

Research Article

The Role of Work Discipline, Islamic Work Ethics, Compensation in Shaping Job Satisfaction Among Muslim Employees

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Abstract

This study examines the impact of work discipline, Islamic work ethics, and compensation on the job satisfaction of Muslim employees in Tangerang City. Using a Saturated Sampling method, data were collected via a questionnaire and analyzed using the Partial Least Square Structural Equation Modeling (PLS-SEM) method. The findings reveal that work discipline, Islamic work ethics, and compensation each have a positive and significant effect on job satisfaction. These factors are shown to be highly effective in enhancing job satisfaction among employees. The managerial implications suggest that improving work discipline, fostering Islamic work ethics, and offering fair and competitive compensation can significantly boost job satisfaction. This study contributes by highlighting the importance of these variables in shaping employee satisfaction, specifically within the context of Islamic values. Moreover, the predictive model developed through PLS-SEM offers organizations practical insights into creating fair, consistent policies that align with Islamic principles to enhance workplace satisfaction. These findings underscore the value of integrating ethical and equitable practices to improve the job satisfaction of Muslim employees in Tangerang City.

Keywords: Work Discipline, Islamic Work Ethics, Compensation, Job Satisfaction

JEL Classification: M12, M14, J28

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1. Introduction

Currently, Indonesia ranks among the top ten countries in terms of Islamic population, standing at number ten globally, following Niger. Approximately 86.9% of individuals in Indonesia identify as Muslim. As reported by the Ministry of Domestic Affairs (Kemendagri), the Muslim population in Indonesia reached 237.53 million as of December 31, 2021. Job satisfaction is an individual's overall feeling towards their job or how an employee perceives their level of happiness or discontent with their work. Job satisfaction is critical because a lack of it can lead to subpar work outcomes, diminished quality, and unmet goals. The primary concern lies in the impact on employee quality. A drop in job satisfaction can affect employee productivity (Syahputra & Faruqi, 2024).

Should this occur, the organization will encounter a significant challenge, namely a decline in work output, which could lower the company's revenue or earnings. Job satisfaction among workers is an emotional aspect that individuals experience (Robbins & Judge, 2018). Organizations need to ensure that employee job satisfaction remains high. Companies must work to keep workers happy in their roles; one approach is to create engaging work programs that keep employees from feeling bored or unstimulated (Handoko, 2018). Additionally, providing adequate compensation, opportunities for promotion, fairness, and fostering a pleasant work environment positively influences employees and can enhance their performance. Dissatisfaction is among the key factors that can lower employee efficiency (Sutrisno, 2017).

According to a study by JobStreet (2021), it was revealed that 13% benefited from their loyalty to the company. However, JobStreet notes that loyalty should not be assessed solely on the tenure of employees with a particular organization; instead, it should be evaluated based on an employee's willingness to enhance the company's overall effectiveness. JobStreet highlighted that "Considering company performance and employee achievements can be an effective way to ensure that employees feel more satisfied with the benefits and compensation they receive."

Human asset administration is one of the foremost imperative perspectives of running an organization to realize its vision, mission, and methodology and make organizational objectives. For organizational exercises to run easily and persistently, human assets are required to be predominant and proficient in their work to advance and accomplish company objectives (Savira et al., 2024). Concurring to Sapitri (2019), each company, anything its shape and sort, will require human assets who can think, act skillfully, contribute profoundly and perform well.

A comparable thing was moreover communicated by Nathania (2018) that the brilliance and best execution of a company cannot be isolated from the execution of its workers. Ideal representative execution is the target for accomplishing tall work efficiency. From these two articulations, human assets who have great execution can give back for the victory of the company; by accomplishing company objectives, work fulfillment is made for workers. A few variables can impact work fulfillment. In this consider, three components will be examined that are considered exceptionally fitting to the conditions of the inquire about question where each speaks to the person employee's individual, to be specific work teach, work morals, and emolument (Giovany & Suyana, 2024).

Work teach concurring to work could be a figure that must also be had by workers who need to accomplish satisfaction in their work. Teaching can be within the shape of promptness in working, compliance to the errands given to him, and great utilize of offices. The worldview of current teach that need to create and advance truly needs representatives who are exceedingly restrained in their work. Those who have tall spirits, comply with the controls set by the institution, are imaginative and can actualize offices well (Hasibuan, 2019). Another figure that can impact work fulfillment is Islamic work morals. Islamic work morals emphasize participation and consideration, which is one of the issue solvers. Subsequently, workers who accept in Islam and apply their devout morals tend to be more fulfilled with their work (Azizah & Ma'rifah, 2018).

