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“Impact of Islamic work values on in-role performance: Perspective from Muslim employee in Indonesia”

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IMPACT OF ISLAMIC WORK VALUES ON IN-ROLE PERFORMANCE: PERSPECTIVE FROM MUSLIM EMPLOYEE IN INDONESIA

Abstract

Religious values are contemporary issues associated with employees' behavior in organizations, especially from the Islamic human resource (HR) management view. To address this issue, this study analyzed the influence of Islamic work values on engagement, job satisfaction, organizational commitment, and in-role performance of Muslim employees. Considering the potential spread of COVID-19, primary data was collected by distributing online questionnaire via emails and social media to 283 respondents in Makassar City, Indonesia, who fulfilled the predetermined sampling criterion. PLS-SEM was employed to check the measurement and structural models of the SmartPLS 3.0 program. It was revealed that Islamic work values have a significant influence on engagement and job satisfaction and in contrast, insignificant on organizational commitment and employee in-role performance. In addition, a significant interrelationship between the 4 endogenous variables was confirmed, namely engagement, job satisfaction, organizational commitment, and in-role performance. Furthermore, it was found that several constructs mediate the correlation between Islamic values and in-role performance. The findings are essential to provide theoretical enrichment for future studies pertaining to the measured Islamic values and HR behavior. Practically, managers are capable to devise and select the most appropriate HR strategies for Muslim employee in a particular organization.

Keywords

Islamic work values, engagement, job satisfaction,
organizational commitment, in-role performance,
PLS-SEM

JEL Classification

J24, J28

INTRODUCTION

Human resource management (HRM) has evolved through numerous stages ranging from prior obligatory jobs to personnel and contemporary management. Throughout the years, the understanding of Islam and its relationship with different management practices has been massively enhanced although the universal concepts and acceptance of human nature vary according to their specific faith, culture, and tradition (Wahab & Masron, 2020). One of the frequently adopted constructs is the Islamic work values (IWV), defined as a personality attitude that gives birth to a deep belief that an individual's means of livelihood is not only to glorify oneself, rather, it is perceived as a manifestation of righteous deeds and is highly regarded (Wahab & Masron, 2020). Considering that religious values are such a burgeoning issue, companies are deemed to incorporate and promote the spiritual aspects even though the system is rationally operationalized (Asutay et al., 2021). Interestingly, related studies have been carried out in Islamic countries, thereby driving organizations and management practices towards the framework of their internal faith (Mellahi & Budhwar, 2010).

The existing literature reveals that Islamic work values (I WV) are presently regarded as a fundamental topic in Islam research (Mohammad et al., 2015) and some studies have assessed the influence of I WV on HR behavior. Farid et al. (2017) claimed a positive effect of I WV on the engagement of healthcare employees in Pakistan. Likewise, Asutay et al. (2021), Gheitani et al. (2019), and Yousef (2001) also discovered that I WV significantly affects job satisfaction and organizational commitment in different business contexts. In Indonesia, inquiries by Hayati and Caniago (2012) and Miswanto et al. (2020) confirmed the importance of I WV on improving employee performance. Hence, it can be stated that an individual who trusts Islam and implements its values is more committed and satisfied with an organization and is likely to show better job performance.

In spite of its influential role, the preliminary studies have not particularly analyzed the existing gap between Islamic management theory and practices on behalf of the I WV and its impact on HR behavior, creating an empirical gap that needs to be verified (Miles, 2017). In addition, Gheitani et al. (2019) contend that I WV studies mainly focus on the normative aspects of the management, and the Islamic economy and banking topics consistently received the greatest coverage. As a result, understanding its potential role in determining HR behavior is still in the elementary stages. Therefore, to promote Islamic teachings and ensure it is accessible and widely learned for work-related aspects, the paper aims to empirically investigate the relationship between I WVs, employee engagement (ENG), job satisfaction (JS), organizational commitment (OC), and in-role performance (IRP). Moreover, the current study examines whether ENG, JS, and OC mediate the relationship between I WV and IRP. This study is essential to theoretically implicate the Islamic management field as it adapted the newest core items of I WV created by Wahab and Masron (2020). It may stimulate potential future studies. From a practical perspective, managers can refer to the novel I WV items as a foundation to improve employee engagement, satisfaction, commitment, and in-role performance.

