

## **The Role Of Islamic Work Ethic, Transformational Leadership Style And Emotional Intelligence On Organizational Commitment**

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### **Abstract**

*This study examines the influence of Islamic work ethic, transformational leadership style, and emotional intelligence on organizational commitment within the Al Bahjah Cirebon Formal Education Division. The population comprises all permanent teachers in the division, with a sample of 146 respondents selected for quantitative research. The data were collected via a questionnaire and analyzed using Smart PLS version 3.0. The findings indicate that an Islamic work ethic has a statistically significant impact on organizational commitment (t-statistic: 2.992, P-value: 0.003). Additionally, the transformational leadership style was found to have a positive effect on organizational commitment (t-statistic: 2.042, P-value: 0.042). 3) Emotional intelligence significantly contributes to organizational commitment (t-statistic: 2.251, P-value: 0.025). Collectively, these factors influence organizational commitment, with a coefficient of determination (R Square adjusted) indicating that they account for 30.2% of the variance. This suggests that while these three factors are important, 69.8% of the variance in organizational commitment is due to other variables not covered in this study.*

**Keywords:** *Islamic work ethic, transformational leadership style, emotional intelligence, organizational commitment.*

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## **INTRODUCTION**

Human resources are a factor that plays an important role in the progress of the organization. Human resource transformation is an effort to change the function of human resources to align with evolving business needs, one of which is by utilizing technological advances. One of the results of technological innovation is the use of *Artificial Intelligence* (AI) as a tool to facilitate work. In Europe and China the role of AI is very helpful for economic growth (Dwivedi et al., 2019). AI does not completely replace the role of human resources, instead it adds to the function of human resources to be maximized. The collaboration of the use of AI and superior human resources can increase *value* in the organization. So that organizational goals can be achieved (Bankins & Formosa, 2023).

Indonesia's human resources that are superior and competitive in mastering science, technology and innovation are still very limited. The government has full attention to strengthen human resources in the fields of science and technology which are key elements to strengthen economic productivity, the Government seeks to prepare the millennial generation Gen Z and the alpha generation to become the golden generation in 2045 to become actors of development. (Wuryandani, 2020).

Efforts to form superior and quality human resources are also a concern for organizations. One of the factors that support the sustainability of the organization is human resources who have loyalty and integrity so that they are committed to their organization. It is the organization's concern to instill organizational values, meet the needs of human resources in supporting their

work both *hard skills* and *soft skills*. So that they become human resources who have morals and competence. With the hope that these human resources have a commitment to the organization.

Human resources who are committed to their organization are influenced by several factors. In Islam, Islamic work ethic is a behavior at work that believes that work is worship, not only responsible to the organization but to the creator Allah SWT. QS: Al Baqarah: 2:30 (*Remember when your Lord said to the angels: "Indeed, I want to make (khalifah) on earth ...."*). Allah makes man a caliph on earth to provide benefits as a prosperous person. Work that raises the spirit of fulfilling spiritual needs for provision to the hereafter. So that it creates motivation in activities, reflects the values of honesty, discipline, innovation, and responsibility. Exemplary leaders can influence organizational commitment, transformational leadership style is a leadership style that puts forward values to be achieved. Emotional intelligence can affect organizational commitment. Self-awareness and empathy having a high level of emotional intelligence has a beneficial impact on an individual's performance inside an organization.

Previous research has extensively examined the influence of Islamic work ethic on organizational commitment, revealing a positive association. The relationship between small and medium-sized enterprises (SMEs) in the textile retail sector and the examined factors was emphasized in a study by Shahrul Nizam bin Salahudin, Siti Sarah binti Baharuddin, Muhammad Safizal Abdullah, and Abdullah Osman. The study involved 156 respondents from Selangor, Kuala Lumpur, and Johor (Olarewaju Adeoye, 2021). Furthermore, the Transformational Leadership Style has been recognized as another influential element affecting organizational commitment, as shown by research undertaken by (Mauliza et al., 2017) and (Indica, 2015). Additionally, a study conducted by Christien A. Karambut and Eka Afnan T. Noormijati found a correlation between emotional intelligence components and organizational commitment among 124 nurses at the Panti Waluya Hospital unit in Malang, East Java, Indonesia (Karambut & Eka Afnan T, 2012).