2. Literature Review and Hypothesis

Literature Review

Job Satisfaction

Work fulfillment Workers who have tall work fulfillment are ordinarily more persuaded to do their occupations. Work fulfillment may be a positive result of worker behavior towards their organization for the work they have done whereas working in an organization or company (Schermerhorn, 2019), (Robbins and Judge, 2018); and (Rani Veryani, Arif, 2018). From the definition over, it can be concluded that work fulfillment may be a feeling of joy and fulfillment if the work done is in understanding with or the target has accomplished these things; the fulfillment that's delivered after work can be felt by all laborers who do anything the work is (Aditya & Deviastri, 2024).

Work Discipline

Work teach could be a administration action to execute organizational measures (Handoko, 2018). Work teach is one of the imperative components in directing representative behavior and work strategies in an organization or within the working environment. These rules are within the shape of a set of values and standards that all representatives have concurred upon to direct how each employee in an organization or working environment carries on in carrying out work activities. Arrange is the most characteristic of an organization and teach is one strategy to preserve that arrange. The most reason of teach is to extend productivity as much as conceivable by anticipating sitting around idly and vitality (Setiawan et al., 2024).

Islamic Work Ethics

Ethos comes from the Greek word (ethos) which suggests demeanor, identity, character, character, and belief in something. This state of mind isn't as it were had by people, but too by groups and indeed society. Work is any movement that's carried out since there's a drive to realize something so that a sense of being carried out develops to deliver quality work or items and is carried out with gaps and planned. On the other hand, the meaning of work for a Muslim may be a genuine effort to mobilize all resources, considerations, and aptitudes to actualize the world and put the meaning of it as portion of the finest society (khairuummah) or, in other words, able to say that as it were by working people humanize people (Hidayat, 2023).

Compensation

Remuneration could be a shape of appreciation that a company can deliver to its workers. Stipend is characterized as any frame of remunerate given by a company to its representatives for the work they have done (Fajardan Heru, 2019), (Suwatno and Priansa, 2021), (Badriyah, 2020). The variables that impact the sum of remuneration gotten by workers, as clarified by Zainal et al. (2018), are the workforce, financial conditions, government directions, labor unions, compensation measure, age, company labor budget and individuals included within the decision-making and wage-giving prepare.

Hypothesis

The Influence of Compensation on Job Satisfaction

According to Murwansyah (2017), compensation can take the form of direct or indirect, monetary or non-monetary rewards provided to employees as a recognition for their efforts or services towards achieving the goals of the organization. Furthermore, compensation serves as a motivator for employee behaviors that contribute positively to the company. This view aligns with research on compensation and job satisfaction conducted by Teguh et al. (2018), Akhawatul and Ihda (2019), Ayesha (2018), Arif (2018), and studies by Made and Ida (2021), all of which indicate that compensation has a beneficial and significant effect on job satisfaction. Referring to the theories supported by earlier studies, a hypothesis can be formulated.

H1: There is a positive and significant effect of compensation on employee performance.

The Influence of Islamic Work Ethics on Job Satisfaction

According to Ahmad and Owoyemi (2017), the principles of Islamic work ethics represent a moral framework or approach that influences an organization's behavior and decision-making in business, grounded in Sharia law, particularly as outlined in the Koran and the Prophet Muhammad's hadith. In agreement with Aziz (2018), the essence of Koranic Ethics highlights the connection between work and its outcomes, stressing whether the results are beneficial and not detrimental, or the opposite, including aspects like cooperation, assisting one another, and being respectful, all of which are still relevant today. This perspective aligns with studies on Islamic work ethics related to job satisfaction conducted by Opan and Diana (2018), Catur (2019), Yousuf et al. (2017), Roni (2019), and Durrotul (2017), which demonstrate that Islamic work ethics positively and significantly influence job satisfaction. Referencing this theory and supported by previous researchers, the next hypothesis can be formulated:

H2: There is a positive and significant influence of Islamic work ethics on job satisfaction

