

Job Satisfaction as an Antecedent of Task and Contextual Performance: The Moderating Role of Islamic Work Ethics

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The prime objective of the current study is to investigate the impact of job satisfaction on the two aspects of job performance, namely task performance and contextual performance. In addition to that the moderating role of Islamic work ethics in the relationship between job satisfaction and task performance and between job satisfaction and contextual performance is examined. The significance of job performance of a company has opened doors for researchers to study its effects in different conditions. Accordingly, performance is the sum of expectations an organisation owes from its employees in different behaviour samples in a passage of time. Business ethics are interconnected with work. A Muslim practicing Islamic ethics sets an example for people who belong to other faiths. The Quran favours close involvement in work and does not provide space to beggary, time wastage and idle activities. The author believes this is a reflection of good values in actions, deeds, thinking and heart. The study is among the pioneering studies on this issue in Indonesia. The current study has used SEM-PLS as statistical tool to answer the research questions raised in this study and research objectives envisaged in the current study. The findings of the current study have provided support to the hypothesized results. This study will be helpful for policymakers and researchers in the future.

Key words: *Task performance, Contextual Performance, Islamic work ethics, Indonesia.*

Background

Due to the significance of both task and contextual performance influencing effective functioning of organizations, some researchers have studied predictors of the task and contextual performance. In the previous studies, researchers measured task performance and contextual performance jointly as one dependent variable. According to the study conducted by Edwards and Reiman (2008), the differential predictions between satisfaction and task and contextual performance are only shown when satisfaction is considered at the facet level. Specifically, effects of interpersonal and social requirements of occupations on the job performance were investigated by Gwavuya (2010), who explored that the pay was an important factor affecting job satisfaction. Moreover, the predictors that were reported to have impact on joint task and contextual performance construct have been studied by Chughtai (2008), who found that job involvement has positive relationship to the in-role job performance. In investigating the connection between supervisor's leadership style and formal and informal aspects of the performance of employees with the intervening variable of perception of politics, the study of (Vigoda-Gadot, 2007) found mixed results which partially support the mediating influence.

Leung (2008) examined the impact of various ethical work climates on employee performance and found that both lower and higher levels of ethical climate impacted on negative and positive extra-role behaviour at the workplace, respectively. A study by Burton, Sablinski, and Sekiguchi (2008) revealed that leader-member exchange completely mediates the relationship between interactional justice and performance and Organisation Citizenship Behaviours (OCBs). Demonstrated that at the organisational level, perceived organisational support has a clear and strong impact on salespersons' behavioural performance, like; Organisation Citizenship Behaviours- OCB. Author examined the relationship of social comparison situations and individual task performance and found that personal and categorical comparative situations acting as strong drivers for cognitive performances of the employees. The study suggested a theoretical framework and empirical proof to verify whether the impact of Human Resource Management (HRM) fit to task performance and found less impact of HRM's towards task performance. A few studies have been conducted on the effects of trainee reactions to task performance. Organisational citizenship behaviour refers to discretionary behaviour at work that is excluded from the job descriptions of employees, hence employees are not explicitly rewarded but on an aggregate level, they contribute to the effectiveness of organizations.

One of the major concerns of organizations is to improve workers' performance at the organizational, a measure of job performance. Literature reveals that research on task performance has largely concentrated on identifying variables that predict improving job performance. Also, numerous studies have explored employees' performance from different

aspects, such as; by investigating predictors of contextual performance alone. However, more research is required to be held on a very important perspective of Islamic Work Ethics (IWE). According to the study, work ethics affect economic development and commitment in organizations. He added that the Islamic Work Ethics has had a significant influence upon Muslims workers and organizations in Islamic countries. In addition, Islamic Work Ethics stresses on working hard, dedication to work, creativity, motivation as well as the use of ethical means at all times for productivity. Review of literature shows that there are very few studies (Haroon, Zaman, & Rehman, 2012) that explored Islamic Work Ethics addressing the direct effect of IWE on some aspects of the organisation (e.g., job performance, job satisfaction, and organisational culture, etc.).

Researchers have investigated different predictors of task performance, and have classified them under three major categories: personal, situational and performance regulation (Sonnetag & Frese, 2002). All the categories are not mutually exclusive, but only focus on the task performance from different aspects that complement each other. An attempt has been made to present previous studies conducted along these three task performance categories. With regards to personal predictors of task performance, individual differences or personality factors of organisational employees were investigated differently. Accordingly, effects of conscientiousness on task performance, emotional intelligence on task performance, self-esteem on task performance, personality factors, such as regulatory focus, practice on the task performance, and recently, that of proactive personality have been investigated.

Literature Review

Job Performance

Researchers have investigated several performance regulations and processes factors that foresee the task performance. Related to these, several studies have been conducted on the effects of performance appraisal techniques, and task types on task performance effectiveness (Swiercz, Bryan, Eagle, Bizzotto, & Renn, 2012). Some studies have assessed the impact of direct 24 self-reports on performance (Tubbs & Trusty, 2001). Similarly, some studies have been conducted on the effects of workload on task performance. Some studies have assessed the effects of promotion and compensation on task performance (Jamil & Raja, 2011). However, some studies have investigated the effects of physical environment on job performance, whereas few studies have been conducted on the effects of downsizing on employee productivity. Regarding the contextual performance, studies have been conducted along three major categories of predictors consisting of individual, organisational and task related predictors. Due to the significance of contextual performance on effective functioning of organizations, a large number of studies have been conducted to examine its antecedents so that organizations can take relevant measures to develop job performance amongst employees at work. In general, three groups of empirical inquiries can be identified. Some

have considered the personal factors that may contribute to job performance, such as personality (Comeau & Griffith, 2005), values (Van Dyne, Graham, & Dienesch, 1994) and ethics (Turnipseed, 2002), while others have looked at the work-related factors such as; job standardization, and feedback (Peng & Chiu, 2010). Organisational variables have also been examined purportedly to affect job performance such as organisational climate, and human resource policies.

