

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The study of ethics has received a lot of scholarly attention. The bulks of works related to the study of ethics cannot be reviewed extensively. Notwithstanding thereto, the study of Islamic work ethics Islamic work ethics has recently put attention on many Muslim scholars, yet there is still scarce literature in relation to it. In this regard, this chapter provides the literature in relation to Islamic work ethics as independent variable, employee commitment as mediating variable and employee performance as dependent variable. This chapter provides background on these three distinct aspects and then summarizes joint studies. This is essential to have a comprehensive understanding of the relationship between Islamic work ethics, employee performance and employee commitment.

2.2 Background of Ethics

Ethics cannot be ignored by businesses as it forms the foundation and practices in organisations. Business ethics is important to avoid any immoral behaviour done by employees and can increase employee performance (Orme and Ashton, 2003).

Ethics is traditionally defined as the study of moral duty and obligation (Furman, 2004) and as a set of moral principles related to affirming a specified group, field or form of conduct (Oxford Dictionary, n.d.).

Vinten (1998) asserted that ethical organisations with constant negative ethical impacts might be facing with the withdrawal of public approval and diminishing attention towards their products. Meanwhile, work ethics is defined as the basic belief that a person should do work with basic moral worth and that every person should do his or her very best irrespective of reward (Ciulla, 2014; Hamilton-Attwell, 1998).

In the West, the concept of Protestant work ethics has appeared to be the core idea in various management disciplines, for instance, in organisational behaviour. Max Weber stated that money-making is a man's motivation, and it is the ultimate purpose of life (Y. Smith, 2011). Protestant work ethics is contemporary work ethics based on the ideologies of frugality, individualism, discipline and hard work and it is largely found in the West (Murtaza et al., 2016a). Porter (2004) asserted the ideal picture of Protestant work ethics has declined among the employers and employees due to excessive amount of work and mental exhaustion occurred within business organisations.

2.3 Ethical Principles in the Healthcare Sector

Ethics provides a code of conduct and plays an important role in the society. It consists of a set of rules or standards that direct individuals to perform good behaviour and forbids individuals or organisations to abstain from committing the wrong conducts (Carlson, D. S., Kacmar, K. M., & Wadsworth, 2009; Yusoff, Z., Salleh, W., Zakaria, Z., Nair, G., Vadeveloo, T. & Luqman, 2011). In this respect, it is the duty of the leaders in an organisation to adopt a moral-based decision-making process in their organisations when they adopt ethical standards to their employees.

Further, it is not refuting that the code of ethics is a critical foundation for quality care in the healthcare sector. The inception of quality care in the healthcare sector must

be pursued based on ethical principles. In this regard, an example of this moral principle in the healthcare sector includes autonomy (do not deprive freedom), beneficence (avoid self-interest and act in the interest of the patient), non-maleficence (do not harm the patient), justice (fairness and impartial patient care) and perform your duty (conform to professional and organisational responsibility).

William and Paul (2008) stated that these ethical principles are the forces behind a corporate healthcare mission, clinical and non-clinical staff values and clinician professional activities. It also enables the initiation of individuals with principles of making an active decision and applying those moral principles to their daily lives to manage obstacles within organisation (Howell, 2021). For instance, continuing education on the standards of ethics for medical employees enables them to deliver good and quality care and services. This is because ethics is a vital part of the healthcare sector which enables them to improve organisational commitment and employee performance in the healthcare sector.

2.4 Islamic Work Ethics

Islamic work ethics is important to attain the satisfaction of life and for Muslim employees' work experience (Rokhman et al., 2010). It provides human being with a set of moral values and the ability to differentiate between right and wrongful action (Abdi et al., 2014; Beekun, 1997; Saif Ahmad et al., 2017). Besides, Islamic work ethics can provide direction in our lives (Rizk, 2008). Due to its value and significance, this section will provide the definition, relevance and dimensions of Islamic work ethics. Although there is medical ethics in the health sector, Islamic work ethics can positively affect medical workers and improve their work according to ethics standards perfectly.

Moreover, it can avoid unethical actions such as dishonesty or cheating patients as it is prohibited in Islam (Khan, Zhiqiang, Musah, & Udimal, 2019).

2.4.1 The Definition of Islamic Work Ethics

Many contemporary Muslim scholars have defined Islamic work ethics. However, it is observed that the basis of distinction in comparison with the Western scholars on the code of ethics is where the explanation of it is guided based on the Islamic doctrines and the opinions of ulama (Muslim scholars). For instance, Beekun (1997) defined Islamic work ethics as the “set of moral principles that distinguish what is right from what is wrong in an Islamic context.” In this passage, it is observed that the Islamic context here may be referred to as the Islamic doctrines, which is values based on the primary sources of Islamic law according to the Quran and sunnah of the Prophet. (Harun, 2021; Hossain, 2020; Rizk, 2008) defined Islamic work ethics as follows:

“Orientation towards work and approaches, with work being considered as a virtue in humans’ lives. Furthermore, Islamic work ethics is originally based on the Quran and the teachings of the Prophet Mohammad, who denoted hard work caused sins to be absolved” (Ali, 1995; Rizk, 2008).

In the above excerpt, it is observed that the definitions of Islamic work ethics are driven based on the Islamic doctrines, which is values based on the primary sources of shariah according to the Quran and sunnah of the Prophet. The concept of work as an ibadah determines the involvement and participation in economic activities is not merely a means to attain a prosperous society but also a divine command. Ali and Ali & Al-Owaihan, (2008) further stated that an intention accompanying the Islamic work

ethics will give better results at work. Islam emphasizes that purpose or *niyyat* is the most essential for human beings, where the person's intention must ultimately be for Allah SWT alone (Khalil, 2016). In this regard, the sincere intention will secure effective and efficient work, which will lead to success both in this world and hereafter. As such, applying Islamic work ethics can bring positive values in any working environment.

2.4.2 Limitation of the Islamic Work Ethics

Nevertheless, Islamic work ethics has its limitations where it is not widely promoted to the public (Rahman, 2010; Shafique, Khurshid & Ahmad, 2015) there is scarce literature on Islamic work ethics compared to other types of work ethics because Protestant work ethics for example has been very popular among the Western scholars.

Ali (1998) had introduced Islamic work ethics scale based on Islamic scholars' views. Many researchers have widely used this instrument to understand the philosophy, concept and mechanism of work ethics from the Islamic perspectives (AFLAH, SUHARNOMO, MAS'UD & MURSID, 2021; Ali, A., Falcone, T., & Azim, 1995; Al-Owaihan, 2008). However, there is a gap in their research as the researchers did not provide clear and sufficient characteristics of Islamic work ethics. In this regard, the researchers also did not specifically deliberate Islamic work ethics items under different dimensions. At this point, the researchers do not provide a succinct definition and characteristics of Islamic work ethics. Most researchers only use one measurement of Islamic work ethics as introduced by Ali 1988 (Moayed, 2009).

In such a case, there is a need to refine the dimension to make it more specific, measurable and realistic behaviour that contemplates a day-to-day working activity. In

this respect, this research provided the matter and assessed the Islamic work ethics' practice of employees in Bahrain using refined dimensions.

2.4.3 Significance of Islamic work ethics

Work and faith have their interconnection in IWE. Faith has its importance in bringing positive practices an employee. In this respect, work without faith has its adverse consequence in life (Abeng, 1997). For example, an individual worker who has an additional working hour in merely pursuing money will deny the other people's welfare by instilling lousy behaviour in other worker's minds. In the course of pursuing his objective, this individual worker. may deny the people's rights and will breach some ethical aspects in his behaviours and actions. In an extraordinary situation, he may commit crimes such as corruption, manipulation or fraud to achieve his objectives.

Further, the finding of previous studies on Islamic work ethics has shown that work ethics has to bring its coherent positive significance to an employer's benefit. This significant positive coherence affects the objectives and influences an employer's locus of control (Benefiel, Fry, & Geigle, 2014; Yousef, 2001). Additionally, the study also finds that Islamic work ethics has its significance in fostering job satisfaction and organisational commitment. Abu-Saad (2003) and Yousef (2000) found that work ethics have encouraged the importance of obligation among the employees. Meanwhile, Al-Kazemi (2007) found that loyalty is interrelated with Islamic work ethics.

Ali and Al-Owaihān (2008) also found that the implementation of Islamic work ethics has boosted business performance among the employees. The researchers stated that many researchers found that having work ethics in the business has implications for the emergence of the industrial revolution and modern civilization. As such, work ethics has contributed massively to the emergence in science, knowledge and

development of countries, which are the crucial factors for commitment and determination to achieve business objectives. Nevertheless, any reluctance for the implementation of good work ethics may impact the development, business and life cycle. The society that implements an ethical, social life and honouring work ethics will progress accordingly. It is also expected that life emergence will boost tremendously.

Ali and Al-Owaidan (2008) explained that work ethics is demanded primarily due to the religious and economic situations in the 19th century which were influenced by the Europeans prior to the industrial revolution. During the industrial revolution, the western researchers become effective at work due to the emergence of Protestantism in Christian Europe and the corresponding rise of the industrial revolution (Wang, 2019).

In comparison, the study shows a difference in the level of Islamic work ethics between an employee in the public sector and the private sector. The study shows that the level of Islamic work ethics among the public sector is higher score as compared to the private sector (Ali and Al-Owaidan, 2008; Yousef, 2001). This is evident by the research conducted by Kumar and Rose (2010), which shows that the application of Islamic work ethics for civil servant in the Malaysian public sector is above average score. The researchers also found that Islamic work ethics has determined the development of an innovation capability but with a moderate relationship. This is due to several factors influencing innovation capability, such as the availability of resources, human capital and support from the top management level.

Relatively, a comparative study between Islamic work ethics and non-Islamic work ethics has its remarkable findings. Protestant work ethics as practiced among the British and Turkish managers shows that the Turkish managers outperformed British managers in all of the scores (Arslan, 2000). Sarminah, (2003) study on public utility companies has found that an Islamic work ethics is interrelated with organisational

commitment. Nik Mutasim and Abdullah (2006) explored the relationship between Islamic work ethics and organisational commitment in the banking industry by using three Islamic work ethics dimensions on commitment.(Allen and Meyer, 1991) i.e., affective commitment, continuance commitment and normative commitment. The finding showed a significant positive relationship between Islamic work ethics and the three dimensions. In addition, thereto, it shows that affective commitment has recorded higher correlation compared with the other commitment dimensions in companies in the United Arab Emirates (UAE).

