

Individual Characteristics, Islamic Work Values, and Organizational Commitment among Islamic Hotel Employees in Lombok Island, Indonesia

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Abstract—This paper aims to analyze the role of Islamic work values in mediating relationship between individual characteristics and organizational commitment on Islamic hotels' employees in Lombok Island, Indonesia, where Islamic tourism is a priority sector. There are 130 respondents taken as sample of the study. Data analysis is conducted using Structural Equation Modelling-Partial Least Squares (SEM-PLS) method. Result shows that Islamic work value, value of responsibility significantly mediates relationship from individual characteristic that represented by marital status towards organizational commitment. Moreover, application of responsibility value changes negative relationship between marital status and organizational commitment into a positive one. Practical implication from this study is urgency for Islamic hotel management, particularly in Lombok Island to give attention on application of Islamic work values by the employees to preserve their organizational commitment, which in turn will contribute to betterment of the hotels' performance.

Keywords—individual characteristics, Islamic hotels, Islamic work values, Lombok island, organizational commitment

I. INTRODUCTION

Previous studies found that work values contribute to increment of various aspects within employees and managers' key performance indicators in an organization. Some of those aspects are organizational commitment, hotel's managerial performance [1], job satisfaction [2][3], productivity [4] and others.

A company in its operation needs employees with high commitment. This is because high level of commitment will preserve employee's loyalty and spirit in working within the company. Parallel with this statement, a study explained that the most effective way for a company to maintain its competitiveness is developing committed human resources [5]. Kirkman and Shapiro in [6] added that strong commitment from employees will contribute to its performance while working. Strong organizational commitment as one of organizational key performance indicators is important, especially by Islamic organizations such as Islamic banks and hotels that emerged recently to achieve their objective. For Islamic hotels in particular, as business entity that promote Islamic o sharia values in their operation, Islamic working environment is also demanded through application of Islamic work values. This is an important consideration in improving quality of their human resources in the era of halal lifestyle emergence in global level, particularly halal/Islamic tourism.

This study aims to analyze the role of Islamic work values that have been validated previously in Wahab, *et al.* in [7], especially in mediating relationship between individual characteristics and organizational commitment on Islamic hotels' employees in Lombok Island.

The rest of this paper is organized as follow: Section II presents the theoretical background on Islamic work value and organizational commitment. Section III describes the proposed research method. Section IV presents the obtained result and following by discussion. Finally, Section V concludes this work.

II. RUDIMENTARY

a) Islamic Work Value

Many social scientists have tried to define work values. Work values can be defines as expected satisfaction result of an individual that achieved through his/her participation in working activities. Later on, another definition defined work values as generator that functioned as standard or criteria to trigger thoughts and actions related to career development [8]. Elizur and Koslowsky in [1] promotes the concept of work value system which is a collection of attitudes and opinions where an individual evaluates his/her job and its working environment. Based on various definitions above, it can be concluded that work value is a set of understanding and attitude standard that becomes benchmark for individual in evaluating expected work result. Meanwhile, Islamic work value system is made up of motivation and guidelines on working sourced from Islamic religion, particularly the Quran and Hadith as primary manuscripts in Islam. This guideline is expected will optimize job performance and contribute to achievement of organizational targets.

Islamic scholars have tried to collect and summarize Islamic work values. Al-'Assal and Karim in [9] mentioned compulsory work values of a Muslim employee as following: (1) Knowledge; (2) Sincerity; (3) Fulfil promises. Meanwhile, Yusuf Qardhawi mentioned Islamic work values as following: (1) Persistent; (2) Faith; (3) Piety; (4) Devotion; (5) Consistent; (6) Punctuality; (7) Discipline.

Recent study collected Islamic work values as following: (1) Cleanliness; (2) Piety; (3) Virtue; (4) Cooperation; (5) Consistency; (6) Consultation; (7) Equality; (8) Forgiveness; (9) Gratitude; (10) Justice; (11) Moderation; (12) Patient; (13) Transparency; (14) Trustworthy; (15) Strength; (16) Competency; (17) Humble; (18) Responsibility; (19) Hardworking; (20) Right intention; (21) Truth; (22)

Perfectionism; (23) Promise keeping; (24) Honesty; (25) Punctuality; (26) Sincerity; (27) Integrity [17].

