How Can Job Design Strategy in Islamic Management Help Organization Coping Covid-19 Impact

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Abstract

Introduction: The impact of the pandemic caused the lack of motivation of employees due to changes in the economic order in adapting to the new normal era.

Purpose/Objective Study: Review how job design becomes a strategy for dealing with a pandemic in organizations in increasing motivation by applying Islamic management principles through the principles of mutual help (ta'awun), convenience (at-taysir), love deeply (muhabbah), courtesy (al-layyin), kinship (ukhuwah).

Methodology: In this study, data processing is conducted by data collection through literature studies (reputable journals) and in-depth interviews. The data is managed through a qualitative method with explorative-oriented techniques and the Nvivo 12 application; then, a conclusion is drawn. Data deepening is carried out from these results by understanding and interpreting phenomena to obtain scientifically described solutions. Furthermore, this study will look contextually for relevant understandings by finding a strategy in the form of concepts to deal with a comprehensive review of problems. This study will explore the meaning of the study review and be interpreted into descriptive explanations.

Findings: Based on studies conducted, the application of job design strategies through job rotation, job enlargement, and job enrichment results in a high motivational strengthening in developing the business capacity of MSMEs. In addition, the resulting motivation will review on need for achievement, need for power, and need for affiliation with a total percentage of 100% of MSMEs. Applying the concept of job design has several differences in the achievement of needs obtained from high motivation. From the results of the review, need for achievement (N-Ach) on the principle of mutual love (33%), need for power (N-Pow) in the principle of providing convenience (25%), and need for affiliation (N-Aff) on the principle of kinship (24%) play a more dominant role than other principles. In contrast, the principle of humility becomes the weakest principle among other principles, although affiliation gets a different percentage. In other principles, review, such as the help-help principle, becomes the most stable principle among reviewing the need for motivation.

Paper Type: Research Article

Keywords: Job design; Islamic Management; Organization Strategy; New normal era

Introduction

Competition between organizations takes place very tightly; productivity and quality become one of the determinants of the organization's sustainability supported by employees' ability. In addition, the emergence of the coronavirus (Covid-19) pandemic that occurred suddenly earlier this year has a significant impact on people's lives, including the economy. This condition disrupts the economy and disrupts the Indonesian economy's movement based on data in the first quarter of 2020 of 2.97% *(year-on-year),* slowing down compared to its achievement in the first quarter of 2019 of 5.7% (Badan Pusat Statistik, 2020). Of course, this is closely related to the movement of organizations in MSMEs business with social restriction policies that impact the decline of business activities and result in millions of layoffs.

In addition, in the new normal era, changes in the economic order are increasingly resonating (Aramia Fahriyah, 2020). Starting from a fluctuating system, employees become discouraged by declining competitiveness, employees in layoffs, turnover intentions, revenues fall due to reduced working hours, most of the *online* sales process and consequently the managerial process system must be updated immediately. This is not much different from the organizational aspect that became a locomotive in developing knowledge and skills for employees (Hendrawan et al., 2018).

According to a Gallup survey, a global consulting firm based in Washington D.C shows that working remotely can be bad for companies, decreasing productivity by up to 17% and turnover by up to 24%. A Eurofound survey released on April 9, 2020, revealed that 18% of EU respondents said that working from home makes them feel very tense and stressed most of the time. Furthermore, according to the medical journal The Lancet, employees who worked from home during the Covid-19 pandemic experienced depression, stress, low mood, irritability, irritability, and insomnia resulting in *work stress* (Brooks et al., 2020). A recent study conducted by Statistic Canada revealed that working from home has unimaginable socio-psychological effects.

Lucia Mullen et al. (2020) revealed that a poll of 2,100 workers globally conducted by Quartz and Qualtrics recently found that 48 percent said their work culture had remained the same since the pandemic began, and 37 percent said their work culture has improved, and 15 percent say their work culture has deteriorated with feelings of insecurity at work. Singh et al. (2020) state that in addition to work culture, organizational culture is one of the most valuable assets at risk during Covid-19. The solidity and social norms that previously united employees are now not the same because many employees work from home, and there is new uncertainty around every corner.