The findings show that it has more influential consistency in terms of affective commitment in comparison to the continuance and normative commitment despite the positive relationship shown (Yousef, 2000). Similarly, Salem, and Agil's (2012) studied the relationship of Islamic work ethics and organisational commitment where 430 questionnaires were distributed among Libyan public bank employees. There was a positive relationship between Islamic work ethics and three commitment dimensions.

2.4.4 Islamic Work Ethics Dimensions

This study is based on the revision of Islamic work ethics dimensions, particularly on effort, teamwork, honesty and accountability (Kamaluddin & Manan, 2010; Khadijah et al., 2015). The following sub-sections explore four dimensions and their attributes are listed as follows.

2.4.4.1 Effort

Effort is recognized as a noble act in Islam. Islam strives its believers to acquire skills and development in technology. Islam also emphasizes their believers who endeavour their efforts to earn a living. This has been revealed in the verse of the Holy Quran, which says:

﴿من عمل صالحا من ذكر أو أنثى وهو مؤمن فلنحيينه حياة طيبة ولنجزينهم أجرهم بأحسن ما كانوا يعملون﴾
“Whoever works righteousness, man or woman and has faith verily to him will We give a new life, a life that is good and pure and We will bestow on such their reward according to the best of his action” (Surah Al-Nahl: 97) (Abdullah Yusuf Ali, 2005)

In addition, Islam also commands Muslim believers to strive for efficiency and proficiency in their efforts. Allah SWT has mentioned in the Holy Quran that says:

﴿إن الله يأمر بالعدل والإحسان وإيتاء ذي القربى وينهى عن الفحشاء والمنكر والبغى يعظكم لعلكم تذكرون﴾
“Verily Allah commands that you establish justice and be efficient and proficient” (Surah Al-Nahl: 90) (Abdullah Yusuf Ali, 2005).

As such, good individuals should always compel themselves to have an extra effort, put extra time and have a greater interest beyond the provided minimum requirements. Islam also emphasizes that an individual’s effort should associate with elements of *itqan*, *istiqamah* and *tawakkal*.

Itqan refers to knowledgeable and conscientiousness in all endeavours (Khadijah et al., 2015). In this respect, Islam pursuit their believers to strive for necessary *‘ilm* (knowledge of things) before performing any action or works. This is also stated in the *hadith* by the Prophet (P.B.U.H), which states that: “Whoever wishes for the world need to have the knowledge, whoever wishes for the hereafter need to have the knowledge, whoever wishes for both need to have knowledge.” Another *hadith* narrated by Abu Hurairah where the Prophet Muhammad SAW said that:

“إذا أسند الأمر إلى غير أهله فانتظر الساعة.”

“...when the power or authority comes in the hand of unfit persons, then wait for the Hour (Doomsday).” (Bukhari, No. 56) (M. M. Khan, 1994)

Istiqamah refers to the consistency and passion for excellence. Islam places excellence as the highest level of virtue and encourages its believers to be steadfast for

excellence in all their works undertaking. This virtue has also been emphasized by Prophet Muhammad SAW in a hadith as follows:

”إن الله يحب إذا عمل أحدكم عملاً أن يتقنه.“

“Allah loves that when anyone does a job, he does it perfectly” (Al-Bayhaqi, No. 4915).

In addition, Islam requires their believers to be efficient and proficient person beyond the minimum requirement provided in their works undertaking. As such, good Muslim believers will indulge in pursuing a great effort in their works, achieving good time management and having an interest in their works beyond the minimum requirements required. Hence, having a great commitment also strives the Muslim believers to be patient while undertaking any task or job entrusted to them. Indeed, patience has its significance to achieve perseverance while facing any disagreement and temptation for crimes such as bribery. Being patience is also helpful to overcome laziness.

Next, *tawakkal* refers to surrendering oneself to Allah the Almighty solely. Indeed, it is placed as the ultimate effort committed after *itqan* and *istiqamah*. *Tawakkal* is an amalgamation of *itqan* and *istiqamah*, which include prayer too. Is the pith for the final step of an effort committed by the believers. This will lead to a man accepting virtue or deficient consequences positively, which is resulted from his endeavour. As such, the concept of *tawakkal* is able to promote diligence and commitment in all works undertaking. As a result, the work product will ensure its excellent and achieve a great quality based on the endurance of *tawakkal* and efforts committed.

In this respect and in other fields such as medical field, the healthcare providers especially should strive to acquire knowledge and skills, because in this field mistake or low performance is very costly it might kill or can cause the suffering of others who need fast treatment. Basically, we need to adhere to the Qur'an and sunnah of the

Prophet Mohammed in order to achieve a great and excellent result. In this case, effort in the working place is crucial for the sustainability of community, especially among the healthcare providers.

2.4.4.2 Teamwork

Ihionkhan Peter & Aigbomian (2014) mentioned that teamwork is an important issue in the workplace and is defined as “a group of people who are set to work together on a task”(Christofer Rydenfält, Per Odenrick, 2017). There are several advantages of teamwork to an organisation, such as an employee’s organisational commitment and productivity in the workplace. Teamwork in the healthcare sector plays an important role in its organisation by expanding the role of the health providers and sharing the common goals and purposes in the organisation (Manser, 2009; Rosen, DiazGranados, Dietz, Benishek, Thompson, Pronovost & Weaver, 2018). Teamwork is also different for every professional and specialist, such as doctors, nurses and pharmacists. Each of these professions has its own responsibility and accountability, which carries its different tasks. Nevertheless, all these professions require good teamwork to deliver the best to their patients and share the team’s responsibility, knowledge and resources to solve critical health problems(Rydenfält et al., 2019).

The benefits of teamwork can also be achieved when there are great healthcare team members who understand the patients well particularly when dealing with their patients, when diagnosing their patients accurately and when providing suitable recommendations for their patients (Mickan, 2005). These are all important due to the complication of our health nowadays. It is reported that there is an increasing number of patients who faced with chronic diseases, for example like diabetes, cardiac disease, hypertensive and cancer which require special care for their patients. All healthcare

professionals must have good teamwork to provide excellence and quality healthcare to their patients to reduce or mitigate medical errors (Mickan, 2005; Starfield, 2006; Virani, 2012).

Researchers have conducted studies on the importance of teamwork in the healthcare sector. Working together as a team can avoid fatigue among professionals as they deal with many cases every day. Healthcare professionals also hold the responsibility to comfort their patients and make the patients satisfied with their services (Amos, Mary Anne, Jie and Hu, 2005; Baker, Gustafson, Beaubien, Salas and Barach, 2005). Islam encourages cooperative teamwork among its believers. Dedicated teamwork can make employees work cooperatively. The pursuit of teamwork is revealed in the Qur'an.

{ورفعنا بعضهم فوق بعض درجات ليتخذ بعضهم بعضا سخريا ورحمت ربك خير مما يجمعون }

“... and we raise some of them above others in ranks, so that some may command work from others ...” (Surah Az-Zukhruf: 32).

Another verse that promotes teamwork is stated below:

{الذين في أموالهم حق معلوم للسائل والمحروم }

“And those in whose wealth is a recognized right for the (needy) who asks and him who is prevented (for some reason)” (Surah Al-Ma'arij: 24-25).

In this respect, Islam also encourages competition in teamwork to be performed in a reasonably, justly and honest manner through the concepts of *mu'awanah*, *'adl* and *syura*. *Mu'awanah* is the mutual support among individuals to promote ethical and forbid evil as stated in the Qur'an.

{وتعاونوا على البر والتقوى ولا تعاونوا على الإثم والعدوان واتقوا الله إن الله شديد العقاب }

“... help ye one another in righteousness and piety, but help ye one another in sin and rancour. Fear Allah for Allah is strict in punishment” (Surah Al-Ma'idah: 2).

Consequently, Islam also encourages their believers to have positive competition in order to avoid immoral behaviour or action. This will inculcate virtuous actions in the workplace; paramount to have effective and efficient actions performed by commanding the spirit of *ukhuwwah* (brotherhood) as emphasized in the Qur'an.

﴿ إنما المؤمنون إخوة فأصلحوا بين أخويكم واتقوا الله لعلكم ترحمون ﴾

“The believers are but a single brotherhood. So, make peace and reconciliation between your two contending brothers. And fear Allah that ye may receive mercy”
(Surah Al-Hujurat:10).

In addition, pursuing the course of justice is also essential in Islam. Justice refers to the rendering of trust where it is due. Islam encourages the believers to maintain justice in all actions (Surah Al-Nahl: 90). Justice in Islam has promoted believers for virtues such as honesty, moderation and generosity. It can also abstain from any evil such as bribery, greedy and excessiveness. In this regard, Prophet Muhammad SAW also urged his followers to abstain from doing injustice.

” اتقوا الظلم فإن الظلم ظلمات يوم القيامة.”

“Beware of injustice for injustice will be equivalent to darkness on the Day of judgment”
(Bukhari, No. 2447).

Justice is particularly associated with integrity, which refers to the right action, goodness, charity and proficiency. The pursuit of justice is able to motivate a man to have integrity by voluntarily spending extra effort, time and wealth. In addition, it enables a man to perform their compulsory requirement by doing in right and trusty manners. This will result in an enhancement of productivity to one's person.

Moreover, mutual consultation is vital in teamwork. This mutual consultation refers to the participative workforce which creates a spirit of oneness. This will be benefited by having respect and trust in an individual's competency, strength and

reliability in work. It will then result in an enhancement of creativity, innovation and passion for the improvement of quality and productivity in the workplace. This is further provided in the Qur'an in Surah Al-Qasas which reads as follows:

{ إن خير من استأجرت القوي الأمين }

“Indeed, Allah loves strong and trusty people.” (Surah Al-Qasas: 26)

Additionally, this will boost and intensify the efforts and relationships among human beings in building teamwork. Teamwork has several benefits that can be obtained, for instance, the workplace environment will be more enjoyable and productive whenever the employee works as a team. Teamwork also reduces any issues on the safety in the workplace, retention rates by an employee in the hospital and improving the collaboration and communication among the patients. Moreover, nurses and doctors working as a team tend to make few mistakes, leading to improving patient outcome.

2.4.4.2.1 Teamwork Based on Health Care

Mitchell et al. (2012) and Naylor, Coburn, Kurtzman, Prvu and Buck (2010) defined teamwork based on medical care as a health service provided by two or more people to families or individuals or their communities. In this respect, the health service providers should treat and cooperate with patients and caregivers to meet the goal of the hospital's organisation and come up with high quality care services for their patients. As such, a great benefit can exist once sharing responsibility and accountability between teamwork members in health care. However, a patient will face high risk if there is only one-sided responsibility in an organisation. For example, poor communication between healthcare professionals, patients and their caregivers has emerged as a common reason for patients taking legal action against healthcare providers. Medical errors occurred

due to poor communication, uncooperative team and ambiguous roles among teamwork (Babiker et al., 2014).

