

Job Satisfaction and Performance Analysis of BTM Employees in Central Java

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Abstract

This study aims to analyze the effects of Islamic work ethics, motivation, and compensation effect directly and indirectly through job satisfaction to performance. This research used concepts from the theory of social change and Maslow's perception of basic human needs. This study is quantitative research with primary data from questionnaires completed by BMT employees throughout Central Java with as many as 185 research samples. The research data were analyzed for validity and reliability and then processed using the Structural Equation Model (SEM). The findings show that Islamic work ethic, motivation, and compensation positively affect employee direct and indirect performance through job satisfaction as an intervening variable. The results of this study confirm the theory of social change and Maslow's theory that socially valued activities within a company can positively increase employee performance. This research has implications for microfinance institutions to be able to implement effective strategies to improve internal performance. This research is limited to microfinance which the Muhammadiyah Foundation directly intervenes.

Keywords : *Islamic Work Ethics, Job Satisfaction, Performance, Compensation, Motivation*

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1. INTRODUCTION

BTM, or Baitut Tamwil Muhammadiyah, is a microfinance institution under the Muhammadiyah Foundation that operates based on Sharia principles so that all operations through contracts under Islamic law (Rosalina, 2017) BTM is a form of the financial institution from the Muhammadiyah Business Charity (AUM). The source of BTM's assets comes from the local Muhammadiyah Foundation, which has a large number of funds. Central Java has reached 600 billion assets and expects employee performance to increase so that assets in the following year can increase (Effendi, Baga, Beik, & Nursyamsiah, 2017). However, the scale of BTM's operations did not develop several increased assets owned. The funds owned cannot be appropriately used by BTM, so BTM's performance becomes less efficient in utilizing funds (Rosanti, 2020). This condition is out of Islamic economic principles and general economic principles.

Employee performance is also one of the indicators in BTM's performance appraisal

(Simanjuntak, 2021). In Central Java Province, BTM has 13 primary offices with a total number of 345 employees. However, some of these employees have less than optimal-performance appraisals (Sari, 2020). Performance is an employee's achievement in carrying out the responsibilities or work, measured in quality and quantity (Sembiring, 2020). If the employees' performance is good, the company will benefit. Conversely, if the resulting performance is terrible, the company will get a loss (Arifudin, 2019). BTM uses performance appraisal to measure employee performance which is evaluated annually for improvement. Of the 345 employees, 20% have below-average performance scores (Sari, 2020). BTM has a sufficient number of Human Resources (HR) but needs to work optimally under the roles and responsibilities of employees. These two things become internal problems faced by BTM to improve operational performance that must be immediately solved (Sari, 2020).

Ethics influence employees' performance (Rofiliana & Rofiuddin, 2021). The work ethic in BTM refers to the Islamic work ethic specified in the Qur'an and Al-Hadith. Islamic work ethics influence the involvement and participation of followers in the work environment. The basic concepts measuring Islamic Work Ethics are business, competition, transparency and moral responsibility (Ma'rifah & Indrayanto, 2013).

According to the principles of Islamic Work Ethics, management expects every employee to evaluate themselves and improve their performance directly or indirectly. The majority and even all employees at BTM is Muslim. For this reason, Islamic work ethic affects job satisfaction and employee performance. Islamic work ethic significantly impacts employee performance (Rahman, 2018; Salsabila, 2020). Besides, other research found that Islamic work ethic did not affect performance (Akob & Makasar, 2018).

Motivation is the process of influencing or pushing someone to another person or a work group to do something that has been determined (Wahyudi & Tupti, 2019). Well-motivated employees are expected to feel more satisfied at work and will ultimately improve performance. Motivation positively affects employee performance directly and through job satisfaction (Alam & Monica, 2015). Furthermore, job satisfaction mediates the positive effect of motivation on employee performance (Hidayat, 2021; Tiong & Soemaryo, 2022).

Compensation is all forms of income, such as money, direct goods, and indirect goods received by employees as an award or reward for services provided to the company (Armanu & Sudjatno, 2017; Wasif, 2021). Compensation is a form of recognition for talented employees, giving fair rewards, preventing turnover, attracting qualified employees, managing costs, and regulating the government, aiming to enforce it (Milkovich, Newman, & Milkovich, 2014). Dimensions of job satisfaction include being able to compete mentally, appropriate rewards, a supportive work environment and relationships, and personality suitability with work (Hasibuan, 2019).