1. LITERATURE REVIEW

1.1. Islamic work value (I WV)

The I WV is an essential aspect of a person's faith (belief) based on the Quran, the Prophet's words, and acts that have brought dignity and virtue to work (Ali & Al-Owaihan, 2008). Similarly, it might be claimed that the I WV's prominent premise is that all human beings are obligated to perform positive rather than negative actions. Islamic values include morality, where all activities are per their ethics because this religion fails to recognize the dichotomy between mundane and religious affairs (Wahab & Masron, 2020). The subsequent value is competition, which involves the need or ability to fairly and honestly compete with other employees as well as rely on the intention of *fastabiqul khoirot* (a race to achieve virtue) (Razimi et al., 2014). The I WV is an inclination that forms and influences the engagement and participation of its adherents at workplaces (Rana & Malik, 2016). It views labor as a way to promote own interests financially, socially, and psychologically, as well as to maintain one's reputation, improve societal welfare, and confirm the beliefs (Ali, 2010). Moreover,

it improves performance, for instance, work is interpreted as an elaboration of *aqidah*, a charity based on knowledge, or by imitating divine attributes (Budhwar & Mellahi, 2010). Consequently, being productive at work based on religious understanding and responsibility is one of Muslims' characteristic personalities as they do not work to solely get paid or maintain their prestige.

Many studies examined the effect of I WV on employee behavior. The most popular one is Yousef (2001) who investigated its moderating impact on the relationship between organizational commitment and job satisfaction. The study analyzed the data from more than 400 Muslim employees in the United Arab Emirates (UAE) and revealed that I WV directly affects organizational commitment and job satisfaction and moderates the connection between these 2 constructs. Similarly, Gheitani et al. (2019), Nasution and Rafiki (2019), Hayati and Caniago (2012), and Sadozai et al. (2013) discovered positive and significant links between I WV, job satisfaction, and organizational commitment. Meanwhile, Athar et al. (2016), Farid et al. (2017), and Al-Shamali (2021) confirmed a significant and positive relationship be-

tween IWB and employee engagement. Likewise, Miswanto et al. (2020) and Hayati and Caniago (2012) investigated the relationship between IWB and job performance and found a significant relationship between these constructs. Hence, the Islamic values need to be examined because it is related to the spiritual aspect of existence, which reflects the faith or Islamic *aqidah* regarding labor based on revelation and reason (Syed & Ali, 2010).

1.2. Employee engagement (ENG)

Employee engagement is an appointment that offers employees the opportunity to influence managerial decision-making at a certain level through the exchange of knowledge and experiences (Rich et al., 2010). In Islam, it promotes employees to be proactive in strategy formulation or planning and empowers their willingness to pursue an organizational vision continuously and constructively (Rana & Malik, 2016). Margaretha et al. (2021) analyzed the effect of employee engagement on organizational commitment. The study used data obtained from 322 lecturers who are employed in various universities in Indonesia. It was shown that there is a significant relationship between these 2 constructs, supporting Saks (2006) and Salanova et al. (2005). In contrast, Rameshkumar (2020) reported that employee engagement barely affects organizational commitment in India. In addition, regarding its influence on in-role performance, Anitha (2014), Hamid and Ashoer (2021), and Kim et al. (2013) confirmed that employee engagement positively and significantly affects employee performance.

1.3. Job satisfaction (JS)

Job satisfaction is perceived as a way to motivate proper human behavior in organizations (Malik, 2018). According to Spector (1997), job satisfaction is one's emotions concerning various aspects of the job. Conversely, DeCenzo et al. (2015) stated that it occurs when people feel they deserve to be recognized because of their skills and values. Giri and Pavan Kumar (2010) reported it as the main driver of supportive attitudes and behavior in an organization that portrays the employees' perspective of work. In Indonesia, Hayati and Caniago (2012) studied 149 Islamic bank employees and discovered a positive relationship between

job satisfaction and organizational commitment. Likewise, Bakotić (2016), Eliyana et al. (2019), and Gheitani et al. (2019) reported a similar occurrence. Furthermore, the influence of job satisfaction on in-role performance was investigated by Al-Douri et al. (2020) and Özpehlivan et al. (2016), confirming that it positively affects job performance.

1.4. Organizational commitment (OC)

The notion of commitment refers to the preference of social activists to exude their vitality in terms of expressing loyalty or emotional attachment to the system or organization, regardless of the utility value of these relationships (Lindawati & Wulani, 2021). Zeuch (2016) described it as personal ownership and dependence on an organization, or loyalty to organizational goals recognizing and accepting its values. Therefore, through organizational commitment, employees perceive the organization as its representative and desire to join. Yousef (2001), Nasution and Rafiki (2020), and Miswanto et al. (2020) examined the impact of organizational commitment on performance and reported that organizational commitment significantly affects job performance. Conversely, Eliyana et al. (2019) stated that it has an insignificant influence on performance.

1.5. Mediation role of ENG, JS, and OC

Islamic values are an important element of a personality; therefore, organizations can motivate people to perform better using such values (Wahab & Masron, 2020). The process of self-actualization of pure Islam requires a proportional social growth (*maslaha ammah*) via self-correction (*tazkiyatu nafs*) (Mellahi & Budhwar, 2010). As a result, employees who possess high spirituality and work ethic and receive support from their employers are resistant to challenges and possess good attitudes. However, through literature review and demonstration of the relationship between various variables, it was discovered that employee engagement, job satisfaction, and organizational commitment play a mediating function (Athar et al., 2016; Margaretha et al., 2021; Rawwas et al., 2018; Yousef, 2000). To enrich theories as suggested by Khan et al. (2010), it is interesting to examine whether they can mediate the relationship between IWB and in-role performance.

