

# The Influence of Islamic Work Ethics on Adaptive Performance Mediated by Innovative Work Behavior

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**Abstract.** This research was conducted to find out the influence of Islamic work ethics (IWE) on adaptive performance (AP) mediated by innovative work behavior (IWB). The researcher used descriptive research and PLS (Partial Least Square) analysis using SmartPLS software. The collected respondents were 164 educators at Islamic schools based in the Solo Raya area, using a simple random sampling technique. The findings indicated that IWE have a significant positive influence on IWB with 3.859 t-stats score, IWB has a significant positive influence on AP with 9.776 t-stats score, IWE have a significant positive influence on AP with 4.383 t-stats score, and IWB mediates the relationship between IWE and AP with 3.621 t-stats score.

**Keywords:** Islamic Work Ethics; Adaptive Performance; Innovative Work Behavior

## 1 Introduction

A company undoubtedly has objectives that must be accomplished collectively, one of which is the presence of supportive elements that originate from its workers or employees. The employee's performance is the outcome resulting from the function of a job during a certain period [1]. The main factors that further encourage interdependence in changing work environments and the emergence of new technologies requiring workers to adapt to new situations [2]. Adaptive performance is important [3] considering the need to adjust performance standards with changing situations [4]. The need to adjust performance standards with changing situations shows that it is necessary to apply ethics and work according to their duties and responsibilities, because in Islam ethics is the main basis for taking action [5].

In accordance with the commandment in Al-Quran Surah Al-Zalzalah verses 7-8 which explains that Allah has prepared a reward for every human being regarding what they do. With this concept people start to realize that all the work that has been entrusted to them should be based on intentions for God, so that the work is worth worship. This is what Islam has taught humans which is summarized in Islamic Work Ethics (IWE) [6]. IWE had a substantial impact on a number of outcomes, including organizational transformation, work satisfaction, job participation, turnover intentions, and organizational citizenship behavior (OCB) [7], [8], [9]. Additionally, Innovative Work Behavior (IWB) and Adaptive Performance (AP), evidenced through exploring opportunities and creating new solutions. In order to execute changes, new ideas, methods, services, or procedures are needed [10]. Adaptive performance is known as a person's capability to adjust to frequently-changing circumstances [11], [12], [13].

An online survey conducted by the Ministry of Manpower in 32 Provinces in Indonesia shows that 88% of businesses were affected by the COVID-19 pandemic in 2020. The education sector was no exception, including private Islamic schools. In dealing with these conditions, the Ministry of Education issued No.4 (Circular) concerning the pandemic's application of education by imposing social restrictions and implementing a learning system from home. Changing face-to-face learning systems to online requires adjustment processes such as learning media and teaching methods, it also influences the learning activities (KBM) in schools [14].

Based on the previous explanation, this study was conducted specifically with the aiming to determine the influence of Islamic work ethics on adaptive performance mediated by innovative work behavior of educators in Islamic schools in the Solo Raya area.

## **2 Literature review**

### **2.1 Islamic Work Ethics (IWE)**

IWE is built on 4 basic concepts [15]; (a) competition, (b) efforts, (c) morally righteous behavior, (d) clarity. IWE have seven dimensions [16], namely (1) Work Intention; (2) Trusteeship, trust (amanah) is a suggestion for Muslims to have great social capital for life; (3) Work Type, defined as the type of work requires Muslims to work according to capacity and not to conflict with Islamic law; (4) Work Result for Islamic Ummah; (5) Justice and Fairness; (6) Cooperation and Collaboration; and (7) Work as the single source of ownership.

### **2.2 Innovative Work Behavior (IWB)**

IWB is individual behavior that aims to the introduction stage or makes an effort to introduce concepts, methods, goods, or practices that are new and useful in work, groups or organization [17]. It is the generation, dissemination, and application of innovative concepts or ideas in work, groups, or organizations to improve the performance of individual, group, or organizational roles [18], [19]. IWB serves as the development of new organizational structures, management practices, and business models [20].

### **2.3 Adaptive Performance (AP)**

Pulakos (2002) develops a model for adaptive performance, which consists of eight dimensions that evaluate how effectively people adjust to new circumstances [2], namely; managing work stress; navigating unclear workplace settings; learning new skills, technology, and processes, and displaying cultural, intercultural, and physically focused adaptation.

### **2.4 Conceptual Framework**

IWE places a strong emphasis on persistent adversity and inventive effort [22]. IWE inspires people to work to the best of their abilities through freedom and commitment to high-quality work [23], [24], [25]. IWB mediation between IWE and AP can be interpreted using the theory of planned behavior [26]. Therefore, this study proposes 4 hypotheses, namely 1) IWE have a positive influence on IWB, 2) IWB has a positive influence on AP, 3) IWE have a positive influence on AP, and 4) IWB mediates the relationship between IWE and AP (see Figure 1).