Ethos means spirit, spirit, or zeal. Work ethic means the spirit of work (Sinamo, 2015) Max Weber, a German sociologist, in (Yousef, 1999) and in (Sinamo, 2015) suggested a rational relationship between work ethic and *the success of a society* in "*The Protestant Ethic and the Spirit of Capitalism*". Islamic work ethic is an earnest effort, by maximizing its potential in order to actualize itself as a servant of Allah who provides benefits to the surrounding environment and society (khaira ummah), (Tasmara, 2002), on (Husin & Kernain, 2020) and (Alwiyah, 2016).

Transformational leadership style according to Bernard M. Bass in (Bass, 1999) is a style of leader who is able to have a charismatic character because they are able to build strong emotional bonds with the public to achieve certain goals, leaders are needed in the future. (Wilenius, 2014), on (Bass et al., 1993) (Bass et al., 1993), and (Bass & Steidlmeier, 1999).

According to Daniel Goleman (Alsughayir, 2021), emotional intelligence is defined as having five key elements. These elements comprise self-awareness, which is the ability to identify and comprehend one's own emotions; emotional regulation, or the capacity to effectively manage and control emotions; self-motivation, or the ability to use feelings to accomplish goals and stay motivated; empathy, or the capacity to comprehend and share the feelings of others; social skills, or the ability to successfully navigate social interactions and relationships, (Petrides et al., 2004) and (Coronado-Maldonado & Benítez-Márquez, 2023). The key to a person's success in an organization is influenced by intelligence in managing their emotions. (Kato et al., 2023).. Organizational commitment refers to an individual's inclination to stay with the company and exert maximum effort to contribute to its success. (Elizur & Koslowsky, 2001), on (Gouldner, 1960) and (Wołowska, 2014).

The study was carried out at Al Bahjah Formal Education Division, an educational institution located in the city of Cirebon, West Java Province, Indonesia. The educational

institution is functioning well; but, according to researchers' findings, there is a significant rate of teacher resignations.

**Table 1.** Teachers who resigned

School Year	Total Teacher	Resign	Percentage (%)
2021-2022	187	17	9.1%
2022-2023	199	18	9.0%
2023-2024	228	13	5.7%

Source: School staffing data (2023)

According to the data shown in the table, the 2021-2022 school year had the greatest rate of teacher resignation, with 17 instructors, accounting for 9.1% of the total. In the academic year of 2023-2024, there was a drop in the number of instructors that resigned, namely 13 individuals or 5.7%.

Based on table 1, it is a problem phenomenon that interests researchers to conduct research by taking the title "The Role of Islamic Work Ethic, Transformational Leadership Style and Emotional Intelligence on Organizational Commitment".

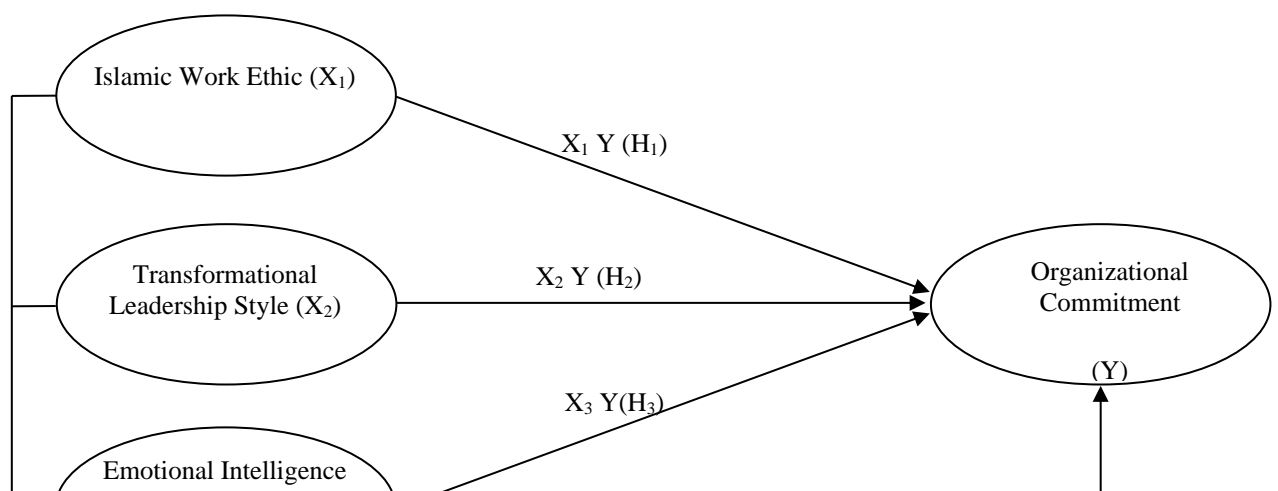
Based on the background of the problems found above, the following problems can be formulated:

