

The Effect Of Islamic Leadership, Work Stress, Compensation, Promotion And Motivation On Employee Performance

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Abstract. This study aims to examine the effect of Islamic leadership, work stress, compensation, promotion and motivation on employee performance at Muhammadiyah Siti Aminah Bumiayu Hospital. This type of research is quantitative research with primary data sources obtained from questionnaires. Data collection through questionnaires produces structured data so that researchers can carry out the process of quantifying data, namely changing the original data into numbers. The population of this study were all employees of Muhammadiyah Siti Aminah Bumiayu Hospital as many as 365 employees. Based on the sample calculation from the Slovin formula, 192 respondents were obtained. Sampling of data was done by using convenience sampling method. Technic analysis using multiple regression analysis. The results of the study concluded that employee performance was influenced by Islamic leadership, compensation, promotion and motivation in a significant positive manner, while work stress had a significant negative effect on employee performance at the Muhammadiyah Siti Aminah Bumiayu Hospital.

Keywords : Islamic Leadership, Work Stress, Compensation, Promotion, Motivation, Employee performance

1. Introduction

The human resource perspective is an important element that cannot be separated from its existence in order to support organizational development. Human resources are the main driver of an organization that carries out all its activities to achieve company goals. Human resources are also an important element of an organization because they are the driving force and determinant of the operation of an organization. The success of management in an organization depends on the performance of the people in the organization. The performance of the people in an organization will determine the survival of the organization[1].

At the end of December 2019, the first case of Coronavirus Disease 2019 (COVID-19) was discovered in Wuhan, China. Covid-19 spread rapidly to various countries in the world so that on March 11, 2020 it was declared a pandemic. People infected with Covid-19 in the world reached 90 million people in December 2020[2]. Symptoms caused by someone infected with Covid-19 are fever, fatigue, cough, seizures and diarrhea. This virus also spreads quickly if there is direct contact between humans[3].

Since the Covid-19 outbreak, there has been an increase in patients in various hospitals which has also caused the workload of employees working in hospitals to increase. Employees experience various psychological disorders due to various pressures but must remain professional in serving patients[4]. Muhammadiyah Siti Aminah Bumiayu Hospital is one of the referral hospitals for Covid-19 patients located in Bumiayu District. Currently, Muhammadiyah Siti Aminah Bumiayu Hospital has become a class C hospital. Meanwhile, Bumiayu Hospital, Allam Medica Hospital, Harapan Sehat Hospital and Siti Aisyah Hospital are class D hospitals. Therefore, Brebes Regency in the southern region still needs a hospital. class C as a reference in the area around Bumiayu.

In accordance with the[5]regarding the classification and licensing of hospitals that the minimum standards that must be met for human resources in class C general hospitals in the form of permanent personnel include medical personnel, nursing, clinical psychology, midwifery, pharmacy, environmental health, public health, nutritionists, physical therapy, medical technicians, biomedical engineering, other health workers, and non-health workers. Within four years, when the Muhammadiyah Siti Aminah Bumiayu Hospital turned into a Class C general hospital, human resource needs must be met, especially the needs of general practitioners, dentists, and specialists.

The existence of a tiered referral system in health care facilities and the increasing demand for health services at health centers and other primary services can be seen in the data on the number of outpatient visits at the Brebes District Health Office in 2019. There are 1,022,527 Puskesmas outpatient visits recorded, and hospitals with 300,630 visits (Brebes District Health Profile, 2019). On the other hand, in line with the BPJS program, the Muhammadiyah Siti Aminah Bumiayu Hospital as a BPJS partner will carry out tiered health care before referring to a class B hospital in Brebes Regency. Muhammadiyah Siti Aminah Bumiayu Hospital is one of the most needed class C general hospitals in the Bumiayu area. Therefore,

Conditions at Muhammadiyah Siti Aminah Bumiayu Hospital there was a decrease in employee performance due to the fact that the compensation received was not yet remunerated. High work stress is caused by health services that are required to always be perfect and optimal, especially during the Covid 19 pandemic and even the rooms are full. Promotion of positions at Muhammadiyah Siti Aminah Bumiayu Hospital which is considered not to be implemented properly. In addition, employee motivation is also still not optimal so that employee performance is also decreasing. Currently, Muhammadiyah Siti Aminah Bumiayu Hospital as a hospital based on the background of one of the largest Islamic organizations in Indonesia, namely Muhammadiyah, is implementing Islamic leadership, but in practice there are still no good results.