Working from home for the long term can lead to communication gaps between team members, a lack of interpersonal relationships, low attention to job security, and a weakening of the organization's overall culture. Adhikari (2021) said that working remotely can pose a significant risk to the commitment to organizational culture. Referring to Gallup data, both show that about 60% of employees cannot explain their corporate culture without being forced to work virtually. Employees who work remotely are ensured to be disconnected from the core components of their organizational culture. They are indeed also lowly related to the vision and mission of the company.

An organization certainly has a goal that will be realized together. In addition, the impact of the pandemic that became the root of the problem caused a lack of motivation of employees because there was a change in the order of the economy in adapting to the new normal era. This is also due to the lack of Islamic values from the implementation of the management system. To achieve these goals,

cooperation between members is required to develop capacity. The division of tasks according to each person's ability to simultaneously realize the goals of an organization.

Therefore, the right strategy is needed to organize and manage the organization's tasks in maintaining the culture of organizing. In designing work to improve motivation to increase work commitment, job satisfaction, work quality, and work productivity, a *job design* strategy will try to bridge the organization in adapting to new habits. In addition, this study will review the principles of service in Islamic management to build an Islamic management system.

Methodology

This research adopts qualitative strategy research to address the research gaps identified and investigate, using literature studies (leading journal sources) and in-depth interviews. The research process is indispensable in determining the flow chart of the research and the initial research concept. This study formed a flow chart of research, as seen in the following figure:

Fig 1: Research process
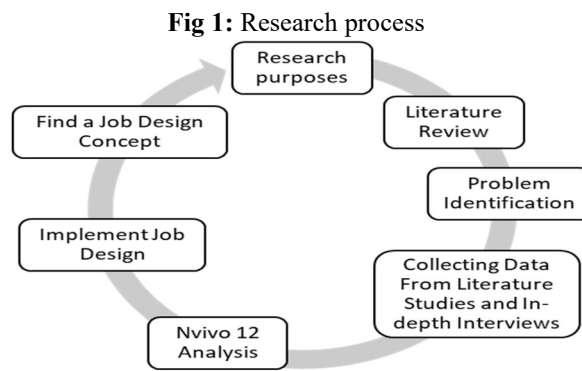
Source: secondary data processed (2021)

In this study, data processing is conducted by collecting data through literature studies (reputable journals) and interviews through zoom, Google Meet, and Whatsapp applications based on Belias &Sklikas (2013), which investigates how organizations apply job design as a strategy to deal with changes in the new habit era. In addition, this study will synergize the application of Islamic management principles to the organization in improving motivation by applying the principles of Islamic management through the principle of mutual help (ta'awun), convenience (at-taysir), love deeply (muhabbah), coutesy (al-layin), kinship (ukhuwah). Then, the review was conducted to explain the needs of motivation theory based on the market for achievement, need for power, and need for affiliation.

Furthermore, the data is managed through a quantitative method with explorative-oriented techniques and the Nvivo 12 application; then, a conclusion is drawn. Data deepening is carried out from these results by understanding and interpreting phenomena to obtain scientifically described solutions. Furthermore, this study will look contextually for relevant understandings by finding a strategy in the form of concepts to deal with a comprehensive review of problems.

This study will explore the meaning of the study review and be interpreted into descriptive explanations to produce more professional results (Hilal & Alabri, 2013). The review results will show the interconnected relationships and support each other by producing the same views through analysis. Furthermore, the review results will produce a percentage that shows the role of each contribution with a total percentage of 100%.

This research sample is an organization that, in this case, MSMEs business managed by students is Presidium.ID, which is part of the business charity Muhammadiyah Student Association. The younger

generation contains this business spread throughout Indonesia. Sampling-based on judgment or purposive sampling, the sample is selected by the presence of specific criteria used by researchers, namely employees with a total of 112 informants.

