

Competence and Islamic Teamwork Towards Performance with Work Stress as the Intervening Variable

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ABSTRACT

The Covid-19 phenomenon has resulted in the hospital employees to have extra work, as the first forefront to overcome the impact of Covid-19. As the result, the hospital's performance has decreased significantly. This study aims to explain the influence of competence and Islamic teamwork towards the performance with work stress as intervening variable. This research used a quantitative descriptive method with total sample of 98 respondents from some Islamic Hospitals employees through questionnaires by using Partial Least Square (PLS) as the analysis method. The results showed that competence influences performance at P values of $0.011 < 0.05$, Islamic teamwork influences performance at P values of $0.000 < 0.05$, competence does not influence work stress at P values of $0.655 > 0.05$, Islamic teamwork does not influence work stress at P values of $0.869 < 0.05$, work stress influences performance at P values of $0.046 < 0.05$, competence does not influence performance mediated work stress at P values of $0.615 > 0.05$, and Islamic teamwork does not influence performance by mediated work stress at P values of $0.854 > 0.05$. Those, the result could be concluded as increasing the competence and Islamic teamwork of Islamic Hospitals employees will reduce to face out work stress in producing good performance optimally.

Keywords: Competence, teamwork, performance, work stress

1. INTRODUCTION

At the end of 2019, a new phenomenon resulted in hospital workers working extra because a new virus attacked the respiratory tract. In early January 2020, WHO (World Health Organization) identified the virus as Covid-19 (Novel Coronavirus Or 2019-nCov). The first case of Covid-19 occurred in Indonesia on March 2, 2020; the Government immediately held a pandemic action in Indonesia to stop the spreading of Covid-19.(Jaya, 2021).

In this case, the hospital is the front line and one of the backbones in overcoming the impact of Covid-19. However, hospital performance services in the Covid-19 pandemic era experienced a significant decline in the first 3 months of 2020. At that time, WHO had not understood Covid-19 comprehensively, hence there was a decrease in service caused by the anticipation of the community who got delayin visiting the hospital and also the restricted factor of the hospital, which limits benefits so that Performance decreases.

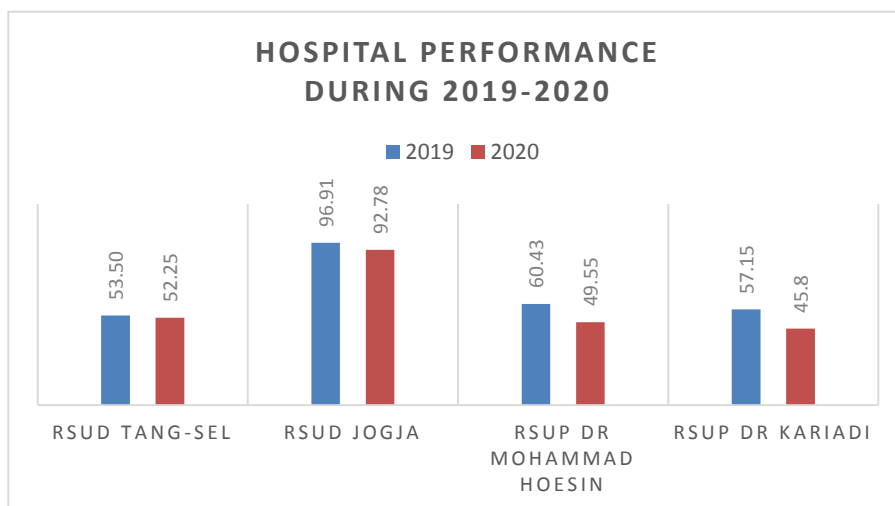


Figure 1: Hospital Performance during 2019-2020

Source: Extracted and modified from Indonesian Central Agency on Statistics

Based on the hospital performance data in figure 1 above, which is obtained from the annual performance report of each hospital, we can see that several hospitals experienced a decline in performance in 2020 due to Covid-19.

Therefore, to achieve success in hospital services, human resources are needed to have good Performance because human resources are an essential asset for a company or organization and are a source of success in running an organizational system to achieve the desired goals (Saretta, 2019) Organizational goals are achieved if they are supported by good employee performance. Good human resources are influenced by the quality of work owned by the employee.

