

Has Job Satisfaction been Affected by Islamic Leadership, Remuneration, or Organizational Citizenship Behavior?

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INDEXING

Keywords:

Job satisfaction;
remuneration;
leadership;
Organizational
Citizenship
Behaviour

ABSTRACT

Numerous hospital managers are unsatisfied with their positions, limiting their capacity to enhance the quality of hospital services. Even though personnel demand better remuneration to enhance their performance, this may harm hospital impressions. By fostering a culture of Organizational Citizenship Behavior (OCB) and enhancing employee job satisfaction, Islamic leadership styles may assist in achieving a balance between employee compensation expectations and organizational resources. This study aims to determine the impact of Islamic leadership and compensation on organizational citizenship behavior and job satisfaction at a private hospital. The research employed a quantitative cross-sectional methodology, collecting primary data with Google Forms and analyzing it with Smart PLS. Respondents who are permanent staff at private hospitals in Klaten were handed questionnaires. This study intended a total sample size of 98 employees, and only 90 responses meeting the inclusion criteria were gathered. This survey was conducted in July 2021, with questionnaires customized to the conditions of the research site based on previous research. As a result of the inclusion criteria and data-gathering procedures, ninety replies were gathered. OCB is influenced by remuneration and Islamic leadership because Islamic leadership can operate as a counterweight to workers' desire for high remuneration due to the emergence of OCB behavior in the hospital setting. Generally, well-compensated employees are more content with their jobs. Consequently, OCB behavior has a minor impact on job satisfaction. Conclusion The relationship between Islamic leadership and remuneration and organizational citizenship behavior and job satisfaction is significant.

Kata kunci:

Kepuasan kerja;
upah; pimpinan;
Perilaku
Kewarganegaraan
Organisasi

Banyak manajer rumah sakit tidak puas dengan posisi mereka, membatasi kapasitas mereka untuk meningkatkan kualitas layanan rumah sakit. Meskipun personel menuntut remunerasi yang lebih baik untuk meningkatkan kinerja mereka, ini dapat membahayakan kesan rumah sakit. Dengan menumbuhkan budaya Organizational Citizenship Behavior (OCB) dan meningkatkan kepuasan kerja karyawan, gaya kepemimpinan Islami dapat membantu dalam mencapai keseimbangan antara harapan kompensasi karyawan dan sumber daya organisasi. Penelitian ini bertujuan untuk mengetahui dampak kepemimpinan Islam dan kompensasi terhadap perilaku kewarganegaraan organisasi dan kepuasan kerja di rumah sakit swasta. Penelitian ini menggunakan metodologi cross-sectional kuantitatif, mengumpulkan data primer dengan Google Formulir dan menganalisisnya dengan Smart PLS. Responden yang merupakan staf tetap di rumah sakit swasta di Klaten diberikan kuesioner. Penelitian ini dimaksudkan untuk ukuran sampel total 98 karyawan, dan hanya 90 tanggapan yang memenuhi kriteria inklusi yang dikumpulkan. Survei ini dilakukan pada Juli 2021, dengan kuesioner yang disesuaikan dengan kondisi lokasi penelitian berdasarkan penelitian sebelumnya. Sebagai hasil dari kriteria inklusi dan prosedur pengumpulan data, sembilan puluh balasan dikumpulkan. OCB dipengaruhi oleh remunerasi dan kepemimpinan Islam karena kepemimpinan Islam dapat beroperasi sebagai penyeimbang keinginan pekerja akan remunerasi yang tinggi karena munculnya perilaku OCB di lingkungan rumah sakit. Umumnya, karyawan yang diberi kompensasi yang baik lebih puas dengan pekerjaan mereka. Akibatnya, perilaku OCB berdampak kecil pada kepuasan kerja. Kesimpulan adalah Hubungan antara kepemimpinan Islam dan remunerasi dan perilaku kewarganegaraan organisasi dan kepuasan kerja sangat signifikan.

INTRODUCTION

Managing a hospital is pretty challenging at the moment, especially in terms of human resources. Hospital administrators are frequently confronted with suboptimal personnel performance to provide excellent service. The well-being of non-guaranteed employees may impact this. Providing superior service is one approach to differentiate oneself from rivals in an area. Excellent human resources can enable the establishment of optimal service. For example, the bed occupancy ratio must be more than 60% in hospitals to indicate success. Sound management, particularly among employees, is required to accomplish these goals.

