

The Role of Islamic Leadership Style and Affective Commitments to Human Resources Performance at Pt. Indonesian in Health Life Insurance In Semarang

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Abstract

The purpose of this study was to describe and analyze the influence of Islamic Leadership Style on human resource performance, Islamic Leadership Style on affective commitment, and Affective Commitment on human resource performance. The research method uses descriptive statistical analysis method, with a sample of 150 respondents. The results of the study indicate that an increase in Islamic Leadership Style can improve HR performance, which is supported by empirical data. Likewise with Islamic Leadership Style and its effect on increasing Affective Commitment which is supported by empirical data, as well as Affective Commitment which is able to improve HR performance which is supported by empirical data. The conclusion in this study is that there is a relationship between the variables that affect innovative performance, consisting of 2 variables that are proposed and supported empirically, namely: Islamic Leadership Style and Affective Commitment. Managerial implications related to the Islamic leadership style, leaders are considered to need to develop an attitude to attract the attention of employees who have been felt weak by employees. With regard to affective commitment, systematic indicators for improving employee performance are through perceptions of organizational support, paying attention to employee complaints, organizational pride, and organizational concern, and increasing appreciation for the extra efforts of employees. In relation to the performance of human resources, there is a need for appreciation and a relationship with good management.

Keywords: Islamic leadership style, affective commitment, HR performance

1. Introduction

Employee performance is an illustration of the level of achievement of an employee that can be seen from the quality and quantity of his work. Every company must have standards or criteria that become benchmarks to make a reference in the performance outputs produced by each employee. The importance of employee performance for a company because performance is a potential that must be owned by every employee to carry out every task and responsibility that the company has given to every employee. By performing tasks effectively and efficiently it will produce good performance in accordance with company expectations. As stated by (Mangkunegara, 2016) employee performance is the work achieved by an employee who shows quality and quantity in carrying out all his duties in accordance with the responsibilities given to him.

Currently, competition between companies is very rapid, therefore every company is required to always improve its performance and productivity. One of the important factors in achieving a company's goals is employees as human resources who need to be managed properly. In the company's activities, human resources play a very dominant role. Vice versa, if the employee works unproductively, it can be interpreted that the employee does not have high morale, is not tenacious at work and has low morale. This of course can affect the company's wheels and will not work well. Employees in the company as human beings become thinkers, planners, and controllers of company activities. The success or failure of a company in achieving company goals depends on the ability of human resources or employees in carrying out the obligations and tasks that have been given (Oktavia, 2017).

PT Asuransi Jiwa Inhealth Indonesia is a provider of commercial health insurance programs as a business unit of PT Askes (Persero) since 1992. At that time, PT Asuransi Jiwa Inhealth Indonesia organized a commercial health insurance program with a managed care system for private companies, BUMN, and government institutions. . In line with the transformation of PT Askes (Persero) into the Social Security Administering Body (BPJS) for Health, Mandiri Inhealth was acquired by PT Bank Mandiri (Persero) Tbk, PT Kimia Farma (Persero) Tbk, and PT Asuransi Jasa Indonesia (Persero) by obtaining permits business in the field of Life Insurance based on a letter from the Minister of Finance Number KEP-38/KM.10/2009. This acquisition also provides access to a wider corporate market as well as the ability to expand the healthcare provider infrastructure to support managed care schemes. PT Asuransi Jiwa Inhealth Indonesia has a goal to develop its business, and generate profit, as a measure of success in running a business. To increase the superiority of human resources in the company, leadership style and organizational commitment need to be considered as fundamental things in encouraging employee performance.

Each leader has his own leadership style in leading the company, some have an authoritarian democratic style Another factor that can also affect the performance of human resources is organizational commitment which is a measure of the willingness of employees to stay with a company in the future. Therefore, commitment can reflect employee confidence in the mission and goals of the organization, willingness to make an effort to complete work, and desire to continue working in the company. According to Kaswan (2012), employees who are

committed to an organization usually have a good attendance record, show voluntary loyalty to company policies, and have a low turnover rate. Commitment is usually stronger among incumbents, those who have experienced personal success within the organization and those who work in committed teams.

Affective Commitment is the strength of employees' desire to work for the organization because they agree with the values of the organization. In maintaining organizational commitment, the role of a leader is needed and Islamic leadership can help organizations to survive in situations of uncertainty in the future.

