

# ISLAMIC WORK ETHICS TOWARD ORGANIZATIONAL CITIZENSHIP BEHAVIOURS MEDIATED BY INTRINSIC MOTIVATION (Empirical Study in *Ma'had Al-Faruq and Ponpes Ibnu Taimiyyah Banyumas*)

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## ABSTRACT

This study is entitled Islamic Work Ethics toward Organizational Citizenship Behavior Mediated by Intrinsic Motivation. This study aims to examine the analysis of the influence of Islamic work ethics on organizational citizenship behaviour of teachers with intrinsic motivation as a mediating variable for teachers at the elementary, junior-high, and high school of *Ponpes Ibnu Taimiyyah* and *Ma'had Al-Faruq*. The population in this study were all teachers at the elementary, junior high, and high school of *Ponpes Ibnu Timiyyah* and *Ma'had Al-Faruq*. The total population was 80 people and by using the simple random sampling method, 66 people were taken as the sample. This type of research is quantitative research with simple linear regression analysis techniques. Based on the results of this analysis, it is found that the variable islamic work ethics has a positive effect on organizational citizenship behavior, Islamic work ethics has a positive influence on intrinsic motivation (IM), IM has a positive influence on organizational citizenship behavior, and IM mediates perfectly the relationship between Islamic work ethics on organizational citizenship behavior of teachers in *Ponpes Ibnu Taimiyyah* and *Ma'had Al-Faruq*.

**Keywords:** Islamic Work Ethics, Intrinsic Motivation, and Organizational Citizenship Behavior (OCB).

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## 1 INTRODUCTION

In today's era where the success of an organization or company depends on competitive advantage, the existence of Organizational Citizenship Behaviour (OCB) is very much needed. This is because OCB has a very positive impact on the performance of an organization or company. The contribution of OCB has been extensively researched and received attention in both for-profit and non-profit sectors, such as the bank and hospital Zaman (2012), university employees (Murtaza et al. 2014), Islamic finance organizations (Mohammad et al. 2015), schools (Somech and Ron 2007; Zeinabadi 2010). According to Organ (2006), when experienced employees voluntarily help new

employees it can increase the efficiency of the work team and help increase the stability of organizational performance.

Organizational Citizenship Behaviour (OCB) is defined as a set of voluntary activities that employees perform for their organizations (Carmeli and Josman 2006) and discretionary workplace behaviors that exceed one's basic job requirement (Jahangir et al. 2004). Thus, the success of organizations or institutions especially educational institutions critically depends on the educators willingness to go beyond the call of duty by exhibiting Organizational Citizenship Behavior (OCB). In previous studies, there are several factors or determinants that influence OCB including Job Satisfaction (Sharm, Bajpai & Holani 2011; Mohammad 2011), Organizational Justice & Procedural (Philip, Kumar & Choudhary 2012; Naruzy 2011; Dijke 2012), and Emotional Intelligence (Sahafi, Danaee & Sarlak 2011; Salarzehi, et al. 2011; and Yoghoubi et al. 2011), also Islamic Work Ethics (Abbasi and Rana 2012; Murtaza et al. 2014; and Zaman et al. 2012). The author choose Islamic Work Ethics (IWE) as a determinant for OCB because there is very little literature researching the relationship between IWE and OCB based the research of Murtaza et al. (2014) & Zaman et al. (2012) and also IWE is an important component in Islamic based organizations where it is very particular relevant in our country. As we know that Indonesia is a country with the largest Muslim population in the world. Research on IWE is very suitable and relevant in order to improve performance through OCB which is supported by IWE in the context of local educational institutions. The development of Indonesian education especially Islamic education is quite rapid nowadays. This is indicated by the increasing number of Islamic schools in Indonesia. Data in 2020 shows the number of Islamic schools in Indonesia is 82.128 in all levels of education (Ministry of Religion emispendis), especially for basic education totaling 23.868. Far growing from the last 5 years which only amounted around 20.000 elementary schools.