Furthermore, teamwork can avoid these kinds of unnecessary errors by adhering to the principle of Islamic work ethics, which is called teamwork, co-operative and sharing responsibilities among team members to reduce mistakes and enhance the quality of work in an organisation.

2.4.4.3 Honesty

Honesty refers to the situation of willingness to tell the truth despite the inability to do so. As an alternative, honesty also means a situation where the person does not hide anything that should be revealed to. For instance, if he is an accountant, his duty is to make reports for all business transactions accurately in accordance to the accounting process. Indeed, Allah SWT has commanded their believers to be honest in all situations and times as stated in Surah Al-Tawbah:

(يا أيها الذين آمنوا اتقوا الله وكونوا مع الصادقين)

O ye who believe! Fear Allah and be with those who are true (in word and deed)” (Surah Al-Tawbah: 119). This is also emphasized by Prophet Muhammad SAW in the Hadith, which reported by Abdullah R.A and read that:

“إن الصدق يهدي إلى البر وإن البر يهدي إلى الجنة، وإن الكذب يهدي إلى الفجور، وإن الفجور

يهدي إلى النار، وإن الرجل ليكذب حتى يكتب عند الله كذاباً”

“Truthfulness leads to righteousness and righteousness leads to Paradise. A man may speak the truth until he is recorded with Allah as truthful. Lying leads to wickedness and wickedness leads to the Fire. A man may tell lies until he is recorded with Allah as a liar.” (Sahih Muslim, No. 6308).

Further, honesty and the ability to act with integrity is based on the act of never speaking a false word instead of inhuman choosing to always speak words and perform acts that create safe, caring and healthy spaces for human development. Honesty also refers to the situation where a person has a steadfast to their words undertaking. Honesty is an essence whereby a person interested in the company's welfare will not take an unanticipated action that will negatively impact the company. In this regard, an administrator of the company cannot be entrusted if there is no element of honesty and integrity within the institution.

Cooperation and collaborative relationship with other people cannot be realized if trust does not exist. Indeed, trust constitutes an organisation to have a useful function. An entrusted person is able to connect into personal and business relationships together. Trust becomes prominent to form positive deeds and actions. A trusty person is able to nurture his credibility in the workplace. This will promote the people surrounding him to have a positive behaviour in order to boost credible, believable and trusted people.

In this context, healthcare workers need to possess courage and integrity in order to deal with the patients in the hospital; any behaviours that do not carry a characteristic of honesty may lead to mistrust and a bad reputation. Furthermore, it will affect the output of quality work. Thus, it will increase the chance of medical errors due to dishonesty and low performance and not following Islamic work ethic, hence calling for the urgency of sincerity attitude to be in action.

2.4.4.4 Accountability

Accountability is often described as individuals and organisations responsible for their actions. Accountability also refers to a person responsible for making a prompt report to an authority if he foresees any events of deficiency that prevails in an

organisation. It is present when there is a connection between one party with another, and accordingly, individuals or organisations have certain rights over the conduct of another by having a valid reason for actions taken (McGrath, S. K., & Whitty, 2018).

In addition, an individual or organisation is also accountable to its superior for the action taken and in managing the resources received. The factor for this internal dimension of accountability is driven by a “felt responsibility,” as expressed through individual action and organisational mission. Besides, accountability is also associated with trustworthiness. People are considered trustworthy when they perform their best and have proper conduct in the superior’s absence of surveillance. A trustworthy person does not merely adhere to an external force, such as surveillance pressures, but also internalise their behaviours. In this respect, a trustworthy person is a person that keeps the trust entrusted to him in a responsible and faithful manner. This has been revealed in the Quran, which reads that:

﴿ إن الله يأمركم أن تؤدوا الأمانات إلى أهلها وإذا حكمتم بين الناس أن تحكموا بالعدل إن الله نعما يعظكم به إن الله كان سميعا بصيرا ﴾

“Allah does command you to render back your trust to those to whom they are due; and when ye judge between man and man that ye judge with justice; verily how excellent is the teaching which He gives you for Allah is He who hearth and sees all things” (Surah An-Nisa’: 58)

As such, based on this verse, Muslim believers have a duty to Allah to perform well and leave evil. All the Muslim believers are accounted for their own good deeds and bad deeds and remain accounted till death. In this regard, all the goods and bad deeds will be disclosed on the Day of Judgment in the Hereafter. A hadith from the Prophet Muhammad SAW states self-accountability as follows:

“الكيس من دان نفسه وعمل لما بعد الموت والعاجز من أتبع نفسه هواها ثم تمنى على الله.”

“The wise person is one who holds himself accountable and works for what comes after death. And the weak, impotent person is one whose self follows its vain desires and he (simply) puts his hope in Allah” (At-Tirmidhi, No. 2459)

In this respect, as far as trustworthiness in work is concerned, it is the duty of an individual worker to perform all his responsibilities and obligations in his workplace. A responsible individual worker will follow the deadlines in performing the task given to him and will strive to produce excellence and good quality works. He upholds to the fact that laziness and absenteeism are prohibited, other than will try to keep his promise when he is dealing in any business relationship. He will not break any promises as he believes that this behaviour is a hypocrite attitude.

In the context of a company, responsible individual will take responsibility when he is in charge of the company's finance and manages the resources in truthfully and fairly manner. He will not allow any wastage to occur while maintaining the company's support as he believes that this action is condemned in Islam. As such, he will strive to utilize and distribute the company's resources according to Allah's ordained.

All previous studies and debates indicate that the best way to improve performance, safety and patient satisfaction in the workplace, especially in the medical field, refers to the issue of accountability (Maynard, 2013). An employee who is taking care of his job in terms of responsibility and keeps in mind that Allah is watching him will perform his task and his obligation in a perfect way. In this way, Allah will reward him for keeping promises while he is dealing with patients professionally. In contrast, for health providers who are negligent and not taking the issue of accountability seriously in their workplace, the outcome of their work will become weak and their relationship with their patients will be miserable. Thus, the result of irresponsibility work will lead to accumulating work and increasing patient complaints.

2.5 Concept of Employee Performance

Every organisation has its common goals to meet its customer needs and expectations and high-performance employees are essential in an organisation (Kloutsiniotis & Mihail, 2018) Organisations always aim to improve employee performance by enrolling employees in training programs to sharpen their talent and skills and motivate them to contribute to reaching the organisation's goals (Al-Qudah et al., 2014).

Performance is based on both the behaviour of individuals and the organisation as it is the final result of activities at the individual and institution level alike. Furthermore, both profitable and non-profitable organisations are striving to improve their employee performance in order to achieve the organisational goals which are closely linked to employee performance. Therefore, many researchers have defined the term performance from different perspectives but do not find a significant difference in their definitions, Armstrong (2009) defined performance as the extent to which individual contributes to achieving the organisational objectives. Decision makers must be very careful in terms of selecting the best methods towards accomplishing the organisational goals. Moreover, performance is linked with the amount of revenues, quality and quantity of yields, timeliness, efficiency and accuracy at finished works. Performance is part of organisational behaviour closely and directly linked to the provision of services and production (Choong & Islam, 2020).

After clarifying and defining the characteristics of performance, one must know what employee performance and how to achieve a good level of performance. Güngör (2011) claimed that employee performance includes personal attendance, achievement in terms of quantity and quality and employee cooperation.(SSEGAWA GODFREY,

2014) defined employee performance as how well a labourer fulfils the necessities of the job-related activities. Al-Qudah (2014) alleged that that employee performance should be given priority. World Health Organisation (2006) confirmed the pivotal role of medical staff such as doctors, nurses and other medical staff that contributes effectively to improving health status and providing excellent medical care for patients. Good employee performance will reduce medical errors and patients' complaints.

2.5.1 Importance of Employee Performance

The main goal of all profits or non-profits organisations is to enhance their overall performance and to come out with the best results in terms of performance and employee performance alike. However, it can be completely useless without an effective overall performance for workers. Thus, the critical part of every decision maker in an organisation is investing the capabilities and skills of employees to obtain high performance (Kirkpatrick, 2006). Akdemir, Erdem and Polat (2010) indicated in order to achieve organisational goals through employee performance, every organisation has to select the best employees according to their merit to maximise high performance and attain organisational objectives.

Furthermore, the importance of employee performance can be summarized in some focal points in expanding the efficiency of worker performance and help decision makers select feasible decisions (Wu and Lee, 2011). Measurement of quantity and quality of employee's work can be useful to get the best outcomes of employee performance and better use of organisational resources with a pearl of great wisdom. Moreover, Robbins (2001) pointed out that employee performance has a great characteristic that combines capability and motivation, requiring great attention in terms

of evaluation. Basically, the outcome of organisation performance ultimately depends on employee performance.

On the other hand, employee performance plays a vital role in determining the overall organisational performance and has a direct and extremely important impact on it (Ali, Yusoff and Kalsom, 2019; Dubale, 2019). Stazyk, Pandey and Wright (2011) argued that understanding organisational factors of employee performance automatically leads to the high level of employee performance and this is what all organisations seek to obtain, in addition to an adequate understanding of the organisational context that forms and restricts employee behaviour. Hence, Islamic work ethics and employee commitment are the key factors in improving employee performance, consequently increasing organisational performance.

Based on this fact, the dependent variable for this research, Islamic work ethics, which is affected by employee performance as dependent variable and employee commitment as mediating variable. In the healthcare sector, many researchers indicated that Islamic work ethics and employee commitment have a profound impact on employee performance and, therefore, leads to improving the overall healthcare performance (Kahya and Oral, 2018). One of the significant sources in improving the level of medical services effectively in any hospital is medical staff, especially nursing, in which this is considered as the cornerstone for the advancement of health institutions and services due to their proximity and direct contact with patients.

2.5.2 Medical Staff Performance

Medical staff such as doctors, nurses and pharmacists play a vital role in ensuring satisfactory results for both patients and health institutions alike and attaining any organisation's main objective. The evaluation of the medical staff is crucial for their

career development and satisfying the needs of patients in a professional, satisfactory and dignity manner. A good and reliable evaluation tool is essentially the amount of effort that medical staff put in to care for patients; therefore, evaluating medical employee performance such as a doctors, nurses and pharmacists should be a priority in the healthcare management (Meretoja, 2004).

