

# The Effect of Islamic Work Ethic and Motivation Through The Organizational Citizenship Behaviour and Employee Performance at Bank Aceh Syariah

Y Dharma<sup>1</sup>, A Ikhsan<sup>2</sup>

<sup>1</sup>Islamic State University of North Sumatera Medan, Indonesia

## ABSTRACT

This study aims to determine how much influence the islamic work ethic and motivation through organizational citizenship behaviour (OCB) and its impact on the employee performance of Bank Aceh Syariah. The data used is the data by distributing questionnaires to 168 employee of Bank Aceh Syariah. To analyze the data, the statistical analysis used two-track equipment and processed with the help of the application program analisis moment of structural (AMOS). The variables measured include islamic work ethic (IWE), work motivation effect to ward organizational citizenship behaviour (OCB) and employee performance of Bank Aceh Syariah. Based on the analysis of statistical test is islamic work ethic (IWE) and work motivation affect the employee performance at mediated organizational citizenship behaviour (OCB). The result organizational citizenship behavior (OCB) variable effect of full mediated on islamic work ethic (IWE) and work motivation toward employee performance of Bank Aceh Syariah.

**Keywords:** *Islamic Work Ethic Motivation, Organizational Citizenship Behaviour (OCB) and Employees Performance.*

## INTRODUCTION

PT. Bank Aceh Syariah is a public bank owned by the Aceh government with funding activities, providing loans to the community (lending) and providing service delivery services, currently the role of Bank Aceh as a financial intermediary institution also serves as a agency of trust, as an agent of developmen and an agency of services, which participates in the framework of economic development of Acehnese society in general.

In the banking industry, Employees Performance plays an important role in improving organizational performance, where motivation is the degree to which an individual wants and strives to carry out a task or job well and a willingness to put a high level of effort toward an organizational goal, conditioned by ability that effort to meet an individual need. The Organizational Citizenship Behaviour (OCB) element of a person performs a certain act because it is driven by his instinct, the desire to achieve satisfaction or perhaps the need of life is very urgent Robbin<sup>1</sup>. According to Dharma <sup>2</sup> motivation is a set or set of behaviors that provide a basis for nseorang to act in a way directed to a specific goal (specific goal directed way).

On the other hand, organizational social behavior is often referred to as the organization citizenship behavior (OCB), which is the attitude of Bank Aceh Syariah employees who are very famous in the organization with the main dimension of altruism (eg, helping when unhealthy partners), seriousness (eg, overtime to complete the work , for example, willingly representing the company for a joint program, and a sportive attitude (eg, contributing to the failure of teamwork) .According to Luthans (2011)<sup>3</sup>, Organizational Social Behavior (OCB) is covering personality and attitudes, is the behavior of organizational members / prosocial , or in short OCB (Organizational Citizenship Behavior).

According to Bangun and<sup>4</sup> performance (performance) is the result of work achieved by someone based on job requirements (job requirement). A job has certain requirements to be done in achieving a goal that is also called a standard job (job standard) so the standard of work is the high expected of a particular job to be completed properly by employees in the organization. Bank Aceh Syariah Lhokseumawe has several benchmarks in evaluating its employees among others by evaluating the quantity of work in each work

unit as well as paying the quality of work produced by each employee, then employee work is very important to do because Bank Aceh Sharia is a public trust agency, other cooperation between bank employees need to be maintained and continue to be fostered to achieve the vision and mission of the organization of Bank Aceh Syaria. Based on the phenomenon and background of the problem then the authors want to examine “The Influence of islamic work ethic, Work Motivation To Employee Performance With Organization Citizenship Behaviour as Intervening Variable At Bank Aceh Sharia. The formulation of research problems can be formulated as follows:

1. How is the influence of islamic work ethic to organization citizenship behaviour at PT. Bank Aceh Syariah ?
2. How is the influence of motivation to organization citizenship behaviour at PT. Bank Aceh Syariah?
3. How is the influence of islamic work ethic to employee performance at PT. Bank Aceh Syariah ?
4. How is the influence of motivation to employee performance at PT. Bank Aceh Syariah?
5. How is the influence of organization citizenship behaviour to employee performance at PT. Bank Aceh Syariah