The significance of job performance of a company has opened doors for researchers to study its effects in different conditions. According to them, performance is the sum of expectations an organisation owes from its employees in different behaviour samples in a passage of time. Job performance is a set of behaviours shown by a person towards his or her job or how competent he or she has become after a due course in training, producing or servicing. Job performance is measured according to work officially assigned to a person and amount of effort he or she exerts to achieve a task and accomplish it. It can be termed as the skilfulness of a person in performing his or her job as required. Task performance and dispositional performance are the two job performances categorized by organisational theorists. Task performance is characterized as tasks and duties of every individual who is directly related to all duties that the person is responsible for, like monitoring attendance of employees. Proper understanding of these phenomena needs distinct standards. All other performances are dispositional which facilitate organizations and social networks to survive. Differentiates between task performance and dispositional performance. It begins with parts that are pre-defined in formal job followed by the behavioural effects according to psychological, sociological and organisational aspects. Two aspects of job performance can be observed: job creativity and job role.

Role performance is a behaviour linked with job description, while, innovative performance comprises innovative solutions of prospective problems in job and similar external role of performance is vital for an organisation to succeed (Janssen & Yperen, 2004). Facilitators and impediments for task performance: researchers have investigated several situational factors those predict task performance. Studies have been conducted about human resource management HRM fit on citizenship and task performance (Chandrakumara, 2007). Likewise, some studies have been conducted to explore the role of HR practices on performance (Stumpf, Doh, & Tymon, 2010). Several studies have been conducted on the effects of multiple tasks on task performance (Comeau & Griffith, 2005). In the same way, several studies have been conducted on the effects of practice on task performance. Recently, some studies have been conducted on the effects of music on task performance. Alike, some studies have been conducted on the effects of goal setting on task performance.

Islamic Work Ethics

Islamic Work Ethics (IWE) are established from the teaching of the Holy Quran and Prophet Muhammad (peace be upon him). Prophet Muhammad (peace be upon him) asked to do work with dedication and referred to a hard worker as friend of Allah (SWT) (Attabarani in (East) (891), and Abu Ali (4386), and al-Bayhaqi in (people of faith) (4/334). While emphasizing on self- work, He (peace be upon him) said he who works with his hands, his sins are forgiven, and no one eats better food than that which he eats out of his work. The Holy Quran encourages honesty, fidelity, justice, incorruptibility in trade and demands a fair distribution of wealth in the society. The Holy Quran supports all human beings to learn skills, get knowledge and earn a living. The Holy Quran discourages laziness, sluggishness and begging (Abeng, 1997).

Business ethics are interconnected with work. A Muslim practicing Islamic ethics sets an example for people who belong to other faiths. The Quran favours close involvement in work and does not provide space to beggary, time wastage and idle activities. The author believes this reflects good values in actions, deeds, thinking and heart. Certainly, ethics are good manners, behaviour and an order in both visible and invisible spheres of human life

The Holy Quran is believed to be the flawless and ultimate revelation of Allah (SWT) to human beings on the earth that is valid until the Resurrection Day by the Muslims. All Muslims believe that the Holy Quran contains direct codified words of Allah (SWT). Muslims are Allah (SWT)'s servants and should thus adhere to the promotion of good deeds in business as well as in personal life (Beekun & Badawi, 2005). The Holy Quran is perfect in its revealed original Arabic language (Al-Qur'an, Ha-Mim, Verse No. 44) with the translations (resulting from human effort) are not perfect owing to human fallibility and they lack the inspired element of the original copies. Hence, translations or Holy Quranic commentaries are not Holy Quran in its original form.

With regards to consideration for others, it is explained in the following verse, "Serve Allah (SWT), and do not include partners with Him; and do good to parents, relatives, orphans, needy, neighbours who are near, neighbours who are unknown, the friends by your side, the traveller, and what your right hand has: For Allah (SWT) loves not the proud, the big headed" (Quran 4:36).

Consultation is considered as a method to deal with obstacles and steer to clear mistakes. The Holy Quran states that affairs should be conducted in mutual consultation, "And those who have answered to their Lord and established prayer and whose issue is sorted out with consultation among themselves, and from what we have given them, they spend" (Quran 42: 38).

The Holy Quran addresses this element clearly in the verse, “Believers who work virtuously and to the full extent of a person’s ability will go to paradise” (Quran 7:42, as cited in Ali, 1987). Allah (SWT) will reward the person who will do a good work more than he was doing, “That Allah (SWT) may recompense them for the fairest of whatever they were doing” (At-Tawbah, Verse No. 121), and Allah (SWT) loves who has this description, “And do good, indeed; Allah loves the doers of good” (Al-Baqarah, Verse No. 195). The Prophet Mohammed (peace be upon him) explained this meaning in the following Hadith, “Assuredly Allah (SWT) has given ability in all things. Thus, if you kill, kill well; and if you slaughter, slaughter well. Let each one of you sharpen his blade and let him spare agony to the animal he slaughters” (Al-Tirmidhi, Hadith No. 540).

