



## **The Influence of Bisyaroh, Satisfaction, and OCB on Lecturer Performance at Private Islamic Religious Colleges Based on Islamic Boarding Schools in Indonesia**

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### **Abstract**

The purpose of this study is to see whether and how 1). Bisyaroh affects job satisfaction. 2) Organizational citizenship behavior (OCB) affected by Bisyaroh. 3). bisyaroh on high-performing workers 4). Organizational citizenship activity is influenced by job satisfaction (OCB) The impact of organizational citizenship behavior (OCB) on employee performance is number five. The impact of job happiness on employee performance is number six. This study focused on instructors at private Islamic religious institutions in Indonesia's East Java region, which are based on Islamic boarding schools. The data analysis technique was structural equation modeling (SEM) analysis with the AMOS 23 program, and the study design was explanatory research. Purposive sampling was utilized for data collection, with a total of 112 respondents. The findings revealed that: 1). bisyaroh has a positive impact on job satisfaction. 2). bisyaroh has no discernible impact on organizational citizenship behavior (OCB). 3). Bisyaroh has no discernible effect on staff performance. 4). Organizational citizenship behavior (OCB) is influenced by job satisfaction 5). Employee performance is influenced by organizational citizenship behavior (OCB). 6). Job satisfaction has a big impact on staff productivity.

**Keyword:** Compensation, Job Satisfaction, OCB, Performance, Bisyaroh, Islamic Boarding School

### **INTRODUCTION**

Lecturers are a crucial component in the execution of the teaching and learning process in tertiary institutions, and their success has an impact on university performance. Lecturer performance is both a guarantee of quality and a measure of a university's success.

The term performance is etymologically related to the word performance. The phrase "employee performance" refers to an individual's job performance after putting in the appropriate effort on a task that involves involvement, coworkers, or an employer (Hellriegel, Jackson, & Slocum, 1999; Caracas, 2010; Pradhan, & Jenna, 2017).

Remuneration is one of the agents that influences performance, so companies or institutions must pay attention to fair and sensible compensation (Kenelak, Pio, Kaparang, 2016). Compensation plays a crucial role in attracting high-potential individuals, retaining current high performance, and employee motivation, as well as ensuring the long-term sustainability of all employees in order to attain even better levels of performance. (Fay & Thompson, 2001). Compensation is a must. Factors that affect employee satisfaction (Igalens & Roussel, 1999; Hakim, Piccolo, Podsakoff, Shaw, & Rich, 2010; Mudor & Tooksoon, 2011; Siems, Goelzner, & Moosmayer, 2012; Williams, Brower, Ford, Williams, & Carraher, 2008 ), as a motivator

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(Arumugam & Mojtahedzadeh, 2011 ), as organizational behavior (Gupta & Shaw, 2014) and organizational performance (Gooderham, Parry, & Ringdal, 2008; Huselid, 1995; Brewster, Sparrow and Vernon, 2007; Jiayi & Andy, 2017).

Bisyaroh is a term used to describe compensation at private Islamic tertiary institutions based on pesantren. Bisyaroh is a gift given as a token of gratitude for the service rendered. (Hosen, 2019).

Giving bisyaroh affects job satisfaction as well. Employee job satisfaction is a critical component of a company's success. Job satisfaction is defined as an individual's positive attitude about their employment (McNeese-Smith, 1996; Helmi, 2016). Fair and proper remuneration, proper placement and in accordance with expertise, the severity of the work, work atmosphere and environment, equipment that supports the implementation of work, leadership attitudes in leading, and the nature of monotonous or no monotonous work are all factors that influence job satisfaction (Hasibuan, 2011:203; Tanthowi, 2014).

The satisfaction, OCB, and lecturer performance variables in this study have all been tested in organizations in Indonesia and elsewhere, but the bisyaroh variable, which is a compensation phrase used in Indonesian Islamic boarding schools, has never been tested.

Every santri and ustad in the world of Islamic boarding schools believes that the blessings of the service they have rendered, as well as their willingness to undertake any task, will be rewarded with blessings that have become a solid understanding in the pesantren atmosphere. The gift for the completed kidmat is known as Bisyaroh, and it is given by the Kyai or the pesantren foundation. There is no standard because it is adjusted to the ability of the funds owned by the pesantren foundation, and the form of bisyaroh given can be in the form of money or goods without being separated from tradition and tradition. The Islamic Boarding School (Sidaq, 2019) where the college is located has a unique culture.