**Tablel 1: Loading Estimates of Exsogen Contract**

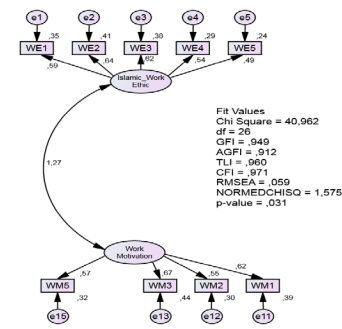
Indicator			Loading Factor	Cut Off Value	Results
WE2	<---	Islamic_Work_Ethic	,639	$\geq 0,50$	Valid
WE3	<---	Islamic_Work_Ethic	,617	$\geq 0,50$	Valid
WE4	<---	Islamic_Work_Ethic	,539	$\geq 0,50$	Valid
WM3	<---	Work_Motivation	,666	$\geq 0,50$	Valid
WM5	<---	Work_Motivation	,569	$\geq 0,50$	Valid
WM1	<---	Work_Motivation	,622	$\geq 0,50$	Valid
WM2	<---	Work_Motivation	,546	$\geq 0,50$	Valid
WE5	<---	Islamic_Work_Ethic	,493	$\geq 0,50$	Valid
WE1	<---	Islamic_Work_Ethic	,592	$\geq 0,50$	Valid
WE2	<---	Islamic_Work_Ethic	,639	$\geq 0,50$	Valid

Source : Amos Analysis 2018

## RESULTS AND DISCUSSION

### Measurement Model Analysis Results

Ferdinand<sup>13</sup> convergent validity part of the measurement model within SEM and is usually referred to as measurement model while the covariance-based SEM-called confirmatory factor analysis (CFA) in Ferdinand,<sup>13</sup>. There are two criteria to assess whether the measurement model is eligible to construct reflective convergent validity, namely (1) loading factor should be above mimimim  $> 0,50$  or ideal  $> 0.70$  and (2)  $P_{value}$  a significant  $< 0.05$  in the study of these requirements have all been fulfilled,<sup>14</sup>. Then to test validity Construct can be seen at confirmatory factor analysis (CFA) in Figure 2 and Table 1 below are as follows:



**Figure 1. Confirmatory Factor Analysis Exogen Contract**

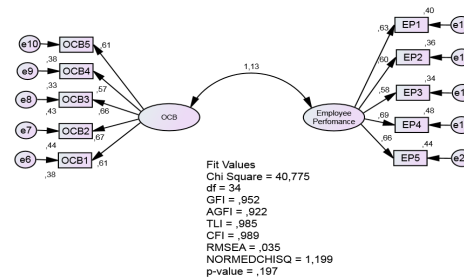


Figure 2. Confirmatory Factor Analysis Endogen Contract

Table 2: Loading Estimates of Exsogen Construct

Indicator			Loading Factor	Cut Off Value	Results
OCB1	<---	OCB	,614	$\geq 0,50$	Valid
OCB2	<---	OCB	,666	$\geq 0,50$	Valid
OCB3	<---	OCB	,656	$\geq 0,50$	Valid
OCB4	<---	OCB	,570	$\geq 0,50$	Valid
OCB5	<---	OCB	,615	$\geq 0,50$	Valid
EP1	<---	Employee_Performance	,634	$\geq 0,50$	Valid
EP2	<---	Employee_Performance	,600	$\geq 0,50$	Valid
EP3	<---	Employee_Performance	,585	$\geq 0,50$	Valid
EP4	<---	Employee_Performance	,691	$\geq 0,50$	Valid
EP5	<---	Employee_Performance	,661	$\geq 0,50$	Valid

Source : Amos Analysis 2018

Based on testing confirmatory factor analysis, the value of loading factor estimates suggested is above 0.50 and convergent validity significant  $< 0,05$  then the results of the analysis of reliability evaluation by construct reliability (CR)  $> 0,70$  the value of Variance Extracted (AVE) suggested is above 0.50 based on Table 1 and 2 above Ferdinan<sup>13</sup>.

## STRUCTURAL MODEL ANALYSIS RESULTS

The analysis results of structural equation modelling are presented in the table and the picture as follows as shown in Figure 4 and Table 3: Based on figure 5 and Tabel 4 Goodness of Fit Indexs Full Model, it is found out that the whole parameters have already met the threshold requirements, so that the model is feasible to be used for hypothetical testing.