Along with offering suitable compensation, leadership patterns can help increase employee performance. If pole leadership can transform the mindset of workers who anticipate simply a considered opinion, staff will develop a strong feeling of commitment to the institution (Arifin; 2013a; Egel and Fry 2017a). Additional study is needed to determine the effects of salary and leadership practices on work satisfaction. Several prior researches showed that employee happiness with their jobs affected their performance (Furnham, Eracleous, and Chamorro-Premuzic 2009a; Passer 2014).

Researchers hope to conduct a study on the factors that impact employee happiness at work. One of the cultures that can help individuals discover job satisfaction is organizational citizenship behavior (OCB). (Rahman and Chowdhuri 2018; Wuryanti and Sulisty 2017). Organizational citizenship behavior is one of the primary factors contributing to workers' job happiness (Andrade et al. 2017; Zeinabadi 2010b). A strong leadership style promotes employee coordination. Islamic leadership, is one type of leadership that can have a unifying impact (Egel and Fry 2017b). Islamic leadership instills employees' faith and loyalty in leaders, particularly in hospitals. Islamic leadership practices ensure that employees follow Islamic beliefs. Whether selling products or services and particularly hospitals, a business will be able to compete if its personnel exhibit OCB conduct (Arifin; 2013a; Batool, Gul, and Shahzad 2013). High compensation does not always imply that people are content with their jobs since many workers in underdeveloped nations experience excessive stress despite their positive attitudes (Patterson et al. 2010). Additional study is needed to determine how increased efforts shape employee work satisfaction (Aini, n.d.). (Passer 2014; Prasetio, Siregar, and Luturlean 2015).

These variables inspire researchers to examine if Islamic leadership or high hospital remuneration impacts OCB. The previous study has demonstrated that a high wage can improve the quality and quantity of employee performance. However, when combined with effective leadership, satisfaction will increase. Organizational citizenship conduct is one of the cultures that may aid individuals in finding job satisfaction (OCB).

RESEARCH METHOD

This research employed a quantitative research methodology. This study's data was collected using primary data from questionnaires with google form and distributed directly by research assistants to the permanent employee of private Hospital. The results of the questionnaire test show that the AVE value in each variable was > 0.5, indicating that the variables in the questionnaire were valid. The four factors included in this study were Islamic



leadership, compensation, OCB, and work satisfaction. The AVE values for these variables were 0.682, 0.706, 0.613, and 0.579, respectively.

While the Chronbach alpha and composite values reliability on each variable > 0.7 indicates that the variable on the questionnaire was reliabled so it can be said that this research questionnaire can be used in research instrument.

Tabel 2. *Reliability analysis*

Variabel	Chronbach Alpha	Rho_A	Composite Reliability
Islamic Leadership	0,948	0,949	0,955
Remunerasi	0,918	0,919	0,935
OCB	0,937	0,938	0,946
Job Satisfacation	0,948	0,950	0,954

The design of the research employs cross-sectional surveys. The study was performed in July 2021. This study's sample technique included a total of 98 employees. Permanent Muslim employees comprise the inclusion criteria for this study. After checking the data from respondents who are included in the exclusion criteria, there are 8 employees who are non-permanent employees or are non-Muslim. At the time of sampling, only 90 individuals met the inclusion requirements and were willing to serve as respondents. The data analyzed using Smart PLS software.

Tabel 3. *Research Variable*

Variable	Variabel Type	Indicator	Measuring instrument
Islamic Leadership	Independen	Shiddiq Amanah Fathanah Tabligh	Questionnaire google form
Remunerasi	Independen	Pay for position Pay for people Pay for performance	Questionnaire google form
OCB	Dependen	Altruism Conscientiousness Sportsmanship Courtesy Civic virtue	Questionnaire google form
Job Satisfacation	Dependen	Income Partner Leader culture	Questionnaire google form

Data that has been collected were then classified into intervals used Likert scale, with a maximum value of 5 points and a minimum of 1 point in questions or indicators on the questionnaire.

