

## How does Islamic Work Culture and Leadership, as well as Organizational Citizenship Behavior Improve Teacher Performance in Vocational High Schools (SMK)?

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### Abstract

Vocational High School is a high school that prepares its graduates to be ready to enter the world of work. Currently the government is trying to improve the quality of graduates from this vocational school. This study has 3 (three) objectives, namely the first to determine the effect of Islamic work culture on teacher performance, the second objective to determine the effect of leadership on teacher performance and the third objective to determine the effect of OCB on teacher performance at SMK Muhammadiyah Banyuwangi. The population is all teachers who teach at SMK Muhammadiyah Banyuwangi, totaling 345 teachers. By using the Slovin formula, it is known that the number of samples is 185 teachers who are the respondents. Statistical analysis of the description is used to determine the description of the respondents and the research variables used. The data analysis used is the Structural Equation Model (SEM) using WarpPLS 7.0. The calculation results show that Islamic work culture variable (X1) has a positive and significant effect on teacher performance (Y), leadership variable (X2) has a positive and significant effect on teacher performance (Y) and organizational citizenship behavior (X3) has an effect on teacher performance at Muhammadiyah Vocational Schools Banyuwangi.

### Keywords

Islamic work culture; leadership; organizational citizenship behavior; teacher performance; SMK



## I. Introduction

For a country and nation, education is something that is very important and cannot be separated from one's life both in the family and society (Qomariah, Warsi, & Sanosra, 2020). This is because the progress of a nation and a country is determined by the level of education of the citizens of that nation. Indonesia as a developing country in national development requires reliable quality Human Resources (HR). According to the Ministry of National Education, one of the efforts to create reliable quality human resources is through education. School as a form of formal education has a very important role in realizing national education goals through the teaching and learning process. Currently the country of Indonesia ranks 68th out of the countries in the world in the field of education (<https://www.google.com/search?q=tingkat+pendidikan+indonesia+urutan+berapa&oq=tingkat+pendidikan+indonesia+urutan+berapa&aqs=chrome..69i57j33i160l3j33i22i29i30l2.12246j0j7&sourceid=chrome&ie=UTF-8>, 2023). Based on these data, it means that the Unitary State of the Republic of Indonesia has not yet been included in the top 20 countries in the world in the field of education. This is one of the problems in the field of education experienced by Indonesia.

One of the problems that are often faced in the world of education is the problem of the quality of education. The government must immediately address this by increasing

teacher performance. This is due to the global situation which is marked by a competitive climate among nations in the world which is getting sharper in fighting over limited quality resources. Teachers are one of the important elements that need attention in implementing the national education system, therefore there is a need for quality development to improve teacher quality. The teacher plays a very important role in the success of the learning process. Teachers who have good competence will certainly greatly support the success of the process (Kependidikan., 2018).

In an effort to improve teacher performance, the quality of teachers in teaching is very important. This is because the teacher has three main tasks, namely; professional tasks, which include the tasks of educating (to develop students' personalities), teaching (to develop students' thinking skills), and training (to develop students' skills), human tasks, are human duties. In this case the teacher functions as the second parent of the student under his care; social duty, is his duty as a member of society and a citizen. In this case the teacher's duty is to guide students to become good citizens and print future generations (Wagiran, 2013). Thus the success of students in school is determined by the quality of the teachers who teach. Therefore it is very important to improve the quality of teachers by paying attention to the performance of teachers who teach in a school, both public school teachers and private school teachers. Performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally not violating the law and in accordance with morals and ethics (Prawiro, 2013). Meanwhile (Bernardin, H. J dan Russell, 2013), explains that performance is a record of results resulting from certain employee functions or activities carried out during a certain period. Teacher performance in a school can be influenced by several factors such as the Islamic work culture that exists in the school, leadership model, and also the OCB owned by a teacher.