In the world of Islamic boarding schools, students, religious teachers, and employees in pesantren-based education units have full faith in the blessings of service (Hosen, 2019), and a voluntary attitude with full dedication has become a character possessed by students, religious teachers, and employees in pesantren-based education units (Badarwan, 2018). Organizational Citizenship Behavior (OCB) hypothesis is related to this. Smith, Organ, and Near were the first to introduce OCB in 1983. (Diana, 2012). Individual conduct that is carried out willingly without anticipating a reward is known as organizational citizenship behavior (OCB). This type of behavior might have a negative impact on lecturers' and organizations' performance. The purpose of this study is to see if there is an indirect effect on bisyaroh, work satisfaction, OCB, and lecturer performance at private Islamic religious colleges based on Islamic boarding schools in the East Java region of Indonesia.

## Literature Review

### Theory

In the context of Islamic boarding schools, the term bisyaroh means reimbursement. Bisyaroh is derived from the Arabic term bisyaroh, which means 'good news,' in the sense that Allah delivered good news to his people through the Qur'an and the apostle's words. Bisyaroh is a phrase used in Indonesian society to express thanks for services rendered by someone who has been asked to perform a religious duty. Giving bisyaroh as a sort of recompense in Islamic boarding schools is a statement of appreciation for solemnity. There is no nominal agreement if bisyaroh exists. It is not necessary for the form to be in monetary form (Hosen, 2019). So Bisyaroh in Islamic boarding schools is a salary or payment to administrators or clerics on the basis of services, or teaching services at Islamic boarding schools in financial and non-financial forms as an appreciation given by the Islamic boarding school for the solemnity that has been carried out according to the Islamic boarding school's capabilities. In Islamic boarding schools, Bisyaroh refers to severance compensation or incentives. The evolution of Bisyaroh's meaning from "good news" to "severance pay or incentives" is inextricably linked to the traditions and culture of Islamic boarding schools. (2019, Sidaq).

In Islam, salaries for employees must be decided and known by workers before they begin work, with the goal of encouraging people to begin working and instilling a sense of tranquility. With the expectation that employees will carry out their job responsibilities in accordance with the terms of their employment agreement with the company. In addition, Islam emphasizes that paying employees when their labor is completed is a virtue encouraged by the Prophet Muhammad SAW. Because this will remove worker questions and concerns about pay not being paid, as well as providing peace of mind. Wages might be paid weekly or monthly, depending on the agreement reached between the employee and the employer. While wages can be paid in cash or in the form of commodities (Sinn, 2006).

## **Hypothesis**

### **Bisyaroh affects satisfaction**

According to several research on compensation, the compensation system in pesantren-based institutions is based on a time basis (Humaero, 2014; Ainiyah, 2019). Employee compensation in the form of salary and allowance factors has a major impact on lecturer performance in Islamic boarding schools. Muhdi and Hartati (Muhdi and Hartati, 2019). According to research, employee job satisfaction in Islamic boarding schools is positively influenced by salary (Agustini et al, 2013).

### **H1. Bisyaroh has a positive effect on satisfaction**

#### **Bisyaroh has an effect on OCB**

OCB is influenced by a number of factors, including job satisfaction. Satisfaction, according to Panggabean (2004), is a result of the degree of harmony between what is expected and what is achievable, or between demands and rewards. According to Luthans (2006), job satisfaction indicators include the work itself, salary, advancement chances, supervision, and coworkers (Sena, 2011). OCB has been altered indirectly by salary or compensation.

According to Tan (2017), compensation has an effect on Organizational Citizenship Behavior (OCB), while Rahman and Chowdhuri (2018) performed study on the Effect Of Employee Compensation On Organizational Citizenship Behavior (OCB): A Study On Private Commercial Banks In Bangladesh. As a consequence, EC (Employee Compensation) practice has a significant positive link with the OCB dimension and has a considerable favorable effect on OCB (both OCBO (organization) and OCBI (individual)).