RESULT AND DISCUSSION

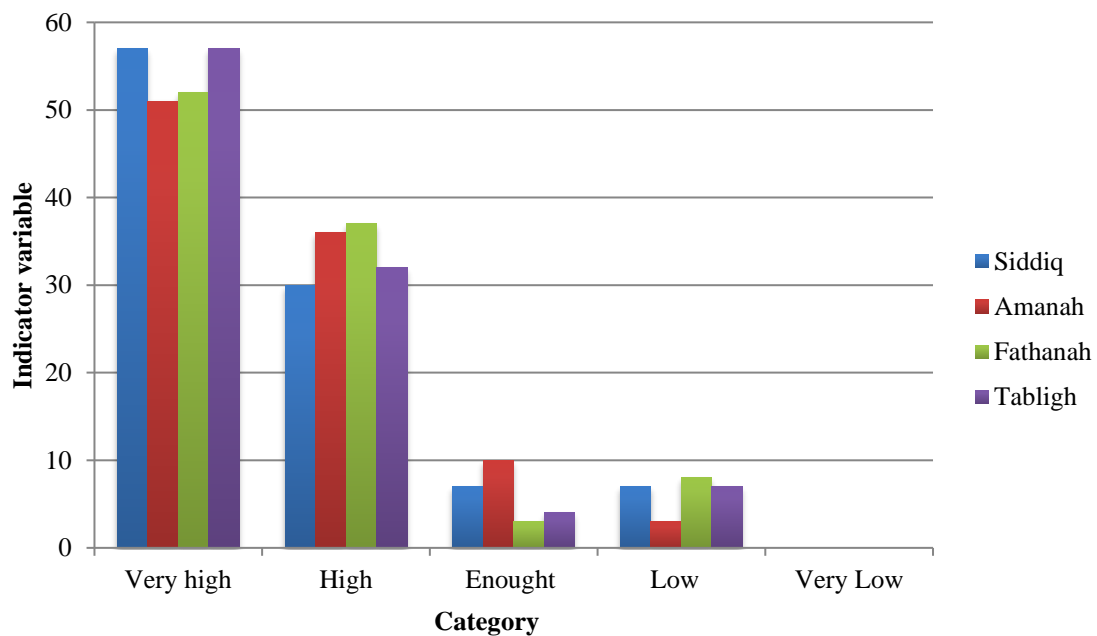
For this study, questionnaires were handed out to employees at Private hospitals. The questionnaire results are collected from the respondents and then analyzed after they have been filled out.



Table 5. *Character Respondents*

Range (year)	Age	n	%	Working period (year)	n	n (%)	Profession	n	n (%)
20-25		20	22	1-3	35	39	Doctor	7	8
26-30		38	42	4-6	37	41	Nurse	43	48
30-35		19	21	7-9	7	8	Midwives	17	19
36-40		5	6	9-11	4	4	Pharmacist	11	12
>40		8	9	>11	7	8	Staf Medical support	12	13

According to our statistics, most employees are between the ages of 26 and 30, a productive age range, and have worked for the company for four to six years. Today, nursing is the most frequent occupation.

Figure 1. *Chart of Islamic leadership*

According to figure 1, employees indicated excellent Islamic leadership potential. Islamic leadership is unusually high in Siddiq, 51 percent in Amanah, 52 percent in Fathanah, and 57 percent in Tabligh.

Table 6. *Table of remuneration (n=90 respondents)*

Category (%)	Indicator variable		
	Pay for position	Pay for performance	Pay for people
Extremely high	61	30	32
High	30	51	47
Enough	7	10	19
Low	3	9	2
Extremely low	0	0	0

According to the table 6, Private Hospital compensated their employees appropriately; the indication variable compensation in Fee for the job was extremely high at 61 percent, Fee for performance was extremely high at 30 percent, and Fee for people was extremely high at 32 percent.