In general, the medical staff performance such as nurses and other medical professionals can be defined as the procedures and activities that they must fulfil with a high-level professionalism and in accordance with internationally accepted standards. It indicates the extent of their success in performing their duties and fulfilling organisational objectives (Awases, Bezuidenhout and Roos, 2013).

It is clear from the above definitions how significant the medical staff's performance is. World Health Organisation defined health performance as a mixture of available healthcare workers such as doctors, nurses and pharmacists and specialists' contributions towards meeting the patients' needs and any related quality standards. Low level of medical services workforce performance results in below than average healthcare which eventually may turn the healthcare system to suffer from poor quality performance in all aspects. On another note, since the nurses occupy the largest healthcare provider in terms of number among other medical professionals and their duties are significant in the provision of healthcare, it can be concluded that nurses performance is the backbone of healthcare performance (Al-Ahmadi, 2009).

According to Tesfaye et al., (2015) have mentioned that high healthcare employee performance leads automatically to patients' safety and it will keep them away from committing medical errors. On the contrary, low nurse performance could result in poor quality performance, which causes fatal medical errors, which is finally caused to patient's death. Then, improving medical staff's performance must be in line

with what patients are looking for excellent healthcare services and at the same time, low cost (Kahya, 2018).

Similarly Abdullah and Nusari (2019) claimed that the strengths and weaknesses of hospital systems depend mainly on the performance of the medical staff, especially nurses, who have great leadership and effective solutions for all different health systems. Hence, based on what was previously mentioned, healthcare decision makers must make all efforts to develop the health sector effectively to ensure the active participation of medical staff and raise their performance level. Other than Islamic work ethics, employee performance serves the basis for consideration to study the ethical practices among employees. In this regard, there are many literature on the performance regulations and factors for the task performance of an employee.

Jamil and Raja (2011) and Rahman and Shah (2012a) examined the effects of performance appraisal techniques and different types of task while Tubbs and Trusty (2001) assessed the impact of direct self-reports on performance. Next, Vischer (2007) investigated the effects of physical environment on job performance and Yu and Park (2006) looked at the effects of downsizing on employee productivity. In respect to contextual performance, studies have been conducted on the three major categories of predictors i.e., individual, organisational and task-related predictors to examine the antecedents for organisations to take relevant measures and increase job performance. This is due to the significant importance of contextual performance on the effective functioning of organisations.

2.5.3 Task Performance

Task performance consists of expertise by way of where an administrative staff performs their job scope and duties, which they have officially accepted as part of their

obligations. In this regard, Borman and Motowidlo (1997) and Pollok et al., (2019) deliberated on the task performance as the actions that have their crucial part in an organisation's technical core competencies, whether it is involved directly or indirectly. The researchers further state that direct task performance is executed as a part of its technological process. Meanwhile, indirect task performance is by supplying the required materials or services.

In terms of the aspect of facilitators and impediments for task performance, there are several situational factors that predict task performance. Chandrakumara (2007) found that human resources management has its input on citizenship and task performance. Some studies were also conducted for the purpose of exploring the role of human resources practices on performance (Stumpf, Doh and Tymon, 2010; Buchle Hoyer and Cerella, 2008; Mutter, Naylor and Patterson, 2005).

Similarly, several studies were conducted on the effects of practices on task performance (Hazeltine, Ruthruff and Remington, 2006), the extent of the effects of music on task performance (Chang and Handy, 2012; Piocuda, 2009), the effects of goal and objective setting on task performance (Copeland, 2002) and the impact of leadership styles on employee performance (Baruah and Barthakur, 2012; Dunegan, Uhl-Bien and Duchon, 2002; Shadare and Ayo, 2009). Other than that, the effects of mental fatigue on task performance in relation to the planning and preparation for prospective actions with the help of a task-switching paradigm have also been explored (Ikeda and Hoashi, 2017).

2.5.4 Contextual Performance

Contextual performance is a type of pro-social behaviour that individuals demonstrate in the workplace. In this regard, this pro-social behaviour is expected of an

employee but not formally mentioned as a job description. As such, it is often called pro-social behaviour or extra-role behaviour. This ideology has been supported by many researchers that strengthen the job performance in accordance with these two vital dimensions, such as work required by an organisation associated with one's role and as the discretionary work behaviour (LePine, Erez and Johnson, 2002; Morrison, 2011).

Further, the importance of voluntary work behaviour or non-task performance has been placed as an important role in contextual performance. In this regard, this connotes a person who assists others in adapting to the varied job roles (Lent and Brown, 2013; Motowidlo, Ghosh, Mendoza, Buchanan and Lerma, 2016; Motowidlo et al., 1997). Bergeron (2007) mentioned that contextual performance includes the aspect of multiple sub-dimensions such as teamwork, allegiance and determination.

Moreover, it is believed that an engaged employee who works with a sense of passion has its high performance and has an extra role behaviour (Christian and Slaughter, 2011; Salanova and Martínez, 2011). In this sense, a contextual performance is further being elaborated as the basis of feeling and viewpoint that enable an employee to inculcate this feeling with their colleagues. This sense of feeling is often termed as *esprit-de-corps* (team spirit). In this regard, the colleagues also get intensified through team spirit whereas it enables employees to share their issues and problems willingly and freely with one another within an organisation (Jaworski and Kohli, 1993). In another, the *esprit-de-corps* or team spirit is being rendered as an excellent endeavour for deriving organisational success (Myint, 2019). Earlier research has also shown that the growth of a team spirit within an organisation has a better result for better employee performance and a better-off workplace (Cook, 2008).

Contextual performance is also rendered as a situation where a person has volunteered their extra work, helping others in solving difficult task, inculcate

enthusiasm at work, co-operating with others when needed, sharing critical resources and providing a piece of information for organisational development, abide the prescribed rules and regulations, and support organisational decisions for better adjustments (Fullerton et al., 2021; Van Scotter, J., Motowidlo, S. J., & Cross, 2000). In this regard, this behaviour has contributed to the stimulating culture and climate of the organisation. It enables us to achieve individual productivity and organisational effectiveness. Selecting and inducting the right personnel into an organisation is the paramount factor in the organisation. At the initial stage, an organisation may introduce personality tests and have a group discussion to measure prospect candidates' ability for contextual performance along. An organisation is also able to have efficiency tests (ability and experience tests) to measure their task performance. Intrinsically, there are several frameworks and taxonomies that have been introduced in the last 18 years in order to measure employee performance.

2.6 Dimensions of employees Commitment

The above literatures on employee commitment have highlighted the different dimensions in this study. There are numerous studies that have determined the dimensions of organisational commitment based on the nature of its impact on the organisational and behaviour variables within the organisation. In this respect, the study by Meyer et al. (2006) pointed out that there are three components to an organisational commitment (Meyer and Allen, 1991b; Nazneen and Miralam, 2017). These components consist of the three-component model based on effective commitment, commitment continuance and normative commitment.

These three-component models developed by Meyer and Allen have become the most widely researched models on organisational commitment (Norazian & Khalip, 2016).

2.6.1 Concept of employee Commitment

There has been a wide range of definitions of employee commitment. However, the most commonly used definition is the bond that connects an employee to his organisation (Aziz et al., 2021). Basically, this definition uses the administrative aspects of employee performance in terms of duties fulfilled, where it is also mentioned that the employee commitment as a concept, which adds intrinsic value to the work from the employees' point of view, thus, motivates them more and making them more productive and effective (Richard T. Mowday, 2013).

A further definition is given by Tsai (2014), who defined that employee commitment is concerned with more explicit situation, where it is an emotional connection to the organisation's goals and values set by the employee with the main objective is the interest of the organisation. Regardless of the differences and contradictions about the meaning of the definition of employee commitment, everyone acknowledges the existence of a mental bond and a distinct communication that links the employee to the organisation. According to (Robbins, 2009) who defined that employee commitment as "a state in which work relates to a specific association and its objectives and wishes to keep up participation in the association."

Many scholars such as Reichers (1985) defined the term employee as "the relative quality of the person's distinguishing proof with and association in, a specific association." Moreover, Limpanitgul (2014) claimed that Employee Commitment could

be defined as "a person's mental cling to the association, including a feeling of employment contribution, dependability and faith in the estimations of the association."

2.6.2 Importance of employee commitment

Many studies and literature indicate that employee commitment has a positive effect on work outcomes and development of employee performance could reduce the resistance to change(Limpanitgul, 2014).

The concept of employee commitment is a crucial variable in the employee's setting. It remains critical in organisational theory, whereas numerous studies conducted in the last two decades found a robust and positive influence relationship between employee commitment and other organisational variables. Furthermore, multiple studies have indicated that employee commitment could lead automatically to increase employee motivation and it relates to the willingness to make the institution more profitable and prosperous, a double effort beyond to what are expected (Frone, 2018). In the past few decades, employee commitment has received considerable attention from many researchers. Among this interest were the studies of organisational relationships and their impact on worker behaviour. Basically, employee commitment leads to an organized and meaningful work that reduces neglect and absenteeism and reduces work turnover. Moreover, employee commitment has a great positive impact on employee performance and the organisation itself (Jamal, 2011).

Moreover, Hanaysha,(2016a) indicated that committed employees are the most useful resources that any institution could have. Therefore, decision-makers in all institutions must create an organisational commitment awareness in their employees because it greatly impacts employees' organisational behaviour.

According to Estigoy and Guodu (2020) who mentioned that many researchers had summarized the benefits of employee commitment as follows:

1. It expresses the employees' desire to put effort into the organisation, accompanied by a strong desire to stay with it while believing in its goals and principles.
2. It indicates the employees' level of social activities and desire to stay with the organisation to empower it and achieve its goals.
3. It is an internal motivation that drives the employee to put his best effort into working towards achieving the organisation's goals.
4. It is an intangible state of mind that determines the level of loyalty to the organisation.
5. It takes much time to get fulfilled and an effort to convince the employees and require dramatic changes.
6. It is influenced by personal characteristics and a work environment and the organisation itself.
7. The results are staying with the organisation, enthusiastic while doing the job and produce better work performance.

2.6.3 Employee Commitment among Medical Staff

Employee commitment among medical staff such as doctors, nurses and pharmacists is the key issue especially in handling patients, which is a primary enforcement pointer for medicinal services associations worldwide. Therefore, a continuous measuring and enhancing employee commitment among medical staff indeed leads to a profoundly positive impact specifically to alleviate absenteeism, omission of stress among medical staff and increase their performance. Thus, it is

crucial to follow the performance measurement indicator and enhance the employee commitment of medical staff in order to reach organisational goals (Velickovic et al., 2014)

The focus on the organisational psychology study on an employee commitment to an organisation has been predominantly studied since the early 1960s (Jaros, 2007; Meyer and Allen, 1991a). In this regard, the categorization of the commitment to an organisation, also known as attitudinal commitment, is categorized into three categories: affective commitment, normative commitment obligation to stay and continuance commitment.

