



ISLAMIC CULTURE IMPACT OF INCREASING SATISFACTION AND PERFORMANCE OF EMPLOYEES: STUDY OF EDUCATIONAL INSTITUTIONS SABILILAH SAMPANG



Chamdan Purnama¹

¹Lecturer, School of Economics Al-Anwar, Mojokerto, Indonesia



ABSTRACT

Article History

Received: 6 February 2017
Revised: 28 February 2017
Accepted: 6 March 2017
Published: 15 March 2017

Keywords

Islamic culture
Competence
Commitment
Honesty
Transformative
Job satisfaction
Employee performance.

JEL Classification

J530.

Many studies conducted by experts who want to know the direct relationship between organizational cultures with organizational performance, but there are also some empirical studies which found that organizational culture is directly does not have a significant impact on employee performance, which means other variables that directly affect the performance employees. Therefore, this study seeks to show how big the Islamic culture through job satisfaction influence on employee performance. The research was conducted on respondents as many as 106 employees both as educators and non-educators at the Education Institute Sabilillah Sampang. Through analysis approach structural equation modeling (SEM) found that: First, the culture of Islam which includes (competence, commitment, honesty and transformative) directly positive effect on employee performance. Second, Islamic culture which includes (competence, commitment, honesty and transformative) positive influence on employee performance through job satisfaction. Third, Islamic culture and job satisfaction simultaneously positive influence on employee performance.

Contribution/ Originality: This study aims to discuss the employee's performance is influenced by the Islamic culture with moderating of job satisfaction variable because studies model is still very few. It is expected that the findings of this research is useful for the development of human resources in economic science, especially Islamic culture.

1. INTRODUCTION

The achievement of success in an organization cannot be separated from the role of each of human resources within the company, for every organization or company that realizes the importance of human resources qualified for the progress of the company, trying to properly manage its human resources to be able to achieve the targets that had been selected by the company.

One national problem faced by Indonesia today is the handling of the low quality of human resources. Number of human resources in Indonesia is huge, if it can be utilized effectively and efficiently would be helpful to support the

pace of sustainable national development. In order for the public available human resources needed reliable quality education, the provision of various social facilities and sufficient jobs. The main challenge is how to actually be able to create human resources which can produce optimal performance to achieve the goals of a company or organization. Ting (2011) to create effective employee performance and efficient for the betterment of the organization hence the need for organizational culture as one of the guidelines that could be a reference to the employee to perform the activities of the organization. Organizational culture are the values that flourish in an organization, where these values are used to steer the behavior of members of the organization (Soedjono, 2005). The employee's behavior is influenced by the environment in which they work that was formed through the culture of the organization, where the culture of an organization is expected to improve employee performance.

Besides influence on employee performance, organizational culture is also well aligned with job satisfaction. Job satisfaction can be defined as an emotional state that is pleasant or unpleasant in which employees view their work (Handoko, 2009). If the employee perceptions of organizational culture in a well, then the employees will feel satisfied with the work. Conversely, if the employees' perception of the culture in an organization is not good, then employees tend to be dissatisfied with his work (Robbins and Timothy, 2008). Employees who are satisfied with the work and consider her work as something fun will tend to have a good performance.

Some organizational behavior experts have been trying to see how and what the factors that can affect the performance are. From previous studies (Shore and Harry, 1989; Udo *et al.*, 1997; Clugston, 2000; Elangovan, 2001; Pareke, 2004; Falkenburg and Birgit, 2007; Emami *et al.*, 2012); (Yousef (2002); McKinnon (2003); Koesmono (2005); Samad (2005); Manetje and Martins (2009); Ojo (2009); Rose *et al.* (2009) and Gunlu *et al.* (2010)). However, there are also some empirical studies which found that organizational culture and job satisfaction organizational did not have a significant impact on employee performance Crossman and Abou-Zaki (2003); Chang and Lee (2007) and Yiing and Ahmad (2009). Such an understanding of the culture according to Soedjono (2005) that organizational culture is the values that flourish in an organization, where these values are used to steer the behavior of members of the organization. Therefore its research the values used is Islamic values. An understanding of values Islamic values will affect the behavior of an individual to perform activities included in the work. Darajat (1984) defines value as a set of beliefs or feelings that is believed to be an identity which gives a special pattern to a pattern of thought and feeling, attachment and behavior. Value itself directing behavior and satisfaction in daily life Kusaili and Kasyful (2007). Values on which the conviction can be born from a culture that has developed in the community. Values of right or wrong in the community known as ethics. Ethics comes from the Greek ethos (single word), which means the customary habits (Sadozai, 2012). Ethics refers to the rules of right and wrong, good or bad. Religious values would then affect an individual in a work ethic. According Purnama (2014) ethics can be interpreted as an attitude, personality, character, characters, and beliefs that serve as the basis for an activity undertaken by individuals or groups in order to achieve a desired goal, include; competence, commitment, honesty and transformative.

From the definition and the research that has been conveyed in this study wanted to know how big the influence of Islamic culture affects job satisfaction and employee performance of Sabilillah Sampang Education Institute.

