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Electricity Consumption and Economic Growth: A Revisit Study of Their Causality in Malaysia
Mohamed Asmy Mohd Thas Thaker, Hasanuddin Mohd Thas Thaker, Md. Fouad Amin, Anwar Allah Pichay

Institutions as the Main Determinant in Economic Growth
Hari Nugroho, N Haidy Ahmad Pasay, Arie Damayanti, Maddaremmeng A Panennungi

Analysis of Potential Sectors and Policy Priorities of Regional Economic Development in Maluku
Bayu Kharisma, Ferry Hadiyanto

Corporate Social Responsibility of Islamic and Conventional Banks in Bahrain
Abdulla Hamzah Al-Hadrami, Sutan Emir Hidayat

The Performance of Sharia Banks Employees X Branch Batam Through Work Motivation
Sri Langgeng Ratnasari, Gandhi Sutjahjo, Dewi Yana

The Influence of Islamic Work Ethic and Job Satisfaction on Organizational Commitment: Islamic Educational Institution Evidence
Siswanto, Setiani, Ahmad Syakur

Servant Leadership Improves the Knowledge Sharing Behavior of Employees in Organization: A Case of Higher Education Sector in Pakistan
Hina Amin, Farhan Ahmed, Riaz Hussain Soomro

Critical Factors That Determine Credit Approval to Micro, Small, and Medium Enterprises
Halim Putera Siswanto, Agus Zainul Arifin, Cavin

The Value at Risk of Selling Option on Crude Oil West Texas Intermediate
Abitur Asianto, Hermanto Siregar, Roy Sembel, Tubagus Nur Ahmad Maulana

Factors Influence Financial Inclusion: Evidence from Indonesian Micro Data
Etty Susilowati, Leonnard

Company Size Moderates the Effect of Real Earning Management and Accrual Earning Management on Value Relevance
Sistya Rachmawati

The Determinant of Stock Prices: Evidence on Food and Beverage Companies in Indonesia
Indo Yama Nasarudin, Suhendra, Luthfia Farida Anggraini

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VOL 18, NO 1 (2019)

All articles in this issue (12 original research articles) were authored/co-authored by 34 authors from 5 countries (Indonesia, Pakistan, Bahrain, Malaysia, and Saudi Arabia).

TABLE OF CONTENTS

ARTICLES

Electricity Consumption and Economic Growth: A Revisit Study of Their Causality in Malaysia	PDF 1-12
<i>Mohamed Asmy Mohd Thas Thaker, Hassanudin Mohd Thas Thaker, Md. Fouad Amin, Anwar Allah Pitchay</i> 10.15408/etk.v18i1.7455	
Institutions as the Main Determinant in Economic Growth	PDF 13-28
<i>Hari Nugroho, N. Haidy Ahmad Pasay, Arie Damayanti, Maddaremeng Andi Panennungi</i> 10.15408/etk.v18i1.8242	
Analysis of Potential Sectors and Policy Priorities of Regional Economic Development in Maluku Province	PDF 29-46
<i>Bayu Kharisma, Ferry Hadiyanto</i> 10.15408/etk.v18i1.7440	
Corporate Social Responsibility of Islamic and Conventional Banks: Evidence in Bahrain	PDF 47-62
<i>Abdulla Hamzah Al-Hadrami, Sutan Emir Hidayat</i> 10.15408/etk.v18i1.10395	
The Performance of Sharia Banks Employees X Branch Batam Through Work Motivation	PDF 63-72
<i>Sri Langgeng Ratnasari, Gandhi Sutjahjo, Dewi Yana</i> 10.15408/etk.v18i1.6752	
The Influence of Islamic Work Ethic and Job Satisfaction on Organizational Commitment: Islamic Educational Institution Evidence	PDF 73-82
<i>Siswanto Siswanto, Setiani Setiani, Ahmad Syakur</i> 10.15408/etk.v18i1.7114	
Servant Leadership Improves the Knowledge Sharing Behavior of Employees in Organization: A Case of Higher Education Sector in Pakistan	PDF 83-92
<i>Hina Amin, Farhan Ahmed, Riaz Hussain Soomro</i> 10.15408/etk.v18i1.6190	
Critical Factors that Determine Credit Approval to Micro, Small, and Medium Enterprises (MSME) IN BEKASI	PDF 93-104
<i>Halim Putera Siswanto, Agus Zainul Arifin, Cavin Cavin</i> 10.15408/etk.v18i1.6722	
The Value at Risk of Selling Option on Crude Oil West Texas Intermediate	PDF PDF 105-120
<i>Abitur Asianto, Hermanto Siregar, Roy Sembel, Tubagus Nur Ahmad Maulana</i> 10.15408/etk.v18i1.7319	
Factors Influence Financial Inclusion: Evidence from Indonesian Micro Data	PDF 121-132
<i>Ety Susilowati, L. Leonard</i> 10.15408/etk.v18i1.9070	
Company Size Moderates the Effect of Real Earning Management and Accrual Earning Management on Value Relevance	PDF 133-142
<i>Sistya Rachmawati</i> 10.15408/etk.v18i1.9381	
The Determinant of Stock Price: Evidence on Food and Beverage Companies in Indonesia	PDF 143-154
<i>Indo Yama Nasarudin, Suhendra Suhendra, Luthfia Farida Anggraini</i> 10.15408/etk.v18i1.6666	