1. How does Islamic work ethic affect organizational commitment at Al Bahjah Formal Education Division?
2. How does transformational leadership style affect organizational commitment at Al Bahjah Formal Education Division?
3. How does emotional intelligence affect organizational commitment at Al Bahjah Formal Education Division?

The Research Objectives can be formulated as follows:

1. To ascertain the impact of Islamic work ethic on organizational commitment at Al Bahjah Formal Education Division, with reference to the findings of earlier research studies (Elsintania Fryda & Archianti Puti, 2016),
2. To determine the influence of transformational leadership style on organizational commitment at Al Bahjah Formal Education Division, with reference to the findings of earlier research studies (Endang et al., 2014),
3. To identify the effect of emotional intelligence on organizational commitment at Al Bahjah Formal Education Division, with reference to the findings of earlier research studies (Liany, 2021).

The research framework can be described as follows:



### **Figure 1. Framework of Thought**

Description:

Research hypothesis:

H<sub>1</sub> : The Islamic work ethic has a substantial influence on organizational dedication.

H<sub>2</sub> : Transformational leadership styles have a significant impact on organizational commitment.

H<sub>3</sub> : Organizational commitment is significantly impacted by emotional intelligence.

H<sub>4</sub> : The combination of an Islamic work ethic, a transformative leadership style, and emotional intelligence has a substantial impact on organizational commitment.

## **RESEARCH METHODS**

This study employs a quantitative research method. A population is a generalization of an area consisting of objects or subjects that have been selected by researchers for study and subsequent conclusions drawn based on the researchers' determination of certain quantities and characteristics (Sugiyono, 2015). The population under investigation in this study consisted of all permanent teachers at the Al Bahjah Formal Education Division, numbering 228 individuals. The sample is a subset of the population, selected according to specific criteria (Sugiyono, 2015). Given that the population in this study exceeded 100 individuals, researchers employed the Slovin formula to ascertain the optimal sample size.

The resulting research sample, calculated using the Slovin formula, comprised 146 individuals. The Slovin formula is a statistical tool utilized to determine the ideal sample size from a given population. The formula is as follows:

$$n = \frac{N}{(1 + N(e^2))}$$

n = sample size

N = population size

e=margin error (expressed in decimal)

The margin of error commonly used in research is 0.01, 0.05 and 0.1 (SHEWHART & WILKS, 2013). Processing of research data SEM-PLS approach using the SMART PLS version 3.0 program (Qoyum et al., 2022).

## **RESULT AND DISCUSSION**

**Table 2:** Characteristics of respondents

Respondents	Number	Percentage (%)
Gender:	(people)	
Male	62	42%
Female	84	58%
Total	146	100%
Teacher:		
SDIQU	43	29%
SMPIQU	47	32%
SMAIQU	56	38%
Total	146	100%
Education:		
Diploma	24	16%
S1	112	77%
Postgraduate	10	7%
Total	146	100%
Length of Service:		
1 year	28	19%
1-3 years	41	28%
> 3 years	77	53%
Total	146	100%

Source: School staffing data processing results (2023)

