

Innovative Work Behavior and Islamic Work Ethic: The Role in Improving Employee Performance

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Abstract

The study begins with a research gap on the effect of organizational learning on employee performance based on the theory of planned behavior. This study analyzes the effect of organizational learning in encouraging innovative work behavior and Islamic work ethic to improve the performance of employees in the production department. The population is 1.155 employees of medium small and micro enterprise (MSME) furniture in Grobogan Regency. Using the purposive sampling method, this study used 100 respondents. We used multiple linear regression and path analysis using SPSS version 21 software to analyze the data. The result of the study is organizational learning can improve employee performance through innovative work behavior and Islamic work ethic.

Keywords: *organizational learning, employee performance, innovative work behavior, Islamic work ethic.*

A. INTRODUCTION

In the competitive era, employee performance is very important for competitive advantage. Some researchers tried to find the factors that can leverage it. Among the various studies, researchers found the role of Organizational Learning plays an important role in improving employee performance ([Safitri et al., 2018](#)). As an organizational driver, human resources are very important in determining the success of achieving company goals. Employees who define themselves as part of the organization will bring up a high innovation behavior. A high level of employee innovation behavior will encourage companies to achieve performance ([Safitri et al., 2018](#); [Asbari et al., 2020](#)).

Organizational learning is the ability to observe knowledge so that it has the speed to respond to various changes. Organizational learning is very important in motivating employees to expand their knowledge. Employees cannot innovate in learning or working activities if the organization does not foster knowledge development ([Hendri, 2019](#)). Organizational learning is a marker of the extent to which organizational members believe that their abilities are the same as those of the company. Organizational learning can encourage increased employee performance through innovative work behavior and an Islamic work ethic ([Cengklik 2020](#); dan [Afandi 2021](#)). Organizational learning is very important for improving employee performance.

Controversy research results on the effect of organizational learning on employee performance have been found in recent years. Several studies have shown that organizational learning can improve employee performance ([Darmanto & Ariyanti, 2021](#); [Arinaldi et al., 2017](#); dan [Khaerul H, Tina J, 2018](#)). Organizational members who can improve organizational learning within a company will encourage the company to quickly improve employee performance. However, ([Meitiana, and Murniati, 2020](#); [Hendri, 2019](#)) state that organizational learning is not able to improve employee performance. Based on the research gap as stated above, the problem of this research is that there are differences in the results of research on the effect of organizational learning on employee performance.

Based on the inconsistency of the research results above, a conceptual framework model of organizational learning is proposed that can improve employee performance. The theory of planned behavior is used to explore the concept of Islamic work ethic and innovative work behavior. Islamic work ethic and innovative work behavior are expected to mediate the effect of organizational learning on employee performance ([Cengklik 2020](#); dan [Afandi 2021](#)).

Learning and innovation are the most important intangible assets that companies need to achieve or maintain effective organizational performance. The fact that a company can learn and can demonstrate the quality of its learning is important enough to qualify as an innovation ([Septiana Dwi Purnamaningtyas, 2021](#)). Organizational learning provides considerable opportunities to utilize the information that serves as the basis for innovation and development. Organizational learning fosters creativity, new ideas, and knowledge, as well as competency development, and its implementation which will increase employee productivity ([Venna Ami Pramitasari, 2018](#)).

This research was conducted on MSME Furniture in Grobogan Regency, Central Java. MSME Furniture has an important role in improving human resources. MSME Furniture Grobogan was selected as the population. Because residents in the Grobogan area have quite a lot of people who work as furniture or furniture craftsmen. This research was conducted in early 2022.

B. LITERATURE REVIEW

Research on organizational learning has been carried out by several researchers, ([Hendri, 2019](#)) conducted a study on organizational learning, and found that organizational learning was not proven to be able to improve employee performance. ([Cengklik, 2020](#)) conducted research on organizational learning, in this case testing the extent to which organizational learning influences employee performance with innovation as an intervening variable, this study found that innovation was able to mediate the effect of organizational learning on employee performance.

