

Model of Islamic Work Ethic to Improve Performance of Higher Education Lecturers in Indonesia

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Abstract. The performance of university lecturers is expected to increase if communication skills, Islamic work ethics, and organizational citizenship behavior are improved. This study aims to design a model for improving the performance of higher education lecturers so that good performance is formed. The sample used was 402 people. The sampling technique used is proportional random sampling technique; and the data analysis technique uses Structural Equation Modeling (SEM). The emergence of this thought makes it clear that the Islamic work ethic has a positive impact on organizational citizenship behavior; communication includes a positive impact on organizational citizenship behavior; Islamic moral work includes a positive impact on the administration of higher education; communication has a positive impact on the implementation of speaker higher education; organizational citizenship behavior includes a positive impact on the implementation of college lecturer duties; The Islamic work ethic has a positive impact on the implementation of higher education through Organizational Citizenship Behavior as an intermediary variable; Communication has a positive influence on the implementation of college lecturer duties through Organizational Citizenship Behavior as an intervening variable.

Keywords: Islamic Work Ethic, Communication and Organizational Citizenship Behavior and Higher Education Lecturer Performance.

1 Introduction

The participation of higher education lecturers in advancing their institution requires good competence in carrying out their duties professionally by paying attention to what they have including pedagogical, personality, social and professional competence as well as strong educators character in carrying out their tasks within the organization [1]. Quality improvement of higher education lecturers is measured based on the *Tri Dharma Perguruan Tinggi* (Three Pillars of Higher Education) including Education, Research and Community Service[2].

Evaluation for performance of higher education lecturers in their college can be viewed from aspect of *Tri Dharma Perguruan Tinggi* (Three Pillars of Higher Education) being a measure of the productivity of higher education lecturers activities to improve organizational performance [3]. When seen from the number of universal logical distributions from Indonesia, it isn't however comparable to the number of higher instruction speakers and analysts spread over 4,607 colleges. In 2020, out of 177,000 higher instruction lecturers and

researchers enlisted within the Science and Innovation List (Sinta), Indonesia as it were delivered 34,007 Scopus-indexed diaries. With respect to archives distributed in Indonesia, the number has expanded to 46.41 percent (11,470) when compared to 7,834 distributions in 2019. Be that as it may, this figure is still distant behind when compared to Singapore (19,992) and Malaysia (28,546).[4]

An organization will continue developing if the management of its own resources is able to contribute in the form of good performance. It is encouraged by an increase in the work ethic of the present resources in the organization [5]. One of the work ethics managements being capable to support this matter is the Islamic work ethic used as a guideline for every Muslim in his work [6]. In addition to work ethic factors, communication must equally be considered in supporting the running of organizational processes [7] and good organizational conditions. It will encourage employees to perform extra performance or what is commonly known as organizational citizenship behavior [8].

Generally, this study aims at designing a model for improving the performance of high education lecturers based on Islamic work ethic, communication and organizational citizenship behavior. Specifically, this study aims at studying and determining the effect of Islamic work ethic and communication on performance levels of high education lecturers through organizational citizenship behavior owned by lecturers at private universities under the coordination of LLDIKTI region IV. Various studies related to the effect of Islamic work ethic on organizational citizenship behavior [9], [10], the effect of communication on organizational citizenship behavior [11], [12], and the effect of organizational citizenship behavior on performance [13], [14].

2 Literature Review

2.1 Islamic work ethic

Ethic (ethos) is a perspective believed by Muslims. This perceptive give a view that work is not only to glorify themselves, show their humanity, but it is for the manifestation of righteous deeds and represent a very noble value of worship to Allah SWT. [15]. In the Islamic work ethic, Muslims are guided to do their job professionally, diligently, honestly, trustworthily and creatively [16]. In addition, there are characteristics of an Islamic work ethic being capable to be used to improve individual and organizational performance. Those characteristics are generosity and motivation to worship and remember Allah which is the main priority [17].

2.2 Communication

Communication is the process of sending and receiving messages between two people or groups with instantaneous effects and feedback.[18]. Through communication, humans can be connected to each other. Moreover, with good communication, the organization can run smoothly and achieve its predetermined goals [19]. According to [20], communication is as the frequency of providing information, knowledge and ideas; the level of activity in providing guidance and counseling; the level of activeness towards suggestions; the level of monitoring

2.3 Organizational citizenship behavior (OCB)

Organizational citizenship behavior (OCB) represent a selected behavior that is principally not part of an obligation in an individual's formal job, [8] but OCB also function to achieve organizational goals to be more effective and efficient [21]. Individuals being capable to contribute well will directly have an impact on the rewards that will be given by the organization [22]. Indicators related to organizational citizenship behavior used are components put forward by [23] namely: Altruism, Courtesy, Sportsman-ship, Conscientiousness and Civic Virtue.

