

## A CASE STUDY OF THE PERFORMANCE OF MUSLIM MSME's IN PURWOKERTO CITY

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### **Abstract**

*This research is a case study of the performance of Muslim MSME employees in Purwokerto City with variables that affect job satisfaction, organizational culture and work environment. Respondents used were Muslim MSME employees in South Purwokerto District as many as 142 Muslim employees. The analysis technique uses PLS (Partial Least Square). Research shows that job satisfaction, organizational culture and work environment affect the performance of Muslim MSME employees in South Purwokerto District. The results show that job satisfaction has no effect on employee performance. Meanwhile, organizational culture and work environment affect employee performance*

**Keywords :** *MSME employee performance, job satisfaction, organizational culture, work environment*

### **1. INTRODUCTION**

Indonesian Economy Micro, Small and Medium Enterprises (MSMEs) play an important and strategic role in economic development national. Not only plays a role in economic growth and absorbs energy work, MSMEs also play a role in distributing the results development. The Covid 19 pandemic that has hit more than two years has proven not to have affected MSMEs, even when the pandemic was only MSMEs able to stand firm. Post-statistical center agency data the 2019-2021 economic crisis, the number of MSMEs does not decrease, it continues increased and even able to absorb 123 million workers or 96 percent of the total workforce in Indonesia.

The potential for the development of MSMEs in Purwokerto City itself has also received special attention from the Banyumas Regency government because this potential can be developed to improve welfare. The number of

MSMEs in Purwokerto City has increased from 2018 to 2018. From data from the Central Statistics Agency (Badan Pusat Statistik, 2021) of Banyumas Regency, there is an increase in the number of MSMEs from 2018 to 2021 by 56.3%. And the biggest increase occurred in South Purwokerto District by 77.2% and followed by West Purwokerto by 58.6%.

The success of MSMEs cannot be separated from the quality of their human resources, because in their business activities, MSMEs must rely on human resources (Hartanto, 2016). Employee performance is the level of success of employees in carrying out their duties and responsibilities. There are two factors that affect employee performance, namely internal factors and external factors. Internal factors come from within employees such as motivation, compensation, organizational commitment including job satisfactio. While external factors are factors that come from outside

the employee, including leadership, organizational culture and work environment.

Job satisfaction has an important role in improving employee performance, because this factor is an important problem to find solutions to improve performance on an ongoing basis. It is hoped that with more employees who have high performance, the overall productivity of the organization will increase so that it will be able to survive in the competition in the MSME industry. Employees are required to be able to complete their duties and responsibilities effectively and efficiently (Rosita & Yuniati, 2016). Job satisfaction is an effectiveness or emotional response to aspects of work. This definition means that a person's job satisfaction can be relatively satisfied with an aspect of his job and/or dissatisfied with one or more other aspects (Priansa, 2018).

Organizational culture can affect the professionalism of MSME employee performance, because it can create interaction between employees and behavior patterns for MSME employees to work well and professionally in taking advantage of the opportunities provided by the organization (Bagis et al., 2021). The values adopted in an organization make MSME employees feel comfortable when they work, have commitment and loyalty and make MSME employees work harder to improve their performance professionalism, and be able to maintain a competitive advantage. Organizational culture is an important strategy that is effective for organizations in encouraging the professionalism of the performance of MSME employees in Purwokerto City. Because of a good culture, will grow to be strong and able to spur the organization towards better development (Fathoni, 2020).

Supporting factors in carrying out work responsibilities, one of which is the work environment, the work environment is everything that is around employees in their work may affect the course of assigned tasks. Work environment factors have an influence on employee performance, namely organizational climate or work environment when the employee performs his duties. To maximize productivity, employees

must create a work environment that conducive as a means to improve employee performance.

There is very little research on Muslim MSMEs in Purwokerto, that is what makes researchers interested in conducting research on the performance of Muslim MSMEs in Purwokerto City. From the results of previous mini research and based on interviews with Muslim UMKM employees in Purwokerto City, it turns out that employees still feel dissatisfied at work, and lack of motivation from leaders and a work environment that is not supportive in carrying out their work. Job satisfaction, motivation, organizational culture and work environment can support employees to be able to have good performance, it is necessary to do research to provide solutions to these problems. The problem in this study is to determine the effect of job satisfaction, organizational culture and work environment on the influence of Muslim MSME employee performance in the city of Purwokerto.