2. Literature Review

a. Islamic Leadership

A leader who applies the style of leader in Islamic spiritual teachings always has the assumption that this world is only a journey of life in which only planting seeds of goodness or benefit for others which will eventually be harvested in the hereafter.[6]. The leadership style contained in this definition is an Islamic spiritual-based leadership style where an activity or activity that aims to guide someone, guide someone, then show which way of truth is blessed by Allah SWT.[7]. Leadership is the way and behavior of the leader's ability to form harmonious working relationships with subordinates, able to invite subordinates to work together to achieve goals and influence subordinates to achieve high work productivity by paying attention to aspects of effectiveness and efficiency. The level of work productivity is very relative in nature. Therefore, the level of work productivity to be realized between one organization and another is not necessarily the same. However, it is not impossible that there are similarities. This depends a lot on the complexity of the organization.

b. Work stress

Stress is a condition that causes tension because it is influenced by one's emotions, thoughts, and physical condition[8]. Stress is also defined as the emergence of a feeling of depression that is felt by employees at work in dealing with their work[9]. According to[4]Stress is a condition of psychological imbalance that is felt by employees in carrying out work which is indicated to be a form of emotion and behavior that is not usual and manifests towards a set back.

c. Compensation

Compensation is the total of all awards received by employees from the organization where they work in return for services that have been provided by employees to their organization[10]. Compensation is a matter of great concern to the company because compensation can affect employee performance. Compensation can be properly designed to achieve mutual success so that employees are satisfied with their efforts and motivated to achieve goals[11]. According to[12]Compensation is income received by employees as a form of compensation for services provided by employees to the company in the form of money, but can also be in the form of goods. Compensation in the form of money, namely compensation paid in cash to employees. Compensation has two components, namely compensation that is paid directly which consists of salaries, wages, and incentives. Compensation paid indirectly in the form of things that can improve employee welfare. Well-managed compensation can keep employees well so that employees will be more optimal in working to achieve their goals.

d. Job Promotion

Promotion is the transfer of position to another position with a higher position followed by a change in status and responsibility as well as an increase in salary or other wages received[13]. Promotion can also be defined as the movement of employees to a higher position with increased income and their responsibilities and authority[12]. Promotion according to[14]namely when an employee moves to a higher position accompanied by an increase in salary and responsibilities in accordance with his work standards.

Promotion is everything that can encourage someone to actively participate in a company to be better and more advanced than what they currently have[13]. Promotions can provide encouragement to employees to show their best performance. Employees will be promoted to higher positions based on the assessments obtained. This value is obtained from the competence of employees. This can be a reference for leaders to promote employees to higher positions[15].

e. Motivation

According to[16]Motivation is an individual's struggle to achieve his goals diligently. Therefore, motivation in general is related to efforts towards each goal. According to[12]motivation is to provide encouragement so that employee morale can rise and encourage them to want to integrate themselves and strive to achieve goals by working together effectively. According to[17]Motivation is a series of activities to give encouragement, which is not only to others but also to oneself so that through this encouragement it is expected to be able to act towards the desired goal. It was concluded that motivation is a personal background to achieve certain goals in accordance with the concept of motivating or generating by giving encouragement.

f. Performance Employee

Performance is related to performance with meaning as a person's achievement of the work he does in the company in accordance with its responsibilities but does not violate the ethics and applicable legal rules [18]. Seen from the point of view of other experts, performance is the achievement of the results of the efforts that individuals put forth on their work [16]. Meanwhile, according to [9] Performance is a person's expertise in obtaining results from doing work as measured by the quantity and quality of the results.