2. AIMS AND HYPOTHESES

Following the literature review, this study aims to investigate the influence of IWV on employee engagement, job satisfaction, organizational commitment, and in-role performance of Muslim employees in Indonesia. Subsequently, to provide novel findings, it also analyzed the potential mediation effect of employee engagement, job satisfaction, and organizational commitment on the direct relationship between IWV and in-role performance. The proposed conceptual framework is portrayed in Figure 1.

The study thus proposes the following hypotheses:

- H1: IWV has a significant influence on employee engagement.
- H2: IWV has a significant influence on job satisfaction.
- H3: IWV has a significant influence on organizational commitment.
- H4: IWV has a significant influence on in-role performance.
- H5: Employee engagement has a significant influence on organizational commitment.

H6: Employee engagement has a significant influence on in-role performance.

H7: Job satisfaction has a significant influence on organizational commitment.

H8: Job satisfaction has a significant influence on in-role performance.

H9: Organizational commitment has a significant influence on in-role performance.

H10a: Employee engagement mediates the relationship between IWV and in-role performance.

H10b: Job satisfaction mediates the relationship between IWV and in-role performance.

H10c: Organizational commitment mediates the relationship between IWV and in-role performance.

3. METHODOLOGY

3.1. Sampling and data collection

This study focuses on all Muslim employees in Makassar city, Indonesia, which is a secular constitution and institutional framework. Due to the excessively large number, purposive sampling, which

