

Islamic Work Ethics and Religious Based Recruitment as a Strategy to Reduce Turnover Intention

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Abstract

This study aims to examine the model of decreasing turnover intention by proposing ta'awun behavior as the main capital, where the ta'awun behavior of employees will be formed if individuals have Islamic work ethics, are led by religious leaders and are recruited using a religious approach. This research is an Explanatory Research. The population in this study are employees of the three companies that are members of a group of companies engaged in the cardboard box industry. The total population of all group employees is 300 people. Large sample or sample size 100-200. In this study, the number of samples was 135 respondents, and the data was collected using a questionnaire method. Data analysis used correlation test and structural equation modeling using PLS (partial least square) type 3.3 software to analyze the data. The results of the study show that there is a significant influence of Ta'awun behavior on Turnover Intention, there is a significant influence of recruitment based religious on ta'awun behavior, there is a significant influence of Islamic Works Ethics on ta'awun behavior, and there is a significant influence of Spiritual leadership towards Ta'awun Behavior.

Keywords

religious based recruitment (RBR); Islamic work ethics; spiritual leadership; ta'awun behavior; turnover intention



I. Introduction

Turnover or movement of human resources is a serious problem in an organization or company that still relies on a lot of human labor, such as a labor-intensive company. This is because the company's performance is determined by the completeness of human resources as the main capital in its production sector. High turnover of human resources will have an unhealthy effect on organizational culture and low employee morale (Kozłowski et al. 2005). The high turnover of human resources is influenced by the high value of Turnover Intention (Alfatania, 2017). Turnover intention is defined as an intention to resign from an existing job and a tendency to look for work elsewhere than a human resource (Jung et al., 2012). Turnover intention will have an impact on the performance of human resources, both from direct work output or in the behavior of human resources in doing work (Alfatania, 2017). Previous research has shown several causes for the emergence of Turnover Intention, namely dissatisfaction, this is because human resources feel unappreciated, such as being unmotivated or may not have a career path (Yousef, 2001). In addition, the conditions of the work environment can also lead to the emergence of Turnover Intention (Mobley, 1986). In research (Siregar, 2011) compensation has been shown to have a positive and significant effect on job satisfaction. This compensation is included in the category of financial satisfaction. In addition to compensation, job satisfaction can also be increased by paying attention to the workload of human resources. Job satisfaction is influenced by daily workload (Mustapha, 2013). The setting of high

targets accompanied by insufficient compensation and the emergence of conflicts between human resources and between departments, causes a decrease in the level of job satisfaction, so that human resources have the desire to move to find new jobs.

Research by Sudarti, Fachrunnisa and Ratnawati (2021) found a model to reduce turnover intention with an Islamic values approach. One of the Islamic behaviors that have been proven to reduce Turnover Intention in this study is Ta'awun. Ta'awun is the behavior of helping each other in goodness. The concept of Ta'awun is similar to the western concept of Organizational Citizen Behavior or OCB, the difference is in OCB helping based on a sense of humanity, togetherness and OCB mostly seeking personal satisfaction being able to help others so that sometimes it will cause disappointment when there is conflict or there is no reciprocity in it. Whereas in ta'awun, mutual assistance is based on and based on worship and spiritual values so that there is a sincere value in it because it is based on helping or helping because of Allah. Someone who has high religiosity tends to go beyond his responsibilities and has a strong commitment to organizational goals (Kamil et al. 2015). This Ta'awun attitude needs to be translated into ta'awun behavior or Ta'awun behavior. Ta'awun behavior in Islam is defined as helping behavior, the existence of togetherness, a sense of belonging and a sense of need for each other (Muafi, 2021). The impact can improve performance and harmonization between one another (Balad, 2019; Rosyidi, 2015). A conducive work atmosphere due to ta'awun among members of the organization will make employees to remain in the organization or company (Sudarti, et al 2021). So it is hoped that Ta'awun Behavior will be able to help reduce Turnover Intention.