Plot influence between the variables used in the study are described in the following framework:

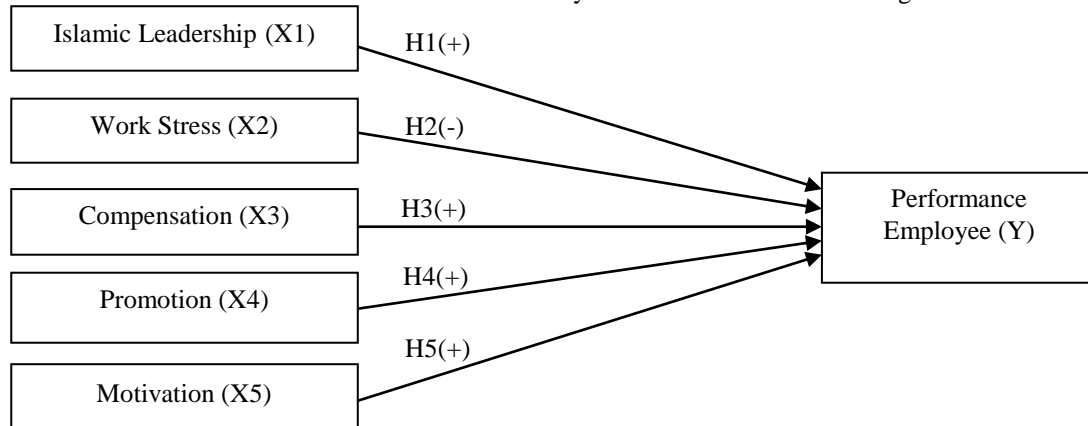


Figure 1. Thinking Framework

3. Research methodology

a. Types of research

This research is a quantitative research, namely the scientific method in the form of numerical data ratio [19]. Quantitative methods are used to test hypotheses. Data is collected using research instruments and then analyzed quantitatively so that the formulated hypothesis can be proven or not

b. Population and Sample

1) Population

The population is all research subjects that are of interest to researchers so that research is carried out in order to produce conclusions [20]. The population is all employees of Muhammadiyah Siti Aminah Bumiayu Hospital as many as 365 employees.

2) Sample

The sample is a collection of people who are part of the population and have the characteristics of the population characteristics [20]. The sample of this research is the employees of Muhammadiyah Siti Aminah Bumiayu Hospital. The method for determining the sample size is determined using the Slovin formula which will be calculated based on the following formula [20]:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{365}{1 + 365(0,05^2)}$$

$$n = \frac{365}{1,9} = 192,10$$

Information :

n : Sample Size

N : Population

e : Percentage of looseness of attachment due to sampling error still wanted (5%)

Based on the sample calculation from the Slovin formula, a total of 192.10 was obtained so that it was rounded up to 192 respondents. Sampling of data was done by using convenience sampling method. According to [21] the notion of convenience sampling is a method of determining to be a sample which is carried out by chance met by a researcher, where the respondent is part of the population and is willing to be a research sample.

Multiple linear regression equation according to [20] formulated as follows:

$$KK = \alpha + \beta_1 KI + \beta_2 SK + \beta_3 KOMP + \beta_4 PRM + \beta_5 MOT + \epsilon$$

KK	= Employee Performance	MOT	= Motivation
KI	= Islamic Leadership	α	= Constant
SK	= Work Stress	β	= Regression coefficient
KOMP	= Compensation	ϵ	= Standard error
PROMO	= Promotion		
MOT	= Motivation		

4. Findings and Discussion

a. Multiple Linear Regression Analysis Results

Table 1. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.298	.277		1.074	.284
	Islamic Leadership	.111	.049	.118	2.273	.024
	Work Stress	-.100	.037	-.125	-2.695	.008
	Compensation	.194	.052	.191	3.725	.000
	Promotion	.348	.067	.337	5.190	.000
	Motivation	.354	.062	.349	5.683	.000

Source: primary data processed in 2022

Multiple linear regression equations are obtained from table 1, namely:

$KK=0.298+0.111KI-0.100SK+0.194KOMP+0.348PRM+0.354MOT+e$ which will be interpreted as:

