

**IMPROVING PERFORMANCE WITH THE SUPPORT OF ISLAMIC LEADERSHIP
AND ISLAMIC WORK MOTIVATION TO SYARIA BANKING EMPLOYEE
IN PURWOKERTO**

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Abstract

Islamic banking requires a strong organizational foundation in order to survive in the increasingly tight competition of the banking industry. This study uses primary data and secondary data in the form of information from published journals, websites or other media. The research sample includes employees of Purwokerto Islamic Banking who have worked for 2 years. The technical analysis in this study was carried out using descriptive analysis and Structural Equation Modeling or SEM (Structural Equation Modeling) then hypothesis testing was carried out. The results of the hypothesis testing stated that Islamic leadership had no effect on employee performance, Islamic organizational culture had a positive effect on employee performance, Islamic leadership had a positive effect on Islamic organizational culture, Islamic leadership had a positive effect on Islamic work motivation, Islamic organizational culture had a positive effect on Islamic work motivation and Islamic work motivation had a positive effect on employee performance. Based on the results of the Sobel Test, Islamic work motivation mediates the effect of Islamic leadership on employee performance but Islamic organizational culture does not mediate the effect of Islamic leadership on employee performance. Islamic work motivation mediates the effect of Islamic organizational culture on employee performance while Islamic organizational culture mediates the effect of Islamic leadership on Islamic work motivation.

Keywords: *Islamic work motivation, Islamic organizational, Islamic leadership, Syariah Banking*

1. INTRODUCTION

Resources are one of the main assets for a company in supporting the achievement of company goals and targets, so that the company can form strong human resources and be able to face various changes and challenges. Therefore, it is very important for Islamic banking to pay attention to its human resources. Islamic banking is a form of organization in the form of an industrial profit institution. Islamic banking requires a very strong organizational foundation in order to survive in the competition of the banking industry. In this case, human resources cannot be separated because having competent, motivated, and trained employees is one of the main elements of an organization and is expected to be the main determinant of the organization's success. One of the determining factors for an organization in achieving its goals is employee performance. Therefore, company leaders must pay attention to the performance of their employees, because a decline in employee performance will affect the overall performance of the organization (Sarabi Asiabar, Kafaei Mehr, Arabloo, & Safari, 2019) . Based on the latest population census data, 87% of Indonesia's population identifies themselves as Muslims (Statista, 2020) . Islam certainly influences its adherents to practice Islamic concepts and Islamic social theories in everyday life, including in human resources (HR) practices.

Leadership is an important factor in measuring the framework between employees and the organization (Hakim, 2012) . Leadership style is one of the factors in the success or failure of leaders in organizations, many leaders fail because their leadership style is not right so that it is difficult to make adjustments to those they lead. (Nowack, 2003). Islam views leadership as a mission, a responsibility not only to the members it leads, but also to Allah SWT (Faris, Abdalla, Faris, & Abdalla, 2018). Islamic leadership is an activity that aims to guide, accompany, and guide to the path that is blessed by Allah SWT (Faris et al., 2018) . So leadership is an activity that aims to guide, accompany, and guide to the path that is blessed by Allah SWT (Faris et al., 2018). So leadership is an activity that aims to provide guidance, accompany, and guide to the path that is blessed by Allah SWT (Faris et al., 2018) . So leadership is an activity that aims to provide a positive influence on others, both directly and indirectly. Leadership is a process to change the behavior of others to be positive, so that others no longer feel themselves as good leaders. Islam is directed towards the pleasure of Allah SWT, so the organization will mobilize its leadership resources to achieve the desired goal, namely achieving prosperity with the pleasure of Allah SWT as stated in QS Al-Baqoroh verse 207. In addition to improving leadership, goal achievement is also influenced by other factors, namely organizational culture. Organizational culture is an example, norms, beliefs, values applied to the organization. In Islam, culture is a norm, rules that must be obeyed and implemented based on Islamic teachings such as the Qur'an and Hadith (Mariyanti et al., 2020) . Islamic organizational culture is one of the factors that improves the character of an Islamic employee (Ekawati et al., 2019) .