Efforts to achieve good performance require human resources who have competencies in their fields because competence explains what a person does at work, starting from various levels, identifying characteristics, knowledge, and skills possessed by employees that allow it to run smoothly, responsive and effective (Kojongian, et, al, 2021).

Competency-based resources can increase capacity since people with the right competencies according to the demands of their work will be able to work well and have good knowledge (Mansur and Asmini, 2022).

Another factor is islamic teamwork because islam promotes teamwork. Thus employees can help each other to fulfill their needs in this world and the hereafter. Teamwork must be executed fairly, justly, and honestly and can be realized through the implementation of the concept of Mu'awanah, 'adl, and Syura, and in turn, it will enhance productivity. Mutual consultation is essential in teamwork. It refers to a participative workforce molded in the spirit of oneness. Sharing power respects and trusts one's company, strength, and reliability, enhancing creativity, innovation, and passion for improved quality and productivity (Saiful et al., 2015).

Teamwork in Islam is defined as a form of cooperation or mutual assistance in doing all kinds of good work according to islamic law. Teamwork is the main component of Islamic democracy which is continuously needed to strengthen and run the long-term system.

Therefore, the concept of teamwork is highly emphasized because it is an essential element of success (Saputra, 2021).

The Covid-19 situation is also a stress factor for health workers and nurses who are in direct contact with Covid-19 patients; this triggers work stress for health workers and Nurses who directly handle patients, stress pressure experienced by health workers and nurse during the Covid-19. It would lead to job stress which can have an impact on individuals and organizations. For individuals, work stress can affect physical and mental helplessness, decreased performance, and psychological endurance. It can impact a lack of teamwork and decrease organizational performance for organizations. Gusti Yuli Asih, Hardani Widhiastuti, and Rusmalia Dewi, *Stress Kerja, Cetakani 1* (Semarang: Semarang University Press, 2018).

2. LITERATURE REVIEW

Competence

Competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and superior Performance in a job or situation (Spencer & Spencer, 1993). Competence is everything a person owns in the form of knowledge, skills, and other individual factors to do job-based expertise and skills possessed (Muhammad Busro, 2020).

Competency-based HRM development is carried out to provide results by work objectives and organizational goals with predetermined performance standards. Competencies possessed by employees must support the vision and mission of a company (Sulistyaningsih, 2018).

Islamic teamwork

Islamic Teamwork can be interpreted as cooperation or helping each other in doing something good work or by Islamic law. (Saputra, 2021), Islamic Teamwork is an act recommended by the Prophet Muhammad SAW in his hadith:

Meaning: "Hold on to yourself with al jama'ah and stay away from division, because in fact, the devil is with the one who is alone, and he is further from the two of them. Whoever desires the best place in Paradise is obligatory for him to hold fast to al jama'ah."

In the above hadith, Rasulullah SAW ordered his people always to be in the congregation or together. The Prophet also always ordered his people to help each other in goodness and teamwork. Cooperate and help each other between teams to get output results quickly and with quality (Ashari, 2019). Teamwork in Islam is defined as a form of cooperation or mutual help in doing all kinds of good work according to Islamic law, as contained in the Qur'an:

"O you who believe, do not violate the symbols of Allah, and do not violate the honor of the forbidden months, do not (disturb) the animals of had-ya, and the animals of qualia-id, and do not (also) disturb those who visit the Temple while they seek bounty and pleasure from their Lord and when you have completed the pilgrimage, then it is permissible to hunt. And do not ever hate () a people because they prevent you from the Masjidil Haram, encourage you to do wrong (to them). And help you in (doing) righteousness and purity,

and do not help in sin and transgression. And fear Allah, verily Allah is severe in punishment." (QS Al-Maidah/5:2.)

Teamwork is a significant component of Islamic democracy which is continuously needed to strengthen and run the long-term system. Therefore, the concept of Teamwork is highly emphasized because it is an essential element of success (Saputra, 2021).

