# The Influence of Innovative Work Behaviour, Organizational Culture, and Islamic Work Ethics on Teacher Performance

## By

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## Abstract

This study aims to determine the effect of innovative work behavior, organizational culture, and Islamic work ethic on the performance of elementary school teachers. The problem raised in this study is the analysis of the influence of innovative work behavior, organizational culture, and Islamic work ethics on the performance of elementary school teachers, with the aim of knowing how much influence it has partially or simultaneously. This research method is quantitative through online survey. The sample data taken in this study were employees of elementary school teachers, totaling 79 as respondents determined by simple random sampling. The instrument or data collection tool in this study was using online questionnaire. The data were analyzed with structural equation modeling (SEM) and use SmartPLS 3.0 software tool. The stages of data analysis are validity and reliability tests, data quality tests, termination tests and hypothesis testing. The independent variables in this study are innovative work behavior, organizational culture, and Islamic work ethics and the dependent variable in this research is teacher performance. The result of proving the first hypothesis that innovative work behavior partially has a positive and significant effect on performance. The results of the second hypothesis that organizational culture partially has a positive and significant influence on performance. The results of proving the third hypothesis that work ethics in Islam partially have a significant positive effect on performance.

**Keywords:** Innovative Work Behavior, Organizational Culture, Islamic Work Ethics, Teacher Performance

## Introduction

According to Abdi et al. (2018) the role of human resources is a subject of implementing policies and operational activities in an organization. Policies that are able to give rise to a strong or effective organization are in the world of education, where education is currently very influential on the country to achieve its goals, namely superior human resources. According to Chidir et al. (2022) Education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential himself to have religious spiritual strength, self-control, personality, intelligence, noble character, and skills needed by himself, society, nation and state. Quality resources are able to bring changes to a better life in society. According to Al-Swidi et al. (2021) Teachers are an important component in the world of education and become one of the determining factors for the high and low quality of education, so to improve the quality of education, it is

also necessary to improve the quality of teachers. According to Chaudhry et al. (2021) Teachers have a role to be agents in providing lessons, namely as motivators, learning media, moral formation and inspire students.

According to Al-Musadieq et al. (2018); Al-Swidi et al. (2021) Innovative work behavior is needed in organizational development and improving performance through improvement or efficiency of various activities through the resulting innovations. The teacher has good innovative work behavior, based on the results of interviews from several teachers who have had many ideas. In addition, teachers have made changes that have made the school more advanced than the previous year, for example the presence of teachers in the previous year still uses attendance and now in the previous year. According to Chaudhry et al. (2021);Chidir et al. (2022) innovative work behavior improves, it will affect the professional work situation. In addition, the government implements policies to stay at home, such as working from home or work from home (WFH) and any activities related to associations or meetings are eliminated and replaced with online media. All teachers or educators are required to replace learning using E-learning or through online media. Various platforms are used to carry out teaching so that it needs to be supported by good learning facilities and the use of information technology. According to Akram et al. (2020);Al-Musadieq et al. (2018) The organizational culture in this madrasa has a very high prestige in accordance with the vision that embodies religious people. Where the teacher must be able to have learning materials in students about the Islamic faith. The uniqueness of school culture is inseparable from the vision and the ongoing educational process that demands the existence of elements or components in an organization, especially teachers. According to Akram et al. (2020);Al-Musadieq et al. (2018);Al-Swidi et al. (2021) a good organizational culture will also enhance good work. This is because some of the characteristics that exist in a person have interactions with certain climate dimensions and these interactions lead to certain circumstances. The purpose of this study was to analyze innovative work behavior on teacher performance, organizational culture on teacher performance, Islamic work ethics on teacher performance, innovative work behavior, organizational culture, and work ethics on teacher performance.

## Literature review

### Teacher Performance

According to Chaudhry et al. (2021);Chidir et al. (2022) states that performance is output drive from processes, human or otherwise". Performance is the result or output of a process. According to Anas et al. (2020);Cahyono et al. (2020) states that performance (work achievement) is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness of time. According to Cahyono et al. (2020) performance is work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to  According to Anas et al. (2020);Cahyono et al. (2020);Chaudhry et al. (2021);Chidir et al. (2022) performance is the result or output of a process, meaning that if performance is low then of course there are certain factors that cause a person's activity or work process to be low.

