

The Effect of Islamic Work Ethic and Ethic Leadership on Turnover Intention Mediated by Employee Engagement

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Abstract. *This study aims to determine the effect of Islamic work ethic and ethical leadership on turnover intention and recommend companies in reducing turnover intention. This study also aims to test the mediating effect of employee engagement on turnover intention. To test the variables, the researcher used a survey method by distributing questionnaires to 91 employees using non-probability sampling and purposive sampling techniques at PT CJ Feed Semarang. The study was conducted at a manufacturing company PT CJ Feed Semarang from South Korea which is one of the foreign-owned companies that focuses on animal feed production. The results of the study indicate that Islamic work ethic and ethical leadership can be applied in manufacturing companies. The influence of Islamic work ethic and ethical leadership shows a negative effect on turnover intention. This shows that the higher the Islamic work ethic and ethical leadership, the smaller the turnover intention, while the lower the Islamic work ethic and ethical leadership, the higher the turnover intention in a company. The results of mediation with employee engagement show a higher negative effect on turnover intention. This study is limited to manufacturing companies, but has significant implications for workforce development in other regions and across sectors. Understanding the Islamic work ethic and ethical leadership of the workforce on turnover and its consequences in the company provides an overview of HRD in designing and implementing employee and leader changes in implementing them in the company.*

Keywords: *Islamic work ethics; ethical leadership; turnover intention; employee engagement.*

1. Introduction

Companies that are less able to manage their employees well will be able to create dissatisfaction among their employees and have an impact on the difficulty of retaining employees or can cause employee transfers. Turnover is a process of conditions where employees leave the company where they work. High employee turnover intention can be used as an indication of company problems that need to be reviewed by Management.

Common determinants of employee turnover intention are economic conditions (availability of other job options), organizational variables (leadership, compensation system, work plan) and individual variables. Individual variables are divided into two, namely external factors (career, marriage, demographics, family considerations, leisure time choices) and individual values related to work (expectations, abilities, absorption, and external economic assessments, external job factors, factors related to the organization). The factors that influence turnover are quite complex and interrelated. Among these factors are age, length of service, education level, attachment to the organization, job satisfaction and organizational culture (Deepa, 2012).

Islamic work ethic negatively related (insignificant) to turnover intention (Sean et al, 2011). Meanwhile, based on research from Charles Pettijohn et al (2008), it states that the hypothesis shows a significant relationship ($p < 0.0001$) between work ethic and turnover intention.

Then between ethical leadership and turnover intention showed statistically significant results (Demirtas and Akdogan, 2014). Meanwhile, according to Mayowa et al (2014) stated that frequent changes and ethical leadership in

turnover intentions showed significant with a note under low ethical leadership conditions ($b = .28$, $p = .05$), but not significant under high ethical leadership conditions ($b = -.07$, $p = .10$).

Along with the development era and the advancement of human thought, leaders must be able to enter into the complex conditions of employees. Islamic work ethic, ethical leadership used greatly influences the level of comfort and desire of employees not to stay in the Company. Ethical leadership is a basic foundation that should be carried out by the company, so that it is expected that the level of employee desire to leave the Company can be avoided.

Islamic work ethic (IWE) as a form of combined moral principles that are able to distinguish between right and wrong. IWE is oriented towards work and the work approach as a kindness to fellow human beings. The fundamental difference with Conventional Work Ethics is that IWE uses the application of Morals with an Islamic teaching approach, which is in accordance with the opinion of Ali and Al-Owaihian (2008) that Islamic work ethic is a work principle that is in accordance with the teachings of the Qur'an and is exemplified in the life of the Prophet Muhammad SAW. The importance of work ethic in working is to promote self-existence in the social economy or interaction with others to improve social welfare and affirm the form of belief. The importance of IWE in this study is related to the application of Islamic morals in the Company, so that IWE becomes an important basis for employees to stay in the Company.