2. LITERATURE REVIEW

2.1. Islamic Culture

According Soedjono (2005) that organizational culture is the values that flourish in an organization, where these values are used to steer the behavior of members of the organization Values on which the conviction can be born from a culture that has developed in the community. Values of right or wrong in the community known as ethics. Ethics comes from the Greek ethos (single word), which means the customary habits (Sadozai, 2012). Ethics refers to the rules of right and wrong, good or bad. From some sense it can be concluded that the culture of Islam ordered his people to work in cooperation with followed by a variety of safety devices such as moral values, namely morality or ethics. Hafinuddin and Hendri (2003) reveals there are some characteristics of the work culture of Islam, namely: (1)

Work is nice and helpful; (2) Work towards stability and perfection; (3) Work is doing their best and better again; (4) Working hard to obtain optimal results; (5) Competitive and mutual help; (6) Looking at the value of time. Research from Shukor (2010) proved that belief in religion impacts on the understanding of religious values which will then affect the performance of an individual. From previous research finding work ethic affect the performance (Imam *et al.*, 2013) the commitment (Kusaili and Kasyful, 2007) to the perception of fairness (Rokhman, 2010); (Farahizade and Sayed, 2013) the involvement of labor and reduce the level turnover (Khan and Abbas, 2012). From these findings, the authors focus on identifying the problem as follows: (1) How does the influence of religious values on the performance of employees of small businesses; (2) What about the influence of Islam on the performance of the work ethic of employees of small businesses; (3) How religious values affect employee performance through the work culture of Islam.

While in the study of Islamic culture indicator used was developed by Purnama (2014); Hafinuddin and Hendri (2003); Antonio (2012) includes the competence, commitment, honesty and transformative.

2.2. Job Satisfaction

By definition, job satisfaction is a positive attitude of employees towards work, which comes under the assessment of the employment situation (Robbins and Timothy, 2008; Umam, 2010). According to Handoko (2009) Job Satisfaction is the emotional state of pleasant or unpleasant by which employees view their work. Job satisfaction reflects a person's feelings towards their work, which usually appears in the positive attitude of employees towards work and everything that is faced in their work environment ". According Malthis (2008) job satisfaction is a positive emotional state of a person's work experience evaluated. Job dissatisfaction arises when anticipations are not met. Job satisfaction has many dimensions, in general is the satisfaction in the work itself, salary, recognition, relationships between supervisors with labor, and the opportunity to move forward. Handoko (2009) expressed satisfaction at the work (job satisfaction) as an emotional state that is pleasant or unpleasant by which employees view their job. Job satisfaction reflects a person's attitude towards his job.

Job satisfaction expresses a number of compatibility between one's expectations of job performance that can be given by the company and the consideration paid for his work. In essence, one is encouraged to move because he hoped that it would bring better conditions satisfactory than the present situation. So the work is a form of activity that aims to gain job satisfaction (As'ad, 2001). Robbins (2002) suggests some important factors that bring more job satisfaction first is a job that gives an opportunity to use skills, and feedback about how well they work, the next factor is how the working conditions of employees, both in terms of personal comfort and ease of performing the job, these things are closely related to the rules and standards set by the company, whereas the established rules and standards of organizational culture within the company itself. Job satisfaction felt by employees is influenced by two factors, namely intrinsic and extrinsic factors (Johan, 2002). Intrinsic factor is a factor that comes from within the individual that brought each employee since it began work in their workplaces. Whereas extrinsic factors are factors concerning matters that come from outside the employee, such as the physical condition of the working environment, interaction with other employees, the payroll system, and so forth.

Meanwhile, according to Luthan (2006) there are five dimensions that affect job satisfaction, namely: colleague, employment, followed most recently supervision and opportunities. These indicators are used as a measure of job satisfaction.

2.3. Employee Performance

According to the Mangkunegara (2010) employee performance can be measured by the quantity, quality, efficiency, professional standards, capabilities, judgment, accuracy, knowledge, and creativity. By Lewa and Subowo (2005) an indicator of employee performance is a factor of the quality of work; quantity; knowledge; reliability; and cooperation. Lawler and Porter declared the successful achievement of performance is obtained someone's role on

what they did (As'ad, 2001). According Rivai (2004) performance is the result or the overall success rate of a person during a certain period in carrying out the task compared with a range of possibilities, such as the standard of the work, the target / targets or criteria that have been agreed. According Mangkunegara (2010) results in quality and quantity of work accomplished by an employee in carrying out their duties in accordance responsibilities given to him. Dessler (2009) that the performance is a performance, a comparison of the work significantly with the standards specified work.

While Bernardin and Russel in Ruky (2010) gives the sense According to Gibson (2008) job performance is the result of the work associated with the organization's objectives, efficiency and effectiveness of performance other performance. Meanwhile, according to Ilyas (2009) the performance is the appearance of the work of personnel as well as within an organization. The appearance of the work is not limited to personnel who took office functionally and structurally but also to the entire range of personnel within the organization.

Based on the definitions above it can be concluded that the performance of the work performance by employees in the workplace in carrying out its duties and responsibilities. There are three factors that affect the performance of individual employees, namely: (1) the individual's ability to carry out such work; (2) the level of work done; and (3) support organization (Mathis and John, 2006). Employee performance can be improved if these three factors is within the employee, and the employee's performance will be reduced or decreased if one of these factors does not exist. In this study used indicator of the development of Tsui (1997) and Purnama (2011) which consists of; quantity, quality, efficiency, and accuracy.

3. CONCEPTUAL FRAMEWORK

The conceptual framework of the research is intended to illustrate how the relationship between the variables based on theory and previous studies experts. Model conceptual framework linkages between variables in this study can be presented in figure-3.1 below.