Conducted research on Islamic work ethic as a mediating variable between organizational learning and employee performance. In his research, ([Afandi, 2021](#)) states that the Islamic work ethic can encourage employee performance improvement. Research also conducted by ([Venna Ami](#)

[Prमितasari, 2018](#)) states that Islamic work ethic can improve employee performance and uses Islamic work ethic as a mediating variable. This study found evidence that organizational learning can improve employee performance.

In contrast to some of the findings above, this study builds a role model of organizational learning on employee performance by using the theory of planned behavior approach so that it proposes innovative work behavior and Islamic work ethic as mediating variables. This research model was proposed to answer the controversy of previous research results about the effect of organizational learning on employee performance, which has not been done by previous researchers.

The theory of planned behavior, in this theory how to direct innovation strategy toward behavior, and understand the impact of innovation on behavior. It is estimated that the greater the individual's desire to participate in a particular behavior, the greater the likelihood that he will succeed in doing it.

1. Organizational Learning and Employee performance

Organizational learning and employee performance have an interrelated relationship. ([Rumijati, 2020](#)) states that organizational learning has a significant effect on employee performance because performance in the company is influenced by the application of organizational learning in the company. Employee performance is determined by organizational learning, namely how an organization processes learning simultaneously and continuously to achieve good performance.

Research conducted by ([Setiawan & Nafilah, 2022](#)) also states that organizational learning results have a significant effect on employee performance. In the research of ([Khaerul H, Tina J, 2018](#)) also obtained the same results. Because the greater the level of learning in an organization or company, the higher the employee performance obtained. So, Employees will work harder to improve their performance if the company is more aware of the importance of organizational learning. Based on the study above, the following hypothesis can be proposed:

H1: The higher the organizational learning, the higher the employee performance.

2. Islamic work ethic and Employee performance

According to Sari & ([Nugraheni, 2019](#)) Work dedication is a policy in the Islamic work ethic. Cooperation and collaboration in the workplace for individual and social life. The effort itself builds identity and self-development, which is considered a noble source of achievement and enjoyment. According to Ahmad & Owoyemi, (2014) in the research of ([Sari & Nugraheni, 2019](#)) that Islam places great emphasis on work. The Qur'an directs the message to humans that they should make a positive contribution to the world, namely that they should work to make the best use of what has been produced for their benefit. This shows that people who have a strong Islamic work ethic also have a strong performance.

Likewise, research conducted by ([Wahyuningsih, 2019](#)) stated that the Islamic work ethic has a positive and significant effect on employee performance. The stronger the employee's performance, the higher the employee's Islamic work ethic. Islamic work ethic is the nature or work habits of individuals based on the Qur'an and As-Sunnah. Based on the study above, the following hypothesis can be proposed:

H2: The higher the Islamic work ethic, the higher the employee performance.

3. Organizational learning and Innovative work behavior

According to ([Junjunan, 2020](#)), organizational learning has a positive effect on innovative work behavior. Due to the higher level of organizational learning in a company, the quality or quantity of each individual in innovating will also increase.

Likewise, research conducted by ([Hamzali, 2022](#)) states that organizational learning has a positive effect on innovative work behavior. This is in line with the findings in previous research by Bhaskar & Mishra, (2017) research results show organizational learning will improve company performance. The more organizational learning increases, the greater the organizational performance will be. Employee performance will increase as a result of implementing organizational learning. Based on the study above, the following hypothesis can be proposed:

H3: The higher the Organizational learning, the higher the Innovative work behavior

4. Organizational learning and Islamic work ethic

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H4: The higher the Organizational Learning, the higher the Islamic Work Ethic

5. Innovative work behavior and Employee Performance

([Indrajita, 2021](#)) states that innovative work behavior has a positive and significant effect on employee performance. Employee performance can be improved with new ideas or solutions. A high level of innovation has a positive impact on employee productivity. This shows that the better the discovery or achievement of employees, the better the employee's performance in meeting company goals.