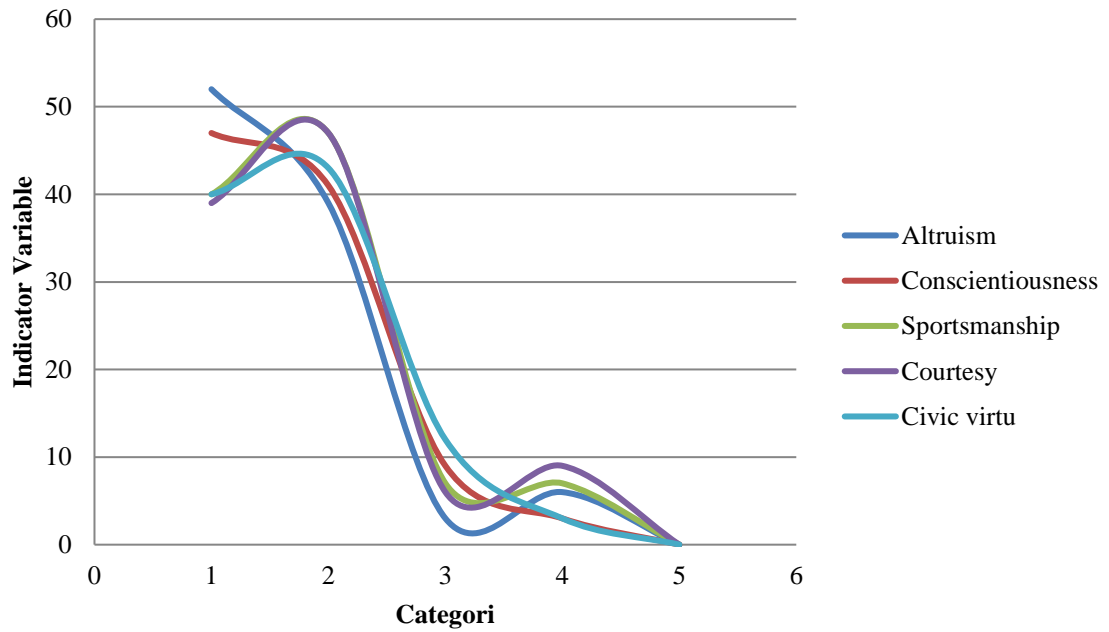


Figure 2. Chart of OCB

According to the Figure 2, a private hospital staff utilized OCB at a very high rate. The OCB variable indicator for altruism is exceptionally high at 52 percent, conscientiousness is extremely high at 47 percent, sportsmanship is relatively high at 40 percent, courtesy is unusually high at 39 percent, and civic virtue is exceptionally high at 40 percent.

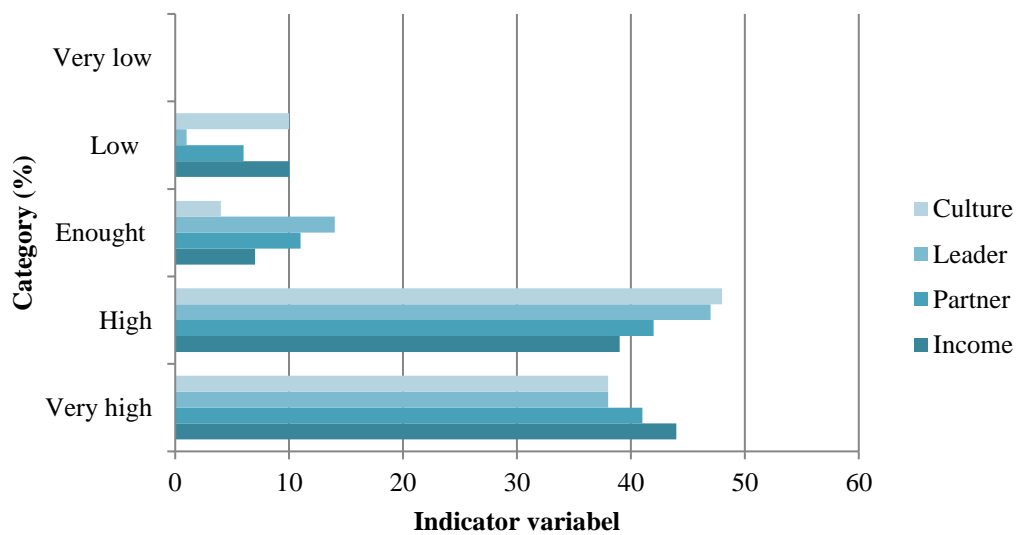


Figure 3. Chart of job satisfaction

A private hospital staff utilized OCB at a very high rate, as indicated by the figure 3. The OCB variable indicates altruism is exceptionally high at 52 percent, conscientiousness is relatively high at 47 percent, sportsmanship is abnormally high at 40 percent, courtesy is extremely high at 39 percent, and civic virtue is exceptionally high at 40 percent.