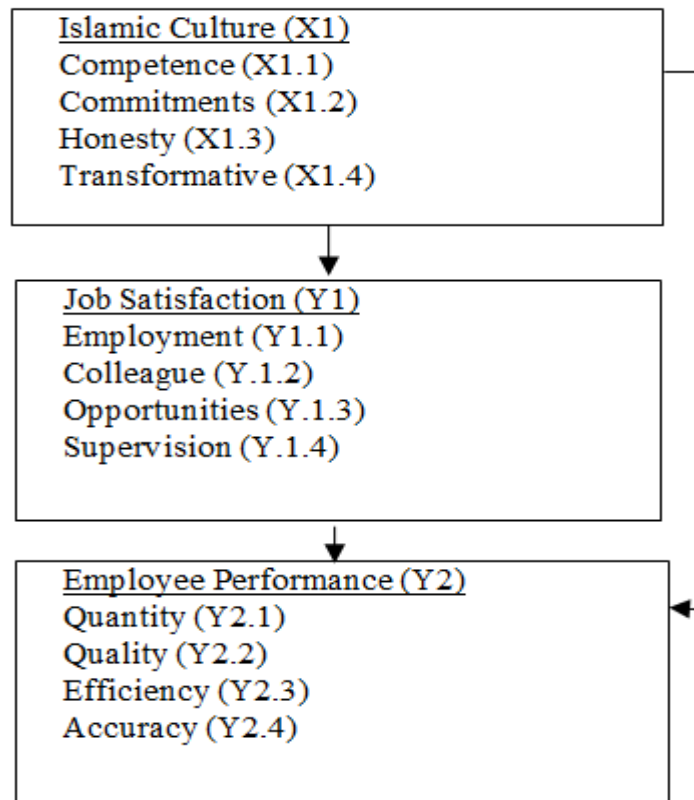


Figure-3.1. Model Framework Conceptual Research
Source: of several theories

4. METHODS RESEARCH

In general, this study aims to describe and analyze the influence of Islamic culture that includes intellectual competence, commitment to duty, honesty and transformative capabilities to employee performance through job satisfaction. In accordance with its objectives, this study was designed as an explanatory study. The result obtained in this study is expected to provide an explanation of how the Islamic culture affects job satisfaction and impact on employee performance. Total population in this study was 106 employees in the Institutions of Sabillillah Sampang.

5. RESULTS

5.1. Loading Factor Confirmatory Testing Results Analysis, Critical Path Ratio and Coefficient

In this study used factor analysis and regression model with Structural Equation Modelling (SEM). Based on the results of testing the model, then obtained loading factor Confirmatory and Critical ratio as follows:

1) Islamic Culture

Results loading factor Confirmatory and Critical ratio of Islamic Culture are as follows:

Table-5.1. Regression Weight (Loading Factor Confirmatory) Standardized Estimate (SE) and Critical Ratio (CR) Indicators of Islamic Culture Factor

No.	Indicators	SE (Loading Factor) good of fit > 0.4	CR good of fit> 1.96	Probability (P) good of fit <0.05	Specification
1	Competence	0758	3,699	0,000	good of fit
2	commitments	1,021	4,504	0,000	good of fit
3	Honesty	1,000			good of fit
4	Transformative	1,210	4,734	0,000	good of fit

Sources: primary data are processed

Test results that are presented in table-5.1 show that if seen from the loading factor confirmatory, that these four indicators above the value of 0.4 according to Ferdinand (2008) the value of the loading factor is allowed to come in the analysis model is greater than 0.4, Ferdinand further said that while the CR required is greater than 1.96 at the level of $\alpha = 0.05$ and the value of CR the fourth indicator shows that significant with CR values: 1.96 and the value of the probability (P) of 0.00 is smaller than 0.05. From the above test results obtained at these four indicators that can be used as a measure of Islamic Culture in explaining variables, namely: Competence, Commitments, Honesty and Transformative. Fourth indicators are jointly able to explain the variable and of these four indicators are best able to explain the variable is transformative capability, then the commitment in work, followed by competence and most recently Honesty.

2) Job Satisfaction

Results and Critical confirmatory factor loading ratio on Job Satisfaction in the following carefully:

Table-5.2. Regression Weight (Loading Factor Confirmatory) Standardized Estimate (SE) and Critical Ratio (CR) Indicators of Factors Job Satisfaction

No.	Indicators	SE (Loading Factor) good of fit > 0.4	CR good of fit> 1.96	Probability (P) good of fit <0.05	Specification
1	Employment	1,362	4,756	0,000	good of fit
2	Colleague	3,907	5,425	0,000	good of fit
3	Opportunities	0925	3,715	0,000	good of fit
4	Supervision	1,000			good of fit

Source: primary data processed

Test results that are presented in table-5.2 show that when seen from the value of the loading factor, that four of the indicators above 0.4 by Ferdinand (2008) the value of the loading factor is allowed to come in the analysis model is greater than 0.4, Ferdinand further said to (CR) required greater than 1.96 at the level of $\alpha = 0.05$ and if seen from table 2 shows that the value of its CR fourth significant indicators with CR value of 1.96 and when seen at the level of $\alpha = 5\%$, It can be seen the value of the probability (P) 0,000 less than 0.05. From the test results above obtained that the four indicators, all of which can be used as a measure in explaining jointly variables Job Satisfaction are: Employment, Colleague, Opportunities and Supervision of these four indicators are best able to explain the variable Job Satisfaction is Colleague, Employment, followed Supervision and most recently Opportunities.

3) Employee Performance

Results loading factor confirmatory and Critical ratio of success in the meticulous effort are as follows:

Table-5.3. Regression Weight (Loading Factor Confirmatory) Standardized Estimate (SE) and Critical Ratio (CR) Indicators of Factors Employee Performance

No.	Indicator	SE (Loading Factor) good of fit > 0.4	CR good of fit> 1.96	Probability (P) good of fit <0.05	Specification
1	Quantity	1,000			good of fit
2	Quality	0.820	2.300	0.021	good of fit
3	Efficiency	1,016	7766	0,000	good of fit
4	Accuracy	0.510	2.360	0.019	good of fit

Source: Data primary processed

Test results that are presented in table-5.3. Shows that when seen from the loading factor, that these four indicators value above 0.4 and if seen from table 4b shows that the value of the four indicators CR significantly with CR value of 1.96 and if visits at the level of $\alpha = 5\%$. It can be seen the value of the probability (P) 0,000 less than 0.05. From the above test results showed that the four indicators, all of which can be used as a measure in explaining variable Employee Performance are: Quantity, Quality, Efficiency and Accuracy. Fourth indicators are jointly able to explain the variable Employee Performance and of these four indicators are best able to explain the variable is Efficiency, Quality and then Quantity followed most recently Accuracy.