Furthermore, ([Romli & Siregar, 2021](#)) states that innovative work behavior has a positive and significant effect on employee performance. This is because new ideas and ideas in employee performance can lead to an increase in employee discipline, thoroughness, and creativity. In other words, the greater the level of innovation behavior of an employee, the higher the level of performance. Based on the study above, the following hypothesis can be proposed:

H5: The higher the innovative work behavior, the higher the employee performance

6. Organizational learning and Employee Performance through Innovative work behavior

According to ([Cengklik, 2020](#)) that the direct influence of organizational learning on employee performance is smaller than the indirect effect of organizational learning on performance. This means that organizational learning will shape employee innovation so that employee innovation will affect employee performance, this proves that innovation can form a relationship between organizational learning influencing employee performance.

Research conducted by ([Septiana Dwi Purnamaningtyas, 2021](#)) states that organizational learning cannot have a direct effect on employee performance. This requires innovation to spur employees to work. With innovative work behavior, organizational learning can achieve performance by the desired target. Based on the study above, the following hypothesis can be proposed:

H6: Innovative Work behavior can mediate Organizational Learning on Employee performance

7. Organizational Learning and Employee Performance through Islamic work ethic

According to ([Afandi, 2021](#)), greater organizational learning can indirectly improve performance, and employee performance can be improved by emphasizing organizational learning that encourages an Islamic work ethic. It can be said that to develop high-performing personnel, organizational learning is needed that enhances the Islamic work ethic.

Research conducted by ([Venna Ami Pramitasari, 2018](#)) states that to maintain employee performance through an Islamic work ethic, it is better to maintain organizational learning or better yet to improve organizational learning because maintaining or improving organizational learning will improve employee performance by increasing Islamic work ethic.

H7: Islamic Work Ethic can mediate Organizational Learning on Employee Performance

Based on the analysis of the proposed hypothesis above, it can be presented a picture of the research model as shown in figure 1.

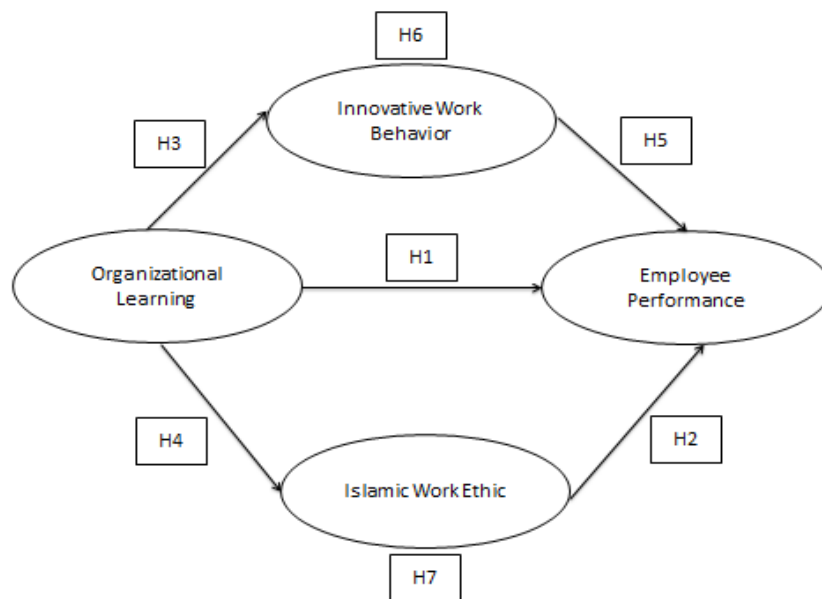


Figure 1. Research Model

C. RESEARCH METHOD

This research is quantitative research, by testing seven hypotheses. The study was conducted by confirming the proposed research model on the data collected (confirmatory analysis).

1. Population and Sample

the population of the study is employees of MSME Furniture in Grobogan Regency, amounting to 1,155 employees. Purposive sampling is a method that is often used and has been chosen by researchers. The author of this study took samples by providing a list of questionnaire questions given by considering certain specifications. The number of samples used in this research is 100 furniture employees who work in Grobogan district.