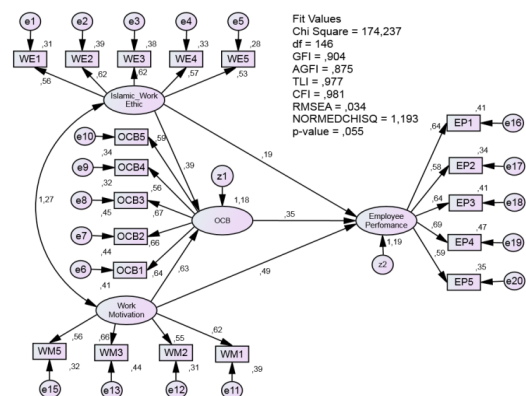


Figure 3. Outputs Structural Model Before Modification

**Tabel 3: Goodness of Fit Indexes Full Model Before Modification Indices**

Goodness of Fit Index	Cut-off Value	Result Analisis	Model Evaluation
$\chi^2$ Chi-Square Statistik	expected small	174.237	Good
Probability	$\geq 0,05$	0.055	Good
CMIN/DF	$\leq 2.00$	1.193	Good
GFI	$\geq 0.90$	0.904	Good
AGFI	$\geq 0.90$	0.875	Marginal
TLI	$\geq 0.95$	0.977	Good
CFI	$\geq 0.95$	0.981	Good
RMSEA	$\leq 0.08$	0,034	Good

Source : Amos Analysis 2018

**Tabel 4 : Regression Weights Laten Variabel**

Laten Variable			Std. Est	S.E.	C.R.	P
OCB	<---	IWE	,389	,090	4,574	***
OCB	<---	WM	,634	,112	5,942	***
EP	<---	IWE	,193	,076	3,144	,002
EP	<---	OCB	,353	,190	2,184	,029
EP	<---	WM	,486	,167	3,574	***

Source : Output Amos 2018

## CONCLUSION

Base on the results of research and discussion, it can be concluded as follow variabel islamic work ethic, work motivation and organization citizenship behaviour simultaneously and partial have significance effect on employee performace at Bank Aceh Syaria.

H<sub>1</sub> There is a positive and significant effect of the islamic work ethic on job satisfaction at the organization citizenship behaviour at Bank Aceh Sharia.

Based on Table 4, the known value of P-value between islamic work ethic (IWE) on organization citizenship behaviour (OCB) was 0.000, which is smaller than the significance level of 0.05. These results can be concluded that the islamic work ethic (IWE) variable significantly influences the organization citizenship behaviour (OCB) of the Bank Aceh Sharia. Based on the results of path coefficient value of the islamic work ethic (IWE) on organization citizenship behaviour (OCB) is 0.389 positive coefficient path meaning the islamic work ethic (IWE) on organization citizenship behaviour has a positive effect on the Bank Aceh Sharia. Hypothesis 1 in this research is the influence of islamic work ethic

(IWE) on organization citizenship behaviour (OCB) on Bank Aceh Sharia accepted. Worth mentioning that the research results are consistent with studies conducted Ali<sup>5</sup> and Ali<sup>6</sup>, the research results show that the islamic work ethic (IWE) carateristic has effect on the organization citizenship behaviour (OCB).

H<sub>2</sub> There is a positive and significant effect of the work motivation on organization citizenship behaviour at Bank Aceh Sharia.

Based on Table 4, the known value of P-value between work motivation on organization citizenship behaviour (OCB) was 0.000, which is smaller than the significance level of 0.05. These results can be concluded that the work motivation variable significantly influences the organization citizenship behaviour (OCB) of the Bank Aceh Sharia. Based on the results of path coefficient value of the work motivation on organization citizenship behaviour (OCB) is 0.634 positive coefficient path meaning the work motivation on organization citizenship behaviour (OCB) has a positive effect on the Bank Aceh Sharia. Hypothesis 2 in this research is the influence of work motivation on organization citizenship behaviour (OCB) on Bank Aceh Sharia accepted. Worth mentioning that the research results are consistent with

studies conducted Dharma<sup>15</sup> and Organ<sup>16</sup>, the research results show that the work motivation characteristic has effect on the organization citizenship behaviour (OCB).

H<sub>3</sub> There is a positive and significant effect of the islamic work ethic on employee performance at Bank Aceh Sharia.