### Innovative Work Behavior

According to Novitasari et al. (2021) innovative work behavior is individual behavior that aims to introduce new and useful ideas, processes, products, or procedures to groups or organizations. Innovative work behavior is needed in organizational development and improving performance through improvement or efficiency of various activities through the

resulting innovations. According to Khan et al. (2020);Li et al. (2019) state that innovation is usually limited to ideas, practices, and objects or objects that are declared new to an individual. Another meaning, from innovation is something intentional, new, special changes that are considered more effective to realize the goals of a system. According to Naqshbandi, et al. (2018);Novitasari et al. (2021) states that innovation is a renewal, discovery, something new, whether in the form of ideas, methods, tools, products or others. This update is different from the existing or previouslyknown. Based on this description, innovative work behavior is closely related to innovation. Innovation and Innovative are social changes, the difference is only in the emphasis on the characteristics of the change. Innovation emphasizes the characteristics of something that is observed as new for individuals or society.While innovative behavior emphasizes creative attitudes so that there is a process of changing attitudes from traditional to modern, or attitudes that have not progressed to more advanced attitudes. According to Khan et al. (2020); Li et al. (2019); Naqshbandi, et al. (2018);Novitasari et al. (2021) innovative behavior is a person whose daily attitude is someone who always thinks critically, trying to always make changes in his environment that are towards renewal from traditional to modern, or from an attitude that has not progressed to a more advanced attitude and strives for that change to have particular use or added value. People who behave innovatively will always try to make problem-solving efforts in a way that is different from the usual but more effective and more efficient.

### *Organizational culture*

According to Nani et al. (2021);Novitasari et al. (2022) organizational culture is a set of values or norms that have been in effect for a relatively long time, shared by members of the organization (employees) as behavioral norms in solving organizational (company) problems. According to Purwati et al. (2021); Purwanto et al. (2022) states that employees who will be offered work jobs, employees who will be assessed as having high performance and employees who will get promotions, are all greatly influenced by the suitability between individuals and the organization, namely whether employee attitudes and behavior are in accordance with organizational culture.According to Nani et al. (2021); Purwanto et al. (2022) organizational culture as a pattern of basic assumptions that are found, created or developed by a certain group with the intention that the organization can overcome them, overcome problems that arise due to external and integral adaptations that have been going well enough so that need to be taught and applied to new members as the correct way to understand, think and feel friends with them.

### *Islamic Work Ethics*

The Islamic work ethic According to Purwanto et al. (2021) ;Praditya et al. (2020);Sabuhari et al. (2020);Sudargini, (2019) is an Islamic perspective in the form of guiding values and demands for work that are in line with Islamic teachings, sourced from the Qur'an and hadiths that dedicate work as a virtue. The Islamic work ethic views work as a means to increase self-interest economically, socially and psychologically, to maintain social prestige, to promote the social welfare of society and to reaffirm faith. According to Praditya et al. (2020);Sabuhari et al. (2020);Sudargini, (2019) the dimensions of Islamic work ethics are (1) accountability (2) Justice, (3) truth.

## Method

This research method is quantitative through online survey. The sample data taken in this study were employees of elementary school teachers, totaling 79 as respondents determined by simple random sampling. The instrument or data collection tool in this study

was using online questionnaire. The data were analyzed with structural equation modeling (SEM) and use SmartPLS 3.0 software tool. The stages of data analysis are validity and reliability tests, data quality tests, termination tests and hypothesis testing. The independent variables in this study are innovative work behavior, organizational culture, and Islamic work ethics and the dependent variable in this research is teacher performance.

