The Influence of Organizational Commitment and Organizational Satisfaction on Employee Productivity of The National Amil Zakat Board (BAZNAS)
(Literature Review of Human Resource Management)

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Article Info	ABSTRACT
	Various efforts can be made by the organization, so that employees remain in the organization, including organizational commitment and satisfaction, because employees or workers who have both of these indicators will be loyal and have responsibility for what is their main function, which has an impact on increasing productivity. Work. This study aims to determine the effect of organizational commitment and organizational satisfaction on the work productivity of the employees of the National Amil Zakat Agency (Baznas). This research method is qualitative and literature review. The results of the analysis prove that: 1) Organizational comSmitment affects the work productivity of the National Amil Zakat Agency (Baznas) employees; 2) Organizational satisfaction affects the work productivity of the employees of the National Amil Zakat Agency (Baznas); 3) Organizational commitment and organizational satisfaction both affect the work productivity of the National Amil Zakat Agency (Baznas) employees.

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1. INTRODUCTION

Human resource management plays an important role in achieving organizational goals through the effective management and development of human resources. In the context of the National Amil Zakat Agency (BAZNAS), employee work productivity is crucial to achieving the organization's mission in terms of planning, collecting and distributing zakat to mustahik. In order to increase the work productivity of the employees of the National Amil Zakat Agency (Baznas), attention to the factors that affect employees is very important. There are several factors that must be considered in the context of human resource management, including work commitment and or organizational commitment. Organizational commitment refers to the level of employee loyalty, identification, and involvement with the organization. Employees who have a high level of organizational commitment tend to be more dedicated, prioritize the interests of the organization, and work diligently. On the other hand, organizational satisfaction involves employees' perceptions of their satisfaction with various aspects of the

organization, including the work environment, company policies, and relationships between co-workers.

Several previous studies have shown that organizational commitment and organizational satisfaction have a positive relationship with work productivity. Employees who feel committed to the organization and are satisfied with their work environment tend to be more motivated, passionate, and contribute to their full potential in their work. However, in the context of the National Amil Zakat Agency (BAZNAS), research that specifically examines the effect of organizational commitment and organizational satisfaction on employee work productivity is still limited.

Therefore, this study aims to conduct a literature review on the effect of organizational commitment and organizational satisfaction on employee work productivity at the National Amil Zakat Agency (BAZNAS). By gaining a deeper understanding of this relationship, this study hopes to provide practical guidance for the management of the National Zakat Agency (BAZNAS) in increasing the work productivity of their employees related to planning, collecting and distributing zakat.

1.1 Formulation of the problem

From the phenomena listed in the background, the formulation of the problem is:

1. Is there an influence of organizational commitment on employee work productivity at the National Amil Zakat Agency (BAZNAS)?
2. Is there an influence of organizational satisfaction on employee work productivity at the National Amil Zakat Agency (BAZNAS)?
3. Do organizational commitment and organizational satisfaction equally affect employee work productivity at the National Amil Zakat Agency (BAZNAS)?

2. LITERATURE REVIEW

2.1 Work productivity

Work productivity is efficiency in using resources to produce valuable goods and services [1], this is in line with the view [2] which defines work productivity as the amount of output produced by a worker in a period of time certain.

Employee work productivity, namely the scope of something based on psychological behavior that has views on the implementation of production activities in a business that is expected to be able to work better than before and always improve itself by thinking more creatively, dynamically and openly as well as about its work system [3].

Work productivity is a comparative calculation between the results obtained and each facility and infrastructure used during a production activity [4]. This opinion is in line with the view [5] which defines productivity as the ability to get the most profit from the available resources to achieve maximum results.

2.2 Organizational Commitment

Organizational commitment is an individual's desire to maintain membership in an organization because of emotional attachment, perceptions of the costs associated with switching, and belief in organizational values and goals [6]. This is in line with the view [7] which defines organizational commitment when employees have an emotional attachment to the organization which is characterized by positive feelings, self-identification with the organization, and the desire to maintain membership in the organization, it will give birth to an organizational commitment.

Organizational commitment is an act that illustrates employee compliance with organizational and prolonged methods in which organizational personnel illustrate their interest in organizational development and ever-increasing success [8].

Organizational commitment is the act of reversing the extent to which a person's personality knows and is involved in his organization [9]. Organizational commitment that is free to inform because of high trust and income from the assessment as well as the goals of the organization itself [8]. Organizational commitment is an individual's desire to maintain membership in an organization because of emotional attachment, belief in organizational values, and perceptions of the quality of relationships with colleagues and leaders [10]. Organizational commitment as an individual's perception of the moral obligation and responsibility they feel to remain loyal to the organization [11].

Organizational commitment is an "individual psychological condition characterized by identification with the organization, belief in organizational values, and a desire to actively contribute to achieving organizational goals [12].