The Influence of Work Discipline on Job Satisfaction

Work discipline can be defined as the implementation of management to strengthen organizational guidelines (Mangkunegara, 2018). Discipline refers to the ability to restrain oneself from engaging in actions that do not align with established agreements, while also participating in behaviors that uphold and protect those agreements. Work discipline plays a significant role in preventing activities that do not conform to corporate policies, contributing positively to job satisfaction. This view is supported by studies on work discipline and job satisfaction conducted by Ahmad Sahputra and Relly Rotua Turnip (2018), Putu Siti Firmani (2017), Sudarmin (2017), Riyo (2020), and Sekartini (2018), which demonstrate that work discipline has a beneficial and substantial influence on job satisfaction. Referring to the theory and supported by previous researchers, the following hypothesis can be formulated:

H3: There is a positive and significant influence of work discipline on job satisfaction

The Influence of Work Discipline, Islamic Work Ethics and Compensation on Job Satisfaction

Based on the theory and research above, the influence of work discipline, Islamic work ethics and compensation has a significant effect on job satisfaction. From this statement, the following hypothesis can be formulated.

H4: Work Discipline, Islamic Work Ethics and Compensation can be used as a model that has a joint effect on Job Satisfaction

Conceptual Framework

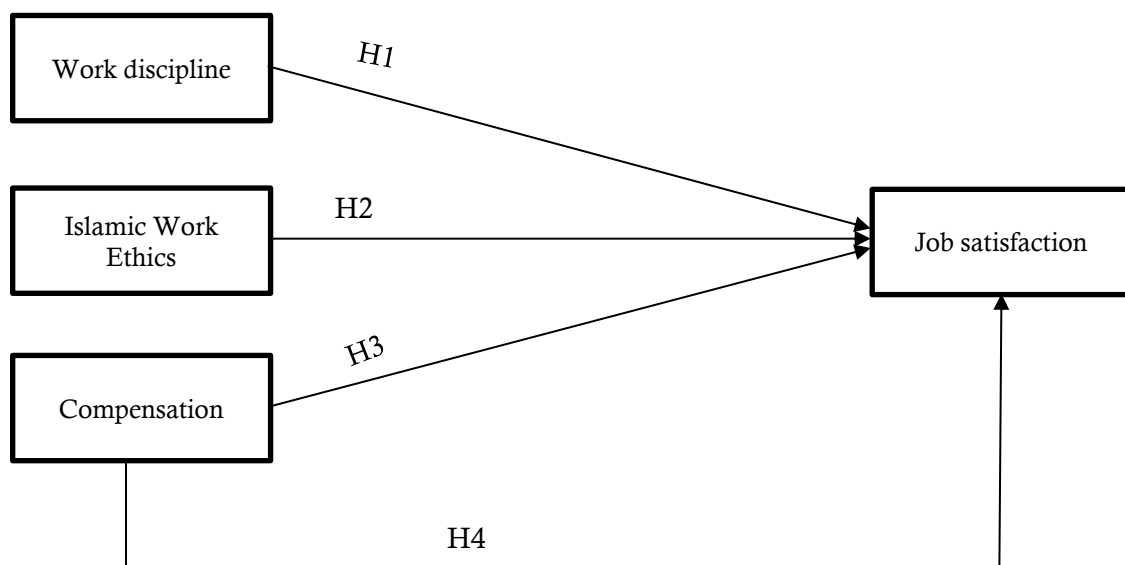


Figure 1. Conceptual Framework

3. Data and Method

Type of Research

The type of research used is explanatory research, namely research to explain the relationship between one variable and another through hypothesis testing. This study aims to form a model that states that Compensation, Work Environment, and Job Stress influence Employee Performance.

Type of Data Collection

The type of data used is quantitative data, data that is not in the form of numbers or, in other words, data in the form of sentences, words or images. The data source used is primary data, data obtained by researchers directly, which is obtained from individuals or private persons or respondents through the distribution of questionnaires that researchers have previously created.

Population and Sample

Population

According to Sugiyono (2017), a Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this study, the population is individuals who have jobs and income, and the target is permanent employees and non-employees.

Sample

The definition of a sample, according to Sugiyono (2017), is that a sample is part of the number and characteristics possessed by the population. The method used in determining this sample is Purposive Sampling. According to Sugiyono (2018), Purposive Sampling is determining a sample with several considerations.