### **H2: Bisyaroh has a positive effect on *Organizational Citizenship Behavior (OCB)***

#### **Bisyaroh Affects Performance**

In theory, compensation can help with recruiting, work performance, and job happiness, among other things. The optimal compensation management system will assist professors in greatly improving their performance (Patnaik and Padhi, 2012). Ainiyah's (2019) research will focus on the human resource compensation system at the Roudloul Qur'an Lamongan Islamic boarding school foundation. According to the findings of the study, the Pondok Pesantren Foundation's compensation method is based on a time basis (Humaero, 2014: Ainiyah 2019). Direct compensation, such as salary and incentives, is determined based on the number of hours worked in a single day, whereas indirect compensation, such as allowances, such as holiday allowances, is calculated based on the number of hours worked in a single day. For those who have worked for a long time and those who have not worked for a long time, the salary distribution is the same. As a result, employee performance suffers as a result.

According to a study conducted by Rusmahafi (2016), Islamic Compensation has no impact on the performance of professors at the Bank Muamalat Ternate Branch. According to Arifin (2017), partial compensation has no effect on lecturer performance, however Muhdi and Hartati (2019) found that the salary variable has a partially significant influence on lecturer performance and the allowance variable has a partially significant effect on professor performance. Variable salaries and allowances, on the other hand, have a major impact on lecturer performance.

### **H3: bisyaroh has an effect on lecturer performance**

#### **4. Job satisfaction has an effect on *Organizational Citilization Behavior (OCB)***

Employee OCB behavior is influenced by two main elements: factors originating from within the employee (internal) such as morale, contentment, positive attitude, and so on, and factors originating from outside the employee (external) such as management, leadership, and company culture (Siders et.al. 2001 ; Djati, 2016).

Pirali (2007) conducted research in Ankara. Shows that OCB has a detrimental impact on job satisfaction in private elementary school instructors. Meanwhile, Magdalena (2014) did research at Romanian academic institutions. Despite the fact that workers are involved in organizational challenges, there is a relationship and a significant effect between job satisfaction and OCB at a higher level (Asari, 2017; Lana et al, 2020). Other research shows a link between organizational commitment, organizational culture, and organizational citizenship behavior (OCB); additionally, Job Satisfaction mediates the link between organizational commitment, organizational culture, and organizational citizenship behavior (OCB) (Suparjo & Darmanto, 2015). According to Balalis (2017), teachers in the public sector reported higher job satisfaction than those in the private sector.

#### **Hypothesis 4 : Job satisfaction has an effect on *Organizational Citilization Behavior (OCB)*.**

#### **5. Effect of job satisfaction on lecturer performance**

Arifin (2017) found that job happiness has a substantial impact on lecturer performance in his research. Silveira (2019) showed that total employee satisfaction is positively associated to corporate performance and that this relationship is economically meaningful in a study on employee satisfaction and performance done in Brazil. Employee well-being is the characteristic of employee well-being that is most strongly linked to cultural performance, followed by career opportunities. Job satisfaction has been shown to have a strong direct effect on both organizational commitment and professor performance (Adhan et al., 2020).

#### **Hypothesis 5: Job satisfaction has an effect on lecturer performance**

#### **6). *Organization Citilization Behavior (OCB)* has an effect on lecturer performance**

Organization Citilization Behavior (OCB) is associated to performance, according to Podsakoff et al. (1997), and the characteristics that make up Organization Citilization Behavior (OCB) are related to lecturer performance (Titisari, 2014). According to Huda (2018)'s research, Organizational Citizenship Behavior (OCB) has a substantial impact on lecturer performance (Gea, 2019 ; Siti Maesaroh et al, 2020). Gea's (2019) research also found that (OCB) has a direct impact on the performance of education professionals at UIN North Sumatra.

From the explanation above, the hypotheses developed are:

#### **Hypothesis 6: *Organizational Citilization Behavior (OCB)* has an effect on performance..**

### **Method**

#### **Participants**

The Indonesian province of East Java features a large number of Islamic residential schools. Private universities have been established where today's Islamic boarding schools have sought to build them. Lecturers who teach at Private Islamic Universities (PTAIS) that are under the auspices of the pesantren foundation in Region V Jember Coordinator in East Java took part in the research on the Influence of Bisyaroh, Satisfaction, and OCB on Performance. According to Ferdinand (2014; 178-179), the sampling strategy used in this study is "Multistage cluster sampling," which involves taking multiple samples from multiple clusters. The strategy is to select a huge large region first, then increasingly smaller areas from the vast sampled area. Finally, a group of households was identified.