Compensation is very influential on performance. Compensation also affects job satisfaction, and compensation effect performance positively through job satisfaction as a mediator (Milkovich et al., 2014). Previous research found that there was a positive

influence between compensation on performance both directly and after being mediated by job satisfaction (Hanafi & Yohana, 2017; Inandriciya, Suswati, & Joesoef, 2021). However, other research found that there is no direct effect of compensation on performance or when it is mediated by job satisfaction (Vidianingtyas & Putri, 2014).

Job satisfaction can influence performance (Torre, Tommasetti, & Maione, 2020). Job satisfaction assumes an employee's attitude towards several aspects that are liked or disliked in work based on the assessment of each worker (Badrianto & Ekhsan, 2020). The relationship between performance and job satisfaction, so job satisfaction can provide motivation, compensation, and Islamic work ethics to influence employees to improve their performance. Therefore, employees with reasonable job satisfaction would work better than those who do not have job satisfaction (Riyanto, Endri, & Herlisha, 2021). Some of these factors can provide performance suggestions such as internal employees, organizational internal environmental factors & organizational external environmental factors. Based on the facts that happened and previous research, it is necessary to analyze Islamic Work Ethics, Motivation, Compensation for Performance, and Job Satisfaction as Intervening Variables in Baitut Tanwil Muhammadiyah Employees (Case Study on BTM in Central Java).

2. LITERATURE REVIEW

Social Change Theory

Individuals' social behaviour can change due to shifts in values used to orient people's lives (Weber, 1958). An individual's behaviour can change for the better when there is an increase in social value and vice versa. In the context of the company, when the company can create an increase in reciprocal value for employees, it will also provide good performance and increase social value (Kasnawi & Asang, 2014).

Maslow's Theory

This theory assumes that every human has needs that are composed of a hierarchy. These needs start from the basic physiological needs, and the highest is the need for self-actualization. Self-actualization in the company context is in the form of good performance. Everyone needs self-actualization, supported by the company environment, such as high motivation to achieve maximum performance (Maslow, 1943).

Islamic Work Ethics

Social change theory assumes that social improvement can change individual work behaviour. Ethics is equal to morals. In this case, the Islamic work ethic has more value in the right work environment to improve employee performance (Wahyuningsih, 2022). Furthermore, Islamic work ethics significantly affect employee performance (Haryati & Ibrahim, 2021; Salsabila, 2020). According to social change theory, an effective workplace can influence the worker's character (Weber, 1958). Islamic character in the majority creates ethics in the workplace. Moreover, employees with a high Islamic work ethic will carry out their responsibilities as well as possible to improve performance. So, Islamic work ethics positively influence performance (Rofiliana & Rofiuddin, 2021).

H1: Islamic Work Ethics affect performance positively.

According to Maslow's theory, motivation is the driving force that causes humans to do something or try to fulfil their needs (Maslow, 1943). Motivation is a stimulus to a person's desire and effort to work with someone because each motive has a specific goal to be achieved. Motivation is one of the individual needs. According to Maslow's theory, highly motivated employees will create more incredible innovation and creativity (Maslow, 1984). The previous research supports this finding that motivation positively affects performance (Jufrizen, Mukmin, Nurmala, & Jasin, 2021; Niati, Siregar, & Prayoga, 2021; Riyanto et al., 2021).

H2: Motivation affect performance positively.

In the theory of social change, Max Weber found that the higher the social value offered, the more effective an individual's behaviour will be (Weber, 1958). Anything accepted for employee services from the company is one of the crucial functions in HR management (Putrianti, Hamid, & Mukzam, 2014). Compensation can be in the form of salaries, incentives, bonuses, premiums, treatment, insurance, and others paid by the company as a comparable reward for employees (MacLeod & Parent, 1999). According to social change theory, compensation effectively stimulates the employee to work better and creates a sense of belonging between the employee and the company (Weber, 1958). Compensation significantly affects employee performance (Saman, 2020). Moreover, employees who receive high

compensation will try their best at work. Thus, compensation positively affects performance (Arif, Syaifani, Siswadi, & Jufrizen, 2019; Candradewi & Dewi, 2019).