IWE connected to control locus moderate the association between the control locus and uncertainty of the role (Yousef, 2000). The researcher found also that IWE do not reconcile the correlation between the control locus and role differences. Furthermore, the outcomes showed that there is a considerable relationship between IWE and uncertainty of the role. The elements with internal control locus support the positive association of IWE with uncertainty of the role. Additionally, IWE have positive impacts in a direct sign on different dimensions of attitudes of both organisational change and organisational commitment (Yousef, 2000). There is evidence that IWE are also associated with a variety of organisational elements. Study showed a strong relationship between IWE and individualism. Ali, Falcone, and Azim (1995) also reported that work ethics of the Protestants, participation of work and individualism of job are connected to IWE. The research was conducted in North America. The study strongly proposed, in contrast to the instruments of work ethics in the West, that IWE uniquely portray the importance of contribution of an individual to the community and the organization’s obligations to its workers. Surprisingly, the results revealed that respondents (Arab teachers working in Palestine) scored quite high on the individualism of work, and comparatively lower on IWE. The impact of the declining IWE within Arab countries is due to the domination of the outside socio-cultural factors in the region. 103 In a further research.

The Relationship between Job Satisfaction and Task Performance

Research suggests that perceptions of overall job satisfaction which are nature of work, pay level, promotion practices, nature of supervision and interpersonal relationships with co-workers in explaining task performance. Specifically, scholar found a significant positive relationship between facets of job satisfaction such as; “pay, promotion, peers, sub-ordinates, and work itself” and task performance. Researcher found a significant and positive association between job satisfaction and task performance among 159 employees of two

large-scale steel corporations in China. A study by Kappagoda (2012) found a significant positive relationship between job satisfaction and task performance among 400 non-managerial bank employees in Sri Lanka. A recent study showed a significant positive relationship with certain facets of intrinsic job satisfaction and task performance. Thus, it is hypothesized that:

H1: The job satisfaction is in significant relationship with task performance.

The Relationship between Job Satisfaction and Contextual Performance

Research in the area of job satisfaction has shown that perceptions of satisfaction are related to contextual performance (Jena & Goswami, 2013; Ng, Sorensen, & Yim, 2009). If employees form positive opinions about job satisfaction, they are more likely to exhibit discretionary behaviour that promotes the effective functioning of their organizations. Several studies have investigated the relationships between job satisfaction and contextual performance and found significant correlations between the two. In particular, Edwards and Reiman (2008) found a significant positive relationship between job satisfaction and contextual performance. Recently Jena and Goswami (2013) found a significant positive relationship between job satisfaction and contextual performance.

Based on foregoing empirical studies, the following hypotheses are advanced:

H2: The job satisfaction is in significant relationship with contextual performance.

The Moderating Effect of IWE in the Relationship between Job Satisfaction and Task Performance

IWE is defined by Ashton and Lee (2007) as the tendency to be fair and genuine in dealing with others, in the sense of cooperating even when one might exploit them, IWE plays an important role in explaining employees' job performance (Hayati & Caniogo, 2012). Specifically, in a study conducted of 204 employees of seven daily newspapers in Jordan, employees with higher level of IWE were more likely to exhibit higher level of job performance than those with lower level of IWE, because their behaviours are regulated by Islamic injunctions from the Holy Qur'an and Sunnah. Hayati and Caniogo (2012) reported a significant positive relationship between IWE and job performance in a sample of 149 employees of Islamic banking in Bandar Lampung in Indonesia. Research suggests that individuals with high levels of IWE are more likely to exhibit higher level of performance at work than those with low levels of IWE.

Regarding the relationship between IWE and task performance, the extensive review of extant literature on IWE in this study has revealed that there are little/no studies that

investigate that directly investigate IWE in relation to task performance. Hence, this renders this study a unique and contributory study to the literature on IWE and task performance. Investigated the effect of IWE Muslims behaviours and the organisations in Islamic countries and found that the former has a significant effect on the latter. Researcher found that the concepts of IWE foster confidence in the workplace, reinforce social contract and motivate leaders to focus on meeting their basic business responsibilities Yousef (2000) found that IWE stress encourage hardworking, commitment to work, dedication to work and creativity and the steering clear of competitiveness and unethical means of profitability and dealings. In another study conducted by Yousef (2000), IWE was found to be related to organisational commitment and work satisfaction. Findings of the study indicated positive and significant association linking commitment and Islamic work ethics (IWE). The findings from the study signified that IWE have significant correlation with innovation capability scale in the public sector and that public sector employees strongly adapted IWE at their workplace.

H3: Islamic work ethics are in significant relationship with task performance.

H4: Islamic work ethics are in significant relationship with the contextual performance

Generally, researches have strongly indicated that IWE have significant relationship with outcomes of both organisation and work. The scholars of management in the past might have restricted their research from the perspective of Islamic management, mainly due to the limited literature on Islamic researches produced in English language. Nevertheless, recently, a number of scholars have focused on Islamic management, particularly the concept of IWE and its prominent impact on the place of work. Those efforts are getting massive attention from among scholars around the world. Therefore, this study will become outstanding as it investigates the relationship between IWE and task performance. In addition to being directly related to job performance, it is expected that IWE might strengthen the relationship between job satisfaction and job performance. Consistent with the foregoing empirical evidences and theoretical perspective, the following propositions are advanced:

H5: Islamic work ethics moderates the relationship between job satisfaction and task performance.