Results and Discussion

Results

Job design helps explain what work to do, how to do the work, how much work to do, and how the provisions should be carried out to be completed. In job design, there are three methods, namely job rotation, job enlargement, and job enrichment. An organization does not have to use all three job design methods simultaneously, depending on the organization's condition.

Job rotation is a method of designing work by increasing the motivation and responsibility of workers by exchanging job positions so that it is expected that workers can further improve their work skills and experience. Job enlargement is a method of designing work by expanding the content of the work but still at the same level, so it is expected that this can improve the capabilities and responsibilities of workers. At the same time, job enrichment is defined as designing work by enriching the work and improving the planning and execution of their work (Belias &Sklikas, 2013).

Studi will also review Islamic principles as an effort in the application of Islamic management. This is done to guide entrepreneurs to create wealth through their business life cycle and provide the best service for humankind. The concept of service according to Islam has five principles, namely the principle of helping (ta'awun), the principle of giving ease (at-taysir), the principle of loving each other (muhabbah), the principle of humility (al-layin), the principle of kinship (ukhuwah) that can be applied as Islamic management. The principle of the concept of management, according to Islam, emphasizes the validity of a service that has good intentions. Service is provided according to customer expectations with maximum satisfaction.

In implementing a job design strategy, a scope includes processes and systems in the organization. In this study, the review is conducted through several questions asked. It starts from who will do the task to lead to the quality ranging from the lowest position to the leadership of a particular company or formal institution. Then, how the task will be carried out in operational practices that include how to carry out, be it seen from the implementation schedule, equipment used, and technical procedures of quality by each staff.

Furthermore, the job design strategy in this study also asks where the task will be done to refer to the location where the task will be carried out. The task meets the requirements and authority in conducive work. No less important is to meet the expectations that want to be achieved from tasks that are identical to the vision and mission of the organization with the output that is to be completed. The design of work in a company serves to organize the distribution of assignments to accomplish the company's needs. Job design in practice is closely related to identifying each staff's duties, the relationship between the tasks given, and the responsibilities are shown.

Table1. Application of Job Design Strategies

Job Design Method	Principles of Islamic Service	Job Design Scope	Guidelines in Job Design
• Job Rotation • Job Enlargement	• Mutual help (Ta'awun) • Convenience (At-taysir)	Who will do the assignment?	Identification and features of the job

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• Job Enrichment	• Love deeply (Muhabbah) • Courtesy (Al-layyin) • Kinship (Ukhuwah)	How is the task carried out?	Task method, the relationship of duties and responsibilities
		Where is the task carried out?	Requirements (expertise) and authority to carry out tasks in a job
		What hope do you want to achieve?	Task knowledge with job summaries and descriptions

Source: Saputra (2020) *(modified)*

In figures 2 - 4, the concept of job design impacts the application of Islamic principles as the basis of Islamic management. The idea of service applied is the principle of helping (ta'awun), the principle of giving ease (at-taysir), the principle of loving each other (muhabbah), the principle of meekness (al-layyin), the principle of kinship (ukhuwah). After obtaining the measurement results through job rotation, job enlargement, and job enrichment, the review was conducted, resulting in high motivation measurement. The resulting motivation will review the need for achievement, need for power, and affiliation with a total percentage of 100% of MSMEs business.

Applying the concept of job design has several differences in the achievement of needs obtained from high motivation. From the results of the review, the need for achievement on the principle of mutual love (33%), need for power in the principle of providing convenience (25%), and need for affiliation on the principle of a family (24%) play a more dominant role than other principles. In contrast, the principle of humility becomes the weakest principle among other principles, although affiliation gets a different percentage. In other principle reviews, such as the help-help principle, becomes the most stable principle among reviewing the need for motivation.