The performance of an employee is getting higher because there is a strong attachment, there is a high sense of satisfaction with the Company. Employee engagement is in the

form of high employee enthusiasm for the Company, which if low will have an impact on decreasing the Company's productivity. This problem is because employees do not feel engaged with the Company, so the results do not provide the best performance according to their capacity. Employee Engagement is a management concept in business because they have high enthusiasm for their work, so employees try to work together for the achievement of the Company.

In relation to the need to increase engagement with the Company, the company PT CJ CheilJedang Feed Semarang which is a PMA (Foreign Capital) Company located in Batang, one of the PMA (Foreign Investment) Companies in Indonesia headquartered in South Korea with the Implementation of B2B (Business to business) and B2C (Business to customer) Businesses that need to analyze the level of leadership that can make employees bonded, have good work ethics and can prevent employees from thinking of resigning from the Company for any reason. The turnover percentage condition in this Company is 10% which was accumulated during 2019.

Based on the phenomena described above, the author is interested in conducting research with the title "The Influence of Islamic Work Ethics and Ethical Leadership on Employee Turnover Intention Mediated by Employee Engagement"

2. Research Methods

The type of research is a plan of the research structure that directs the process and results of the research as much as possible to be valid, objective, efficient and effective (Jogiyanto, 2004). The research design used is the survey method. In survey research, researchers collect data by asking respondents for responses either directly or indirectly using a questionnaire (Suliyanto, 2006).

3. Results and Discussion

3.1. The influence of Islamic work ethic on turnover intention

The results of the study indicate that Islamic work ethic has a negative effect on turnover intention or this hypothesis can be accepted. This means that the more

The higher the Islamic work ethic at PT CJ Cheiljedang Feed Semarang, the lower the intensity of employees leaving the company and vice versa, the lower the Islamic work ethic, the higher the intensity of employees leaving the company.

Companies need to improve Islamic work ethics by providing a work culture that supports work that prioritizes ethics. Among them are those that are done by not wasting work time, carrying out work centrality, upholding morality/ethics, making employees comfortable, not implementing gratification, building a culture of hard work, and working with an attitude of employee independence without relying too much on others.

Based on the respondents' answers regarding the influence of Islamic work ethic on turnover intention, the highest indicator is related to morality/ethics, while the lowest condition is independence. This is because employees will respect each other if between employees or with superiors are able to have good ethics/morals. After being able to apply good morals, other things will follow, including employees will work well, employee comfort can be guaranteed and of course employees will work hard to complete their work as well as possible.

While the lowest result is independence, because more than 55.1% of respondents are operator level, which is more guided by SOP (Standard Operating Procedure) so that employees are not required to be independent in completing the work. Independence in work can be applied by making a guideline that the value of the work comes from the intention that will accompany the results, so that the work done can be completed well and as optimally as possible so that employees do not think about leaving, intend to look for work elsewhere and intend to leave.

This is in accordance with the research conducted by Rokhman (2010) entitled the effect of Islamic work ethic on work outcomes, showing that the variable of Islamic work ethic does not have a positive and significant effect on turnover intention. Koh and Boo (2004) related to the relationship between Islamic work ethic, job satisfaction, organizational commitment and turnover intentions are explained by the Organizational Justice Study which states that these results on employee turnover intention show negative results on direct interaction between Islamic work ethic and turnover intention.

3.2. The influence of ethical leadership on turnover intention

The results of the study indicate that ethical leadership has a negative effect on turnover intention or this hypothesis can be accepted. This means that the higher the ethical leadership at PT CJ Cheiljedang Feed Semarang, the smaller the intensity of employees who will leave the company and vice versa, the lower the ethical leadership will make the higher the intensity of employees leaving the company.

Leaders should be able to practice ethical leadership. Among them are those done by controlling emotions, forming compatibility/suitability with subordinates, and becoming a good personality that makes employees able to follow superiors without coercion and there is a harmonious relationship between subordinates and superiors in a company. The work done by employees by following superiors' orders well, so that employees do not think about leaving, intend to look for work elsewhere and intend to leave.