**Table 3.** PLS data processing results

	No.	Missing	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
X1.1	1,000	0.000	4,822	5,000	1,000	5,000	0.478	27,273	-4,265
X1.2	2,000	0.000	4,356	4,000	2,000	5,000	0.690	-0.108	-0.734
X1.3	3,000	0.000	4,623	5,000	3,000	5,000	0.512	-0.644	-0.821
X1.4	4,000	0.000	4,623	5,000	3,000	5,000	0.551	0.285	-1,125
X1.5	5,000	0.000	4,473	5,000	2,000	5,000	0.576	0.848	-0.762
X1.6	6,000	0.000	4,301	4,000	2,000	5,000	0.645	0.087	-0.539
X1.7	7,000	0.000	4,301	4,000	3,000	5,000	0.612	-0.622	-0.286
X1.8	8,000	0.000	3,774	4,000	2,000	5,000	0.792	-0.459	-0.157
X1.9	9,000	0.000	4,110	4,000	2,000	5,000	0.674	-0.293	-0.271
X2.1	10,000	0.000	4,247	4,000	2,000	5,000	0.772	-0.480	-0.640
X2.2	11,000	0.000	4,041	4,000	1,000	5,000	0.775	0.407	-0.517
X2.3	12,000	0.000	4,137	4,000	2,000	5,000	0.637	0.085	-0.287
X2.4	13,000	0.000	4,123	4,000	3,000	5,000	0.629	-0.506	-0.101
X2.5	14,000	0.000	4,164	4,000	3,000	5,000	0.608	-0.410	-0.102
X2.6	15,000	0.000	4,096	4,000	2,000	5,000	0.725	-0.350	-0.367
X2.7	16,000	0.000	4,082	4,000	3,000	5,000	0.677	-0.815	-0.102
X2.8	17,000	0.000	4,137	4,000	3,000	5,000	0.626	-0.498	-0.110
X2.9	18,000	0.000	4,110	4,000	2,000	5,000	0.663	-0.196	-0.268
X2.10	19,000	0.000	4,062	4,000	2,000	5,000	0.622	0.236	-0.215
X2.11	20,000	0.000	4,055	4,000	2,000	5,000	0.700	-0.166	-0.318
X2.12	21,000	0.000	4,075	4,000	2,000	5,000	0.732	0.241	-0.543
X2.13	22,000	0.000	4,027	4,000	1,000	5,000	0.767	0.486	-0.507
X2.14	23,000	0.000	4,041	4,000	1,000	5,000	0.775	0.917	-0.695
X3.1	24,000	0.000	4,342	4,000	3,000	5,000	0.635	-0.667	-0.442
X3.2	25,000	0.000	4,329	4,000	3,000	5,000	0.642	-0.686	-0.433
X3.3	26,000	0.000	4,116	4,000	3,000	5,000	0.625	-0.469	-0.089
X3.4	27,000	0.000	4,014	4,000	2,000	5,000	0.692	-0.142	-0.269
X3.5	28,000	0.000	3,384	3,000	1,000	5,000	0.953	-0.044	-0.214
Y.1	29,000	0.000	4,226	4,000	1,000	5,000	0.774	1,309	-0.955
Y.2	30,000	0.000	4,555	5,000	3,000	5,000	0.574	-0.217	-0.877
Y.3	31,000	0.000	3,822	4,000	1,000	5,000	0.912	0.693	-0.624
Y.4	32,000	0.000	4,329	4,000	2,000	5,000	0.703	0.316	-0.804
Y.5	33,000	0.000	4,603	5,000	3,000	5,000	0.579	0.364	-1,158
Y.6	34,000	0.000	4,356	4,000	2,000	5,000	0.649	0.148	-0.666
Y.7	35,000	0.000	4,390	4,000	3,000	5,000	0.578	-0.726	-0.315
Y.8	36,000	0.000	4,041	4,000	1,000	5,000	0.843	0.011	-0.564
Y.9	37,000	0.000	4,219	4,000	2,000	5,000	0.687	-0.329	-0.445

Source: Primary data processing results (2024)

The highest mean value in the answer to question item X1.1 is 4.8 with the indicator: I intend to work because of Allah SWT, to get happiness in this world and the hereafter. The *standard deviation* value in the answer to each question item does not exceed the magnitude of the *mean* value, so it can be concluded that the answer data is not of extreme value.

