

The Influence of Islamic Leadership, Islamic Work Ethic, and Religiosity On Employee Performance through Organizational Commitment as an Intervening Variable (Study On Ayam Geprek Sa'i In Semarang)

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Abstract. The success of a company can be seen through the performance of employees so that companies demand their employees to work better in order to achieve the goals that have been set. This study aims to determine the effect of Islamic Leadership, Islamic Work Ethic and Religiosity on Employee Performance through Organizational Commitment conducted in the study of Ayam Geprek Sa'i Semarang. The method used in this research is quantitative with the population of Ayam Geprek Sa'i employees in the Semarang area. This sample technique is purposive sampling with a total of 60 respondents. Based on the results of the study it was found that the influence of Islamic Leadership had a positive and significant effect on Employee Performance and Organizational Commitment, Islamic Work Ethic had a positive and significant effect on Employee Performance, Religiosity had a negative and insignificant effect on Employee Performance while Islamic Leadership, Islamic Work Ethic had a negative effect and not significant with Organizational Commitment to employees. Organizational Commitment has a positive and significant effect on Employee Performance while Islamic Leadership, Islamic Work Ethic, and Organizational Commitment Religiosity are not able to mediate these variables.

Keywords: Islamic Leadership, Islamic Work Ethic, Religiosity, Employee Performance, and Organizational Commitment

1. Introduction

The success of the company cannot be separated from human resources which play an important role in its development. Things that must be considered in managing the management function are how companies improve human resources so that effectiveness and efficiency in work increase (Kamaluddin & Firdaus, 2020).

The success of a company can be seen from the performance of employees so that companies require their employees to work optimally in order to achieve applicable goals.

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The quality and quantity of employee performance can be seen when they carry out the responsibilities and tasks assigned. (Wardan et al., 2017). The company will achieve its goals if the quality and strength of the understanding of its employees increases.

From a performance perspective, companies need a leadership style to maximize performance. Leadership style is also a determining factor in company management. Islam believes that leadership is a mission and responsibility to Allah SWT and its members (Rahman & Fuad, 2022). According to Hasibuan (2019) Islamic leadership is one that influences employee performance, this is because Islamic leadership has a strategic role in directing its employees to the organizational environment and emotional closeness.

Al-Quran and Hadith recommend all human beings to always push themselves and work hard to have a high work ethic so that the life of the world and the hereafter will obtain blessings. Islam views the work ethic as having a positive direction and in line with life goals (Yoskar, 2018). The Islamic work ethic advocates the importance of fostering collaboration and teamwork when conflicts occur so that high quality performance is formed within the company (Masngudi, 2022).

Every company must always strive to develop the performance of its employees so that customer satisfaction is always maintained. Therefore companies must be able to create positive religiosity such as religious practices, beliefs, consequences, and experiences (Prasetyo & Anitra, 2020). Religiosity has a direct comparison with organizational commitment. This is in accordance with the opinion Nurshilasari dan Rijanti (2021) that some organizations and their leaders believe spiritual traits can encourage work attitudes, collective work ethics, and stress management practices so that when religiosity increases it will have an impact on commitment. Lately many companies have implemented religious values in their business activities which can be called Spiritual Company. The company develops Spiritual Company to adapt to various religions such as honesty, humility, willingness to sacrifice for others, and others (Sunanda, 2020). Ayam Geprek Sa'i is one of the companies implementing Spiritual Company. Based on the observations that have been made, all branches of Ayam Geprek Sa'i including branches in the Semarang area can be seen that employees who work in the restaurant are given policies to carry out activities like in Islamic boarding schools. Employees are required to always perform the dawn prayer on time, perform the dhuha prayer, recite the asmaul husna, pray in congregation at the mosque for men, cover their genitals, and so on.

However, in reality many of the employees are not compatible with policies such as in the Islamic boarding school implemented by Ayam Geprek Sa'i so that their performance decreases and results in resignation because employees think that religiosity and commitment are two different things. This is supported by research Nurshilasari dan Rijanti (2021) by giving religiosity results have no effect on organizational commitment. On the other hand, many of the employees stay because they feel comfortable and secure when carrying out the organizational rules that are applied. It is like research conducted by Annur (2020) that religiosity has a positive influence on organizational commitment.

The problems experienced by Ayam Geprek Sa'i need to be further investigated so that the right solution can be found to reduce the number of inconveniences for employees who are not used to their previous daily culture so that the same problem will not occur in the following year. Based on the background explanation above, it encourages the conduct of research in which organizational commitment is positioned as an intervening variable of employee performance. From this elaboration, this research further examines "The Influence of Islamic Leadership, Islamic Work Ethic, and Religiosity on Employee Performance through Organizational Commitment as an Intervening Variable (Study on Ayam Geprek Sa'i in Semarang)".

2. Research Method

The method used in this research is a quantitative research method. Quantitative research is characterized by systematic, planned and structured. This method is also called the scientific method because it already has concrete, measurable, rational, empirical, and systematic scientific principles (Widiasworo, 2019). The study used a population of 60 employees of Ayam Geprek Sa'i in the Semarang area and spread across 5 branches. Sampling research using saturated samples. Saturated sample requires all members to be sampled due to limited population size (Widodo, 2017). The measurement scale of this research is the Likert scale. The selected Likert scale is with a value of 1-5. The data obtained is then processed using the tool and then processed using the help of IBM SPSS version 25.