The hypothesis proposed in this study is as follows:

- H1: Job satisfaction affects the performance of Muslim MSME employees
- H2: Organizational Culture affects the performance of Muslim MSME employees
- H3 : Work environment affects the performance of Muslim SMEs

## **2. METHOD**

This research is a study of data collected after the occurrence of events or facts so that it is categorized as comparative causal research. The data obtained are identified facts or events as variables that are influenced to conduct an investigation of the variables that are affected. The population of this study were Muslim MSME employees in Purwokerto City. Data from the Central Statistics Agency (Badan Pusat Statistik, 2021), researchers only took population data from one sub-district, namely for employees who work in Muslim MSMEs, the most in South Purwokerto sub-district as many as 258 MSMEs.

This study uses primary data and secondary data. Primary data were obtained by means of observation and discussion, direct observation and

using a questionnaire distributed to 142 Muslim MSME employees in South Purwokerto City which were used as samples in this study. This study uses PLS (Partial Least Square). Basically, Partial Least Square (PLS) is predictive. The latent variable is defined as the number of indicators. The purpose of PLS is to estimate the parameter model based on the ability to minimize the residual variance of the dependent variable (Ghozali & Latan, 2015).

a. Theory of Planned Behavior (TPB)

The Theory of Planned Behavior (TPB) is a theory that has been widely applied in various fields of behavioral research. TPB states that the combination of attitudes towards behavior, subjective norms, and perceived behavioral control leads to the formation of behavioral intentions (behavioral intention) and subsequently to behavior (behavior). This theory assumes that a person's behavior is not only controlled by himself (full control of the individual), but also requires control, namely the availability of resources and opportunities and even certain skills, so it is necessary to add the concept of perceived behavioral control which is perceived to affect intentions and behavior (Putra et al., 2013). The Theory of Planned Behavior (TPB) is very suitable to explain the behavior of business decision making in SMEs (Ajzen, 1991).

Theory of Planned Behavior (TPB) refers to the theory which states that behavior is a function of prominent information or beliefs about the behavior. TPB explains that human actions are directed by three kinds of beliefs, namely (a) behavioral beliefs, namely beliefs about the possibility of behavior occurring, (b) normative beliefs, namely beliefs about normative expectations from others and motivation to act. agree with these expectations, (c) control beliefs, namely beliefs about the existence of factors that will facilitate or hinder the performance of the behavior and the perceived strength of these factors (Afdalia et al., 2014).

b. Muslim MSME Employee Performance

The performance of SMEs (Aribawa, 2016) states that it is the result of work achieved by an individual and can be completed with the individual's tasks within the company and within a certain period, and will be linked to the size of the value or standard of the company for which the individual works. Performance here itself is the achievement that will be obtained by a person or company that will achieve a certain goal.

Aribawa (2016) performance is the success of an organization that realizes strategic and predetermined goals with the behavior that will be expected by an organization. In a good performance produced by an MSME, it will be stronger to become the backbone of the economy and will play an increasingly important role in the national economy. (Robbins, 2008:260) in (Widyawati, 2021) there are six indicators to measure employee performance, 1) Quality; 2)Quantity; 3) Punctuality ;4) Effectiveness; 5) Independence; 6) Commitment to work.

c. Job Satisfaction

Job satisfaction is a general attitude towards one's job, which shows the difference between the number of awards workers receive and the amount they believe they should receive (Wibowo, 2016). (Winarja et al., 2018) argues that a person's job satisfaction can be relatively satisfied with an aspect of his job and/or dissatisfied with one or more of its aspects. Widodo (2015) in (Sandhi Fialy Harahap, Satria Tirtayasa, 2020) states that there are several indicators of job satisfaction, namely 1) Salary; 2) The work itself; 3) Colleagues; 4) Tops; 5)Promotion and 5)Working environment

d. Organizational Culture

Harvey and Brown in (Widiarni et al., 2017) define organizational culture as a system of shared values and beliefs that interact with people, structures and systems of an organization to produce behavioral norms. Organizational culture (corporate culture) is often interpreted as values, symbols that are understood and obeyed together, which are

