Islamic Work Ethic as A Mediator of The Influence of Compensation and Career Development on the Employee Performance of Syaria Bank in Riau Province, Indonesia

Etos Kerja Islami Sebagai Pemediasi Pengaruh Kompensasi dan Pengembangan Karir Terhadap Kinerja Karyawan Bank Syariah Di Provinsi Riau, Indonesia

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ABSTRACT
This study aims to analyze the Islamic work ethic as a mediating effect of compensation, career development, on the performance of Islamic bank employees in Riau province. In order to face competition, Islamic banking needs to develop human resources who have skills so they can be relied on.This research uses the Structure Equation Model (SEM) by analyzing the facts that have occurred. In this study, primary data were collected using a questionnaire with a total of 288 respondents. Respondents in this study were employees of Islamic Commercial Banks in Riau Province, namely BSI, Bank Muammalat, Bank BTPN Syariah, Bank BTN Syariah, Bank Mega Syariah.This study yielded interesting findings, including the first: Compensation has a positive effect on the performance of Islamic bank employees in Riau. Furthermore, career development has a positive and significant effect on the performance of Islamic bank employees, compensation through an Islamic work ethic has a positive and significant effect on the performance of Islamic bank employees in Riau. Career Development through Islamic work ethic has no effect on the performance of Islamic bank employees in Riau.
Keywords: Compensation, Career development, Islamic work ethic, and Employee Performance

ABSTRAK
Penelitian ini bertujuan untuk menganalisis etos kerja syariah sebagai pengaruh mediasi kompensasi, pengembangan karir, terhadap kinerja pegawai bank syariah di Provinsi Riau. Untuk menghadapi persaingan, perbankan syariah perlu mengembangkan sumber daya manusia yang memiliki keterampilan sehingga dapat diandalkan. Penelitian ini menggunakan Structure Equation Model (SEM) dengan menganalisis fakta-fakta yang terjadi. Dalam penelitian ini data primer dikumpulkan dengan menggunakan kuesioner dengan jumlah responden sebanyak 288 orang. Responden dalam penelitian ini adalah pegawai Bank Umum Syariah di Provinsi Riau yaitu BSI, Bank Muamalat, Bank BTPN Syariah, Bank BTN Syariah, Bank Mega Syariah. Penelitian ini menghasilkan temuan menarik, diantaranya yang pertama: Kompensasi berpengaruh positif terhadap kinerja karyawan bank syariah di Riau. Selanjutnya pengembangan karir berpengaruh positif dan signifikan terhadap kinerja pegawai bank syariah, kompensasi melalui etos kerja syariah berpengaruh positif dan signifikan terhadap kinerja pegawai bank syariah di Riau. Pengembangan Karir melalui etos kerja Islami tidak berpengaruh terhadap kinerja pegawai bank syariah di Riau.
Kata Kunci : Kompensasi, Pengembangan Karir, Etos Kerja Islami, dan Kinerja Karyawan

1. Introduction

Banks are financial institutions whose main activities are collecting funds from the public and channeling these funds back to the public as well as providing other banking services. (Kasmis, 2008). According to Law No. 21 of 2008 concerning Islamic Banking that Islamic banking is

everything that concerns Islamic banks and Islamic Business Units including institutions, activities, and methods and processes in carrying out their business activities.

The Association of Indonesian Sharia Banks (Asbisindo) estimates that the need for human resources (HR) for Islamic banking is on average around 11,000 per year. Fauzi (2013) said the growth of the sharia banking industry in recent years has driven the high demand for competent human resources. Asbisindo estimates that formal educational institutions in Indonesia are only able to supply around 3,750 sharia economic and financial human resources per year. In other words, there is still a difference in the needs of banking human resources. sharia up to 7000 people per year

The facts show that most of the human resources of Islamic banks, especially at the middle and high levels, are graduates of conventional banks with various motives. It is estimated that 70 percent of Islamic bank employees currently come from conventional banks and non-sharia educational backgrounds (Tufail et al., 2017). The lack of skills and cognition (scientific) of human resources (SDI) in the field of sharia banking has had serious negative impacts, including the implementation of Islamic sharia in banking is not optimal. As a result, the development of products that truly have a strong sharia foundation and at the same time has business reliability is hampered. In fact, ideally the development of this product should be able to bring society to the nature of nature and the nature of businesses that follow sharia, especially in agriculture, trade, investment and plantations.

