



## The Influence of Islamic Leadership and Remuneration on Organizational Citizenship Behaviour and its Impact on Job Satisfaction at Mitra Keluarga Husada Klaten General Hospital

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### ABSTRACT

**Background:** Job satisfaction problems that lead to a performance in improving hospital services' quality, which many hospital managers face today. Employees ask for high remuneration to enhance their performance, but this can reduce hospital income. Islamic leadership patterns can balance the demand for employee remuneration, which can provide an OCB culture and improve employee job satisfaction. **Method:** The study used a cross-sectional quantitative method using primary data obtained from questionnaires through google form and analyzed using smart PLS. **Results and discussions:** Based on shared questionnaires, there are 90 responses included in the inclusion criteria and retrieved data. Remuneration and Islamic leadership significantly influence OCB. OCB has an impact on job satisfaction but is not significant. **Conclusion:** Islamic leadership and remuneration have a significant positive influence on OCB and job satisfaction.

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### ABSTRAK

**Latar Belakang:** Masalah kepuasan kerja yang mempengaruhi pada kinerja dalam meningkatkan mutu pelayanan rumah sakit, banyak dihadapi oleh pengelola rumah sakit saat ini. Karyawan meminta remunerasi yang tinggi untuk meningkatkan kinerja mereka, tetapi hal ini dapat mengurangi pendapatan rumah sakit. Pola kepemimpinan Islami dapat menyeimbangkan tuntutan remunerasi karyawan, yang dapat memberikan budaya OCB dan meningkatkan kepuasan kerja karyawan. **Metode:** Penelitian ini menggunakan metode kuantitatif cross sectional dengan menggunakan data primer yang diperoleh dari kuesioner melalui google form dan dianalisis menggunakan smart PLS. **Hasil dan diskusi:** Berdasarkan kuesioner yang dibagikan, ada 90 tanggapan yang termasuk dalam kriteria inklusi dan data yang diambil. Kombinasi antara remunerasi dan Islamic leadership berpengaruh signifikan terhadap OCB. OCB memberikan pengaruh signifikan terhadap kepuasan kerja. **Kesimpulan:** Islamic leadership dan remunerasi berpengaruh positif signifikan terhadap OCB dan kepuasan kerja.

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## INTRODUCTION

Job satisfaction is the material discussed in managing an organization. Hierarti's needs theory is listed if job satisfaction is a basic need for someone to carry out his work and other requirements. Job satisfaction is one factor that affects the improvement of an organization's service performance. In general, employees will feel satisfied when given high remuneration, but whether the hospital will always provide high remuneration without considering the finances of the hospital. (Singh et al., 2020)(Charni et al., 2019)

The current problem in several hospitals, one of which is Mitra Keluarga Husada Klaten Hospital, is that some employees are more likely to demand a high remuneration value. The correct leadership pattern can change the mindset of employees who want to demand significant wages. One leadership that can have a cohesive effect is Islamic leadership. Islamic leadership pattern provides employees adherence to Islamic teachings.(Aini, 2021)(Passer, 2014; Prasetyo et al., 2015)

Organizational citizenship behavior (OCB) is one of the cultures that can encourage employees to get satisfaction while working. Islamic leadership and remuneration will impact the OCB in the environment. Mitra Keluarga Husada Klaten hospital (Rahman & Chowdhuri, 2018; Wuryanti & Heru Sulisty, 2017)

Based on these reasons, encouraging researchers to research whether Islamic leadership or high hospital remuneration will impact OCB. Previous studies have suggested that high income can improve the performance of employees both in terms of quality and quantity, but is balanced with good leadership, the level of satisfaction will be increased.

## METHOD

This study is a cross sectional quantitative study using questionnaires in this study involving total sampling with the target is a permanent employee of Mitra Keluarga Husada Klaten Hospital who is a medic and paramedic seen directly with patients. The data will analysis with Smart PLS application.

## RESULTS AND DISCUSSIONS

This study uses questionnaires distributed to employees at Mitra Keluarga Husada Klaten Hospital. After respondents fill out, the questionnaire results are collected and analyzed using smart PLS.