owned by an organization so that members of the organization feel one family and create a condition for members of the organization to feel different from other organizations. Organizational Culture Indicators according to Denison and Mishra (1995) in (Wijaya, 2016) are 1) Mission, 2) Consistency, 3) Adaptability, 4) Involvement,

e. Work Environment

The work environment condition theory was put forward by Vincent (2015) in (Nursia et al., 2020) that the working environment

conditions determine work outcomes. The better the conditions of the work environment which is supported by the atmosphere, working relations, work facilities, lighting and security causes the performance to increase from people who work in pleasant working conditions. The work environment has the following indicators according to Sedarmayanti (2017) in (Fachrezi & Khair, 2020): 1) Information; 2) Air circulation; 3) Noise; 4) Facilities; 5) Color.

### 3. RESULT AND DISCUSSION

#### 3.1.RESULT

a. Construct Reliability and Validity

Tabel 1. Composite Reliability dan Discriminant Validity Test

	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.892	0.623
Job Satisfaction	0.887	0.612
Work Enviroment	0.911	0.509
Organizational Culture	0.803	0.506

The results of the PLS analysis show that, convergent validity (loading factor) after the fourth round. Convergent validity can be assessed when the loading factor value is above 0.5-0.6 so that it is declared sufficient to meet the initial stages of developing a measurement scale. The loading factor value for all indicators is more than 0.50 so it can be concluded that the model is valid, because it has met the convergent validity requirements. The table also shows the value of composite reliability. The composite reliability value must be greater than 0.70 so that it meets the reliability requirements. Based on these results, the composite reliability value on all variables is more than 0.70. So it can be concluded that all the variables studied have met the criteria.

From the PLS analysis related to the effect of job satisfaction, organizational culture and work stress on organizational commitment, it was found that the R<sup>2</sup> value was 0.599. This means that 59.9% of the variability in organizational employee performance is influenced by factors of job satisfaction, organizational culture, and work environment.

b. Structural Model Analysis

Structural model analysis was carried out to evaluate the estimation results of the path coefficient parameters and their significance level. In Table 2, the results of the path coefficient significance test for each variable are shown.

Table 2 : Parameter Coefficient and Statistical Values

	Sample Original (O)	Sample Mean (M)	Standar Deviasi (STDEV)	TStatistic (O/STDEV)	P Value
Job Satisfaction => Employee Performance	0.14	0.136	0.092	1.558	<b>0.120</b>
Organizational Culture => Employee Performance	0.615	0.620	0.079	0.7836	0.000
Work Enviroment => Employee Performance	0.206	0.218	0.068	3.054	0.002

The relationship from the analysis results can have a positive and negative direction seen from the original sample value which shows a positive value. The original sample value indicates that the relationship can lead to a positive or negative effect. The table above also shows that the work environment has a significant influence on employee performance and also work motivation has a significant influence on employee performance. The hypothesis is accepted because the P Values < 0.05.

### 3.2. DISCUSSION

The results showed that the three variables, namely job satisfaction, organizational culture and the environment affect employee performance by 59,9 percent. This shows that together job satisfaction, organizational culture, and work environment can improve the performance of Muslim MSME employees in South Purwokerto and have and are quite large in influencing employee performance variables. Therefore, efforts to improve performance are the most important management challenges because success in achieving goals and living depends on the performance of the human resources in it.

Muslim MSMEs are one form of business related to consumers in a slim manner. Employees are expected to make an optimal contribution to work which can be measured by increasing job satisfaction,

work motivation and work environment. This proves that with the support of job satisfaction, work motivation and work environment, employee performance will increase.

In this study job satisfaction, organizational culture and work environment simultaneously have a significant effect on the performance of Muslim MSME employees in Purwokerto, in this case, South Purwokerto District.

The first hypothesis in this study which states that job satisfaction affects employee performance has not been accepted. The results of the analysis in this study indicate that job satisfaction partially does not affect employee performance. This means that job satisfaction has not been able to improve the performance of Muslim MSME employees in South Purwokerto. Job satisfaction is a feeling that arises from the start of the work process to the results expected by the organization, whether satisfied or not and accepted or not, the higher the employee job satisfaction, the higher the organizational commitment (Buamonabot et al., 2019). Job satisfaction someone can be relatively satisfied with an aspect of his job and or dissatisfied with one or more aspects.