Performance

Performance is a popular term in management, where the term performance defines the work obtained by employees. Performance management is a goal-oriented process that ensures that organizational functions are in place to maximize the productivity of employees, teams, and, ultimately, the Organization. (R. Wayne et al., 2016). Performance is the result of work that a person or group of organizations can achieve through their responsibilities to achieve organizational goals (Rahadi, 2010).

Employee performance is also the work obtained by an employee, including quantity, quality, duration, attendance at work, and a cooperative attitude (Marbawi Adamy, SE., 2016).

According to Vemmi Kesuma Dewi, the purpose of performance goals are: (Vemmi Kesuma Dewi et al., 2021).

1. Reviewing past performance.
2. Checking organizational capability.
3. Checking the individual abilities of employees.
4. Seeing someone's achievements realistically.
5. Obtaining justice in the organization's prevailing wage and salary system.
6. Measuring and monitor costs incurred by the company accurately.
7. Enabling a thinking framework in periodic reviews of the prevailing wage and salary system.
8. Clarifying the main tasks, functions, activities, authorities, and responsibilities of work units within the organization, which, if carried out correctly, will have an essential meaning in the company.
9. Eliminating or reduce various types of employee complaints which, if not handled properly, can result in employees leaving their jobs and moving to other workplaces.
10. Knowing what training is needed by employees.

Work Stress

"Stress" has come to be used (implicitly, at least) as an explanation of altered psychophysiological states since different experiential events have other behavioral and physiologic effects that depend upon the stimulation to which the individual is subsequently exposed. The definition of stress here emphasizes the relationship between the person and the environment, which considers the person's characteristics on the one hand and the nature of the environmental event on the other (Lazarus S. & Susan Folkman, 1984).

The negative impact of high work stress will affect decreased performance. It can be interpreted that when a person can control his focus, it will lead to positive performance. Conversely, if the stress is ignored, it will lead to negative performance and affect employees and the organization. The positive impact of work stress, stress at low levels as a driving force for improving employee performance. This stress level creates innovative ideas, enthusiasm, and productive output (Agoes Ganesha Rahyuda Pradnyani, 2022).

3. METHODOLOGY

The method used in this research was quantitative research methods, research methods based on the philosophy of positivism, that was used to examine specific populations or samples. Data collection used research instruments, and data analysis used quantitative/statistical to test predetermined hypotheses (Sugiyono, 2019).

This study used primary data collection techniques. This research was done using a questionnaire method. The population in this study were nurses and midwives at some Islamic hospitals employees. The sampling technique in this study was simple random sampling with the entire population being a sample of 98 nurses and midwives at some Islamic Hospitals.

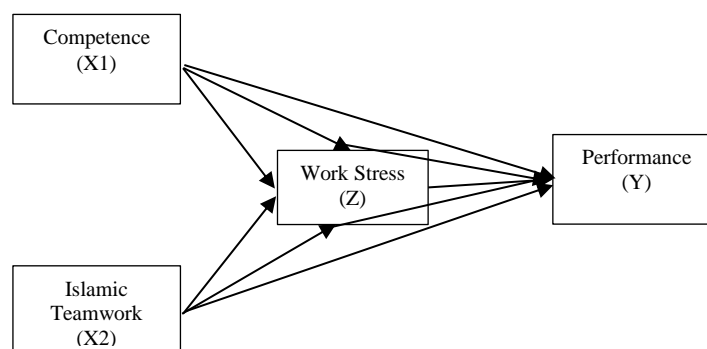


Figure 1: Research Framework

This research was analyzed using the Structural Equation Model (SEM) and PLS (Partial Least Square) software with SmartPLS version of 3.2.9. SEM has better flexibility for researchers to link theory and data, and PLS is a powerful analytical method because it can be applied to all data scales, does not require many assumptions, and the sample size does not have to be significant (Ghozali, 2014).