Research on the influence of Islamic leadership style and affective commitment on human resource performance has been widely carried out. As stated by Asbari (2020) also emphasizes that organizational leaders will be able to create conditions as a basis for character so that they can encourage and support employee competencies which ultimately promote the best performance of employees, while according to Nasihah (2017), Islamic leadership style has a positive and insignificant effect on employees. employee performance.

Companies need to have qualified human resources, creating quality employee performance will benefit the company because it will make it easier for the company to achieve its goals, good employee performance needs to be owned by PT. Life Insurance Inhealth Indonesia Semarang Operational Office. Mandiri Inhealth insurance has several advantages compared to insurance similar to government insurance, including no need to queue long at the registration section, such as BPJS insurance, there are no rules that are too specific for certain types of drugs, and claims for uncollectible receivables can still be considered, traced the reason the receivables cannot be claimed by the insurance so that if there is still a chance, the receivables will be able to be claimed.

Research by Ispas (2012) and Nurwati, et.all (2012) found different things that leadership style does not have a significant effect on improving human resources. According to Adnan (2015) suggests that organizational commitment has a positive and significant effect on employee performance.

Referring to the gap research and problems above, the purpose of this study is to describe and analyze the influence of Islamic Leadership Style on human resource performance, Islamic Leadership Style on affective commitment, and Affective Commitment on human resource performance.

2. Literature

Human Resource Performance

Performance is a description of the extent to which the organization's success or failure in carrying out its main tasks and functions in order to realize its goals, objectives, vision and mission. In other words, performance is an achievement that can be achieved by the organization within a certain period. There are several opinions that provide a definition of performance, including:

In the context of human resource management, employee performance can be defined as

behavior or activities displayed by a person in relation to work assignments in a company, department, or organization, carried out according to their potential, in order to produce something meaningful for the organization, the wider community, or for himself (Amir, 2015).

According to Bangun (2012), performance is the result of work achieved by a person based on job requirements. Meanwhile, according to Marwansyah (2014), performance is a person's achievement or achievement with regard to the tasks assigned to him. According to Titisari (2014), suggests that the concept of performance is divided into three parts, namely individual performance, group performance and organizational performance.

Islamic Leadership Style

Leadership refers to a process to move a group of people towards a shared goal by helping and motivating someone to act in accordance with what is expected without coercion. Islamic leadership is no longer a new thing in the Islamic world. Because, Islamic thinkers like this have been exemplified by many previous Islamic thinkers, even since the time of the Prophet Muhammad SAW who has taught about Islamic leadership theory. But this theory occurs in the practice that was directly exemplified by the prophet in leading his country. By definition leadership is a process when a superior encourages his subordinates to act or behave in accordance with what he wants.

One aspect of internal control is by paying attention to the leadership style of an institution or company. In order to improve employee performance, a leader must have a good and ideal leadership style so that it can have an impact on improving the performance of the institution or company. The pattern of leadership style can be formulated and designed to combine the interests of the organization and personnel for a common goal. The importance of applying the leadership style of a leader in an organization, is to determine the progress and retreat of an organization and the efforts of a leader to be able to play a role in organizational development. Therefore, the leadership style of a leader greatly influences the process, he will direct organizational activities and coordinate the achievement of member goals and organizational goals (Dewi, 2008).

According to (Rizqi, 2018) in his research states that Islamic leadership is leadership based on the Qur'an and Hadith. The principles of Islamic leadership that are stated as an ideal worker because their knowledge comes from the Qur'an and Hadith. Allah SWT says in QS. Al-Anbiya 'verse 73:

وَجَعَلْنَاهُمْ أِمَّةً يَهْتَدُونَ بِأَمْرِنَا وَأَوْحَيْنَا إِلَيْهِمْ فِعْلَ الْخَيْرَاتِ وَإِقَامَ الصَّلَاةِ وَإِيتَاءَ الزَّكَاةِ وَكَانُوا لَنَا عَابِدِينَ

Meaning: "And We made them as leaders who gave guidance by Our command and We revealed to them to do good, pray and pay zakat, and to Us they worship.

Referring to the verse above, Islamic leadership includes several things, namely the requirements of Islamic leadership, characteristics of Islamic leadership, and characteristics of Islamic leadership. The requirements for Islamic leadership are having the right faith, having knowledge and broad insight, having noble character, and having managerial skills

(Aziz and Shofawati, 2018).