### Measurement Evaluation (Outer Model)

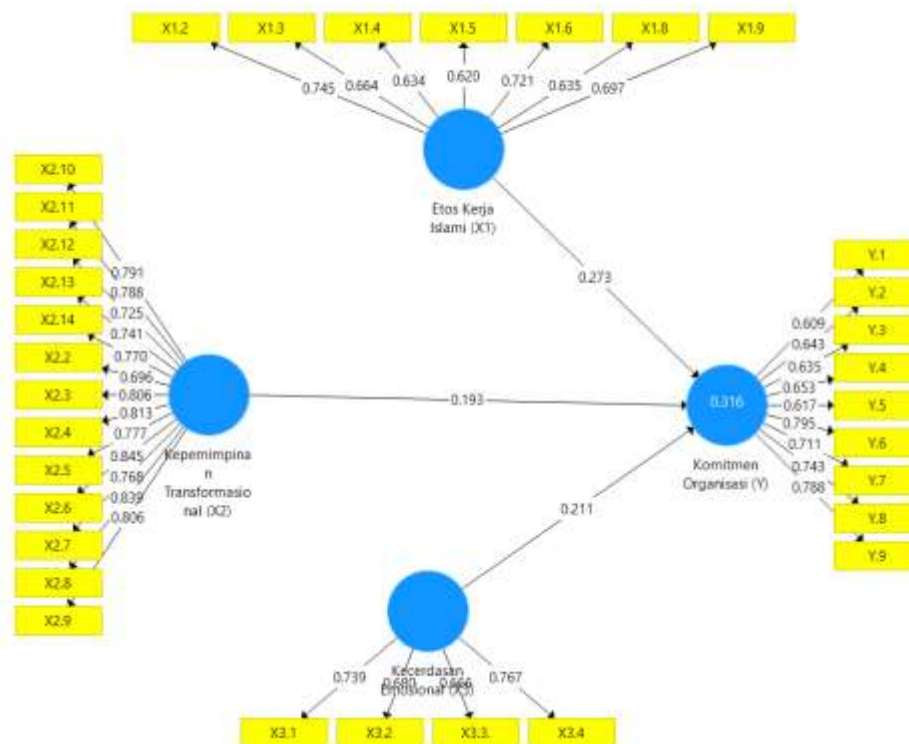


Figure 2. Outer model results

Indicators of each variable with a loading factor value  $<0.6$  are not included in the further data processing process, in accordance with (Joseph F. Hair, Jr. William C. Black, Barry J. Babin, 2010), and (Memon & Rahman, 2014).

Table 4. Validity and Reliability Test

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Commitment (Y)	0.865	0.885	0.891	0.478
Transformational Leadership (X2)	0.947	0.952	0.954	0.613
Emotional Intelligence (X3)	0.690	0.690	0.806	0.510
Islamic Work Ethic (X1)	0.808	0.837	0.854	0.456

Source: Primary data processing results (2024)

When the Cronbach's Alpha value exceeds 0.6 and the Composite Reliability value surpasses 0.7, it suggests that the questionnaire items are considered reliable. (Joseph F. Hair, Jr. William C. Black, Barry J. Babin, 2010), (Hair et al., 2013)

**Table 5. Heterotrait-Monotrait Ratio (HTMT)**

	Islamic Work Ethic (X1)	Emotional Intelligence (X3)	Transformational Leadership (X2)	Organizational Commitment (Y)
Islamic Work Ethic (X1)				
Emotional Intelligence (X3)	0.893			
Transformational Leadership (X2)	0.494	0.561		
Organizational Commitment (Y)	0.503	0.546	0.436	

Source: Primary data processing results (2024)

Considering that the Heterotrait-Monotrait Ratio of Correlations (HTMT) value for each variable analyzed in the research context is below the threshold of 0.9, it can be concluded that the questions included in the research instrument demonstrate discriminant validity. This confirms that the instrument is able to differentiate between different constructs or dimensions being studied.

