



The Implications of Islamic Behavior on Commitment and Performance by Employees

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Abstract: A factor that encourages commitment is the need for Islamic principles and values to be practiced in Islamic organizations. The purpose of this study is to evaluate the extent to which Islamic conduct influences commitment and the implications for employee performance. This study's sample size was 282 employees. Path analysis and hypothesis testing are used for data analysis. According to the study's findings, the path coefficient of Islamic conduct toward commitment is 0.438, a positive value affecting commitment, with a coefficient of determination or R² value of 0.192 or 19.2%. The commitment to performance path coefficient is 0.638, which is a positive value affecting performance, with a determination coefficient or R² value of 0.407, or 40.7%. Islamic conduct has a 0.279 indirect impact on performance through dedication. This study concludes that practicing Islam has a favorable and significant impact on commitment. Employee performance is positively and significantly impacted by commitment.

Keywords: Commitment; Employee Performance; Islamic Behavior

INTRODUCTION

In this age of globalization, the rise of Islam in Indonesia is accelerating. This may be seen in all facets as people begin to use Islamic teachings and principles as a guide for action. Beginning with this occurrence, human resources are required who comprehend Islamic values and operate in an Islamic manner as a result of an Islamic culture being applied to a business or firm. The most important problem in a company is human resources owned by the company itself, because human resources, namely employees with sharia-compliant behavior, can create high efficiency, effectiveness, and productivity in companies with optimal performance, allowing the desired goals to be met.

But, in actuality, there are still issues with employee behavior. Employees who perpetrate fraud, which is prohibited by the firm and religion, are one example of this dilemma. Fraud is perpetrated by altering data or stealing from customers. Employees commit fraud because they are driven to do so by circumstances, and the remuneration they receive is insufficient to meet their necessities, making it difficult to advance in their careers. Employee devotion to the company might be influenced by Islamic behavior. Strategies that support organizational commitment, according to Dhar et al. (2018) are linked with emotions, religion, and spirituality that develop throughout our life cycle and are integral socio-psychological phenomena, so they can be widely used in terms of improving organizational performance. One factor that encourages commitment is the need for Islamic principles and values to be practiced in Islamic organizations.

To boost employee performance in a firm, a high level of dedication must be demonstrated by each employee for the organization's business procedures and targets to be met optimally. Individual commitment to the organization, according to Lutfiana (2020), influences employee performance. The situation of a person who has a strong link with his organization to survive in the organization is known as organizational commitment. The presence of organizational commitment demonstrates that employees believe in and accept their organization's vision and mission and wish to continue working for the business. Employee commitment and performance have a positive association, which means that strong employee commitment can boost employee

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performance. The purpose of this study is to evaluate the extent to which Islamic conduct influences commitment and the implications for employee performance.

Islamic conduct can be defined as an action carried out by employees or human resources in an organization or firm to achieve predefined goals, for employees to actualize themselves through work attitudes consistent with the corporate environment based on Islamic principles. The Islamic behavior of an employee in an Islamic company can be seen in their work ethic.

According to Hafidhuddin (2019), there are several characteristics of Islamic behavior, including the following: (1) Al-Shalah, or excellent and advantages: Whoever does good deeds in a state of faith, including men and women, We will undoubtedly give him a good life, and We will reward them with a reward greater than what they have done. (Q.S. An-Nahl: 97); (2) Al-itqan, or stability and perfection: Indeed, Allah appreciates it when someone accomplishes a job precisely (professionally). (HR Thabrani); (3) Al-Ihsan, or doing the best: The characteristic of Ihsan has two meanings and two messages. The first is to do one's best. The meaning is the same as itqan with this connotation. Among other things, it conveys the notion that every Muslim owes it to himself to give his best in everything he undertakes, especially for the welfare of the people. Second, it has a greater significance than previous performance or job quality. This definition delivers the notion of constant progress, as well as increased information, experience, time, and other resources; (4) Al-mujahadah, or rigorous and efficient work: And those who strive for (seek life in) Us will undoubtedly be shown Our ways. And Allah is indeed with those who do well. (Q.S. Al-Ankabuut: 69); (5) Tanafus and Ta'awun compete or aid each other: Help each other in doing good and piety, not in committing crimes and transgressions. And fear Allah, for He is harsh in retribution. (Q.S. Al-Maa'idah: 2); (6) Considering the worth of time: A good employee will respect his or her time. He will work within the time constraints and complete his work tasks on time.