Table 7. *Hypothesis Test (T-Statistics and P Values)*

Hypothesis	Hypothesis Variable	T Statistics	P Values
H1	Islamic leadership on OCB	8,324	0,000
H2	Remuneration on OCB	3,163	0,002
H3	Islamic leadership and Remuneration to OCB	3,211	0,001
H4	Islamic leadership and Remuneration to OCB and Job Satisfaction	2,728	0,007

Discussion

Islamic Leadership influences Organizational Citizenship Behaviour

The P values of 0.000 indicate the significance of the hypothesis, which states that Islamic leadership significantly improved OCB behavior. In addition, a previous study found that Islamic leadership positively impacts OCB. Everyone would be motivated to assist one another and perform productively at work if the appropriate leadership style were in place. (Aini 2018a; Kuncoro and Wibowo 2019)

Positive route coefficients indicate that the variables included in this study affect one another. At this point, Islamic leadership exerts control over and is impacted by the variables examined in this study. In Islamic leadership, variable OCB equals 8.324, indicating that the hypothesis's outcomes are acceptable. When the T-statistical value exceeds 1.96, the hypothesis test is acceptable. According to the analysis results, Islamic leadership variables influence the OCB variable. The Islamic leadership significantly improved OCB's conduct. Based on the analysis results, where a P value of 0.000 indicates that the hypothesis is significant, it can be stated that the hypothesis is significant.

Previous research has shown that Islamic leadership is beneficial to the OCB. If the right leadership style is used, everyone will be motivated to help one another and work productively. The shiddiq indicator shows that Islamic leadership in Private Hospital is extreme, with a value of 57 percent signifying Islamic leadership in this institution. Nonetheless, a significant 7% and as low as 7% exist, indicating that leadership can exist without instilling a sense of integrity in its followers. Leading a group necessitates honesty; without it, the value of leadership suffers. Every leader is trustworthy, and dependability is synonymous with trust. 51% of employees in private hospitals trust their leaders, while 3% have little faith and 10% have much faith in their leaders. It means that Islamic leadership styles could have worked better in the unit and that the unit's use of Islamic leadership styles needs to be improved. When the person who gets the information has a different understanding and point of view, the information is wrong and cannot be trusted, so more explanations or two-way communication are needed. Misconceptions between informants and recipients of information can be avoided through two-way communication. Each

indicator of Islamic leadership influences the behavior of the OCB; thus, if the establishment of Islamic leadership in the private hospital is successful, it will improve the OCB's behavior, instill trust in employees, increase the leader's knowledge, and enable the leader to carry out tasks according to Islamic teachings, thereby increasing the perception of Islamic leadership in private hospitals. Islamic leadership styles instill in employees the belief that Allah constantly monitors their actions. They work for compensation in addition to working for the hospital. Health professionals are officers who are always willing to help those in need. Helping those in need is considered worship in Islamic law.(Bohle and Alonso 2017; Egel and Fry 2017a).

Theoretically, Islamic leadership guides an organization or hospital in practicing Islamic teachings that result in a balanced sense of honesty, trust, and responsibility and the continuous pursuit of knowledge. The Islamically religious leader who achieves greater job satisfaction. (Yafiz et al. 2022). The hospital leaders will gladly use all available resources to help the hospital grow. Islamic values guide them. In this case, the practice started under Islamic leadership will become a permanent part of the hospital's efforts to improve.(Aini 2018b; Sani and Maharani Ekowati 2019)