4. EMPIRICAL RESULTS

Measurement Model (Outer Model)

Convergent validity test is a measurement model with indicators assessed based on the correlation between the component score and the construct score calculated with PLS. The results of the study must show that all indicators of each variable have an outer loading value of > 0.7 (Ghozali, 2014). After selecting loading factor values, several indicators did not meet the requirements, including X1.1, X1.2, X2.1, Z1.1, Z1.4, and Z1.6, having values below 0.7. This means that the indicator is invalid. So, it is necessary to eliminate these weak indicators. After the elimination process, a loading factor is generated. Next, test the Average Variance Extracted (AVE) value with a criterion > 0.5 to be declared valid. Here is an output image of the Average Variance Extracted (AVE) stage.

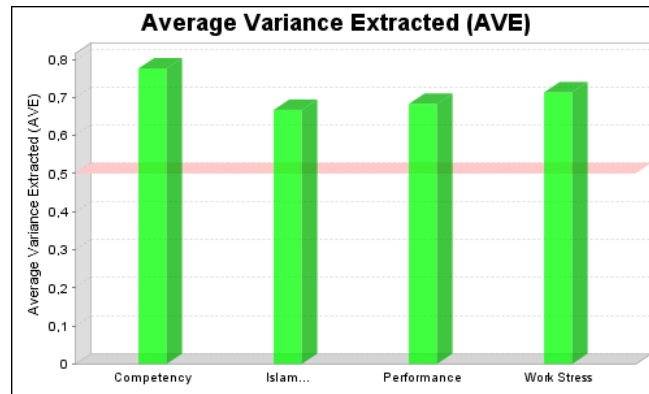


Figure 2: AVE Test Results

Source : Smart PLS processing results Version 3.2.9 (Jan, 2023)

From Figure 3 above the output, all variables are declared valid at the Average Variance Extracted (AVE) stage, so it can be concluded that all indicators have been valid and have reached convergent validity, which shows that each indicator can explain the variables well.

Discriminant Validity Test

Discriminant Validity Test is a measurement model with indicator reflection assessed based on cross-loading measurements with constructs. If the correlation of constructs with measurement items is greater than the size of other constructs, then this indicates that constructs predict the scope of their blocks better than the size of other blocks (Ghozali, 2014).

Table 1: Fornell Larcker Criterion Test Results

	Islamic Teamwork	Performance	Competency	Work Stress
Islamic Teamwork	0.817			
Performance	0.838	0.827		
Competency	0.839	0.807	0.881	
Work Stress	0.037	0.154	0.058	0.845

Source : Smart PLS processing results Version 3.2.9 (Jan, 2023)

Based on the output table above, it is known that the Fornell Larcker Criterion value of the Islamic Teamwork variable with Islamic Teamwork is 0.817, and so on. So it can be concluded that the value of the construct variable is higher than that of R2 against all other construct variables.

Composite Reliability and Cronbach’s Alpha Test

After conducting a Validity Test using 2 stages, the next step is to conduct a composite reliability test. The Composite Reliability Test has an internal consistency measurement of ≥ 0.6 . If the composite reliability value < 0.6 , it is considered unreliable. The following is a table of Composite Reliability Test outputs.

Table 2: Validity Reliability and Cronbach's Alpha Test Results

	Cronbach's Alpha	Composite Reliability
Islamic Teamwork	0.874	0.909
Performance	0.906	0.928
Competence	0.905	0.933
Work Stress	0.800	0.882

Source: Smart PLS processing results Version 3.2.9 (Jan, 2023)

Based on the output table above, it is known that after a composite reliability test, the value obtained by all variables is > 0.6 . Thereby, the measurement of internal consistency is appropriate and can be said to be reliable. In addition, Cronbach's alpha test results are displayed to be good because the entire variable gets a value of > 0.7 . The value shows that all variables can be said to be reliable.

Structural Model (Inner Model)

After doing the Outer Model Test, the next step was to do the Inner Model Test. Inner Model or Structural Model testing was carried out to see the relationship between Construct, significance value, and R2 of the research model.