According to Muchlis (2018), the elements of Islamic work conduct derived from Al-Quran values are as follows: (1) Company values: Corporate values are a set of principles and culture that serve as the foundation for the company's systems, processes, rules, and strategies for running the business. Furthermore, organizational values are employed as a tool for employees to attain common goals; (2) Workplace professionalism: Being able to portray yourself as someone who understands and understands the duties and obligations of work, creates relationships and work relationships with other teams, and is always focused and consistent with organizational aims and goals is what it means to be professional; (3) Take your work seriously: Employees that take their jobs seriously will work hard and seriously to create something good on time; (4) Reliable and accountable: Every employee is required not to commit fraud in any work. An employee with the nature of trust will carry out his work with full responsibility and will put everything in its proper position; (5) Loyalty at work Loyalty is an employee's loyal attitude as an act of expressing ongoing support and devotion to the organization where he works.

The behavior that every employee in a Sharia company must exhibit must be based on Islamic law. Islamic employee behavior can have an impact on an employee's loyalty to the organization for which he works. According to Nasution & Rafiki (2020), corporate personnel (internal parties) are agents who play a vital role in producing the best performance for the firm. The disclosure of Islamic work ethic identities will inspire employees to carry out corporate operations appropriately following stakeholder expectations, including achieving a return on investment from Islamic-based activities. The disclosure of an ethical identity based on Sharia principles will inspire all internal company parties to commit to providing the greatest performance possible.



Every organization or company's management is essential to promote greater growth or progress from time to time. All of this is contingent on the commitment of all firm personnel. Commitments will be accomplished if there is mutual understanding and agreement, and they will be implemented consistently. Luthans defines commitment as an attitude that demonstrates employee devotion to their organization and an ongoing process in which organizational members communicate their concern for the organization's development and profitability (Edison, 2020).

Based on the description, it is possible to conclude that commitment is positive self-emotional encouragement, where employees who want to advance their careers are committed to pursuing excellence and achieving achievements, and employees who value service are committed to improving competence. This is a statement that demonstrates their belief in and concern for their organization. Employees who are not committed will not exert maximum effort in gaining competence and will be unmotivated in reaching company goals.

Employee commitment to the business is heavily influenced by how well personal needs and ambitions are addressed. According to Edison (2020), the following elements influence this commitment: (1) Logical Factors: Employees will remain in the business for reasonable reasons, such as having a strategic position and sufficient money, or because it is tough to obtain another better job; (2) Environmental Aspects: Employees are dedicated to the organization because they work in a pleasant environment, feel respected, have opportunities to innovate and contribute to the achievement of corporate goals; (3) Expectation: Factor Employees have a wide range of career options and possibilities to advance through an open and transparent system; (4) The Emotional Bonding Factor: Employees believe there is a strong emotional link. For example, they may feel a family atmosphere in the organization, or the organization has offered exceptional services in their life, or they may have a relative/family link.

Meyer and Alen state in Edison (2020) that there are three elements of employee commitment, namely: (1) Affective commitment refers to employees' emotional tie to the organization as well as their identification with and involvement in it. Employees who have a high emotional commitment stay with the firm because they want to; (2) The computation of costs while leaving an organization is referred to as a continuation commitment. Employees' principal relationship to remaining in the organization is based on their obligation to do so; (3) Normative commitment, the feeling of obligation to stay in the organization and continue working because it is the correct thing to do. Employees with high normative commitment believe they must stay with the company.

Individuals who are satisfied with their performance are happier and require commitment from the business to improve their performance, according to Al-Fakeh et al. (2020). The function of organizational commitment in achieving employee happiness while performing the intended work is described in this application. Increasing organizational commitment in Islamic banks can considerably increase staff performance, allowing each bank's management to meet its aims, mission, and vision. According to Zusrony et al, (2021), a business can run more efficiently to attain a goal, thus it truly takes employee engagement. Employees and organizations must collaborate to create conditions conducive to meeting these promises. Employee performance in a company or organization can be influenced by organizational factors.

Performance is a broad phrase that refers to any or all of an organization's actions or operations throughout a specific period based on specified conditions or agreements. Employee performance is defined as carrying out obligations and responsibilities that contribute to the creation of an item or service or for administrative chores (Robbin, 2018). This comprises the majority of the tasks in a typical job description.



According to Zainal et al. (2018), performance is the consequence of a person as a whole carrying out tasks, such as work standards, targets goals, or criteria that have been defined in advance and generally agreed upon. Performance is a record of the outcomes of specific activities during a specific period; in this example, performance is the consequence of work or job performance (Setia et al., 2022).

Based on the description, it can be concluded that employee performance is the result of work accomplished by employees in terms of quality and quantity in carrying out their functions following the responsibilities assigned to them for a specific period, to determine employee performance, an assessment of the performance must be conducted, from which it can be determined whether the performance produced by employees meets the standards or not.

Every company strives to increase employee job productivity. As a result, leaders must seek methods and solutions to boost staff performance. This is significant because performance displays a deep enjoyment in the work being done, allowing work to be completed faster and with greater results.