The test results Confirmatory Factor and path coefficients with variables influence the Islamic Culture Competence indicators, Commitments, Honesty and Transformative and Job Satisfaction which include; Employment, Colleague, Opportunities and Supervision of the Employee Performance are: Quantity, Quality, Efficiency and Accuracy in general can be seen in figure-5.1. Below:

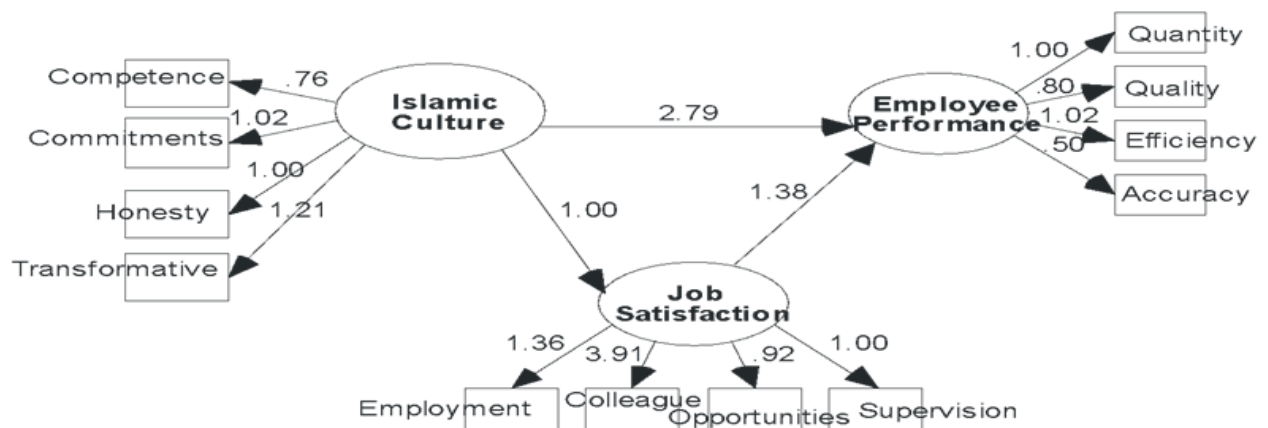


Figure-5.1. Confirmatory Factor and Coefficients Channel Effect of Variable Islamic Culture and Job Satisfaction on Employee Performance
Source: Primary data are processed

5.1. Hypothetical Testing Results

Results of calculations as presented in table-5.4.

Table-5.4. Results of Testing Effects Islamic Culture and Job Satisfaction to The Employee Performance.

NO	Variable	Coefficient	SE	CR	Probability (P)
1	Job Satisfaction ← Islamic Culture	1000			
2	Employee Performance ← Islamic Culture	2,794	0184	2,553	0,020
3	Employee Performance ← Job Satisfaction	1,382	0573	4,875	0,000

Source: Primary data are processed

Seen from table-5.4. above, significant with the value of the critical ratio > 1.96 and at the level of $\alpha = 0.05$ (Ferdinand, 2008). It was found that 1). Islamic Culture significant effect on Job Satisfaction with value probability (P) and the CR value is perfect. 2). Islamic Culture significant effect on Employee Performance with a value probability (P) = 0.020 less than 0.05 and 2,553 CR is smaller than 1.96 and 3). Job Satisfaction significant effect on Employee Performance with a value probability (P) = 0.000 less than 0.05 and CR 4875 is greater than 1.96. Results of testing the influence of Islamic Culture on Job Satisfaction and Employee Performance shows that the Islamic Culture effect on Job Satisfaction with value path coefficient of 1.000, while the direct influence of Islamic Culture on Employee Performance value path coefficient of 2.794 and influence Job Satisfaction on Employee Performance value path coefficient of 1.382

6. DISCUSSION

In this section we will discuss the research findings described in the previous section. Discussion is done based on empirical and theoretical findings and previous research relevant to the research conducted. This discussion is intended to explain the appropriateness and relevance of each dependent variable and independent variables. From the tests using AMOS 4 through analysis of SEM (Structural Equation Modeling), the test results for the model either through the overall test and measurement test can be drawn that the multilevel model is able to explain the phenomenon in the organization in several important aspects.

The results of this study to answer those very good multilevel models to explain the model or accept the hypothesis. By analyzing the influence of Islamic Culture on Job Satisfaction and Employee Performance expected us to gain an understanding of the importance of Islamic Culture in enhancing Job Satisfaction and Employee Performance in Institutions of Sabilillah Sampang. In this study connects the three variables proposed in the model. Those variables include: Islamic Culture, Job Satisfaction and Employee. Indicators of the four variables are as follows:

- Variable Islamic Culture measured by indicators; competence, commitments, honesty and transformative. Fourth indicators are jointly able to explain the variable and of these four indicators are best able to explain the variable is transformative capability, then the commitment in work, followed by competence and most recently Honesty.
- Job Satisfaction variables which includes; employment, colleague, opportunities and supervision of these four indicators are best able to explain the variable Job Satisfaction is colleague, employment, followed most recently supervision and opportunities.
- For variable Employee Performance are: quantity, quality, efficiency and accuracy. Fourth indicators are jointly able to explain the variable Employee Performance and of these four indicators are best able to explain the variable is efficiency, quality and then quantity followed most recently accuracy.

In this study, in addition to finding a new model as mentioned above, also found the influence of Islamic Culture variable influence on the Job Satisfaction and Employee Performance as a hypothesis test results in Table 4.