Focus and Scope

Peer Review Process

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JOURNAL CONTENT

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[By Issue](#)

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[For Readers](#)

[For Authors](#)

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10.15408/etk.v18i1.10987

EDITORIAL

[Cover Etikonomi Vol. 18\(1\), 2018](#)

PDF

[Front Matter Vol. 18\(1\), 2019](#)

PDF

[Back Matter Vol. 18\(1\), 2019](#)

PDF

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The Performance of Sharia Banks Employees X Branch Batam Through Work Motivation

Sri Langgeng Ratnasari¹, Gandhi Sutjahjo², Dewi Yana³

Abstract. *There are several affecting factors to the Employees' performance. This research aimed to examines the factor that influences work motivation and employees' performance. The method was the structural equation model. The results found that leadership style and compensation affect the work motivation, but the variable of work discipline does not have an impact on work motivation. This study also found that work discipline and compensation affect the employees' performance, but the leadership style does not have an impact. The Policy implications suggest the chairman to set-up leadership style appropriate to the employees' situation, and compensation should be enhanced, awards and penalties apply to increase employees' discipline and welfare.*

Keywords: *sharia banks, work motivation, employees' performance*

JEL Classification: G21, M12

Abstrak. *Kinerja karyawan dipengaruhi oleh beberapa faktor. Tujuan penelitian ini adalah untuk menguji faktor yang memengaruhi motivasi kerja dan kinerja karyawan. Metode penelitian yang digunakan structural equation model. Hasil penelitian menunjukkan bahwa gaya kepemimpinan dan kompensasi berpengaruh terhadap motivasi kerja, sedangkan disiplin kerja tidak berpengaruh sama sekali. Kemudian, hasil ini juga menunjukkan bahwa disiplin kerja dan kompensasi berpengaruh terhadap kinerja karyawan, sedangkan gaya kepemimpinan tidak berpengaruh. Implikasi kebijakan, pimpinan hendaknya memperhatikan gaya kepemimpinan yang sesuai dengan situasi dan kondisi, kompensasi yang diberikan seharusnya ditingkatkan, pemberian penghargaan dan hukuman untuk meningkatkan disiplin, dan peningkatan kesejahteraan.*

Kata Kunci: *bank syariah, motivasi kerja, dan kinerja karyawan*

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Introduction

The development of Sharia banking is quite rapidly in Indonesia, and this also happens in Batam. The community that is majority Muslim began to realize the importance of developing Sharia banking, one of them is by becoming a customer. To welcome a sense of enthusiasm and customer growth in Sharia banking in Batam city should be supported by superior human resources, such as employees.

An organization's success comes from its activeness, highly responsive, energetic, its employees' good learning capacity, performance, and skills. The organization has to learn quickly and continuously, continuous innovation, using a faster, more secure, and convenient strategy. The success of the organization depends on the speed of reading the situation in the application and replacement of appropriate strategies to be applied. Managing those processes intelligently, effectively, and efficiently and maximizing the contribution and commitment of the employees.

Humans always play an active role and are dominant in every activity of the Organization, because people become planners, perpetrators, and the deciding goal attainment of an organization. That goal unlikely to materialize, without the active role of employees, however, sophisticated the instruments belonging to the organization. Sophisticated tools that belong to the organization there is no benefits for the Organization if the role of the active employees not included. Set up employees is difficult and complex because they have thoughts, feelings, desires, status, and various backgrounds were brought into the Organization so that employees can not adequately be regulated and controlled such as regulating machines, capital, building. However, it must be arranged by the theories of management that focus on setting the human role in realizing the goal.