b) Organizational Commitment

Commitment reflects individual's personality and represents value standard that become existence basis of individual [1]. Meanwhile, organizational commitment is psychological representation that characterize worker relationship with organization and has implication to decision related to continuation of organizational membership [10]. Employee or worker with higher commitment level is unlikely to leave organization and tends to have better performance in working with pro-social attitudes [6]. Employees' commitment in an organization is deterministic for organizational performance and success [11]. Organizational commitment has three characteristics; (1) strong motivation to retain membership in company; (2) intention to optimize efforts for company's interest; (3) trust and full acceptance towards organizational values and goals [12]; (4) Inter-Variables Relationship Several previous studies have suggested relationship between individual characteristics and work values. Abboushi in [13] investigates the impact of occupation, education, age, and work experience on work values among Palestinian Arabs. The results show the type of work affects conventional work values such as pride in work, job involvement, social status, and attitudes related to income. Meanwhile, the level of formal education has a significant influence on pride in work, employment engagement, and attitudes related to income. The age has a significant influence on the connotation of social work-related prestige. Work experience influences work ethics attitudes related to struggle or hard work. A study about relationship between individual characteristics with organizational commitment showed that the five demographic factors such as gender, age, education, marital status, and length of work have an influence on the organizational commitment of employees within a company [5]. Among the five demographic factors, only sex factor has a weaker effect on organizational commitment compared to other factors.

Kidron in [14] analysed the relationship between work values and organizational commitment. The study aimed to determine the relationship between (Protestant) work values to organizational commitment of employees, which is divided into moral commitment and calculative commitment. The results show that (Protestant) work values tend to influence moral commitment compared to calculative commitment. This is because Protestant followers are constantly stressed to carry their religious values even when they are working. They are required to work hard and should not separate moral principles and moral rules from their lives. Based on the literature review above, the hypothesis proposed in this study is "individual characteristics have an effect on the commitment of Syariah hotel employee organization in Lombok Island through mediation by Islamic work value".

III. RESEARCH METHOD

A. Research Object

Data for this study is taken from Islamic hotels' employees in Lombok Island. Samples for this research are taken through random sampling technique in Lombok Island,

in particular Mataram City and West Lombok Regency. There are 130 respondents whom data are taken from.

B. Data Collection Instrument

This research used questionnaire as data collection instrument. Questions in the questionnaire are divided into two types. First, favourable or support psychological object. Second, unfavourable or against psychological object. These types of items have opposite weighting; answer of "very agree" on favourable item will have highest score, while unfavourable item with similar answer will have lowest score. On the other side, answer of "very disagree" on favourable will get lowest score, while similar answer on unfavourable item will get highest score.

The questionnaire is made of some groups of questions that represent following variables:

- Individual characteristics, comprising all information regarding individuals, including age (AGE), gender (GEN), education (EDU), work experience (EXP), and marital status (MAR) [12].
- Islamic work values, a collection of individual attitudes or opinions related to his/her work based on Islamic values. In this study, Islamic work values that have been validated are used: (1) gratitude; (2) discipline; (3) virtue; (4) perfectionism; (5) responsibility; (6) competence; (7) piety; (8) cooperation; (9) continuous self-evaluation; (10) patient [17].
- Organizational commitment, a combination of: i) trust and acceptance towards organization values and goals; ii) readiness to give best effort for organization; and iii) intention to preserve membership within organization.

C. Data Analysis

Data analysis in this study is conducted using Structural Equation Modelling-Partial Least Square (SEM-PLS) or variance based SEM method which able to test measurement model and structural model simultaneously. Utilization of this method is due to this paper intention to focus on model prediction since theoretical foundation of Islamic work value as variable is still weak. Partial Least Square (PLS) is a strong analytical method because its independency from measurement scale requirement, little sampling size requirement as well as loose requirement for residual distribution. Indicators in PLS can also be in form of either reflective of formative. In this study, individual characteristics as a construct has formative indicators, while other variables (Islamic work values and organizational commitment) have reflective indicators.

In this study, prior to mediating effect testing for Islamic work values, direct relationship test between independent variable (individual characteristics) and dependent variable (organizational commitment) must be conducted. Once direct relationship path formed, direct relationship tests between independent variable and mediating variable as well as between mediating variable and dependent variable will be conducted. If these relationship paths are significant, mediating effect testing can be conducted [8].

IV. RESULT AND DISCUSSION

This section presents the results obtained and following by discussion.