According to (Mangkunegara, 2017), work culture is a philosophy based on a view of life as values that become traits, habits and driving forces, entrenched in the life of a community or organization, then reflected from attitudes to behavior, beliefs, ideals, opinions and actions that manifest as work or work. Culture can be interpreted as a mutually beneficial exchange relationship between employees and the company. In this relationship, employees usually feel reduced levels of anxiety, stress, and uncertainty about their roles, while companies receive reduced variability and increased behavior consistency. Islamic work culture is expected to motivate everyone to be able to manage an organization well. Every employee or employee will try to work as well as possible because they realize that all their actions are supervised by a great power, which is supervised by Allah. Allah gives every creation in the form of creativity, reason, original thinking, special talent, ability to use certain tools and so on so that employees can work well. Work is essentially a manifestation of good deeds. Research (Jamaludin & Subiyanto, 2022), (Desky, 2014), (Layaman & Jumalia, 2018), (Yuliani & Saputra, 2020) states that the Islamic work ethic can improve performance.

Leadership can also improve the performance of a teacher in an educational organization. According to (Samsudin, 2006), leadership is a process of directing, influencing and controlling work-related activities as well as influencing employee motivation to achieve specific organizational goals. Good leadership in an organization will encourage employees to work even better (Mu'ah, 2002). This is because there is an example from his leadership. Study (Bakker, Kjellefold, & Espevik, 2022), (Listiani, Ribhan, & Mardiana, 2020), (Hadiana & Maya Sari, 2019), (Udin, Dananjoyo, & Isalman, 2022), (Ayuningtyas & Utami, 2019), (Mohammad, Menhat, Zaideen, Saadon, &

Hussein, 2022), (Lapatta & Temaluru, 2023), (Chandra, G, & Qomariah, 2020) which states that leadership can encourage an employee to improve his performance. Other research that also discusses the problem of the relationship between leadership and performance is carried out by: (Priyono, Qomariah, & Winahyu, 2018), (Qomariah, Friyanti, Budi Satoto, Masram, & Mu'ah, 2020), (Qomariah, Nyoman, & Martini, 2022), (Qomariah, Nursaid, Mardana, & Winahyu, 2021), (Y. Setiawan & Qomariah, 2022), (Nursaid, Estiningsih, Martini, & Qomariah, 2022), (A. Setiawan, Satoto, & Qomariah, 2022), (Alamanda, Setiawan, & Irawanto, 2022), (M. A. Kurniawan, Qomariah, & Cahyono, 2021), (Wiguna, Martini, Qomariah, Satoto, & Thamrin, 2022), (Qomariah, 2012), (Qomariah, Hermawan, Isnaini, & Azhad, 2020), (Atikah & Qomariah, 2020), (Qomariah, Rochmadoni, Rush, & Navalina, 2023), (Qomariah, Warsi, et al., 2020), (Senjaya & Anindita, 2020), (Fonseca & Costa, 2020), (Timori Kansaki, Ngajudin Nugroho, Hutabarat, Ciamas, & Arwin, 2021), (Iman & Lestari, 2019), (Siagian, 2018), also results that good leadership can make employee performance increase.

The next factor that can also increase performance is organizational citizenship behavior (OCB). According to (Organ, Podsakoff, & MacKanzie S, 2006) organizational citizenship behavior (OCB) is functional behavior, extra-role behavior, and proportional employee behavior that is directed at the goals contained in the organization (ie individuals, groups, functional departments, etc.) . If an employee has good OCB it is said that the employee has worked beyond what was assigned to him. OCB can maximize the efficiency and productivity of employees and organizations which ultimately contribute to the effective functioning of an organization. Research on the relationship between organizational citizenship behavior (OCB) and employee performance has been carried out by, among others: (Chandra et al., 2020), (R. A. Kurniawan, Qomariah, & Winahyu, 2019), (Singh, Kumar, & Ahlawat, 2019), (Jufrizen, Farisi, Azhar, & Daulay, 2020), (Suzanna, 2017), (Lukito, 2020), (Idzna, Raharjo, & Afrianty, 2021) the result is that OCB has an impact on employee performance. Other studies that show that OCB can improve performance are carried out by:(Wiguna et al., 2022), (Rusmayanti, Martini, & Qomariah, 2022), (Chandra et al., 2020), (Setyowati, Az, & Tobing, 2021).