The first hypothesis that innovative work behavior partially has a positive and significant effect on performance, the second hypothesis that organizational culture partially has a positive and significant influence on performance and the third hypothesis that work ethics in Islam partially have a significant positive effect on performance.
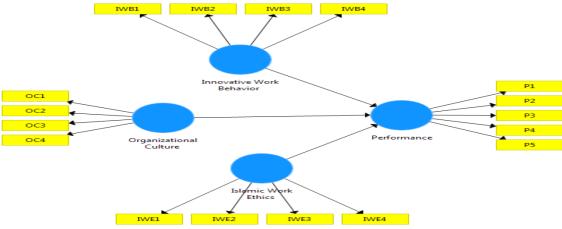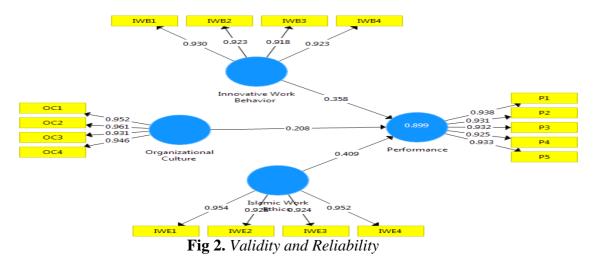


**Fig 1.** *Research Model*

The hypothesis in this study is:

**H1:** Innovative work behavior partially has a positive and significant effect on performance.
**H2**: Organizational culture partially has a positive and significant influence on performance.
**H3:**  Work ethics in Islam partially have a significant positive effect on performance.

## Results and Discussion

The following is a test of validity and reliability for the model which all uses reflective indicators. The four evaluations of the following measurement model or Outer Model obtained by running the PLS Algorithm in SmartPLS



**Fig 2.** *Validity and Reliability*

### Indicator Reliability

Indicator reliability aims to assess whether the indicator of the measurement of the latent variable is reliable or not. The trick is to evaluate the results of the outer loading of each indicator (Purwanto et al., 2020).Figure 2 shows that the loading value above 0.7 indicates that the construct can explain more than 50% of the indicator variance

**Table 1.** *Validity and reliability testing*

|  | Cronbach's Al... | rho_A | Composite Rel... | Average Varian... |
|---|---|---|---|---|
| Innovative Work Behavior | 0.943 | 0.943 | 0.959 | 0.853 |
| Islamic Work Ethics | 0.956 | 0.956 | 0.968 | 0.883 |
| Organizational Culture | 0.962 | 0.962 | 0.972 | 0.898 |
| Performance | 0.962 | 0.962 | 0.971 | 0.868 |

### Convergent Validity

Convergent validity is determined based on the principle that the measures of a construct should be highly correlated. Convergent validity of a construct with reflective indicators was evaluated by Average Variance Extracted (AVE) (Purwanto et al., 2021).. The AVE value should be 0.5 or more and AVE value of 0.5 or more means that the construct can explain 50% or more of the item variance (Purwanto et al., 2020). In table 1, the AVE value should be equal to 0.5 or more, meaning the construct can explain 50% or more of the item variance

### Internal Consistency Reliability

Internal Consistency Reliability measures how capable the indicator can measure its latent construct. The tools used to assess this are composite reliability and Cronbach's alpha. Score composite reliability 0.6 – 0.7 is considered to have good reliability and the expected Cronbach's alpha value is above 0.7(Purwanto et al., 2021). Table 1 shows that the expected Cronbach's alpha value is above 0.7 indicating that the construct can explain more than 50% of the indicator variance.

### Hypothesis Testing (Resampling Bootstrapping)

The bootstrapping procedure produces t-statistical values for each relationship path used to test the hypothesis. The t-statistic values will be compared with t-table values. Research that uses a 95% confidence level so that the level of precision or limit of inaccuracy ($\alpha$) = 5% = 0.05, the value of the t-table is 1.96. If the t-statistic value is less than the t-table value (t-statistic <1.96), then Ho is accepted and Ha is rejected(Purwanto et al., 2021).. If the t-statistic value is greater than or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted.
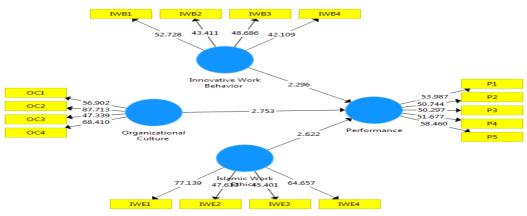
**Fig 3.** *Hypothesis Testing*

### *Influence of Innovative Work Behavior on Performance*

Based on the analysis for the variable Innovative Work Behavior has a positive influence on performance, because the value of tcount is 2.296> ttable is 1.96 and the significance value is 0.000, which is smaller than 0.050. This means that the role of Innovative Work Behavior has an effect on performance. Based on these results, it can be concluded that hypothesis 1 H1 can be accepted.

