

# The effect of Job attitude as a mediation between Islamic work ethic, leadership (formal and informal) on the performance of village headman : (Case study in Indonesia)

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**Abstract:** aims of this study is to examine the effect of job attitude as mediator of islamic work ethic, leadership (formal and informal) toward performance. The independent variable of this study is islamic work ethic and leadership, the mediating variable is job attitude and the independent variable is performance. Population of this study is 191 village headmen. the data was collected by quesioner and stastistic method was Structural Equation Model (SEM), PLS 3.0. the result showed the islamic work ethic has negative and signifinant relationship toward job attitude, leaderhip has nagative and not significant relationship toward job attitude and the meadiating variable of job attitude and leadership has positif and negative ralationship and they are not significant toward performance

**Keywords:** Islamic Work Ethics, Leadeship (Formal And Informal), Job Attitude, Performance,

## 1. INTRODUCTION:

Indonesia is a country that its constitution is based on the *UUD 1945* and *Pancasila* as the basis of the country, therefore all uses of assets and resources which owned by Indonesia are regulated in a system of legislation where all people who use their utilization must be taxed and obliged to pay. One of the natural resources taxes in Indonesia is *Pajak Bumi dan Bangunan* ( the Land and Building Tax). The Land and Building Tax is a State Tax regulated in Law No. 12 of 1994 which is an important element for the government to obtain finance in carrying out development and increasing economic growth in Indonesia. One of the regions in Indonesia that get particular concern about Land and Building Taxes is West Sumatra. Over the last five years, the realization in the taxes collection has never reached the set target. If this condition continues, it will give negative contribution to Regional Original Income and Economic growth. In West Sumatra, Individuals that is empowered and assigned to collect the Land and Building Taxes are the *Kepala Jorong* or village headman. The low performance of the headman in the taxes collection is allegedly due to the low level of Islamic Work Ethics, job Attitudes and Leadership on individual performance in the process of collecting the Taxes. West Sumatra is an area that has a majority of the population of Islam and certainly in its workplace uses the Islamic work ethic and its unique individuals assigned to the taxes collection on average have a dual leadership role, it is formally and informally.

Based on the data and phenomena described above, the researcher is interested in examining a number of variables that affect the performance of the individual headman of the village. In addition, this study also has many differences with previous research, Previous research used Islamic work ethics as a mediation, but in this study Islamic Work Ethics variable, Leadership (formal and informal) as an independent variable with mediating variables Job Attitude that has three dimensions namely work satisfaction, organizational commitment, job engagement. Time and place of research is also different from previous research. Title of this study is: The effect of job attitude as a mediation between Islamic work ethic, leadership (formal and informal) on the performance of village headman. (case study in Indonesia).

## 2. LITERATURE REVIEW:

### *Performance*

Performance is considered as multidimensional concept including all aspects related to the success and activities of the organization. according to Rivai and Sagala (2009) performance is a function of motivation and ability to complete tasks or work of someone who has a level of willingness and ability. Performance is a human resource management activity to achieve organizational goals ,Wibiwo( 2011). Based on the brief description above, it can be concluded that performance is an effort to achieve the results obtained by a person at work. performance is identical to achievement. it also shows the existence of achievement or performance when the work is able to match or exceed the

standards set by an organization. Tsui et al (1997) measures employee performance with several aspects, they are: work quantity, work quality, employee efficiency, quality standards, professional standards, employee knowledge.

### **Job attitude**

According to Ajmal and Irfan (2014), Job attitude shows the value of job attitude attitudes from individual feelings after accepting the duties and responsibilities by their supervisor. Job attitude have two different directions, it is positive attitudes and negative attitudes. Hayati and Caniago (2017) find that Islamic work ethics affects the performance of employee and mediated by positive attitude. it also describes job attitude as positive or negative attitudes or mental states that are always ready, studied and regulated through experience that has a special influence on work . Instruments used in measuring job attitudes are the three dimensions of job satisfaction, organizational commitment, and job engagement, Crow et al. (2011), Min and Ko (2017).

### **Islamic Work Ethic**

Anoraga (2014) defines a person's work ethic as the attitude of an individual or group at work. Mukijat (2003) stated that work ethic is related to individual feelings towards various kinds of work that he does, so that work ethic is how individuals to act on work by looking at the existence of individuals for the work done and certainly making work ethic something important to work. According to Djakfar (2007) Islamic work ethics is a work attitude based on Islamic values that views work as the essence of human life to achieve happiness in the world and heart, so that individual interests and others will be balanced.