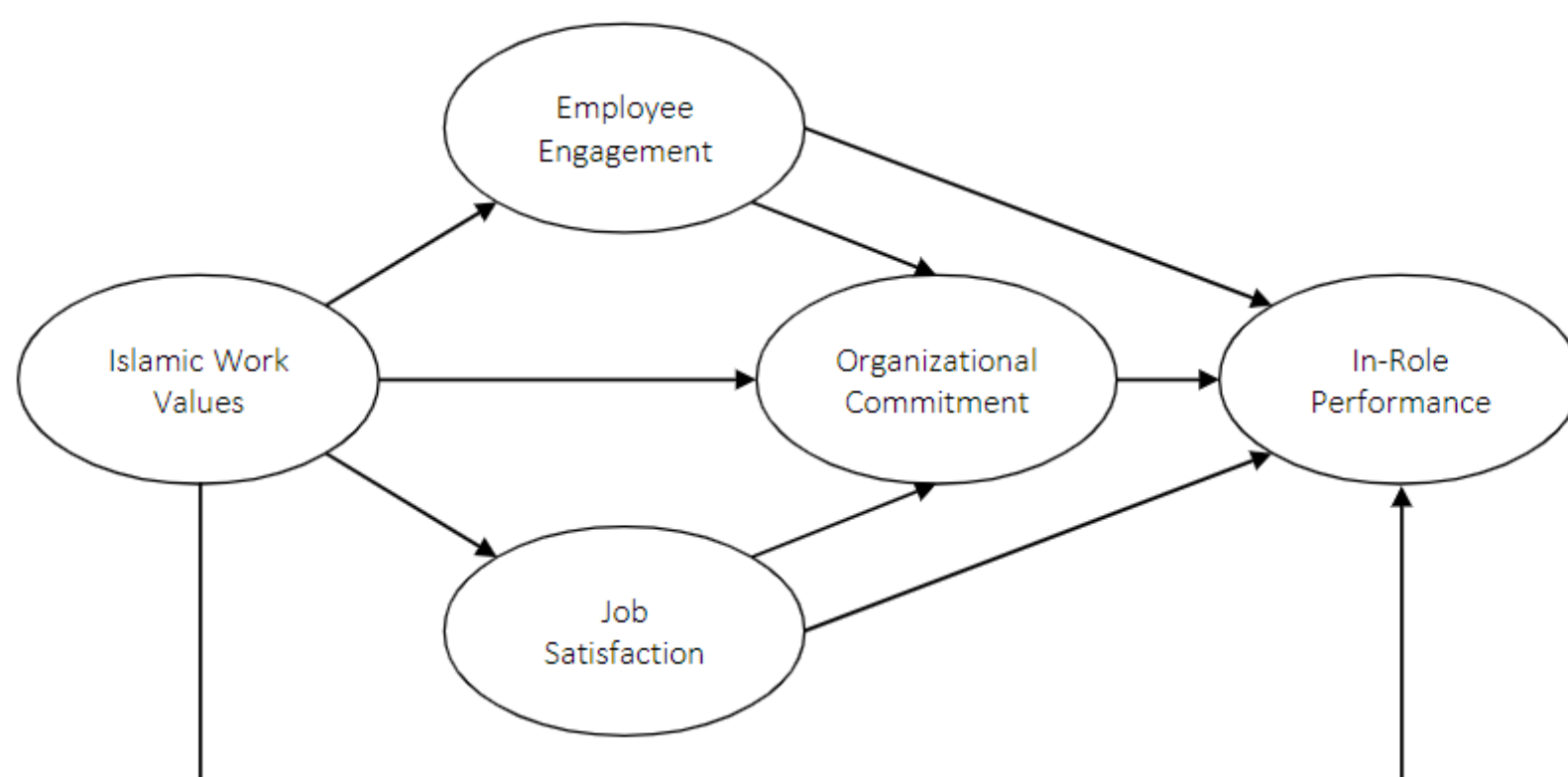


Figure 1. Conceptual framework model

was considered the most appropriate technique, was adopted (Sreejesh et al., 2014). In more detail, the purposive homogeneous sample was preferred because the respondents had similar characteristics, namely, they were all Muslim employees. Accurate results were obtained based on several criteria such as (1) permanent employees (not contract), (2) having at least 3 years of work experience, (3) have not changed the place of work. Therefore, these criteria are crucial to obtain a sample following the problems that need to be resolved in this study.

The study used an online questionnaire; it was adopted to minimize the spread of the COVID-19 pandemic. Another technical reason was to provide broad access to the respondents in Makassar city at an affordable cost, ease of use, and time efficiency (Evans & Mathur, 2005). An online questionnaire using Google Forms was provided and distributed through emails and social media, such as WhatsApp and Facebook. The primary data were collected during 2 months (January–February 2021); 329 responses were obtained and put in the e-form database. However, 46 of them were denied during the validation procedure due to the failure to meet the stipulated sampling requirements, filling out the profile data, and e-questionnaire haphazardly. Consequently, 283 responses were obtained. The possible justification behind this high rate was the use of an online questionnaire as an alternative to help respondents in filling out the forms at home.

3.2. Data analysis

The study adopted a PLS-SEM analysis technique. In social science studies, SEM is used to create the measurements of an idea or aspect that is typically employed and calculate its impact empirically (Rigdon et al., 2017). Furthermore, this instrument is also used to test the mediating influence between the variables. Its analysis is divided into 2 parts, namely measurement and structural models (Shmueli et al., 2019). The measurement model checks the validity and reliability of data analyzed, as well as assesses the significance between variables.

3.3. Construct measurement

This study measured 5 constructs, and the questionnaire that covered IWV was adapted from

the qualitative study carried out by Wahab and Masron (2020), which consisted of 8 items. These 2 constructs were measured with 3 items, where the items of employee engagement were adapted from Kumar and Sia (2012) and Rich et al. (2010) while the items of job satisfaction were obtained from Yousef (2001). Items for organizational commitment and in-role performance were adapted from Gheitani et al. (2019), and Kim et al. (2019) consisted of 4 and 5 items, respectively. All of the items were ranked on a 5-point Likert scale, from 1 (“strongly disagree”) to 5 (“strongly agree”).

4. RESULTS

4.1. Respondents

Table 1. Demographics (*N* = 283)

Characteristics	Frequency	Percentage
Gender		
Male	110	38.9%
Female	173	61.1%
Age		
< 30 years old	95	33.6%
30-40 years old	108	38.2%
40-50 years old	57	20.1%
> 50 years old	23	8.1%
Education level		
High School	74	26.1%
Bachelor (or D4)	191	67.5%
Magister	18	6.4%
Work experience		
≤ 5 years	109	38.5%
> 5 years	174	61.5%
Business service sector		
Financial services	107	37.8%
Tourism, hospitality, and leisure	80	28.3%
ITC and sharing economy	35	12.4%
Retail	44	15.5%
Others	17	6.0%

Based on gender, the majority (61.1%) were females aged 35 to 45 years. Viewing education, 67.5% had a Bachelor's degree. Moreover, 61.5 % have been working for more than 5 years. According to the service sectors, financial institutes had the biggest portion of approximately 37.8%, followed by tourism, hospitality, and leisure, ITC and sharing economy, retail, etc. Regarding employee in-role performance, the respondents' demographics are perceived as essential for stakeholders as a basis for decision-making.

4.2. Measurement or outer model assessment

The study assessed the research model testing the indicator loadings and values greater than 0.708 were recommended (Hair et al., 2019).⁶ Based on the results, all measurement items have a value greater than 0.7. Therefore, they were declared valid and reliable in terms of measuring the variables. Next, the paper assessed the reliability of internal consistency by referring to the Composite Reliability (CR) and Cronbach's alpha (CA), where higher values normally mean absolute reliability. For instance, a value between 0.60 and 0.70 is regarded as "acceptable in the exploratory study", while those between 0.70 and 0.90 are "satisfactory to good" (Rigdon et al., 2017). According to the results, all variables had CR and CA values greater than 0.7. Therefore, they were assumed to fulfill the reliability requirements.