Based on the problems currently being faced by the world of education and also on the basis of the results of research related to the theme of Islamic work culture, leadership and OCB when linked to teacher performance, this study has the objectives of: to find out and analyze the influence of Islamic work culture, leadership and OCB on teacher performance at SMK Muhammadiyah Banyuwangi.

## **II. Review of Literature**

### **2.1 Islamic Work Culture**

Islamic work culture must be motivated, dynamism and foster dynamic traits to lead. Workers will realize the potential and strength that God has given them, such as creativity, reason, original thinking, individual talent, ability to use certain tools and so on. That is what is called a culture of work in an Islamic perspective. Work is essentially a manifestation of good deeds. As a charity, the intention to carry it out will determine the judgement. In a hadith, the Prophet Muhammad said, "Indeed, the value of charity is determined by its intention.

## 2.2 Leadership

The leadership of the principal referred to in this study is the supervision (leadership) of the principal. According to (Mulyasa, 2011) etymological supervision comes from the word "super" and "vision" which means to see and review from above or assess from above what is done by superiors on the activities, creativity and performance of subordinates. There are several terms that are almost the same as supervision, even in practice these terms are often used interchangeably. These terms include supervision, inspection and inspection. Supervision implies an activity to make observations so that work is carried out in accordance with the provisions. The inspection is intended to see how the activities carried out have achieved the objectives. Inspection is intended to find out deficiencies or errors that need to be corrected in a job.

## 2.3 Organizational Citizenship Behavior (OCB)

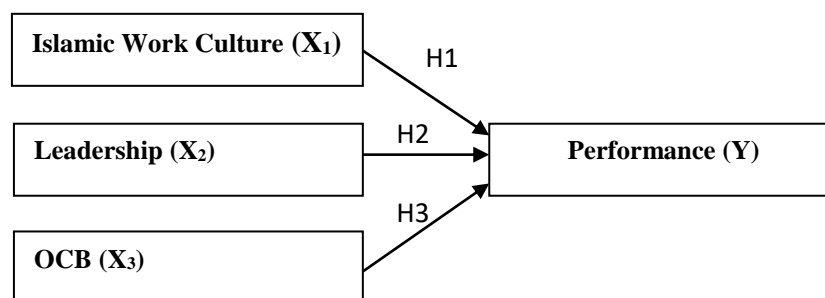
OCB can be defined as voluntary behavior/extra-role behavior that is not included in job descriptions, spontaneous behavior/without someone's advice or orders, behavior that is helpful in nature, and behavior that is not easily visible and can be assessed through job evaluation (Utaminingsih, 2014). For example, such as helping co-workers to complete their work assignments more quickly voluntarily when the work is done first.

## 2.4 Performance

According to ((S. Schuler & Jackson, 2016 ), performance is something that is done or not done. Performance is something that affects how much they contribute to the organization, including: quantity of output, quality of output, timeliness, attendance at work, cooperative attitude. There are three main factors that influence performance, namely individual (ability to work), work effort (desire to work) and organizational support (opportunity to work). Human resources in an organization are those who design, produce and deliver services. Performance appraisal is an organization's process of evaluating or assessing the performance of subordinates (Handoko, 2015).

Based on the Regulation of the Minister of National Education of the Republic of Indonesia No. 41 of 2007, the dimensions of teacher performance can be determined including activities 1) planning learning (developing syllabus and lesson plans, compiling learning programs and mastering lesson materials), 2) (creating a conducive classroom atmosphere, fostering student cooperation and discipline, class, using various learning methods and using media and learning resources, and 3) evaluating learning outcomes (determining the assessment approach, developing assessment tools, managing assessments and using assessment results).