The relationship between IWE and OCB requires intrinsic motivation because it is necessary to do research on the variables that mediate this relationship that have never been studied before (Usman et. al 2015). In this case, we selected intrinsic motivation variable to test whether this variable has an indirect effect on the relationship between IWE and OCB for reference in future studies. Previous research has shown that IWE has a positive effect on intrinsic motivation, and vice versa. Intrinsic motivation also has a positive effect on OCB, and vice versa. Intrinsic motivation refers to doing something because it is inherently interesting or enjoyable (Ryan and Deci, 2000). Based on research by William & Dale (1998) supporting IM in the workplace can create positive affective states among teachers which will encourage them to develop better relationships with students. IM also leads to good mental happiness which in turn can improve interpersonal relationships and teacher self-esteem between teachers and students (Kasser and Ryan, 1996). Based on several views and the results of these studies, there is a relationship between Islamic work ethics and intrinsic motivation.

The research problem in this study relates to the lack of research examining the effect of IWE on OCB. The interesting thing is that we chose the intrinsic motivation variable to test how this variable mediates the relationship between IWE and OCB, which in previous studies concluded that IWE has a positive or significant effect on OCB. So in this study we tried to examine intrinsic motivation as a mediating variable to determine the indirect effect of IM on the relationship between IWE and OCB. In previous studies, the effect of IWE on OCB was rarely tested regarding the mediating factor between the two variables. We chose intrinsic motivation variable because in the previous research has proven that intrinsic motivation has a positive effect on IWE and OCB and vice versa as also has been studied by Hayati & Caniago (2012).

The author will do research at one of the Islamic boarding schools or Islamic schools in Banyumas, namely *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah*. This place was chosen because the author had made field observations and found very strong OCB practices here. Also automatically IWE values has become the basis or guideline in the work ethic of the teachers at *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah*. *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah* has 4 levels of education called *TAA/TK*, *Ula*, *Wustha*, and *'Ulya* which are equivalent to playschool, elementary, junior high, and high school. The learning curriculum used by *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah* has been compared to the Ministry of Education and Culture. In *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah* the writer finds that the OCB practice is very thick in the form of mutual cooperation between teaching staff and employees, there are additional hours of lessons for students and the general public in the form of scientific Islamic studies which are held every after *maghrib*. Practices like this are certainly not included in special rewards from institutions/*Ma'had*. In addition, the teacher perceptions of Islamic work ethics are also considered quite Good because there are many training and guidance on *muamalah* which are in accordance with Islamic law and also emphasize the correct understanding of *Islamic Aqidah*. This is what shapes the teachers perceptions in the form of work ethics that are in accordance with the *syari'at*. Interestingly, we will examine whether intrinsic motivation can be a mediator for the relationship between IWE and OCB, and we hope that the results of this research can be useful from a theoretical and practical perspective, especially for *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah*, also other educational institutions in general.

This research is expected to contribute as a reference material for knowledge about work ethics, especially Islamic work ethics, and can be used to help research improving OCB for employees in general and teachers in particular and can be taken into consideration to improve the Organizational Citizenship Behavior (OCB) of teachers at work, especially by implementing school policies that encourage the realization of an Islamic work ethic so as to improve the quality of education in schools.

## 2 METHODS

### Approache and Type of Research

Type of the research is a quantitative research using questionnaire and survey methods.

### Data Collection Method

This research conducted using a survey method with a questionnaire which will be distributed to teaching staffs in *Ma'had Al-Faruq* Karanglewas and *Ponpes Ibnu Taimiyyah*. The questionnaire distributed contained questions about Islamic Work Ethics Variable, Intrinsic motivation, and OCB. The Islamic work ethics questionnaire contains questions from the research of Ali (1998). The OCB questionnaire adopt the question instrument from the research of Podsakoff (2000). The Intrinsic Motivation Questionnaire adopt the question instrument from Warr (1979).

## Sample and Population

The author use simple random sampling method with sample 60 teachers from the total population of 80 teachers in *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah* in all level (elementary, junior high school, and high school) included man and woman.

## Research Location

This research conducted in *Ma'had Al-Faruq* Karanglewes and *Ponpes Ibnu Taimiyyah* Sumpiuh. Both schools located in Banyumas Regency.