A leader can choose the right leadership model. It is possible for a leader to apply different styles to different divisions or sections. A leader must have in-depth knowledge, skills, and information in the process of screening the right decision. The role of Islamic leadership is one example of the real application applied at PT. Inhealth Indonesia Life Insurance, which is expected to provide real implications for motivation, comfort and change for the better for employees who work under the direction of the leadership. The results of this study support the statement of Chabibah (2021), that Islamic leadership has a significant effect on employee work performance.

Affective Commitment

According to Allen and Meyer in Parwita (2013) define affective commitment as the relationship between employees and the organization that makes the employee not leave the organization because it is based on emotional ties to the organization. The affective commitment relates to employees' emotional attachment, identification, and involvement in the organization. Research from English et al (in Parwita, 2013). In this study, affective commitment was found to be stronger for employees with longer tenures, in addition to the involvement of superiors that was very important for affective commitment. Meyer argues that high affective commitment was found to be associated with lower employee turnover, lower absenteeism and better performance.

Affective commitment refers to the emotional attachment, identification and involvement of an employee in an organization. In this dimension, employees identify themselves with the organization and are loyal to the organization. A person's affective commitment will be stronger if his experience in an organization is consistent with expectations and satisfies his basic needs and vice versa. Affective commitment shows a person's strong desire to continue working for an organization because he does agree with the organization and is willing to do so. Affective commitment describes the extent to which an employee is emotionally attached to, knows and is involved in the organization. Thus, employees who have a strong affective commitment will continue to work in the organization because they really want to (want to) do so. Affective commitment is part of organizational commitment that emphasizes the extent to which employees know and involve themselves in achieving organizational goals.

1. Career period is the respondent's assessment of the organization that the organization is the development of self-efficacy in the lives of employees.
2. The significance of the organization is the respondent's assessment of the organization that the organization is a part of the lives of employees.
3. Feeling emotionally attached to the organization is the respondent's assessment of what is felt in the organization where he works.

Affective commitment is seen as an attitude, namely an individual's effort to identify himself in the organization and its goals, through the application of a reward and punishment system.

Through this system is expected to have positive implications for increasing employee performance at PT. Asuransi Jiwa Inhealth Indonesia, because of the strong indicator of affective commitment, namely employees will have strong beliefs to follow all organizational values, and strive to realize organizational goals as a top priority, even though it must go through a reward and punishment system. The results of this study support the statement of Nurbiyati and Wibisono (2019), that affective commitment has a significant effect on employee work performance.

3. Methods

The type of research used in this research is using quantitative methods, and data in the form of distributing questionnaires. This research is classified as a qualitative descriptive research. According to Sugiyono (2014: 8), "descriptive qualitative research is a research method based on positivism, the philosophy used to examine certain populations or samples, data collection using research instruments, data analysis is qualitative / statistical, with the aim of testing hypotheses that have been established. set".

The population in this study were employees in each division at PT. Life Insurance Inhealth Indonesia in Semarang as many as 100 respondents. The sample in this study uses a saturated sampling technique, which uses the entire population to be used as a sample, thus, the number of samples is 100 respondents.

The method used to collect data in this study is to use a questionnaire. distributed to employees at PT Asuransi Jiwa Inhealth Indonesia. The method of distributing the questionnaire is by giving it directly to employees at PT Asuransi Jiwa Inhealth Indonesia, using a Likert scale. The data analysis technique used SPSS version 23, including instrument testing, validity, reliability and hypothesis testing with multiple linear regression.

4. Result

Validity Test

This section presents the results of statistical processing, both descriptive statistics in the form of respondent profile tables, descriptions of respondents' answers (using the mean and standard deviation or complemented by correlation results between variables) and the results of structural equations (regression) that describe the results of hypothesis testing and their interpretations.

The validity test was carried out on the question items on the questionnaire by calculating the correlation coefficient of each question with the total score obtained and then compared with the critical number r product moment.

The basis for decision making, as follows:

- a. If r is negative, and r is $< r$ table, then this means that the question item from the questionnaire is invalid.
- b. If r results are positive, and r results $> r$ table, then this means that the question items from the questionnaire are valid.