This is in accordance with research conducted by Mayowa et al (2014) which states that frequent changes and ethical leadership will determine employees' intention to move. The results show that the relationship between frequent changes and turnover intention is significant with low ethical leadership conditions ($b = .28$, $p = .05$), but not significant with high ethical leadership.

($b = -.07$, $p = .10$). Likewise, research conducted by Sunariani and Deniartha (2017) proved that leadership has a significant negative influence on turnover intention, meaning that if leadership can be carried out well, it can affect turnover intention.

3.3. The influence of Islamic work ethic on employee engagement

The results of the study indicate that Islamic work ethic has a positive effect on employee engagement or this hypothesis can be accepted. This means that the higher the Islamic work ethic at PT CJ Cheiljedang Feed Semarang, the higher the employee engagement of the company and vice versa, the lower the Islamic work ethic will make the employee engagement with the company smaller.

Companies need to improve Islamic work ethics by providing a work culture that supports work that prioritizes ethics so that employee engagement with the company can be high. Companies carry out Islamic ethical activities that influence employee engagement with the company that make employees enjoy, believe in continuing to work, have valuable individuals, are able to feel satisfaction, are committed to themselves and the company, and their ideas are well advocated.

Psychologically, IWE greatly influences employee engagement, if ethics are good and employee engagement is high, it greatly influences the performance of the employees concerned. In accordance with Ali (1992) who stated that there is a high correlation between IWE and Individualism carried out in America and Canada. Meanwhile, according to Ali and Al Kazemi (2007) who stated that IWE is closely related to the loyalty of employees who are bound to the Company.

3.4. The influence of ethical leadership on employee engagement

The results of the study indicate that ethical leadership has a positive effect on employee engagement or this hypothesis can be accepted. This means that the higher the ethical leadership at PT CJ Cheiljedang Feed Semarang, the higher the employee engagement with the company and vice versa, the lower the ethical leadership will make the employee engagement with the company lower.

Companies need to improve leadership ethics by making leaders role models in implementing good work ethics, especially towards subordinates and other employees so that they can create high employee engagement. Among the things that ethical leaders do is control emotions, form chemistry (compatibility) with subordinates, and become a good personality that makes employees get job satisfaction, have a work commitment, and are able to convey employee ideas and thoughts easily (advocacy).

Value-based leadership encourages employees to see values based on their organizational goals that put aside personal interests and support their organizational goals, by building an ethical climate and culture (Schaubroeck et al. 2012). Meanwhile, according to Den Hartog and Belschank (2012) who stated that because of its inherent ethical nature and

having values, ethical leadership makes work more significant and meaningful for employees, and employees will respond by increasing their engagement.

3.5. The influence of employee engagement on turnover intention

The results of the study indicate that employee engagement has a negative effect on turnover intention or this hypothesis can be accepted. This means that the higher the employee engagement at PT CJ Cheiljedang Feed Semarang, the smaller the intensity of employees who will leave the company and vice versa.

The lower the employee's attachment to the company, the higher the intensity of employees leaving the company.

Companies need to increase employee engagement with the company by way of job satisfaction, having a work commitment, and being able to convey employee ideas and thoughts easily (advocacy). If the company is unable to provide these things, employees will be able to think about quitting, intend to quit or think about looking for another job outside the company.

This is in accordance with research conducted by Kevin Kruse (2012), organizations with high employee engagement will reduce expenses because only a few employees leave the organization which means reducing recruitment costs and training costs. Likewise, research conducted by Ongori (2007), that commitment, engagement and support are effective responses to the entire organization. The higher the commitment, engagement and support given, the less intention he has to move jobs and organizations.

3.6. The indirect influence of Islamic Work Ethics and Ethical Leadership on *Turnover Intention* mediated Employee Engagement

Mediation or intervening is a variable between which functions to mediate the relationship between 2 independent variables and the dependent variable. To test the influence of the mediating variable, the path analysis method is used. The influence analysis aims to determine how strong a variable is with other variables, both direct and indirect influences. This interpretation is very important to use to obtain a good and clear chosen strategy.