Remuneration affects Organizational Citizenship Behaviour

The relationship between compensation and OCB has a path coefficient of 0.322. It means that a positive result is expected, which shows that compensation and OCB have a strong relationship. The p-value of 0.002 shows that compensation has a significant effect on OCB. The T statistic of 3,163 shows that the study's hypothesis is valid, and the p-value of 0.002 shows that compensation positively affects OCB's behavior. Employees will be more likely to work hard for their employer if they are paid based on their needs and the standard division. Remuneration can also encourage employees to do better, leading to promotions and more compensation. This section of this private hospital includes every position or position that is compensated. Extremely high and high rates of employee responses regarding the distribution of compensation on Fee for a position indicate that hospital employees have received compensation by the Fee for position. But there is still a small increase of 9% and a big increase of 8%, so it is important to keep track of whether the running pay has been evenly distributed or if there are still positions that need to be considered. Hospital employees also receive compensation based on the Fee for performance, which means that every performance rendered to the hospital is factored into the compensation index. Employees have a right to have their education and experience considered when figuring out their pay. The Fee for people indicator on remuneration includes education level, competence, and expertise in a particular field. Private hospitals have implemented compensation by incorporating Fee for individuals into the compensation index. The Fee for people indicator is well-enforced and governed by policy, as evidenced by the extremely high response rates of 39% and yields of 40% from employees. Nonetheless, some employees believe that the distribution of compensation based on Fee for people is between 8% and 13%. Employees paid enough for their work and how often they do it will be eager to work hard for their employer. In addition, the pay can motivate employees to improve their



performance, leading to promotions and additional compensation.(Hidayah 2017; Nur Agustiningsih 2016).

Remuneration based on Fee for position, Fee for people, and Fee for performance demonstrate to employees that hospitals respect their efforts and tenure of service. Paying people based on their chosen division will also encourage them to work more efficiently when doing their jobs continuously.(Calvin 2017b; Hidayah, Dewi, and Listiowati 2020)

Islamic Leadership and Remuneration influence Organizational Citizenship Behaviour

The hypothesis that Islamic Leadership and remuneration influence Organizational Citizenship Behaviour is supported by the T statistic value of 3.211, which was determined by the PLS system analysis. The P-value of 0.001 indicates that Islamic Leadership and compensation significantly affect Organizational Citizenship Behavior. Every hospital employee is an asset that must be preserved. In addition to providing a good leadership model, the hospital must also provide proportional rewards.(Hidayah, Dewi, and Listiowati 2020).

Organizational Citizenship Behaviours influenced by remuneration and Islamic leadership give employees the culture to volunteer in carrying out their work. Based on questionnaires that have been distributed, the Altruism indicator shows very high results as many as 52% of employees and high results as much as 39%. However, there are still employees who have an Altruism value with a value of 3%, and a low value of 6% which means in its application, not all employees can have the soul of Altruism in carrying out their work, there are several other things that become an influence in improving the soul of Altruism. People with their Conscientiousness character have high discipline (Kiarie, Maru, and Cheruiyot 2017a). However, some employees have the character of Conscientiousness with a fair value of 9% and a value of less than 3%. The characteristics of Conscientiousness in employees at Private Hospital is almost thorough. Future improvements need to involve a more leadership pattern that is more likely to train employee discipline in carrying out Islamic sharia as in Islamic leadership. In the character of Sportsmanship, employees have an extremely high value of 40% and a high score of 47%, which is a good result because Sportsmanship behavior is sportsmanship behavior and willingness to admit every mistake made. On the Courtesy indicator included in the OCB section, employees of Private Hospital have an extremely high Courtesy rate of 39% and a high rate of 47%. At Private Hospital implementing Islamic leadership and remuneration by applicable policies successfully provides OCB characteristics, especially to Courtesy, although a small percentage of employees have low Courtesy.

Civic virtue is a person's attitude to engage in various activities in his working environment. Every employee will be satisfied with a high salary, but the hospital will have no opinion if a high salary is provided. (Calvin 2017a). A good leadership pattern will enable employees to continue to improve their performance, work tirelessly, and expect high remuneration. If only relying on high remuneration but not on sound management, then hospital income will be reduced, and the hospital needs funds for its development. The combination of Islamic leadership and remuneration will help hospitals improve OCB's

employees (Agustiningsih et al. 2017). The more employees have OCB behavior, the more each employee will voluntarily help each other and work together to improve the quality of the hospital (Singh, Singh, and Srivastava 2020). Every hospital employee is an asset that must be preserved. In addition to being an excellent example of good leadership, the hospital must pay for its part. (Arifin; 2013b; Baragina Widyaningrum 2008)