2.4 Performance of Higher Education Lecturers

According to [24] , performance of the employee is a work performance or work result in which it can be in the form of quantity or quality of work produced by human resources measured in time units or the period of carrying out tasks in accordance with their responsibilities.

According to [25] criteria being usually chosen by management in evaluating and assessing performance of the employee will significantly affect what the employee performs, including individual work results, behavior and attitudes [26]. The performance dimension of higher education lecturers used in this study is the dimension based on the decree issued by the Ministry of Development Supervision and State Apparatus Utilization Number: 38/KEP/MKWASPAN/8/1999 concerning Functional Position of Higher Education Lecturer and Credit Score, namely *Tri Dharma Perguruan Tinggi* (Three Pillars of Higher Education) Conceptual Framework

Based on the empirical study and literature review that has been described, the researchers formulated a research model as below;

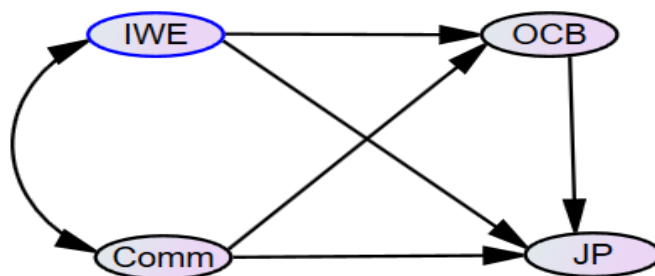


Fig 1. Conceptual Framework

Based on the framework of thinking, the following research hypothesis can be formulated:

H1 : Islamic work ethic incorporates a positive effect on organizational citizenship behavior

H2 : Communication includes a positive impact on organizational citizenship behavior

H3 : Islamic work ethic encompasses a positive impact on execution of higher education

H4 : Communication contains a positive impact on execution of higher education

H5 : Organizational citizenship behavior features a positive impact on execution of higher education

H6 : Islamic work ethic contains a positive impact on execution of higher instruction through organizational citizenship behavior as a interceding variable

H₇ : Communication has a positive effect on performance of higher education through organizational citizenship behavior as a mediating variable

3 Methodology

3.1 Population and Sample of Research

The population in this study was all lecturers at private universities under the coordination of LLDIKTI region IV, and the samples were selected from 402 lecturers from 86 private universities, using proportional random sampling technique.

3.2 Research Instruments and Data Analysis Techniques

The instrument employed in this research has been distributed to 86 universities. Further, the data were analyzed by the data analysis technique used which is Structural Equation Modeling (SEM) Amos.

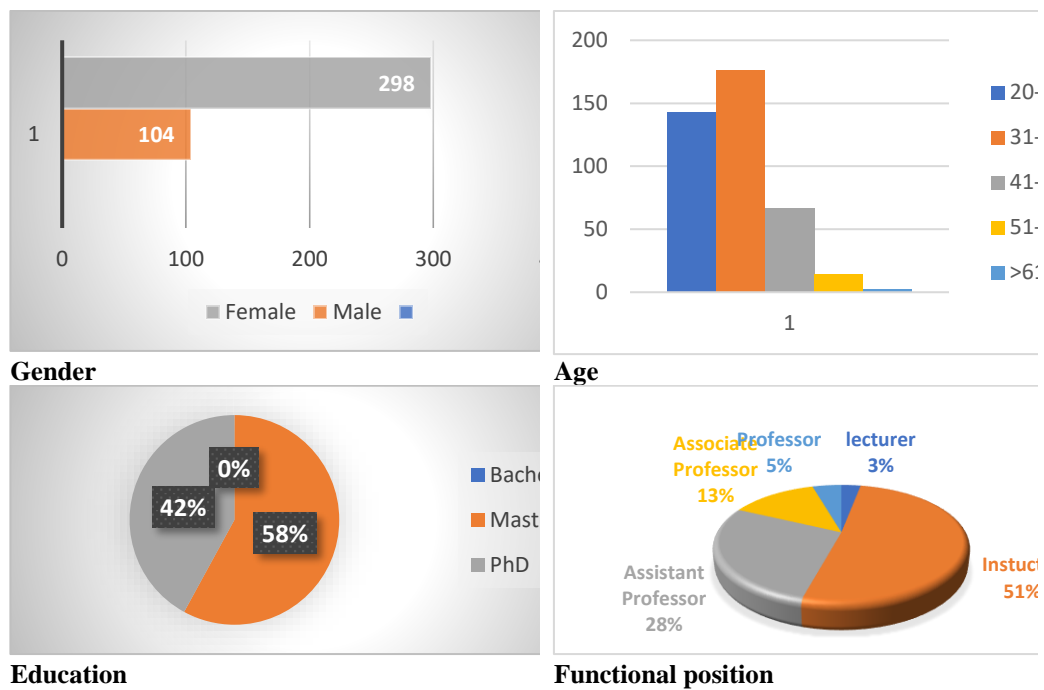


Fig 2. Personal Characteristics of the participants

3.3 The Results of Descriptive Testing

Based on the comes about of the graphic investigation of the variable of Islamic work ethic, communication, organizational citizenship behavior and the execution in this think about, it appears the comes about can be categorized as adequate and tall. It can be recognized from the securing of an normal add up to score as takes after;