To organize and manage the human resource management, one of them needs a leader. It is required an appropriate leadership style which suits the needs, conditions, and human resource management that are available. The organization's goals will achieve if it applies an appropriate leadership style if the existing human resource management is having a good work discipline if the compensation given to the employees following their duties, responsibilities, and expectations in order to increase their motivation. If those three factors had fulfilled, it could convince that the employees' motivation will be good, then it also relevance to their excellent performance, finally, the goals of the organization also can be realized well.

Based on the results of observation and interviews with employees and leadership in Sharia banks X Branch Batam retrieved the phenomenon that the existing leadership style deemed appropriate, working discipline has not yet optimal, the compensation that given have not to consider by the employee's performance expectations, and has not been optimal. For that, it needs to do research that examines the impact of leadership style, work discipline, and compensation to employee performance through work motivation at Sharia Bank X branch of Batam.

Discipline work according to Hasibuan (2012) is the work discipline awareness and the willingness of someone to obey all company regulations and social norms in force. Indicators of work discipline: goals and capabilities, exemplary leader, retribution, justice, punishment,

and finality of sanctions. Compensation is setting the overall allotment of retribution for employers as well as employees, either directly in the form of money (financial) or indirect in the form of a non-money (non-financial). Compensation is everything received by employees in the form of salaries, wages, bonuses, incentives, premiums, treatment, insurance and other similar ones in the pay of the company directly (Umar, 2011). Indicators of compensation: salaries, wages, bonuses, incentives, premiums, treatment, and insurance. Compensation is received by the employee, whether in the form of money or not money as retribution which gives to the efforts of employees (employee contributions) that he gave to the organization (Gaol, 2014). Compensation is all the income in the form of money, goods, directly or indirectly, received as a reward the employee services rendered to the company (Hasibuan, 2012).

Work motivation is the driving power that resulted in the person's organization members want and willing to move his ability in the form of skills and power to organize various activities. It is an obligation within the framework of the achievement of the objectives and targets of the various organizations that have defined previously. The Indicators of work motivation are the driving power, willpower, willingness, expertise, skills, responsibilities, obligations, and objectives.

The motivation of working is a process that shows individual intensity, direction, and perseverance of effort towards the achievement of the objectives. Motivation is the responsibility towards by the employees, employers, and colleagues. The need for achievement and good work, grit will ensure honesty in work and tenacity or concerns if faced failure. Performance is the output generated by the functions or indicators of an occupation or a profession within a specified time. Employee performance indicators are job skills, quality of work, initiative, responsibility, discipline, cooperation, and quantity of work. Dessler (2013) provides other insight into the performance that results in real work with the standard of work is assigned its achievements and focusing more on his work.

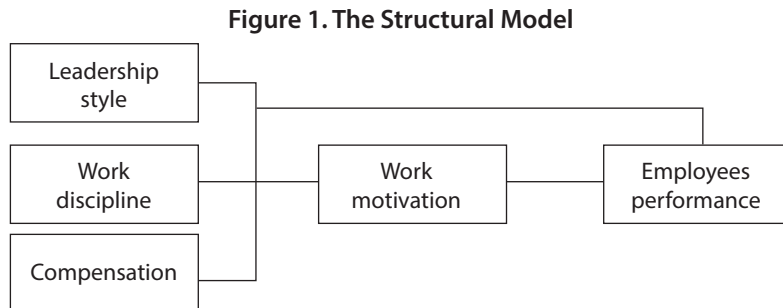
This study contributes by examining several factors that can influence employee performance with mediating variables of work discipline. This topic is what distinguishes this research from various previous studies. This study will examine the effect of several variables on employee performance both directly and indirectly through mediating variables.

Methods

This research uses a quantitative approach, and simple random sampling method and the data used in this research is primary data in the form of a questionnaire. The analysis technique used in this research is the Structural Equation Model (SEM) technique. The research population was 160 Sharia Bank X employees. The sampling technique was using Census, i.e., all employees of Shariah Bank X used as the object of research. Before the questionnaire distributed, the validity and reliability were measured, and after it was valid and reliable, then the questionnaires were distributed to the respondents.

