

Influence of Islamic Leadership, Islamic Work Ethos, Work Motivation, Training, and Organizational Commitment on Employee Performance (Study on Sharia Financing Savings and Loans Cooperative in Banyumas Regency)

Eldika Riza Rahmawan¹, Azmi Fitriati², Erny Rachmawati³
eldikariza@gmail.com, azmi.fitriati@gmail.com, ernyrachmawati67@gmail.com

Universitas Muhammadiyah Purwokerto¹²³

Abstract. This study aims to analyze the positive influence of Islamic leadership, Islamic work ethic, work motivation, training, and organizational commitment on employee performance. This study is a quantitative study with a sample of employees The Sharia Financing Savings and Loans Cooperative in Banyumas Regency as many as 150 respondents were selected using the saturated sampling method. Data collection was carried out using a questionnaire. The data analysis technique of this research uses SEM-PLS with SmartPLS software. The results of the analysis show that Islamic leadership has a positive effect on employee performance. Islamic work ethic has a positive effect on employee performance. Work motivation has a positive effect on employee performance. Training has a positive effect on employee performance. Organizational commitment has a positive effect on employee performance.

Keywords: Islamic leadership, Islamic work ethic, work motivation, training, organizational commitment, employee performance

1 Introduction

Sharia Cooperative is an entity consisting of individuals or cooperative legal entities, whose activities are based on sharia principles, namely the Qur'an and hadith [1]. Sharia cooperative activities do not set interest because interest is considered usury and is contrary to justice so that it is also contrary to sharia principles [1]. Cooperatives can be said to be successful if their employees have good performance so that organizational goals can be achieved properly [1]. To create reliable human resources, good management is needed so that employee performance is more optimal [2].

Based on Ministerial Decree No. 91/Kep/M.KUKM/IX/2004 that cooperatives need management that has good quality managerial staff, has good character and morals and has expertise in finance or has attended Islamic financial training or internships at Islamic financial institutions. . The performance of employees at the Sharia Savings and Loans Cooperative in Banyumas Regency is still not optimal because the educational qualifications of the employees are still not appropriate. Based on data from the Sharia Savings and Loans Cooperative in Banyumas Regency in 2021, employees who do not meet the educational qualifications reach 45%, meaning that almost half of the employees who work are not from the Department of Economics.

Several previous studies have found factors that can affect employee performance. These factors are Islamic leadership [2], Islamic work ethic [3], work motivation [4], training [5], organizational commitment (Andre and Hermanto, 2021) and other factors.

Some of the findings from previous researchers found a *research gap*, in the form of several inconsistent research results, such as Harahap [7] showing that Islamic leadership has a positive effect on employee performance. However, in contrast to the findings of Azwadi, et al. [3] and Widayadi, et al. [8]. Azwadi, et al. [3] concluded that Islamic work ethic has an effect on employee performance, but the results are different from Sodik (2018). Harahap (2016) and Hendra [4] concluded that work motivation has a positive effect on employee performance, but it is different from Sodik [9]. Elizar and Tanjung [5] concluded that training had a positive effect on employee performance, but it was different from Syahputra and Tanjung [10]. Andre and Hermanto's research [6] concluded that organizational commitment has a positive effect on employee performance, but the results are different from the findings of Eliyana, Ma'arif and Muzakki [11].

Based on this background, research is needed that can empirically test the influence of Islamic leadership, Islamic work ethic, work motivation, training, and organizational commitment on the performance of *the Sharia Savings and Loans Financing Cooperative employees in Banyumas Regency*.

2 Literature Review

a. Organizational Behavior

The theory used as *the grand theory* is *organizational behavior*, which is a field of study that studies individual behavior in an organization (Sunyoto and Burhanudin, 2015). Organizational behavior involves studying what individuals do in an organization and how their behavior affects organizational performance. The purpose of studying organizational behavior is to make organizations more effective through continuous improvement [12]. Organizational behavior assumes that the organization is not a closed system. The organization as an open system cannot be separated from the influence of the environment which is constantly changing [12].

b. Human Resource Development

Human resource development is the process of increasing the capacity of human resources to contribute to the achievement of organizational goals. [13]. The process of developing human resources is a *starting point* where organizations want to improve and develop *skills, knowledge, and abilities* (SKA) according to current and future needs [14]. Human resource development helps employees understand hands-on knowledge and strengthens the skills, abilities, and attitudes that organizations need to achieve their goals [14].