The review of studies by Hayati and Caniago (2012) and Imam, Abbasi, and Muneer (2013) have indicated that IWE has positive effect on job performance. Thus, it expected that IWE can also fortify the connection between job satisfaction and the contextual aspect of job performance. Based on these empirical evidences, coupled with the theoretical perspectives discussed in the literature review, it is sufficed to propose the following hypotheses:

H6: Islamic work ethics moderates the relationship between job satisfaction and contextual performance.

Methodology

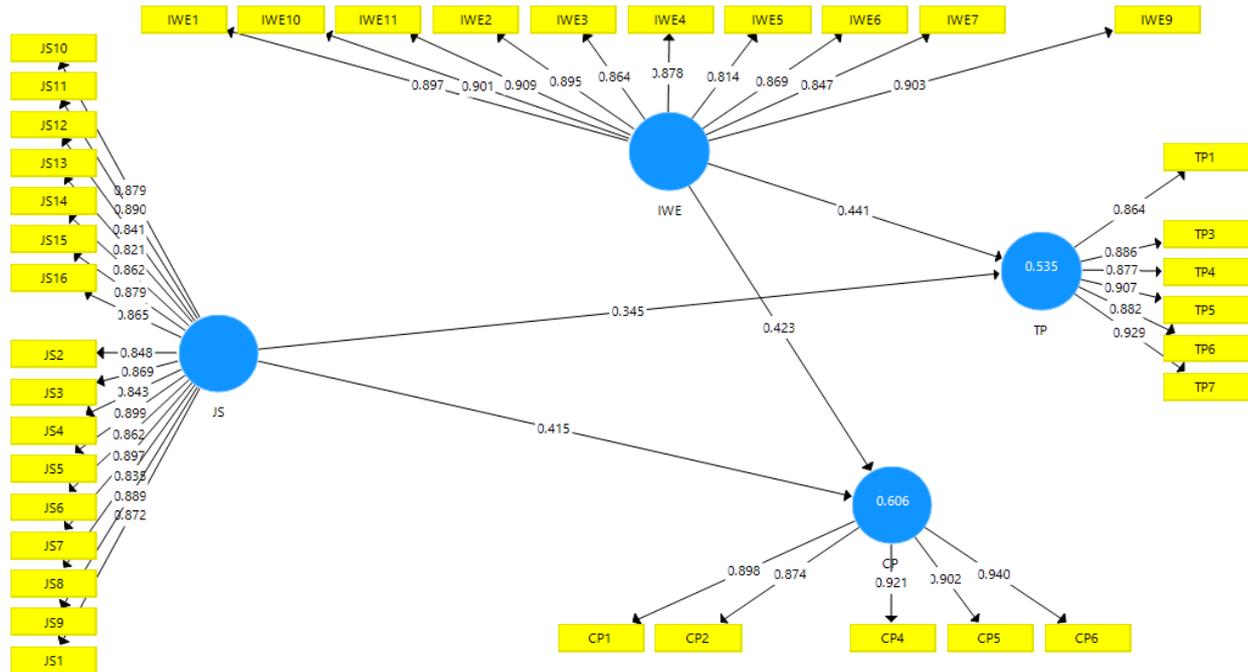
The survey method has been used in this research. The instrument for collection of data used was questionnaire. The sample targeted for the study included finance and operational managers working in the manufacturing industry. For collection of data, questionnaire survey was conducted. There were four sections in the questionnaire, and it was formulated in English language. Within the period of four weeks, the questionnaires were returned, as the respondents were mature and stiff-necked. In the A section, the background information of the respondents was asked related to age, education, ethnicity, marital status, experience, job nature, salary, etc. the B, C and D section of the questionnaire were related to the instrument estimated in this research. The responses were measured based on the Likert Scale. From strongly disagreed to strongly agree (1 to 5), the measurement scale was formulated i.e. 1 = strongly disagreed, 2= disagreed, 3 = neutral, 4 = agreed and 5 = strongly agreed. The questionnaires were distributed among 520 respondents. Out of 520 questionnaires, 339 questionnaires were received, and response rate came out to be 69. This leads to the acceptance for evaluation. The average age of respondents was 47 years and 63 percent of the total respondents belonged to operation departments working for over 15 years. Most of the respondents had higher education degrees. The response rate was greater than the standard value of 45-50 percent. 233 respondents were male and 64 were female. The work experience of respondents was 11 years on average. To measure job satisfaction, the present study makes use of the Job Descriptive Index (JDI) 17 items proposed to gauge the five aspects of satisfaction, namely: work, pay, promotion opportunities, supervision and co-workers. IWE was measured using 21 items developed. For this present study the items used to measure task and contextual performance have been adapted from the previous works by Chandrakumara (2007) as well as related items from Williams and Anderson (1991). A total of 7 items taken for task performance and 7 items for contextual performance have been derived

Results

SEM approach has been used in this research because of several unique advantages over other techniques. It is equally effective as simple and multiple linear regression analysis that estimate variables without errors. Factor analyses and multiple regressions are involved in SEM. This estimate instrument with effectiveness and can run multiple regression equations separately (Hair et al., 1998). The extensive use of PLS-SEM approach is attributed to several reasons. Researchers adopt PLS-SEM approach because of several arguments. When the aim of the research is on use of structural modelling for getting construct forecasting result and explanation, PLS is effective (Hair, Hult, Ringle, & Sarstedt, 2016). It is assumed that PLS-SEM is relatively flexible as compared with other techniques. Moreover, a small sample size can be used in this approach and it can estimate multiple structural modelling. Formative and

reflective constructs are involved in the model. The aim of the study is to make prediction among the constructs. PLS method is employed as it includes measurement and structural model (Hair et al., 2016).