An explanation of the effect of variable influence on the Islamic Culture Job Satisfaction and Employee Performance is as follows:

1) Influence of Islamic Culture variables to Job Satisfaction

From the analysis of SEM (Structural Equation Modelling) found that, variable Islamic Culture with indicators covering competence, commitments, honesty and transformative, influential Job Satisfaction. Of the four indicators are jointly able to explain the variable and of these four indicators are best able to explain the variable is transformative capability, then the commitment in work, followed by competence and most recently Honesty.

It can be concluded that the test results with the analysis of SEM through AMOS 4.0 shows that the Islamic Culture positive effect on Job Satisfaction. These findings show that the results are in line with what was mentioned by [Yousef \(2001\)](#) who studied the culture of Islam as a moderator of employee job satisfaction on Muslims in the United Arab Emirates. As a result, the work culture of Islam has a positive effect on job satisfaction. So, the individual has a high commitment to the culture of Islam (stressing hard work, dedication to work, cooperative) the higher the perceived job satisfaction. [Hayati and Caniogo \(2012\)](#) also examined the work culture of Islam and its relation to job satisfaction and performance. As a result, the work culture of Islam to give a greater influence on job satisfaction and performance. Thus, Islamic principles believed by the individual will be embedded into intrinsic motivation in him, and the intrinsic motivation has the strongest influence for the achievement of individual job satisfaction. Islam sees the job work culture has an important meaning for a person's future economic, social and psychological, to give honor, to improve social welfare and strengthen ([Ali and Abdullah, 2008](#)). With this, the work culture of Islam can facilitate the individual life goals. According what is taught in Islam, the individual must have a job that is useful and meaningful. Work is also seen as evidence of achievement and independence. People will be successful and advance due to work hard. Work is a source of wealth and well-being ([Chanzanagh and Akbarnejad, 2011](#)) this is in line with the principle of work as the source of ownership. Fairness and transparency of a work is also an important thing for a Muslim, because it will give the view that there was no difference in social class for them. A Muslim must also be able to choose the types of jobs that match their interests and skills, so as to minimize errors and discrepancies that will be caused. The achievements resulting from the work performed and provide benefits for others, and a sense of justice that is felt, can cause a sense of satisfaction with the work performed.

2) The influence of Islamic Culture towards variable Employee Performance

From the analysis of SEM found that, Employee Performance influenced by the Islamic Culture. Variable Islamic Culture with indicators covering competence, commitments, honesty and transformative. Of the four indicators are jointly able to explain the variable and of these four indicators are best able to explain the variable is transformative capability, then the commitment in work, followed by competence and most recently Honesty.

It can be concluded that the test results with the analysis of SEM through AMOS 4.0 indicates that the variable positive influence on the Islamic Culture Employee Performance. These findings show that the results are in line with what was mentioned by [Shukor \(2010\)](#) proved that belief in religion impacts on the understanding of Islamic culture which would then affect the performance of an individual. Previous research has found work ethic affect the performance ([Imam et al., 2013](#)) the commitment ([Sabri et al., 2011](#)) to the perception of fairness ([Rokhman, 2010; Farahizade and Sayed, 2013](#)) the involvement of labor and reduce the level of turnover ([Khan and Abbas, 2012](#)). Some research suggests that the culture of Islam can drive satisfaction, commitment and continuity of work and the results, can reduce rates turnover employee. Islam regards the work culture as a goal to work not just finish the job, but to promote personal growth and social relationships ([Hayati and Caniogo, 2012](#)). This is important because not only provide benefits to individuals who adhered to the principle, but the culture of Islam is also an impact on the environment as a whole. The success and the success of the work depends on a person's hard work and commitment to his work. Commitment to the job may also increase social welfare. Problems can be reduced if people are committed and avoid unethical things to accumulate wealth (corruption). It is emphasized in the concept of work

culture of Islam is the inclusion of intent in performing an activity. If the work is seen as a virtue, then the work will be of benefit to themselves and others. Individuals will exert all the capabilities, and felt life meaningless without work (Ali and Abdullah, 2008). Therefore, their views on this matter (in accordance with the concept of work culture of Islam) can encourage individuals to have a high involvement in the work. Additionally, Islam teaches a Muslim should be trusted (trust) in holding an affair (Chanzanagh and Akbarnejad, 2011). By mandate, the individual will have a strong sense of responsibility towards his job. Similarly with Mohamed and Nor (2010) examines the culture of Islam in the Arab students in Israel. As a result, the work culture of Islam influence on variable individualism, individualism where the emphasis is on achievement and loyalty. This is a proof that a Muslim would give his best dedication to the job, are loyal to the organization where they work. Additionally, Khan and Abbas (2012) also revealed the results of his research that individuals who hold strong work culture of Islamic principles would also increase its commitment to the organization and reduce the intention to leave the organization.

3) Variables influence Job Satisfaction on Employee Performance

From the analysis of SEM found that, Employee Performance influenced by Job Satisfaction, Job Satisfaction Indicators include; Employment, Colleague, Opportunities and Supervision of these four indicators are best able to explain the variable Job Satisfaction is colleague, employment, followed most recently supervision and opportunities. And for Employee Performance variables are: quantity, quality, efficiency and accuracy. Fourth indicators are jointly able to explain the variable Employee Performance and of these four indicators are best able to explain the variable is efficiency, quality and then quantity followed most recently Accuracy.