H3: Compensation affect performance positively

Job satisfaction is a feeling of pleasure or displeasure with the company's feedback received by employees on the job. In line with the theory of social change, job satisfaction can increase social value for individuals. Job satisfaction is a reaction to one's work in response to the reality of the award received as expected. Job satisfaction is a collection of feelings and beliefs that people have about their work or is one of the essential attitudes in work, which has the potential to influence various behaviors in organizations and contribute to the level of well-being (Judge, Zhang, & Glerum, 2020). Job satisfaction affects performance (Rinny, Purba, & Handiman, 2020; Subarto, Solihin, & Qurbani, 2021). Under Maslow's theory, the employee will improve performance when an employee's self-actualization and job satisfaction match (Maslow, 1943). Thus, job satisfaction positively affects performance (Abdullah, Huang, Sarfraz, Ivascu, & Riaz, 2021; Sapta, MUAFI, & SETINI, 2021).

H4: Job Satisfaction affect performance positively.

Social change theory explains the assumption that changes in individual behaviour are a reaction to social changes that provide added value. In companies, increasing social values will not only change the behaviour of an individual but will give a feeling of satisfaction at work (Weber, 1958). If employees are treated fairly and rewarded accordingly, they will feel satisfied to do the work and will not feel heavy or willing to do a job. There is a positive influence between Islamic work ethics on employee job satisfaction (AFLAH, SUHARNOMO, MAS'UD, & MURSID, 2021; Ahmad, Zahid, Wahid, & Ali, 2021; Asutay, Buana, & Avdukic, 2021).

H5: Islamic work ethic affect job satisfaction positively.

Maslow's theory explains that every individual requires self-actualization that can be triggered or motivated by the environment or other people (Maslow, 1943). Motivation significantly affects employee satisfaction (Jufrizen et al., 2021; Niati et al., 2021; Riyanto et al., 2021). Motivated employees will feel that their needs are fulfilled based on their

work motivation, so their job satisfaction will increase along with increasing motivation.

H6: Motivation affect job satisfaction positively.

Social change theory assumes that compensation will provide more value for employees to trigger their job satisfaction (Weber, 1958). The scale of compensation is influenced by the level of cost of living, the ability of the company, the type of work, the burden of responsibility, and the level of compensation that applies in other companies (Edy, 2016; Sudaryo, Aribowo, & Sofiati, 2018). The purpose of compensation is the provision by the company to employees in the form of communal bonds, job satisfaction, effective procurement, motivation, employee stability, and discipline (Hasibuan, 2019). Based on the results of previous studies stated that compensation has a significant positive effect on employee satisfaction (Darma & Supriyanto, 2017; Rosalia, Mintarti, & Heksarini, 2020).

H7: Compensation affect job satisfaction positively.

Based on the theory of social change, increasing social values due to the application of Islamic work ethics can create a positive work environment, thus employees will feel that they receive support from the company and feel satisfied with the work environment within the company (Weber, 1958). So that every employee feels comfortable and tries his best to create a good performance. Thus, Islamic work ethics affect performance positively through employee job satisfaction as an intermediary (Ayudiyati & Nugraheni, 2010; Nurhasanah, Jufrizen, & Tupti, 2022; Roni, 2019).

H8: Islamic Work Ethics affects Performance through Job Satisfaction

Maslow's theory explains that every individual needs self-actualization, including in work (Maslow, 1943). One form of company support is to motivate employees to support employees to be more satisfied at work. Thus, employee performance and job satisfaction will increase due to the company's motivational support. Motivation has a significant positive effect on employee performance directly or through mediation by job satisfaction (Jufrizen et al., 2021; Niati et al., 2021; Riyanto et al., 2021). Furthermore, motivation positively affects performance mediated by job satisfaction (Riyanto et al., 2021).

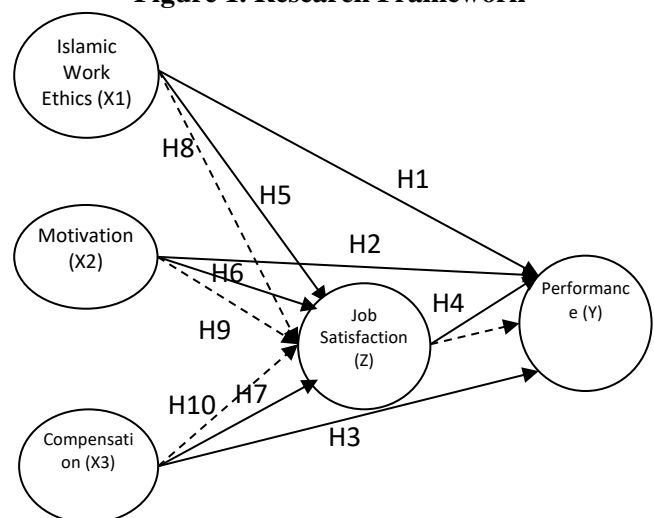
H9: Motivation affects performance through job satisfaction.