The third step²³ involves testing the convergent validity of each construct measure, and the study used Average Variance Extracted (AVE) for all items. A satisfactory AVE of 0.50 or higher shows that a construct defines a minimum of 50% of the item variance. Based on the output, all values acquired were greater than 0.5, therefore the AVE was confirmed. The paper also assessed discriminant validity, namely the degree to which a construct empirically differs from others. It was based on 2 criteria, namely Fornell-Larcker and cross-loadings. In Fornell-Larcker, the AVE square root is compared with the correlation of the latent variables. According to the results, AVE roots for all constructs and the loading factors of all measurement items were more significant compared to the quadratic correlation with the other variables. Therefore, the discriminant valid criteria were fulfilled.

Table 2. Outer model assessment

Latent constructs	Items	Factor loadings	AVE	C.R.	C.A.
Islamic Work Values (I WV)	I WV1 – Piety (<i>taqwa</i>)	0.708	0.542	0.904	0.879
	I WV2 – Trustworthiness (<i>Amanah</i>)	0.773			
	I WV3 – Truthfulness (<i>sidq</i>)	0.710			
	I WV4 – Benevolence (<i>ihsan</i>)	0.759			
	I WV5 – Sincerity (<i>ikhlas</i>)	0.758			
	I WV6 – Timeliness (<i>iltizam bil mawa'id</i>)	0.791			
	I WV7 – Hardworking (<i>mujahadah</i>)	0.783			
	I WV8 – Patience (<i>sabr</i>)	0.703			
Employee Engagement (ENG)	ENG1 – They focus on their job intensively	0.815	0.619	0.829	0.791
	ENG2 – They undertake a huge effort to complete their work	0.728			
	ENG3 – They attempt to complete their work properly	0.814			
Job Satisfaction (JS)	JS1 – They feel the salary is as per the applicable regulations	0.815	0.712	0.881	0.797
	JS2 – They agree with the criteria used in the promotion	0.854			
	JS3 – They enjoy working with responsible partners	0.861			
Organizational Commitment (OC)	OC1 – They feel that this organization is the best place to work	0.729	0.601	0.857	0.778
	OC2 – They proudly tell others that they are part of this organization	0.829			
	OC3 – They are willing to do a lot of work	0.762			
	OC4 – They complete tasks beyond the main task for the improvement of the organization	0.777			
In-Role Performance (IRP)	IRP1 – They finalize the appointed tasks sufficiently	0.774	0.579	0.818	0.873
	IRP2 – They comply with structured job output criteria	0.769			
	IRP3 – They neglect some tasks they have to execute	0.770			
	IRP4 – They execute the tasks assigned to them	0.771			
	IRP5 – They regularly carry out high performing job tasks	0.718			

¹⁰ Note: AVE: Average Variance Extracted; CR: Composite Reliability; CA: Cronbach's alpha. PLS Valid and Reliable Cut-off value: AVE > 0.5; Factor Loadings, CR and CA > 0.7.

Table 3. Discriminant validity evaluation with Fornell-Larcker criterion

Constructs	IWV	ENG	JS	OC	IRP	VIF
Islamic Work Values (IWV)	(0.736)					2.192
Employee Engagement (ENG)	0.624	(0.787)				2.233
Job Satisfaction (JS)	0.601	0.627	(0.844)			2.066
Organizational Commitment	0.683	0.525	0.629	(0.775)		2.221
In-Role Performance (IRP)	0.518	0.539	0.640	0.633	(0.785)	1.995

Note: Square roots of Average Variances Extracted (AVEs) are shown diagonally (in bold), VIF indicates Variance Inflation Factor.