3. Result and Discussion

3.1 T Test (Partial) Equation 1

The results of the t test in this study are as follows:

Tabel 1. T Test (Partial) Equation 1

Model	Coefficients	Std. Error	t	Sig.
(Constant)	19.830	2.106	9.416	.000
Islamic Leadership	-.108	.054	-1.996	.051
Islamic Work Ethic	-.325	.084	-3.889	.000
Religiosity	.108	.052	2.085	.042

a. Dependent Variable: Organizational Commitment

Source: primary data that has been processed 2022

In Table 1 it can be seen that :

1. Islamic leadership variable (X1) shows a coefficient value of -0.108 and a significance value of $0.051 > 0.05$, so Islamic leadership (X1) has a negative and insignificant influence on organizational commitment (Z).
2. The Islamic work ethic variable (X2) shows a coefficient value of -0.325 and a significance value of $0.00 < 0.05$, so the Islamic work ethic (X2) has a negative and significant effect on organizational commitment (Z).
3. The religiosity variable (X3) shows a coefficient value of 0.108 and a significance value of $0.042 < 0.05$, so religiosity (X3) has a positive and significant effect on organizational commitment (Z).

3.2 T Test (Partial) Equation 2

The results of the t test in this study are as follows:

Tabel 2. T test (Partial) equation 2

Model	Coefficients	Std. Error	t	Sig.
(Constant)	8.350	3.845	2.171	.034
Islamic Leadership	.236	.100	2.354	.022
Islamic Work Ethic	.308	.151	2.038	.046
Religiosity	-.178	.090	-1.986	.052
Organizational Commitment	.229	.114	2.012	.049

a. Dependent Variable: Employee Performance

Source: primary data that has been processed 2022

In table 2 it can be seen that:

1. Islamic leadership variable (X1) has a coefficient of 0.236 and a significance value of $0.022 < 0.05$, so Islamic leadership (X1) has a positive and significant influence on employee performance (Y).

2. The Islamic work ethic variable (X2) has a coefficient of 0.308 and a significance value of $0.046 < 0.05$, so the Islamic work ethic (X2) has a positive and significant effect on employee performance (Y).
3. The religiosity variable (X3) shows a coefficient of -0.178 and a significance value of $0.052 > 0.05$, so religiosity (X3) has a negative and not significant effect on employee performance (Y).
4. Organizational commitment variable (Z) has a coefficient of 0.229 and a significance value of $0.049 < 0.05$, so organizational commitment (Z) has a positive and significant effect on employee performance (Y).performance (Y).

3.3 Path Analysis

This test is carried out with the intention of finding the relationship between variables X1, X2, X3 to Z and vice versa Z variable to Y and also the relationship between variables X1, X2, X3 to Y but through Variable Z The results of the path analysis test that have been carried out are as follows:

Table 3. Path Analysis Table

Variable	Beta X to Y	Beta X to Z	Beta Z to Y	Std. error X to Z	Std. error Z to Y	Indirect influence (p2xp3)	Total influence
	(p1)	(p2)	(p3)	Sp2	Sp3		
Islamic Leadership (X1)	-0,297	-0,225	0,114	0,054	0,249	-0,02565	-0,32265
Islamic Work Ethic (X2)	0,256	-0,436	0,114	0,084	0,249	-0,049704	0,206296
Organizational Commitment (X3)	-0,242	-0,232	0,114	0,052	0,249	-0,026448	-0,268448

Source: primary data that has been processed 2022

Based on the path analysis test :

1. the direct effect of Islamic leadership on employee performance is $H1 = 0.236$, the indirect effect of Islamic leadership on organizational commitment is -0.02565. Furthermore, the total influence of Islamic leadership on employee performance through organizational commitment is -0.32265. In the Sobel test, it is known that the t-count value is $-0.04426697887 < 1.67065$ t-table which has no significant meaning.
2. Based on the path analysis test, the direct effect of Islamic leadership on employee performance is $H2 = 0.308$, the indirect effect of Islamic work ethic on organizational commitment is -0.049704. Furthermore, the total influence of Islamic leadership on employee performance through organizational commitment is 0.206296. In the Sobel test, it is known that the calculated t value is $-0.4478870169 < 1.67065$ t table which has no significant meaning.
3. Based on the path analysis test, the direct effect of Islamic leadership on employee performance is $H3 = -0.178$, the indirect effect of Islamic work ethic on organizational commitment is -0.026448. Furthermore, the total influence of Islamic leadership on employee performance through organizational commitment is -0.268448. In the Sobel test, it is known that the t-count value is $-0.04445240599 < 1.67065$ t-table which has no significant meaning.

4. Conclusion

The research results that have been found indicate that:

1. Islamic leadership has a positive and significant effect on the performance of employees Ayam Geprek Sa'i in Semarang.

2. Islamic work ethic has a positive and significant effect on employee performance.
3. Religiosity has a negative and insignificant effect on the performance of employees Ayam Geprek Sa'i in Semarang.
4. Islamic leadership has a negative and insignificant effect on organizational commitment to the employees of Ayam Geprek Sa'i Semarang.
5. Islamic work ethic has a negative and significant effect on organizational commitment to the employees of Ayam Geprek Sa'i Semarang.
6. Religiosity has a positive and significant effect on organizational commitment to employees. This shows that the religiosity variable is an important instrument in influencing organizational commitment to Ayam Geprek Sa'i Semarang.
7. Organizational commitment has a positive and significant effect on the performance of Ayam Geprek Sa'i employees in Semarang.
8. Organizational commitment is not able to mediate Islamic leadership variables on employee performance at Ayam Geprek Sa'i in Semarang.
9. Organizational commitment is not able to mediate the Islamic work ethic variable on employee performance at Ayam Geprek Sa'i in Semarang.
10. Organizational commitment is not able to mediate the religiosity variable on employee performance at Ayam Geprek Sa'i in Semarang.

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