A. Diagnostic Tests on Individual Characteristics' Indicators

Prior to hypothesis testing, it is necessary to test indicators of Individual Characteristics construct to determine eligible in Table I.

TABLE I. RESULT ON OUTER WEIGHTS SIGNIFICANCE TEST

Indicator	T Statistics (O/STDEV)	P Values	Description
AGE -> Individual Characteristics	1.045	0.297	Must be tested further on its Outer Loadings
GEN -> Individual Characteristics	0.235	0.814	Must be tested further on its Outer Loadings
EDU -> Individual Characteristics	0.659	0.510	Must be tested further on its Outer Loadings
EXP -> Individual Characteristics	0.611	0.541	Must be tested further on its Outer Loadings
MAR -> Individual Characteristics	1.727	0.085	Must be tested further on its Outer Loadings

indicators for further analysis. In this study, the construct "Individual Characteristics" is formed by formative indicators, namely Gender (GEN), Age (AGE), Education (EDU), Work Experience (EXP) and Marital Status (MAR). These indicators are expressed as formative indicators for the constructs of "Individual Characteristics" because if one indicator is removed then another indicator cannot replace it. In turn, removal of one indicator will affect construct formed [15].

The test conducted to select formative indicators of "Individual Characteristics" construct is Outer Weights significance test on the indicators. If the results of the significance test indicate that an indicator has P-values greater than 0.05 (α), then the indicator still needs to be tested further to determine whether the indicator can be used in further analysis or not [15].

The result of significance test on above is indicated by Table I. Table I shows that on 95% confidence level, no indicators of Individual Characteristics construct have significant Outer Weights value. This indicates that uncertainty on what indicator to be included on further analysis. Therefore, above indicators should be tested again by calculating their Outer Loadings. An indicator should have at least 0.7 Outer Loadings to be eligible for further analysis [8]. Outer Loadings value of all indicators is shown on Table 2.

Table II shows that only Marital Status (MAR) is eligible indicator to be included in further analysis since its Outer Loadings is more than 0.7. All other indicators must be excluded in further analysis since none of them have Outer Loadings value more than 0.7.

TABLE II. INDICATORS' OUTER LOADINGS

Indicator	Outer Loadings	Description
AGE	0.247	Excluded in further analysis
GEN	-0.144	Excluded in further analysis
EDU	0.397	Excluded in further analysis
EXP	0.379	Excluded in further analysis
MAR	0.850	Included in further analysis

B. Hypothesis Testing

TABLE III. COEFFICIENTS BETWEEN INDIVIDUAL CHARACTERISTIC AND ISLAMIC WORK VALUES

No.	Path	Original Sample (O)	P Values
1	Individual Characteristic -> Cooperation	0.251	0.002
2	Individual Characteristic -> Responsibility	0.236	0.003
3	Individual Characteristic -> Perfectionism	0.165	0.047

Hypothesis testing in this research is conducted through evaluation on Path Coefficient obtained from bootstrapping process on Smart PLS software. Path Coefficient is coefficient in a kind of regression model that can be used to test whether there is significant relationship between constructs/variables or not. In this study, Individual Characteristics construct has significant path coefficients with Islamic work values and organizational commitment. Result of path coefficients measurement from individual characteristic to Islamic work values is shown on Table III.

Table III shows that Individual Characteristic construct has significant relationship with three Islamic work values, namely cooperation, responsibility and perfectionism. Meanwhile, result of path coefficients measurement from individual characteristic to organizational commitment is shown on following Table IV.

TABLE IV. PATH COEFFICIENTS BETWEEN INDIVIDUAL CHARACTERISTIC AND ORGANIZATIONAL COMMITMENT

No.	Path	Original Sample (O)	P Values
1	Individual Characteristic -> Giving best effort for organization	-0.166	0.008
2	Individual Characteristic -> Retain membership in organization	-0.154	0.032

Table IV shows that Individual Characteristic has significant relationship with two constructs of organizational commitment, namely "Giving best effort for organization" and "Retain membership in organization". Last direct relationship test is between Islamic work values and organizational commitment as shown on Table V.

Table V shows that there are six significant path coefficients between Islamic work values and organizational commitment constructs on Lombok Island's respondents.

