

Enhancing Islamic Job Satisfaction in the Midst of Pandemic Era: The Role of Leadership

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Info Artikel

Keywords:

Islamic Job Satisfaction,
Pandemic,
Transformational
Leadership, Transactional
Leadership

ISSN (print): 1978-6387
ISSN (online): 2623-050X

Abstract

Job satisfaction has been the foundation for the effectiveness of an organization since it can affect the quality of work of employees. Satisfied employees are the evidence that the organization has appreciated their works. Given this fact, however, little research has been done on employee Islamic job satisfaction. Thereby, this study aims to examine and analyze the Islamic job satisfaction of employees and the factors that influence it, which is leadership. The method used in this research is quantitative. Data were collected from 80 respondents. The results of the analysis show that transformational leadership has an effect on Islamic job satisfaction, while transactional leadership is in on the contrary.

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1. Introduction

In this global era, organizations need to enhance the quality of their human resources by conducting various kinds of strategies, including employees' job satisfaction (Harahap & Khair, 2019). Job satisfaction has been the foundation for the effectiveness of an organization since it can affect the quality of work of employees (Kebede & Demeke, 2017). Satisfied employees are the evidence that the organization has appreciated their works (Inuwa, 2016).

There are many factors that can influence job satisfaction, including leadership (Emmanuel & Akonor, 2017). Leadership can be defined as a way of supervising, directing, and managing many aspects in the organization to achieve objectives and goals (Herman & Nasruji, 2018).

As Anoraga (2003) said, a leader is someone who has authority to direct people to achieve organizational goals. As a leader, he or she is obligated to be a role model and always help his or her members in carrying out their jobs. In enhancing employees' job satisfaction, a leader needs to guard as well as direct his or her

members well. The relationship with the leader would determine the employees' job satisfaction. Thus, with regard to this, a good leader is needed (Arianto, 2018).

This study was conducted in hospitals, health institutions whose role have been vital, particularly during this pandemic era. Basically, a hospital is an inseparable part of a social and health organization that has the function of organizing and providing complete services to the community (comprehensive), curing disease (curative) and disease prevention.

One of the workers who play an important role in the hospital is a nurse. Apart from the fact that, in general, nurses are the most basic profession in hospitals with a fairly large population compared to other professions in these health institutions, the role of nurses in the institutions is very important as their workload increases, especially during this pandemic. As a key member in healthcare organizations, nurses' job satisfaction plays an important role in determining the quality of their work. On the other hand, the job dissatisfaction they feel can have a negative impact on the quality of their work and also on the organization. Hence, maintaining nurse job satisfaction is indeed an important issue.

Generally, employee job satisfaction is the foundation of the effectiveness of an organization. The higher the job satisfaction, the better the quality of work (Kebede and Demeke, 2017). Employee satisfaction is evidence that the organization appreciates the results of the employee's performance (Inuwa, 2016). However, so far most of the research still focuses on job satisfaction from the conventional perspective and lead to a lack of study on job satisfaction from the Islamic perspective.

Employee job satisfaction can be determined through several factors including leadership (Emmanuel and Akonor, 2017). In an organization, to increase employee job satisfaction, a leader is needed to protect and direct his or her members well. If the relationship between a leader and members of the organization is not good, then the members will not understand the purpose of the work being carried out. This can result in a decreased level of job satisfaction. Therefore, leaders are expected to always put their concern in increasing employee job satisfaction (Arianto, 2018). This study, therefore, aims to analyze the effect of leadership style on job satisfaction, from the Islamic perspective in particular.

2. Methodology

This study used quantitative approach. Data was collected from 80 respondents by distributing questionnaire in an Islamic institution located in Ponorogo District, East Java Province, Indonesia.

The variables of transactional leadership and transformational leadership were measured with six (Cronbach's Alpha: 0,764) and eight items (Cronbach's Alpha= 0,897), respectively, adapted from Bass and Avolio (2000). Meanwhile the variable of

Islamic job satisfaction was measured with ten items (Cronbach's Alpha= 0,811) adapted from Mohamad et al. (2014).