It can be concluded that the test results with the analysis of SEM through AMOS 4.0 indicates that the variable Job Satisfaction on Employee Performance. These findings show that the results are in line with what was mentioned by Qureshi (2011) in this study stated that their job satisfaction factors that improve employee performance. The results show that there is a positive effect of job satisfaction on employee performance. This study jug line with research Soegiharto (2012) which concluded that job satisfaction has a positive influence on performance. To improve the performance of employees, the company did not forget to leave a factor of employee satisfaction. Nurse job satisfaction found to affect the performance and productivity of hospitals, Al - Ahmadi (2009) conducted a study of nurses at a hospital in Riyadh, Saudi Arabia. Results of regression analysis indicated that some of the variables that contribute to employee performance. Staff job satisfaction can affect patient outcomes. All service providers showed better services when they are satisfied with his work and when they feel committed to the organization (McNeese and Smith, 2005). Empirical research also found that job satisfaction has a positive and significant influence on employee performance Rose *et al.* (2009) and Gunlu *et al.* (2010). A person tends to work very vigorously if satisfaction can be gained from his job and employee satisfaction is a key driver of morale, discipline, and employees' performance in supporting the realization of the company's goals "(Hasibuan, 2003). Prayuginingsih (2011) indicates that there is a positive relationship between job satisfaction on employee performance variables. High or low a person's satisfaction will have an impact for the organization. According to Robbins and Timothy (2008) some impact due to job satisfaction, among others: job satisfaction within the organization to produce a good performance because it can increase the productivity of a person. If satisfaction and productivity are combined for an overall organization, an organization that has many satisfied workers tend to be more effective than those with fewer workers are not satisfied. Someone who is happy or satisfied with his work will be a productive worker employment. The success of an organization is influenced by the performance of the employee, for that each company will try to improve the performance of employees in achieving organizational goals that have been set. Job satisfaction is achieved employees will be able to trigger the performance.

7. CONCLUSIONS

Based on the results of research and discussion of research can be concluded that the indicator variables Islamic Culture Competence, Commitments, Honesty and Transformative

Education Institute Sabilillah Employee Performance Madura as follows.

First, Islamic Culture with indicators covering (competence, commitments, honesty and transformative) indirectly affect Employee Performance Sabilillah Institutions Madura, namely through increased Job Satisfaction. Here Job Satisfaction has a direct influence on Employee Performance. Fourth Job Satisfaction indicator which includes; employment, colleague, opportunities and supervision jointly able to explain and job satisfaction of these four indicators are best able to explain the variable job satisfaction is colleague, employment, followed supervision and most recently opportunities,

The Second Job Satisfaction with indicators includes; employment, colleague, opportunities and supervision affect variable employee performance. For variable employee performance is: quantity, quality, efficiency and accuracy. Fourth indicators are jointly able to explain the variable employee performance and of these four indicators are best able to explain the variable is efficiency, quality and then quantity followed most recently accuracy

Funding: This study received no specific financial support.

Competing Interests: The author declares that there are no conflicts of interests regarding the publication of this paper.

REFERENCES

- Al - Ahmadi, H., 2009. Factors affecting performance of hospital nurses in Riyadh region, Saudi Arabia. *International Journal of Health Care Quality Assurance*, 22(1): 40 -54. [View at Google Scholar](#) | [View at Publisher](#)
- Ali, A.J. and A.-O. Abdullah, 2008. Islamic work ethics: A critical review, cross cultural management. *An International Journal*, 15(1): 5-19. [View at Google Scholar](#)
- Antonio, M.S., 2012. *Ensiklopedia bisnis dan Kewirausahaan: Kepemimpinan Bisnis dan Kewirausahaan*. Jakarta: Tazkia Publishing, 2.
- As'ad, M., 2001. *Seri Ilmu Sumber Daya Manusia: Psikologi Industri, Edisi keempat*. Yogyakarta: Liberty.
- Chang, S.-C. and M.-S. Lee, 2007. A study on relationship among leadership, organizational culture, the operation of learning organization, and employees' job satisfaction. *Learning Organization*, 14(2): 155-185. [View at Google Scholar](#) | [View at Publisher](#)
- Chanzanagh, H.E. and M. Akbarnejad, 2011. The meaning and dimensions of Islamic work ethic: Initial validation of a multidimensional IWE in Iranian society. *Procedia-Social and Behavioral Sciences*, 2nd World Conference on Psychology, Counselling and Guidance, 30: 916-924.
- Clugston, M., 2000. The mediating effects of multidimensional commitment on job satisfaction and intent to leave. *Journal of Organizational Behavior*, Wiley, 21(4): 477 – 486 [View at Google Scholar](#) | [View at Publisher](#)
- Crossman, A. and B. Abou-Zaki, 2003. Job satisfaction and employee performance of lebanese banking staff. *Journal of Managerial Psychology*, 18(4): 368-376. [View at Google Scholar](#) | [View at Publisher](#)
- Darajat, Z., 1984. *Dasar-dasar agama islam*. Jakarta: Bulan Bintang.
- Dessler, E., 2009. *Manajemen sumber daya manusia*. Jakarta: PT.Prehallindo.
- Elangovan, A.R., 2001. Causal ordering of stress, satisfaction and commitment and intention to quit: A structural equations analysis. *Emerald Leadership and Organization Development Journal*, 22(4): 159 – 165. [View at Google Scholar](#) | [View at Publisher](#)
- Emami, R., M. Ebrahim, I. Durrishah and O.A. Dhaifallah, 2012. Investigating the relationship between organizational learning culture, job satisfaction and turnover intention in it SMEs. *International Journal of Innovative Ideas (IJII)*, 12(1): 8 – 23. [View at Google Scholar](#)
- Falkenburg, K. and S. Birgit, 2007. Work satisfaction, organizational commitment and withdrawal behaviours. *Management Research News*, 30(10): 708 - 723. [View at Google Scholar](#) | [View at Publisher](#)