Tabel 1. Validity Test

Variable	Indikator	R _{hitung}	R _{tabel} (5%)	Keterangan
Islamic Leadership Style	X1.1	0,605	0,1593	Valid
	X1.2	0,584	0,1593	Valid
	X1.3	0,706	0,1593	Valid
	X1.4	0,637	0,1593	Valid
	X1.5	0,666	0,1593	Valid
Affective Commitment	X2.1	0,608	0,1593	Valid
	X2.2	0,842	0,1593	Valid
	X2.3	0,769	0,1593	Valid
	X2.4	0,523	0,1593	Valid
	X2.5	0,675	0,1593	Valid
HR Performance	Y1.1	0,636	0,1593	Valid
	Y1.2	0,726	0,1593	Valid
	Y1.3	0,794	0,1593	Valid
	Y1.4	0,611	0,1593	Valid
	Y1.5	0,695	0,1593	Valid

Based on the results in Table 1, it can be seen that all questionnaire questions regarding the variables of Islamic leadership style, affective commitment and human resource performance have an r value of $>$ from r table at a significance value of 5%. Therefore, it can be concluded that all items in this research questionnaire are valid, so they can be used as research instruments.

Reliability Test

Reliability test is a test to ensure a research questionnaire that will be used to collect data on research variables, reliable or not. Questionnaires are said to be reliable if someone's answers to questions are stable or consistent from time to time (Ghozali, 2016: 47). The reliability test for alternative answers uses the Cronbach's alpha test, the measurement of a variable is said to be reliable if it gives Cronbach's alpha value $>$ 0.60.

Tabel 2. Realiability Test

Variable	Alpha	Keterangan
Islamic Leadership Style	0,631	Reliabel
Affective Commitment	0,716	Reliabel
Human Resource Performance	0,725	Reliabel

Based on the results in Table 2, it can be seen that all questionnaire questions regarding the variables of Islamic leadership style, affective commitment and human resource performance have a value $>$ 0.60. Therefore, it can be concluded that all items in this research questionnaire are reliable, so they can be used as research instruments.

Multiple Linear Regression Test

Based on multiple regression calculations with Windows SPSS 23.0 Version software, the results are shown in Table 3 below.

Tabel 3. Uji Regresi Berganda

Variable	Variabel bebas	β	T_{hitung}	Sig.	Keterangan
Affective	Islamic Leadership	0,396	5,151	0,000	Ha accept
HR	Islamic Leadership	0,318	4,943	0,000	Ha accept
HR Performance	Affective Commitment	0,509	8,030	0,000	Ha accept

Based on Table 3, the linear regression equation can be written as follows:

- Equation 1: $Y1 = 0.396 X1 + e$
- Equation 2a : $Y2 = 0.318 X1 + 0.509 Y1 + e$

The first equation of the independent variable Islamic Leadership Style (X1) has a positive sign, meaning that if the X1 variable increases, the dependent variable, namely Affective Commitment (Y1) will increase.

The equation of the two independent variables Islamic Leadership Style (X1) and Affective Commitment (Y1) has a positive sign, meaning that if the variable increases, the dependent variable, namely HR Performance (Y2) will increase.

5. Discussion

The Influence of Islamic Leadership Style on Affective Commitment

The first hypothesis proposed in this study is that if the level of Islamic Leadership Style increases, then Affective Commitment will increase. In Table 4.8 based on calculations using SPSS software, the regression coefficient shows a number of 0.396, meaning that the higher the Islamic Leadership Style, the higher the Affective Commitment.

Then t count (5,151) > t table (1,976) and the significant level of the independent variable (Islamic Leadership) shows a number of 0.000 < 0.05. Thus the proposed hypothesis (Ha), namely if the level of Islamic Leadership Style increases, then Affective Commitment will increase, supported by empirical data.

The Influence of Islamic Leadership Style on HR Performance

The second hypothesis proposed in the study is that if the level of Islamic Leadership Style increases, then HR performance will increase. In Table 4.8 based on calculations using SPSS software, the regression coefficient shows a number of 0.318, meaning that the higher the Islamic Leadership Style, the HR performance will increase.

Then t count (4.943) > t table (1.976) and the significant level of the independent variable (Islamic Leadership Style) shows a number of 0.000 < 0.05. Thus the proposed hypothesis (H_a), namely if the level of Islamic Leadership Style increases, then HR performance will increase, supported by empirical data.