Table 1. Construct and Measurement Model analysis

Variable	Indicators	Loading factors	Construct Reliability
Organizational Learning (Hendarawan et al., 2020; and Rumijati, 2020)	Sharing experience	0,884	0,915
	Commitment for Learning	0,964	
	Participate in learning activities	0,853	
	Learning climate	0,905	
Employee Performance Nasir et al (2021) and Adha et al (2019)	On-time	0,874	0,762
	Quality of work	0,718	
	Responsible	0,874	

Innovative Work Behavior Nurdin et al (2020) and Sukadana & Mahyuni (2021)	Discover new designs	0,926	0,930
	Using a new way of working	0,954	
	Delivering new solutions	0,946	
Islamic Work Ethic Rahayu & Cahyono (2018) and Rozikan & Zakiy (2019)	Understanding the value of time	0,878	0,896

2. Measurement

The operationalization of the variables used in the research model can be presented in table 1. Data were collected by distributing questionnaires. This research questionnaire was designed using an interval scale with a range of 1 to 10 from strongly disagree to strongly agree. From table 1 it can be shown that each indicator has a loading factor above 0.60. Thus it can be concluded that all valid indicators measure each variable. The reliability test was carried out by calculating the construct reliability and variance extract (Ghozali, 2013). The results of the calculation of the construct reliability of each variable show a value of more than 0.70 and the variance extract is more than 0.50, thus indicating a good reliability value.

This study uses the classical assumption test to find out that the regression equation has accuracy in the estimation and is consistent. The assumption test in this study consisted of a normality test, multicollinearity test, heteroscedasticity test, and linearity test.

A normality test is used to determine whether the data is normally distributed or not. The results of the normality test in this study showed a probability value of 0.599 > 0.05, so it can be concluded that the data is normally distributed. The multicollinearity test is used to see whether or not there is a high linear correlation between the independent variables. The results of the multicollinearity test showed that for each variable value of VIF < 10, it can be concluded that there were no symptoms of multicollinearity.

The heteroscedasticity test in this study used the glejser test to see if there was an inequality of residual data from one observation to another. The results of the glejser heteroscedasticity test showed all values > 0.05, so it can be concluded that the variable is free from the symptoms of glejser heteroscedasticity.

D. DISCUSSION

Based on the data obtained, then the data analysis was carried out using a regression test. The following are the results of the regression test that have been processed by researchers:

Tabel 2. Regression Result of Employee Performance

Independent Variable	Coefficient	Sig.	Conclusion
Organizational Learning	5,232	0,000	Accepted
Innovative Work Behavior	982	0,329	Rejected
Islamic Work Ethic	3,372	0,001	Accepted

Based on the results of the significance test of organizational learning, it has a calculated significance value of 5.232, a significance value of 0.000 <0.05. So it can be seen that organizational learning has a positive and significant effect on employee performance because the higher the level of organizational learning possessed by furniture employees, the higher the performance of furniture employees. This supports the research conducted by ([Rumijati, 2020](#); and [Setiawan & Nafilah, 2022](#)) which states that the Organizational Learning variable has a positive and significant effect on Employee Performance.

Based on the results of the significance test, Innovative work behavior has a t-count value of 0.982 with a significance value of 0.329 > 0.05, it can be concluded that innovative work behavior has a positive but not significant effect on employee performance because the increasing level of innovation in furniture employees will, of course, spend more funds. larger and takes longer to complete. This is in line with research conducted by ([Rahmadi et al., 2020](#)) which states that Innovative Work Behavior has a positive but not significant effect.

Based on the results of the significance test, the Islamic work ethic has a t-count value of 3.372 and a significance value of 0.001 <0.05, it can be concluded that the Islamic work ethic has a positive and significant effect on employee performance. the better the Islamic Work Ethic created by the furniture employees, the more employee performance will be. The results of this study support the research conducted by ([Wahyuningsih et al., 2019](#); dan [Sari & Nugraheni, 2019](#)), which states that the Islamic Work Ethic variable has a positive and significant effect on Employee Performance.