Data Analysis Method

Analyzing information is a process that takes place once all responses have been gathered. Activities in data analysis include organizing data according to the variables and types of respondents, normalizing data for each variable examined, and conducting calculations to evaluate the hypothesis suggested by Sugiyono (2017). The tasks performed in data analysis involve presenting data for each variable evaluated and organizing information according to variables and types of respondents; the method employed in this research was the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. According to Laten and Ghazali (2017), PLS is an analytical method used to investigate causal relationship models among variables with the aim of identifying both direct and indirect impacts of independent variables on dependent variables.

4. Results

Structural Model Evaluation

The PLS-SEM method requires two evaluations. After the measurement model evaluation, a structural model evaluation is carried out to find the appropriate model (fit) of the variables of work discipline, Islamic work ethics, and compensation for job satisfaction. The results of the structural model evaluation, along with its criteria rules in this study, can be seen in Table 1.

Table 1. Structural Model Evaluation

Evaluation Measure	Criteria Rules	Model Test Results
R-Square	≤ 0.25 weak, 0.26-0.45	R ² =0.634
Q2 Predictive Relevance	moderate, 0.46-0.70 strong, ≥ 0.70 very strong	Q ² =0.639
Tenenhaus Goodness of FIT (GoF)	Q ² < 0 = model lacks predictive relevance	0.625

Source: Processed data (2021)

According to the overall findings from the model assessment, the model demonstrates a strong fit, which is particularly highlighted by the Goodness of Fit (GoF) score of 0.625, suggesting substantial suitability of the model. From the analysis of the structural model, the R^2 value was determined to be 0.634, reflecting the impact of work discipline, Islamic work ethics, and compensation on job satisfaction. This indicates that these factors account for 63.4% of job satisfaction, while the remaining 36.6% is attributed to other variables not addressed in this research. Additionally, test findings reveal that the model possesses predictive relevance, evidenced by a value greater than 0, measured at 0.639. The outcomes of the structural model test are illustrated in Figure 2.

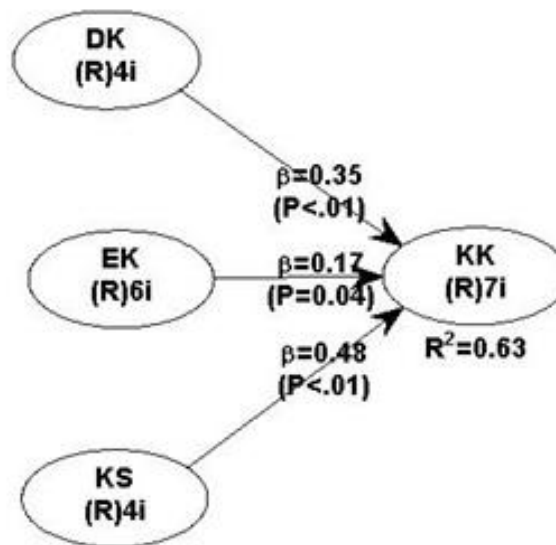


Figure 2. Path Diagram Between Variables

The illustration conveys details regarding the impact one variable has on others. The outcomes from the structural model indicate that the variable related to work discipline directly affects job satisfaction, Islamic work values directly influence job satisfaction, and compensation directly impacts job satisfaction as well.

Research Hypothesis Testing

Table 2 presents the results of testing the path coefficient of direct and indirect influence between variables. This analysis is used to test the proposed research hypothesis.

Table 2. Results of Research Hypothesis Testing

Relationship of Variables	Koefisien	P-Value	Description
Work Discipline → Job Satisfaction	0.35	<0.001	Significant
Islamic Work Ethics → Job Satisfaction	0.17	<0.004	Significant
Compensation → Job Satisfaction	0.48	<0.001	Significant

Source: Processed data (2021)

The study's findings show that every independent variable significantly affects how satisfied employees are with their jobs. With a coefficient of 0.35 and a p-value <0.001, work discipline has a strong positive impact on job happiness, confirming that raising employee work discipline will always raise job satisfaction. With a coefficient of 0.17 and a p-value <0.004, Islamic work ethics also have a positive effect on job satisfaction, suggesting that implementing Islamic ethical principles at work has a beneficial effect. Its contribution is less significant than that of other variables, though.