### *The Influence of Organizational Culture on Performance*

Based on the analysis for the variable Organizational Culture has a positive influence on performance, because the value of tcount is 2.753 > ttable is 1.96, the significance value is 0.000, which is smaller than 0.050. This means that the role of Organizational Culture has an effect on performance. Based on these results, it can be concluded that hypothesis 2 H2 can be accepted.

### *The Influence of Islamic Work Ethics on Performance*

Based on the analysis for the variable work ethics in Islam has a significant effect on performance, because the value of tcount is 2.622> ttable is 1.96 the significance value is 0.000 which is smaller than 0.050. This means that the role of Islamic work ethics has an effect on performance. Based on these results, it can be concluded that hypothesis 3 H3 can be accepted.

### *Coefficient of Determination (R2)*

From the table above, the coefficient of determination of Adjusted R Square is 0.899, meaning that 89.9 % of performance is influenced by the variables of Innovative Work Behavior (X1), Organizational Culture, (X2), and Work Ethics in Islam (X3), while the remaining 10.1 is caused by other variables not in this study such as workload, work stress, work environment, and others.

## Discussion

### *Influence of Innovative Work Behavior on Performance*

Based on the analysis of the variable Innovative Work Behavior has a positive influence on performance. This means that teachers who have good Innovative Work

Behavior, the better the teacher's performance. Teachers who have good Innovative Work Behavior such as teachers who are Formative Investigation, this aspect refers to giving attention to perfecting ideas, solutions, opinions, and conducting a review of these ideas. Task within the specified time. The results of this study are in line with research conducted by Suprapti et al. (2020);Sung et al. (2021);Tampi et al.(2022) showing the results of research that Innovative Work Behavior affects teacher performance both partially and simultaneously, meaning that the stronger the innovative work behavior and the higher the teacher's work motivation, the higher the teacher's performance. The results of Sumarsi (2019);Sung et al. (2021);Tampi et al.(2022) show the results of the study that the significant influence of innovative work between the two variables partially or simultaneously on employees. It can be said that innovative performance behavior has a significant effect on employee performance. Thus, if each employee has innovative work behavior, it will have a positive impact on the performance of employees of an organization.

### Influence of Organizational Culture on Performance

Based on the analysis of organizational culture variables have a positive influence on performance. Good organizational culture such as serving yourself faithfully in school, being involved in activities carried out by this school organization. Based on the results of distributing questionnaires to respondents, the results of respondents' answers are teachers are proud to work. The results of this study are in line with research conducted by Sumarsi, S. (2019); Sung et al. (2021);Tampi et al.(2022) organizational culture variables have a significant effect on teacher performance with an influence of 51.70%, meaning that if the organizational culture in an organization is good or high, the performance of teachers in the organization will also increase. Familiar influence too. According to Suprapti et al. (2020)) it is concluded that H0 is rejected and H1 is accepted, meaning that organizational culture variables partially have a significant influence on teacher performance. Teacher performance in carrying out their duties as a teacher.

### Partial Influence of Islamic Work Ethics on Performance

Based on the analysis of variables, Islamic Work Ethics has a positive influence on performance. The application of a good Islamic work ethic is like believing that perpetuating oneself for a task is a virtue, because it is the implementation of a mandate, being able to distinguish between right and wrong goals, good or bad according to the demands of the Islamic religion.Based on the results of distributing questionnaires to respondents, the results of teacher respondents' answers believe that self-perpetuation of a task is a virtue, because it is the implementation of a mandate. The results of this study are in line with research conducted by Noviandi Arif Pratama (2014) that the variable Islamic work ethic of employees of the Pondok Hidayatulloh Surabaya Islamic foundation has a positive and significant effect on employee work commitment, meaning that if the Islamic work ethic in an organization is positive, then the performance of employees in the organization will increase positive impact too. According to Virgiawan et al. (2021);Widarko et al. (2022);Zhen et al. (2021) the variable of Islamic work ethic of employees of the Islamic Financial Services Cooperative Bmt Hudatama Semarang has a positive and significant effect on employee work commitment.