2.3 Organizational Satisfaction

Organizational satisfaction is an individual's feelings towards their overall evaluation of their work and experience in the organization [13]. Organizational satisfaction as an individual's positive feelings towards work and the organization, including aspects such as satisfaction with colleagues, work environment, and recognition [14].

Loi, Hang-yue, Foley, and Shaffer (2006) also define organizational satisfaction as "individuals' feelings about their overall evaluation of work and the organization, including aspects such as leadership, organizational culture, and rewards." (Article: "Workplace Trust as a Mechanism of Employee Work Attitudes," 2006) [15]

Luthans, Youssef, and Avolio (2007): Organizational satisfaction is "individuals' feelings about their overall evaluation of the job and the organization, including aspects such as satisfaction with co-workers, supervision, and promotion opportunities." (Book: "Psychological Capital: Developing the Human Competitive Edge," 2007) [16]

Hakanen, Schaufeli, and Ahola (2008): Organizational satisfaction is "individuals' feelings about their overall evaluation of their job and organization, including aspects such as recognition, social support, and development opportunities." (Article: "The Job Demands-Resources Model: A Three-Year Cross-Lagged Study of Burnout, Depression, Commitment, and Work Engagement," 2008) [17]

Shuck, Reio Jr, and Rocco (2011): Organizational satisfaction is "an individual's positive feelings toward work and the organization, including aspects such as autonomy, collaboration, and fairness." (Article: "Exploring Employee Engagement from the Employee Perspective: Implications for HRD," 2011) [18]

2.4 National Zakat Agency (Baznas)

The National Amil Zakat Agency (BAZNAS) is the official body and the only one formed by the government based on Presidential Decree No. RI. 8 of 2001 which has the duties and functions of collecting and distributing zakat, infaq, and alms (ZIS) at the national level. The enactment of Law Number 23 of 2011 concerning Zakat Management further strengthens the role of BAZNAS as an institution authorized to manage zakat nationally. In the law, BAZNAS is stated as a non-structural government institution that is independent and responsible to the President through the Minister of Religion.

In managing zakat, the National Amil Zakat Agency (Baznas) applies the 3A principles, namely Safe Syari, Safe Regulations, and Safe for the Republic of Indonesia. Safe Syari means that the management of zakat carried out by the National Amil Zakat Agency (Baznas) must be in harmony with the corridors of syari law. The management of zakat must be in harmony and must not conflict with sources of Islamic law, the Al-Quran and Sunnah. Safe Regulation means that the

management of zakat must pay attention to the signs of legal regulations and legislation. Safe NKRI means that the management of zakat in the National Amil Zakat Agency (Baznas) must further strengthen the brotherhood of the nation's children, distance themselves from various activities/acts of terrorism, in order to support the upholding of the Unitary State of the Republic of Indonesia. By applying the 3A principles of the National Amil Zakat Agency (Baznas), it is hoped that it can carry out its duties properly and provide maximum benefits for people in need.

The National Amil Zakat Agency (Baznas) has two elements, namely leadership and implementing elements.

The leadership elements are commissioners who are selected based on selection by a selection team formed by the Regional Head for Provinces and Regencies and the President for the center. The elected commissioner has an SK signed by the regional head or the president for central ones. Meanwhile, the implementing elements are staff whose appointment or dismissal are based on the Decree of the Head of the National Zakat Amil Agency (Baznas), both at the central, provincial and district/city levels. Organizationally, the planning, collection and distribution processes are carried out by implementing elements who are employees at the National Amil Zakat Agency (Baznas).

Table 1: Previous research

No	Author (year)	Previous research	Similarities to this article	difference with this article
1	(Sun & Anandita, 2020)	Training and work commitment affect productivity employee work	Commitment influence on productivity	Influence training on productivity
2	Meyer, JP, & Allen, NJ (1991).	A three-component conceptualization of organizational commitment. Human Resource Management Reviews	Commitment influence on productivity	Added 3 commitment components
3	(Agustin, 2015)	Organizational culture, leadership, commitment effect on productivity employee work	Commitment impact upon work productivity employee	Organizational culture and leadership impact upon work productivity employee
4	Chiu, SF, & Liang, JC (2013).	How organizational climate and structure affect knowledge management—The social interaction perspective.	Organizational commitment affects productivity	Organizational climate affects productivity
5	(Harrisma & Witjaksono, 2013)	Job satisfaction, job stress effect on productivity	Job satisfaction impact upon productivity	Impact of work stress on productivity
6	Al-Hawary, SI, & Ward, TA (2017).	The Impact of Organizational Commitment and Job Satisfaction on Performance: Evidence from the UAE. Journal of Management Development	Organizational commitment affects productivity	Providing incentives, career development and training
7	(Hernawaty, 2017)	Organizational commitment, organizational culture influence over employee productivity	Organizational commitment impact upon productivity employee	Organizational culture and leadership impact upon work productivity employee
8	Huang, TC (2001)	A study of the relationship between organizational commitment and job satisfaction among manufacturing, marketing, and engineering employees in Taiwan"	Organizational commitment has a positive relationship with job satisfaction	Organizational commitment and job satisfaction are higher for employees who have worked longer,