## Research Object and Subject

The objects in this research are the rate of Islamic Work Ethics, Intrinsic Motivation, and Organizational Citizenship Behaviour. While the subjects of this research are teaching staffs of *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah*.

### 3 RESULTS AND DISCUSSIONS

#### ○ Regression Analysis with Mediation

- The Influence of Islamic Work Ethics toward Organizational Citizenship Behaviour

Figure 1. The Influence of X to Y

Based on the results of the regression analysis, the following results were obtained:

$$Y = 51.546 + 0.626 \quad (1)$$

Obtained t statistic of 4,219 and a significance value of 0,000. The t value is greater than the t table (1.997) and the significance is less than 0.05 in the positive direction. So it can be concluded that Islamic Work ethics has a positive effect on Organizational Citizenship Behavior.

- The Influence of Islamic Work Ethics toward Intrinsic Motivation

Figure 2. The Influence of X to M

Based on the results of the regression analysis, the following results were obtained:

$$Y = 9.283 + 0.220X + e \quad (1)$$

Obtained t statistic of 5,438 and a significance of 0,000. The t value is greater than the t table (1.997) and the significance is less than 0.05 in the positive direction. So it can be concluded that Islamic Work ethics has a positive effect on intrinsic motivation.

- The Influence of Intrinsic Motivation toward Organizational Citizenship Behaviour

Figure 3. The Influence of M to Y.

Based on the results of the regression analysis, the following results were obtained:

$$Y = 49.177 + 1.889X + e \quad (2)$$

Obtained t statistic of 5,275 and a significance of 0,000. The t value is greater than the t table (1.997) and the significance is less than 0.05 in the positive direction. So it can be concluded that Intrinsic Motivation has a positive effect on Organizational Citizenship Behavior.

- The Influence of Islamic Work Ethics toward Organizational Citizenship Behaviour by Including Intrinsic Motivation as Mediating Variable.

Figure4. Intrinsic Motivation as Mediator

Based on the output of regression analysis with mediation, it can be seen in the attachment, it is found that t statistic > t table is 1,997 and t statistic has a positive coefficient direction, it can be concluded that Islamic work ethics has a positive effect on Organizational Citizenship Behavior and Intrinsic Motivation has a positive effect on

Organizational Citizenship Behavior. Based on the results of calculations with SPSS, the following results are obtained:

$$Y = 38.125 + 0.308 X + 1.446 M + e \quad (3)$$

The equation that is formed based on the existing output can provide information that Islamic work ethics with a standard coefficients value of 0.230, a t-statistic of 1.854 and a significance of 0.068, means that Islamic work ethics has no relationship to OCB after entering Intrinsic Motivation as mediating variable. Intrinsic motivation with a standardized coefficients value of 0.421 and a t-statistic of 3.403 with a significance of 0.001, it is stated to have a positive relationship with OCB. So we can conclude that after entering intrinsic motivation as mediating variable, the relationship between IWE and OCB is not significant, therefore intrinsic motivation fully mediating the relationship between IWE and OCB.

### 3.2. Hypothesis Test

- Coefficient of determination

The output of regression analysis with mediating variables using the causal step method shows that the coefficient of determination (R<sup>2</sup>) is 0.339. This indicates the influence of the Islamic Work ethics and intrinsic motivation variables on organizational citizenship behavior is 33.9%. This means that 33.9% of the variation of changes in the Organizational Citizenship Behavior variable in this study can be explained by changes in the Islamic Work Ethics and Intrinsic Motivation variables, while 66.1% can be explained by other variables that not included in this study.

- F-Test

Based on the results of the regression analysis of the mediating variables using the causal step method, it is obtained that the F count is 16.162, which is greater than the value of the F table with DF = (k-1) and (n-k), namely 3,140. The results of the F test indicate that the Islamic work ethics and intrinsic motivation variables together (simultaneously) have a significant influence on Organizational Citizenship Behavior or it can also be stated that the regression model formed is declared appropriate or matches the research data (goodness of fit).