Islamic work motivation is important to understand, including faith, devotion to parents and other Islamic rules (Hakim, 2012) . Islamic performance motivation must be understood in its entirety in order to provide encouragement to do the best job possible. Human resources based on Islamic principles are considered to have a positive influence on the organization (Rana & Malik, 2017) . In terms of management and operations, the development of Islamic banking management is greatly influenced by various environmental needs, especially Islamic banking that provides quality banking services. To provide quality banking services, Islamic banking must have quality human resources, including employees and leaders.

2. LITERATURE REVIEW

a. Employee Performance

Employee performance is an assessment of the results of the evaluation and effectiveness of the work of an individual or group of workers (Hanaysha, 2016) . To achieve banking performance and services, one of the efforts made is to improve the quality of fair and affordable banking services. Improving the quality of banking services is highly dependent on existing human resources, especially banking personnel (Mahendradhata Y, Trisnantoro L, Listyadewi S, Soewondo P, 2017). In carrying out their main duties, banking personnel must provide high-quality services to satisfy the community in need (Risky, Rachman, & Akbar, 2020).

b. Performance in Islam

Performance in the perspective of Islam is one of the means of life and activities that have an important role in community life. Working as recommended by religion, even work is often used as a benchmark to assess someone. According to Islamic teachings, everyone is required to be independent, therefore to meet the needs of themselves and their families must work and should not beg to meet their primary needs. In other words, a person should meet their own needs by trying and working even though it is hard (Didin Hafidhuddin, 1997) .

c. Employee Duties

Employees are people who provide personnel services based on data from assessments to evaluations of medical and bio-psycho-socio-spiritual results (Ali HZ, 2002:43). Some elements of employee roles include providing personnel services, as advocates to protect clients, as clients' guidance providers, as clients' educators, as members of the banking team who are required to be able to work together with other banking personnel, as coordinators to utilize the potential of client resources (Doheny, 2007). 1982).

d. Employee Performance Appraisal

Performance can be evaluated based on the job satisfaction of employees occupying certain positions within a certain period of time. This can also be assessed based on the units of products or services handled by employees within a specified time span (Hanaysha, 2016). According to Sharma et al., (2014) higher performance will result in economic growth, profitability that can serve as employee productivity in major contributions to the success of an organization.

e. Islamic Leadership

Team leadership and motivation are important aspects in the banking employee industry and can make workers happy and satisfied (Al Rahbi, Khalid, & Khan, 2007) . The four stages of leadership practices in Islam include leaders who practice Islamic teachings with high faith, strong conviction, piety, and ihsan. (Ahmad, 2009) . The six characteristics of Islamic leadership based on the Qur'an and Sunnah are sincerity or sincerity (which reflects openness, accountability, and honesty), patience, kindness, humility, communication, and moral courage. (Faris et al., 2018) . Therefore, anyone who takes or is given a leadership position will be held accountable before Allah and his people. Good leadership must be demonstrated through actions and not just words.

f. Islamic Work Motivation

Islamic work motivation comes from something more fundamental, namely based on the belief that humans were created as caliphs on earth. According to Hayat & Alvi (2019) there are two factors that motivate humans from an Islamic perspective, the first is rewards and punishments in the form of material. According to Islamic beliefs, human behavior is not only motivated by economic interests alone, but also pursuing the pleasure of Allah, rewards in the afterlife, and not forgetting to take into account accountability on the Day of Judgment. Human motivation in Islam is the purpose of human creation, namely humans who have ideals, desires, and needs. This is the driving force for humans to act, learn, work, worship, play, and so on.

g. Islamic Organizational Culture

Organizational culture in banking services such as Islamic banking is a metaphor for several aspects of banking service organizations that are softer, less concrete, and how they are manifested in banking service patterns. (Kinicki, Angelo, 2003) . Islamic organizational culture is derived from the Qur'an and Sunnah (Mariyanti, Husin, & Lenggogeni, 2020). Islamic organizational culture is a process of transmission and various philosophies, visions, missions, values, beliefs, norms, knowledge, and skills between members of the organization, the Qur'an and Sunnah to achieve organizational goals smoothly and efficiently, so as to obtain the pleasure of Allah SWT.