Muslim MSME employees do not yet have the appropriate job satisfaction as they expected. This can be seen from satisfaction with several aspects including:

salary earned, can do work with a happy and sincere heart, feel comfortable with co-workers, feel that the leader always gives good direction in doing work, and agencies that always pay attention to rights as workers. According to (Kasmir, 2016) one of the factors that affect performance is job satisfaction, which is a feeling of pleasure or joy or a feeling of liking someone before and after doing a job.

However, it is very unfortunate that this has not been felt by Muslim MSME employees in South Purwokerto. Muslim MSME actors must pay special attention to and improve all factors related to employee job satisfaction. Because if employees feel happy or happy or like, then the work will be good too. If the work is good, it will improve performance or in accordance with the performance set by the company. So that satisfaction has an effect on increasing employee performance, the more satisfied employees are, the higher the performance will be. The results of this study support the results of previous research conducted by (Bagis et al., 2021) that job satisfaction has no effect on employee performance. The results of this study are in line with previous research which states that job satisfaction partially has a significant effect on employee performance. The research was conducted by (Bagis & Pratama, 2020), (Priarso et al., 2019), (Sembiring & Nainggolan, 2020).

Based on the results of the study indicate the acceptance of the second hypothesis that the organization has a significant effect on employee performance. Organizational culture is a set of values, beliefs, behaviors, habits, and attitudes that help a member understand the principles adopted by the organization (Ekobelawati, 2019). The current Muslim MSME employees really believe in their organization, this encourages employees to always be able to work by prioritizing the Islamic values they profess. Muslim

MSME employees do not want to be punished at work, they always try to work well and always obey the rules to avoid getting sanctions from their leaders. When employees obey the rules or norms of the organization well, they will most likely always try to have optimal and best performance so as to support the achievement of their organizational goals. This research is in line with research conducted by (Bagis et al., 2019) where there are the same results that organizational culture affects employee performance improvement.

From the third hypothesis, it is proven that the work environment partially has a significant effect on employee performance. The results of this study are in accordance with the two-factor theory by Herzberg (1959) in (Sudaryo et al., 2018) which says that dissatisfiers are basic human needs, are not motivating, but failure to get them causes dissatisfaction. These factors are (1) salary and benefits, (2) working conditions, (3) organizational policies, (4) status, (5) job security, (6) supervision and autonomy, (7) life at work and (8) personal life.

The results of the third hypothesis analysis show that the work environment is one of the variables that can affect the performance of Muslim MSME employees in Purwokerto, so the third hypothesis can be accepted.

The results of this study are in accordance with the statement of Jackson, Schuler, & Werner (2010) in (Hidayat & Cavorina, 2017) which states that the work environment is the conditions within the company itself that can affect work activities. Thus, it can be said that the work environment is one of the factors that can affect the condition of the company's employees. The results of this study are in line with previous research which states that the work environment partially has a significant effect on employee

performance. The research was conducted by (Solihatun et al., 2021), (Ariyati & Primasari, 2019), (Tirtayasa, 2020).

#### 4. CONCLUSION

Researchers hope this research can contribute to Muslim MSME actors in the city of Purwokerto. Although this research was conducted only taking one sub-district that has the most MSMEs, especially with regard to Muslim MSME employees, it is hoped that Muslim MSME actors will be more concerned with factors that affect employee performance. In this study, job satisfaction did not have a positive effect on the performance of Muslim MSME employees in South Purwokerto. There needs to be special attention from Muslim MSME actors to pay attention to what should be given to employees so that they feel satisfaction at work.

The results of the analysis show that organizational culture has a significant positive effect on employee performance, stating that organizational culture consists of values and assumptions that are shared within an organization. With a good set of values in the daily work of Muslim MSME employees, it will be in line with the achievement of optimal performance.

The work environment in this study has an influence on the performance of Muslim MSME employees in South Purwokerto. Support for facilities and infrastructure at work is very much needed by employees because it is proven to affect employee work results. Work environment which involves all aspects of acting and reacting on the body and mind of the employees, Under organizational psychology, physical, mental and social environment in which employees work and work should be analyzed for better effectiveness in improving performance

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