5. Discussion

The Influence of Work Discipline on Job Satisfaction

According to the results of the research on hypothesis testing, Work Training has a direct effect on Job Satisfaction, with a coefficient that indicates a significant and positive direction as shown by the p-value. Consequently, Hypothesis 1, which proposes that Work Training has a positive and significant effect on Job Satisfaction, can be accepted. This observation suggests that when employees receive training related to their roles, they are likely to feel satisfied with their work and aligned with the organization's goals. Additionally, the workplace atmosphere becomes more effective. The findings of this study are consistent with the research conducted by Saputra and Turnip (2018), Firmani (2017), Manik (2017), Manoppo (2019), and Sekartini (2017), which indicates that work training positively and significantly influences job satisfaction.

The Influence of Islamic Work Ethics on Job Satisfaction

According to the findings from the research hypothesis evaluation, Islamic Work Ethics have a direct influence on Job Satisfaction, demonstrated by a coefficient value that shows a positive and significant direction according to the p-value. Consequently, hypothesis 2, which asserts that Islamic Work Ethics positively and significantly affect Job Satisfaction, can be accepted. This finding suggests that employees with strong work ethics experience greater satisfaction with their jobs, indicating that individuals should adhere to Islamic principles by believing that committing to a task is virtuous, as it is an obligation that must be fulfilled. The results of this study align with the findings of research by Mohamad (2019), Khasanah (2017), Siti and Ma'rifah (2018), Sigit (2018), and Yousuf and Arshad (2017) that confirm Islamic work ethics positively and significantly influence job satisfaction.

The Influence of Compensation on Job Satisfaction

Compensation significantly influences job contentment, as demonstrated by the results of the hypothesis testing conducted in this research. The p-value suggests that this association is both positive and meaningful. Consequently, hypothesis 3 can be accepted, which asserts that remuneration has a substantial and beneficial effect on job satisfaction. The research reveals that the organization offers competitive salaries and bonuses to its workforce, leading to high levels of employee satisfaction. The outcomes of this study align with those of Teguh et al. (2017), Akmal and Tamini (2019), Ayesha (2018), Rachmanan (2018), and Nughra and Surya (2020), who also established that compensation has a noteworthy and positive impact on job satisfaction.

The Influence of Work Discipline, Islamic Work Ethics, and Compensation on Job Satisfaction Simultaneously.

The results of the study indicate that workplace discipline, Islamic work ethics, and compensation significantly influence job satisfaction simultaneously. This conclusion stems from the R² value obtained from the analysis (Work Discipline, Islamic Work Ethics, and Compensation on Job Satisfaction), which suggests that these elements affect job satisfaction, while the remaining influences come from other unexamined factors. The relationships among the variables in this study are characterized by robust criteria. This also holds importance for predicting the connections between the factors since it carries value. Therefore, Hypothesis 4, which asserts that Workplace Discipline, Islamic Work Ethics, and Compensation have a significant impact on Job Satisfaction concurrently, can be accepted.

6. Conclusion

According to the results from the research and discussions, the findings regarding the influence of work discipline, Islamic work ethics, and compensation on job satisfaction in this study are as follows: Work discipline plays a vital and considerable role in enhancing job satisfaction as employees who are trained in their roles tend to feel more fulfilled. Islamic work ethics contribute positively and significantly to job satisfaction. While the value of Islamic work ethics may not be

exceedingly high, they still hold positive significance for employees, especially among Muslims. Compensation also has a notable and positive effect on job satisfaction for workers living in North Bekasi. Work discipline, Islamic work ethics, and compensation collectively impact job satisfaction. When work discipline, Islamic work ethics, and compensation align with the expectations of employees, job satisfaction is likely to reach its peak. The recommendations from this study suggest that to enhance the job satisfaction of Muslim employees, organizations should focus on improving work discipline by implementing consistent and transparent policies. Additionally, integrating values of Islamic work ethics, such as fairness, honesty, and accountability, into the organizational culture is essential for cultivating a supportive and meaningful work environment.

Recommendation

According to the findings of the research, it is advised that future researchers broaden their investigation by including samples from different industries and more varied geographical regions. This study is intended to examine the stability of the connection among work discipline, Islamic work values, remuneration, and job fulfillment in a wider context. Furthermore, upcoming researchers might look into qualitative methodologies like detailed interviews to examine non-numerical factors affecting job satisfaction, including individual experiences of employees and the culture within the organization.

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