Effect of Compensation on the performance of Islamic Bank employees Compensation is one of the main things that must be considered by the company (Al-Douri et al., 2020). The enthusiasm of employees can also be caused by the size of the incentives received. If employees do not get compensation that is in accordance with the amount of sacrifice at work, then these employees tend to be lazy and not enthusiastic so that in the end they work at will without adequate job satisfaction, which is as expected by these employees according to Swastha and Sukotjo (2011), " Compensation is compensation for services provided regularly and in a certain amount by the company to employees for the contribution of their energy that has been given to achieve certain goals.

The better the performance of employees, it will affect one's career development. Career development is an increase in individual work ability achieved in order to achieve the desired career. With career development, employees will be valued, cared for, needed and recognized for their ability to work by company management so that they will produce high output and will increase loyalty to companies, namely Islamic banks (Saban et al., 2020).

Rivai's (2008) definition of career development is the process of increasing individual work ability achieved in order to achieve the desired career. According to Mangkunegara and Isyandi (2004) stated that career development is a staffing activity that helps employees plan their future careers in the company so that the company and the employee concerned can develop themselves to the fullest.

Career Development is also closely related to performance where performance According to Simanjuntak (2005), "Performance is the level of achievement of results on the implementation of certain tasks. Simanjuntak also defines individual performance as the level of attainment or results of one's work of goals to be achieved or tasks to be carried out within a certain period of time. Foster and Seeker (2001) state that, "Performance is the result achieved by a person according to the standards that apply to the job in question."

Employee performance also has a correlation with the Islamic work ethic of employees in carrying out their duties and responsibilities where the Islamic work ethic is an Islamic work ethic

is morals in working in accordance with Islamic values so that in carrying it out there is no need to think about it anymore because his soul already believes as a something good and right. Al-Ghazali (2012).

2. Methods

Research Design

This research is the study of causality which means research that done by figuring out about the interaction of causation of independent variable with a dependent variable. And also the influence of moderation variables on dependent variables and independent variables (Indira dan Wany, 2020).

Population and Sample

Population is a collective term for a group of things or people that researchers choose to study and then draw conclusions that will be used in future research (Sugiyono, 2013). In this study the population selected was Islamic Bank employees who worked in Riau for 1,026. The sample was a subset of the population. According to Sugiyono (2013) A sample is a representation of the size, composition, and characteristics of a population (therefore the sample is taken from the population and must be representative). There are also samples taken using Slovin with a total of 288 employees

Research Instrument Test Design
Inferential Statistics

The inferential statistics used in this study apply the Partial Least Square (PLS) based Structural Equation Model method with the help of Smart PLS 2.0 M3. The choice of the PLS method is based on the consideration that in this study there is a construct formed with reflexive indicators and this study also uses a moderating variable

Evaluation of the Measurement Model (Outer Model)

Evaluation of the measurement model or outer model is carried out to assess the validity and reliability of the model. The outer model with reflexive indicators is evaluated through Convergent Validity and Discriminant Validity of the latent construct forming indicators and Composite Reliability for the indicator blocks (Chin, 1998 in Latan and Ghozali 2012)

Evaluation of the Structural Model (Inner Model)

In assessing the structural model with PLS, it begins by looking at the R-Squares value for each endogenous latent variable as the predictive power of the structural model. Changes in the value of R-Squares can be used to explain the effect of certain exogenous latent variables on endogenous latent variables whether they have a substantive effect. R-Squares values 0.75, 0.50 and 0.25 it can be concluded that the model is strong, moderate and weak

Hypothesis test

Hypothesis testing is done by looking at the significance value to determine the effect between variables. The limit for rejecting or accepting the proposed hypothesis is > 1.67 (significance level = 5%) where if t count > t table [> 1.67 (one tailed)], then Ha is accepted and Ho is rejected, but if t count < t table [<1.67 (one tailed)], then Ho is accepted and Ha is rejected. In

addition to looking at the t table value, to reject or accept the hypothesis also pay attention to the positive or negative value of the path coefficient.