### **Leadership**

#### ***Formal leadership***

Formal leadership shows individuals who are appointed as leaders based on legislation and legal law, Pielstick (2014). formal leadership is a figure who is considered to be a leader in a particular organization caused by the appointment process preceded by a letter or regulation ratifying the appointment process. according to Pielstick (2014) the following indicators in measuring formal leadership are vision share, communication, society, relationships, character.

#### ***Informal leadership***

Informal Leadership according to Liow et al (2016) is individual who get symbolic recognition from a number of people within the organization or in the community. according to Ross (2014) informal leadership leader status possessed by someone that is not based on an appointment letter organization or award given by a group of individuals or society to someone who has good personality value. In measuring informal leadership, heard and scott (2018) stated the some indicators, they are traditionalistic, experiential, collaboratively, creative, freedom to realize the vision.

### **3. Research and development Hypothesis:**

#### **The effect of Islamic work ethic to individual performance**

Amaliah et al (2015) stated Islamic work ethic is a way or method of work in Islamic rule and hadist. In the concept of Islamic work is a trust that must be accounted so that individuals who accept responsibility must be committed to complete the work as possible it is. When individuals work is guided firmly on Islamic values, they will work with a sense of responsibility so that the result of performance would be better. Muhammad et al (2015) stated that the core of the Islamic work ethic is positive value that contained in the Islamic work ethic. It will create awareness within the individual working to try to complete tasks and responsibilities properly according to the promise, and therefore the implementation of Islamic work ethic can lead to greater employee performance. Based on the brief description above, it can be concluded that the Islamic work ethic is positive and significant effect on the performance of employee. The hypothesis is:

H1: *Islamic work ethic has positive and significant effect to individual performance*

#### **The Effect of Leadership (Formal and Informal) To individual Performance**

According to Ross (2014) informal leadership has an influence on the performance of the individual under the informal leadership. Informal leader appointed voluntarily by a group of specific individuals for their trust, recognition of professional competence to a person's experience, therefore when carrying out its role of informal leader will work with a personal approach that is not governed by a specific standard. In general, the informal leader has a psychological closeness to the individual groups. The higher gatherness of the individuals will improve individual performance. White et al (2017) found that formal and informal leadership has significant positive effect on

individual performance. Based on the brief description above, we can conclude that leadership (formal and informal) has positive and significant effect on the performance. The hypothesis is :

H2: *Leadership (formal and informal)* has positive and significant effect to individual performance

### **The Effect of Islamic Work Ethic to Job attitude**

Amilin (2016) stated that the concept of Islamic work ethic and responsibility is a mandate that should be implemented and the results should be accountable to God and to the people who give a mandate to encourage improvement of their duties and responsibilities. Based on the brief description above, it can be concluded that the Islamic work ethic has positive and significant effect on the attitudes of individual work. The hypothesis is :

H3: *Islamic work ethic* has positive and significant effect to job attitude

### **The Effect of Leadership (Formal and Informal) to Job attitude .**

Results of research by Ross (2014) stated that the informal leadership has positive affect in shaping job attitude of employees. Liow et al (2018) found that informal leadership affect job attitude. Positive job attitude of informal leaders create a suggestion in subordinate themselves so it will form positive job attitude within employees at work. White (2016) found that informal leadership has positive and significant effect to job attitude and it show subordinates at work. The results show the more respected and charismatic an informal leaders are, it will create a positive job attitude. Based on the brief description above, it can be concluded that the Leadership (Formal and Informal) has positive and significant effect to job attitude. The hypothesis is :

H4: *Leadership (formal and informal)* has positive and significant effect to job attitude

### **The effect of Job Attitude to Individual Performance**

Mohammad et al (2015) stated the value of the individual job attitude feelings after getting an order for the task and responsibility of superiors will be more positive job attitude given individual at work, the more committed individuals to perform these tasks so it will improve performance of employees. Hayati and Caniago (2017) stated that the job attitude can be observed in three dimensions, they are commitment, engagement and motivation to carry out the duties and responsibilities of each individual behavior that impact individual performance. Based on the brief description above, the hypothesis is :

H5: job attitude has positive and significant effect to performance individual

### **The effect of Islamic Work Ethic Mediating Job attitude to individual performance**

Hayati and Caniago (2017) found that the Islamic Work Ethic effect to performance of individual employees which is mediated by a positive job attitude. The results can be interpreted Islamic Work Ethic will be a media that forms a positive job attitude within employees. Positive job attitude will be seen from the employee commitment, satisfaction at work are perceived and the perceived level of work engagement of employees in the organization. When the value of the good values inherent in the Islamic Work Ethic , it will combine with a positive job attitude within the employee then the performance they produced in carrying out the duties and responsibilities will increase and give satisfaction to the organization.