Ta'awun behavior is a concept derived from OCB. In previous research, OCB is believed to be formed if individuals have strong personal values, one of which is Islamic Work Ethics. Thus, Islamic Work Ethics becomes a means of forming Ta'awun behavior. Islamic Work Ethics is the embedded Islamic values in the personality of employees. According to Beekun, (1997) Islamic Work Ethics is defined as a set of moral principles that distinguish what is right and what is wrong in the context of Islam. Ahmad and Owoyemi (2012) define Islamic work ethics as a set of values or belief systems that are sourced from the Qur'an and Sunnah regarding work. Bilal khan et al (2010) argue that the concept of work should be understood from an Islamic perspective which says that one must excel and succeed in living according to Islamic ethics – i.e according to the Quran and the sayings of the Prophet (pbuh). Research shows that work ethic is generally associated with organizational commitment (Yousef, 2001; Kidron, 1979; Peterson, 2003), so that Islamic work ethics is also expected to be formed through organizational commitment.

Getting individuals with the Ta'awun behavior that the organization wants, then the recruitment and selection strategy is the easiest approach for the formation of these behaviors. Recruitment is the beginning in designing HR in an organization. One that can be used is the recruitment method based on religious values. This aims to assess the personality of prospective employees from the religious side. The role of the leader is very necessary in terms of determining job candidates. Several research results show that good leadership has a positive impact on the attitudes and behavior of organizational members. Leadership in Islam also functions as a bridge used by leaders to influence the attitudes and behavior of members to achieve organizational goals (Ali, 2007). Therefore, Spiritual Leadership is needed. Spiritual leadership is needed for the basic needs of both leaders and subordinates for spiritual well-being, as well as creating alignment of vision and mission in all individuals in the organization, empowering teams and organizations which in turn can improve employee welfare, organizational commitment, financial performance, and social responsibility. Fry, 2003; Fry & Nisiewicz, 2013; Fry et al., 2010). From this research, it

shows that Spiritual leadership is able to help influence a desired climate in an organization, so it is hoped that this can help shape Ta'awun behavior within the company.

Thus, this study aims to examine the model for reducing turnover intention by proposing ta'awun behavior as the main capital, where the ta'awun behavior of employees will be formed if individuals have Islamic work ethics, are led by religious leaders and are recruited using a religious approach.

II. Review of Literature

2.1 Turnover Intention

Turnover is a deliberate intention to leave the organization, (Tett and Meyer: 1993:262). Turnover intention is the intention of HR to move from their current job and look for work in other organizations outside (Jung et al., 2012). Meanwhile, according to (Lacity, et al 2008) turnover intention is "the extent to which an employee plans to leave the organization". From the above definitions, it can be concluded that turnover intention is "the intention of HR to leave the organization intentionally for various reasons. Some indicators of Turnover intention are: Increased attendance, starting to be lazy to work, Indiscipline or violating rules, increased protests against superiors, Positive behavior that is different from usual, actively looking for new job vacancies. Of the several things to reduce turnover, one of them is ta'awun behavior. Research by Sudarti, Fachrunnisa and Ratnawati (2021) found a model to reduce turnover intention with the approach of Islamic values. One of the Islamic behaviors that have been proven to reduce ToI in this study is ta'awun.

2.2 Ta'awun Behaviour

Ta'awun itself is determined in the Koran showing an attitude of helping each other in goodness, (Sudarti et al, 2021). The attitude of helping each other here is translated with an attitude of helping each other in work which is based on worshipping Allah. For a Muslim, work is worship (Pfeffer and Veiga, 2009). This is stated in the Qur'an in Ad-Dhariyat verse 56: "I did not create the jinn and humans to worship Me." Islam teaches its adherents to work solely for the pleasure of Allah (Sharabi, 2014). In the western concept known as Organizational Citizen Behavior (OCB) where this concept is the behavior of helping others outside their responsibilities. OCB is the act of helping others on their own accord without expecting anything in return. OCB concerns people's willingness to do additional work outside of their job responsibilities to help others that are not related to the formal reward system (Cho and Ryu, 2019). In addition to OCB, the concept of Social exchange theory also shows that mutual support activities between organizations and human resources will result in organizational commitment (Aldhuwaihi, 2013).