3. Results and Discussion

Convergent validity

Table 1. *Outer Loading (Mesurement Model)*
Compensation

INDIKATOR	Compensation
KOM1	0.862
KOM2	0.702
KOM3	0.765
KOM4	0.859
KOM5	0.841
KOM6	0.706
KOM7	0.686
KOM8	0.803

Source: Processed Data SmartPLS, 2023

Table 1 shows that the outer loading indicator test for the compensation variable has a value greater than 0.5. so that the individual reflexive measure is said to meet the requirements.

Table. 2*. Outer Loading (Mesurement Model)*
Career development

INDIKATOR	Career development
PK1	0.843
PK2	0.739
PK3	0.708
PK4	0.820
PK5	0.749
PK6	0.669
PK7	0.850
PK8	0.760

Source: Processed Data SmartPLS, 2023

Table 2 shows that the outer loading indicator test for career development variables has a value greater than 0.5. so that the individual reflexive measure is said to meet the requirements.

Table 3. *Outer Loading (Mesurement Model)*
Islamic Work Ethic

INDIKATOR	Islamic Work Ethic
EKI1	0.851
EKI2	0.870
EKI3	0.765
EKI4	0.814
EKI5	0.637
EKI6	0.910

EKI7	0.841
EKI8	0.856

Source: Processed Data SmartPLS, 2023

From table 3 it is obtained that the outer loading indicator test for the Islamic work ethic variable has a greater value of 0.5. so that the individual reflexive measure is said to meet the requirements.

Table 4*. Outer Loading (Mesurement Model)*
Performance

INDIKATOR	Performance
KIN1	0.890
KIN2	0.813
KIN3	0.829
KIN4	0.868
KIN5	0.869
KIN6	0.766
KIN7	0.821
KIN8	0.837

Source: Processed Data SmartPLS, 2023

Table 4 shows that the outer loading indicator test for performance variables has a value greater than 0.5. so that the individual reflexive measure is said to meet the requirements

Discriminant Validity

Table 5. Nilai *Discriminant Validity*
(Cross Loading)

	Islamic Work Ethic	Performance	Compensation	Career development
EKI1	0.851			
EKI2	0.870			
EKI3	0.765			
EKI4	0.814			
EKI5	0.637			
EKI6	0.910			
EKI7	0.841			
EKI8	0.856			
KIN1		0.275		
KIN2		0.509		
KIN3		0.458		
KIN4		0.287		
KIN5		0.484		
KIN6		0.266		
KIN7		0.480		
KIN8		0.418		
KOM1			0.477	

	Islamic Work Ethic	Performance	Compensation	Career development
KOM2			0.403	
KOM3			0.541	
KOM4			0.460	
KOM5			0.491	
KOM6			0.321	
KOM7			0.541	
KOM8			0.431	
PK1				0.392
PK2				0.159
PK3				0.361
PK4				0.390
PK5				0.427
PK6				0.155
PK7				0.191
PK8				0.359

Source: Processed Data SmartPLS, 2023

From table 5 it can be seen that some of the loading factor values for each indicator of each latent variable do not have a loading factor value that is not the greatest compared to the loading value when associated with other latent variables. This means that each latent variable has good discriminant validity where some latent variables do not have a gauge that is highly correlated with other constructs.

Composite Reliability dan Average Variance Extracted (AVE)
Table 6 Cronbach's Alpha*Composite Reliability* dan
Average Variance Extracted (AVE)

Variabel	Cronbach's Alpha (>0,6)	Composite Reliability (>0.7)	Average Variance Extracted (AVE) (>0,5)
Islamic Work Ethic	0.930	0.943	0.675
Performance	0.939	0.949	0.701
Compensation	0.909	0.925	0.610
Career development	0.902	0.920	0.592

Source: Processed Data SmartPLS, 2023

Based on table 6 it can be concluded that all constructs meet the criteria of being reliable. This is indicated by the value of Cronbach's Alphacomposite reliability above 0.70 and AVE above 0.50 as the recommended criteria.