Table 1

Descriptive Test Results of Research Variable

| Variable | Score Percentage |
|--|------------------|
| Islamic work ethic | 60.51% |
| Communication | 65.73% |
| <i>Organizational citizenship behavior</i> | 70.48% |
| Performance of Higher Education Lecturers | 71.72% |

Based on the comes about of the expressive investigation, table 1 appears that of the four factors, Islamic work ethic, communication, organizational citizenship behavior and execution, the organizational citizenship behavior variable gotten the most noteworthy score rate with an normal add up to score of 70.48%. The most reduced score from the comes about of the expressive investigation of this ponder is the Islamic work ethic variable with an normal add up to score of 60.51% which is included within the adequate category.

4.3 Hypothesis testing

The test of the 7 hypotheses in this study was carried out based on the results of the analysis of the causality relationship between the research constructs, with details of the results as follows;

Table 2

Results of Testing the Relationship Between Variables

| Variable Test | Estimate | S.E. | C.R | P | Hypothesis |
|---------------|----------|-------|-------|-------|-----------------|
| IWE → OCB | 0.563 | 0.072 | 8.534 | <0.05 | Significantly + |
| Comm → OCB | 0.498 | 0.059 | 8.165 | <0.05 | Significantly + |
| IWE → JP | 0.491 | 0.069 | 5.608 | <0.05 | Significantly + |
| Comm → JP | 0.437 | 0.072 | 6.571 | <0.05 | Significantly + |
| OCB → JP | 0.293 | 0.069 | 4.349 | <0.05 | Significantly + |

Analysis of direct effects, indirect effects and total effects

Table 3

Standardized Direct Effects (Group number 1 - Default model)

| | Islamic work ethic | Communication | OCB | Performance |
|-----|--------------------|---------------|-------|-------------|
| OCB | 0.592 | 0.617 | 0.000 | 0.000 |
| JP | 0.483 | 0.433 | 0.243 | 0.000 |

Table 4

Standardized Indirect Effects (Group number 1 - Default model)

| | Islamic work ethic | Communication | OCB | Performance |
|-----|---------------------------|----------------------|------------|--------------------|
| OCB | 0.000 | 0.000 | 0.000 | 0.000 |
| JP | 0.157 | 0.149 | 0.000 | 0.000 |

Table 5

Standardized Total Effects (Group number 1 - Default model)

| | Islamic work ethic | Communication | OCB | Performance |
|-----|---------------------------|----------------------|------------|--------------------|
| OCB | 0.572 | 0.637 | 0.000 | 0.000 |
| JP | 0.651 | 0.612 | 0.243 | 0.000 |