c. Performance Employee

Performance is carrying out tasks and completing tasks according to their responsibilities so that they can achieve the expected results. [15]. According to Sedarmayanti [16], employee performance is an individual achievement regarding the obligations that are shared.

d. Leadership Islamic

Leadership is a process or leadership skill that directs and motivates employee behavior in accordance with the Qur'an and hadith to jointly achieve the desired goals [7]. The attention of a leader can raise the morale of employees which can ultimately improve their performance [17]. Sunanda [18] stated that Islamic leadership has a positive effect on performance. The research of Sunanda Sunanda [18] is in line with Hidayatulloh [17], Layaman and Jumalia [19], Jumaing et al. [20].

H1: Islamic leadership has a positive effect on employee performance

e. Islamic Work Ethic The Islamic

Work ethic is defined as a personality attitude that forms a deep belief that working is not only to glorify oneself but also as a manifestation of good deeds and has a very noble value of worship [3]. The Islamic work ethic of employees makes employees more responsible at work and always innovates at work so that their performance will also increase [9]. Aswadi et al. [3] shows that Islamic work ethic has a positive influence on employee performance. Research Aswadi et al. [3] supported by Layaman and Jumalia [19], Dharma and Ikhsan [21], and Jufrizen et al. [22].

H2: Islamic work ethic has a positive effect on employee performance

f. Work Motivation

According to Busro [23], motivation is a series of activities to give encouragement, which is not only to others but also to oneself. Work motivation is considered as one of the best policies that can help improve work effectiveness between management and employees in a company. Harahap [7], Sriwahyuni et al. [2], Ahmed and Almaamari [24], Sultoni et al. [25], Saudi et al. [26] stated that work motivation has an effect on employee performance.

H3: Work motivation has a positive effect on employee performance

g. Training

Employee training is the process of providing certain knowledge and skills so that employees will increase their skills and have abilities that are in line with company expectations because they can carry out their duties well [27]. Through the training program, it is expected that all potential possessed by employees can increase in accordance with company expectations [28]. This will have an impact on employee performance [27]. Elizar and Tanjung [5] stated that training has a positive effect on employee performance. Elizar and Tanjung's research [5] is in line with Hendra [4], Kanapathipillai and Azam [29], Omar et al. [30].

H4: Training has a positive effect on employee performance

h. Organizational Commitment Organizational

Commitment is a condition for employees to stand in a particular organization to maintain its membership [31]. Employees who are able to carry out their obligations, are responsible, are able to carry out their duties, and survive in the organization show that these employees have commitment. Employees who have high commitment are expected to show optimal performance [32]. Andre and Hermanto [6] stated that organizational commitment has a positive effect on employee performance. The research of Andre and Hermanto [6] is in line with Husnah et al. [31], Ardini and Fadli [32], Haerofiatna et al. [33].

H5: Organizational commitment has a positive effect on employee performance

The framework is obtained based on the explanation above which will be presented in Figure 1 below:

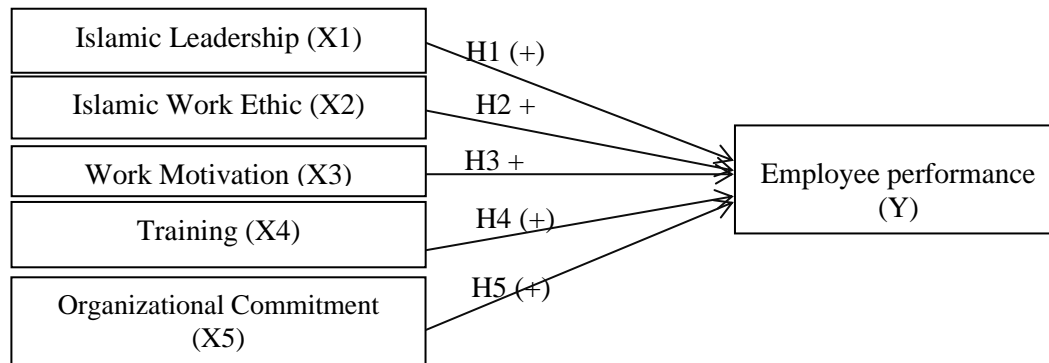


Figure 1. Framework

3 Research Methodology

This type of research is a quantitative research. The population in this study were the employees of the Sharia Savings and Loans Financing Cooperative in Banyumas Regency as many as 150 employees. The sampling technique used is saturated sampling so that the sample of this study was obtained by 150 respondents because all of the population was used as the sample of this study. The data in this study are primary data obtained from questionnaires. The data analysis technique of this research uses SEM-PLS by using the Smart-PLS software.