- Farahizade, Z. and R.B. Sayed, 2013. Study of the relationship between islamic ethicsbased management and organizational justice and commitment among managers of different schools at Zahedan pre-province. *International Research Journal of Applied and Basic Sciences*, 4(7): 1783-1790.
- Ferdinand, A., 2008. *Metode Penelitian Manajemen: Pedoman Penelitian untuk Penulisan Skripsi, Tesis, dan Disertasi Ilmu Manajemen*, Badan Penerbit Universitas Diponegoro, Semarang.
- Gibson, P.J., 2008. *Organizations: Behavior structure processes*. 11th Edn., New York: Mc Graw Hill. .
- Gunlu, E., A. Mehmet and Ş.P. Nilüfer, 2010. Job satisfaction and organizational commitment of hotel managers in Turkey. *International Journal of Contemporary Hospitality Management*, 22(5): 693-717. [View at Google Scholar](#) | [View at Publisher](#)
- Hafinuddin, D. and T. Hendri, 2003. *Manajemen syariah dalam praktik*. Cetakan I. Jakarta: Gema Insani Press. pp: 64-65.
- Handoko, T.H., 2009. *Manajemen personalia dan sumber daya manusia*. 2nd Edn., Yogyakarta: BPFE.
- Hasibuan, M., 2003. *Manajemen sumber daya manusia*. Jakarta: Bumi Aksara.
- Hayati, K. and I. Caniago, 2012. Islamic work ethic: The role of intrinsic motivation, job satisfaction, organizational commitment and job performance. *Procedia-Social and Behavioral Sciences*, 65(3): 272 – 277. [View at Google Scholar](#) | [View at Publisher](#)
- Ilyas, 2009. *Teori, penilaian dan penelitian kinerja*. Cetakan kedua. Jakarta: Pusat Kajian Ekonomi Kesehatan FKM-UI.
- Imam, A., S.A. Abdus and M. Saima, 2013. The impact of islamic work ethics on employee performance: Testing two models of personality X and personality Y. *Sci.Int (Lahore)*, 25(3): 611-617. [View at Google Scholar](#)
- Johan, R., 2002. Kepuasan Kerja Karyawan dalam Lingkungan Institusi Pendidikan. *Jurnal Pendidikan Penabur*, 1(1): 6-31. [View at Google Scholar](#)
- Khan, K. and M. Abbas, 2012. Impact of islamic work ethics and job satisfaction on job involvement and turnover intentions. *Journal of Islamic Business and Management*, 2(2): 45-58. [View at Google Scholar](#)
- Koesmono, H.T., 2005. Pengaruh Budaya Organisasi terhadap Motivasi dan Kepuasan Kerja serta Kinerja Karyawan pada Sub Sektor Industri Pengolahan Kayu Skala Menengah di Jawa Timur. *Jurnal Ekonomi Manajemen* 7(2): 171-188. [View at Google Scholar](#)
- Kusaili, A. and A. Kasyful, 2007. Analisis pengaruh komitmen organisasi dan keterlibatan kerja terhadap hubungan antara Etika kerja Islam dengan sikap perubahan organisasi. *Jurnal Ekonomi Pembangunan, Manajemen dan Akuntansi*, 6(3): 265 – 278. [View at Google Scholar](#)
- Lewa and Subowo, 2005. Pengaruh Kepemimpinan, Lingkungan Kerja Fisik dan Kompensasi terhadap Kinerja Karyawan di PT Pertamina (Persero) Daerah Operasi Hulu Jawa Bagian Barat, Cirebon. *Sinergi, Edisi Khusus on Human Resources*, Hal: 129-140.
- Luthan, F., 2006. *Perilaku organisasi*. 10th Edn., Yogyakarta: Penerbit ANDI.
- Malthis, R.L., 2008. *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- Manetje, O. and N. Martins, 2009. The relationship between organizational culture and organizational commitment. *Southern African Business Review*, 13(1): 87-111. [View at Google Scholar](#)
- Mangkunegara, A.P., 2010. *Manajemen Sumber Daya Manusia*. Cetakan Keenam, Jakarta: PT. Rosda Karya.
- Mathis, R.L. and H.J. John, 2006. *Manajemen Sumber Daya Manusia*. Edisi Kesepuluh. Alih Bahasa: Diana Angelica. Jakarta: Penerbit Salemba Empat.
- McKinnon, J.L., 2003. Organizational culture: Association with commitment, job satisfaction, propensity to remain, and information sharing in Taiwan. *International Journal of Business Studies*, 11(1): 25-44. [View at Google Scholar](#)
- McNeese and D. Smith, 2005. Increasing employee productivity, job satisfaction and organizational commitment. *Hospital & Health Services Administration*, 4(1). [View at Google Scholar](#)
- Mohamed, N. and S.A.K. Nor, 2010. Linking islamic work ethic to computer use ethics, job satisfaction and organisational commitment in Malaysia. *Journal of Business Systems, Governance and Ethics*, 5(1): 13 – 23. [View at Google Scholar](#)
- Ojo, O., 2009. Impact assessment of corporate culture on employee job performance. *Business Intelligence Journal*, 2(2): 388-397. [View at Google Scholar](#)