- 1) The constant value (a) of 0.298 means that the employee performance of Muhammadiyah Siti Aminah Hospital is 0.298 if the variables of Islamic leadership, work stress, compensation, promotion, and motivation are considered zero.
- 2) The value of $b_1 = 0.111$ means that if Islamic leadership increases by 1 unit, the performance of the employees of Muhammadiyah Siti Aminah Bumiayu Hospital will increase by 0.111 with the assumption that work stress, compensation, promotion, and motivation are considered constant.
- 3) The value of $b_2 = -0.100$ means that if work stress increases by 1 unit, then the performance of the employees of Muhammadiyah Siti Aminah Bumiayu Hospital will decrease by 0.100 with the assumption that Islamic leadership, compensation, promotion, and motivation are considered constant.
- 4) The value of $b_3 = 0.194$ means that if the compensation increases by 1 unit, the performance of the employees of Muhammadiyah Siti Aminah Bumiayu Hospital will increase by 0.194 with the assumption that Islamic leadership, work stress, promotion, and motivation are considered constant.
- 5) The value of $b_4 = 0.348$ means that if the promotion increases by 1 unit, the performance of the employees of Muhammadiyah Siti Aminah Bumiayu Hospital will increase by 0.348 with the assumption that Islamic leadership, work stress, compensation, and motivation are considered constant.
- 6) The value of $b_5 = 0.354$ means that if motivation increases by 1 unit, the performance of Muhammadiyah Siti Aminah Bumiayu Hospital employees will increase by 0.354 with the assumption that Islamic leadership, work stress, compensation, and promotions are considered constant.

b. F. Test Results

Table 2. F. Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22,383	5	4.477	57.817	.000a
	Residual	14,401	186	.077		
	Total	36,784	191			

Source: primary data processed in 2022

The results of the F test in table 2 show that the calculated F value is 57.817 with a sig value. $0.000 < 0.05$. Therefore, the F test is declared fit so that the equation of this model deserves to be studied.

c. T-Test Results (Hypothesis Test)

A summary of the results of the t-test is presented in table 3, which is used to determine the effect of each variable and to test the hypothesis in this study. The t-table value of 1.972 is obtained by determining the level of confidence or confidence of 95% and the degree of (nk-1) or $192-5-1 = 186$.

Table 3. Summary of t test results

Variable	t value	Sig Value	Information
Islamic Leadership (KI)	2,273 >1972	0.024 < 0.05	Positive Effect (H1 is accepted)
Work Stress (SK)	-2,695 < -1972	0.008 < 0.05	Negative Effect (H2 is accepted)
Compensation (K)	3,725 >1972	0.000 < 0.05	Positive Effect (H3 accepted)
Promotion (P)	5.190 >1972	0.000 < 0.05	Positive Effect (H4 accepted)
Motivation (M)	5,683 >1972	0.000 < 0.05	Positive Effect (H5 accepted)

Source: primary data processed in 2022

Hypothesis 1 is accepted, meaning that the better Islamic leadership can improve employee performance because the leadership will provide support to employees. Based on the results of the analysis, the employees of Muhammadiyah Siti Aminah Bumiayu Hospital feel that the leadership can place themselves when with employees so that mutual trust arises in their work. Leaders can also be relied on in carrying out their duties and obligations as leaders. Leaders have an intelligent attitude in making decisions so that the policies made can benefit various parties. In addition, the leadership can also maintain relationships and establish communication with each employee so that employees can work optimally. Therefore, employee performance can be further improved. The results of this study are in line with Jumaing et al[22]and Sunanda[23], but in contrast to Abusama et al.[24]and Hasibuan[25].