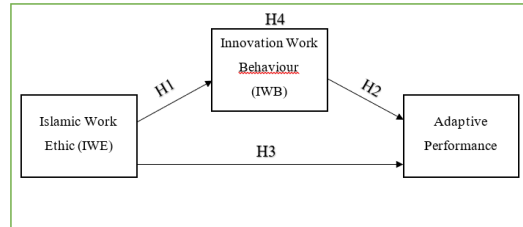


Fig. 1. Research Design for Conceptual Framework.

### 3 Methodology

This study uses data collection methods through surveys [27], [28], with population of educators at Islamic schools in the Solo Raya area. 164 respondents were gathered with a simple random sampling. The data processing technique was Partial Least Square using SmartPLS software. Validity, reliability, and hypothesis test analysis were conducted for the data analysis.

### 4 Results and Discussion

Table 1. Validity Test Results.

Item	AP	IWB	IWE
APx1	0.740		
APx2	0.792		
APx3	0.826		
APx6	0.748		
APx7	0.765		
APx8	0.763		
IWBx1		0.764	
IWBx2		0.858	
IWBx3		0.832	
IWBx4		0.746	
IWBx5		0.862	
IWBx6		0.812	
IWE1x3			0.715
IWE1x4			0.740
IWE1x6			0.782
IWE1x6			0.635

Table 4 shows the validity test results. The AVE score and Composite Reliability and Cronbach’s Alpha score for the reliability test were also analyzed (see Table 5). Furthermore, the hypothesis test were also carried out and the results can be seen in Table 6.

**Table 2.** AVE Score and Reliability Test Results.

Var.	AVE	Composite Reliability	Alpha Reliability
AP	0.597	0.899	0.866
IWB	0.662	0.921	0.897
IWE	0.519	0.811	0.693

**Table 3.** Hypothesis Test Results.

Construct Variable	Path Coefficient	St. Dev.	T-Stats	P-values	Results
IWE → IWB	0,274	0,071	3,859	0,000	Accepted
IWB → AP	0,581	0,059	9,776	0,000	Accepted
IWE → AP	0,265	0,060	4,383	0,000	Accepted
IWE → AP	0,265	0,060	3,621	0,000	Accepted

Based on the data analysis, the results of the first hypothesis test indicate a favorable and substantial impact between IWE and IWB with a path-coefficient score of 0.274 (see Table 6), which indicates a positive relationship, with a t-statistic of 3.859 ( $\geq 1,960$ ). Following on, the test of the second hypothesis also reveals a substantial positive correlation between IWB and AP with a t-stats score of 9.776 ( $\geq 1,960$ ). So it can be said that H1 and H2 are accepted. The test of the third hypothesis reveals a substantial positive association between the two variables because it has a t-stats score of 4.383 ( $\geq 1,960$ ). So it can be said that H3 is also accepted. As stated before, this research also examines the indirect influence as shown in Table 6, that IWB mediates the association between IWE and AP with a t-stats score of 3.621 ( $\geq 1,960$ ) and a p-value of 0,000 ( $\leq 0,050$ ). Therefore, IWB partially mediates the association between the two variables and it can be concluded that H4 is also accepted.

These findings indicate that educators in Islamic schools in the Solo Raya area are directly able to carry out adaptive performance with the influence of putting Islamic work ideals into practice in the workplace. They are able to manage stress at work [2], can think outside the box, manage with uncertainty, pick up new skills [11], adapt to other colleagues and culture in the work environment [29], and also adapt in physical orientation [2], [3]. In addition, the application of IWE can help to realize innovation work behavior. Being a clever worker with strict discipline and productivity is crucial. IWE is the customary human conduct in regard to employment that results from the religion as the central belief system, hence, the proper application of IWE can encourage educators to generate creative ideas to support their work.

## 5 Conclusion

This research was conducted to find out the influence of Islamic work ethics (IWE) on adaptive performance (AP) mediated by innovative work behavior (IWB). Based on the findings discussed in the previous chapter, we're able to draw that Islamic work ethics, in this study, can directly and indirectly affect adaptive performance. Islamic work ethics can directly influence adaptive performance, besides that it is also able to influence adaptive performance through the innovation work behavior variable as a mediating variable. These findings shows that educators in Islamic schools in the Solo Raya area can directly implement adaptive performance while being influenced by Islamic work ethics at work. This enables educators who are undergoing change to adapt to emergency management, manage stress at work, solve problems creatively, deal with ambiguous situations, learn new tasks, and adapt to other cultures.

As for future research, we propose and recommend to try, find out and test various variables or other contextual factors elements, due to the researchers' constraints, were not evaluated in this study. Changes in the situation in the form of the Covid-19 Pandemic outbreak which has been running since 2020 have made educators able to carry out adaptive performance, so that research related to adaptation in dealing with change can be increased in Islamic Schools.

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