Organizational Citizenship Behaviour towards job satisfaction

The hospital staff is delighted with their jobs. High levels of job satisfaction show this (44% income, 41% peer indicator, 38% leadership, and 38% work culture). It may occur as a result of high OCB behavior. Employees work without the burden and strive to preserve harmony in the hospital setting. Any hospital administrator who can incentivize his staff in OCB culture by utilizing the tradeoff between Islamic leadership and appropriate remuneration will invariably find his staff content with their work. Employees will not complain much and always strive to improve services in the hospital. The level of employee job satisfaction is detailed in the income section, with delighted responses as high as 44%, satisfied responses as high as 39%, pretty responses as high as 7%, and less satisfied responses as high as 10%. Each employee is respectful of one another. There is no controversy regarding the work. It is possible because the OCB behavior is successfully implemented in almost every unit. The leaders at Private Hospital have fulfilled their responsibilities and mandates by employee expectations. The leadership evaluation indicates that employees are pleased with the leadership style. As much as 38% are pleased with the results, 38% are satisfied, 14% are pleased, and 1% are unsatisfied. Employees were satisfied with the Islamic leadership styles implemented by the hospital. In conjunction with the leadership's remuneration-sharing policy, employees feel valued, even though 1% of respondents continue to express dissatisfaction. Each unit will establish a pleasant work environment and provide job satisfaction if OCB is present. Employee job satisfaction will be impacted by OCB, which will affect employee performance. Help employees improve so that the quality of hospital services also rises. OCB provides a higher level of employee cooperation and spirit. With a pattern of Islamic leadership and reasonable compensation, OCB will increase job satisfaction, albeit not significantly. This is evident from the results of the analysis on the influence of Islamic leadership and compensation in OCB. The impact on job satisfaction is significant, with a value of 0.007. Consequently, the t-statistic for the analyst's results is 2.72, indicating that the hypothesis is valid. Private Hospital employees report a high level of job satisfaction. It is possible due to employees' high OCB behavior. Hospital employees work without the burden and strive to preserve harmony. Any hospital administrator who can incentivize his staff in OCB culture by utilizing the tradeoff between Islamic leadership and appropriate remuneration will invariably find his staff content with their work. Employees will not complain frequently and will always seek to enhance hospital services. (Baysal and Yildiz 2019; Muzanenhano et al. 2016). Appropriate Islamic leadership can encourage Muslim citizens to participate in the decision-making process and even permit them to express their innovative ideas in organizations and society (Zulham et al. 2022).

In hospitals, Islamic leadership and remuneration will counterbalance to improve OCB behavior. If a hospital relies on high pay and not on sound management, its income will stay high, and it will be able to invest in its growth. Aside from helping employees financially, Islamic leadership will give them a sense of balance. (Muhammad Iqbal Fasa 2018; Saerah et al. 2020).

The equilibrium between leadership patterns and hospital-provided opinions can shape the organizational culture that makes every employee feel like they own a hospital. In order to provide the best service, employees always give their best effort. Everyone who uses a hospital's services will be happy if the people who work there give the best service possible. (Furnham, Eracleous, and Chamorro-Premuzic 2009b; Kiarie, Maru, and Cheruiyot 2017b).

Satisfied workers behave in OCB in that demonstrates organizational citizenship. *Job satisfaction* is a broad concept based on intrinsic job satisfaction or the degree to which employees are satisfied with their jobs. Extrinsic job satisfaction refers to the level of fulfillment an employee derives from factors other than his or her employment, such as company policies and recognition. Supporting employees in and out of the workplace can increase job satisfaction. (Aini 2018b; Basirudin et al. 2016; Zeinabadi 2010a).

CONCLUSION

Islamic leadership and remuneration had a substantial positive effect on OCB's actions, which had a substantial positive effect on the job satisfaction of Private Hospital employees. OCB may be offered if each unit's Islamic leadership culture is strengthened. It affects the level of job satisfaction among workers. It is optional that the remuneration is substantial. It is possible to achieve this equilibrium by introducing the leaders of a Private Hospital to an Islamic leadership model that encourages more efficient use of hospital resources to pay employee salaries.

ACKNOWLEDGMENT

The researcher thanked Kemenristekdikti, who has provided grants to achieve this research goal, and the Universitas Muhammadiyah Yogyakarta Research and Innovation Institute, which has provided support and facilities to support the implementation of this research.

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