**Structural Model Evaluation (Inner Model)**

**Multicollinearity Test**

**Table 6. Colinearity Statistic (VIF)**

	Islamic Work Ethic (X1)	Emotional Intelligence (X3)	Transformational Leadership (X2)	Organizational Commitment (Y)
Islamic Work Ethic (X1)				1,818
Emotional Intelligence (X3)				1,857
Transformational Leadership (X2)				1,338
Organizational Commitment (Y)				

Source: Primary data processing results (2024)

In the table of multicollinearity test results, it shows the VIF value for each research variable <5, so it is concluded that there are no multicollinearity symptoms.

**Coefficient of Determination (R Square)**

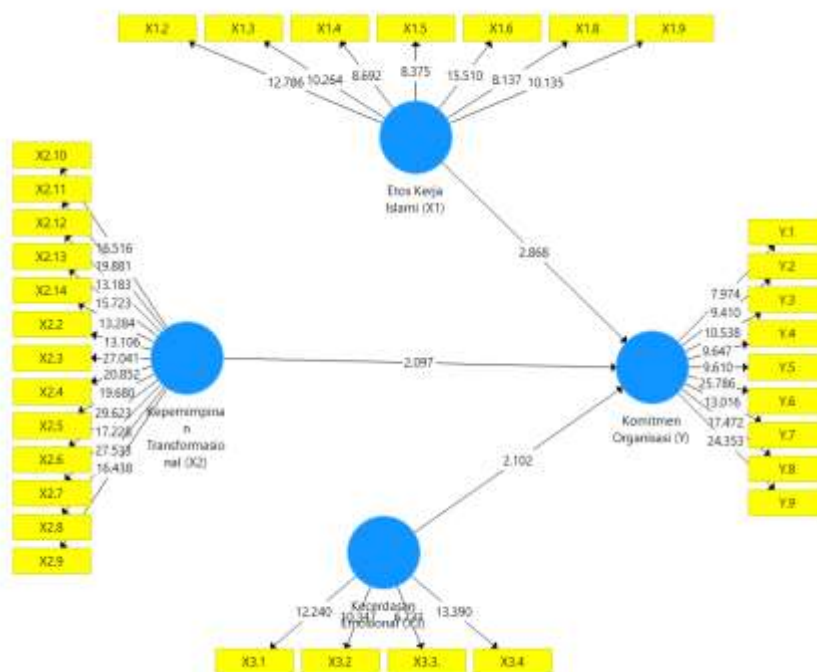
**Table 7.** Coefficient of Determination (R Square)

	R Square	R Square Adjusted
Organizational Commitment (Y)	0.316	0.302

Source: Primary data processing results (2024)

The coefficient of determination for the organizational commitment variable is 0.316, with an adjusted R Square value of 0.302. This indicates that the combined influence of Islamic work ethic, transformational leadership style, and emotional intelligence on organizational commitment is, on average, 30.2%.

**Path Coefficient**



**Figure 3.** Bootstrapping Output

Determined in the study, the significance value is 0.05, the t value is 1.96.

**Table 8. Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Islamic Work Ethic (X1) -> Organizational Commitment (Y)	0.273	0.291	0.091	2,992	0.003
Emotional Intelligence (X3) -> Organizational Commitment (Y)	0.211	0.211	0.094	2,251	0.025
Transformational Leadership (X2) -> Organizational Commitment (Y)	0.193	0.201	0.094	2,042	0.042

Source: Primary data processing results (2024)

Direct influence:

1. In the original sample, the Islamic work ethic variable (X1), with a coefficient of 0.273 and a t-statistic value of 2.992, significantly influenced organizational commitment (Y). With a p-value of 0.003, below the significance threshold of 0.05, the t-value of 2.992 is greater than the crucial value of 1.96. As a result, we reject the null hypothesis (H0) and accept the alternative hypothesis (H1). It may be concluded that organizational dedication is significantly and favorably impacted by the Islamic work ethic. In particular, an increase in organizational commitment of 27.3% is linked to every unit increase in the Islamic work ethic. The results of this study are consistent with those of (Mauliza et al., 2017) research, which shows that those who have a better Islamic work ethic often show higher levels of dedication to their organizations.
2. The original sample coefficient of 0.193 indicates that the transformational leadership style variable (X2) significantly affects organizational commitment (Y). The results of the hypothesis test show that H2 is accepted and H0 is rejected since the t statistic value of 2.042 is greater than the crucial value of 1.96 at a significance level of 0.05. From this, it can be concluded that organizational commitment is significantly and favorably impacted by transformational leadership. In particular, organizational commitment rises by 19.3% for every unit increase in transformational leadership style. The results of this investigation align with Putri Mauliza's research findings in (Mauliza et al., 2017). The study's findings support Princess Mauliza's research in Mauliza et al. (2017), which identified a transformational leadership style centered on ideals to be attained, building strong emotional bonds with people being led, and effectively producing catalysts for improved change.
3. Using an initial sample size of 0.211, the research discovered that emotional intelligence characteristics (X3) significantly impact organizational commitment (Y). With a P value of 0.025, below the significance threshold of 0.05, the t statistic value of 2.251 is greater than the crucial t value of 1.96. As a result, although H0 is rejected, the results of the hypothesis test for H3 are accepted, showing that emotional intelligence components significantly influence organizational commitment. It may be concluded that organizational commitment is significantly and favorably impacted by emotional intelligence. More specifically, there is

a 21.1% increase in organizational commitment for every unit increase in emotional intelligence. The study's findings are consistent with those of Christien A. Karambut and Eka Afnan T. Noormijati's research. (Karambut & Eka Afnan T, 2012) found that developing emotional intelligence teaches a person how to control his emotions in order to express them in a healthy and useful way. An individual's level of commitment to the company is positively correlated with their emotional intelligence.

Then the multiple regression equation is as follows:

$$Y = 0,273 * X1 + 0,193 * X2 + 0,2111 * X3 + Error$$

To evaluate if there is a significant influence, it is necessary to compare the root of R square with the R table in order to assess the combined impact of Islamic work ethic characteristics (X1), transformational leadership style (X2), and emotional intelligence (X3) on organizational commitment (Y). There is a significant simultaneous impact of the variable if the square root of R square is greater than R table. The correlation coefficient (r) is 0.562, and the coefficient of determination (R squared) is 0.316. When n equals 144, the degree of freedom (DF) is computed as n-2. Set at 0.05 is the significance threshold ( $\alpha$ ). The R table's critical value for R is found to be 0.1625. Over the threshold of 0.1625, the R-square value of 0.562 is greater. The research comes to the conclusion that organizational commitment (Y) is significantly impacted by the factors of Islamic work ethic (X1), transformational leadership style (X2), and emotional intelligence (X3) taken together.

## CONCLUSION

The results of the data analysis on the effect of the Islamic work ethic (X1), transformational leadership style (X2), and emotional intelligence (X3) on organizational commitment (Y) at the Al Bahjah Cirebon Formal Education Division indicate the following: The results demonstrate that the Islamic work ethic has a significant positive effect on organizational commitment, with a t-statistic value of 2.992, exceeding the t-value of 1.96 with a P-value of 0.003, which is less than 0.05. Similarly, the findings indicate that the transformational leadership style has a significant positive effect on organizational commitment, with a t-statistic value of 2.042. The results indicate that there is a significant positive effect of emotional intelligence on organizational commitment, with a t-statistic value of 2.251, exceeding the t-value of 1.96 with a P-value of 0.025, which falls below the 0.05 threshold. Concurrently, Islamic work ethic (X1), transformational leadership style (X2), and emotional intelligence (X3) exert a positive and significant influence on organizational commitment (Y), as evidenced by the coefficient of determination (R Square adjusted) of 0.302 or 30.2%. This indicates that the combined effect of Islamic work ethic, transformational leadership style, and emotional intelligence on organizational commitment is 30.2%. The remaining 69.8% is influenced by variables external to the object under study.

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