h. Relationship Between Variables

The Influence of Islamic Leadership on Employee Performance

Leadership is the ability of a person to influence others through communication and indirectly. To achieve a balance of happiness in the world and the hereafter, the influence of Islamic leadership and performance is the ability to influence others. Judge's study, (2012) using

sharia principles on employees of Bank Muamalat Central Java showed that there was a significant positive relationship between Islamic leadership and employee performance, namely good leaders use Islamic values in their leadership to improve performance. Nowack, (2003) concluded that poor leadership causes employees to tend to leave the organization. The concept of Islamic leadership uses the characteristics of the Prophet Muhammad SAW, namely Islam, Faith, Piety, and Ihsan which are the most important elements to encourage employee performance to be better. (Ahmad, 2009) . The results of the study showed that leadership has a direct effect on employee performance.

H 1: Islamic leadership influences employee performance.

The Influence of Islamic Organizational Culture on Employee Performance

Changes in goal setting in the form of vision and mission can be realized in a work culture based on spiritual values in leadership that inspires employees to build an organizational vision and create job satisfaction which will ultimately affect employee performance. In line with research (Judge, 2012; Mariyanti et al., 2020; Yining & Ahmad, 2009) that Islamic organizational culture influences employee performance.

H2: Islamic Organizational Culture Influences Employee Performance

The Influence of Islamic Leadership on Islamic Organizational Culture

Islamic leaders mention the existence of Allah's guidance. This is done by considering the balance to obtain happiness both in the world and in the hereafter. Islamic leadership will lead to the Islamic organizational culture of employees in doing work. Ahmad's research (2009) shows that Islamic work motivation provides an important basis for Islamic leadership. Further research by Al Rahbi et al., (2007) also found a relationship between Islamic leadership and Islamic organizational culture.

H3: Islamic leadership influences Islamic organizational culture

The Influence of Islamic Leadership on Islamic Work Motivation

Islamic motivational activities are expected to develop self-abilities among people who are directed to the path of Allah SWT. Michelle C. Bligh (2017) shows that leaders show how to help employees with the aim of empowering and involving employees. Through the ability to influence the motivation of others to contribute to the organization so that it becomes more effective Edwards & Gill (2012) .

H 4: Islamic leadership influences Islamic work motivation

The Influence of Islamic Organizational Culture on Islamic Work Motivation

Work culture can help employees in their work, because work culture creates extraordinary motivation for employees to give their best in taking advantage of the opportunities provided by their organization. Shared values make employees feel comfortable in their work, have commitment and loyalty, try harder, increase job and employee satisfaction, and maintain competitive advantage. Research (Hakim, 2012; Mariyanti et al., 2020) shows that Islamic organizational culture has a positive and significant influence on Islamic work motivation.

H 5: Islamic Organizational Culture influences Islamic Work Motivation

The Influence of Islamic Work Motivation on Employee Performance

Islamic work motivation is an effort that can make employees aware to do the work of the company organization with full self-awareness, not a requirement. Motivation can certainly affect performance, although it is not the only factor that affects performance, meaning that when motivation is high, employee performance will increase. In line with Judge's research (2012) that increasing Islamic work motivation will improve employee performance and it can

be concluded that Islamic work motivation as a whole affects employee performance (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014) .

H 6: Islamic work motivation influences employee performance.

3. RESEARCH METHODS

This study uses primary data and the tool used is a questionnaire taken from Islamic banking employees in Purwokerto. While secondary data in the form of information from published journals, websites or other media are used in this study to compile a research model. This study uses a sample of Islamic banking employees who have worked for 2 years. Data quality testing is carried out with validity and reliability based on the instruments used from the SEM model analyzed. Furthermore, the technical analysis in this study was carried out using descriptive analysis and Structural Equation Modeling or SEM (Structural Equation Modeling). Furthermore, to test the hypothesis.

4. RESULTS AND DISCUSSION

The Influence of Islamic Leadership on Employee Performance

The significance value of 0.519 means that Islamic leadership does not affect employee performance, so it can be said that hypothesis 1 which states that Islamic leadership has a positive effect on employee performance is rejected. This shows that the leader's ability to communicate his thoughts through sincerity, patience, kindness and humility from employees does not affect employee performance.