Probolinggo Regency, Lumajang Regency, Situbondo Regency, Bondowoso Regency, Jember Regency, Banyuwangi Regency, and Jember Regency were chosen for this study because they have established private Islamic religious colleges based on pesantren with more than 20

lecturers who already have a Lecturer Identification Number. A total of 112 lecturers were obtained by "Multistage cluster sampling".

According to Arikunto (2010), while testing the Chi-Square SEM model, which is sensitive to the number of samples, a good number of samples is required, ranging from 100 to 200. If there are several hundred subjects in the population, it is possible to estimate 25% to 30% of the total number of subjects. According to this viewpoint, the number of samples is decided by 30% of the entire population, or  $332 \times 30\% = 99.6$ , and if the respondents are satisfied, it becomes 100. However, when 130 questionnaires were distributed, 112 questionnaires were returned using Google Form. 112 surveys were used totally as samples due to their efficacy and efficiency (Arikunto, 2010;95).

### Procedure

Because Indonesia was in the midst of the Implementation of Community Activity Restrictions (PPKM) during the Covid 19 Pandemic, data was collected via distributing surveys through a google form from December 2020 to January 2021. On a Likert scale, respondents were asked to react to all 72 items. 1 to 5, with 1 indicating significant disagreement and 5 indicating strong agreement. Participants did not write down their names on the questionnaire to maintain confidentiality. Respondents were told that their answers to the questionnaire questions would be kept absolutely private.

The measurement was put to the test in terms of validity and reliability. Confirmatory factor analysis (CFA) was utilized for the validity test, while internal consistency with Cronbach's Alpha was employed for the reliability test (Hair et al., 2010; Sekaran & Bougi, 2016). If the loading factor is at least 0.5, the item is genuine, and if the Cronbach's alpha value is at least 0.7, the item is reliable with internal consistency (Hair et al., 2010). In correlation testing, valid and reliable question items were used. The direct effects concept was tested using SEM analysis.

### Measurements

According to Hosen (2019), bisyaroh is a salary or payment to administrators or clerics for services, or teaching services at Islamic boarding schools, in financial or non-financial forms as an appreciation given by Islamic boarding schools for the solemnity that has been carried out, which is adjusted to the Islamic boarding school's ability. I went to boarding school. The metrics used are: 1) Wage Provider, 2) Providing a Workplace and Providing Work Convenience, and 3) Providing a Workplace and Providing Work Convenience. 3). Improving workers' skills and personalities and assisting them in their pursuit of success, 4). Providing protection, welfare, social benefits, and severance pay The Tafsir Lajnah Pentashihan Al-Qur'an, Ministry of Religion of the Republic of Indonesia, 2014:136, was used to create the indicators (Rusmahafi, 2016).

Measurements using methodologies created on an ordinal data scale, such as the Likert scale (Ferdinant, 2014; 203-205), by answering to 5 option points on each question item, strongly agree = 5, agree = 4, disagree = 3, disagree = 2, and severely disagree = 1. (Likert 1932; Budiaji, 2013).

The Bisyaroh variable validation findings show that it has a loading factor value that is more than the estimate 0.50, ranging from 0.508 to 0.712. Employee happiness with their work against what employees expect from their work is the consequence of validation for job satisfaction. Davis (1995: 105), (McNeese-Smith, 1996). Robbins (1996: 179), Stephen P. Robbins (1996: 26), Luthans (2006: 243) Robbins & Judge (2008: 107). , has a loading factor value that is larger than the expectation of 0.50, ranging from 0.684 to 0.882. Organizational Citizenship Conduct (OCB) is defined as an optional behavior that is not part of an employee's formal work requirements but supports the organization's effective functioning. OCB is a type of individual initiative and choice behavior that is acceptable if not expressed." (Robbins et al, 2006) has a loading factor that is more than the estimate 0.50, ranging from 0.682 to 0.836. Meanwhile, according to Bernardin and Russell (2003), performance is a record of the results obtained from specific job tasks or activities over a period of time (with a loading factor value), which is higher than the 0.50 estimate, which ranges from 0.662 to 0.791.