Based on Table 4, the known value of P-value between islamic work ethic (IWE) on employee performance was 0.002, which is smaller than the significance level of 0.05. These results can be concluded that the islamic work ethic (IWE) variable significantly influences the employee performance of the Bank Aceh Sharia. Based on the results of path coefficient value of the islamic work ethic (IWE) on employee performance is 0.139 positive coefficient path meaning the islamic work ethic (IWE) on employee performance has a positive effect on the Bank Aceh Sharia. Hypothesis 3 in this research is the influence of islamic work ethic (IWE) on employee performance on Bank Aceh Sharia accepted. Worth mentioning that the research results are consistent with studies conducted Ali<sup>5</sup> and<sup>17</sup> Ali and organ<sup>8</sup>, the research results show that the islamic work ethic (IWE) characteristic has effect on the employee performance.

H<sub>4</sub> There is a positive and significant effect of the work motivation on employee performance at Bank Aceh Sharia.

Based on Table 4, the known value of P-value between work motivation on employee performance was 0.000, which is smaller than the significance level of 0.05. These results can be concluded that the work motivation variable significantly influences the employee performance of the Bank Aceh Sharia. Based on the results of path coefficient value of work motivation on employee performance is 0.486 positive coefficient path meaning the work motivation on employee performance has a positive effect on the Bank Aceh Sharia. Hypothesis 2 in this research is the influence of work motivation on employee performance on Bank Aceh Sharia accepted. Worth mentioning that the research results are consistent with studies conducted Dharma<sup>15</sup> and organ<sup>8</sup> and Robbin<sup>1</sup> and Luthans<sup>3</sup>, the research results show that the work motivation characteristic has effect on the employee performance.

H<sub>5</sub> There is a positive and significant effect of the organization citizenship behaviour on employee performance at Bank Aceh Sharia.

Based on Table 4, the known value of P-value between organization citizenship behaviour (OCB) on employee performance was 0.029, which is smaller than the significance level of 0.05. These results can be concluded that the organization citizenship behaviour (OCB) variable significantly influences the employee performance of the Bank Aceh Sharia. Based on the results of path coefficient value of the organization citizenship behaviour (OCB) on employee performance is 0.353 positive coefficient path meaning the organization citizenship behaviour (OCB) on employee performance has a positive effect on the Bank Aceh Sharia. Hypothesis 5 in this research is the influence of organization citizenship behaviour (OCB) on employee performance on Bank Aceh Sharia accepted. Worth mentioning that the research results are consistent with studies conducted Dharma<sup>15</sup>, Organ<sup>16</sup> and Luthans<sup>3</sup> and Yunina<sup>18</sup>, the research results show that the organization citizenship behaviour (OCB) characteristic has effect on the employee performance.

**Conflict of Interest:** Nil

**Source of Funding:** Self

**Ethical Clearance:** IJRISSE Journal Reviewer Committee

## REFERENCES

1. Ali, A. (1988), "Scaling an Islamic work ethic", *Journal of Social Psychology*, 1988, 128(5), pp. 575-83.
2. Luthans, Fred. *Organizational Behavior*, Twelfth Edition, McGraw-Hill Companies Inc. New York. 2011.
3. Siahaan, Elisabet. *The Antecedent of employee's performance and its influence toward employee's job satisfaction (A study based on gender perspective at Banking Service sector in DKI Jakarta Region)*. Universitas Brawijaya Program Pascasarjana, Malang. 2007.
4. Siahaan, Elisabet. *The Antecedent of employee's performance and the influence on employee job satisfaction in Banking Service in Indonesia*. *Bank and Bank System*, 2017, 12(4), pp. 75-89.
5. Rivai, Veithzal dan E.J. Sagala., *Human resource management for Business: dari Teori Ke Praktik*, Edisi Pertama, Penerbit PT. Raja Grafindo Persada, Jakarta. 2011.