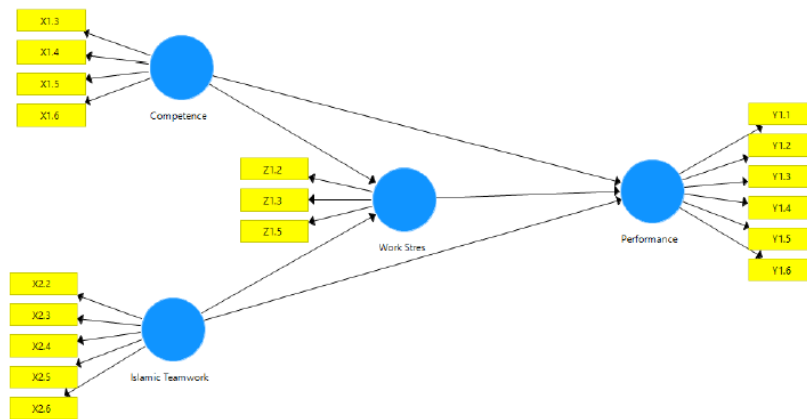


Figure 4: Structural Model

Source : Smart PLS processing results Version 3.2.9 (Jan, 2023)

Evaluation of the PLS Structural model begins with the R2 of each dependent construct variable. The table below is the approximate result of R2 using PLS.

Table 3: Goodness of fit

	R2
Performance	0.751
Work Stress	0.004

Source: Smart PLS processing results Version 3.2.9 (Jan, 2023)

Table 3 above shows the value of R² (R-Square) for the Performance variable of 0.751 or 75.1%. The value indicates that the Performance variable can be explained by the Competency and Islamic Teamwork variables of 75.1%. At the same time, the remaining 24.9% was influenced by other variables that were not contained in the study. The R² value for the Work Stress variable was 0.004 or 0.4%. The value indicates that this variable can be explained by the Competence and Islamic Teamwork variable of 0.4% while the remaining 99.6% is influenced by other variables not contained in the study.

In addition, it can be measured through Q-Square (Q²) to gauge whether or not the model is predicted. If Q-Square is more than 0, it can be interpreted as a predictable model. Whereas if the model < 0, then the model is unpredictable. The R² values in this study were R²₁ at 75.1% and R²₂ at 0.4%, respectively.

Based on the Q² test above, it shows a Predictive relevance value of 0.752 or 75.2%. This indicates that the model is feasible, as the model can explain the diversity of data by 75.2%. While the remaining 24.8% is explained by other variables that have not been described in this research model. The Q² result of 75.2% showed that the PLS model formed was good because it could explain 75.2% of the overall information.

The Relationship between Competence and Performance

The analysis of coefficient values and P values of competency variables on the performance show that competence affects performance. This can be seen from the coefficient of 0.342 with P values of 0.011 < 0.05, then every increase of 1 unit of competence will affect performance positively by 0.342. It is marked that the competence of nurses and midwives at some Islamic Hospitals can affect performance; activities and coaching support this, and evaluations are carried out every 3 months to improve the competence possessed by nurses and midwives at some Islamic Hospitals to improve performance. The statement is in line with previous research according to Vanysa, Victor, and Michael, (2021) which states that competence has a significant influence on performance. Any changes in employee performance are influenced by competence. According to (Vemmi Kesuma Dewi et al., 2021), competence is a combination of skills, individual attributes, and knowledge reflected in a person's performance behavior. So the higher the competence possessed by a person, the better the performance performed.

The Relationship between Islamic Teamwork and Performance

The analysis of coefficient values and P values of Islamic teamwork variables on the performance shows that Islamic teamwork affects performance. This can be seen from the coefficient of 0.546 with P values of 0.000 < 0.05, so every increase of 1 unit of Islamic teamwork will affect performance positively by 0.546. It is marked that the Islamic Teamwork between nurses and midwives is going well; the nurses and midwives at some Islamic Hospitals help each other in completing a job to provide the best results for each patient; the statement is in line with the previous research according to Vanysa, Victor, and Michael, (2021) which explains any changes in employee performance are affected by teamwork. A previous research, according to (Syarif Hidayat, A. Rahman, and M. Shabri Abd Majid) explained that teamwork can increase cooperation and influence job satisfaction and performance. According to Ashari, cooperate and help each other to get output results quickly and with quality.

