

Islamic Work Ethic and Employee Engagement, Variable to Improve Employee Job Satisfaction

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Abstract. This study wants to reveal how much influence from Islamic work ethic (IWE) and Employee Engagement on employee job satisfaction. The study also wants to verify the two independent can be used to improve employee job satisfaction This research is located at Amanda Brownies Company, where Amanda Brownies Company whose employees are moeslem. The method used in this research are descriptive and verificative research method with simple random sampling technique. The population in this study were employees of the Amanda Brownies Company in Bandung City totaling 428 with a sample of 210 employees. The population was divided into factories, outlets and offices. The data analysis technique used is multiple linear regression analysis with SPSS 25.0 computer software as a tool to analyze the data. The results of the study show there is a positive effect of Islamic work ethics on employee job satisfaction by 23.9%. There is also a positive effect of Employee engagement on employee job satisfaction by 29,1%. Finally, with a simultaneous test, it was found that there were influences from the two independent variables to employee job satisfaction with 31% the percentage effect. Thus it was concluded that islamic work ethic and employee engagement can be used to improve the employee job satisfaction. There are limitations in this study, namely respondents who are not balanced between factory employees and office employees so that the results of the study show a low influence. The other limitation is that the research conducted to only reveal the influence, the other researcher need to focus on how to improve the two independent variable.

Keywords: islamic work ethic; employee engagement; employee job satisfaction; employee

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INTRODUCTION

Satisfaction is something that all humans will strive to achieve. Satisfaction is a comparison between what is expected and what is obtained. To achieve satisfaction, the reality obtained must be greater than what is expected for people to achieve satisfaction. This is common and occurs in various aspects. One of the sciences that addresses satisfaction is the science of human resource management (HRM) where human resorces management discusses the job satisfaction of an employee.

From the definition above, job satisfaction is a psychological condition in which a person gets the job comfortably. Job satisfaction is a general attitude towards one's work as a difference between the rewards received by workers and the amount of rewards that are believed to be accepted (Robbins & Judge, 2015). Satisfaction is an effectiveness or emotional response to various aspects of work (Robert & Kinicki, 2001). Job satisfaction is shown by various things, one of which is commitment to the company. When an employee continues to be and works for the company, we can assume that the employee is satisfied with his/ her job. Some studies suggest that job satisfaction is influenced by Islamic work

ethics (Marri, M. Y. K. , Sadozai, A. M. , Zaman, H. M. F. , Yousufzai, M. I. , & Ramay, 2012; Mohamed, N. , Abdul Karim, N. S. , & Hussein, 2010).

Islamic Work Ethic (IWE) is not a new discussion. In 1988 a researcher named Abbas Ali began a discussion about IWE by using the Al-Quran and the Sunnah as guidelines to explain these variables. Al-Quran and Sunnah as one of the holy scriptures and have never experienced revisions make a strong reason that IWE is a way to work well. Many studies have been conducted with regard to IWE, other studies suggest that IWE has a positive effect on job satisfaction (Balkis, Saadah, & Abbas, 2017). Other studies suggest that IWE also has a positive effect on employee engagement (Tufail, Ahmad, Ramayah, Jan, & Shah, 2016) and one study stated that IWE affects job satisfaction and organizational commitment (Shafique, Haseeb, Ahmad, Khurshid, & Ahmad, 2015). With the various studies above, it explicitly explains that IWE is one of the interesting topics that need to be applied to employees who are Moeslems.

At the beginning of 2019, precisely in January the HRD CV. Amanda announced a new policy regarding working hours. Working hours which initially start at 08.00 and end at 16.00 are changed to 08.30 and end at 16:30. This is done because there are many employees who are late for work. Because of that HRD takes this policy. From this phenomenon, it can be seen that there is a problem that HRD Amanda Company is trying to overcome. This problem is the indiscipline of employees to enter on time. Discipline is the output or the result of one indicator of job satisfaction, namely responsibility. Employees are not responsible for attendance problems indicating that employee job satisfaction at CV. Amanda is in a low level. From this phenomenon, it was also found that employees lack enthusiasm or are eager to work. The enthusiasm or passion of work is a characteristic of employees who are satisfied so that the condition that Amanda Company employees are dissatisfied with their work. This needs to be handle as soon as possible in various ways, one of which is to change the working hours as what was done by the HRD Amanda. However, the policy will not be optimal if there is no continuous step to overcome the problem.

