to Asifudin (2004), work ethics from the perspective of Islam is based on faith that comes from the belief system of Islam which shapes the person's basic attitude towards employment. Islamic work ethics is based on the concept that work: (1) is a translation of *aqidah*; (2) is based on science; and (3) imitates the properties of the Divine and follow His instructions.

Literature Review

Ejere and Abasilim (2012) found that transformational leadership style has a strong and positive impact on organisational performance while transactional leadership style has a weak positive impact on organisational performance. Transformational leadership significantly influenced job satisfaction and organisational commitment. Researchers have studied the influence of Islamic work ethics and found it has a significant influence on employee positive behaviour and outcome. Jamil (2007) stated Islamic work ethics has a significant effect on organisational commitment, which in turn has positive and significant influence on employee attitude in facing organisational change. These findings were corroborated by Mutaqin (2010) that Islamic work ethics has a significant

influence on employee performance at Surakarta Health Polytechnic. Muhaimin (2013) showed work ethics of teachers significantly affected their performance. Abbasi and Rana (2012) found that Islamic work ethics significantly affected employee citizenship. Abdi, Nor and Radzi (2014) showed while Islamic work ethics contributed to positive employee work performance there was no significant effect on organisational commitment. Yunus, Rahim, Shabuddin and Mazlan (2011) used the questionnaire short version of IWE developed by Ali containing 17 items of questions. These studies clearly point to how Islamic Work Ethics has positive effects on employee commitment and employee satisfaction.

Research Framework and Hypotheses

This research was based on the theory that transformational leadership style, transactional leadership style and Islamic work ethics have positive impacts on organisational commitment of teachers. Three hypotheses were proposed: 1) Transformational leadership significantly influences organisational commitment of teachers; 2) Transactional leadership significantly influences organisational commitment of teachers; and 3) Islamic work ethics significantly influences organisational commitment of teachers.

METHODS

The independent variables in this study are transformational leadership (X1), transactional leadership (X2) and the

Islamic Work Ethics (X3) and dependent variable is organisational commitment (Y). The transformational leadership (X1) and transactional leadership (X2) were measured by teacher's assessments of principal leadership based on Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (as cited in Yukl, 2010). Islamic Work Ethic of Teacher (X3) was measured by the teacher's self-perception. Organisational commitment of teachers (Y) was measured using a questionnaire developed by Allen and Meyer (1997).

This research was conducted in Assalaam Kartasura High School, in January 2015. The study sample was high school teachers. Saturation sampling was used in this study which meant the entire population was observed as samples (50 teachers). Validity and reliability testing was carried out to ensure that the research instruments were suitable for the research. The test of classical assumptions was carried out using SPSS programme while

the research hypothesis test was conducted using multiple linear regression analysis, using SPSS.

RESULTS AND DISCUSSION

Assumptions and Model

Results of validity and reliability testing indicate that the instruments used to determine overall organisational commitment and transformational leadership are valid and reliable. Instrument for the measurement of transactional leadership and Islamic work ethic is also valid and reliable and therefore could be used in this research.

Results of the classical assumption tests, normality, multicollinearity, and heteroscedasticity, indicated that the assumptions are satisfied. The coefficient determination of the model was 0.602 and F value of regression is 3.986 with the significance level of 0.013, indicated that the regression model is good.

Hypothesis Test Result

Table 2
Hypothesis test result

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.908	0986		.921	0.362
	Transformational	0.546	0.180	0.404	3.034	0.004
	Transsactional	0.011	0.136	0.012	0.081	0.936
	Islamic Work Ethics	0.191	0.173	0.159	1.103	0.276

Dependent variable: Organisational commitment

Source: Research data processed (2015)

Hypothesis 1: Transformational leadership significantly influences organisational commitment. Multiple linear regression analysis to test hypothesis 1 produced 3,034 t value and a significance level of 0.004. As the significance value is less than 0.05, it can be concluded that transformational leadership significantly influences organisational commitment of teachers in Assalam high school. The results support those of previous studies. Transformational leadership contributed to good employee performance and organisational commitment and positive behaviours that support organisational performance.

Hypothesis 2: Transactional leadership significantly influences organisational commitment. Multiple linear regression analysis for testing hypothesis 2 showed t value of 0.081 and a significance level of 0.936. As the significance value was greater than 0.05, it was concluded that transactional leadership does not significantly influence organisational commitment of teachers in Assalam High School. This is consistent with results of previous studies, that transactional leadership is a leadership based on an exchange, and the desire to receive a reward, and not because of loyalty to the organisation.

Hypothesis 3: Islamic work ethics significantly influences organisational commitment. Results of testing hypothesis 3 with a multiple linear regression produced

t value 1.103 and a significance level of 0.276. As the significance value is greater than 0.05, it can be concluded that Islamic work ethics has no significant effect on organisational commitment of teachers in Assalam. This is not in line with the results of previous study conducted by Ali, Khan, Mushtaq, Khan and Naqvi (2013), but supports that of Abdi et al. (2014) who focused on staff and lecturers at University Insaniah, Kedah. The results showed that the Islamic work ethics has significant effect on employee performance, but not on organisational commitment.

The results are also consistent with that of O'Reily (1989) that organisational commitment was due to employees sharing the values of their organisation. The similarities in values positively and significantly affect organisational commitment. In cases where Islamic work ethics does not significantly influence organisational commitment is because there is no sharing of values between the organisation and the employees. Abdi et al. (2014) also showed that Islamic work ethics had no significant effect on organisational commitment.

CONCLUSION

This study found that:

- 1) Transformational Leadership significantly affect organisational commitment of employees.
- 2) Transactional leadership has no significant effect on organisational commitment of employees.

- 3) Islamic work ethics has no significant effect on organisational commitment of employees.

RECOMMENDATION

From the foregoing, the study has shown efforts to improve organisational commitment of employees can be done by implementing transformational leadership behaviours.

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