Table 4. Cross loadings

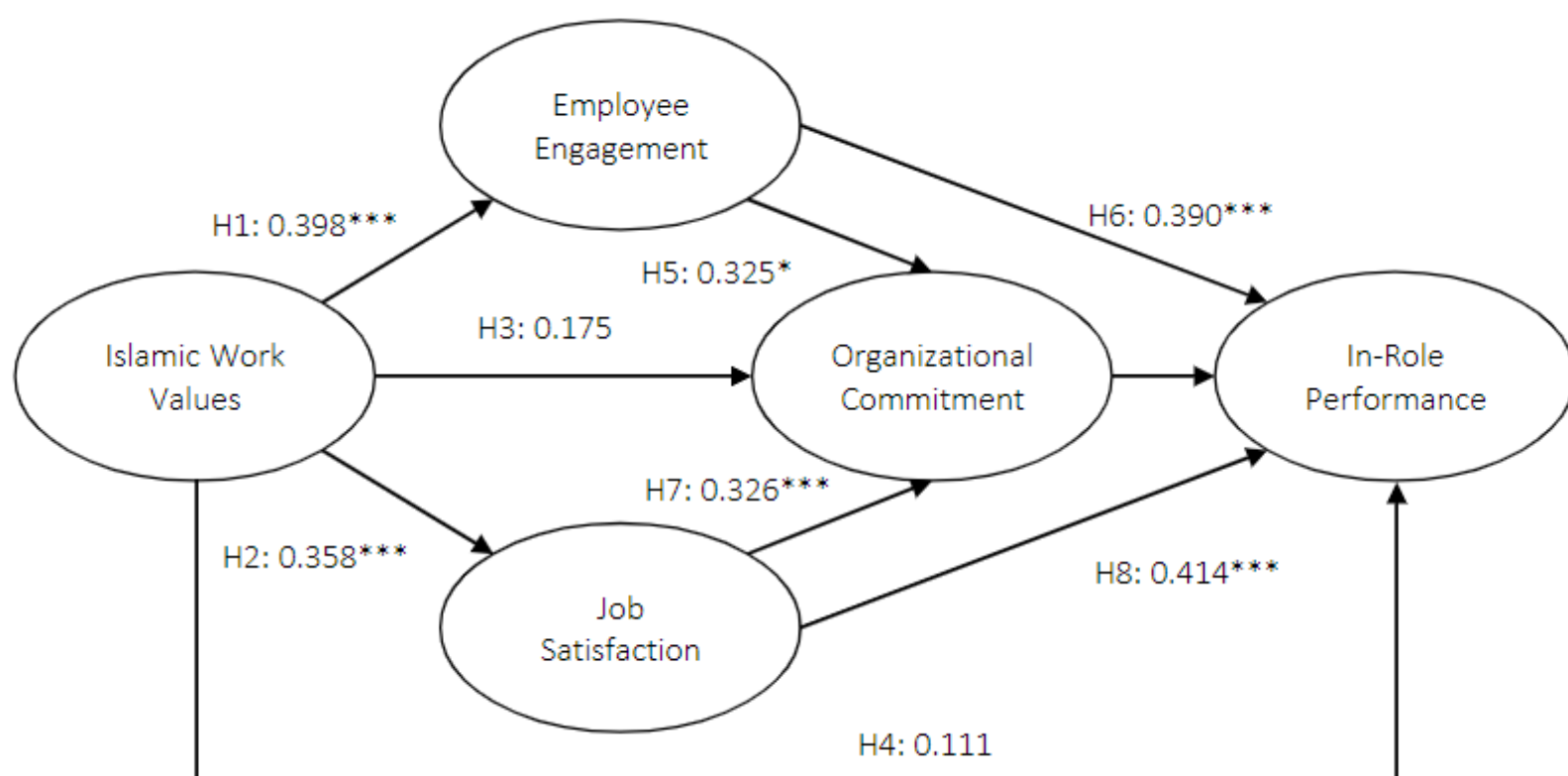
Constructs/ Items	Islamic Work Values	Engagement	Job Satisfaction	Organizational Commitment	In-role Performance
IWV1	0.708	0.497	0.510	0.402	0.534
IWV2	0.773	0.626	0.531	0.555	0.632
IWV3	0.710	0.469	0.454	0.429	0.596
IWV4	0.759	0.516	0.424	0.616	0.604
IWV5	0.758	0.531	0.538	0.601	0.690
IWV6	0.791	0.682	0.572	0.672	0.629
IWV7	0.783	0.604	0.485	0.602	0.531
IWV8	0.703	0.527	0.596	0.335	0.599
ENG1	0.548	0.815	0.600	0.339	0.655
ENG2	0.588	0.728	0.544	0.676	0.512
ENG3	0.577	0.814	0.664	0.671	0.666
JS1	0.543	0.515	0.815	0.503	0.630
JS2	0.511	0.683	0.854	0.609	0.595
JS3	0.567	0.645	0.861	0.650	0.719
OC1	0.663	0.533	0.433	0.729	0.563
OC2	0.527	0.623	0.407	0.829	0.620
OC3	0.688	0.558	0.300	0.762	0.641
OC4	0.595	0.677	0.399	0.777	0.495
IRP1	0.643	0.541	0.520	0.440	0.774
IRP2	0.417	0.578	0.546	0.591	0.769
IRP3	0.705	0.572	0.494	0.584	0.770
IRP4	0.490	0.629	0.706	0.414	0.771
IRP5	0.481	0.626	0.732	0.410	0.718

Note: Bold values are loadings for the items above the recommended value of 0.7.