Employee job satisfaction can be improved by increasing Islamic work ethics. All employees of Amanda Brownies company are Muslim, so it is easy to apply Islamic values to their employees. Apart from Islamic values, Islamic work ethic will also be easy to be accepted by all employees because they are moeslems and should have Islamic work ethic in each of them. One function of Islamic work ethic is to guide morals in taking every decision and action while working of a moeslems.

Another way to increase employee job satisfaction is to increase employee engagement. Employee engagement is a variable that can affect job satisfaction in accordance with one study that shows that employee engagement positively influences employee job satisfactio (Jain, 2018; Jaiswal, Pathak, & Kumari, 2017). This shows that employee engagement is another way to increase employee job satisfaction.

The Employee Job Satisfaction needs to be improved to support various things, one of which is the performance of both the company and employees. One way that can be done is to increase the application of Islamic work ethics by the management of Amanda's company in the form of work rules or S.O.P. This will be easier because all employees of the Amanda company are moeslems. This can directly increase employee job satisfaction, so that if employee job satisfaction is high, it will have an impact on employee performance and

employee productivity. Another way to improve the employee job satisfaction is to increase the employee engagement so the employee job satisfaction will be increased as well.

Islamic Work Ethic

Islamic Work Ethic (IWE) is not a new discussion. In 1988 a researcher named Abbas Ali began a discussion about IWE by using the Al-Quran and the Sunnah as guidelines to explain these variables. Al-Quran and Sunnah as one of the holy scriptures and have never experienced revisions make a strong reason that IWE is a way to work well. Many studies have been conducted with regard to IWE, other studies suggest that IWE has a positive effect on job satisfaction (Balkis, Saadah, & Abbas, 2017). Other studies suggest that IWE also has a positive effect on employee engagement (Tufail et al., 2016) and one study stated that IWE affects job satisfaction and organizational commitment (Shafique, Haseeb, Ahmad, Khurshid, & Ahmad, 2015). With the various studies above, it explicitly explains that IWE is one of the interesting topics that need to be applied to employees who are Muslims.

In general, research on IWE is fragmented on two impacts, namely on individuals and organizations (Hendryadi, 2018). These variables are job satisfaction, commitment, innovation, justice, organizational performance, turnover, job involvement and so forth. Islamic work ethics in the 2010-2017 research period is more associated with individual attitudes and behavioral factors.

Other studies specifically discuss the relationship about Islamic work ethics to employee job satisfaction. Some studies show that IWE affects job satisfaction (Balkis, Saadah, & Abbas, 2017; Marri, Sadozai, Zaman, & Ramay, 2012; Mohamed, Karim, & Hussein, 2010). The results of the study show that there is a relationship between Islamic Work Ethics and Employee Job Satisfaction.

Employee Engagement

Employee Engagement is one of the concepts developed from positive psychology and positive organizational behavior. Kahn described the theory of relationships with involvement that occurs closely physically, cognitively and emotionally between a person and his role in a job, which is then referred to as an Employee Engagement (Kahn, 1990). In line with the definition above, Federman views employee engagement as a level where a person behaves and how long he will stay with his position (Federman, 2009).

Employee Engagement is a condition in which employees are excited, passionate, energetic, and committed to his work (Maylett & Warner, 2014). Schaufeli and Bakker, Rothbard (in Saks, 2006) define Engagement as further psychological involvement involving two important components, namely attention and absorption. Attention refers to the availability of cognitive and total time used by an employee in thinking and carrying out his role, while Absorption is to interpret roles and refers to the intensity of an employee's focus on roles in the organization.