Several things regarding OCB and SET above are applied in Islam in line with the Ta'awun concept, so that Ta'awun behavior is needed in the company. It can be concluded that ta'awun behavior develops the concept of western OCB and SET with the concept of helping in Islam, thus giving the meaning that mutual help or mutual assistance occurs and the occurrence of mutual support between human resources and companies in goodness voluntarily just by hoping for the pleasure of Allah alone. Human resources who have Ta'awun behaviour, some of the indicators are that they tend to have a high social spirit, strong togetherness, soft heart, avoid enmity or debate, prioritize brotherhood, do not expect anything in return from anyone in helping others and are sincere in charity (Risaldi, 2008). 2019; Rosyidi, 2009). In research (Sudarti et al, 2021) ta'awun is able to reduce

turnover intention, then whether ta'awun behavior is able to reduce turnover intention in a company.

H1: There is an effect of Ta'awun behavior on reducing turnover intention

2.3 Religious Based Recruitment (RBR)

In an Islamic perspective, recruitment is a process of attracting a group of candidates for a particular job within the company, by describing the candidate as having the right qualities, having piety, good morals, appropriate competence, and being able to work together in a team (S. Khan, 2018). Candidates for human resources must have the qualities of a pious Muslim and have high dedication, loyalty, responsibility, commitment, honesty, punctuality, discipline and can be trusted. Religion is vividly brought out as a major theme and it seems to have a stronger influence on how the people (Eskandari, 2020). Religion has the potential to be used as a tool to achieve political power in a nation, which may lead to inter-religious and inter-religious conflict itself (Nuruddin, 2019). The state is obliged to realize harmony in social and state life, guaranteeing harmony between religions and between adherents of religion, guaranteeing the freedom of everyone to have a religion and social freedom in social life (Fadrusiana, 2019). In Islam, the Koran has provided guidelines that in assessing a person for the selection process include ability, specialization, knowledge, experience, personal ability, potential, character, perseverance and compliance with organizational rules and religious laws (Salleh, 2012). Compliance with religious law is described as: 1. The view of religion, this is intended to assess a person's personality, people who place religion as something very important show that they have obedience 2. Prayer, when someone prays they are orderly, on time and not hollow, then most of his life is organized, consistent, able to self-regulate, his time management also tends to be good. 3. How the congregation prays in the mosque, this is aimed more precisely at prospective male workers. In Islam, congregational prayer in the mosque is an absolute must for men. 4. Read the Koran. This is used to assess other than prayer, where they control stress.

Islam directs to be fair and thorough in the selection process by avoiding all forms of discrimination and nepotism. From a review of several previous studies, RBR means that the recruitment process uses Islamic concepts by taking into account the general aspects of goodness in the competence of prospective employees, supported by adherence to the Islamic religion. And also this selection process cannot be based on other things besides achievement and competence such as close friendship, brotherhood, political feeling or strength. Then can this RBR be a supporter of the creation of ta'awun behavior

H2: There is an influence of Religious Based Recruitment on HR ta'awun behavior

2.4 Islamic Work Ethics

Islamic work ethics is defined as moral principles that are used as a tool to distinguish what is right and what is wrong according to the context of the Islamic religion (Beekun, 1997). In other literature, Islamic work ethic is defined as a set of values or belief systems based on the Qur'an and the Sunnah of the Prophet Muhammad adopted by members of the organization that animates every thought, word and action or behavior. (Wuryanti K and Kuncoro W, 2019). Islamic work ethic values can be seen or linked from several dimensions, namely Itqan, Istiqomah and Tawakal. Itqan can be interpreted as a value that is embedded in someone who is knowledgeable and serious in all efforts (Syed Othman, et al, 1998). This illustrates in Islam before doing any work, employees must have knowledge of the work to be done and have sincerity in working by continuing to learn.