4.3. Inner model assessment

Before assessing the model with the PLS-SEM, Variance Inflation Factors (VIF) were checked to avoid collinearity. Ideally, it has to be close to 3 or lesser. Meanwhile, a value of 5 or greater is considered to possess critical collinearity between the construct indicators (Chin, 2010). Based on Table 3, all VIF values in each construct were less than 3, indicating no multicollinearity problem. Furthermore, the evaluation of the model was carried out by analyzing the R -Square (R^2) for each endogenous latent variable, which is regarded as the predictive power. The results showed that the

R^2 values for each of the 4 endogenous variables (ENG, JS, OC, and IRP) were 0.442 (44.2%), 0.470 (47%), 0.541 (54.1%), and 0.579 (57.9%), respectively. This shows that R^2 exceeded the recommended threshold, indicating a moderate (fit) model (Hair et al., 2019). The PLS-SEM-based hypothesis testing was taken by performing a bootstrapping process using the smartPLS 3.0 program to determine the impact of exogenous variables on endogenous. The cut-off of the t -table was 1.99, acquired from the alpha level of 95 % and the degrees of freedom (df) = $n - 2$; $283 - 2 = 281$. The hypothesis testing for each latent variable relationship is shown in Figure 2.



13 Note: standardized coefficients are reported. * $p < 0.05$, *** $p < 0.001$.

Figure 2. PLS-SEM analysis result

$H1$, $H2$, $H3$, and $H4$ were used to predict the influence of IWV on 4 dependent constructs. The analysis shows that it significantly influences ENG ($\beta = 0.398$, $t\text{-value} = 4.189$, $p < 0.000$), JS ($\beta = 0.358$, $t\text{-value} = 3.691$, $p < 0.000$), and OC ($\beta = 0.175$, $t\text{-value} = 1.326$, $p < 0.186$), as well as insignificantly affects IRP ($\beta = 0.111$, $t\text{-value} = 0.933$, $p < 0.352$). Therefore, $H1$, $H2$, and $H3$ were supported and $H4$ was rejected. Furthermore, $H5$ and $H6$ postulated the associations between ENG and the 2 dependent variables. The findings showed that ENG has a significant and positive effect on OC ($\beta = 0.325$, $t\text{-value} = 2.708$, $p < 0.007$), and IRP ($\beta = 0.390$,

$t\text{-value} = 3.786$, $p < 0.000$), which supports $H5$ and $H6$. Subsequently, $H7$ and $H8$ predicted the influence of JS on 2 dependent constructs, where the output revealed that it has a significant effect on OC ($\beta = 0.326$, $t\text{-value} = 3.747$, $p < 0.000$), and IRP ($\beta = 0.414$, $t\text{-value} = 4.313$, $p < 0.000$), thereby $H7$ and $H8$ are confirmed. Moreover, $H9$ investigated the influence between OC and IRP, resulting in a significant effect ($\beta = 0.375$, $t\text{-value} = 4.167$, $p < 0.000$). Therefore, $H9$ was confirmed. Finally, $H10a$, $H10b$, and $H10c$ analyzed the indirect influence on the relationship between IWV and IRP. The output showed that 3 mediators namely ENG

Table 5. Hypotheses testing

H	Direct Effect	β	Std. Error	T-value	P-value	Decision
H1	IWV $\rightarrow$ ENG	0.398	0.095	4.189	0.000	Supported
H2	IWV $\rightarrow$ JS	0.358	0.097	3.691	0.000	Supported
H3	IWV $\rightarrow$ OC	0.175	0.132	1.326	0.186	Rejected
H4	IWV $\rightarrow$ IRP	0.111	0.119	0.933	0.352	Rejected
H5	ENG $\rightarrow$ OC	0.325	0.120	2.708	0.007	Supported
H6	ENG $\rightarrow$ IRP	0.390	0.103	3.786	0.000	Supported
H7	JS $\rightarrow$ OC	0.326	0.087	3.747	0.000	Supported
H8	JS $\rightarrow$ IRP	0.414	0.096	4.313	0.000	Supported
H9	OC $\rightarrow$ IRP	0.375	0.092	4.167	0.000	Supported
H	Mediation Effect	β	Std. Error	T-value	P-value	Decision
H10a	IWV $\rightarrow$ ENG $\rightarrow$ IRP	0.250	0.101	2.475	0.014	Supported
H10b	IWV $\rightarrow$ JS $\rightarrow$ IRP	0.219	0.107	2.047	0.042	Supported
H10c	IWV $\rightarrow$ OC $\rightarrow$ IRP	0.248	0.091	2.756	0.006	Supported

Note: IWV = Islamic Work Values; ENG = Engagement; JS = Job Satisfaction; OC = Organizational Commitment; IRP = In-Role Performance Significance: $P\text{-value} < 0.05$ and $T\text{-value} > 1.98$.