The Influence of Islamic Organizational Culture on Employee Performance

Based on the significance value obtained of 0.037, it means that Islamic organizational culture has a positive effect on employee performance, so it can be said that hypothesis 2 which states that Islamic organizational culture has a positive effect on employee performance is accepted. Good behavior and maintaining trust, willing to sacrifice for the benefit of patients will make employees better in their work quality, willing to provide information for patients and follow Islamic banking policies.

The Influence of Islamic Leadership on Islamic Organizational Culture

Based on the significance value obtained of 0.000, it means that Islamic leadership has a positive effect on Islamic organizational culture, so it can be said that hypothesis 3 which states that Islamic leadership has a positive effect on Islamic organizational culture is accepted. The existence of appropriate moral courage can raise employee morality and excellence so that it can strengthen Islamic organizational culture.

The Influence of Islamic Leadership on Islamic Work Motivation

Based on the significance value obtained of 0.000, it means that Islamic leadership has a positive effect on Islamic work motivation, so it can be said that hypothesis 4 which states that Islamic leadership has an effect on Islamic work motivation is accepted. Good communication with leaders can make employees more enthusiastic in working because they feel that there is support from their leaders towards them so that with the humble, patient and kind nature of the leader, employees are happier in working so that their work motivation increases.

The Influence of Islamic Organizational Culture on Islamic Work Motivation

Based on the significance value obtained of 0.000, it means that Islamic organizational culture has a positive effect on Islamic work motivation, so it can be said that hypothesis 5 which states that Islamic organizational culture has a positive effect on Islamic work motivation is accepted. Good practices in the workplace (Islamic banking) namely behaving well, being sincere,

being able to maintain trust, always praying and dressing Islamically will make employees feel happy so that it increases employee enthusiasm in working.

The Influence of Islamic Work Motivation on Employee Performance

Based on the significance value obtained of 0.000, it means that Islamic work motivation has a positive effect on employee performance, so it can be said that hypothesis 6 which states that Islamic work motivation has a positive effect on employee performance can be accepted. Increasing work motivation in the form of employee happiness can make employees provide better service to patients, in addition to the happiness of employees who feel the same feelings as their colleagues, employees will try to work together more and maintain better relationships with other employees or other banking staff.

Direct and Indirect Influence

Based on the test, it is known that Islamic organizational culture and Islamic work motivation can function as intervening variables. Islamic work motivation can strengthen the influence of Islamic leadership and Islamic organizational culture on employee performance because the value of indirect influence on employee performance is greater than its direct influence.

5. CONCLUSION AND AGENDA FUTURE RESEARCH

Conclusion

Based on the results of the study at RSI Muhammadiyah Purwokerto, problems were found in the services provided to patients. Suboptimal services in Islamic Sharia Banking can be caused by suboptimal employee performance. Data analysis using Structural Equation Modeling (SEM) is divided into confirmatory analysis testing to test the model of each variable, validity and reliability, then continued with testing the overall structural model as a complete model to test the hypothesis and model suitability. In hypothesis testing, probability values are used to analyze the significance of the influence and critical ratio values to test the direction of the hypothesis. The results of the hypothesis test state that Islamic leadership has no effect on employee performance, Islamic organizational culture has a positive effect on employee performance, Islamic leadership has a positive effect on Islamic organizational culture, Islamic leadership has a positive effect on Islamic work motivation, Islamic organizational culture has a positive effect on Islamic work motivation and Islamic work motivation has a positive effect on employee performance. Based on the results of the Sobel Test, Islamic work motivation mediates the influence of Islamic leadership on employee performance, but Islamic organizational culture does not mediate the influence of Islamic leadership on employee performance. Islamic work motivation mediates the influence of Islamic organizational culture on employee performance, while Islamic organizational culture mediates the influence of Islamic leadership on Islamic work motivation.

Agenda Future Research

Based on the conclusions that have been put forward above, several suggestions can be given which are expected to be useful for further research. The suggestions are:

1. For further research, it is hoped that in addition to distributing questionnaires, researchers can also conduct direct interviews to dig deeper and face-to-face information.
2. Future research can examine this phenomenon in banking as in other big cities, for example Semarang and others

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