- t-Test

The significance test of the influence of the Islamic Work Ethics and Intrinsic Motivation variables on OCB is partially carried out using the t test. Based on the error rate ( $\alpha$ ) = 0.05 and the degree of freedom (n-k), the t table is 1.997. As for the output of the regression analysis of the mediating variables using the causal step method, it is known that the t value of the Islamic Work ethics variable is 1.854 and the intrinsic motivation variable is 3.403.

- Regression Analysis of Mediating Variables with Causal Step Method

- First Hypothesis

Based on the results of the regression analysis of the mediating variables with the causal step method, it was obtained unstandardized coefficients of 0.626 and a significance of 0.000. The results of these statistical tests show that Islamic work ethics has a positive influence on OCB. This means that the better the Islamic Work Ethics which is owned by the Teachers of *Ma'had Al-Faruq* and *Ibnu Taimiyyah*, the

better the OCB practice of teachers in the two schools. Therefore, the first hypothesis which states that Islamic Work Ethics has a positive effect on the Organizational Citizenship Behavior of *Ma'had Al-Faruq* and *Ibnu Taimiyyah* is accepted.

- Second Hypothesis

Based on the regression analysis test of the mediating variables with the causal step method, it was obtained unstandardized coefficients of 0.220 and a significance of 0.000. The result of the statistical test shows that Islamic work ethics has a positive impact on the intrinsic motivation of teachers. This means that the better the Islamic work ethic of the *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah* Islamic Teachers, the higher intrinsic motivation will be. Therefore, the second hypothesis which states that Islamic work ethics has a positive effect on the intrinsic motivation of *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah* is accepted.

- Third Hypothesis

Based on the regression analysis test of the mediating variables with the causal step method, it was obtained unstandardized coefficients of 1.446 and a significance of 0.001. The results of the statistical test show that intrinsic motivation has a positive effect on the OCB practice of teachers. It means, the better the Intrinsic Motivation level of the Teachers of *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah*, the higher OCB practice. Therefore, the third hypothesis which states that Intrinsic Motivation has a positive effect on Organizational Citizenship Behaviour of teachers in *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah* is accepted.

- Fourth Hypothesis

Based on the results of the regression analysis of the mediating variables using the causal step method, the unstandardized coefficients value was 0.308 and the significance was 0.068, this means that Intrinsic Motivation mediates perfectly (absolutely), because after entering the Intrinsic Motivation variable, the effect of the IWE variable on OCB was initially significant and positive change to be insignificant or have no effect at all. Therefore, the fourth hypothesis which states that Intrinsic Motivation mediates the relationship between Islamic Work Ethics and Organizational Citizenship Behaviour of teachers in *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah* is accepted.

- VAF (Variance Accounted For) Test

The direct effect of the Islamic Work Ethics variable on organizational citizenship behavior is 0.466. VAF testing requires an indirect influence on the relationship between Islamic Work Ethics and OCB. The indirect effect is obtained by multiplying the X - M and M - Y. The indirect effect of Islamic Work Ethics on OCB with Intrinsic Motivation as mediating variable is 0.0968.

To get a percentage from the VAF test, the following formula is used:

$$VAF = \frac{DirectEffect}{DirectEffect + UndirectEffect} \times 100\% \quad (4)$$

From the results of calculations using the formula above, it was found that the percentage of VAF was 82.79%. It can be interpreted that the fourth hypothesis, Intrinsic Motivation mediates the effect of Islamic work ethics on organizational citizenship behavior is accepted or can mediate. This can be seen from the percentage of the VAF value which is above 80%

indicating that the Intrinsic Motivation variable perfectly mediates the relationship between the Islamic Work ethics and Organizational citizenship behavior.

### 3.3. Research Discussion

#### .a.i.1 The Influence of Islamic Work Ethics Toward Organizational Citizenship Behaviour

The results of this study indicate that there is a positive effect of Islamic work ethics on OCB. This means that if the teacher has a good orientation and perception in the form of good Islamic religious knowledge by working with sincere (*ikhlas*) intentions for Allah, prioritizing the interests of the ummah, based on the principle of *ta'awun 'alal bir* (helping each other in kindness) then he will tend to practice it in the form of extra behavior (OCB) activities and this greatly encourages the overall performance of the institution.