($\beta = 0.250$, t -value = 2.475, $p < 0.014$), JS ($\beta = 0.219$, t -value = 2.047, $p < 0.042$), and OC ($\beta = 0.248$, t -value = 2.756, $p < 0.006$) fully mediates the main effect, therefore, *H10a*, *H10b*, and *H10c* were supported. The outcomes of the hypothesized relationships testing the direct and indirect influence are summarized in Table 5.

5. DISCUSSION

The outcomes obtained explain the different influences of IWV, which was mediated by several constructs, and its justification rests on the Muslim employees' background in Makassar city. First, its significant influence on ENG and JS is supported by Gheitani et al. (2019) and Yousef (2001). These positive results indicate that supporters of Islamic work ethics are more determined and pleased with their work. However, values such as *mujadah* (hardworking) cause them to be responsible and develop trust. Another teaching is *sidq* (truthfulness), where employees strive to optimize resources in realizing a positive influence on themselves and organizations. In addition, these positive attitudes offer several benefits, e.g. hardworking, loyalty, devotion, creativeness, partnership, and unbiased competitiveness in the workplace. They are maintained by developing human resource programs in line with Islamic values without having to sacrifice the company's main vision and mission.

In contrast to previous studies, the influence of IWV on OC and IRP is insignificant. This is because there is no harmony between the Islamic values adopted by employees and the organizational vision or mission, even though Muslims are highly committed to their jobs. Another reason is the background of the respondents' companies, which are divided into

several sectors such as banking or technology (ICT), which have not been considered crucial and do not need to be brought to the surface. Moreover, this is certainly problematic because it influences the achievement of employees' core performances. Therefore, minimizing the negative influence was carried out through engagement. Employees who keep work ethics tend to be more loyal to their organizations because in Islam this attribute is a virtue.

Another significant relationship was found in the effect of ENG on OC and IRP, which is conclusively in line with Miswanto et al. (2020), Kim et al. (2019), and Kumar and Sia (2012). Engagement is important for any organization looking to retain valuable employees, particularly in the context of Islamic HR. A company's ability to manage ENG is closely related to its ability to achieve high performance and superior results. Furthermore, the JS construct significantly influences OC and IRP and confirms the results of Asutay et al. (2021) and Sinaulan et al. (2017). Ensuring employee satisfaction is one of the most important duties of organizational management. Furthermore, the significant relationship between OC and IRP is also in line with preliminary studies carried out by Eliyana et al. (2019) and Hayati and Caniogo (2012). Accordingly, loyal employees execute their core performance in the company and increase their concern for organizational success and development.

Finally, it was discovered that the 3 moderator variables (ENG, JS, and OC) perfectly mediate the insignificant relationship between IWV and IRP. These results indicate that the completion of the main duties or work responsibilities carried out by employees is highly dependent on employee engagement, satisfaction, and organizational commitment.

CONCLUSION

The study proved that IWV directly has a positive and significant impact on employee engagement and job satisfaction. Conversely, it has an insignificant effect on organizational commitment and in-role performance. Furthermore, the results showed a significant relationship between 4 endogenous variables, namely employee engagement, job satisfaction, organizational commitment, and in-role performance. Finally, employee engagement, job satisfaction, and organizational commitment significantly mediate the relationship between IWV and in-role performance. Based on the results, this study has

¹⁴ Some practical implications that need to be adopted by the company's management to improve their employees' in-role performance through Islamic values. First, the findings confirmed that IWV significantly affects employee engagement and job satisfaction; this benefits managers because attributes such as honesty or hard work certainly influence organizational climate positively. Considering the insignificant relationship between IWV and in-role performance, the company needs to create more roles and opportunities for employees to actualize their dreams, both individually and organizationally. In addition, policymakers and experts are also permitted to use these findings to support IWV, which as the main instrument is highly respected. Islamic organizations, in particular, need to help companies reduce ideological clashes between individuals and companies, which often have a negative influence on employee productivity. Managers are expected to introduce Islamic values and work directions through training programs to increase IWE levels among employees. Therefore, their core performance is expected to be high as studies across many major management streams discovered that employee values are aligned with that of the organization.

Although this study adhered to scientific principles and rules, its results and implications are still figurative and need to be viewed with due regard to the subsequent boundaries. Foremost, these conclusions are difficult to generalize because they contain only one general characteristic that is relatively similar to Islam and Muslim employees. Future studies are expected to broaden the respondents' demographics by involving other regions and countries to investigate this topic further. Second, the established direct relationship between IWE and in-role performance is insignificant, which tends to encourage future studies to analyze this issue. Third, further studies need to reuse or develop the IWV core items to obtain accurate results from various points of view. Finally, given the limitations in this theoretical model, future studies need to consider mediators or moderators that are popular and relevant to the current pandemic conditions, such as attitudes or knowledge about COVID-19 and work from home behavior.

AUTHOR CONTRIBUTIONS

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