Based on the brief description above, we can conclude that Islamic work ethic has positive and significant impact on the performance of individual mediated by the working attitude. The hypothesis is :

H6: *Islamic work ethic* has positive and significant effect to Mediating Job attitude to individual performance

### **The Effect of Leadership (Formal and Informal) Mediating Job attitude to individual performance**

Liow et al (2015) found that an individual's leadership, both formal and informal will affect the performance of the individual with the establishment of positive and negative job attitude, so the leadership will be a positive influence on performance that is mediated by individuals job attitude.

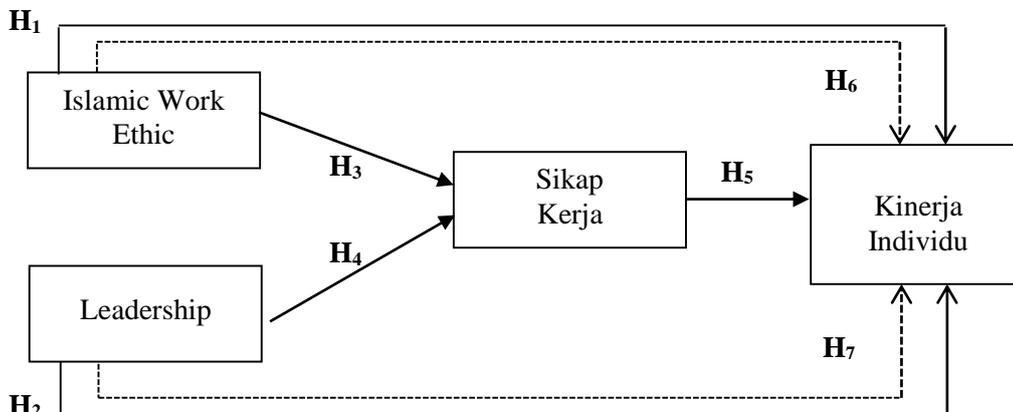
Based on the brief description it can be concluded that the Leadership (Formal and Informal) has positive and significant effect on the performance of individual mediated by the job attitude. The hypothesis is :

H7: *Leadership (formal and informal) has positive and significant effect) Mediating Job attitude to individual performance*

**4. CONCEPTUAL FRAMEWORK:**

Based on a literature and previous research above, a conceptual framework model that will be used in the processing or testing of hypotheses in this study can be made is in the figure below :

**Figure 1 Conceptual Framework**



**5. METHODOLOGY:**

This research is quantitative research, according to sekaran (2015) population is a unit of attributes that work together to achieve one goal. The population was 365 active village heads with a sample of 191 people as respondents. The data used are primary data because the data is searched and processed by the researcher, and has not been published in various publisher.

**Table 1**

**Operational Definition**

No	Variable	Dimention	Indicator	Scale
1	Employee performance	1. quantity 2. quality 3. efficiency 4. quality standard 5. professional standard 6. employee knowledge (Tsui et al 1997)	6 Incicators (Tsui et al 1997)	Likert 1 – 5
2	Islamic Work Ethic		17 indicator Ali (1992)	Likert 1 – 5
3	Job Attitude	a. job satisfaction b. organizational commitment c. job engagement Crow et al.(2011), Min dan Ko (2017)	6 indicator Crow et al.(2011), Min dan Ko (2017)	Likert 1 – 5
4	Leadership (Formal dan Informal )	a. <i>Informal Leadership</i>	5 indicator Heard dan Scott (2018)	Likert 1 – 5

In this study, the primary data was obtained through distributing questionnaires to respondents who were qualify to prove the truth of the hypothesis. the process of hypothesis testing was carried out using qualitative and quantitative analysis methods with the following stages:

**a. hypothesis testing**

Before testing the inferential analysis hypothesis, the analysis used to test the feasibility of the data using the testing phase as follows:

**b. Structural Equation Model (SEM) of Smart PLS**

This study uses Partial Least Square (PLS) analysis. Ghozali (2016) stated PLS is a strong method analysis tool because it is not based on many assumptions. The data must not be multivariant normal distribution.