6. Ali, Abbas. J and Al Khazemi, Ali, A. ScalinganIslamicworkethic Journalof Social Psychology, 1988,128(5), pp.575-83.
7. Ali, Abbas. Islamicworkethicin Arabia, Journal of Psychology,1992,126(5), pp.507-20.
8. Ali, Abbas. J and Al Khazemi, Ali, A. Islamicworkethic in Kuwait,JournalCross Cultural Management : International Journal, 2007,14(2), pp.93-104.
9. Robbins, Stephen P dan Timothy A. Judge., Organizational Behavior, Prentice Hall Inc., New Jersey. 2013.
10. Yunina, Sadhora, Thesis : The influence of leadership style and organizatioan commitment to the organization citizenship beahavior With job satisfaction as the intervening variable at the Secretariat of the house of representative of Bireuen Regency. Program Pascasarjana, Universitas Sumatera Utara.2018.
11. Bangun, Wilson. Human Resources Management, Penerbit Erlangga, Jakarta,2012.
12. Lumbanraja, Prihatin. Desertation : The influence of individual characteristic, leadership style and organization culture toward work satisfaction and organization commitment – studi at local Government in North Sumatera Provice. Program Pascasarjana, Universitas Brawijaya Malang.2007.
13. Bass, B.M., “From Transactional to transformational leadership : Learning to share the vision” Organizational Dynamics,1990,18,pp 19-31.
14. Burns, J. M., Leadership. Happer & Row. 1978.
15. House, R.J., A Path–Goal Theory of Leader Effectiviness. AdministrativeScience Quarterly,1997, 16,pp 321-338.
16. Northouse, Peter. G. Leadership, Teori dan Praktik, Edisi Keenam, Penerbit PT. Indeks, Jakarta,2013.
17. Avolio, B.J., & Bass, B.M. “Improving Organizationaol effectiveness through transfomational leadership”. Thousand Oaks, CA: Sage. 1994.
18. Sekaran, Uma., Research Methods For Busines, penerbit Salemba empat, Jakarta. 2007.
19. Ferdinand, Augusty. Research Methods For Managent,Edisi kelima BP-UNDIP, Semarang,2014.
20. Djamaluddin, Musa. Effect of influence organization commitmen, carreer depelovement, work motivation and individual characteristic to job satisfaction and employee performance east Halmahera Regency. Jurnal Analis Manajemen 2009, 15(2).
21. Ogbonna, Emmanuel and Harris Llyod. C., Leadership Style. Organizational Culture and Perfomance : Empirical Evidence from UK Companies, Journal of Human Resources Management,2000,11(4),pp 766-788.
22. Brasmasari, Ida Ayu dan Suprayetno, Agus., The influence of work motivation and organization culture, toward work satisfaction and performance. Studi kasus pada PT. Pei Hai International Witama Indonesia. Jurnal, Manajemen dan Kewirausahaan, 2008,10(2).
23. Koesmono H. Teman. The influence of organization culture toward motivation and job satisfaction and employee performance Pada Sub Sektor Industri Pengelahan Kayu Ekspor di Jawa Timur, Desertasi Universitas Airlangga, Surabaya. 2005.
24. Ghozali, Imam, Aplication Multivariate Analysis with SPSS programe, Edisi Ketiga, Badan Penerbit Universitas Diponegoro, Semarang,2016.
25. Marbawi, The influence of individual characteristics and transformational leadership on job satisfaction and performance of employee in Bank Aceh Syaria, Proceeding EBIC Universitas Sumatera Utara.2017.
26. AbdusSattarAbbasi,Ghulam Mustafa Mir and Muzammil Hussain Islamic Work Ethics:How It Affects Organizational Learning,Innovation And Performance. 2012
27. Bernadin, H. John and Joyce. A. Russell. Human Resource Management : An Experiential Approach, The Sixth Edition, Boston : Mc.Graw Hill’ 2012.
28. Sekaran, Uma and Bougie, Roger. Research Methods For Busines, A Skill Building Approach, Seventh Edition, John Wiley & Sons Ltd. United Kingdom,2016.
29. Ferdinand, Augusty. Research Methods For Managent,Edisi kelima BP-UNDIP, Semarang.2014
30. Ferdinand, Augusty. Structural Equation Modelin in Research Management, Fiveth Edition, BP-UNDIP, Semarang.2014.
31. Dharma, Yulius. The Influence Work Motivation On The Employee Performace With Organization Citizenship Behaviour as Intervening Variablel

On Bank Aceh Sharia, Universitas Malikussaleh  
Conference Preseding (Micoms), 2017.

Consequences. California: Sage Publications,  
Inc.2006.

32. Organ, D.W,. et al. Organizational Citizenship  
Behavior. Its Nature, Antecedents, and

33. Organ, D.W. Personality and organizational  
citizenshipbehavior. Journal of Management.1994.