Fig 2. Application of Job Design to the principles of Islamic management (N-Ach)
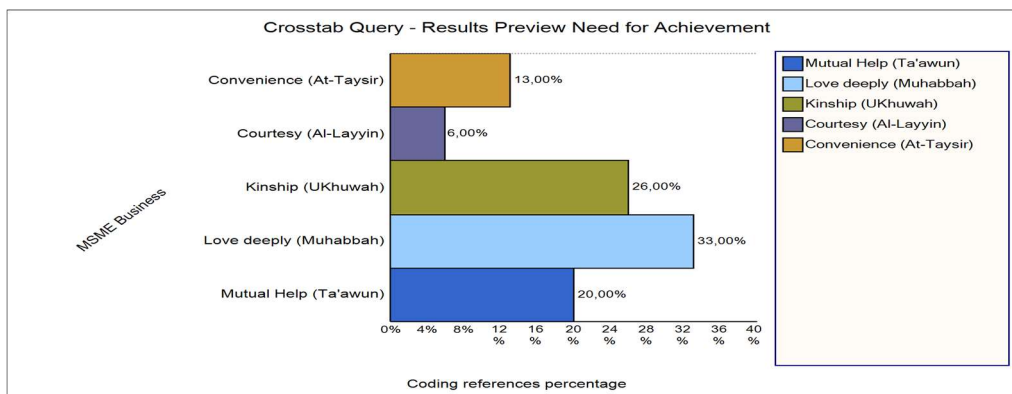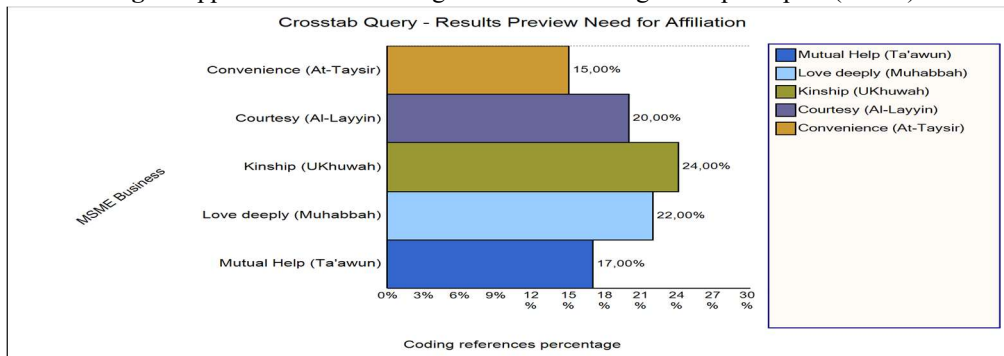

Source: Nvivo analysis, 2021

Fig 3. Application of Job Design to the principles of Islamic management (N-Pow)
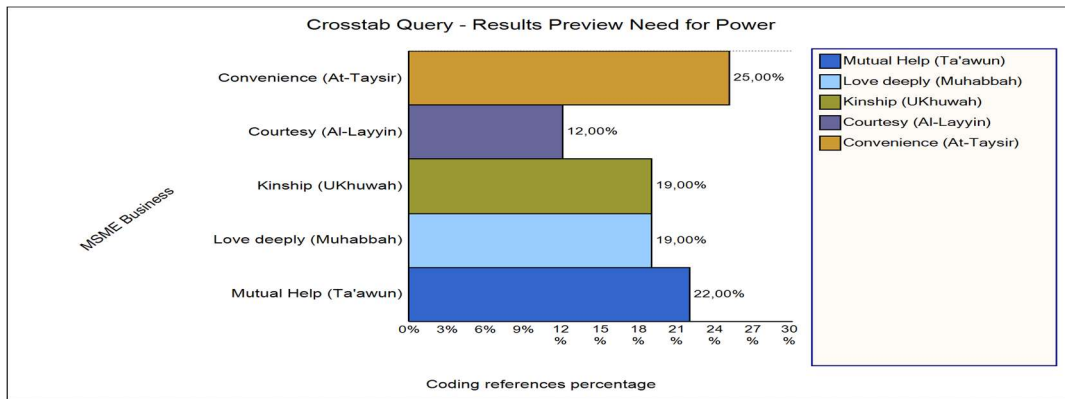
Source: Nvivo analysis, 2021

Fig 4. Application of Job Design to Islamic management principles (N-Aff)

Source: Nvivo analysis, 2021

Based on the review results, figure 5 explains the composition of concepts in applying job design strategies. Using three methods, namely job rotation, job enlargement, job enrichment, and the principle of Islamic management services, will form the scope as criteria for job design and play a role in the implementation results. After identifying the work, the task method is given by the terms and authority of the task execution through knowledge and explanation of the task with a summary. Then, it is done control over the design process by providing design clarity. In addition, feedback on the results and support of each element of the organization is also conducted. Then, it will ultimately help improve employee motivation due to active involvement by maximizing the potential for employees.

