

**THE INFLUENCE OF ISLAMIC WORK ETHICS, DESPOTIC LEADERSHIP AND
HELPFUL BEHAVIOR ON THE PERFORMANCE OF INDIVIDUALS WITH
GENDER AS MODERATION STUDY AT BANK SYARIAH INDONESIA
SLAMET RIYADI BRANCH**

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Abstract: *This study aims to study the causal relationship between Islamic Work Ethics, Despotic Leadership and Helpful Behavior on the Performance of Individuals with Gender as a Moderating Study at Bank Syariah Indonesia Slamet Riyadi 01 Branch. The population in this study is the total employees at Islamic banks in the city of Surakarta which amounts to approximately 300 people. The sample used in this study used calculations from (Joseph F Hair et al., 2010) which the number of samples was five times the number of indicators, so that the number of samples used was 230 people. The results of this study explain that Islamic business ethics have a significant and significant effect on depostic leadership, despotic leadership has an indirect and significant effect on helping behavior through despotic leadership, Despotic leadership has an indirect effect on individual performance through helping behavior, Gender moderation has a significant effect on despotic leadership.*

Keywords: *Islamic Work Ethics, Despotic Leadership, Helpful Behavior, Performance of Individuals with Gender*

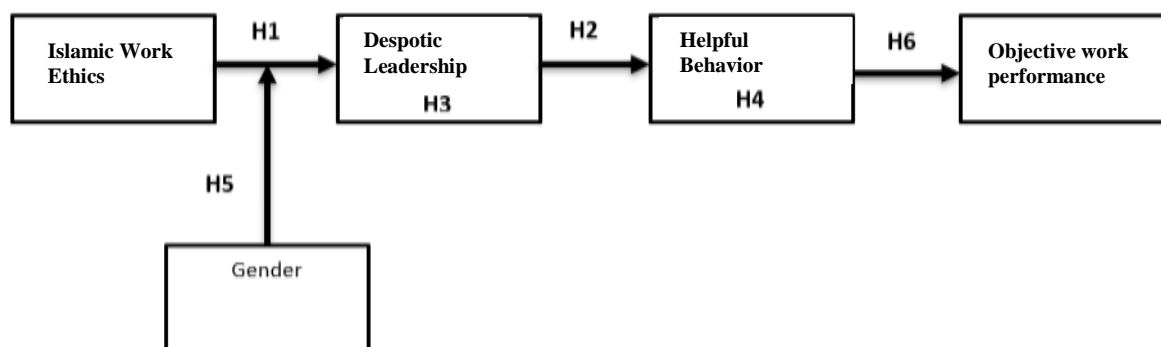
1. Introduction

The behavior of helping coworkers solve work problems is important in organizations such as professional services firms where most of the work is done by teams that provide the best service to clients or consumers tailored to their wishes (Gardner et al., 2012; Podsakoff et al., 2009). Co-workers' helpful behavior has been considered an act of kindness that can lead to a high performance evaluation of the team leader (Podsakoff et al., 2009). Although helpful behavior has been shown to have a number of benefits for employees, the relationship between helpful behavior and performance related to objective tasks or work is less clear. Basing on resource allocation frameworks, scientists such as Bergeron explain the negative impact of helping behavior with job performance in terms of constraints faced by individuals. Empirically, subsequent research has found that employees at professional services firms who spend more time helping others experience slower career advancement than their peers who provide less help. They also result in salary increases and lower career advancement rates. It provides a new statement about the possibility of helping colleagues without undermining the objective performance of an employee. Future research should be based on the premise that helping coworkers leads to objectively higher individual job performance when helping behavior is implemented and valued by other co-workers.

Conversely, stressful working conditions may limit employees' tendency to engage in voluntary helping behavior, either because they are exposed to excessive workload or dysfunctional organizational policies or because they encounter destructive leadership styles such as abusive supervision or despotic leadership (Naseer et al., 2016; Pooja et al., 2016). Despotic leaders are bossy, arrogant, and manipulative, focusing on their personal gain rather than the interests of their employees (members) (De Hoogh & Den Hartog, 2008a)

Another perspective attempts to explain how despotic leadership can enhance usefulness by anticipating resource-critical individuals (Islamic work ethics) to stimulate helpful behavior among colleagues, especially among female employees. The gender differences reflected in behavior are largely due to the different roles in which women and men have been grouped, and people tend to engage in behaviors that align with culturally defined gender roles, for fear of sanctions for violating those roles (De Clercq et al., 2018). On average, women are more likely than men to help others and place more emphasis on benevolence and the desire to help the community (Frame et al., 2010; Mesch et al., 2011).

In the realm of Indonesia, Islam is the most widely adopted religion by the Indonesian **population**. Some Indonesians also practice these values in their daily lives. This is what encourages the presence of Sharia Banks which play an important role as a facilitator in all economic activities in the halal industry ecosystem in Indonesian society. Currently, the development of Islamic banking tends to experience a slowdown. The main reason for the slowdown was the merger process in three Islamic banks that formed Bank Syariah Indonesia. The merger process was based on the desire to have large, strong, efficient Islamic banking and a great opportunity for Indonesia to contribute to the national economy.