- Pareke, F.J., 2004. Hubungan Keadilan Dan Kepuasan Dengan Keinginan Berpindah: Peran Komitmen Organisasional Sebagai Variabel Pemediasi. *Jurnal Siasat Bisnis*, 2(9): 157 - 178 [View at Google Scholar](#) | [View at Publisher](#)
- Prayuginingsih, 2011. Pengaruh Motivasi dan Kepuasan Kerja terhadap Kinerja Buruh Wanita di Gudang Tembakau Tempu Rejo Kecamatan Pakusari Kabupaten Jember. *Jurnal Agritech*, Juni, 13(1): 27-45. [View at Google Scholar](#)
- Purnama, C., 2011. Motivasi dan Kemampuan Usaha Dalam meningkatkan Keberhasilan Usaha Industri Kecil (Studi Pada Industri Kecil Sepatu di Jawa Timur). *Jurnal Manajemen dan Kewirausahaan (Journal of Management and Entrepreneurship)*, 12(2): 177-184. [View at Google Scholar](#)
- Purnama, C., 2014. Influence of analysis work ethic to improve the ability and small industrial business success (Studies in Small Industrial Companies in East Java). *British Journal of Business and Management Research*, 1(2): 1-11. [View at Google Scholar](#)
- Qureshi, J.A., 2011. Impact of job satisfaction and organizational commitment on employee performance: Evidence from Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 3(4): 642-657. [View at Google Scholar](#)
- Rivai, V., 2004. *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Medan: PT. Kencana.
- Robbins, S., P. and A.J. Timothy, 2008. *Perilaku organisasi*, Edisi 12 Jilid 1 dan 2. Jakarta: Salemba Empat.
- Robbins, S.P., 2002. *Prinsip-Prinsip Perilaku Organisasi*. Edisi Kelima. Alih Bahasa: Halida, Dewi Sartika. Jakarta: Penerbit Erlangga.
- Rokhman, W., 2010. The effect of islamic work ethics on work outcomes. *JBO - Electronic Journal of Business Ethics and Organization Studies*, 15(1): 21-27. [View at Google Scholar](#)
- Rose, R.C., K. Naresh and G.P. Ong, 2009. The effect of organizational learning on organizational commitment, job satisfaction, and work performance. *Journal of Applied Business Research*, 25(6): 55-65. [View at Google Scholar](#) | [View at Publisher](#)
- Ruky, 2010. *Sumber Daya Manusia Berkualitas Mengubah Visi Menjadi Realitas: Pendekatan Mikro Praktis untuk Memperoleh dan Mengembangkan Sumber Daya Manusia Berkualitas dalam Organisasi*. PT. Gramedia Pustaka Utama. Jakarta.
- Sabri, P.S.U., I. Muhammad and A. Zahra, 2011. Organizational culture and its impact on the job satisfaction of the university teachers of Lahore. *International Journal of Business and Social Science*, 2(24): 121-128. [View at Google Scholar](#)
- Sadozai, M.A., 2012. The impact of islamic work ethics on job satisfaction and organizational commitment: A study of agriculture sector of Pakistan. *International Journal of Business and Behavioral Sciences*, 2(12). [View at Google Scholar](#)
- Samad, S., 2005. Unraveling the organizational commitment and job performance relationship: Exploring the moderating effect of job satisfaction. *Business Review*, 4(2): 79-84. [View at Google Scholar](#)
- Shore, L.M. and J.M. Harry, 1989. Job satisfaction and organizational commitment in relation to work performance and turnover intentions. *Human Relations*, 42(7): 625 – 638 [View at Google Scholar](#) | [View at Publisher](#)
- Shukor, A.b.S., 2010. Preliminary insights on the effect of islamic work ethic on relationship marketing and customer satisfaction. *Journal of Human Resource and Adult Learning*, 6(1): 106 -114. [View at Google Scholar](#)
- Soedjono, 2005. Pengaruh Budaya Organisasi Terhadap Kinerja Organisasi dan Kepuasan Kerja Karyawan pada Terminal Penumpang Umum di Surabaya. *Jurnal Manajemen dan Kewirausahaan*, 7(1): 22-47. [View at Google Scholar](#)
- Soegiharto, A., 2012. Pengaruh kepemimpinan dan kepuasan kerja terhadap kinerja dengan mediasi komitmen (di PT Alam Kayu Sakti Semarang). *Jurnal Mitra Ekonomi dan Manajemen Bisnis*, 3(1): 1-17. [View at Google Scholar](#)
- Ting, K.-S., 2011. Research on the influence of organizational culture and organizational restructuring on organizational performance: Taking old folks nursing organization in Taiwan as an example. *Journal of Human Resource and Adult Learning*, 7(2): 96-109. [View at Google Scholar](#)
- Tsui, A.S., 1997. Alternative approaches to the employee-organization relationship: Does investment in employees pay off? *Academy of Management Journal*, 40(5): 1089-1121. [View at Google Scholar](#) | [View at Publisher](#)
- Udo, G.J., G. Tor and I. Magid, 1997. An investigation of the antecedents for manufacturing plant managers. *International Journal of Operations and Production Management*, 9(17): 912-930. [View at Google Scholar](#) | [View at Publisher](#)
- Umam, K., 2010. *Perilaku Organisasi*. Bandung: CV Pustaka Setia.

- Yiing, L.H. and K.Z.B. Ahmad, 2009. The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction, and performance. *Leadership and Organization Development Journal*, 30(1): 53-86. [View at Google Scholar](#) | [View at Publisher](#)
- Yousef, D.A., 2001. Islamic work ethic, a moderator between organizational commitment and job satisfaction in a cross-cultural context. *Personel Review*, 30(2): 152-169. [View at Google Scholar](#) | [View at Publisher](#)
- Yousef, D.A., 2002. Job satisfaction as a mediator of the relationship between role stressors and organizational commitment: A study from an arabic cultural perspective. *Journal of Managerial Psychology*, 17(4): 250-266. [View at Google Scholar](#) | [View at Publisher](#)

BIBLIOGRAPHY

- Khan Marri, Muhammad Yousuf and Mahmood Sadozai, Arshad and Fakhar Zaman, Hafiz Muhammad and Yousufzai, Muhammad Israr and Ramay, Muhammad I., 2013. Measuring Islamic Work Ethics and its Consequences on Organizational Commitment and Turnover Intention an Empirical Study at Public Sector of Pakistan. *International Journal of Management Sciences and Business Research*, 2(2): 37-49 [View at Google Scholar](#)
- Widodo, U., 2006. Analisis Pengaruh Gaya Kepemimpinan dan Kepuasan Kerja terhadap Kinerja Bawahan (Studi Empiris pada Perguruan Tinggi Swasta di Kota Semarang). *Fokus Ekonomi*, 1(2): 92-108. [View at Google Scholar](#)

Views and opinions expressed in this article are the views and opinions of the author(s), Asian Economic and Financial Review shall not be responsible or answerable for any loss, damage or liability etc. caused in relation to/arising out of the use of the content.