Schaufeli and Bakker mention three aspects in the Employee Engagement Schaufeli & Bakker (in Salmabadi, Fatehi, Mortezaheidari, & Mousavikia, 2015). The first is vigor, the second is dedication, and the last is absorption.

Some research results show that employee engagement is a variable that influences employee job satisfaction (Jain, 2018; Jaiswal et al., 2017). Based on the results of these studies, it can be concluded that there is a relationship between employee engagement and employee job satisfaction.

Employee Job Satisfaction

According to Kreitner and Kinicki (2001) job satisfaction is an effectiveness or emotional response to various aspects of work. Davis and Newstrom (1985) (in Singhal, Tiwari, and Rajput, 2016) describe job satisfaction as a set of employee feelings about whether or not their work is pleasant. According to Robbins and Judge (2015) job satisfaction is a general attitude towards someone's work that shows the difference between the number of awards received by workers and the amount they believe they should receive.

Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of work and not satisfied with one or more other aspects. Job Satisfaction is a (positive) attitude towards the workforce, which arises based on an assessment of the work situation. The assessment can be carried out on one of its jobs, the assessment is done as a sense of respect in achieving one of the important values in the work. Satisfied employees prefer their working situation.

Employee job satisfaction is an important variable to study. This is due to the influence of job satisfaction on other variables such as performance (Khan, Nawaz, Aleem, & Hamed, 2012; Ndulue & Ekechukwu, 2016) and productivity (Embuldeniya, 2017). The amount of influence of job satisfaction makes this variable examined as a dependent variable.

Hypothesis

Organizational behavior is a study of what people do in an organization and how their behavior affects organizational performance (Robbins & Judge, 2015). Gibson (2012) explains that there are 3 objects in the concept of organizational behavior, namely individuals, groups and organizations. The behavior of an individual is influenced by various aspects. One aspect that affects this individual's behavior is the Employee Job Satisfaction. Employee Job Satisfaction is an effectiveness or emotional response to various aspects of work (Robert & Kinicki, 2001). From this understanding that effectiveness or emotional response is influenced by various aspects of work.

Some aspects of work that affect the Employee Job Satisfaction are Employee Engagement and Islamic Work Ethics. One study stated that Employee Engagement affects Employee Job Satisfaction (Jaiswal et al., 2017) and other journals mention that Islamic Work Ethic affects Employee Job Satisfaction (Balkis et al., 2017). Based on that, the writer will analyze the effect of Islamic Work Ethics on Employee Job Satisfaction, Employee engagement and its impact on Employee Job Satisfaction.

RESEARCH METHOD

The method in this study is descriptive and verificative. This study tries to describe the condition of each variable and verify the hypothesis proposed. The population in this study were employees of the Amanda Brownies Company in Bandung City totaling 428. The population was divided into factories, outlets and offices. The number of samples was 210 randomly selected. After all the questionnaires that have previously been tested valid and reliable, process and analyze questionnaire data with SPSS 25 tools. Data analysis using multiple linear regression analysis to determine the magnitude of the influence of each independent variable to the dependent variable.

RESULTS AND DISCUSSION

From the 210 questionnaires distributed, the researchers got a general description of respondents in this study. First, 46% of respondents were male and 54% of respondents were women. Secondly in terms of education 1% graduated from junior high school, 23% graduated from high school, 23% graduated from diploma, and 53% graduated from bachelor degrees. Third, 54% of respondents have only worked 1 to 5 years, 35% of respondents have worked 6 to 10 years, 3% of respondents have worked more than 10 years and 3% of respondents have worked less than 1 year.

Table 1. Questionnaire Recapitulation Results

Variable	Percentage	Information
Islamic Work Ethic	76,88	Effective
Employee Engagement	78,48	Strong
Employee Job Satisfaction	80,33	Satisfied

From table. 1 we can see the condition on each variable in this research. The result show the Islamic work ethics, employee engagement and employee job satisfaction employees are quite diverse. The level of implementation of Islamic work ethic is in the effective category. Employee engagement is in the strong category. employee job satisfaction is included in the interpretation of values with a very satisfied category.