The variables used in this research are leadership style, work discipline, compensation, work motivation, and employees performance. This research is to examine the impact of

leadership style, work discipline, and compensation on employees performance either direct effect or an indirect effect through work motivation. Figure 1 shows the structural model of this research.



Result and Discussion

The first step taken in this study is to examine the regression weight. Table 1 shows that the Regression Weight of Work Discipline, Leadership Styles, Employee Performance Compensation through the employee motivation of Sharia Bank X Branch Batam.

Table 1. Regression Weights: (Group number 1-Default model)

			Estimate	S.E.	C.R.	P	Label
Mk	<---	Gk	.405	.164	2.472	.013	par_21
Mk	<---	Dk	-.098	.130	-.755	.450	par_24
Mk	<---	K	.539	.122	4.432	***	par_25
Kn	<---	Mk	-.108	.411	-.263	.792	par_22
Kn	<---	Gk	-.004	.274	-.015	.988	par_23
Kn	<---	K	1.079	.330	3.272	.001	par_26
Kn	<---	Dk	-.014	.230	-.071	.944	par_27

Table 2 shows that the latent variables influence visible leadership style (Gk) toward the latent variables Work Motivation (Mk) has a component estimate (regression weight) of 0.347 with Cr (Critical ratio = is identical to the value of the t-count) of 2.472 on probability = 0.10. The value of CR 2.472 > 2.00 and Probability = 0.13 > 0.05 indicates that the latent variables influence the leadership style (Gk) toward the latent variables Work Motivation (Mk) is not significant. This is in line with the study results of Rawung (2013), Tamarunday, et al., (2017), but not in line with the study results of Riyadi (2011), Kurniawan (2012), Taruno et al., (2012).

Table 2. Regression Weight Style Leadership, Work-Discipline, Compensation, Employee Performance

			Estimate
Mk	< ---	Gk	.347
Mk	< ---	Dk	-.103
Mk	< ---	K	.716
Kn	< ---	Mk	-.074
Kn	< ---	Gk	-.002
Kn	< ---	K	.986
Kn	< ---	Dk	-.010

The influence of the Work Discipline latent variable (Dk) toward the Work Motivation latent variables (Mk) has a component estimate (regression weight) amounted to -0.103, with Cr (Critical ratio = is identical to the value of the t-count) of 0.755 on probability = 0.450. The value of $CR = 0.755 < 2.000$ and Probability = $0.450 > 0.05$ indicates that the influence of a variable latent (Dk) Work Discipline toward the latent variables Work Motivation (Mk) is not significant.

The influence of the Compensation latent variable (K) toward the Work Motivation latent variables (Mk) has a component estimate (regression weight) of 0.716 with Cr (Critical ratio = is identical to the value of the t-count) of 4.432 on probability = ***. The value of $CR = 4.432 > 2.000$ and Probability = $*** < 0.05$ indicate that influence of the compensation latent variable (K) toward the Work Motivation latent variables (Mk) is positively significant. This result is in line with the results of the research of Suwati (2013), but it is not in line with the study results of Riyadi (2011).

The influence of the work motivation Latent variables (Mk) toward the performance latent variable (Kn) has a component estimate (regression weight) of -0.074 with Cr (Critical ratio = identical to the t-calculated value) amounted to -0.263 on probability = 0.792. The value of $CR = -0.263 < 2.000$ and Probability = $0.792 > 0.05$ indicates that the influence the work motivation latent variable (Mk) toward the Performance latent variable (Kn) is not significant. This result is in line with the research results of the research of Gita & Yuniawan (2016), Tamarunday et al., (2017), but not in line with the research results of Risambessy et al., (2011), Nurul (2010), Umar (2011), Muslich (2012), Taruno et al., (2012), Suwati (2013).

The influence of leadership styles (Gk) toward Work Motivation (Mk) is positive and insignificant, the influence of the working Discipline (Dk) toward Work Motivation (Mk) is not significant. Then, Compensation (K) toward work Motivation (Mk) has a positive impact. So, the simultaneous influence of leadership styles (Gk), work discipline (Dk), toward work Motivation (Mk) is not significant. Martin & Bou-Llusar (2018) state that skill enhancing and opportunity enhancing will increase the employee abilities and motivation.