Many companies compensate employees as a form of appreciation for employee achievements. According to the theory of social change, compensation has a value that can encourage a person's behaviour (Weber, 1958). By providing compensation to employees, employees will feel more appreciated in their work and feel satisfied with the awards given by the company. Thus, employees will continue to improve their performance because they are satisfied with the compensation promised by the company. Compensation significantly affects employee performance through job satisfaction as an intervening variable (Mardiyanti, Utami, & Prasetya, 2018). Moreover, other research proves that compensation significantly positively affects employee performance through job satisfaction (Vizano et al., 2020).

H10: Compensation effects Performance through Job Satisfaction

Social change theory and Maslow's theory show several individual behaviours applicable in the company's context, such as job satisfaction and performance. The company provides motivation and compensation to employees with an Islamic work ethic. Based on this description, the framework of thought in this study is as follows:

Figure 1. Research Framework



3. METHOD

This study is a quantitative study whose primary data source is from respondents who fill out the questionnaire. The population of this research is all BTM employees in Central Java, with a total of 345 employees from 13 primary offices. Based on the

Slovin formula, the sample of this research is at least 185 respondents. All research samples were analyzed using Structural Equation Modeling (SEM) to thoroughly explain the relationship between variables in the study with smart-PLS 3.3.3 software. The variables are determined as follows: Islamic Work Ethics : Islamic Work Ethic is the avoidance of wealth accumulation and fair competition in the workplace (Pudjihastuti & Astuti, 2019).

- a. Motivation: This means a person's desire to do something determined by influence or encouragement from outside (Harahap & Tirtayasa, 2020).
- b. Compensation: Anything that employees receive in return for their work from the company (Oktaviana et al., 2021).
- c. Performance: An employee's ability to carry out a task under his responsibilities produces work results in quality and quantity (Astuti & Prayogi, 2018).
- d. Job satisfaction: Work under each worker's assessment of the employee's pleasant or unpleasant attitudes or feelings (Simanjuntak, 2021).

4. RESULT AND DISCUSSION

4.1. Result

The results of the descriptive analysis show that, based on 185 respondents, most (70%) are male, with a working period of 1-3 years (66%) with a Diploma

Education (50%). The descriptive results of the detailed respondents are in appendix 2. Then the convergent validity test (attachment 3) shows that all the statement indicators of the research variables are in the correct category and eligible. Furthermore, the results of the Average Variance Extracted (AVE) value in Annex 4 shows that discriminant validity is said to be valid because it is above 0.5.

The results passed the discriminant validity test and factor loading discriminant validity. Then, the reliability test results for all variables > 0.70, which means that all constructs in this study are reliable. Table 1 presents the R-square data for Job Satisfaction and Performance, each with a value of 0.533 and 0.676, which means that the variation in the two dependent variables can be explained by the independent variables of 53.3% and 67.6%, while other variables explain the rest. Outside the variables used in the study.

Table 1. R Square

Variables	R-Square
Job Satisfaction	0,533
Performance	0,676

Source: Output SmartPLS 3.3.3 (2021)

Based on table 2 shows that the p-value of all variables is 0.05, and the coefficient value is positive. All variables show a positive relationship value so that all variables are declared accepted.

Table 2. Hypothesis Test Results

	Hypothesis	Path Coefficient	t _{count}	P-value	Conclusion
H1	Islamic Work Ethics affect performance positively	0,334	3,951	0,000	Supported
H2	Motivation affect performance positively	0,161	2,536	0,012	Supported
H3	Compensation affect performance positively	0,232	2,815	0,005	Supported
H4	Job Satisfaction affect performance positively	0,219	2,917	0,004	Supported
H5	Islamic work ethic affects job satisfaction positively	0,274	3,232	0,001	Supported
H6	Motivation affects job satisfaction positively	0,269	3,603	0,000	Supported
H7	Compensation affects job satisfaction positively	0,281	3,157	0,002	Supported
H8	Islamic Work Ethics affect Performance through Job Satisfaction	0,060	1,972	0,049	Supported
H9	Motivation affects performance through job satisfaction	0,059	2,416	0,016	Supported
H10	Compensation affects Performance through Job Satisfaction	0,061	2,014	0,045	Supported