Employee commitment has also been referred to as an employee's attitudinal commitment to an organisation where an employee feels obliged to continue. As such, the study also found that an employee will return their value to an organisation and/or whenever the situation renders an employee perceives to leave is greater than the cost of staying (Meyer and Allen, 1991b). Further, there have been many researches on organisational commitment based on mitigating burdens when an employee leaves an organisation. The studies found that the burdens incurred to an organisation have caused high financial costs in terms of training new employees, decreased productivity, decreased customer satisfaction and diminished employee performance (Al-Emadi et al., 2015; Candela et al., 2015; Hwang and Hopkins, 2015; Kim, 2012).

There was also a research on organisational commitment towards an employee's intention to remain in an organisation. This study looked on the retention strategy in an organisation by looking at both organisational factors and individual contributors towards employee commitment and an increased intention in the organisation (Al-Emadi et al., 2015; Aruna and Anitha, 20105; Haque, A. and Aslam, 2014; Sears et al.,

2013). (Haque and Aslam, 2014; Sears et al., 2013) Additionally, Hafiz (2017) studied the relationship between organisational commitment and employee performance and found that the employee commitment towards the job is based on the organisation's goals and values.

In this regard, the next section will review the literature in three components of organisational commitment. These components include an affective commitment, normative commitment and continuance commitment. As such, this review of literature will narrow the scope to the literature on organisational commitment for the study of factors associated with commitment and the role of commitment of staff in the healthcare sector.

2.6.4 Affective Commitment (AC)

Affective commitment refers to the situation when an employee has its nexus connection with an organisation. In this regard, it deliberates on the situation when an employee feels emotionally attached and personally affected by an organisation (Khan and Zia-ur-Rehman, 2012). An employee's level of affective commitment to an organisation is normally based on his or her aspiration to remain in an organisation. This level of commitment is centred on the factor of personal and emotional connection to an organisation (Baruah and Subedi, 2012). This dimension is influenced by the individual's perception of the characteristics of the work, which required the degree of independence and specific skills. In relation to an affective commitment in an organisation, it is believed that employees are working according to the requirement of an organisation's public interest. The research also found that organisational commitment indicates affective commitment as higher in comparison with the level of commitment over normative and continuance commitment.

As such, this study found that there are five categories for the factors under affective commitment, which are workplace effects, workplace practices and leadership, trust, relationships and strategies. Based on these five categories of factors under affective commitment, the researcher will elaborate further on these two selected factors, which are: the workplace effects and relationships that, despite this situation renders, an affective commitment may be seen as a factor for a strong predictor to let employees remain in the organisation.

Similarly, Nasr (2012) also found that effective commitment correlated negatively with stress. The researcher also indicated that the higher the affective commitment of an employee, the lower the workplace stress, which might mitigate the employee's negative feelings in the workplace. The researcher also suggested that affective commitment had a positive relationship with positive feelings in the workplace as well.

In another study on a nurse-physician collaborative team by Galletta et al. (2014), the researchers suggested that individuals with higher affective commitment have lower intent to leave an organisation. El Akremi et al. (2014) concluded that effective commitment acted as a mediator between employee perception of organisational support and turnover for individuals and groups. A similar study also suggested that high quality of work-life for nurses meant an increased affective commitment, which levels down the intention of an employee to leave an organisation (Zhao et al., 2013).

In addition to that, affective commitment is also a mediator between perceived career support and work engagement (Poon, 2013). In this regard, the researcher states that increasing affective commitment and career support may, in turn, increase employee engagement. Besides, Ocel (2013) concluded in the research that affective commitment has also been referred to as a mediator between employee organisation fit, organisational identity strength, contextual performance and perceived organisational

prestige. The study by Xerri and Brunetto (2013) also found that sufficient commitment has a positive relationship to innovative behaviour in nurses. As such, it is found that having affective commitment may increase positive areas of the workplace (Galletta et al., 2014; Poon, 2013; Xerri and Brunetto, 2013). Similarly, implementing workplace and leadership practices may increase affective commitment (Chami-Malaeb and Garavan 2013; Demirtas and Akdogan 2014; Moldogaziev and Silvia, 2014). These studies suggested that when positive feelings increase, affective commitment may also surge in.

Next, in terms of affective commitment in the workplace, it has also shown to be associated with affective commitment. The study by Veld and Van de Voorde (2014) observed that positive work climates with a focus on well-being are likely to foster social-exchange relationships instead of economic-exchange relationships. In this regard, the researchers also suggest that an organisation with a higher effective commitment of the employees emerges to be an organisation that has a good level of social-exchange relationship.

Another study Brunetto Shriberg et al. (2013) suggested that well-being, teamwork and supervisor-nurse relationships accounted for nearly 50% of nurses' affective commitment to their organisation. Based on the findings of these studies, companies or any organisations may consider how relationships are handled to foster effective commitment.

Regarding the health sector, (Gellatly 2014) argued that affective commitment could be defined as the extent of the employee's emotional commitment to his/her health institution. Medical staff such as doctors and nurses should have strong enthusiasm and motivation as these factors are related to the affective commitment.

Gellatly et al. (2014) found that the high levels of nurse's affective commitment are less likely to turn over their hospitals. Moreover, Odoardi (2016) claimed that there is a profound, significant relationship between affective commitment and self-competence among medical staff, such as nurses. Furthermore, (Zhou, Liang, Wang, Chen & Lu, 2021) pointed out that strong positive affective commitment among medical staff in hospitals and other health organisations help improve the quality of healthcare service and patients' safety.

2.6.5 Normative Commitment

Normative commitment comes from an individual's sense of moral duty and value system. There are periods where organizations postpone payments and pay salaries to employees, but those with high normative commitment do not want to leave their organizations during these bad times (Cetin, 2020). For instance, an employee feels a sense of responsibility to remain at the organisation especially when the organisation takes the initiative to pay a massive bonus or provide training for betterment in the workplace to their employees. Meyer et al. (2002) suggested that normative commitment correlated strongly to affective commitment. Consequently, some of the correlations for both commitments appear to be the same, as discussed above for affective commitment.

The third dimension of the tri-dimensional model of organisational commitment is called as normative commitment. This dimension can be defined as the feeling that employees will remain and continue employment. In addition, the organisation continues to provide organisational supports to its employees, such as allowing them to participate actively and positively in the setting of organisational goals, planning, and

policymaking of the organisation, where these participations can be regarded as employees' contribution towards the company as well.

In a situation where the employee contribute to the development of decisions and implementation of work, this dimension considers the employees as the owners of ethics conscience who work according to the requirement of the organisation's public interest (Hanaysha,2016). In parallel to affective commitment, normative commitment can also affect the workplace. In this regard, Ocel (2013) suggested that normative commitment acted as a mediator to areas of proper employee organisation, organisational identity strength, contextual performance and perceived organisational prestige.

These areas positively affect the organisation and employees. On the contrary, Nasr (2012) suggested that normative commitment had a positive relationship with stress in the workplace and indicated that there are also other areas which negatively affected by normative commitment in the workplace.

2.6.6 Continuance Commitment (CC)

The Component Model of Organisational Commitment is continuance commitment, a situation when an employee decides that the cost of staying outweighs the benefits of leaving(E. G. Lambert et al., 2021). These costs for leaving a company may include the factors of deduction of compensation, loss of a pension, loss of seniority, loss of healthcare benefits, personal relationships, loss of a company vehicle and other valuable benefits.

Continuous commitment refers to the benefit that the employee will get if he/she remains and continues to work in the organisation and what he/she will lose if leaving the organisation. In other words, this is a correlative relationship or mutual benefit based primarily on the benefit it receives from the organisation. As long as the organisation in

which the employee works provides benefits beyond what other organisations can maintain, but if he/she gets a better offer from other organisations, he/she will never hesitate to leave the current organisation. Unfortunately, these kinds of employees never think about the organisation's interests. They only prioritise their benefits or known as opportunists and at the same time, they are ambitious people. In another perspective, continuance refers to remaining with that organisation in order to preserve these items of value (Aziz et al., 2021; Nasr, 2012; Ocel, 2013) Nevertheless, it is observed that this context is the least studied compared to other three types of commitment.

Continuance commitment has shown the least degree of positive effects compared to the other three types of commitment to an organisation. Ocel (2013) stated that continuance commitment did not act as a mediator between employee-organisation fit, organisational identity strength, contextual performance and perceived organisational prestige, unlike affective and normative commitment.

2.7 The Relationship between Islamic Work Ethics and Employee Performance

Islamic work ethics has the capacity to deliver positive energy to employee performance. Work is a form of worship that includes elements of kindness and blessing. In Surah At-Taubah (9: 105) Allah says *“you work, then Allah will see your work, so will His Prophet and the believers and you will be returned to Allah who knows the unseen and the real, then preached Him to you what you have done”* A good association exists between Islamic work ethics, employee performance and employee commitment (Harinoto, Sanusi and Triatmanto, 2018).

Islamic work ethics is the propensity for being fair and genuine in dealing with an element of co-operating and no abuse of exploitation when dealing with others (Ashton and Lee, 2007; Abdi, Nor and Radzi, 2014; Hayati and Caniago, 2012; Imam

et al., 2013). Distinctly, Alhyasat (2012) conducted a research of 204 employees of seven daily newspapers in Jordan and found employees with high level of Islamic work ethics have higher employee performance and their behaviours follow the Islamic teachings and values. Hayati and Caniago (2012) also reported that there is a significant positive relationship between Islamic work ethics and employee performance in a sample of 149 employees of Islamic banking in Bandar Lampung, Indonesia (Suib and Said, 2017).

The present research is a unique and contributory study of the literature on Islamic work ethics and task performance due to previous limited studies. Ali (1992) investigated the effect of Islamic work ethics in Islamic countries and found that a person's behaviours have significant effects on the organisation. Qasim et al., (2021) also found that Islamic work ethics concept has boosted confidence in the workplace environment which motivates leaders to focus on their duties and responsibilities and to enhance the social contract among the employees.