Fig 5. *Job Design* Strategy Concept

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                   │ Task methods, task   │          │  Application of       │
                   │ relationships, and   │─────────▶│  Islamic Management   │
                   │  responsibilities    │          │  Service Principles   │
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                   │ Terms (expertise) and│
                   │ authority of the     │
                   │ implementation of    │
                   │ tasks in the work    │
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                   │ Knowledge of tasks   │
                   │ with job summaries   │
                   │ and explanations     │
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Control over the design process	Clarity of design-related information	Feedback on the results	Organizational support

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                   │ Improving Motivation │
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Source: Hackman &Oldham, 1974; Lauche, 2005; Ali et al., (2014), *modified* (2021)

Discussion

Job design is the method of deciding particular tasks to be performed. The methods used in carrying out these tasks and the way from work are linked to other positions in the company (Raharjo et al., 2018). Tasks, authorities, and duties are organized into a productive work unit during job design. The content of jobs and their effect on workers are the variables that are prioritized and observed in job design. Job design is needed for human resource management to reduce staff frustration and grievances due to poor job management by broadening or emphasizing job descriptions to improve productivity (Shantz et al., 2013). Employees may be motivated and challenged by job design.

As a result, businesses must provide a working system that can quickly and efficiently facilitate company goals and motivate workers to work productively, minimize boredom, and improve job satisfaction. Employees' work stress is often addressed by job design (Kusuma, 2012). Employment design is a method of increasing encouragement in the workplace by incorporating job enlargement, job rotation, and job enlargement. Job rotation is a job design tool for increasing worker morale and responsibility by alternating job roles in the hopes of further improving employees' abilities and work experience (Al-Musadieq et al., 2018). In this study, Job rotation is enacted by shifting employee job positions horizontally regularly without causing pay, rank, or class changes to reduce boredom and increase employee awareness and skills so that the role can be quickly filled when a vacancy arises.

Job rotation exerts control over the design process by broadening the range of abilities available to workers, allowing them to use various skills and talents to perform a variety of tasks (Oparanma & Nwaeke, 2015). Hakenes & Katolnik (2017) also said that job rotation also introduces fresh perspectives periodically to various work units. Therefore, the job rotation system will encourage organizational flexibility by creating human resources and carrying out comparative performance appraisals more objectively because it can benefit from 'on-the-job training in certain situations.

This causes job rotation in job design to play a role in the design, increasing motivation because it provides meaning from experience and clear job identity. This study indicates that using job rotation to execute the job design approach positively affects employee morale in facing the new habit era. Job rotation will balance labor and positions in the organization to guarantee motivation with stable labor conditions (personal stability in entrepreneurship) (Arief et al., 2021).

The application of Job Enlargement uses the job design method by expanding the content of the job but still at the same level, so it is hoped that this can increase the abilities and responsibilities of workers (Wrzesniewski et al., 2013). This study explains that Job enlargement can reduce monotony because job interest arises in decisions based on the information and appropriate mental models and reduces frustration from unexpected moments.

Besides, this study also describes the same findings as in the study by Berdicchia et al. (2016) that job enlargement makes it easy to provide the identity needed to complete an entire or identifiable part of a job as doing something from start to finish. Job enlargement assumes that the job meaning is seen from the number and tasks performed on the overall job. Thus, job enlargement can eliminate boredom for a position and encourage cooperation between departments.