Figure 1. Measurement Model



The relation between the observed and unobserved variables is reflected through measurement model. All the items are exposed to changes in the estimation of measurement model. A strong association among the variables is expected by the study, which collectively develop a construct. The validation of the measurement model is confirmed through CFA (Confirmatory Factor Analysis). This reflects the level of representation of constructs by the variables. The estimation of first and second order constructs is done through CFA. Through formative, reflective, and structural modelling, separate analysis is done for all the elements. The measurement of consistency result among the similar test items is referred as internal consistency. It is evaluated that how well the similar scores are produced by the items proposed for construct measuring (Hair Jr, Claudia, Pieper, & Baldauf, 2013). Through CR examination, the reliability of internal consistency is measured. It is assumed by Cronbach's alpha that there is equal indicator construct loading. However, this is not assumed in CR (Hair Jr et al., 2013). The range of CR is from 0 to 1. However, the benchmark value is equal or greater than 0.60 (Henseler, Ringle, & Sinkovics, 2009). When the value is equal or greater than 0.70, it is considered sufficient (Hair, et al., 2012). In the similar way, the range of CR is from 0.6 to 0.7, which shows that the internal consistency is average. However, when the value is 0.70 or greater up to 0.90, this is considered appropriate. The next step in the research methodology is to estimate convergent validity. The convergent validity is the

level of association among the similar construct measures, which are not related in theoretical perspective (Henseler et al., 2009). The degree of association between the same construct measures is reflected by this (Hair Jr et al., 2013). The benchmark value of 0.50 or greater is used in AVE for convergence element identification (Henseler et al., 2009). When the AVE value is 0.50, it shows that convergent validity is ensured. In explanation, the unobserved construct makes about half of the variation in the related constructs showing a sufficient value of convergent validity (Hair Jr et al., 2013).

Table 1: Reliability

| | | Cronbach's Alpha | r h o _ A | Composite Reliability | Average Variance Extracted (AVE) |
|----------|----------|-------------------------|------------------|------------------------------|---|
| C | P | 0 . 9 4 6 | 0 . 9 4 9 | 0 . 9 5 9 | 0 . 8 2 3 |
| I | W | 0 . 9 6 7 | 0 . 9 6 9 | 0 . 9 7 1 | 0 . 7 7 1 |
| J | S | 0 . 9 7 8 | 0 . 9 7 8 | 0 . 9 8 0 | 0 . 7 5 0 |
| T | P | 0 . 9 4 8 | 0 . 9 5 2 | 0 . 9 5 8 | 0 . 7 9 4 |

A strong estimation technique adopted by researcher is the discriminant validity criterion of (Fornell & Larcker, 1981). This has been used in a number of studies. The degree of relation among the variables and related constructs is measured through discriminant validity. The variables in the model are operationalized through it. This has been used as a standard for the estimation of discriminant validity. It is expected for the reliability to be 0.70 or greater. The similar values are resulted for cross loadings as well as outer loadings. The existence of association between the constructs is analysed through discriminant validity. This research has determined discriminant validity among the constructs and variables. The results are depicted in Table 2

Table 2: Discriminant Validity

| | | C | P | I | W | E | J | S | T | P |
|----------|----------|-----------|-----------|-----------|-----------|----------|----------|----------|----------|----------|
| C | P | 0 . 9 6 7 | | | | | | | | |
| I | W | 0 . 7 2 4 | 0 . 8 7 8 | | | | | | | |
| J | S | 0 . 7 2 2 | 0 . 7 2 6 | 0 . 8 6 6 | | | | | | |
| T | P | 0 . 9 4 1 | 0 . 6 9 2 | 0 . 6 6 5 | 0 . 8 9 1 | | | | | |

The last step was the criterion of outer factor loadings as a crucial thing for estimation the contribution of indicator to related construct. The standard value of 0.50 and greater is used in the estimation of outer loadings. It has been emphasized by Hair Jr et al. (2013) that a careful analysis should be done for the outer loading in the range of 0.4 – 0.7. The elimination should be made when the value of AVE and CR increases.