4 Finding and Discussions

a. Evaluation of Measurement Model

Table 1. Outer Loading and AVE . Results

Variable	Item	Outer Loading	AVE	Information	<i>Cronbach's Alpha</i>	<i>Composit Reliability</i>	Information
Islamic Work Ethic	EK1	0,889	0,801	Valid	0,951	0,960	Reliable
	EK2	0,888		Valid			
	EK3	0,889		Valid			
	EK4	0,869		Valid			
	EK5	0,917		Valid			
	EK6	0,916		Valid			
Islamic Leadership	KI1	0,783	0,574	Valid	0,877	0,904	Reliable
	KI2	0,695		Valid			
	KI3	0,837		Valid			
	KI4	0,754		Valid			
	KI5	0,750		Valid			
	KI6	0,673		Valid			
	KI7	0,800		Valid			
Employee performance	KK1	0,908	0,789	Valid	0,865	0,918	Reliable
	KK2	0,934		Valid			
	KK3	0,819		Valid			
Organizational Commitment	KO1	0,914	0,817	Valid	0,888	0,930	Reliable
	KO2	0,912		Valid			
	KO3	0,886		Valid			
	MK1	0,839	0,773	Valid	0,926	0,944	Reliable

Variable	Item	Outer Loading	AVE	Information	Cronbach's Alpha	Composit Reliability	Information
Work motivation	MK2	0,915	0,840	Valid	0,937	0,955	Reliable
	MK3	0,915		Valid			
	MK4	0,878		Valid			
	MK5	0,845		Valid			
Training	P1	0,897	0,840	Valid	0,937	0,955	Reliable
	P2	0,895		Valid			
	P3	0,919		Valid			
	P4	0,954		Valid			

Source : SmartPLS

Based on Table 1, the *outer loading* for all variables has a value > 0.5 [34] so that all variable items pass the *outer loading*. In the AVE test, it is known that the variable used in this study is valid because it produces an AVE value > 0.5 [34]. The test results also show that all of the variables are reliable as indicated by *Cronbach's alpha* value > 0.7 and *Composite Reliability* > 0.7 [34].

b. Evaluation of Structural Model (Inner Model Test)

Based on the results of the analysis, the coefficient of determination (*r square*) generated by the research construct shows that the contribution of Islamic leadership variables, Islamic work ethic, work motivation, training and organizational commitment to employee performance is 0.456 or 45, 6%, while the remaining 54.4% is influenced by variables outside the study. *Goodness of Fit* aims to determine the level of suitability and feasibility of a research model. Based on the results of the analysis, it is known that the GoF value generated by this research model is 0.5907, which concludes that the overall performance of the prediction model that is reviewed at the level of conformity between *the inner model* and the *outer model* has a high level of feasibility because it produces a GoF value above 0.36 [34].

c. Hypothesis Testing Results

Table 2. Hypothesis Testing Results

Code	Hypothesis	Original Sample	T statistics	P values	Conclusion
H1	Islamic Leadership -> Employee Performance	0,151	2,168	0,031	Accepted
H2	Islamic Work Ethic -> Employee Performance	0,483	4,540	0,000	Accepted
H3	Work Motivation -> Employee Performance	0,347	2,979	0,003	Accepted
H4	Training -> Employee Performance	-0,489	4,054	0,000	Accepted
H5	Organizational Commitment -> Employee Performance	0,319	2,794	0,005	Accepted

Source: SmartPLS

In hypothesis testing 1 shows the t statistic value > 1.96 ($2.168 > 1.96$) and sig value $0.031 < 0.05$ or in other words H_0 rejected and H_a is accepted, meaning that Islamic leadership has a positive effect on employee performance. Leaders are seen as people who like to get along, friendly, like to help and provide instructions and are open to criticism from others. The spirit of the leadership to keep moving forward can be an example for employees. The attitude of leadership responsibility in making decisions and accepting the consequences for their behavior and discipline in acting can spur employees to improve their performance. Leaders who are wise in making decisions and have high and creative initiative can improve the performance of employees because they can be role models for employees [35]. The results of this study are in line with Ekhsan & Mariyono [36], Hidayatulloh [17], Jumaing et al. [20], Layaman & Jumaila [19], Nabila et al. [37], Sunanda [18]. However, in contrast to the findings of Widayadi et al [8] and Aswadi et al. [3].