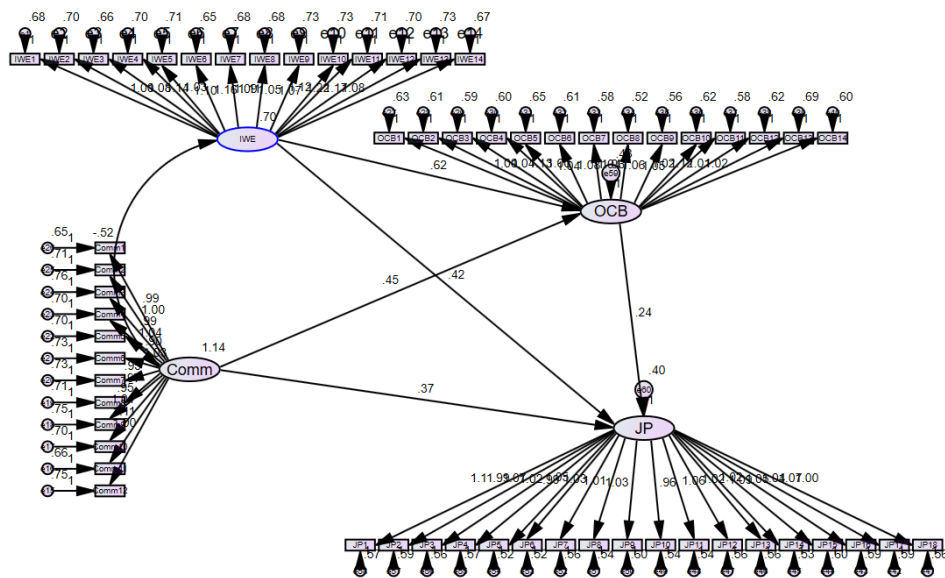
4 Discussion

Islamic work ethic includes a positive impact on organizational citizenship behavior. The assessed esteem of the standardized relapse weight coefficient is 0.645; the CR esteem is 8.376 (> 1.96) in which it is more noteworthy than 1.96; and the p-value is < 0.05 . Consequently, the primary theory (H1) is acknowledged. The investigate is in line with inquire about conducted by [2], [3]. Communication contains a positive impact on organizational citizenship behavior. The evaluated esteem of the standardized relapse weight coefficient is 0.475; the CR esteem is 8.182 (> 1.96) in which it is more prominent than 1.96; and the p-value is < 0.05 . Consequently, the primary theory (H2) is acknowledged. The inquire about is in line with investigate conducted by [27]–[29]. Islamic work ethic contains a positive impact on execution of higher instruction lecturers. The evaluated esteem of the standardized relapse weight coefficient is 0.465; the CR esteem is 5.744 (> 1.96) in which it is more prominent than 1.96; and the p-value is < 0.05 . Consequently, the third speculation (H3) is acknowledged. The inquire about is in line with investigate conducted by [30], [31]. Communication features a positive impact on execution of higher instruction speakers. The assessed esteem of the standardized relapse weight coefficient is 0.418; the CR esteem is 6.602 (> 1.96) in which it is more noteworthy than 1.96; and the p-value is < 0.05 . Subsequently, the fourth theory (H4) is acknowledged. The inquire about is in line with investigate conducted by [12], [32]. Organizational citizenship behavior contains a positive impact on execution of higher instruction speakers. The assessed esteem of the standardized relapse weight coefficient is 0.252; the CR esteem is 4.234 (> 1.96) in which it is more noteworthy than 1.96; and the p-value is < 0.05 . Consequently, the fifth theory (H5) is acknowledged. The inquire about is in line with investigate conducted by [13], [33].

Based on the comes about of investigate information preparing, it was gotten from the test comes about utilizing the Sobel test that the esteem gotten was 3.768 (> 1.96) with a P esteem of 0.00; and the assessed esteem of standardized coordinate impact and standardized roundabout impact of Islamic work morals on the execution of higher instruction lecturers was interceded by organizational citizenship behavior. It was gotten at the coordinate esteem $<$ backhanded esteem, testing the relationship between the two factors appears a esteem of $0.486 > 0.147$. Thus, the 6th speculation (H6) is acknowledged. It implies Islamic work ethic encompasses a positive impact on the execution of higher instruction speakers through organizational citizenship behavior as interceding variable. The result is in line with inquire about conducted by [34]. Based on the comes about of inquire about information handling, it was gotten from the test comes about utilizing the Sobel test that the esteem gotten was 3.841 (> 1.96) with a P esteem of 0.00; and the evaluated esteem of standardized coordinate

impact and standardized roundabout impact of Islamic work morals on the execution of higher instruction lecturers was intervened by organizational citizenship behavior. It was gotten at the coordinate esteem < circuitous esteem, testing the relationship between the two factors appears a esteem of 0.428> 0.159.

Thus, the seventh theory (H7) is acknowledged. It implies communication features a positive impact on the execution of higher instruction speakers through organizational citizenship behavior as intervening variable. The investigate is in line with inquire about conducted by [28], [35].



FULL MODEL
 chi square = 2444.469; df = 1589; p value = .000;
 RMSEA = .038; GFI = .826; CFI = .942; TLI = .939

Fig. 3. Full Model

5 Conclusion

The conclusion of this think about clarifies that Islamic work ethic contains a positive impact on organizational citizenship behavior; communication encompasses a positive impact on organizational citizenship behavior; Islamic work morals incorporates a positive impact on execution of higher instruction lecturers; communication encompasses a positive impact on execution of higher instruction speakers; organizational citizenship behavior encompasses a positive impact on execution of higher instruction lecturers; Islamic work ethic incorporates a positive impact on execution of higher instruction lecturers through organizational citizenship behavior as a interceding variable; communication encompasses a positive impact on execution of higher instruction speakers through organizational citizenship behavior as a interceding variable. These comes about demonstrate that Islamic work ethic and communication cause a coordinate impact on execution of the higher instruction speakers interceded by organizational citizenship behavior. In measuring the indirect effect of

communication on performance of the higher education lecturers at private universities under the coordination of LLDIKTI region IV, it is through organizational citizenship behavior. The limitation of this study is this study needs a broader scope required to generalize the performance of the higher education lecturers throughout Indonesia.

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