The performance dimensions are described as follows Edison (2020): (1) Objectives. The objective is a measure of how many things, hours of effort, or dollars are generated; (2) High quality. The quality of the outcomes obtained is a significant factor because quality is a driving force in preserving client happiness; (3) Finishing Time. Work will be completed or delivered on time. This is the capital required to establish consumer trust. The notion of customer here also extends to services provided by other departments inside the organization; (4) Follow the principle. It must not just satisfy targets, quality, and deadlines, but it must also be done correctly, transparently, and responsibly.

METHODS

The survey approach was employed in this study, which is research that obtains samples from the population utilizing questionnaires and interviews as the primary collection tool. The survey approach employed is an explanatory survey, which means that the research describes the population and sample to explain the link between the variables researched. In this study, the type of investigation is causality, which investigates the causal relationship between the independent factors and the intervening variables, as well as the influence of the intervening variables on the dependent variable.

The goal of this study is to assess the validity of a hypothesis by data collecting in the field, which in this case examines the effect of Islamic conduct on commitment and the effect of commitment on employee performance. This study lasted 6 months, from August 2022 to January 2023, and was carried out at Bank BJB Syariah in the West Java region.

All BJB Syariah Bank workers in West Java were included in this study. 961 people are working for the company. The samples used in this study were 282 BJB Syariah Bank workers based on the Slovin formula calculation results. According to Sugiyono (2019), the following are data collection techniques: (1) Observation: Observations were made of numerous BJB Syariah bank workers who were identified as respondents to obtain information using organizational behavior principles; (2) Interview: Interview tactics are used to acquire data and complete data obtained through questionnaires or questionnaires, to further validate the respondents' replies to the questionnaire because most respondents will only give perfect answers. As a result, it is required to conduct interviews; (3) Formalized questionnaire: To make filling out the questionnaire easier, the researcher employed a list of optional type questions in which respondents were asked to select one of several prepared answers.



The following data analysis techniques were used: validity testing, reliability testing, normalcy testing, path analysis, and hypothesis testing. The path coefficient (path) is a standardized regression coefficient, that is, the regression coefficient determined from a database in standard numbers or Z-scores (data set with mean value = 0 and standard deviation = 1). The standardized path coefficient is used to describe the extent of the independent (exogenous) variable's influence (not prediction) on other variables that are treated as dependent (endogenous).

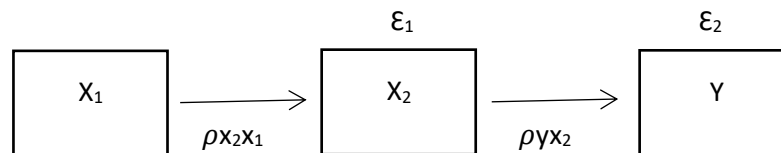


Figure 1. Path Analysis Structure
 Source: Narimawati et al. (2020)

Information:

- X₁ = Islamic Behavior
- X₂ = Commitment
- Y = Employee Performance
- ε₁ = External variables that influence X₂ but are not investigated
- ε₂ = External variables that influence Y but are not investigated

This model contains two structural equations, which are as follows:

$$X_2 = \rho_{X_2X_1} + \epsilon_1$$

$$Y = \rho_{YX_2} + \epsilon_2$$

RESULTS AND DISCUSSION

The variables of Islamic conduct, commitment, and employee performance in this study were measured using 15 statement items, all of which were declared valid based on the findings of data processing using SPSS. The reliability test findings showed that each variable had a value greater than 0.600, indicating that all variables were reliable. The significance for the variable Islamic behavior is 0.200, commitment is 0.110, and performance is 0.200, all of which are greater than 0.05. Thus, the data used to test the research variables yield significant results, indicating that the sample data is drawn from a normally distributed population or that there is no difference between the sample data and those drawn from a normally distributed population.

Hypothesis 1:

H₀: Islamic behavior (X₁) has not an impact on commitment (X₂).

H₁: Islamic behavior (X₁) has an impact on commitment (X₂).

Table 1. The Coefficient of Influence of Islamic Behavior on Commitment Results

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	30.147	2.421		12.453	.000
	X1	.385	.047	.438	8.157	.000

Source: SPSS 25 processed data results (2023)



According to the table 1, $t_{count} > t_{table}$, namely $8.157 > 1.968$. The path coefficient of Islamic behavior towards commitment indicates that H_0 is rejected, implying that Islamic behavior has a strong influence on commitment. As a result, if an employee's Islamic conduct improves, his or her loyalty to the organization will increase.

The first structural equation is as follows:

$$X_2 = 0,192 + 0,808$$

Based on the aforementioned equation's results, a positive coefficient is found, indicating that the route coefficient of Islamic conduct towards commitment is 0.438, a positive value affecting commitment, with a coefficient of determination or R^2 value of 0.192 or 19.2%. Other influences other than Islamic behavior are 0.808 or 80.8%.