Source: Output SmartPLS 3.3.3 (2021)

4.2. Discussion

Islam teaches that hard work can cause sins to forgive, and there is nothing better than eating from one's work. Laziness and wasting time on useless things are strictly prohibited. The involvement and participation of followers in the work environment grew and were influenced by Islamic work ethics. The Islamic work ethic consists of four basic concepts: business, competition, transparency and moral responsibility. The effort is considered a primary ingredient in serving oneself and others. Then *competition* is defined as a comparison to achieve the best work. While transparency is a form of integrity, and for the last aspect, *moral responsibility* is defined as the basis for forming Islamic morals within us. The results of this study are also supported by previous research, which states that Islamic work ethics influence performance (Miswanto, Arifin, & Murniyati, 2020). In addition, (Salsabila, 2020) states that Islamic work ethics significantly affect employee performance. In line with that, other data research by (Rahman, 2018) also concludes that the Islamic work ethic significantly affects employee performance.

Motivation is influencing or encouraging others from outside oneself to another person or workgroup. With motivation, employees should be able to feel job satisfaction affects their performance. Meanwhile, according to (Andriani, 2018), eight indicators of motivation can affect a person's performance, such as individual drive, willingness from oneself, willingness to do work without coercion, forming expertise, skills, responsibilities, obligations and goals. (Monica, 2015) state that motivation positively affects performance. In line with that, another study by (Paais, 2020) stated that motivation positively affects performance. In line with that, another study by (Purwanto, 2019) and (Niati, 2019) that motivation positively affects performance.

Compensation is all income in the form of money, direct goods and indirect goods received by employees in return for services provided to the company. In addition, according to (Shanafelt, 2021), the purpose of compensation can be broken down into several aspects, such as fulfilled personnel qualifications. Currently, working employees can be maintained, guaranteed justice for employees, respecting employee performance, controlling costs and compliance with legal laws. In other words, the compensation given can affect employee

performance. The results of this study are also supported by previous research conducted by (Arif, 2019), which states that compensation has a significant effect on employee performance. Furthermore, another study by (Sitopu, 2021) stated that compensation significantly affects employee performance. In line with that, (Sudiardhita, p. 2018) concluded that compensation positively influences performance. Reinforced research results by (Putra, 2021) state that compensation influences performance.

Job satisfaction is an employee's attitude towards several pleasant or unpleasant work aspects that each worker assesses. Workers dissatisfied with their work, usually because they carry out their mission optimally, do not try to achieve the results optimally and vice versa. Job satisfaction will directly affect the resulting performance. Thus, satisfaction can affect employee performance. This study's results align with previous research conducted by (Alam, 2015), which states that job satisfaction affects performance. In line with that, another study by (Loan, 2020) stated that job satisfaction positively affects performance. In line with that, another study by (Jalagat, 2016) stated that job satisfaction positively affects performance. Furthermore, another study by (Pongton, 2019) stated that job satisfaction significantly influences employee performance.

There are 9 (nine) dimensions of job satisfaction: salary received, promotion, supervision, benefits, co-workers, awards, work regulations, the work itself and communication. On the other hand, according to (Kalemci, 2019), Islamic work ethics emphasizes the avoidance of wealth accumulation and fair competition in the workplace. Several factors, such as justice, honesty, fairness, generosity, and trust, are some of the ethical behaviors advocated by Islam. If employees are treated equally and rewarded accordingly, they will feel satisfied to do the work and will not feel heavy or willing to do a job. The previous research conducted by (Rahman, 2018) supports this result, which gave positive results on the influence of Islamic work ethics significantly on employee job satisfaction. In line with that, another study by (Saban, 2020) and (Miswanto, 2020) stated that Islamic work ethics influence job satisfaction.