Based on the theoretical study of Islamic work culture, leadership and OCB and teacher performance, the framework in this study can be presented in Figure 1.



*Figure 1. Theoretical Thinking Framework*

While the research hypotheses that can be presented in this study are:  
H1: Islamic Work Culture can improve teacher performance.  
H2: Leadership can improve teacher performance.  
H3 : OCB can improve teacher performance.

### III. Research Method

The design in this research is descriptive quantitative. This design is a survey method, namely critical observation and investigation to obtain precise information on a particular problem and object in a particular community group area or location. The variables in this study consisted of independent variables, namely Islamic work culture (X1) and leadership (X2) and organizational citizenship behavior (OCB). While the dependent variable is teacher performance (Y). The population in this study were all permanent teachers at 9 (nine) Muhammadiyah Vocational Schools in Banyuwangi, totaling 345 people. With the SLoVin formula, 185 Muhammadiyah Vocational School teachers in Banyuwangi obtained respondents. Test the validity and reliability test to test the research questionnaire. Descriptive analysis to describe the condition of the respondents. Analysis of hypothesis testing to determine the effect of the independent variable on the dependent variable.

### IV. Result and Discussion

#### 4.1 Results of Respondents' Descriptive Analysis

Based on the results of statistical analysis, it can be seen that of the 184 respondents who were sampled, there were 98 men (54%) and 86 women (46%). The results of the analysis of descriptive statistics on the basis of education showed that there were 2 respondents with Diploma education (1%), 161 respondents with Bachelor education (88%), 21 people with Masters education (11%). Respondents on the basis of age can be described as follows: respondents with an age range of 20-30 years are 105 people (57%), respondents with an age range between 31-40 years are 55 people (30%), respondents with ages between 41-50 years as many as 16 respondents (9%) and respondents with age over > 50 as many as 8 people (4%). Based on the length of time being a teacher, the following data were obtained: 79 (43%) 1-5 years, 66 (36%) teaching between 6-10 years, 20 respondents teaching between 11-15 (15 %), and 18 people (10%) taught more than >15.

#### 4.2 Calculation Results of Validity Test Analysis

**Table 1.** Research Validity Test Results

Variable	AVE	Cut Off Value	Information
Islamic Work Culture (X1)	0,591	0,5	Valid
Leadership (X2)	0,786	0,5	Valid
Organizational Citizenship Behaviour (X3)	0,698	0,5	Valid
Performance (Y)	0,614	0,5	Valid

Based on the data presented in Table 1. it can be seen that the value of  $r_{xy} > 0.5$ , so that all question items on Islamic work culture variables, leadership, organizational citizenship behavior, and teacher performance are valid.

### 4.3 Reliability Analysis Test Results

**Table 2.** Reliability Test Results

Variable	Cronbach Alpha	Cut Off Value	Information
Islamic Work Culture (X1)	0,954	0,7	Reliable
Leadership (X2)	0,975	0,7	Reliable
Organizational Citizenship Behaviour (X3)	0,949	0,7	Reliable
Performance (Y)	0,975	0,7	Reliable

Based on the calculations presented in Table 2., it is known that the Cronbach's Alpha coefficient for all research variables above is 0.7, so that all question items on Islamic work culture variables, leadership, organizational citizenship behavior, and teacher performance are reliable.

### 4.4 Research Hypothesis Test Results

**Table 3.** Research Hypothesis Test Results

Relations Between Variables	Coefficient Regression	t-count	p-value	t-table
Islamic Work Culture (X <sub>1</sub> ) → Performance (Y)	0,637	13,136	0,000	1,960
Leadership (X <sub>2</sub> ) Performance (Y)	0,242	4,267	0,000	1,960
Organizational Citizenship Behaviour (X <sub>3</sub> ) → Performance (Y)	0,674	16,322	0,000	1,960