Based on the analysis of the variable Innovative Work Behavior has a positive influence on performance. The magnitude of the influence of Innovative Work Behavior on Performance is 0.262 or 26.2%. This means that teachers who have good Innovative Work Behavior, the better the teacher's performance. Abdul kholik amirulloh Zein & Siti Hadijah showed the results of research that Innovative Work Behavior affects teacher performance either partially or simultaneously, meaning that the stronger the innovative work behavior and the higher the

teacher's work motivation, the higher the teacher's performance. The results of Widarko et al. (2022);Zhen et al. (2021) show the results of the study that the effect of innovative work is significant between the two variables partially and simultaneously on employees with a fairly large level of influence with an average of 80%. It can be said that innovative performance behavior has a significant effect on employee performance. Thus, if each employee has innovative work behavior, it will have a positive impact on the performance of employees of an organization. Based on the analysis of organizational culture variables have a positive influence on performance. The magnitude of the influence of Organizational Culture on Performance is 0.578 or 57.8%. This means a good organizational culture, the better the teacher's performance. According to Al-Musadieq et al. (2018);Al-Swidi et al. (2021) organizational culture variables have a significant effect on teacher performance with a magnitude of 51.70% influence, meaning that if the organizational culture in an organization is good or high, the performance of teachers in the organization is also familiar as well. According to Abdi et al. (2018);Akram et al. (2020) is concluded that the analysis of Islamic Work Ethics has a positive influence on performance. This means that the implementation of a good Islamic work ethic, the better the performance. According to Abdi et al. (2018);Akram et al. (2020);Al-Musadieq et al. (2018);Al-Swidi et al. (2021) Variael of Islamic work ethic of employees of Pondok Hidayatulloh Foundation Surabaya Islam has a positive and significant effect on employee work commitment, meaning that if the Islamic work ethic in an organization is positive then the performance of employees in the organization

## Conclusion

The result of proving the first hypothesis that innovative work behavior partially has a positive and significant effect on performance. The results of the second hypothesis that organizational culture partially has a positive and significant influence on performance. The results of proving the third hypothesis that work ethics in Islam partially have a significant positive effect on performance. Here are some conclusions that can be drawn from the results of the study, Innovative Work Behavior has a positive influence on performance, meaning that the role of Innovative Work Behavior in this study is very influential in improving teacher performance with proven results, that good Innovative Work Behavior will have an impact on teacher performance and vice versa teachers who do not have Innovative Work Behavior will impact on performance. Organizational culture has a positive influence on teacher performance. This means that the role of Organizational Culture in this study is very influential in improving teacher performance. The results show that a good Organizational Culture will have an impact on teacher performance and vice versa, a poor Organizational Culture will result in performance. . Islamic Work Ethics has a positive influence on teacher performance. This means that the role of Islamic Work Ethics in this study greatly affects teacher performance. The results show that a good Islamic work ethic will have an impact on teacher performance, a less good Islamic work ethic will result in a decrease in performance. Innovative Work Behavior, Organizational Culture, Islamic Work Ethics have a positive influence together on teacher performance. This means that the role of these three variables in this study is very important to improve teacher performance Based on the research that has been done, this research provides suggestions for interested parties in this research, including The practical implications of this research for evaluation or input to management are expected to pay attention to the Innovative Work Behavior factors in teachers because good Innovative Work Behavior factors can improve teacher performance outcomes. To obtain better performance results, it is necessary to instill good Innovative Work Behaviors employees to continue good Innovative Work Behaviors to improve teacher performance such as teachers who are Formative Investigation, this aspect refers to giving attention to

perfecting ideas, solutions, opinions, and conduct a review of these ideas. The practical implications of this research for evaluation or input to management are expected to pay attention to organizational culture factors because good organizational culture factors can improve teacher performance results. To obtain better performance results, it is necessary to apply a good organizational culture, such as the implementation of organizational culture, teachers are instilled in themselves to serve themselves faithfully in school, always involved in activities carried out by this school organization.

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