This study has also proven Planned Behavior Theory which states that the main factor that influences a person's behavior, in this case is OCB, is a person's perspective on the good/bad behavior of the behavior or what is commonly termed attitude toward behavior. Someone who has a good Islamic perspective or has a high Islamic work ethic will find it easier to do extra role behavior. In this study, the average total IWE score was 4.24 and was in the high category, in line with the high OCB score of 4.02. This shows that the teachers have high IWE and also their OCB is high.

In this study, the author found that the IWE variable item points to the point that Life has no meaning without work, as much as 25% of the total respondents disagreed. This could be due to a different understanding of the context of the questionnaire items or a lack of understanding of the correct Islamic work ethic based on the context of the item. Besides that, the positive and significant relationship between the two variables is also supported by the condition of the 2 schools which highly uphold the value of Islamic work ethics, although in practice it is still not optimal due to the limited knowledge and abilities of each individual.

These results are in line with the research of Murtaza et al (2014) argued that individuals who have comparatively high levels of IWE go beyond the call of duty to perform organizational citizenship behavior than individuals who have low levels of IWE. They further emphasized that Islam promotes cooperation among employees during work. Furthermore, Muslims are strongly urged by Islamic principles and teachings to help and support their fellow worker and organization, whenever needed.

#### .a.i.2 The Influence of Islamic Work Ethics toward Intrinsic Motivation

This study shows that Islamic work ethics can increase a person's intrinsic motivation. This means that when teachers have a good orientation and perception of IWE with a deep understanding of its values, it will foster the intention or motivation in oneself to try as much as possible to realize the behavior that they think is good in accordance with religious rules.

This study has also proven Planned Behavior Theory which states that the main factor that influences a person's intention or intrinsic motivation, in this case is IM, is a subjective norms. Someone who has a good perception and following the prophet Muhammad *peace be upon him* will act like him and has good intention regarding the guidance of the prophet. If someone more following the prophet, they will have high intention to do like the prophet. Also In this study, the average total IWE score was 4.24 and was in the high category, in line with the high



IM score of 4,18. This shows that the teachers have high IWE and also their Intrinsic Motivation is high.

This relationship is also strengthened by the existence of several IWE items that are very relevant and support Intrinsic Motivation, such as "The value of work is derived from the accompanying intention rather than results". In order to increase the intrinsic motivation of each teacher, schools often hold coordination and special meetings to increase the intrinsic motivation of each teacher.

The results of this study are in line with research from Hayati and Caniago (2012) which states that IWE has a fully significant meaning association with intrinsic motivation. Consequently, if employee treated the IWE with more esteem, a higher level of intrinsic motivation can be expectable of them.

#### a.i.3 The Influence of Intrinsic Motivation toward Organizational Citizenship Behaviour

The results of this study prove that Intrinsic Motivation has a positive effect on the extra behavior practice of *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah*, which means that teachers who have intrinsic motivation due to high perceptual and orientation drives towards a behavior will tend to perform certain behaviors according to their beliefs. . This is very evident because it's impossible for someone to behave in a certain way without being based on a strong intention.

This result also proven the two factors theory that identified by Herzberg. The motivators or motivational factor that a person must feel satisfied with his job will cause his work stimulating him to have a strong inner motivation to do the best in his work, one form is to do OCB. This is really related to OCB because according to Allameh et al. (2012), one of the four main characteristics of OCB is OCB activities are carried out because of personal (intrinsic) motivation. Furthermore in this study, the average total IM score was 4.18 and was in the high category, in line with the high OCB score of 4.02. This shows that the teachers have high IM and also their OCB is high.

The results of this study are also in line with the study conducted by Nazmah et al. (2014), Sagnak (2016) and Ibrahim, M. A., & Aslinda. (2014) that found that Intrinsic Motivation is positive and significant influential towards the emergence of Organization Citizenship Behavior.