Khalique, Ramayah, Hina & Shaari, (2020) stated that Islamic work ethics encourages hard work, commitment, dedication for work and creativity. It has fair competitiveness and avoidance to pursue profitability and dealings. Furthermore, Yousef (2000a) found that Islamic work ethics has its connection with organisational commitment and work satisfaction to an employee and Nik et al. (2006) found a positive and significant connection between commitment and Islamic work ethics. Kumar and Rose (2010) and Othman, Abdul Rahman, Alwi and Munira (2011) found that Islamic work ethics has its significant correlation in terms of the innovation capability scale in the public sector for the adoption of Islamic work ethics to employees at their workplace.

In general, the researchers also stated that there is a strong indication that Islamic work ethics has significant relationship outcomes for both organisations and the work environment. This could be because past management scholars have limited their research from Islamic management due to the unavailability of Islamic researchers published in the English language (Kumar and Rose, 2010). However, recent scholars have focused on Islamic management, particularly on studying the concept of Islamic work ethics and its impact on the workplace and working environment. In this regard, many researches have been conducted among scholars in this area. Thus, this study will investigate the relationship between Islamic work ethics and task performance. It is also expected that Islamic work ethics might strengthen the bond and the relationship between employee commitment and job performance. As such, there is research on review studies that have been conducted by Abdi, Nor and Radzi (2014), Alhyasat (2012), Hayati and Caniago (2012) and Imam, Abbasi and Muneer (2013), which indicate that Islamic work ethics has positive effects on job performance to employees.

Al-Mansoori (2012) has conducted a study which has its objective to investigate the Islamic work ethics and its related impact on an employee performance in the oil and gas industry in Abu Dhabi, United Arab Emirates. In this research, the sample of 301 self-rated was conducted using random electronic methods among employees. The study has revealed that Islamic work ethics leads to positive work attitudes and behaviour. The study also found that there is a significant relationship between Islamic work ethics and the employee performance, and the Islamic work ethics factors and the employee job performance factors.

Khadijah et al. (2015) found that the Islamic work ethics is practiced among 500 employees of banking sectors in Klang Valley, Malaysia in which they generally adhere to all Islamic work ethics dimensions. However, the researchers found that employees

in the banking sector need to improve their effort as this dimension is found the least in this research. The researchers also recommended associating Islamic work ethics dimensions with employee performance. Abdulrahman Ahmed (2014) examined the relationship between job satisfaction and job performance with the moderating effect of Islamic work ethics in Yemen. The researcher found that employee awareness and the implementation of Islamic work ethics will enhance employee performance.

Additionally, the relationship between work and task performance was found to be moderated by Islamic work ethics. Islamic work ethics was also not found to be a moderator variable on the relationships between co-workers, pay, promotion, supervision and contextual performance. In this regard, the direct and moderating effect of Islamic work ethics has its relationship between overall job satisfaction and job performance. Besides, this study also found that employees are deemed crucial for any organisation to achieve success for the development or survival of the employee in the workplace.

Alhyasat (2012) conducted a research of 204 employees of seven daily newspapers in Jordan where the finding of the research shows that employees with a higher level of Islamic work ethics have a higher level of job performance as their behaviours and attitudes are based on the Islamic doctrine. In addition, Hayati and Caniago (2012) also reported that there is a significant positive relationship between Islamic work ethics and employee in a sample of 149 employees of Islamic banking in Bandar Lampung, Indonesia. In this regard, the research suggests that individuals with high level Islamic work ethics have more tendency to perform better at work (Suib et al., 2017). Therefore, this led to the following hypothesis:

Hypothesis H1: There is a positive significance on the direct relationship Islamic work ethics and employee performance

2.8 The Relationship between Islamic Work Ethics and Employee Commitment

Many researches have examined the effect of work ethics on employee commitment. Nevertheless, there are diversified findings on these studies. For instance, in this study, the researcher has found a positive and significant effect of work ethics on employee commitment (Al-Kazemi. Ali, 2007; Mohamed Karim and Hussein, 2014). It is also found that employee commitment affects their performance, which implies the importance of working environment that leads to an employee commitment among an employee (Valentine et al., 2011). Athar et al. (2016) indicated that Islamic work ethics play a vital part in strengthening employee commitment at the workplace and the relationship between Islamic work ethic and employee commitment had received a lot of attention in the literature on commitment issue.

An organisation that emphasises on work ethics will practice human resource management professionally. For instance, fulfilling job satisfaction among employees and having a policy that will lead to an organisational commitment among employees and provide them motivation (Paais & Pattiruhu, 2020). Besides, work ethics also plays a strategic role to an organisation as it will create organisational value, loyalty and ultimately profit (De Clercq et al., 2018). The positive effect of work ethics that is based on the religious values to an organisational commitment has also been reported in many research studies. In this regard, both Protestant work ethics William and Sandler (1995) and Islamic work ethics (Al-Kazemi 2007; Yousef, 2000, 2001) have contributed to the high employee commitment among employees. A study among 762 managers in the State of Kuwait also found that an employee's work values influenced their loyalty to

his/her organisation. However, an Arab expatriate has greater organisational commitment than the Kuwait State managers (Al-Kazemi and Ali 2007).

Study by Salahudin et al. (2016) was conducted using a structural model to test the effects of Islamic work ethics on employee commitment to 156 randomly selected respondents with six-point Likert Scale questionnaire, the respondents were from small and medium entrepreneurs (SMEs) that involved in retail trade textile services located in the states of Selangor, Kuala Lumpur and Johor in Malaysia. The study found that any organisation could enhance work among employees efficiently by instilling an ethical framework based on Islamic values that helps and guides the employees in undertaking their work properly. Besides, the study by Batool, Gul and Shahzad (2013) examined the direct and interactive effect between ethical leadership and Islamic work ethics on employee's commitment plus job satisfaction in public and private sector services organisations in Pakistan. The study was conducted using a self-administered survey questionnaire to 237 employees and the data was analysed using the moderated regression analysis. The study found that there were positive effects of both ethical leadership and Islamic work ethics on employee commitment and job satisfaction.

Additionally, Rokhman (2010) has investigated the effects of Islamic work ethics on work outcomes based on organisational commitment and job satisfaction and turnover intention to 49 employees from 10 Islamic microfinance in Indonesia. The research found that there was a positive and significant effect of Islamic work ethics on employee commitment and job satisfaction but not on turnover intention. Nevertheless, this study had its limitations as the number of sample were only 49 employees from ten institutions. As such, the present study's findings might be generalized due to the nature of the sampling used in the research. The limited number of variables used in this study may affect the findings of the study. In this research, the researcher also suggests that

managers need to support Islamic work ethics in their organisations to boost employee job satisfaction and organisational commitment.

Sadozai, and Nas (2013) affirmed that an organisation's common goals are achieved when there is a joint effect of Islamic work ethics and employee commitment to control employees' turnover intention in every type of organisation. Another study by Komari, and Djafar (2013) also examined the effect of work ethics on work satisfaction and employee commitment. The researchers have used a sample of 78 employees of a shariah bank in Indonesia. The researchers found that work ethic had a non-significant negative effect on work satisfaction, but it showed a significant positive effect on employee commitment instead. The researchers also concluded in their research that work ethic was vital for organisational commitment. However, organisational commitment would not guarantee high job satisfaction. Apparently, the researchers concluded that Islamic work ethics and work satisfaction were not necessarily related, but it enabled a perception of fairness to an employee. Moreover, Muslim scholars have recognized the importance of Islamic work ethics in the modern era, as it has become an integral part of Islamic thought, which is beneficial to every generation. Therefore, an institution may design a working policy that will eventually lead all employees towards employee commitment through the adoption of Islamic work ethics.

Based on the previous studies, the following hypotheses are advanced:

Hypothesis 2: There is a direct positive significant relationship of Islamic work ethics on employee commitment.



2.9 Relationship between Employee Commitment and Employee Performance

Employee commitment is one of the fundamental issues that have been addressed by scientific research and studies, given its importance in increasing employee efficiency and effectiveness. It is one of the modern terms used in the field of human sciences and it is described as a kind of psychological connection that an individual feel towards the organisation, or it is the process in which the goals and values of the organisation and the individuals become more integrated and identical. An employee who has a strong desire to maintain his work and exert the highest levels of effort to stay in it will achieve the goals, this may be evident in his performance when carrying out the tasks in his work (Berberoglu, 2018). Furthermore, a study conducted by Al Adresi and Darun (2017) found that committed employees would eventually becoming a valued asset in the organisation since employee commitment is proven to be a major part in the growth of the organisation's performance. In the present-day environment, every organisation wants to increase its performance in many areas effectively for example, in facing the market forces. Employee commitment helps the organisation in achieving this objective. Thus, it is seen as the key element in an organisational success.

The study by Brown, Mchardy, McNabb and Taylor (2011) on the determinants of a measure of worker commitment and loyalty observed that employee commitment has its relationship with the workplace human resources and may affect workplace performance in an organisation. The study also found that employee commitment indicators positively increased job satisfaction and job performance, based on overall productivity, employee turnover, intention to leave and absenteeism (Brown et al., 2011). Similarly, Salleh et al. (2013) asserted that the employee commitment has linked

with a set of important output, primarily employee performance and social behaviour within the job and initiate creativity, which lead to the results of an organisational convergence in the interest of overall society

Study by Yeh (2012) confirmed that the leader's leadership style affects not only the organisation's objectives and organisation's commitment but also the organisational performance. The study also found that leadership style will positively and significantly affect organisational commitment, which attributes to job performance and organisational commitment. It also has a partial mediating effect on the relationship between leadership type and job performance. Amrutha & Geetha, (2021) have reviewed the literature from the period and found that employee performance specifically linked the individual financially. Other than that, the authors also found that moral behaviour also contributes to an employee performance and productivity. Therefore, an organisational commitment is the best indicator for employee performance.

Then, the study conducted by Hafiz (2017), who examined the relation of dimensions organisational commitment and employee performance in the banking sector in Lahore, Pakistan. The results show that dimensions of organisational commitment have a significant positive influence on the employee performance in banks. This indicates that employees are interested and willing to devote and stay in banks to accomplish the objectives of their jobs because they have the same goals and values inside the organisation. While the study by Bhatti and Qureshi (2007) found that employee commitment to organisational performance in education in Pakistan reveals a strong relationship between employee commitment and employee performance.

Then, Sulimans (2002) suggested that the employees who rated their organisational commitment as high also measured their performance more elevated than those who rated their organisational commitment scores lower. Meanwhile, Jaworski et al.,

(2018) agreed with these findings and suggested that employees with strong organisational commitments are highly motivated to put forth more efforts for their organisation.