3. Results

Respondents Profile

Table 1. Respondents Profile

Variable		Number	Percentage (%)
Age	<30	36	45%
	30-40	37	46,3%
	40-50	6	7,5%
	>50	1	1,2%
Tenure	<2 years	21	26,3%
	3-4 years	7	8,7 %
	>4 years	52	65%
Gender	Male	29	36,3%
	Female	51	63,7%
Education	Diploma	62	77,5%
	Bachelor	17	21,3%
	Master	1	1,2%

Table 2. Multiple Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
Constant	1,395	3,849		0,362	0,718
Transactional Leadership	0,268	0,151	0,194	1,779	0,080
Transformational Leadership	0,337	0,108	0,331	3,133	0,003

Dependent Variable: Islamic Job Satisfaction, R2= 0,605, Adjusted R2= 0,582, F= 26,760, p<0,05 Source: Processed by the Authors (2021)

The results showed that transactional leadership statistically does not influence Islamic Job Satisfaction (p>0,05), while transformational leadership is on the contrary (p<0,05).

4. Discussion

Transactional Leadership and Islamic Job Satisfaction

The results of the analysis show that the transactional leadership has no effect on Islamic job satisfaction. This is evidenced by the value of sig 0.080 > 0.05, which means that the H1 is rejected. This may be due to the characteristics of transactional leadership that emphasize more on rewards, as well as compensation and salary

increments given by the leader, while Islamic job satisfaction emphasizes sincerity in all work carried out by employees, and the intention of working to worship Allah.

Saad and Mohammad (as cited in Soleman et al., 2020) suggested that Islamic job satisfaction is focused on the happiness of a worker obtained before, during and after doing work and is based on the belief in his heart that doing work is a worship that is solely done for the sake of Allah. This means that *nafsiyyah* and *jasadiyah* has not fulfilled by the transactional leadership yet.

Transformational Leadership and Islamic Job Satisfaction

The results of the analysis show that the transformational leadership has a positive effect on Islamic job satisfaction. This can be seen from the value of sig $0.003 < 0.05$ and Beta for 0.337 which means that the H2 is accepted and has positive effect. The results of this study are in line with Suryani (2018) that revealed that transformational leadership has a significant effect on employee job satisfaction. However, this study develops the previous research with a focus on Islamic job satisfaction.

Leaders with transformational leadership styles are charismatic, motivators and care about their subordinates. This can affect the Islamic job satisfaction of employees maybe because their social job satisfaction (*nafsiyyah*) is met. In addition become a motivator, the inspirational motivation and intellectual stimulation is needed to fill the *ruhiyyah* and *aqliyyah*. In this case the figure of a transformational leader can be an illustration and an example for only employees who have fulfilled their Islamic job satisfaction can judge that the leader in carrying out his leadership duties always pays attention to and participates in the tasks assigned to them.

5. Conclusions and Suggestions

Conclusion

This study aims to analyze the influence of leadership on Islamic job satisfaction. After analyzing and discussing, it can be concluded that transformational Leadership has a positive effect on Islamic job satisfaction. Meanwhile, transactional Leadership has no effect on Islamic job satisfaction. This is probably due to the misalignment of transactional leadership characteristics and Islamic job satisfaction, where transactional leadership emphasizes rewards and punishments, while Islamic job satisfaction emphasizes sincerity in all work carried out by employees, and the intention of working to worship Allah.

Recommendation

Practically, this study suggested that hospitals are expected to pay more attention to transformational leadership styles in hospital leaders, because leaders

who are able to apply transformational leadership values will have an impact on nurse Islamic job satisfaction. Nurses who have good Islamic job satisfaction could carry out their work well and contribute to hospital goals.

This study also suggested future studies to employ more respondents from various organizations, particularly the Islamic ones. By employing varied respondents, the analysis results from the research are expected to be more accurate. Furthermore, because there is still very little research done on this topic, further research needs to consider other variables in order to gain a deeper understanding of the factors that can affect employee Islamic job satisfaction.

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