Hypothesis 2:

H_0 : Commitment (X_2) has not an impact on employee performance (Y)

H_1 : Commitment (X_2) has an impact on employee performance (Y)

Table 2. The Coefficient of Influence of Commitment on Performance Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constan	16.683	2.476		6.738	.000
	t)					
	X2	.675	.049	.638	13.850	.000

Source: SPSS 25 processed data results (2023)

According to the table, $t_{count} > t_{table}$, namely $13.850 > 1.968$. The path coefficient of commitment to performance indicates that H_0 is rejected, implying that commitment to performance has a substantial influence and that if the commitment is stronger, the employee's performance tends to be higher and optimal.

The second structural equation is as follows:

$$X_2 = 0,407 + 0,593$$

Based on the equation's results, a positive coefficient value is produced, indicating that the commitment path coefficient to performance is 0.638, a positive value affecting performance, with a coefficient of determination or R^2 value of 0.407, or 40.7%. Outside of the commitment variable, other influences total 0.593 or 59.3%.

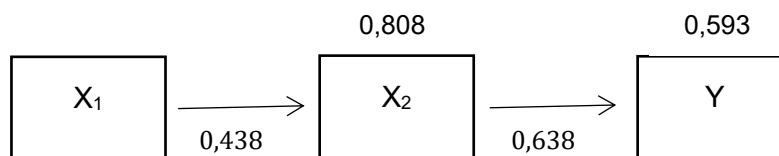


Figure 2: Estimated Value Path Diagram

Source: SPSS 25 processed data results (2023)



Islamic behavior has a 0.279 indirect effect on performance through commitment. Based on the findings of the calculations, it is clear that the proposed conceptual premise that Islamic behavior influences commitment may be tested and accepted. Islamic behavior has a 19.2% influence on commitment. The values found are consistent with the conditions that exist in Islamic banking, where employees are primarily dominated by men with a working time of 6-10 years, so each employee's Islamic behavior values are quite good. They are accustomed to the company's Islamic culture and practice it daily, such as reading the Koran before the morning briefing, greeting visitors, praying in congregation, and participating in Al-Ma'Tsurat dhikr studies once a week. Another thing that is done monthly is Islamic studies. Employees can learn about Islamic values and put them into practice at work through Islamic studies. Also capable of distinguishing between right and wrong and refraining from doing acts that are explicitly forbidden by religion, such as fraud.

Employee engagement in Islamic banking is influenced positively by Islamic behavior. This is because Islam offers its members with strong moral and ethical norms to follow. Honesty, integrity, responsibility, and discipline are all critical components in creating employee loyalty to the firm. Employees who exhibit strong Islamic behavior are more likely to be honest and responsible in the performance of their jobs. This can make people feel devoted to the company because they believe they have given their all and are carrying out their responsibilities following the ethical and moral standards provided by their faith.

Furthermore, Islamic beliefs highlight the value of discipline in life. High discipline at work can make employees more focused and responsible in performing their jobs, which can boost their loyalty to the firm. As a result, businesses must incorporate strong and unambiguous ethical and moral values in all aspects of their operations to guarantee that all employees feel bound and dedicated to the organization.

The study's findings show that dedication has a positive and substantial effect on employee performance by 40.7%, with the remaining 59.3% influenced by variables not mentioned in this study. According to the findings, men are the most likely to respond. This is because males are the breadwinners for their families and must remain at their current jobs. A working term of 6-10 years can attest to this. Employees have stayed for years because they feel at ease working at Bank BJB Syariah, believe it is impossible to switch jobs and have high aspirations for the company's future.

Employee commitment refers to employees' willingness to provide their full potential and remain loyal to the firm for which they work. This involves employees' desire to continue working in Islamic banking, to correctly complete their duties and obligations, and to actively participate in accomplishing corporate goals. Commitment is a crucial aspect of a company's success. Employees with a high level of dedication are more productive, contribute more to the firm, are less likely to leave, are more motivated to acquire skills and talents, and perform more effectively and efficiently. This can boost performance and have a favorable impact on the company's success. As a result, businesses must seek to strengthen employee commitment by offering acceptable working circumstances, such as a pleasant working atmosphere, opportunity for advancement, and fair and suitable compensation. By doing so, the company can boost employee satisfaction and motivation while also strengthening employee devotion to the organization, all of which will have a good impact on the company's overall success.



CONCLUSION

Based on the findings of the analysis, which is based on phenomena, concepts, and theories followed by empirical studies, the conclusion in this study is that Islamic behavior has a positive and significant effect on commitment, implying that if Islamic behavior is carried out correctly, commitment will increase. However, if it is not well implemented, commitment will not rise. Commitment has a positive and significant effect on employee performance, implying that if an employee is committed to the organization, his or her performance will improve. However, if an employee's dedication to the organization is low, his or her performance will not improve.

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