Al-Khasawneh (2015) found that the impact of employee commitment towards improving the quality performance in the banking sectors had resulted an improvement of quality in the employee performance, with organisational commitment. Employee commitment is an essential tool in the development of organisational performance. Bakiev (2013) studied the impact of employee commitment on employee performance as one of the dimensions in the organisational citizenship behaviour. The 370 questionnaires were distributed to the sample of the study. This study has indicated that the availability of a high level of commitment leads to a significant increase in employee performance. In addition, the study has recommended strengthening the organisational commitment of employees through activating the incentive system. The study by Kashefi et al. (2013) has investigated the impact of employee commitment on job performance and knows the extent of the influence of an employee commitment on absences, staff turnover and employee performance. This study has indicated that employee commitment towards the group and the sense of responsibility is one of the most important forms of employee commitment and it is considered as an important value when an employee faces with difficulties and problems. The result of the study reveals that an employee commitment will be at the highest level when there are rules and respect for human values and ethics.

Many studies on the subject have proved that a positive relationship exists between employee commitment and productivity. However, for a company management, getting the employees who are fully committed, competent and ready to give in their best in the

pursuit of the objectives of the organisation has not been an easy task and the management often faces problems regarding this.

In general, employees who have high commitment will contribute their maximum energy and time to achieve the organisational goals and objectives. Those achievements would give the employees a sense of satisfaction therefore would further motivates them to give their best. Essentially, the organisation needs to help develop the employee commitment by adopting the finest methods to encourage the employees remain committed to the organisation. For this, the organisational management is to implement various techniques to ensure the employees develop positive attitudes towards the organisation. These techniques provide the employees with job satisfaction and job involvement. The motivated, involved and committed employees become assets for the organisation, since such employees lead to the increase of productivity and consequently, the performance of the organisation (Bandula and Jayatilake, 2016).

The results of studies on the relationship between employees commitment and their performance are varied. Baruah and Subedi (2012) have revealed a research on the meta-analysis study, whereby the researchers suggested that the influence of employee commitment on performance is diminutive and the findings of two separate meta-analysis studies conducted in later years revealed the similar results. Becker Billings Eveleth and Gilbert 1996; Riketta (2002) claimed that the study's primary focus was narrowed and focused specifically on the relationship between a single component of organisational commitment and performance.

As such, the study revealed that there is a small impact of affective commitment on employee performance. Equally, other studies revealed minor findings on the research. Nevertheless, it still has a significant effect on organisational commitment to performance. The study by Turner and Chelladurai (2005) on an inter-collegiate coach

discovered that the relationship between organisational commitment and performance is statistically significant. In this regard, a more robust relationship was found in a study on the financial institution for organisational commitment and performance (Andrew, 2017). However, Becker and Kernan (2003) opposed that the study on the students participating in a laboratory has provided its clear distinctions between performance and organisational commitment based on the rating of their supervisor or the organisation. In another view, the study by Khalid,(2020) revealed that the relationship between affective commitment and types of performance is stronger than those of continuance commitment and performance.

The authors speculated that these studies' results vary because of the types of performances involved. Based on the factor of employees' self-rating of performance, they often equalled their self-rating to the organisational commitment. In another, Suliman (2002) suggested that employees who rated their organisational commitment as high, would also rate their performance higher than those who rated their organisational commitment scores lower. This finding and suggestion by Suliman further agreed by Lambert (2009).

The researchers stated that employees with strong employee's commitments are highly motivated to have more organisation efforts. Somers and Birnbaum (1998) also confirmed that the relationship between a career commitment and performance effectiveness contributes to a significant relationship. Besides, Jackofsky (1984) found out that low commitment leads to a high turnover rate. Meanwhile, Yousef (1998) found that higher job satisfaction via job security necessitates a higher level of organisational commitment, which further improved employee performance.

Furthermore, the commitment of employees can be a significant instrument for improving the performance of the organisation. This is because the organisation with a

high stress rate among its employees leads to lower satisfaction, leading to a very low organisational commitment (Elangovan, 2001). In this case, a study conducted by Chughtai Ali and Zafar, (2006) to university teachers in Pakistan found that highly committed teachers outperform the uncommitted teachers.

Clarke (2006) and Chatelain-ponroy et al., (2018) studied the commitment and network performance in healthcare sectors in the United Kingdom. The researcher found that commitment may play a major role, particularly with performance outcomes. Rashid, Sambasivan and Johari (2003) had studied 202 managers in Malaysian companies. The researchers suggested that there is an interconnection between corporate culture and organisational commitment where both have their impacts on performance. From these findings, this literature review reveals that there are some positive relationships exist between organisational commitments.

The study by Qatmeemalmarhoon, Noor, Abdalla and Musbah (2017) focused on the impact of the motivation on the employee performance and commitment at Royal Court Affairs of Oman, where they had employed SEM to test the validity of the research model. The research model conducted by researchers consists of three variables, whereby motivation was the independent variable and employee performance and commitment as their dependent variables.

The study results found that motivation has a positive effect on the employee performance and commitment. In this respect, the researchers suggested that the policymakers of the Royal Court Affairs of Oman should concentrate on the employees' emotional aspects, which positively influenced their performance and commitment. The study by Suliman (2002) which was conducted by distributing self-administered questionnaires to 1,000 randomly selected employees from 20 industrial companies, found that organisational commitment and its two factors (normative and continuance

commitment) played different roles in mediating the relationship between perceived work climate and performance.

Then, another study by M. Salleh, who examined public servants' perception on the fairness of performance appraisal and its effect on organisational commitment. The data were obtained through a survey of 425 employees of government agencies in Malaysia. To improve employee performance in an organisation, the study suggested that the government should have a more transparent and more accountable decision-making process. This would enable employees to improve their performance, influencing the employee commitment, satisfaction of civil servants and fair performance of the management in an organisation.

Next, Suzila Mat Salleh¹, Siti Norbillahuda Ismail, Siti Fatimah Mardiah Hamzah¹ Ahmad Suffian Mohd Zahari¹, Noor Hafiza Mohammed¹, (2017) found a positive association between work organisation and employee commitment among employees in an engineering company in Terengganu, Malaysia. In this respect, the authors suggested that every organisation should consider enhancing work motivation to boost the level of their employee commitment. The study by Husin & Kernain, (2020) focused on the view from an Islamic organisation on the impact of Islamic work ethics on job performance and studying its relationship with job performance and organisational commitment.

In another study by Tolentino (2013) who found that the job performance of the academic and administrative personnel was related to a strong desire to stay in the university for more career growth and opportunities. Meanwhile, the administrative personnel chose to stay mainly on the assumption of less opportunity if they left the current job at the university. Academic personnel had stronger affective and normative commitment; meanwhile, the administrative personnel had a stronger continuance

commitment than the academic. Both the academic and administrative personnel were performing very well in their job. Among the academics, only affective commitment correlated significantly with job performance, while among the administrative, not a single commitment dimension was related to job performance.

Then, another study by Yen and Chien, (2012) on the leader's leadership style, on the relationship between organisational goals and employees commitment plus organisational performance on the survey data from employees of a Taiwanese shoe subsidiary in China has shown; (a) leadership type will positively and significantly affect organisational commitment (b) organisational commitment will positively and significantly affect employee performance (c) leadership type will positively and significantly affect employee performance and (d) organisational commitment has a partial mediating effect on the relationship between leadership type and job performance.

Yusif (2014) has examined the effect of employee commitment on employee performance among health care staff, specifically nursing in the military medical services in Gaza (State of Palestine). The data were obtained through a survey of 195 nurses in the Gaza Strip. A self-questionnaire was used to collect data. The study found that there was a highly significant correlation between EC and EP of the military medical staff in the Gaza Strip. The results of this study confirmed the role of employee commitment in improving the performance of nurses. They stressed the importance of organisational commitment to its vital role in improving the performance of nurses. The results also recommended strengthening the relationship between healthcare workers in the Gaza Strip.

Then, another study conducted by Naghneh and Tafreshi (2017) examined the effect of nurses' commitment and their performance in Iran. The researchers have used

a sample of 322 randomly selected nurses working in Iranian hospitals. The study found that there was a profound impact on the relationship between employee commitment and the performance of those nurses. Hence, this study recommended that the decision-makers should give utmost attention to the nurses as to increase their employee commitment, thus improving their performance. Therefore, this led to the following hypothesis:

Hypothesis H3: There is a positive significance on the direct relationship between employee commitment and employee performance.

2.10 The mediating role of employee commitment in the relationship between Islamic work ethic and employee performance

Numerous studies on the impact of Islamic work ethics on employee commitment and performance have been investigated. However, few researches have looked at the workplace affecting the mediating role of employee commitment in the relationship between Islamic work ethic and employee performance. Therefore, this study is conducted to fill the gap by investigating the mediating role of employee commitment in the relationship between Islamic work ethic and employee performance.

The study conducted by Harinoto, Sanusi and Triatmanto (2018) revealed that employee commitment effectively mediates the effect of Islamic work ethics on employee performance. Similarly, Salahudin et al. (2016) pointed out the impact of Islamic work ethics on employee performance. It highlights the Islamic performance, the better the work culture of Islamic performance, (through fostering harmonious cooperation among employees), the better the perception of employee performance towards the organisation. Furthermore, Islamic work ethic is more likely to improve

teamwork among employees. Therefore, it can raise awareness of other employees' responsibilities.

The Islamic work ethics stimulates improvement of employee commitment into an extremely strategic enhancement of employee performance. Employee commitment is a powerful tool to improve employee performance. In an effort to create a corporate engagement that is more in line with employee expectations, Islamic work ethics becomes an alternate solution (Syauta, J. H., Troena, E. A. and Margono Setiawan, 2012). Therefore, the fourth hypothesis of this study can be described as follows. H4:

Hypothesis H4: There is a positive significant indirect relationship between Islamic work ethic and employee performance through employee commitment.

2.11 Underpinning Theories

This study is based on two underpinning theories. One theory is developed by Weber on the Protesten work ethics, which is related to the study of ethics from the western perspective. In contrast with Protesten work ethics western theory, this study emphasises the shariah principles on the study of ethics. As such, the sources of shariah, which is based on the Qur'an and Sunnah, are used as references in the attempt to clarify the roles of the Islamic work ethic, based on the shariah principles. Meanwhile, the second model is developed by Meyer and Allen, who had developed the model of employee commitment in an organisation.

2.11.1 Weber's Theory on Protestant Work Ethics

In the west, the concept of Protesten work ethics has appeared to be a core idea in various management disciplines, for instance, in the organisational theory and organisational development research (Y. Smith, 2011). The concept of Protesten work

ethics has been associated with Max Weber, whereby Weber said that the idea of Protestant work ethics had been embodied in the notion that “man is dominated by the making of money, by acquisition as the ultimate purposes of life” (Smith, 2011).