The employee job satisfaction level is determined by the effectiveness of the application of Islamic work ethics and the strong employee engagement that occurs. The description of job satisfaction can be seen from several characteristics, namely comfort during work, pleasure and love of work, happiness during work and responsibility.

Table 2. The R Square Result

Variable	R Square	Percentage Effect
Islamic Work Ethic	0,239	23,9%
Employee Engagement	0,291	29,1%

Based on the results of the R Square using SPSS 25 software in the table 2, the results show that Islamic work ethic has a significant influence on employee job satisfaction. The influence of Islamic work ethic (X_1) on employee job satisfaction (Y) is 23.9%. Employee engagement (X_2) has a significant influence on employee job satisfaction with an influence of 29.1%.

Table 3. The Coefficients Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,316	1,152		4,614	,000
Islamic Work Ethic	,062	,026	,201	2,362	,019
Employee Engagement	,294	,064	,392	4,613	,000

a. Dependent Variable: Employee Job Satisfaction

From the simultaneous testing of the two independent variables on the table 3, the result is that the regression equation coefficient is $Y = 5.316 + 0.062X_1 + 0.294X_2$. The test results show a significance value of 0.000, so it is seen from the significant value that is lower than the degree of alpha error that is 0.05. Then ho's decision was rejected and accepted ha. Islamic work ethic and employee engagement have a significant influence on employee job satisfaction both partially and simultaneously.

The results of the research obtained have similarities with several other research results such as Balkis et al., (2017), Marri et al., (2012) and Mohamed et al.(2010). In which in their research the islamic work ethic has a positive and significant effect. Also, the results of the research obtained have similarities with several other research results such as Jain (2018); Jaiswal et al., (2017). These results indicate that indeed Islamic work ethics can be used to improve employee job satisfaction. With the increase of Islamic work ethics, employee job satisfaction will increase as well. These results also show that employee engagement can be used to improve employee job satisfaction. With increasing employee engagement, employee job satisfaction will increase as well.

From the results of testing the hypothesis, it is proven that Islamic work ethic and employee engagement can control employee job satisfaction variables. This has an impact on HR managers who can implement Islamic work ethics by integrating it into the Standard Operational Procedure (SOP). With this, managers can increase employee job satisfaction which in turn will have an impact on work performance and productivity.

The next thing is managers cannot close their eyes to the level of employee engagement. Managers need to take steps to increase employee engagement such as optimizing work facilities and a conducive work environment that will increase employee engagement. So that if done simultaneously the effects on employee job satisfaction will be significant.

The results of the study show that the influence of the two independent variables is not great. This may be influenced by the knowledge of HRD and employees regarding Islamic work ethics itself. Because basically an action without knowledge results will not be effective, whereas if before doing an act of the HRD and all employees know about the concept of Islamic work ethic then the application will certainly be more effective which will later affect employee job satisfaction.

CONCLUSION

From the results of the study it was found that Islamic work ethics are at an effective level, employee engagement is at a strong level and employees are satisfied with their work. From the conditions of the two variables, the effect on employee job satisfaction can be seen. Separately, Islamic work ethics and employee engagement have an effect on employee job satisfaction with each influence percentage 23.9% and 21.9%. Simultaneously, it is evidently proven that the two independent variables influence employee job satisfaction with a percentage effect of 31%.

There are limitations in this study. First, the research conducted does not use the cluster sampling method so that employees are not categorized. This has an effect on the results of low influence because generally factory employees do not know what Islamic work ethic or employee engagement is so that they do not care too much about the conditions of Islamic work ethics and employee engagement. Second, this research only describes and verifies the influence of Islamic work ethics and employee engagement on employee job satisfaction. There needs to be further research on how to improve Islamic work ethics and employee engagement to improve employee job satisfaction.

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