Structural Model Evaluation (*Inner Model*)

Table 7. *Model Struktural (Inner Model) dan GoF*

Variabel	Communallity	R Square
Islamic Work Ethic	0.933	0.310
Performance	0.941	0.644
Compensation	0.919	
Career development	0.906	
Rata-rata	0.926	0.477
GoF	0.441	
	0.664	

Source: Processed Data SmartPLS, 2023

From table 7 shows the value of Goodness of Fit shows the value of 0.664> 0.36 GoFlarge. This shows that the model in this study fits the data obtained.

Direct Effect

Table 8. *Result For Inner Weights*

Hubungan Variabel	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (| O/STDEV |)	P Values
Islamic Work Ethic **->** Performance	0.336	0.341	0.084	4.010	**0.000**
Compensation **->** Islamic Work Ethic	0.244	0.250	0.077	3.167	**0.002**
Compensation **->** Performance	0.124	0.132	0.063	1.986	**0.048**
Career development **->** Islamic Work Ethic	-0.137	-0.133	0.097	1.417	**0.157**
Career development **->** Performance	0.253	0.252	0.084	3.009	**0.003**

Source: Processed Data SmartPLS, 2023

Based on the results of the analysis which can be seen in table 3.8, the path coefficient value of the Islamic Work Ethics on Performance is 0.336 with a t-value of 4.010. This value is greater than t table 1974. These results prove the significant influence of the Islamic work ethic on performance.

Based on the results of the analysis that can be seen in table 3.8, it shows that the path coefficient value of Compensation for Islamic Work Ethics is 0.244 with a t-count value of 3.167. This value is greater than t table 1974. These results prove the significant effect of compensation on the Islamic work ethic.

Based on the results of the analysis that can be seen in table 3.8, it shows that the path coefficient value of Compensation for Performance is 0.124 with a t-count value of 1.986. This value is greater than t table 1974. These results prove the significant effect of compensation on performance.

Based on the results of the analysis which can be seen in table 3.8, it shows that the coefficient value of the path of Career Development towards Islamic Work Ethics is (0.137) with a

t-count value of 1.417. This value is smaller than t table 1974. These results prove that there is no significant effect of Career Development on Islamic Work Ethics.

Based on the results of the analysis that can be seen in table 3.8, it shows that the coefficient value of the career development path to performance is 0.253 with a t-value of 3.009. This value is greater than t table 1974. These results prove the significant effect of Career Development on Performance.

In *Direct Effect*

Table 9. In *Direct Effect*

Hubungan	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (| O/STDEV |)	P Values
Kompensasi -> Etos Kerja Islami -> Kinerja	0.082	0.084	0.032	2.530	**0.012**
Pengembangan Karir -> Etos Kerja Islami -> Kinerja	-0.046	-0.044	0.034	1.368	**0.172**

Sumber : Olahan Data SmartPLS, 2023

Based on the results of the analysis that can be seen in table 4.11, it shows that the path coefficient value of Compensation through Islamic Work Ethics on Performance is 0.082 with a t-count value of 2.530. This value is greater than t table 1974. These results prove that the Islamic work ethic mediates the effect of compensation on performance.

Based on the results of the analysis which can be seen in table 4.11, it shows that the coefficient value of the career development path through the Islamic work ethic on performance is -0.046 with a t-count value of 1.368. This value is smaller than t table 1974. These results prove that the Islamic work ethic does not mediate the effect of career development on performance.