In testing hypothesis 2, it shows the t statistic value > 1.96 ($4.540 > 1.96$) and sig value $0.000 < 0.05$ or in other words H_0 rejected and H_a accepted, meaning that Islamic work ethic has a positive effect on employee performance. Employees who have a work ethic are shown by their level of discipline at work. Employees will try to work creatively and try to be responsible for their work. Employees who have a high Islamic work

ethic will be happy to provide the best service. Employees try to be independent so as not to bother other co-workers. Therefore, the high Islamic work ethic will improve employee performance at work. The results of this study are in line with Layaman & Jumaila [19], Maksum and Fikriah [38], Aswadi et al. [3], Dharma & Ikhsan [21], Saragih et al. [39], Jufrizen et al. [22]. However, it is different from Sodik's findings [9].

In testing hypothesis 3, it shows the t statistic value > 1.96 ($2.979 > 1.96$) and the sig value is $0.003 < 0.05$ or in other words H_0 rejected and H_a accepted, meaning that work motivation has a positive effect on employee performance. Employees who have high motivation desire to achieve a better life by trying to work optimally. Employees will be motivated to have something so they will work hard to make it happen. Employees who have high motivation will also try to get awards and recognition so they need to have the power to achieve their desires. This is what encourages employees to have high motivation at work so that they can be appreciated by the organization where they work which spurs them to improve their performance (Ahmed and Almaamari, 2020). The results of this study are in line with Sriwahuni et al. [2], Saudi et al. [26], Sul-toni et al. [25], Amar et al. [40]. However, in contrast to Mulyana et al. [41] and Trigunajasa et al. [42].

In testing hypothesis 4, it shows the t statistic value > 1.96 ($4.054 > 1.96$) and the sig value is $0.000 < 0.05$ or in other words H_0 rejected and H_a accepted, meaning that training has a positive effect on employee performance. Based on the results of the analysis that the employees of the Sharia Financing Savings and Loans Cooperative in Banyumas Regency have attended training on the application of sharia principles. The results of the training can be applied by employees properly. The method presented by the training instructor is interesting so that the content of the material is easier to understand. The training is carried out in accordance with employee expectations. Therefore, employees who have expertise because they have gone through various trainings will also increase their performance (Hartono and Siagian, 2020). The results of this study are in line with Kanapathipillai & Azam [29], Omar et al. [30], Elizar & Tanjung [5], Marjaya & Pasaribu [28], Sari & Susilo [27], Husnah et al. [31]. However, it is different with Syahputra & Tanjung [10].

In testing hypothesis 5, it shows the t statistic value > 1.96 ($2.794 > 1.96$) and the sig value is $0.005 < 0.05$ or in other words H_0 rejected and H_a accepted, meaning that organizational commitment has a positive effect on employee performance. Based on the results of the analysis, it shows that the employees of the Sharia Savings and Loans Financing Cooperative in Banyumas Regency like the company where they work so that they are always involved in every activity in the company. Employees who are loyal to the company will make the company a top priority. This is indicated by the attitude of employees who will feel a loss if they have to leave (out) from their work. Employees who have high commitment will understand their role in the organization so that they will do the best for their organization [44]. The results of this study are in line with Haerofiatna et al. [33], Andre & Hermanto [6], Sembiring & Husen [45], Ardini & Fadli [32], Husnah et al. [31]. However, in contrast to Damayanti et al. [46] and Widayadi et al. [8].

5 Conclusion

Based on the results of the study, it can be concluded that the performance of sharia Cooperative employees in Banyumas Regency is influenced by Islamic leadership, Islamic work ethic, motivation, training, and organizational commitment. These findings imply that sharia Cooperation in Banyumas Regency must optimize the Islamic leadership style of the leadership, improve the Islamic work ethic of employees, encourage employee motivation, provide targeted training, and increase employee commitment so that employee performance can also increase.

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