**Analysis**

a. sampling procedure

**Table 2. Questionnaire**

Information	total	Percentage
Number of questionnaire distributed	191	100
Number of questionnaire not returned	(17)	(8,90)
Number of questionnaire damaged	(4)	(2,62)
Number of questionnaire processed	169	88,48

Source : researcher (2019)

b. General descriptive respondents

After all the data and information collected, the processing phase of the data can be analyzed. the results shows in the table below :

**Table 3.1**

**General descriptive respondents**

Information	total	Percentage
<b>sex</b>		
Male	158	93%
Female	11	7%
<b>age</b>		
25-35 years old	17	10%
36-46 years old	55	33%
47-57 years old	89	53%
> 55 years old	8	5%
<b>education</b>		
Senior High School	132	78%
D3 / Diploma	15	9%
undergraduate	22	13%
<b>length of work</b>		
15 years	73	43%
6-10 years	68	40%
11-15 years	26	15%
> 15 years	2	1%
<b>Informal position</b>		
<i>ninik Mamak</i>	21	12%
<i>Ulama</i>	29	17%
<i>Lurah</i>	21	12%
<i>cadik pintar</i>	27	16%
<i>KAN</i>	6	4%
<i>Bundo Kanduang</i>	7	4%
<i>PKK</i>	4	2%
<i>Datuak</i>	54	32%
Total		100%

**a. Hypothesis**

*total effect*

Based on the results of data processing by using Smartpls 3.0. The results of hypothesis testing can be obtained as shown in Table 4 below

**Table 4. Hipotesis result (Total Effect)**

	Sample (O)	Mean Sampel (M)	Standar Deviasi (STDEV)	T Statistik (  O / STDEV  )	Nilai P
Islamic work ethic -> performance	-0250	-0261	0085	2.920	0004
Islamic work ethic -> job attitude	0346	0377	0077	4511	0000
leadership -> performance	0362	0383	0063	5701	0000

leadership -> job attitude	-0060	-0066	0095	0628	0530
Job attitude -> performance	0066	0065	0080	0824	0410

**Tabel 5. Indirect affect**

	Sample (O)	Mean Sampel (M)	Standar Deviasi (STDEV)	T Statistik (  O / STDEV  )	Nilai P
<b>Islamic work ethic -&gt; job attitude -&gt; performance</b>	0023	0023	0030	0753	<b>0452</b>
<b>leadership -&gt; job attitude -&gt;performance</b>	-0004	-0004	0011	0344	<b>0731</b>

**6. FINDINGS :**

This study aimed to examine the effect of Islamic work ethic, formal and informal leadership toward individual performance. The results did not support the hypothesis 1 of this research because the coefficient was -0,250 and the probability was 0,004. So that the Islamic work ethic had negative and significant affect. It happened because the more religious a person is, he tends to not involve to things that does not have Islamic value. For example : to pay a tax is not an obligation in Islam, but zakat is. Based on that belief, it might affect the individual performance.

The second and third hypothesis from this study were accepted. They were formal and informal leadership had positive and significant effect to individual performance, also the Islamic work ethic had positive and significant effect to job attitude. But formal and informal leadership had negative and not significant effect to job attitude. It might be due to the emotional feeling between the society with the leader so he does not consider a job attitude as an important thing at work. The fifth hypothesis of this study job attitude had positive and significant effect to individual performance. But the result was positive and not significant. It can be seen from coefficients score (0,066) and probability (0,410). It might be happen because job attitude is not a dominant variable at work.

Beside that Hypothesis sixth Islamic work ethic has positive and significant effect not to mediating Job attitude to individual performance The results occur because Islamic work ethic is capable of forming a positive job attitude to the individual as to strengthen the commitment of individuals to carry out their duties and responsibilities so that the value of the work attachments become stronger. However, the success of individuals to carry out their duties and responsibilities in collecting PBB is not limited to the work attitude and work ethic of Islam which is for individuals to do the job situation is going on the success of the individual to improve the realization of the PBB also be caused by the presence of a positive attitude and awareness to pay taxes and the value of responsibility and nationalism owned by the community to the state, seventh hypothesis: Leadership (formal and informal) has negative and not significant mediating attitude to individual job performance The findings obtained are not consistent with the hypothesis put forward as more and more leadership positions of formal and informal individual makes these individuals are not the focus of the work and the attitude of the work that will affect the performance of individuals on the other hand, no changes in work attitudes within the individual although invidu an informal leader for public or formal leaders for their letter of assignment which authorizes an individual to collect the PBB, although individuals have been doing a good job as disseminating the importance of tax payment or doing outreach to the community to immediately pay the PBB but contributing role that individuals have not been able to create a high awareness within the community to pay taxes, especially to pay PBB these circumstances encourage not change on the performance of individual.

**CONCLUSION:**

based on the analysis and discussion of the results of hypothesis testing that has been done, it can be concluded that Islamic work ethic has a negative and significant effect on performance, leadership (formal and informal) has a positive and significant effect on performance, job attitudes have a positive and not significant effect on performance, while work ethic Islam has a positive and significant effect on job attitudes, leadership (formal and informal) has a negative and insignificant effect on job attitudes, for mediating variable job attitudes between Islamic work ethics, leadership (formal and informal) has positive and negative influences and both are not significant towards performance .

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