**Table of Character Respondens**

| No    | Range Age | Persentase | Working Period | Persentase | Profession      | Persentase |
|-------|-----------|------------|----------------|------------|-----------------|------------|
| 1     | 20-25     | 22         | 1-3            | 39         | Dokter          | 8          |
| 2     | 26-30     | 42         | 4-6            | 41         | Perawat         | 48         |
| 3     | 30-35     | 21         | 7-9            | 8          | Bidan           | 19         |
| 4     | 36-40     | 6          | 9-11           | 4          | Pharmacist      | 12         |
| 5     | >40       | 9          | >11            | 8          | Medical support | 13         |
| Total |           | 100%       |                | 100%       |                 | 100%       |

Based on the data we get, most of the employees at Mitra Keluarga Husada Klaten Hospital are 26-30 years old which is a productive age and the majority of employees have worked for 4-6 years. The most common profession today is that of a nurse.

**Table of Islamic Leadership**

| Category (%) | Indicator variable |        |          |         |
|--------------|--------------------|--------|----------|---------|
|              | Siddiq             | Amanah | Fathanah | Tabligh |
| Very high    | 57                 | 51     | 52       | 57      |
| High         | 30                 | 36     | 37       | 32      |
| Enough       | 7                  | 10     | 3        | 4       |
| Low          | 7                  | 3      | 8        | 7       |
| Very low     | 0                  | 0      | 0        | 0       |

Based on table, employee of Mitra Keluarga Husada Klaten Hospital has applied Islamic leadership with very high capacity. it can be seen that the indicator variable Islamic leadership in Siddiq has a very high level of 57%,

Amanah has a very high level of 51%, Fathanah has a very high level of 52% and Tabligh has a very high level of 57%.

**Table of Remuneration**

| Category (%) | Indicator Variable |                     |                |
|--------------|--------------------|---------------------|----------------|
|              | Fee for Position   | Fee for Performance | Fee for People |
| Very high    | 54                 | 38                  | 39             |
| High         | 29                 | 43                  | 40             |
| Enough       | 8                  | 13                  | 13             |
| Low          | 9                  | 6                   | 8              |
| Very low     | 0                  | 0                   | 0              |

Based on the table, Mitra Keluarga Husada Klaten Hospital has given well remuneration to the employee, it can be seen that the indicator variable remuneration in Fee for

the position has a very high level of 54%, Fee for performance has a very high level of 38%, and Fee for people has a very high level of 52%.

**Table of OCB**

| Category (%) | Indicator variable |                   |               |          |              |
|--------------|--------------------|-------------------|---------------|----------|--------------|
|              | Altruism           | Conscientiousness | Sportsmanship | Courtesy | Civic virtue |
| Very high    | 52                 | 47                | 40            | 39       | 40           |
| High         | 39                 | 41                | 47            | 47       | 43           |
| Enough       | 3                  | 9                 | 7             | 6        | 12           |
| Low          | 6                  | 3                 | 7             | 9        | 3            |
| Very low     | 0                  | 0                 | 0             | 0        | 0            |

Based on the table, employee of Mitra Keluarga Husada Klaten Hospital has applied OCB with very high capacity. it can be seen that the OCB variable indicator on Altruism has a very high level of 52%, Conscientiousness has a very high

level of 47%, Sportsmanship has a very high level of 40%, Courtesy has a very high level of 39% and Civic virtue has a very high level of very high as much as 40%

**Table of Job Satisfaction**

| Category (%) | Indicator Variabel |         |        |         |
|--------------|--------------------|---------|--------|---------|
|              | Income             | Partner | Leader | Culture |
| Very high    | 44                 | 41      | 38     | 38      |
| High         | 39                 | 42      | 47     | 48      |
| Enough       | 7                  | 11      | 14     | 4       |
| Low          | 10                 | 6       | 1      | 10      |
| Very low     | 0                  | 0       | 0      | 0       |

Based on the table, employee of Mitra Keluarga Husada Klaten Hospital feel satisfaction with remuneration was given. it can be seen that the indicator variable job satisfaction on income has a very high level of 44%,

Coworkers have a very high level of 41%, Leaders have a very high level of 38% and work culture has a very high level of 38%

**Table Hypothesis Test**

| 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 on OCB                      | 3,211        | 0,001    |
| H4         | Islamic leadership and remuneration on OCB and job satisfaction | 2,728        | 0,007    |

Islamic leadership improved the behavior of OCB significantly, can be seen in the results of the analysis with a value of P values of 0.000 which means the hypothesis is of significant value. Previous research has also proven that Islamic leadership has a positive influence on OCB because with the right leadership pattern, everyone will be spirited to help each other and work hopefully in the place where they work. (Aini, 2018a; Kuncoro & Wibowo, 2019)