The influence of leadership style latent variables (Gk) toward the performance latent variable (Kn) has a component estimate (regression weight) amounted to -0.002 with Cr

(Critical ratio = is identical to the t-count value) amount of -0.015 on probability = 0.988. The value of $CR-0.015 < 2.000$ and Probability = $0.988 > 0.05$ indicates that the influence of leadership style latent variables (Gk) toward the latent variable (Kn) Performance is not significant. This is in line with the research of Lumbanraja (2009), Risambessy et al., (2011), Abbas & Yaqoob (2009), Indayati et al., (2012), Kurniawan (2012), Husin et al., (2012), Yaghoubipoor et al., (2013), Indrayanto et al., (2014), Cavazotte et al., (2013), Ma'arif et al., (2013), Maharani et al., (2013), Sundi (2013), Djoemadi & Noermijati (2014), Lina (2014), and Gita & Yuniawan (2016). But this result is different with the research results of Riyadi (2011), and Zameer et al., (2014). Leadership style according to Gaspersz (2008) is the ability to positively influence people and system to provide a beneficial impact and achieve the desired results. Elbaz & Haddoud (2017) find a different result, and they conclude that not all leadership style has a positive influence on employees' performance.

The influence of Compensation latent variable (K) toward the performance latent variable (Kn) has a component estimate (regression weight) of 0.986, with Cr (Critical ratio = is identical to the t-count value) of 3.272 on probability = 0.001. The value of $CR\ 3.272 > 2.000$ and Probability = $0.001 < 0.05$ indicate that the influence of Compensation latent variable (K) toward the performance latent variable (Kn) has a positive impact. This result is in line with the results of the research by Nurul (2010), Juliningrum & Sudiro (2013), and Suwati (2013). But this result is not in line with the study results of Riyadi (2011).

The influence of Work Discipline latent variable (Dk) toward the Performance latent variable (Kn) has a component estimate (regression weight) of -0.010, with Cr (Critical ratio = is identical to the t-calculated value) amounting to -0.071 on probability = 0.944. The value of $CR-0.071 < 2.000$ and Probability = $0.944 > 0.05$ indicates that the influence of Work Discipline latent variable (Dk) toward the performance latent variable (Kn) is not significant. This result is not in line with the research results of Tamarunday et al., (2017). Table 3 shows the evaluation result of the goodness of fit evaluation index.

Table 3. Goodness of Fit Evaluation

Goodness of Fit Index	Cut Of Value	Model Result	Keterangan
Chi-square	Expected Small	462,283	Good
Relative Chi-square	≤3,00	1,744	Good
Probability	>0,05	0,000	Not Good
RMSEA	≤0,08	0,068	Good
TLI	≥0,94	0,847+)	Marginal
CFI	>0,94	0,865+)	Marginal

The research results with Square Multiple Correlation which value for each Performance = 0.835, for Work Motivation = 0.811 as seen in Table 4. The value of the coefficient of determination (R^2) is 0.835. Thus it can be stated that the performance of the employees influenced by the leadership style of 83.50%

Table 4. Squared Multiple Correlations: (Group number 1-Default model)

	Estimate
Mk	.811
Kn	.835

For the variable of work-motivation has the value of R^2 is 0.811; thus it can be stated that a change of leadership style influenced by the factors of motivation, discipline, work Motivation, compensation, employee performance, amounting to 81.10%. All of the above analysis can conclude all indicators for the leadership style of Work, compensation, discipline, and work motivation significantly influenced the performance of the employee. Besides those factors, the company should create and maintain a better work environment to increase the employees' performance (Pradhan & Jena, 2016). Corporate culture also one of the factors that influence employee performance (Syafii, et al., 2015; Ali et al., 2015).

Conclusion

The purpose of this research is to examine the factors (leadership style, motivation, and work discipline) to employees' performance with work motivation as a mediating variable. The result shows that the factors that have an impact on motivation are leadership style and compensation, but the work discipline does not have any impact on work motivation. Besides that, this research also shows that the work discipline and compensation have an impact on employees' performance, but the leadership style does not have any impact on employees' performance. Finally, this research shows that the leadership style, the work discipline, the compensation does not have an impact on the Employees' Performance through motivation.

The leadership of Sharia Bank X Branch Batam is expected to implement a leadership style that is appropriate to the situation and condition of the employees. Compensation given should be reviewed and enhanced periodically — application of rewards and penalties related to the discipline of work. Motivation is enhanced utilizing improving the welfare of employees. The results of this research are expected to be a consideration in decisions related to the leadership style of work, compensation, discipline, motivation, and performance of employees.

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