Table 3: Factor loadings

| | C | P | I | W | E | J | S | T | P |
|-----------|-----------|-----------|-----------|---|---|---|---|-----------|---|
| C P 1 | 0 . 8 9 8 | | | | | | | | |
| C P 2 | 0 . 8 7 4 | | | | | | | | |
| C P 4 | 0 . 9 2 1 | | | | | | | | |
| C P 5 | 0 . 9 0 2 | | | | | | | | |
| C P 6 | 0 . 9 4 0 | | | | | | | | |
| I W E 1 | | 0 . 8 9 7 | | | | | | | |
| I W E 1 0 | | 0 . 9 0 1 | | | | | | | |
| I W E 1 1 | | 0 . 9 0 9 | | | | | | | |
| I W E 2 | | 0 . 8 9 5 | | | | | | | |
| I W E 3 | | 0 . 8 6 4 | | | | | | | |
| I W E 4 | | 0 . 8 7 8 | | | | | | | |
| I W E 5 | | 0 . 8 1 4 | | | | | | | |
| I W E 6 | | 0 . 8 6 9 | | | | | | | |
| I W E 7 | | 0 . 8 4 7 | | | | | | | |
| I W E 9 | | 0 . 9 0 3 | | | | | | | |
| J S 1 0 | | | 0 . 8 7 9 | | | | | | |
| J S 1 1 | | | 0 . 8 9 0 | | | | | | |
| J S 1 2 | | | 0 . 8 4 1 | | | | | | |
| J S 1 3 | | | 0 . 8 2 1 | | | | | | |
| J S 1 4 | | | 0 . 8 6 2 | | | | | | |
| J S 1 5 | | | 0 . 8 7 9 | | | | | | |
| J S 2 | | | 0 . 8 4 8 | | | | | | |
| J S 3 | | | 0 . 8 6 9 | | | | | | |
| J S 4 | | | 0 . 8 4 3 | | | | | | |
| J S 5 | | | 0 . 8 9 9 | | | | | | |
| J S 6 | | | 0 . 8 6 2 | | | | | | |
| J S 7 | | | 0 . 8 9 7 | | | | | | |
| J S 8 | | | 0 . 8 3 5 | | | | | | |
| J S 9 | | | 0 . 8 8 9 | | | | | | |
| T P 1 | | | | | | | | 0 . 8 6 4 | |
| T P 3 | | | | | | | | 0 . 8 8 6 | |
| T P 4 | | | | | | | | 0 . 8 7 7 | |
| T P 5 | | | | | | | | 0 . 9 0 7 | |
| T P 6 | | | | | | | | 0 . 8 8 2 | |
| T P 7 | | | | | | | | 0 . 9 2 9 | |

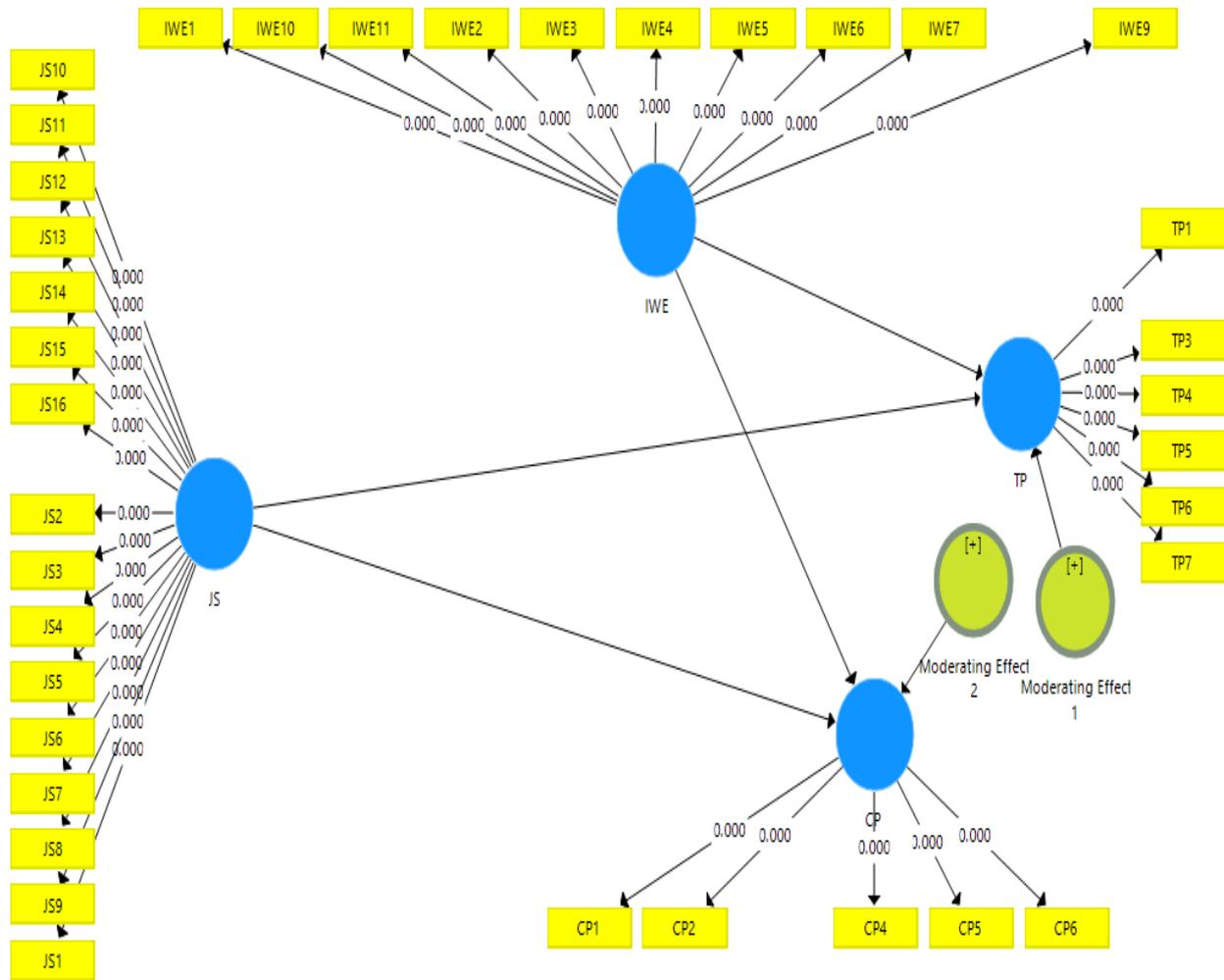


| | | | | | | | | | |
|---|---|---|--|--|---|---|---|---|---|
| J | S | 1 | | | 0 | . | 8 | 7 | 2 |
|---|---|---|--|--|---|---|---|---|---|

When it is identified that there is no problem of collinearity, the structural model is estimated. The basic standards in the estimation of structural model through PLS-SEM include the effect size (f^2), significance of path coefficients and coefficient of determination (R^2) as well as predictive relevance (Q^2).