**Results**

The direct and indirect impacts of variable testing were determined using a structural equation model (SEM) in data analysis. The following are the results of the tests that have been conducted:

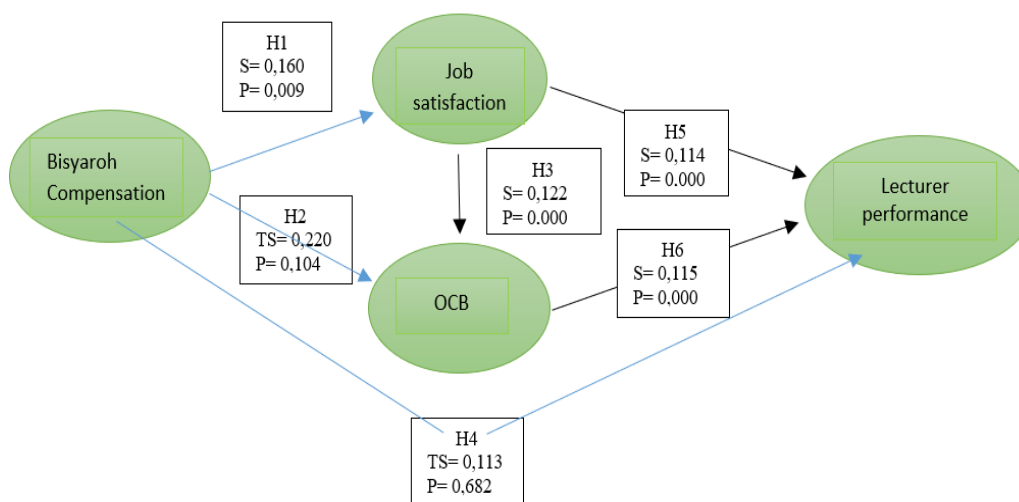
**Table 1. Causality Test Results**

No	Influence		Estimate	SE	CR	P	Information	
1	Satisfaction	<---	Bisyaroh	0.418	0.160	2,614	0.009	Significant
2	OCB	<---	Bisyaroh	0.220	0.135	1,625	0.104	Not significant
3	OCB	<---	Satisfaction	0.635	0.122	5,200	0.000	Significant
4	Performance	<---	Bisyaroh	0.046	0.113	0.409	0.682	Not significant
5	Performance	<---	Satisfaction	0.432	0.114	3,777	0.000	Significant
6	Performance	<---	OCB	0.446	0.115	3,868	0.000	Significant

According to the processed data, bisyaroh's impact on job satisfaction has a positive path of 0.418, a CR of 2.614, and a probability (p) of 0.009, indicating that bisyaroh has a considerable impact on job satisfaction. Bisyaroh to OCB has a positive path of 0.220, a CR of 1.625, and a probability (p) of 0.104, indicating that bisyaroh has no influence on OCB. Job satisfaction has a positive relationship with OCB of 0.635, a CR of 5.200, and a probability (p) of 0.000, indicating that job happiness has a considerable impact on OCB. Bisyaroh has a positive path of 0.046 on performance, a CR of 0.409, and a probability (p) of 0.104, indicating that bisyaroh has no influence on OCB. Bisyaroh has a positive path of 0.046 on performance, a CR of 0.409, and a probability (p) of 0.104, indicating that bisyaroh has no influence on performance. Job satisfaction has a positive path of 0.432, a CR of 3.777, and a probability (p) of 0.000, indicating that it has a considerable impact on performance. OCB, on the other hand, has a positive path of 0.446, a CR of 3.868, and a probability (p) of 0.000, indicating that it has a considerable effect on performance.

Thus, the hypothetical model can be described as follows:

**Picture. 1 Hypothesis Model**



Based on the model above, it is known that the 6 hypotheses proposed in this study, there are two rejected hypotheses, namely, hypothesis number 2 and number 4, while hypothesis number 1, hypothesis 3, hypothesis 5, and hypothesis number 6 are proven (accepted).