### 4.5 Discussion

#### a. The Influence of Islamic Work Culture on Teacher Performance

The results of the analysis show that Islamic work culture variables have a positive and significant influence on teacher performance. This can be interpreted, if the Islamic work culture increases, the teacher's performance will experience a significant increase. The results of the study (Yuliani & Saputra, 2020) state that Islamic work culture has a significant effect on performance. The better the Islamic work culture will be able to improve employee performance. The positive and significant influence of Islamic work culture on teacher performance is because it is known that most respondents rate Islamic work culture very high (Mean 4.32). Culture as a mutually beneficial exchange relationship between employees and companies where in this relationship employees feel reduced levels of anxiety, stress, and uncertainty about their roles, while the company receives reduced variability and increased behavior consistency. Work culture is rooted in the mental attitude, loyalty and contribution of employees to the institution. The habit of doing good work sincerely and only hoping for good deeds is what is called an Islamic work culture. This means that an Islamic work culture is like someone who does work according to Islamic law, for example honest, sincere and trustworthy. All actions or habits that are instilled by agencies always lead to laws or recommendations in Islamic religious rules.

#### b. The Influence of Leadership on Teacher Performance

The results of the analysis show that the leadership variable has a positive and significant influence on teacher performance. This can be interpreted, if leadership increases, the teacher's performance will experience a significant increase. The results of research penelitian (Hasibuan, 2019), (Purba, Sidabariba, Manalu, & Simatupang, 2023),

(Lapatta & Temaluru, 2023) state that leadership has a positive and significant effect on performance. The positive and significant influence of leadership on teacher performance is because it is known that most respondents rate leadership as high (mean value 3.88). Efforts to achieve high teacher performance require good leadership skills. This is considering the position and strategic role of the teacher, efforts to improve the quality of education are directly or indirectly influenced by commitment in leadership or supervision of the principal as a strong desire to remain as a member of the organization, the desire to work hard according to the wishes of the organization, and the belief and acceptance organizational values and goals. Commitment in the principal's leadership is a tendency in a person to feel actively involved with a sense of responsibility.

### **c. The Influence of Organizational Citizenship Behavior on Teacher Performance**

The results of the analysis show that organizational citizenship behavior (OCB) has a positive and significant influence on teacher performance. This can be interpreted, if organizational citizenship behavior (OCB) increases, then teacher performance will experience a significant increase. The results of the study (Jufrizen et al., 2020), (Chandra et al., 2020), state that Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance. The positive and significant influence of organizational citizenship behavior (OCB) on teacher performance is because it is known that most respondents rate organizational citizenship behavior (OCB) with a high score (mean value of 4.11), so that it can improve teacher performance. OCB is functional behavior, extra-role behavior, and proportional behavior of employees that is directed at the goals contained in the organization (ie individuals, groups, functional departments, etc.). OCB is generally conceived as containing a large number of proportional employee behaviors that contribute ideas or thoughts to improve or support organizational effectiveness and interests that go beyond what has been recognized by the organization's formal incentive system.

## **V. Conclusion**

Based on the calculation of the results of the research, the conclusions from the analysis of the results of the study regarding the influence of Islamic work culture and leadership, as well as OCB on teacher performance at Muhammadiyah Banyuwangi Vocational School teachers are as follows: 1) The results showed that Islamic work culture has a positive and significant effect on the performance of permanent vocational school teachers Muhammadiyah in Banyuwangi. This can be interpreted, if the Islamic work culture increases, then the performance of Muhammadiyah Vocational School teachers in Banyuwangi will experience a significant increase; 2) The results of the study show that leadership has a positive and significant effect on the performance of Muhammadiyah Vocational School teachers in Banyuwangi. This can be interpreted, if leadership increases, then the performance of SMK Muhammadiyah teachers in Banyuwangi will experience a significant increase; 3) The results of the study show that organizational citizenship behavior has a positive and significant effect on the performance of Muhammadiyah Vocational School teachers in Banyuwangi. This can be interpreted, if organizational citizenship behavior increases, then the performance of SMK Muhammadiyah teachers in Banyuwangi will experience a significant increase.

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