The positive value of the Islamic work ethic formed by the company is expected to be able to influence the formation of Ta'awun behavior.

H3: There is an influence of Islamic work values on the formation of HR ta'awun behavior

2.5 Spiritual Leadership

Leaders in a company play an important role. Leaders become the motor or driving force of an organization or company. Often the leader becomes a role model for members of the organization or company. There are four dimensions of Islamic leadership according to the character of the Prophet Muhammad SAW (Nawawi, in A. Hakim, 2012), namely as follows: Siddiq or honesty, this includes honesty in attitude, honesty in doing work, honesty in financial matters. Both Amanahs have the responsibility to carry out their duties and obligations very well. Third, Fathonah or Intelligent, the leader has the ability to provide solutions to a problem, has extensive knowledge and is able to create concepts about work. The four Tabligh leaders have the ability to convey new things they have, as agents of change, and have the capacity as negotiators. From the above conclusions Spiritual leadership is a leader or manager who has strong Islamic religious values so that he is expected to be able to have an influence on the organization or company. With spiritual leadership, it is hoped that it will increase ownership of ta'awun behavior

H4: There is an influence of Spiritual leadership on the ta'awun behavior of HR

III. Research Method

This research is an Explanatory Research. The population in this study are employees of the three companies that are members of a group of companies engaged in the cardboard box industry. The total population of all group employees is 300 people. Large sample or sample size 100-200. In this study, the number of samples was 135 respondents, and the data collection used a questionnaire method, where this questionnaire is a data collection using a list of questions submitted to respondents. Questionnaires were submitted through HRM to be forwarded to the agreed upon respondents. Data analysis used correlation test and structural equation modeling using PLS (partial least square) software to analyze the data.

IV. Results and Discussion

4.1 Results

Table 1. Respondents Characteristic

Information	Total	Percentage
Jenis Gender		
a. Female	13	10%
b. Male	122	90%
Last Education		
a. Senior High School	117	87%
b. Bachelor	18	13%
UmgAge		
a. 20 – 30 year	80	59%
b. 31 – 40 year	46	34%
c. 41 – 50 year	9	7%

Position in the company		
a. Manager	6	4%
b. Supervisor	19	14%
c. Production operator	110	81%
Years of services		
a. < 5 year, dst	95	70%
b. 5 – 10 year	25	19%
c. > year	15	11%