The use of bootstrapping is involved in the methodology. The path model estimation has been done for the direction association between the dependent and exogenous variables excluding the mediator factor. The t-values and path coefficients are used the method of PLS-SEM and bootstrapping process respectively (Hair Jr et al., 2013). After this, the mediator variable is included in the model and estimated for the influence on the dependent variable and independent variable. The mediation effect is not just evaluated through this. However, this step is important to be carried out. For evaluation the indirect effect of significance, the product of both the path coefficients is divided by product's standard error.

Figure 2. Structural Model



To give the results in detail, all the processes are carried out in a systematic way for testing hypotheses. The direct association between the dependent and exogenous variables is examined in the inner model evaluation.

Table 4: Direct relationship

| | (O) | (M) | (STDEV) | (O/STDEV) | P Values |
|-----------|-----------|-----------|-----------|-------------|-----------|
| IWE -> CP | 0 . 4 2 3 | 0 . 4 2 3 | 0 . 1 2 0 | 3 . 5 2 6 | 0 . 0 0 0 |
| IWE -> TP | 0 . 4 4 1 | 0 . 4 4 1 | 0 . 1 2 5 | 3 . 5 2 4 | 0 . 0 0 0 |
| JS -> CP | 0 . 4 1 5 | 0 . 4 1 7 | 0 . 1 1 8 | 3 . 5 2 4 | 0 . 0 0 0 |
| JS -> TP | 0 . 3 4 5 | 0 . 3 4 8 | 0 . 1 2 5 | 2 . 7 7 1 | 0 . 0 0 6 |

PLS-SEM has been used for identifying path coefficient significance through method of bootstrapping. The software used is SmartPLS 3.0. the similar number of cases has been used as original (5000) (Hair Jr et al., 2013; Henseler et al., 2009). The direct association between the dependent and exogenous variable is analysed for the first four hypotheses in the first

model and the second model analysis the relation of dependent and exogenous variable through use of mediator for H6 to H8. The association between the mediator and dependent variable has been analysed in this research.

Table 5: Moderating effect

| | (O) | (M) | (STDEV) | (O/STDEV) | P Values |
|-------------------------------------|-----------|-----------|-----------|-------------|------------------|
| Moderating Effect 1 -> TP | 0 . 4 2 7 | 0 . 4 3 0 | 0 . 1 2 3 | 3 . 4 6 8 | 0 . 0 0 1 |
| Moderating Effect 2 -> CP | 0 . 4 4 8 | 0 . 4 5 1 | 0 . 1 2 8 | 3 . 5 0 2 | 0 . 0 0 0 |

The ability of predictive relevance is another evaluation of the structural model. It can be evaluated through the criterion of Stone-Geisser that is based on the assumption that prediction evidence is provided by the estimates of latent constructs(Henseler et al., 2009). Therefore, the predictive relevance can be estimated through Stone-Geisser's Q2 test through the procedure of blindfolding (Hair Jr et al., 2013; Henseler et al., 2009). In this study, this test has been used to estimate Q2 using blindfolding procedure. The measure of cross-validated redundancy for independent latent constructs has been measured(Hair Jr et al., 2013).