				have higher education, and are older
9	(Sudanese & Priyanto, 2020)	Job satisfaction, organizational culture influences productivity	Job satisfaction effect on productivity	Organizational culture effect on productivity
10	(Fuadi, 2014)	Leadership, culture organization, job satisfaction, organizational commitment effect with work productivity	Job satisfaction and commitment has an impact on work productivity	Leadership and organizational culture impact with work productivity
11	Rhoades and Eisenberger (2002)	perceived organizational support; POST	High organizational commitment is associated with higher intrinsic motivation and higher work productivity.	Need favorable support that employees receive
12	(Hendri & Rismansyah, 2016)	Job satisfaction, work morale have an effect on employee work productivity	Job satisfaction impact with work productivity employee	Spirit at work impact with work productivity employee

3. METHODS

In this writing using qualitative methods and literature review. Studying concepts and relationships between variables obtained from online journals through Google Scholar and other media, then citation using the Mendeley application.

4. RESULTS AND DISCUSSION

4.1 The effect of organizational commitment on employee work productivity

Increasing commitment supports increasing employee work productivity [19]. This is because employees feel proud to work at the company and feel it is a good place to work, comfortable and motivated to excel.

Organizational commitment, as a psychological state, has at least three components that can be separated, namely (a) the desire (affective commitment), (b) the need (continuance commitment), and (c) the obligation (normative commitment) to continue working in an organization. Each component was developed as a function of different antecedents and has different implications for workplace behavior. The purpose of this conceptualization is to assist the synthesis of existing research and become a framework for future research [20]. This is also in line with the results of research which says that the commitment variable has a positive effect on employee work productivity [21]

Almost all research concludes that organizational commitment increases employee engagement, in that case employees who have high organizational commitment are usually more emotionally and cognitively involved with work and the organization. They feel responsible for the success of the organization and strive to make a greater contribution to achieving organizational goals.

Commitment has a positive impact on employee work productivity, this event is believed by some of the results of research conducted previously by [4], [19], [22]–[24].

4.2 The effect of organizational satisfaction on employee work productivity

The results of the discussion regarding the effect of organizational satisfaction on employee work productivity show that job satisfaction and or organizational satisfaction have a significant influence on work productivity [25].

Organizational satisfaction increases employee motivation, where employees who are satisfied with factors such as the work environment, organizational policies, fair rewards, and recognition for their performance tend to be more motivated in carrying out their work tasks. They have a higher desire to achieve organizational goals and make better contributions

Leadership, organizational culture, job satisfaction, organizational commitment have an effect on work productivity [26].

Likewise according to Hendri which concluded job satisfaction, work enthusiasm has an effect on employee work productivity [27].

4.3 The effect of organizational commitment and organizational satisfaction on employee work productivity

The results of the discussion regarding the effect of organizational commitment and satisfaction on employee work productivity indicate that these two factors significantly influence work productivity. From several previous studies, there were important findings obtained.

Organizational commitment and organizational satisfaction affect engagement together. Employees with high levels of organizational commitment and feeling satisfied with the organization tend to be more emotionally and cognitively involved in their work. They feel they have a responsibility for the success of the organization and participate actively in achieving organizational goals.

Increasing employee productivity is impossible to see without planning, but requires development through commitment and job satisfaction. Because the commitment of the members to the organizational or industrial is a leading matter for increased productivity. On the other hand, an employee who feels comfortable at work and has high loyalty to the company is obtained because employees get job satisfaction and desires that are fulfilled while in the organization or company [26].

Employees who have a sense of pleasure about their duties can provide benefits to the company because through increased job satisfaction employees can certainly get increased enthusiasm from these two things, then employees will show work performance the good one [28].

In line with the research above, it can be concluded that commitment and job satisfaction both have a positive and significant impact on employee work productivity, this has been tested by previous research [27], [29].

4.4 Conceptual Framework

This is based on the formulation of the problem, theoretical review, significant previous research and the subject matter of the influence between variables. Therefore, a conceptual framework is obtained as below:
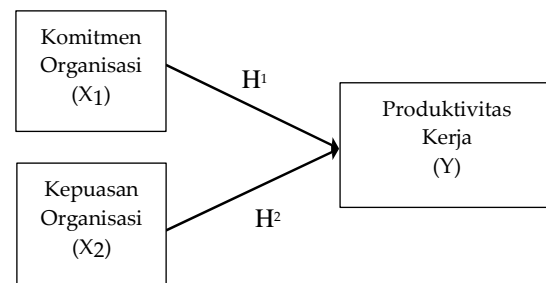

Figure 2: Conceptul Framework

5. CONCLUSION

Based on the theoretical review, relevant research and discussion, hypotheses can be formulated for further research, as follows: There is an influence between commitment to employee work productivity; There is an influence between job satisfaction to employee work productivity; Commitment and job satisfaction both affect employee work productivity.

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