TABLE V. PATH COEFFICIENTS BETWEEN ISLAMIC WORK VALUES AND ORGANIZATIONAL COMMITMENT

No.	Path	Original Sample (O)	P Values
1	Patient -> Giving best effort for organization	0.375	0.000
2	Skill -> Acceptance for organization	0.383	0.000
3	Responsibility -> Giving best effort for organization	0.310	0.000
4	Patient -> Retain membership in organization	0.281	0.001
5	Piety -> Giving best effort for organization	0.241	0.010
6	Patient -> Acceptance for organization	0.160	0.027

TABLE VI. RELATIONSHIP PATHS WITH MEDIATING EFFECT

No.	Path	Original Sample (O)	P Values
1	Individual Characteristic -> Responsibility -> Giving best effort for organization	0.073	0.012
2	Individual Characteristic -> Responsibility -> Retain membership in organization	0.026	0.288
3	Individual Characteristic -> Cooperation -> Giving best effort for organization	0.025	0.340
4	Individual Characteristic -> Cooperation -> Retain membership in organization	0.015	0.631
5	Individual Characteristic -> Perfectionism -> Giving best effort for organization	-0.006	0.695
6	Individual Characteristic -> Perfectionism -> Retain membership in organization	0.002	0.915

To check for existence of indirect or mediating effect, a table named Specific Indirect Effect obtained from bootstrapping process by SmartPLS software can be used. Result on existence of mediating effect by Islamic work values on relationship between individual characteristic and organizational commitment can be seen in Table VI.

Based on Table VI, significant relationship path with mediator variable with 95% confidence level ($\alpha = 0.05$) is relationship path between individual characteristic, marital status in particular with "Giving best effort for organization" that mediated by work value of "responsibility". Path relationship is a positive direction one.

Another test for mediating effect is full mediating effect test. The criteria for full mediating effect, if relationship paths through mediating variable are significant while direct relationship path between independent variable and dependent variable becomes insignificant [16]. In SmartPLS software, full mediating effect test can be seen on table named Total Effect that obtained from bootstrapping process. Full mediating effect test result is shown on Table VII.

Table VII shows that relationship paths that pass through mediating variable, either from independent variable or to dependent variable are significant at confidence level of 95% ($\alpha = 0.05$). Meanwhile, direct relationship path between independent variable and dependent variable becomes insignificant.

TABLE VII. FULL MEDIATING EFFECT TEST RESULT

Path	Original Sample (O)	P Values	Description
Independent Variable -> Mediating Variable			
Individual Characteristic -> Responsibility	0.236	0.003	Significant
Mediating Variable -> Dependent Variable			
Responsibility -> Giving best effort for organization	0.310	0.000	Significant
Independent Variable -> Dependent Variable			
Individual Characteristic -> Giving best effort for organization	-0.032	0.722	Insignificant

This condition means mediating effect from work value of "responsibility" is a full mediating effect. This result also support this study's hypothesis which stated that individual characteristic significantly influence organizational commitment of Islamic hotels' employees in Lombok Island through mediation by Lombok Island.

An interesting finding from this result is relationship between individual characteristic, particularly marital status towards organizational commitment that initially negative becomes a positive one after mediation by work value of responsibility. In other words, application of responsibility by a married employee will strengthen his/her organization commitment in Islamic hotel where he/she works. This finding is parallel with previous study who stated that marriage enforce higher level of responsibility which makes a job becomes more important and valuable [17]. Meiyanto and Santhoso in [5] also found that marital status is a significant demographic variable influencing organizational commitment of Indonesian employees. This is due to influence of social status in Indonesian society, including marital status in the context of working environment.

V. CONCLUSION

This study extends body of knowledge by analysing mediating effect created by Islamic work values within relationship between individual characteristic and organizational commitment on Islamic hotels' employees in Lombok Island. This study shows that individual characteristics, particularly marital status have a significant and positive relationship to the organizational commitment of Islamic hotels' employees Lombok Island through mediation by Islamic work value of responsibility. Responsibility as work value can even change direction of organizational commitment of employee that tend to decrease after marriage becomes higher and positive.

Results of this study have implications on the management of Human Resources at Islamic hotels in Lombok Island. The management of Islamic hotel in Lombok Island need to pay special attention to married employees. This is because married employees tend to have lower organizational commitment than employees who are not in marriage status. However, this can be overcome if the hotel management is able to provide an understanding on the value of responsibility to married employees since presence of responsibility can increase organizational commitment of married employees. Implementation of the above concept

can be in form of training alongside supervision and evaluation so that implementation and its impact can be reviewed from time to time.

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