#### a.i.4 The Influence of Intrinsic Motivation Mediating the Effect of Islamic Work Ethics toward Organizational Citizenship Behaviour

The results of this study also find evidence that Intrinsic Motivation mediates absolutely and perfectly the influence of Islamic work ethics on the OCB of the teachers of *Ma'had Al-Faruq* and *Ibnu Taimiyyah Islamic Boarding School*. This means that the relationship between Islamic Work ethics and Organizational Citizenship behavior must go through Intrinsic Motivation, this is in line with the Planned Behavior Theory which we mentioned earlier in Chapter II.

This is also in line with the Planned Behavior Theory, a person's behavior in this case is OCB can only be generated if a strong intention arises (and this is intrinsic motivation). Intention is influenced by 3 main factors, including Attitude toward behavior which is closely related to one's faith or belief, so this is included in Islamic Work Ethics, because ethics itself is a perception of good and bad which is based on beliefs. Beside that, in this study the average

total IWE score was 4.24 and was in the high category, in line with the high IM and OCB score of 4.18 and 4.02. This shows that the teachers have high IWE will have high IM, and IM will encourage teachers to do extra role behavior (OCB).

This can occur because the influence of Islamic work ethics on OCB which was initially significant with an unstandardized coefficient of 0.626 and a significance of 0.000 before entering the Intrinsic Motivation variable became insignificant after the Intrinsic Motivation variable was entered. Thus, it can be concluded that the Intrinsic Motivation variable perfectly mediates the relationship between Islamic Work Ethics and Organizational Citizenship Behavior. This is also in line with Hayati and Caniago's (2012) research that intrinsic motivation mediates the relationship between IWE and job performance.

#### 4 CONCLUSIONS

Based on the research results that have been discussed, the following conclusions can be drawn:

- Islamic work ethics has a positive effect on the organizational citizenship behavior of the teachers of *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah*. This influence shows that the better Islamic Work Ethics of a teacher, the OCB will increase and further encourage the advancement of the institution.
- Islamic work ethics has a positive effect on intrinsic motivation in *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah*. This means that this influence shows that the better Islamic Work ethics, the higher teacher's intrinsic motivation will be.
- Intrinsic Motivation has a positive effect on the Organizational Citizenship Behavior of *Ma'had Al-Faruq* and *Ponpes Ibnu Taimiyyah*. This means that the higher the Intrinsic Motivation, the Organizational Citizenship of the teachers will be better or higher.
- Intrinsic Motivation perfectly mediates the influence of Islamic work ethics on the organizational citizenship behavior of teachers of *b* and *Ponpes Ibnu Taimiyyah*. This means that Islamic Work ethics will affect OCB if the teacher's intrinsic motivation is high, if not through intrinsic motivation, there is no influence between the two variables.

##### 4.1. Research Implication

From the research results, several implications to be used as input and material for consideration that are useful for interested parties, including the following:

- a.a.i.1 To improve Islamic work ethics and intrinsic motivation in this case both schools should emphasize to the teachers about the values of Islamic work ethics, especially those related to the prohibition of laziness at work. And this is the value or item that has the highest score in this study.
- a.a.i.2 In this study, the intrinsic motivation variable perfectly mediates the relationship between IWE and OCB. Therefore the IM of the teachers needs to be improved by making the teachers satisfied with their work. Moreover, this item has the highest and most influential value.
- a.a.i.3 Schools can promote a culture of diligent and disciplined teachers in order to improve their OCB because in this study the points of accuracy and craftsmanship are important notes because they have the lowest score of 24 OCB items.

#### 4.2. Research Limitations

- In this study the author only use the commonly studied variables when discussing behavior and ethics and their positive characteristics. Future research is expected to add “negative” variables in research on Islamic work ethics such as burnout, stress, turnover, and others.
- Limited distribution of questionnaires for female teachers due to the limited interaction between men and women. So we took a solution with part of the questionnaire distributed online.
- This study was conducted with the number of male respondents more than female. Maybe this can affect the results of the study because the IWE of men can be different from women or at least this has an effect, although not too significant.

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