Hypothesis Test Results

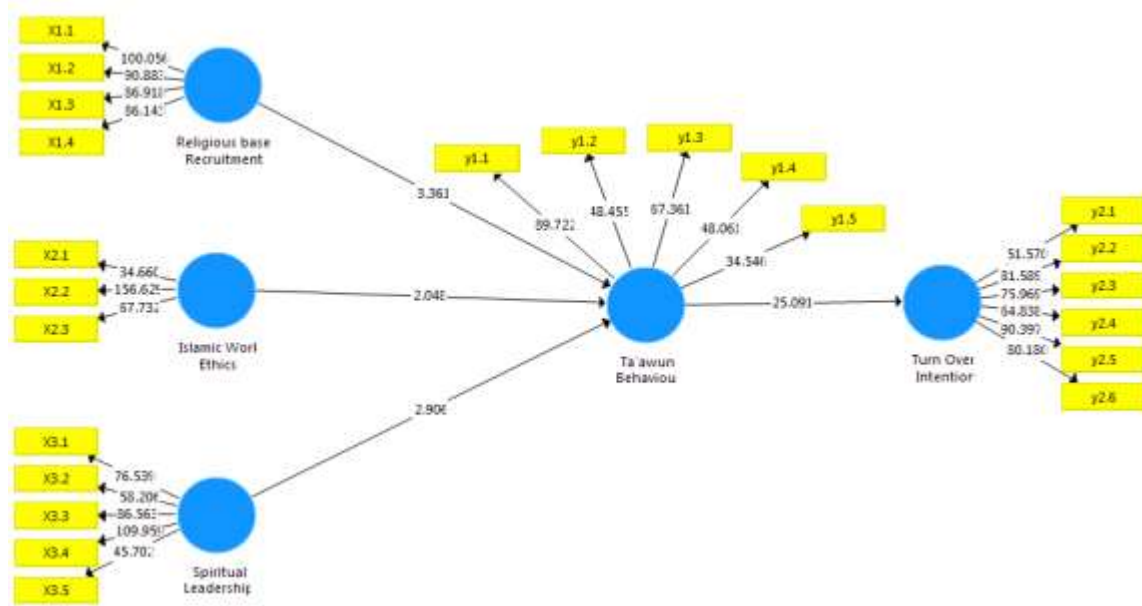


Table 2. Path Coefficient and Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Islamic Work Ethics -> Ta'awun Behaviour	0.218	0.217	0.107	2.048	0.041
Religious based Recruitment -> Ta'awun Behaviour	0.440	0.427	0.131	3.361	0.001
Spiritual Leadership -> Ta'awun Behaviour	0.256	0.271	0.088	2.906	0.004
Ta'awun Behaviour -> Turn Over Intention	-0.822	-0.823	0.033	25.091	0.000

4.2 Discussion

a. Ta'awun Behaviour to Turnover Intention

Ta'awun behavior has an effect on turnover intention. This is because the value of t statistic > 1.96 ($25,091 > 1.96$) or P values < 0.05 ($0.000 < 0.05$), so H_0 is rejected and H_a is accepted. A negative coefficient value of -0.822 means that the effect is negative, namely if Ta'awun behavior increases, turnover intention decreases. Ta'awun Behavior is the behavior of human resources in helping each other that is formed in organizations to be able to help each other lighten the burden or find solutions together only by hoping for the pleasure of Allah alone. This will help create a sense of comfort in the organization so as to make HR in the organization choose to remain in the organization. This finding is in line with research by Peltokorpi (2013) which states that the more colleagues he works with, the better the relationship between them, and the longer he is part of the community, the closer he is to the organization. This is supported by previous research, namely Chen et al., (1998) which states that someone who feels he has an organization and educates himself in the organization will reduce his intention to resign from the organization. This is interpreted by helping fellow co-workers is a form of feeling comfortable with the organization and the feeling that someone has become part of the organization.

b. Religious Based Recruitment to Ta'awun Behaviour

Religious Based Recruitment has an effect on Ta'awun Behavior. This is because the value of t statistic > 1.96 ($3.361 > 1.96$) or P values < 0.05 ($0.001 < 0.05$), so H_0 is rejected and H_a is accepted. A positive coefficient value of 0.440 means that the effect is positive, that is, if Religious Based Recruitment increases, Ta'awun Behavior also increases. This means that human resource planning has been carried out since the recruitment process. So that the vision and mission to be carried out by the organization can be directed more easily, in this case when the process of forming Ta'awun behavior becomes the goal of the organization, it is necessary for HR candidates who do have high religious values. This is supported by the study of Zahra and Sara (2019), which states that the HRM process in Islam leads to the improvement of human resources, organizations and society as a whole where the recruitment and selection process must be carried out based on the Qur'an and Sunnah.