The Effect of Affective Commitment on HR Performance

The third hypothesis proposed in the study is that if the level of Affective Commitment increases, then HR performance will increase. In Table 4.8 based on calculations using SPSS software, the regression coefficient shows a number of 0.509, meaning that the higher the Affective Commitment, the higher the HR performance.

Then t count (8.030) > t table (1.976) and the significant level of the independent variable (Affective Commitment) shows a number of 0.000 < 0.05. Thus the proposed hypothesis (H_a), namely if the level of Affective Commitment increases, then HR performance will increase, supported by empirical data.

Direct, Indirect and Total Influence

The analysis of direct, indirect and total effects is intended to determine the effect of the hypothesized variables. The direct effect is the coefficient of all coefficient lines with an arrow at one end or often referred to as the path coefficient, while the indirect effect is the effect caused by the intermediate variable. While the total effect is the sum of the total direct and indirect effects. Testing the direct, indirect and total effects of each variable is presented in Table 4 below.

Table 4. Direct, Indirect and Total Influence

Variable	Pengaruh	TKs	TKa
Affective Commitment	Direct	0,396	-
	Indirect	-	-
	Total	0,396	
HR Performance	Direct	0,318	0,509
	Indirect	0,202*	-
	Total	0,520	0,509

Noted: *0,396 x 0,509 = 0,202

Table 4, namely the direct, indirect and total influence of the HR Performance model explains that the Affective Commitment variable is directly influenced by the Islamic Leadership Style of 0.396. While the indirect effect that affects the Affective Commitment variable is not seen in this research model because the Affective Commitment variable is the first level variable in the structured equation model.

Then the HR Performance variable is directly influenced by the Islamic Leadership Style variable of 0.318 and is influenced by the Affective Commitment variable of 0.509. This

shows that the variable that has the greatest influence on HR performance is Islamic Leadership Style compared to Affective Commitment. While the indirect effect of Islamic Leadership Style on HR Performance through Affective Commitment is $0.396 \times 0.509 = 0.202$.

The total effect of Islamic Leadership Style variables (direct effect plus indirect effect) on HR performance is 0.520. While the total influence of the Affective Commitment variable is 0.509. Thus it can be concluded that the Islamic Leadership Style variable has a dominant total influence on HR performance of 52.0%. Based on the description above, the influence between variables can be seen in Figure 1

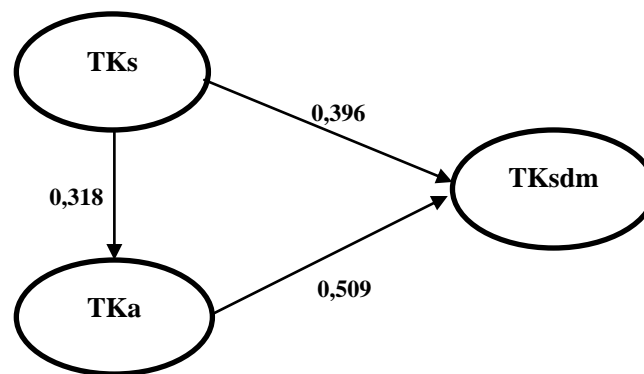


Figure 1. Effect Between Variable

6. Conclusion

Based on the regression calculation with Windows SPSS software, the conclusions of the hypothesis are as follows:

1. The higher the Islamic leadership style, the higher the performance of human resources. This means that improving the performance of human resources is built with Islamic leadership style variables with indicators of giving rewards, training and being responsible for making decisions in order to increase enthusiasm in advancing the company.
2. The higher the Islamic leadership style, the higher the affective commitment. This means that the increase in affective commitment is built with Islamic leadership style variables with indicators of giving rewards, training and being responsible for making decisions in order to increase enthusiasm in advancing the company.
3. The higher the affective commitment, the higher the performance of human resources. This means that the increase in human resource performance is built with affective commitment variables with indicators: employees are happy to spend their careers in the company and feel that the people in the company are family so that whatever problems exist in the company, including personal problems.

7. Limitations

Influence between variables Islamic leadership style with affective commitment 31.8% in the

model of improving the performance of human resources, has a medium category between 20% to 40% moderate category.

8. Upcoming Research Agenda

Based on the limitations of the study, namely the influence between variables in the model of increasing the efficiency of human resources, it has a moderate category between 20% to 40% in the medium category. This condition indicates the existence of a black box between the antecedent and consequent variables. This condition is therefore an interesting area of study.

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