Islamic leadership patterns give employees confidence that every time they take action there is Allah who always sees it, so that in addition to them workers for the hospital they also work to get rewarded. Health workers are officers who always help people who are in need of help. By Islamic law, providing help to people in need is a worship. (Bohle & Alonso, 2017; Egel & Fry, 2017)

Islamic leadership ideally leads an organization or hospital and how to practice Islamic teachings that result in the emergence of a sense of honesty, trust, and responsibility balanced with a sense of wanting to increase knowledge continuously. Leadership that is always guided by Islamic teachings will be happy to give all the ability to advance the hospital. In this case, the practice that has been planted with

Islamic leadership will become a habit in carrying out work to improve the cauldron of the hospital.(Aini, 2018b; Sani & Maharani Ekowati, 2019)

Remuneration has a positive influence on the behavior of OCB, as evidenced by the result of p values of 0.002 which means remuneration has a significant influence on OCB. Employees who get remuneration according to their needs and according to the regular division will be happy to work hard for where they work. Remuneration can also spur employees to improve performance, leading to promotions and remuneration. (Hidayah, 2017; Nur Agustini, 2016)

Remuneration distributed based on Fee for the position, Fee for people, and Fee for performance will explain to employees that hospitals always appreciate every effort they have made to the hospital and how long they have served the hospital. In addition, imposing remuneration according to the division determined will help motivate employees to always improve performance in carrying out tasks.(Calvin, 2017; Hidayah et al., 2020)

The combination of Islamic leadership and remuneration will help hospitals improve OCB's employees. 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. Every employee in the hospital is an asset that must be maintained. In addition to providing a good leadership pattern, the hospital is also obliged to provide rewards that are following its portion. (Arifin, 2013; Baragina Widyaningrum, 2008)

Employees of Mitra Keluarga Husada Klaten Hospital have a high level of job satisfaction. This can happen because karyawan has high OCB behavior. Employees work without a burden and always cling to always maintain harmony in the hospital environment. Any hospital leader who can encourage his employees in OCB culture by using the trade between Islamic leadership and appropriate remuneration employees will automatically feel satisfied with their work. Employees will not complain much and always strive to improve services in the hospital (Baysal & Yildiz, 2019; Muzanenhamo et al., 2016)

Islamic leadership and remuneration will be a counterweight in improving OCB behavior in hospital environments. If only relying on high remuneration but not based on good management, then hospital income will be reduced, the hospital does not have funds in its development. Therefore, with Islamic leadership will be a balance in addition to providing support to employees through remuneration. (Muhammad Iqbal Fasa, 2018; Saerah et al., 2020)

The balance between the leadership patterns and opinions given by the hospital can shape the organizational culture that makes every employee feel they own a hospital. Employees always present the best performance in order to provide the best service. Hospitals that provide the best service through their employees, then everyone who gets services at the hospital will be satisfied (Furnham et al., 2009; Kiarie et al., 2017)

Employees who are satisfied with their work generally respond with positive behavior, including by behaving OCB. Job satisfaction is conceptually global and conceptually work based on aspects of intrinsic job satisfaction, namely the level of satisfaction that employees receive from the job itself and extrinsic work satisfaction that is the level of satisfaction that an employee has outside of working conditions, such as policies and praise that are not related to his work. It should be considered in providing a sense of employee job satisfaction not only in providing support in terms of their work but also by providing support outside their work (Aini, 2018b; Basirudin et al., 2016; Zeinabadi, 2010)

### Limitation of Study

The weakness of the data collection method using questionnaires is the possibility that respondents are not serious in answering the questionnaires. For further research, it should be supported by more detailed with qualitative research.

### CONCLUSION AND SUGGESTION

Islamic leadership and remuneration had a significant favorable influence on OCB's behavior and positively impacted employee job satisfaction at Mitra Keluarga Husada Klaten Hospital with significantly. Empowering Islamic leadership culture in each unit will be able to provide OCB character which has an impact on employee job satisfaction. The remuneration does not have to be high, this can be balanced by providing an Islamic leadership pattern to the leaders at Mitra Keluarga Husada Klaten Hospital so that

hospital expenses for employee salaries can be more efficient.

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