c. Islamic Work Ethics to Ta'awun Behaviour

Islamic Work Ethics has an effect on Ta'awun Behavior. This is because the value of t statistic > 1.96 ($2.048 > 1.96$) or P values < 0.05 ($0.041 < 0.05$), so H_0 is rejected and H_a is accepted. A positive coefficient value of 0.218 means that the effect is positive, that is, if Religious Based Recruitment increases, Ta'awun Behavior also increases. This shows that the existence of an Islamic work ethic is able to form a culture of ta'awun in the organization. The atmosphere and ethics of Islamic culture created in the organization are able to move human resources to behave Islamically in their daily lives, including fostering the behavior of helping to help only because of Allah SWT, namely Ta'awun behavior which is one of the organizational commitments. This finding is in line with Sarminah's (2003) study on public utility companies which found that Islamic Work Ethics was significantly associated with organizational commitment

d. Spiritual Leadership to Ta'awun Behaviour

Spiritual Leadership has an effect on Ta'awun Behavior. This is because the value of t statistic > 1.96 ($2.906 > 1.96$) or P values < 0.05 ($0.004 < 0.05$), so H_0 is rejected and H_a is accepted. A positive coefficient value of 0.256 means that the effect is positive, namely

if Spiritual Leadership increases then Ta'awun Behavior also increases. Spiritual leadership, which is the attitude of an Islamic leader, is able to help shape ta'awun behavior in organizations. A leader is a mover or motor in an organization, of course, will be a role model. So when a leader with a strong Islamic character will have an influence on HR in the company to behave and have an Islamic work culture, including ta'awun behavior. This finding is in line with Ali's (2011) research which states "Followers must obey their leader as long as there is no disobedience to Allah and the Prophet Muhammad". On the other hand, the requirement to be an Islamic leader is to lead by implementing Islamic law. Supported by previous studies that "Islamic leadership cannot be understood separately from Islam".

V. Conclusion

Reducing turnover intention in an organization by approaching Islamic HR practices, namely Ta'awun Behaviour. Ta'awun Behavior is expected to help create a comfortable working atmosphere, reduce workload, and bond with each other between HR and organizational management, namely by helping each other without expecting anything in return only with the intention of worshipping Allah. There are several conclusions in an effort to provide a solution to the high turnover intention, namely the recruitment and selection process by focusing on the concept of recruitment based on the Islamic religion which is based on the Al-Quran and Hadith, forming Islamic Works Ethics in the organization, namely by increasing Istiqomah behavior which is the implementation of being consistent in all activities effort and passion in all excellence. After that, the attitude of Tawakal to Allah is needed, which is the implementation of surrendering to Allah after making all efforts, and Spiritual Leadership is needed in the organization, which will be a role model for other members of the organization. This will certainly make it easier to direct HR in the organization to form Ta'awun Behavior which supports the decrease in Turnover Intention.

Managerial Implications

1. Reducing turnover intention is to use an Islamic approach, namely Ta'awun Behavior. This is supported by recruitment based on religious as the first step then by implementing Islamic Work ethics in the organization and finally Spiritual leadership is needed to be able to become role models and direct the formation of Ta'awun Behavior.
2. In recruitment, the basic thing to consider is how HR candidates perform the five daily prayers, because this is the main benchmark in the assessment of HR candidates.
3. In Spiritual leadership, decision making by consensus has the lowest value compared to other indicators, according to open questions in the questionnaire this is because there are already many rules or SOPs so that decisions use the existing SOP. It can be possible in the future to hold more meetings between members of the organization, to discuss things that are possible to be addressed or improved from the existing SOP.

Limitations and Future Research

Homogeneous respondents are only in one group of companies, so they are less able to see the other side of respondents outside this company with different cultures, in data collection there are no direct interviews so that they are less able to deepen answers from respondents directly, and in open statements in the questionnaire. There are still many that

are not filled so that this is a bit of a barrier to being able to deepen. When the indicator is low, we want to deepen where the problem is. Future research agenda Research needs to be carried out in organizations that are more varied and so that they are able to enrich data and research with other variables as forming Ta'awun Behavior so that it will be easier to apply in many organizations.

1. Sampling of data was taken based on weekly accumulated data.
2. Overall it ignores the fundamental situation of all members who join the main indexes on the Indonesian and Malaysian stock exchanges as well as the domestic and foreign political situation.
3. There are no variables that measure the level of strictness policies during the pandemic

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