On one hand, the Protestant work ethics is a contemporary work ethics based on the ideology of frugality, individualism, discipline, hard work and it focuses particularly in the West regions (Murtaza et al., 2016b). Then, the study by Porter et al. (2004) after reviewing perspectives on work ethics, he asserted that the ideal Protestant work ethics had shown declination in the employers and social employers as the idea of excessive work and workaholic had caused exhaustion or emotional collapse in the organisation.

On the other hand, many countries, either from east or west, have endured ethical chaos such as job exploitation, increasing corruption cases, immoral behaviour, fraud and many other unethical cases that happened in some working organisation. Apparently, Islamic ethics is seen different from western perspectives. The relationship between workplace ethics and Islam is different with the Protestant work ethics concept as introduced in the West, as Islam is the religion that emphasizes on the comprehensive way of life and incorporates religious, ethical values in a person’s professional life (Kamaluddin and Manan, 2010; Suib and Said, 2017). The Islamic work ethics emphasise on much deeper values and goals which does not only focused on this world but also extended to the afterlife rather than the theory under conventional work ethics, which highly focused on the sustainability of an organisation and work performance of employees in the organisation (Othman, 2016). The exposure to the Islamic work ethics has received attention by many researchers as it signifies the ethical values in accordance with the Islamic practices, for instance in a situation when an organisation

is facing few challenges in their organisation and they need values to be referred to (Marzuki, Yusof, Ismail and Bakar, 2017).

Ethics in Arabic is defined as *Akhlaq*, with its root word is derived from the meanings of to create, to shape, to give form, to mold, or to produce (Shukri Ahmad and Musa Yusuf Owoyemi, 2012). The Quran also uses other terms to describe the concepts of positive values which encompassed of *khayr* (goodness), *birr* (righteousness), *qist* (equity), *'adl* (justice), *haqq* (truth and right), *ma'ruf* (known, approved) and *taqwa* (piety) (Rizk, 2008). Therefore, an organisation should emphasise all these positive values of the Islamic work ethics in order to incorporate religious, ethical values in the workplace environment and professional life (Suib, F. H. and Said and Said, Fatin Husna Suib, 2017). Islamic work ethics has been highlighted in the works of Imam Al-Ghazali in the book of *Ihya' Ulum Al-Din* (The Revival of Religious Sciences) as one of the critical works related to Islamic ethics which covers all aspects of Islamic jurisprudence, philosophy and spirituality to all Muslims (Mohammad and Quoquab, 2016).

Based on the above theories of Max Weber and Islamic ethics, they have agreed that any work should be done in a perfect way. It is not the issue of how much salary one could earn from the job, but a religious duty to do the best as one can. Thus, this understanding will encourage and enhance the betterment of Muslim society. Weber's theory is used in the current study as a comparison to understand the differences between Islamic work ethics.

2.11.2 Allen and Meyer

Employee commitment towards an organisation has been a subject for numerous studies since the early 1960s (Allen and Meyer, 1990). In this regard, there are three

types of commitment to an organisation (or also known as attitudinal commitment) i.e., affective commitment, normative commitment obligation to stay and continuance commitment (Nalla, M. K., Akhtar & Lambert, 2020).

Trismiyanti et al., (2020) have mentioned three dimensions of employee commitment. Firstly, affective commitment, this dimension indicated an employee who has a positive attitude toward an organisation. He has a strong desire to stay in the organisation, an employee who has a loyalty to the organisation. In contrast, the continuance commitment refers to an employee who realises to stay in the organisation because there is no better options unless willing to bear the cost of leaving while the last dimension is the normative commitment which refers to an employee who stays in the organisation due to the public interest of an organisation, profound obligation and social loyalty norms.

In conclusion, based on the above theories, Meyer and Allen had introduced the model for employee commitment and had introduced various dimensions of employee commitment to illustrate the emotional ties and obligations perception. As such, these will be clarified and their vital roles will be further developed in this study to show the effect of these dimensions on employee performance.

2.11.3 Goal-Setting Theory

Goal-setting theory can be used in a wider range of research, in different situations or workplaces, including health centres. This is because this theory's support is originated from individual or group settings, laboratory and another field of study across different cultures, which involves many tasks (Locke, E. A., & Latham, 2020). Many studies have been conducted to show the supports of, and relationships between specific, difficult goals and the employee performance of the task. The example of that

could be inferred from the meta-analysis conducted by Tubbs (1986) and the results posited that the concept that specific, challenging goals are positively correlated to improved performance.

In addition, another study yielded similar conclusions and recommended that if there is ever to be a viable candidate from the organisational sciences for elevation to the lofty status of a scientific law of nature, then the relationships between goal difficulty, difficulty and task performance are most worthy of serious consideration” (Mento, Steel and Karren, 1987). According to the research conducted by Hughes et al., (2020) who found a direct correlation between those who achieve set goals and the motivation to create additional goals or add more challenging aspects to the current goal based on feedback. In the study of Palo & Korander, (2020) the researcher concluded that autonomy in the workplace improves self-efficacy, which improves performance towards reaching goals. Within this idea is the vision and structure that goal setting could provide, which helps to motivate individuals and teams to perform better and do more (Hans, 2018).

The multitude of empirical research supports the goal setting theory and illustrates that it is very useful as the major method that could motivate the individual employees and organisational outcomes. The study of Locke et al. (2020) conducted with the argument that the failures resulting from the theory are usually due to errors in its application and can often be prevented. The subject of human motivation is vast and complex and no single theory could explain what motivates individual employees.

2.11.4 Application of Theories and Model in the Current Study

The theory above discussed the concept of Protestant work ethics, which is suggested to be associated with Max Weber. In this theory, it is highlighted that the

concept of Protestant work ethics has been embodied in the notion that “man is dominated by the making of money, by acquisition as the ultimate purposes of life” (Pathak, 2020; Y. Smith, 2011). This theory from this fact can be related to the Islamic worldview in terms of work ethics, where goal setting is considered a broad-spectrum theory that can be useful in a multitude of work situations. Support for the theory comes from individual and group settings, laboratory and field studies, across different cultures and involves many different tasks.

The strongest support relates to the relationship between specific, difficult goals and task performance has been established. Meyer and Allen simplified their model by introducing the three dimensions of employee commitment to illustrate the emotional ties, obligations perception, which will clarify these vital roles and these dimensions will help in this study to show the effect of these dimensions on the employee performance. With the review of the above theories and model, the research will study the relationship between Islamic work ethics as the independent variable and employee performance as the dependent variable and employee commitment as the mediating variable among employees of public health sector in the Kingdom of Bahrain.

2.12 Conceptual Framework

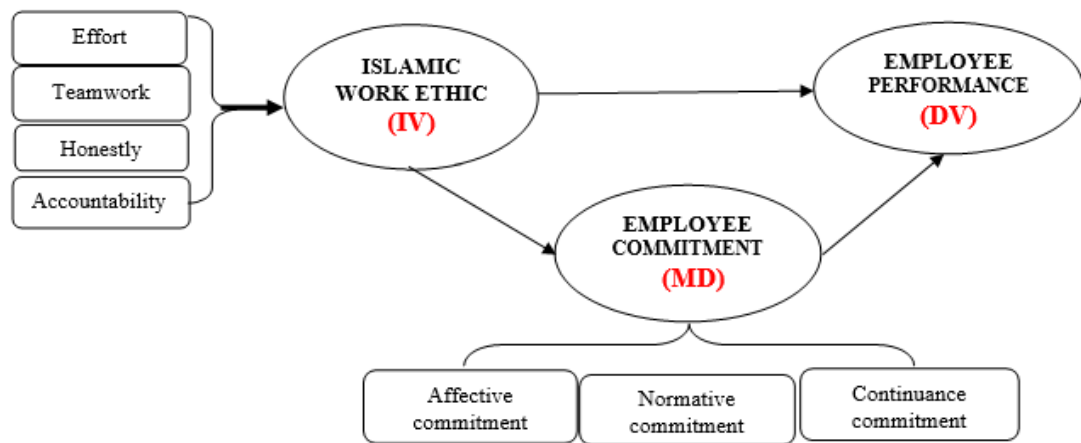


Figure 16: Conceptual Framework

In this conceptual model, the researchers will explain rational sense from the complex relationship between different variables that have been defined in this study. The interrelations among constructs will also be justified further. The main purpose of the developing process of the framework is to help in a testing relationship. Thus, it will help improving understanding of the dynamic solution. Then, the hypothesis can easily be developed according to tested validity. The theoretical framework is necessary to study the nature of the study variables and what kinds of variables are addressed (Julendra et al., 2021).

Based on the literature review foundation and discussion of Max Weber, the Quran and the sunnah, as well as commitment theories, the framework of this study will be developed and the investigation of the relationship between Islamic work ethics as the independent variable and employee performance as the dependent variable and employee commitment as the mediation variable in the public health sector in the Kingdom of Bahrain.

In this study, the independent variable, Islamic work ethics will involve four dimensions; Effort, Teamwork, Honesty and Accountability, while the employee

performance will include dependent variables in two dimensions; task performance and contextual performance. Finally, the mediation variable will require employee commitment and has three dimensions; affective, continuance and normative while the independent variable will affect the dependent variable indirectly through the mediating variable.

2.13 Hypothesis Development

The development of the hypotheses in this section will be based on the research questions and the purpose of the research with the help of a literature review. This section will discuss the development of hypotheses based on a theoretical framework. The variables and the relationships have yet to be empirically tested based on the Islamic work ethics, Protestant work ethics and goal setting theory. The research model can be empirically tested based on four hypotheses. The study was formulated to test the relationship between the Islamic work ethics dimensions as the independent variable, employee performance as the dependent variable and employee commitment as a mediation variable. Consequently, these hypotheses are displayed in detail to ensure they meet the objectives of the study.

2.14 Summary of Chapter Two

Exploring the relationship between variables is the main goal of this study. This study mentions the relationship between Islamic work ethics and employee performance, with employee commitment as a mediating variable for this study. Therefore, this chapter provides a wide literature review on Islamic work ethics, employee performance, and employee commitment. Moreover, this chapter provides a

huge number of relevant previous studies that explained the relationship between variables. Besides, this chapter explains the underpinning theories used in this study.

The literature review provides and builds a theoretical framework and the development of the hypothesis for this study. Generally, this study has four main hypotheses that will be tested scientifically by adopting a suitable research design and an appropriate analysis technique, which will be discussed in the next chapter.