2. Research Method

This study aims to study the causal relationship between Islamic Work Ethics, Despotic Leadership and Helpful Behavior on the Performance of Individuals with Gender as a Moderating Study at Bank Syariah Indonesia Slamet Riyadi 01 Branch. The population in this study is the total employees at Islamic banks in the city of Surakarta which amounts to approximately 300 people. The sample used in this study used calculations from (Joseph F Hair et al., 2010) which the number of samples was five times the number of indicators, so that the number of samples used was 230 people

3. Results and Discussion

3.1. Results

Test Instrument (Outer Model)

This study used convergent validity, discriminant validity and composite reliability instrument tests

Convergent Validity

Outer Loadings (Convergent Validity) results that meet the requirements of scientific research rules, namely all loading factors ≥ 0.5 . In the significance test with the t test, it shows the entire p value < 0.05 . This overall result implies the conclusion that all indicators can be declared valid.

Discriminant Validity

The results of the discriminant validity test show that the AVE root has a greater value in all constructs than the correlation between constructs and other constructs, thus it can be stated that all variables meet the requirements for discriminant validity (Discriminant Validity).

Composite Reliability

The results of Composite Reliability and the results of Cronbach's Alpha values as shown, all have values above 0.7 on all latent variables, so they can be declared qualified reliability values.

Inner Model Evaluation

The results obtained in the R-square test showed that, (1) the Helping Behavior variable got an R-square value of 0.044 which can be interpreted that the ability of the Islamic Work Ethic, Gender and Despotic Leadership model in explaining the Helping Behavior variable is 4.4% and the remaining 95.6% is explained by other variables. (2) The Individual Performance variable gets an R-square value of 0.113 which means that the ability of the Islamic Work Ethics, Gender, Despotic Leadership and Helping Behavior models in explaining the Individual Performance variable is 11.3% and the remaining 88.7% is explained by other variables. (3) The Despotic Leadership variable gets an R-square value of 0.054 which means that the ability of the Islamic Work Ethics and Gender model in explaining the Despotic Leadership variable is 5.4% and the remaining 94.6% is explained by other variables.

Based on the results of the Q-square test, it can be described that the value of Q-square predictive relevance in the Helping Behavior (HB) variable is 0.021. The Q-square predictive relevance value on the Individual Performance (IP) variable is 0.041 and the Q-square predictive relevance value on the Despotic Leadership (KD) variable is 0.036. The value of all variables is > 0 , which means that the research model has predictive relevance.

Based on the results of the calculation above, it was obtained (1) the Gof value of the Helping Behavior variable of 0.153, then it entered into the small category, (2) the Gof value of the Individual Performance variable of 0.240, then it entered into the small category, and the Gof value of the Despotic Leadership variable of 0.199, then entered into the small category.

3.2. Discussion

The results show that the variables of Islamic work ethics, despotic leadership and helping behavior, individual performance and gender are said to be valid, and reliable. In the above test it can be concluded that Islamic work ethics have a significant effect on despotic leadership

4. Conclusion

Based on the results of the test, hypothesis analysis, research and discussion that have been described and explained in chapter IV and some responses given by respondents in each variable tested. Then the following conclusions can be drawn:

- a. Islamic work ethics have a significant effect on the despotic leadership of employees at Bank Syariah Indonesia (BSI) Surakarta City Branch so that it can be concluded that the greater the Islamic work ethic felt by BSI Surakarta City Branch employees in their work environment, the smaller the influence of despotic leadership that occurs in the work environment of BSI Surakarta City Branch so that it has a positive impact on the low influence of leadership despotic at Bank Syariah Indonesia (BSI) Surakarta City Branch.
- b. Despotic leadership has a significant effect on helping behavior, which means that the more negative despotic leadership in leaders at Bank Syariah Indonesia (BSI) Surakarta City Branch, the more positive it will also have a positive effect on helping behavior among BSI Surakarta City employees in dealing with attitudes from despotic leaders.
- c. Islamic work ethics have an indirect influence on helping behavior through despotic leadership, so it can be concluded that the higher the Islamic work ethic, the more positive it will affect despotic leadership so as to create good conditions for helping behavior among bank employees.
- d. Despotic leadership has an indirect effect on individual performance through helping behavior, so it can be concluded that the stronger the despotic leadership among managers, the weaker the helping behavior among bank employees so that it can reduce the individual performance of bank employees. Vice versa, if despotic leadership is weakened, helping behavior becomes strong so as to improve the individual performance of bank employees.
- e. Gender moderation has a significant effect on despotic leadership, so it can be concluded that gender has a moderating effect on the relationship between despotic leadership and helping behavior. That is, although despotic leadership can influence helping behavior, the effect can be reduced or weakened by the effects of gender moderation.
- f. Helpful behavior has a significant effect on the individual performance of Bank Syariah Indonesia (BSI) Surakarta City Branch. So that the better the helping behavior carried out by employees, the more positive the influence on individual performance that is useful for the interests of organizations or companies, especially Bank Syariah Indonesia (BSI) Surakarta Branch.

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