Tabel 3. Regression of Result Innovative work behavior

Independent Variable	Coefficient	Sig.	Conclusion
Organizational Learning	11.269	0,000	Accepted

Based on the results of the significance test, organizational learning has a t-count value of 11.269 with a significance value of 0.000 <0.05, which means that organizational learning has a positive and significant effect on innovative work behavior. It can be concluded that the better the level of Organizational Learning, the higher the Innovative Work Behavior of Furniture employees. The results of this study support research conducted by ([Hamzali, 2022](#); dan [Junjunan, 2020](#)) which states that Organizational Learning has a positive and significant effect on Innovative Work Behavior.

Tabel 4. Regression of Result Islamic work ethic

Independent Variable	Coefficient	Sig.	Conclusion
Organizational Learning	8,376	0,000	Accepted

Based on the results of the significance test of organizational learning has a t value of 8.376 with a significance value of 0.000 <0.05, it can be concluded that organizational learning has a positive and significant effect on Islamic work ethics. It can be concluded that the better the level of Organizational Learning, the higher the Islamic Work Ethic. The results of this study support research conducted by ([Pitriyani, 2021](#); and [Elinawati et al., 2019](#)), which states that Organizational Learning has a positive and significant effect on Islamic Work ethics.

The R2 determination test is used to measure the extent or how much ability of the dependent and independent variables in the study. The results of the R2 test showed an R-squared value of 0.647 or 64.7%. So it can be concluded that organizational learning, innovative work behavior, and Islamic work ethic variables on employee performance are 64.7%, and the rest is explained in other variables. The results of the second test show an R-squared value of 0.564 or 56.4%, it can be said that the organizational learning variable on innovative work behavior influences 56.4% and the rest is explained by other variables. Then the third result shows the R-squared value of 0.417 or 41.7% organizational effect on Islamic work ethic.

A simultaneous test is a test that aims to simultaneously test the effect of independent variables on the dependent variable. When the significance value is < 0.05 , the independent variable simultaneously affects the dependent variable. Simultaneous test results show the F-statistic probability value of $0.000 < 0.05$, it can be concluded that organizational learning, innovative work behavior, and Islamic work ethic simultaneously affect employee performance variables.

Path analysis is used to analyze the direct or indirect relationship of the dependent and independent variables resulting from the treatment of these variables. Following are the results of this research path analysis:

Based on the test results that have been analyzed from the effect of organizational learning on employee performance mediated by innovative work behavior. The results show that the t-table is 1.984 and the t-count results are 0.6181 or $1.984 > 0.6181$ with a significance level of 5 percent so it can be concluded that there is no significant effect in mediating the effect of Organizational Learning on Employee Performance. It is known that the t-count table is 1.984 and the results of the t-count are 3.1195, or the t-table is 1.983, t-counted is 3.1195 with a significance level of 5 percent. So it can be concluded that Islamic Work Ethic has a positive and significant effect in mediating the influence of Organizational Learning on Employee Performance.

E. CONCLUSION

1. Summary

Based on the results of the analysis that has been carried out by researchers about the effect of organizational learning on employee performance with innovative work behavior and Islamic work ethics as intervening variables, it can be concluded that employee performance has a positive and significant effect on employee performance, Islamic work ethics has a positive and significant effect on employee performance, organizational learning has a positive and significant effect on innovative work behavior, organizational learning has a positive and significant effect on Islamic work ethics, innovative work behavior has a positive but not significant effect on employee performance, innovative work behavior is not able to mediate the effect of organizational learning on employee performance, and Islamic work ethics can mediate the effect of organizational learning on employee performance.

2. Suggestions

This study uses a model of the influence of organizational learning on employee performance with innovative work behavior and Islamic work ethics as intervening variables so that it can improve employee performance. Of course, this research has some limitations. One of them is that this research was only conducted in the context of furniture employees in Grobogan Regency. Further research can expand the scope of discussion on Furniture Employees in Indonesia and even in other organizational sectors. The more extensive the data collected, the stronger the confirmation of knowledge and understanding of this concept.

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