Hypothesis 2 is accepted, meaning that high work stress will affect a person's psychological and physical condition so that it will result in decreased employee performance. Based on the results of the analysis, the employees of Muhammadiyah Siti Aminah Bumiayu Hospital feel that the work they are doing is in line with expectations. The workload at Muhammadiyah Siti Aminah Bumiayu Hospital is not excessive. The work carried out by employees of the Muhammadiyah Siti Aminah Bumiayu Hospital is safe and not dangerous. Employees of Muhammadiyah Siti Aminah Bumiayu Hospital do not feel intimidated and do not experience pressure at work so they feel suitable to work according to the positions they currently have. This will improve the performance of the employees of Muhammadiyah Hospital Siti Aminah. The results of this study are in line with Lubis[26], Ahmad[27], Jahari[1], but different from the findings of Ratri & Wahjudono[28].

Hypothesis 3 is accepted, meaning that compensation according to employee expectations can improve employee performance. Based on the results of the analysis that the employees of Muhammadiyah Hospital Siti Aminah feel that the salary they receive is in accordance with what has been agreed upon. Employees of Muhammadiyah Siti Aminah Bumiayu Hospital also receive incentives and bonuses as well as the promised benefits. In addition, employees get a health insurance program. If they are forced to work overtime, the employees of Muhammadiyah Siti Aminah Bumiayu Hospital will get overtime pay. Employees of Muhammadiyah Siti Aminah Bumiayu Hospital can also use the facilities that have been provided to support optimal work implementation. The results of this study are in line with Alfiansyah[29], Indrasari et al.[30], Zuriana & Rananda[31], but different from the findings of Mundakir & Zainuri[32].

Hypothesis 4 is accepted, meaning that higher promotions will be followed by an increase in income and better facilities than before so that employee performance can increase.[33]. Based on the results of the analysis that employees of Muhammadiyah Siti Aminah Bumiayu Hospital feel that the experience they have is good enough to get a promotion. Employees feel that their current position matches their education. Employees are always honest in their work and are responsible and loyal to Muhammadiyah Siti Aminah Bumiayu Hospital. Employees feel they can socialize and get along with fellow co-workers and are always initiative and creative in their work. This can improve work performance so that it can encourage employees to get higher promotions which will be able to improve their performance as employees. The results of this study are in line with Njiraine[34]and Mandagi et al[35], but in contrast to the findings of Pangkey et al.[36]and Syahputra & Jufrizen[13].

Hypothesis 5 is accepted, meaning that the more motivated employees are at work, the higher their performance will be. Based on the results of the analysis, the employees of Muhammadiyah Siti Aminah Bumiayu Hospital feel they have worked hard to complete the work by prioritizing work and doing it seriously. This is because the employees of Muhammadiyah Siti Aminah Bumiayu Hospital have high aspirations and continue to move forward with a future-oriented orientation so that they can do better in their work. Relationships between co-workers are well established so that employees are encouraged to work even better. In addition, employees of Muhammadiyah Siti Aminah Bumiayu Hospital can optimize their working time so that

they can work effectively. Therefore, this can encourage employees of Muhammadiyah Siti Aminah Bumiayu Hospital to improve their performance at work.[37]and Abusharbeh & Nazzal[38], but different from the findings of Marjaya & Pasaribu[39].

5. Conclusion

The conclusion obtained from the findings in this study is the performance of the employees of Muhammadiyah Hospital Siti Aminah influenced by Islamic leadership, compensation, promotion, and motivation are positively significant. The performance of Muhammadiyah Siti Aminah Bumiayu Hospital employees is also significantly affected by work stress. Based on the conclusions of this study, it is suggested that the leadership of Muhammadiyah Siti Aminah Bumiayu Hospital should be able to improve their competence so that they can be more reliable in carrying out their duties as leaders. Employees of RSU Muhammadiyah Siti Aminah should be able to share tasks with other colleagues so that the workload does not pile up so that employees can work as they expect. The Muhammadiyah Siti Aminah Bumiayu Hospital should be able to increase bonuses because the workload of employees is getting heavier during the Covid-19 outbreak. For employees of Muhammadiyah Siti Aminah Bumiayu Hospital, they should be able to improve their competence so that their work performance can increase so that the opportunity to get a higher position promotion will be more open. Employees of Muhammadiyah Siti Aminah Bumiayu Hospital need to increase their motivation at work so that they can be oriented towards a better future.

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