This also leads to increased work flexibility with an additional number of individual tasks but at the same level in certain aspects. Besides, the organization's assistance also teaches the skills necessary to adapt the right tools for the job and instill new skills. However, time management interventions may increase worker motivation to complete assigned tasks (Demerouti, 2014). This study explains that applying a job design strategy through job enlargement provides a role by generating high motivation in facing a new normal era.

Furthermore, Job Enrichment uses job design methods by enriching the job and improving the planning and execution of a given job. Employees have the right to plan jobs, decide work practices and strategies thanks to job enrichment opportunities. Feedback is also provided by looking at how the task is carried out in providing clear information to employees about effectiveness. This study explains

that applying a job design strategy through job enrichment provides a role by generating high motivation in facing a new normal era.

Job Enrichment is almost the same as job enlargement. The only difference is that job enlargement adds quantity, while job enrichment adds work in terms of quality or complexity. Job enrichment does not consider the number of tasks but the quality of the job. In its practical application, job enrichment has more responsibility and decision-making power related to planning, scheduling, and controlling the work given (Ganta, 2014). This is also what causes job enrichment to generate high motivation because it opens opportunities up for career development.

According to a workplace enrichment study, there is a decline in employee absenteeism, reduced employee turnover, and a significant rise in job satisfaction. Job enrichment will also provide an informed decision by eliminating feelings of neglect and missed opportunities to participate. This will also expand and increase knowledge. However, In some cases, job enrichment may decrease productivity, especially when employees are not adequately trained (Zareen & Razzaq, 2013)

The overall review shows that job design generat(Hackman et al., 1975; Zareen &Razzaq, 2013).es high motivation and impacts the organization. The application of job design can be a strategy in facing the new normal era. This study explains that high motivation will result in employee productivity (Elqadri et al., 2015). In practice, high motivation will also be a stimulus to increase commitment because employees will feel that they are part of the organization from what thzey do. Further explained, job satisfaction in employees will be a recognition of self-actualization by finding meaningful jobs. Job design will motivate workers to give their best performance (Raharjo et al., 2018).

Besides, the goal to be achieved in facing the new normal era is to minimize negative tendencies in employees. This study found that the high motivation generated in implementing job design will reduce turnover intention. This is because, in practice, it will reduce the number of absences, work changes, and complaints that occur (Korunka &Kubicek, 2017). In reviewing problems that arise during a pandemic, employees' work stress will also be experienced in the work they are experiencing. However, job design will provide another color in responding to habit changes that teach employees various new skills to help employees develop their abilities. This also includes comfort for HR managers in optimizing employee potential and a mediator to promote employees with the same skill level or difficulty.

In classifying the need for achievement (N-Ach) against the motivation needed to encourage employees to excel, employees who have N-Ach experience satisfaction, not in the rewards from work, but because the work results can be good. In need of power (N-Pow), foster determination to increase loyalty and support organizational goals. While in need of affiliation (N-Aff), will build interpersonal and social relationships with other employees or people to collaborate by reducing the high risk and uncertainty, such as the current pandemic period. The encouragement occurs because it gets a broader opportunity from the concept of job design, as in positional exchange, expansion, and enriching the work's design.

Conclusion

Design in work is the dominant factor that governs the management system in a company or other formal institution. Job design is also called job design, whose function is to increase the motivation of employees, especially in carrying out the company's operational activities. In other words, job design is a tool or media used to motivate each staff and provide challenges to them to work to the maximum without feeling pressured.

The overall review generates motivation to develop capacity. The study was conducted after obtaining measurement results, with each resulting in high motivation measurements. The review of motivation resulted in the need for achievement on the principle of love deeply (33%), need for power on the principle of providing convenience (25%), and need for affiliation on the principle of the family

(24%) play a more dominant role than other principles. In implementing a job design strategy, a scope includes processes and systems in the organization. By synergizing job design (job rotation, job enlargement, and job enrichment) and the principle of management services Islam (principle of helping (ta'awun), the principle of providing convenience (at-taysir), the principle of loving each other (muhabbah), the principle of humility (al-layin), family principles (ukhuwah)) has formed a concept of the job design strategy that can help organizations overcome the impact of covid-19.

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