Motivation is a series of processes that start from human needs that create emptiness in a person. In this regard, according to (Zeb, 2014), there are 2 (two) motivational factors: internal and external. Internal

factors are desire factors that arise from oneself, such as self-esteem, needs, expectations, responsibilities, and job satisfaction. While external factors are desire factors caused by the influence of external impulses such as type of work, workgroup, working conditions and security (Bagis, 2020). The results of this study are also supported by previous research conducted by (Alam, 2015), sresulting in motivation having a significant positive effect on employee performance directly or through mediation by job satisfaction. In line with that, another study by (Paais, 2020) stated that motivation significantly affects job satisfaction. This series of studies is also reinforced by other research conducted by (Sudiardita, 2018), swhich states that motivation has a positive effect on job satisfaction.

Compensation is influenced by the cost of living, the level of compensation applicable in other companies, the level of company capability, the type of work and the burden of responsibility. While the purpose of compensation, according to (Permana, 2021), is the provision of compensation provided by the company to employees in the (Ahmad, 2018). Organizational climate and job satisfaction: Do employees' personalities matter?. *Management Decision*.

Form of cooperative bonds, job satisfaction, effective procurement, motivation, employee stability and discipline. On the other hand, the dimensions of job satisfaction include being able to compete mentally, appropriate rewards, supportive working conditions, supportive coworkers and personality compatibility with work (Ahmad, 2018). Previous research by (Sudiardhita, 2018) ssupports this result which states that compensation has a significant positive effect on employee satisfaction. Another study by (Rizal, 2014) states that compensation significantly affects employee satisfaction. (Alwan, 2018) state that compensation has a positive effect on job satisfaction.

Islamic work ethics play an essential role in realizing employee job satisfaction to do work effectively and efficiently, discipline and promotion in carrying out work to improve performance. Meanwhile, according to (Saputra, 2022), several factors affect performance: effectiveness, efficiency, policy, discipline, and initiative. With the Islamic work ethic in a person, several factors such as honesty, trustworthiness, ability to convey and intelligence can be of more value than usual. Thus, it expects

employees to feel satisfied with gratitude, which affects their performance. The previous research conducted by (Rahman, 2018) supports this result, which gave positive results on the influence of Islamic work ethics on performance through employee job satisfaction as a mediator. In line with this, another study by (Jufrizen, 2017) stated that Islamic work ethics influence performance through job satisfaction. In line with that, (Miswanto, 2020) also states that Islamic work ethics influence performance mediated by job satisfaction.

Performance is the result issued by various functions of a specific time job. Employee work outcomes are strongly related to the organization's strategic goals and customer satisfaction and contribute to the economy. Meanwhile, according to (Idris, 2015), several factors can affect performance, such as internal employees, organizational internal environmental factors, and external environmental factors. Previous research conducted by (Alam, 2015) also supports that motivation has a significant positive effect on employee performance directly or through mediation by job satisfaction. In line with that, research by (Nurcahyani, 2016) states that motivation positively affects performance mediated by job satisfaction. In line with that, another study by (Priarso, 2018) stated that motivation positively affects performance through job satisfaction as a mediator.

Compensation is the receipt of something in return for employee services from the company. On the other hand, according to (Pawirosumarto, 2017), *job satisfaction* which is one of the factors that can affect performance, is defined as an employee's attitude towards several pleasant or unpleasant aspects of work that are under the assessment of each worker. In contrast, one of the factors of job satisfaction is the rewards or compensation received by employees. Compensation should be able to improve employee performance through the influence of job satisfaction. Previous research by (Purwanto, 2020) also supports which state that compensation significantly affects employee performance through job satisfaction as an intervening variable. Furthermore, compensation significantly affects employee performance through the mediation of job satisfaction. In line with that, (Idris, 2020) state that when tested partially or simultaneously, compensation significantly affects performance through employee satisfaction.

5. CONCLUSION

This study analyses the direct and indirect influence of Islamic work ethic, motivation, and compensation through job satisfaction on performance. This study uses concepts from social change theory and Maslow's perception of basic human needs. This research is a quantitative study with primary data from questionnaires completed by BMT employees throughout Central Java with a sample of 185 people. The research data were analyzed for validity and reliability and then processed using the Structural Equation Model (SEM). The results showed that the Islamic work ethic, motivation, and compensation positively affected employee performance directly and indirectly through job satisfaction as an intervening variable. The results of this study confirm the theory of social change and Maslow's theory that activities of social value within a company can positively improve employee performance. This research has implications for microfinance institutions to be able to implement effective strategies to improve internal performance. This research is limited to microfinance directly intervened by the Muhammadiyah Foundation.

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