The Relationship between Competence and Work Stress

The analysis of coefficient values and P values of competency variables to work stress shows that competence does not affect work stress. This can be seen from the coefficient of 0.091 with P values of $0.655 > 0.05$, then every increase or decrease on work stress is not affected by competence. It is marked that the competencies possessed by the nurses and midwives at some Islamic Hospitals cannot reduce the work stress that comes nurses and midwives, so competencies cannot affect work stress; the statement is in line with previous research, according to Utami et al. This explains that there is no influence between competence and work stress.

The Relationship between Islamic Teamwork and Work Stress

The results of the analysis of coefficient values and P values of Islamic teamwork variables on Work Stress show that Islamic teamwork does not affect work stress. This can be seen from the coefficient of -0.039 with P values of $0.869 > 0.05$, then every increase or decrease on work stress is not affected by Islamic teamwork. This is indicated by the poor teamwork of nurses and midwives at some Islamic Hospitals because they cannot relieve existing work stress so that teamwork cannot have an impact on work stress; This statement is in line with previous research according to Tindra. et, al This explains that there is a negative influence indicating that the better the teamwork, the lower the employee stress. So, strong teamwork will reduce employee work stress.

The Relationship between Work Stress and Performance

The analysis of coefficient values and P values of work stress variables on performance shows that work stress affects performance. This can be seen from the coefficient of 0.113 with a P value of $0.046 < 0.05$, It is marked that the nurses and midwives at some Islamic Hospitals if people has higher stress, they tend to compete to each other to finish the performance; the statement is in line with previous research according to Massie, et, al This explains that mild stress can make them more active in their work and improve their performance. A previous research, according to (Festinahati Buulolo et al., 2021) explains that work stress affects performance. According to (Agoes Ganesha RahyudaPradnyani, 2022) explained that a person can control his stress will cause positive performance.

The Relationship between Competence to Performance and Work Stress mediation

The analysis of coefficient values and P values of competency variables on performance with work stress mediation shows that competence does not affect performance with work stress mediation. This can be seen from the coefficient of 0.010 with P values of $0.615 > 0.05$, then every increase or decrease on performance is not affected by competence with mediation work stress. It is marked that in some Islamic Hospitals, work stress cannot be a mediation between competence of the performance of nurses and midwives at some Islamic hospitals employees; it is because competence does not influence work stress. Therefore, Work stress cannot mediate competence to performance in line with previous research, according to (Rahayu Tri Utami et al., 2022). This explains there is no influence between competence and work stress. This means That work stress does not mediate the competency to performance variable. If competence is improved, then work stress can mediate the relationship between competence to performance.

The Relationship between Islamic Teamwork and Performance and Work Stress mediation

The analysis of coefficient values and P values of Islamic teamwork variables on work stress shows that Islamic teamwork does not affect performance with work stress mediation. This can be seen from the coefficient of -0.004 with P values of $0.854 > 0.05$, then every

increase or decrease on performance is not affected by Islamic teamwork with mediation work stress. It is marked that in some Islamic Hospitals, work stress cannot be a mediation between Islamic teamwork of the performance of nurses and midwives at some Islamic Hospitals, it is because Islamic teamwork does not influence work stress. Therefore, Work stress cannot mediate Islamic teamwork to performance in line with previous research According to Pujiatman, et al who explained that there was no effect between work stress on performance, the variable work stress did not have an effect on employee performance at KSPPS Fastabiq Khoiro Ummah Pati. This is because that work stress depends on each individual in dealing with problems. Which means that work stress does not have a mediating role for Islamic teamwork variables on performance.

5. CONCLUSION

The author obtained conclusions from the research that: 1) The competency variable had a significant positive influence on the performance of nurses and midwives at some Islamic Hospitals; 2) The Islamic teamwork variable had a significant positive influence on the performance of nurses and midwives at some Islamic Hospitals; 3) The Competence variable does not affect work stress; 4) The Islamic teamwork variable does not affect work stress; 5) The work stress variable had a significant positive influence on the performance of nurses and midwives at some Islamic Hospitals; 6) The variable work stress could not be a mediation between competence on the performance of nurses and midwives at some Islamic Hospitals; 7) Work stress variables could be a mediation between Islamic teamwork on the performance of nurses and midwives at some Islamic Hospitals.

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