In accordance with theoretical studies and the results of hypothesis testing that have been carried out, *Islamic work ethic* and ethical leadership can have a direct or indirect influence directly on turnover intention. The indirect effect of the variable is first through the mediating variable, namely employee engagement, which then has a negative effect on turnover intention.

The results of direct and indirect hypothesis testing can be summarized in the following table:

Direct and indirect influences between variables

Indicator	Direct	Indirect
<i>Islamic work ethic – employee engagement – turnover intention</i>		coefficient (–0.148), t-count (2,600)
<i>Ethical leadership – employee engagement – turnover intention</i>		coefficient (–0.218), t-count (2.532)
<i>Islamic work ethic – turnover intention</i>	coefficient (–0.399), t-count (5.518)	
<i>Ethical leadership – turn over intention</i>	coefficient (–0.207), t-count (2.338)	

Source: SmartPLS data processing results

Based on Table shows a direct negative influence between the Islamic work ethic variable on turnover intention of the coefficient value (–0.399), t-count (5.518), while the indirect influence of the variable through employee engagement mediation is the coefficient value (–0.148), t-count (2.600). This shows that the value of the direct influence of the Islamic work ethic variable on turnover intention is greater than the indirect variable through employee engagement mediation. The commitment indicator that shows the highest value on employee engagement still shows an influence on turnover intention, although not as large as the direct influence of Islamic work ethic on turnover intention. Thus it can be concluded that based on the analysis of the calculation of the path analysis value of the mediation variable (employee engagement) does not have to be with mediation on Islamic work ethic on turnover intention.

On the variable of ethic leadership on turnover intention, the coefficient value is (–0.207), t-count (2.338), while the indirect effect of the variable through employee engagement mediation is the coefficient (–0.218), t-count (2.532). This shows that the value of the direct effect of the ethic leadership variable on turnover intention is smaller than the indirect variable through employee engagement mediation. Thus, it can be concluded that based on the analysis of the calculation of the path analysis value of the mediation variable (employee engagement), the results of the mediation variable for ethic leadership on turnover intention show higher results with employee engagement mediation.

Employee engagement is an intervening variable between Islamic work ethic and Turnover Intention, and Intervening between Ethic leadership and Turnover intention. So that there is an indirect influence of employee engagement in determining the high and low levels of employee Turnover intention. Especially on the commitment indicator on Employee engagement which shows the highest results from other indicators, so it needs to be considered again to support employees to stay in the Company without thinking about moving to another workplace.

4. Conclusion

Based on the results of research on the influence of Islamic work ethic and ethical leadership on turnover intention mediated by employee engagement with the smartPLS software analysis tool used by researchers to test the hypothesis, the following is obtained:

1. *Islamic work ethic*, ethical leadership and employee engagement have negative results

on employee turnover intention. If the company wants to get low turnover intention, the company simply needs to improve Islamic work ethic, ethical leadership and employee engagement in PT CJ Cheiljedang Feed Semarang. 2. The variables of Islamic work ethic and ethical leadership have positive results on employee engagement at PT CJ Cheiljedang Feed Semarang. So the better the implementation of indicators on Islamic work ethic and ethical leadership, the company will be able to get employees with high employee engagement. 3. The personality/identity indicator on the employee engagement variable shows the highest results among other indicators. This shows that at PT CJ Cheiljedang Feed Semarang employees do not want to be compared with other employees, especially in terms of ethnicity, race, religion and culture. So if this can be maintained, then the employee will continue to work in the company as well as possible. 4. The mediation effect is seen in ethical leadership which shows higher results on turnover intention through employee engagement mediation. So these results show that ethical leadership supported by employees who are highly attached to the company will make the turnover intention in the company smaller. While the results of the mediation effect are seen in the Islamic work ethic which shows lower results on turnover intention. So with the Islamic work ethic that is already high in the company, there is no need to use employee engagement mediation to reduce turnover intention.

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