Compensation has a positive effect on the performance of Islamic bank employees

The first hypothesis is a hypothesis that will discuss the Effect of Compensation on the Performance of Islamic Bank employees in Riau, giving rise to a hypothesis. Based on the results of the analysis that can be seen in the table above, the path coefficient value of Compensation for Performance is 0.124 with a t-value of 1.986. This value is greater than t table 1974. These results prove the significant effect of compensation on performance. This is in line with Diviani (2015) stating that there is a positive and significant influence between incentives on employee performance. Wibowo (2014) There is a positive and significant influence of incentives on performance through work stress. Arindah (2010) has a significant indirect effect of giving incentives on performance through job satisfaction. Nafrizal, et al (2012) in research conducted supports previous research which states that the incentive system has an indirect role on performance through performance satisfaction

Career development affects the performance of Islamic bank employees

The Effect of Career Development on the Performance of Islamic Bank Employees Based on the results of the analysis that can be seen in the table above, it shows that the coefficient value of the career development path to performance is 0.253 with a t-count value of 3.009. This value is greater than t table 1974. These results prove a significant effect of Career Development on Performance.

This is consistent with Choyimah (2005) saying that there is an influence of Employee Development on employee performance at the Semarang City Regional Civil Service Agency.

Yusnelly (2012) says that there is a positive and significant influence between career development on employee performance and employee job satisfaction. According to Soedjipto (2002) development career is the competency requirement for development and career path will determine the basis for employee development. Employees who are considered weak in certain competency aspects can be directed to certain competency development activities so that they are expected to improve their performance. Among the competency development options include training institute "assessment center" experiences, development assignments (Widyarni & Muafi 2021).

Compensation through an Islamic work ethic influences the performance of Islamic bank employees

Based on the results of the analysis that can be seen in the table above, it shows that the path coefficient value of Compensation for Islamic Work Ethics is 0.244 with a t-count value of 3.167. This value is greater than t table 1974. These results prove the significant effect of compensation on the Islamic work ethic.

This is in line with Suharnomo (2011) saying that salary has a positive effect on performance and self-esteem. Fauzi (2014) says that financial and non-financial compensation has a positive and significant effect on employee performance. Wijaya and Andreani (2015) says that motivation and compensation have a positive effect and significant to employee performance. Between the two variables, motivation has a more dominant influence on employee performance than compensation

Career development through an Islamic work ethic has no effect on the performance of Islamic bank employees

Based on the results of the analysis that can be seen in the table above, it shows that the coefficient value of the Career Development Path to Islamic Work Ethics is (0.137) with a t-count value of 1.417. This value is smaller than t table 1974. These results prove that there is no significant effect of Career Development on Islamic Work Ethic. This is in line with Alfa Shafissalam (2015). The results of the analysis show that Islamic work ethic has no significant effect on employee performance.

Islamic work ethic influences the performance of Islamic bank employees

Islamic work ethic influences the performance of Islamic bank employees. Based on the results of the analysis that can be seen in the table above, it shows that the path coefficient value of the Islamic Work Ethic on Performance is 0.336 with a t-count value of 4.010. This value is greater than t table 1974. These results prove the significant influence of the Islamic work ethic on performance

4. Conclusions

Compensation has a positive and significant effect on the performance of Islamic Bank employees in Riau showing the path coefficient value of Compensation on Performance of 0.124 with a t-value of 1.986. This value is greater than t table 1974. These results prove the significant effect of compensation on performance. Career development has a positive and significant effect on Employee Performance of Islamic Bank Employees showing the path coefficient value of Career Development on Performance of 0.253 with a t value of 3.009. This value is greater than t table

1974. These results prove a significant effect of Career Development on Performance. Compensation Through Islamic Work Ethics has a positive and significant effect on Employee Performance of Islamic Banks in Riau. shows the path coefficient value of Compensation for the Islamic Work Ethic of 0.244 with a t-value of 3.167. This value is greater than t table 1974. These results prove the significant effect of compensation on the Islamic work ethic.

Career Development through an Islamic work ethic has no effect on the performance of Islamic bank employees in Riau. shows the value of the career development path coefficient on the Islamic work ethic of (0.137) with a t value of 1.417. This value is smaller than t table 1974. These results prove that there is no significant effect of Career Development on Islamic Work Ethics. Islamic Work Ethics has a positive and significant effect on the performance of Islamic Bank employees in Riau. shows the path coefficient value of the Islamic Work Ethic on Performance of 0.336 with a t value of 4.010. This value is greater than t table 1974. These results prove the significant influence of Islamic work ethics on performance.

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