**Effect Between Variables**

**a. Direct Effects Between Variables**

A direct influence occurs between the latent variables of exogenous subculture and Bisyaroh compensation with intervening endogenous variables job satisfaction and OCB and endogenous latent variables tied to lecturer performance. A summary of the direct effect of these variables can be seen in the following table.

**Table 2.** Variable Direct Effect

Direct Influence	Endogenous Variables			
		Job satisfaction	OCB	Lecturer Performance
Variable Exogenous	Bisyaroh	0.351	0.169	0.034
	Job satisfaction	0, 000	0.584	0.375
	OCB	0, 000	0.000	0.422

**Source:** Data processed, 2021

Based on the table above, it can be seen that the effect of directly from the bisyaroh variable has a positive value both on job satisfaction, OCB and lecturer performance. Likewise for the direct effect of the job satisfaction variable on OCB, as well as the effect of job satisfaction and OCB on lecturer performance. Based on the direct influence of exogenous variables, the magnitude of the direct influence of bisyaroh on job satisfaction is 0.351. While the direct effect of bisyaroh on OCB is 0.169, the direct effect of job satisfaction on OCB is 0.584. The direct effect of bisyaroh on lecturer performance is 0.034 and for the direct effect of job satisfaction on lecturer performance is 0.375.

**b. Indirect Effects Between Variables**

There is an indirect relationship between the latent variable bisyaroh and the endogenous intervening variable job satisfaction and OCB as well as endogenous latent variables tied to lecturer performance. A summary of the direct effect of these variables can be seen in the following table.

**Table 3.** Indirect Effects Between Variables

Indirect Influence _	Endogenous Variables			
		Job satisfaction	OCB	Lecturer Performance
Variable Exogenous	Bisyaroh	0.000	0.205	0.289
	Job satisfaction	0, 000	0.000	0.246
	OCB	0, 000	0.000	0.000

**Source:** Data processed, 2021

In the table above, the indirect effect of bisyaroh on OCB is 0.205, whereas the indirect effect of bisyaroh on lecturer performance is 0.289, which is positive.

**c. Total Effect Between Variables**

The total effect is the effect created by the different direct and indirect interactions between variables. The table below shows a summary of the direct effects of these variables.

**Table 4.** Total Effects Between Variables

Total Influence	Endogenous Variables			
		Job satisfaction	OCB	Lecturer Performance
Variable Exogenous	Bisyaroh	0.351	0.374	0.323
	Job satisfaction	0, 000	0.584	0.621
	OCB	0, 000	0.000	0.422

**Source:** Data processed, 2021

The total effect of the bisyaroh variable has a positive value on both job satisfaction and OCB, as well as lecturer performance, as seen in the table above. Similarly, the total effect of the job satisfaction variable on OCB, as well as the total effect of the job satisfaction and OCB variables on lecturer performance, were calculated. The total influence of bisyaroh factors on job happiness is 0.351, OCB job satisfaction is 0.584, and lecturer performance job satisfaction is 0.621. Furthermore, the OCB variable has a total influence of 0.422 on professor performance.

**Discussion**

The goal of this research was to see how bisyaroh, job happiness, and OCB affected lecturer performance. Bisyaroh has a considerable favorable effect on contentment, job satisfaction with lecturer performance, and OCB with performance, but has no significant effect on bisyaroh on OCB and bisyaroh on lecturer performance.

It can be further described as follows: if the value of job satisfaction improves in the private PTAI environment based on pesantren, job satisfaction will increase, and vice versa, if the value of job satisfaction declines, job satisfaction would decrease. This demonstrates bisyaroh's success in ensuring lecturers' job satisfaction. Job satisfaction is one of the compensation goals (Sofyandi, 2008; Fadillah, 2015), which will motivate and retain employees (Rao, 2016). Bisyaroh has been granted in Islamic boarding schools based on the pesantren foundations' capacities, such as direct compensation given to the Roudloul Qur'an Lamongan Islamic boarding school foundation, according to a study done by Ainiyah (2019). The findings of this study back up those of Cahyani (2017), who found that applying bisyaroh to Islamic boarding schools had an impact on contentment.