Figure 3. Predictive relevance

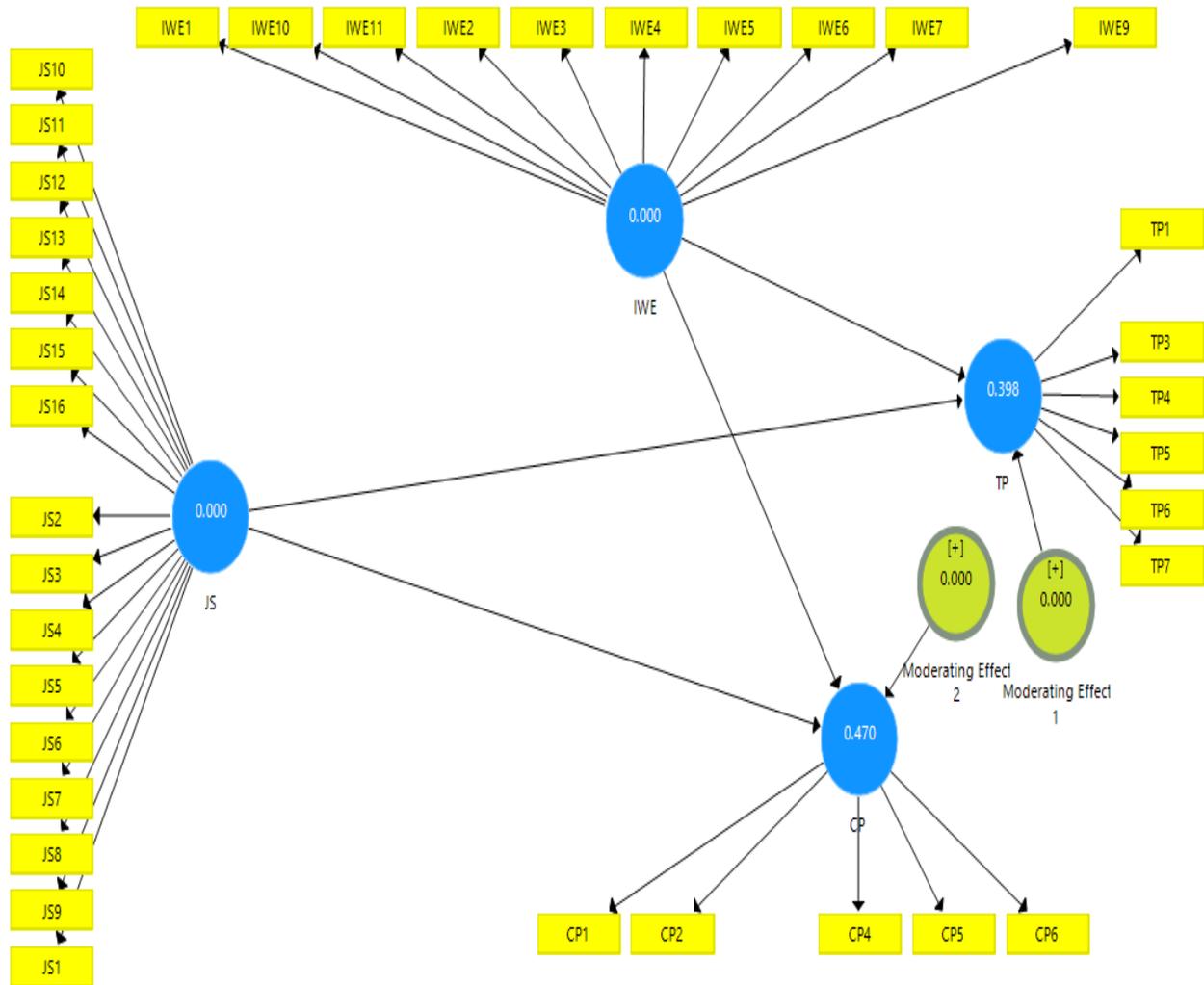


Table 6: predictive relevance

| | | $Q^2 (=1-SSE/SSO)$ | | | | |
|----------|----------|--------------------|---|---|---|---|
| C | P | 0 | . | 4 | 7 | 0 |
| T | P | 0 | . | 3 | 9 | 8 |

Conclusion and Discussion

The findings of this study have indicated that employees' awareness and implementation of the work ethics based on the Islamic principles would stimulate and enhance performance of such employees. In the same vein, implementation of IWE in the organizations can further strengthen employee job satisfaction and consequently enhance performance. At this juncture, organizations should be advised to entrench IWE since it was developed from the

injunctions of the Holy Quran and the traditions of the Noble Prophet Muhammad (Peace Be Upon Him). This will make the employees work with full devotion. Consequently, it would stimulate progressive attitudinal and behavioural outcomes.

The study is of the view that the significance of job performance of a company has opened the door for researchers to study its effects on different conditions. Accordingly, performance is the sum of expectations an organisation owes from its employees in different behaviour samples in a passage of time. Job performance is a set of behaviours shown by a person towards his or her job or how competent he or she has become after a due course in training, producing or servicing. Job performance is measured according to work officially assigned to a person and the amount of effort he or she exerts to achieve a task. It can be termed as the skilfulness of a person in performing his or her job as required.

Task performance and dispositional performance are the two job performances categorized by organisational theorists. Task performance is characterized as tasks and duties of every individual who is directly related to all duties that the person is responsible for, like monitoring attendance of employees. Proper understanding of these phenomena needs distinct standards. All other performances are dispositional which facilitate organizations and social networks to survive.

Differentiating between task performance and dispositional performance; it begins with parts that are pre-defined in a formal job followed by the behavioural effects according to psychological, sociological and organisational aspects. Two aspects of job performance can be observed: job creativity and job role. The prime objective of the current study is to investigate the impact of job satisfaction on the two aspects of job performance, namely task performance and contextual performance. In addition to that the moderating role of Islamic work ethics in the relationship between job satisfaction and task performance and between job satisfaction and contextual performance is examined.

According to researchers, performance is the sum of expectations an organisation owes from its employees in different behaviour samples in a passage of time. Business ethics are interconnected with work. A Muslim practicing Islamic ethics sets an example for people who belong to other faiths. The Quran favours close involvement in work and does not provide space to beggary, time wastage and idle activities. The author believes that this is a reflection of good values in actions, deeds, thinking and heart.

The current study has used SEM-PLS as a statistical tool to answer the research questions raised in this study and research objectives envisaged in the current study. The findings of the current study have provided support to the hypothesized results. This study will be helpful for policymakers and researchers. Researchers have investigated different predictors of task

performance, and have classified them under three major categories: personal, situational and performance regulation (Sonnetag & Frese, 2002). All the categories are not mutually exclusive, but only focus on the task performance from different aspects that complement each other. An attempt has been made to present previous studies conducted along these three task performance categories. With regards to personal predictors of task performance, individual differences or personality factors of organisational employees were investigated differently. Accordingly, effects of conscientiousness on task performance, emotional intelligence on task performance, self-esteem on task performance, personality factors, such as regulatory focus, practice on the task performance, and recently, that of proactive personality have been investigated.

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