Bisyaroh, on the other hand, has no effect on organizational citizenship behavior (OCB). This study's findings show that bisyaroh compensation has no beneficial effect on OCB. Bisyaroh compensation is applied in a pesantren-based private PTAI environment in a variety of ways, with bisyaroh compensation being adjusted according to the capabilities of the pesantren foundation manager. Lecturers who work at private PTAs based on Islamic boarding schools are already aware of the financial limitations of Islamic boarding schools in particular, and make bisyaroh not a variable that has a favorable impact on OCB. This study contradicts Rahman and Chowdhuri's (2018) findings, which found that compensation has a substantial positive link with the OCB dimension and has a significant beneficial influence on OCB.

Organizational citizenship behavior is influenced by job satisfaction (OCB). This study's findings show that job satisfaction has a favorable impact on OCB. There are two types of elements that might increase OCB: internal (internal) and external (external). Internal aspects of employees include morale, satisfaction, and a positive attitude, whereas external factors include management systems, leadership systems, and corporate culture (Djati, 2016). The findings of this study support studies by Suparjo & Darmanto (2015), Balalis (2017), Asari (2017), and Lana et al (2020) that demonstrate job satisfaction has a beneficial effect on OCB, but they contradict Pirali's research (2017), and Magdalena (2014), which states that job satisfaction has a negative effect on *Organizational Citzilization Behavior* (OCB).

Bisyaroh, on the other hand, has no influence on employee performance. This study's findings show that bisyaroh pay has no positive impact on employee performance. The bisyaroh compensation method in Islamic boarding schools is based on a time system (Humaero, 2014; Ainiyah 2019), and the distribution of bisyaroh compensation in each private PTAI varies due to the manager's abilities. The findings of this study contradict those of Ainiyah (2019), who found that having the same income distribution for those who have worked for a long time and those who have not worked for a long time has a detrimental effect, meaning that bisyaroh compensation affects performance. And the findings of this study contradict those of Muhdi and Hartati (2019), who found that variable compensation and perks had a substantial impact on employee performance when they were combined.

Employee performance is strongly influenced by job happiness. Job happiness has a favorable impact on employee performance, according to the findings of this study. That the component of job happiness on the job has become the most prominent aspect, causing instructors in the pesantren-based private PTAI environment to feel satisfied and perform better. The aspect of salary, on the other hand, has the lowest value. This study backs up the findings of Arifin (2017), Adhan et al (2020), and Adhan et al (2020).

Employee performance is influenced by organizational citizenship behavior (OCB). Organizational Citzilization Behavior (OCB) has a favorable effect on employee performance, according to the findings of the study. According to the findings, the Civic Virtue aspect, which is a behavior indicating responsibility in organizational life, has the highest value, while the Altruism aspect, which is employees' behavior in assisting coworkers who are having difficulties in the situation at hand, both in organizational and personal matters, has the lowest value. And this study backs up the findings of Huda (2018), Gea (2019), and Siti Maesaroh et al (2020), who found that organizational citizenship behavior (OCB) has a significant impact on employee performance.



## CONCLUSION

In pesantren, compensation is referred to as bisyaroh, which has no bearing on performance or OCB in the end. This demonstrates that instructors' performance at private Islamic religious institutes based on pesantren is influenced by other factors rather than bisyaroh. A reward is not the ultimate purpose of employment in pesantren because it is a subculture with a voluntary work culture. Every santri and ustad in the pesantren has trust in the blessings of the service that has been performed, and every task performed is a kind of solemnity, and devotion to the pesantren has become a cultural value that is instilled in every pesantren employee. The change in Bisyaroh's connotation from "good news" to "severance compensation or incentives" is still seen as a type of giving that has no bearing on policies aimed at improving lecturer performance. This study has limitations that should be understood since they may affect how the findings are interpreted. The drawback of this study is that data was collected from just 6 Islamic boarding schools based in PTGIS in the East Java region of Indonesia, sometimes known as the horseshoe, utilizing a questionnaire distribution approach using Google Forms from December 2020 to February 2021. COVID 19 was taken into account while deciding to employ the Google Forms tool during the Pandemic's Implementation of Community Activity Restrictions (PPKM). Therefore, it is vital to conduct research using a qualitative approach method that will allow researchers to go deeper into the data and produce a more accurate interpretation.

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