



The Effect of Islamic Work Motivation, Islamic Compensation, and Promotion on Employee Job Satisfaction at BMT NU East Java

Anna Zakiyah Hastriana^{1*}, Halimatus Sa'diyah²

¹ Fakultas Ekonomi dan Bisnis Islam Institut Ilmu Keislaman Annuqayah, e-mail: anna.asthow@gmail.com

² Fakultas Ekonomi dan Bisnis Islam Institut Ilmu Keislaman Annuqayah, e-mail: sadiyahh415@gmail.com

^{1*}Corresponding Author: anna.asthow@gmail.com

| Received: 20-10-2023

| Revised: 21-10-2023

|| Accepted: 24-10-2023

Abstract:

Purpose – The purpose of this study is to study factors such as Islamic work motivation, Islamic compensation, and promotion, which contribute to the level of job satisfaction, to ensure that they can contribute optimally to BMT NU Jawa Timur.

Design/methodology/approach – This type of research uses a quantitative approach with primary data sources. The sample in this study uses purposive sampling techniques, provided that employees have worked for at least 3 months. The data analysis technique used is multiple linear regression.

Findings – The findings of this study were variables of Islamic work motivation, Islamic compensation, and promotion had a positive and significant influence on the level of job satisfaction of BMT NU East Java employees.

Research limitations/implications – The limitation of this study is that the research model is very simple so future research models can add employee performance variables as bound variables mediated by job satisfaction.

Practical implications – The practical implication is that applying Islamic work motivation and Islamic compensation and promotion can generate employee job satisfaction at BMT NU East Java Theoretically.

Originality/value – The originality of this study, motivation, and compensation were examined based on Islamic concepts.

Keywords: *Islamic Work Motivation; Islamic Compensation; Promotion; Job Satisfaction*

Introduction

Human resources are at the core of every organization. Human resources are the most important asset in a company or organization because they are responsible for implementing the company's policies and operational activities. As a result, better efforts are needed to improve the formation of human beings as a workforce. The organization must have the ability to organize and utilize potential human resources (Hasibuan, 2005).

To get a high level of job satisfaction, companies must have policies and programs to help their employees. It has a very important meaning for every organization because job satisfaction is an indicator of an organization's success in meeting the needs of its employees (Abadiyah, 2016). Ultimately, increased job satisfaction results in better performance. However, if company employees do not have a good work environment, they will be less satisfied and tend to behave negatively such as showing dissatisfaction, leaving work, and so on (Hakim, 2016).

Job satisfaction is an important component of the success of an organization or company. One of the actions that must be taken by companies to increase job satisfaction is to motivate employees. Because motivation is a human need that must be met. If an employee feels motivated to carry out their work, they will have high morale and make a great contribution to the company (Waluyo, 2013). Work motivation will certainly also provide unique job satisfaction for employees, allowing them to always be present in the office and contribute optimally to their workplace.

According to Asifudin (2004), Islamic work motivation comes from human habits or characters related to work, which comes from the Islamic faith or Aqedah, which is a basic life attitude towards it. Work-related commitments that come from an employee's relationship with his god are known as Islamic work motivation. Many people today work only for material gain without considering the afterlife profit (Anoraga & Prasetyo, 2015). Therefore, employees must have motivation that is justified by Islam and produce a good personality. Meeting everyone's physical, psychological, and social needs is referred to as Islamic work motivation (Hasan, 2015). Because effort is always present in all human activities, both physical and mental.

Compensation is an additional component that can increase job satisfaction and employee morale. Compensation has a broader meaning than wages and salaries because wages and salaries emphasize non-financial remuneration, while compensation includes remuneration that is both financial and non-financial (Samsudin, 2019). This compensation is given for each increase in employee achievement for the company. This is expected to increase job satisfaction and employee morale. However, compensation in Islam, according to (Husein, 2001), is something given to workers as a reward for their work.

Promotion is also a factor that can increase employee job satisfaction (Simamora, 2004). Promotion is the transfer of an employee from one position to another followed by duties, authorities, and responsibilities that are greater than the previous position. Even if promotion is a dream that is always looked forward to, this is one of the most important indicators of job satisfaction for every employee (Harini & Damayanti, 2018).

Literature Review

1. Job Satisfaction

Job satisfaction is an emotional state in which an employee sees his work, be it pleasant or unpleasant (Ajimat et al., 2020). Robbins (2003) says job satisfaction is a positive feeling about a person's job that results from an evaluation of his or her characteristics. Meanwhile, Siagian (2002) stated that job satisfaction is a person's perspective on his work in a good or bad way. Priansa (2014) explains job satisfaction consists of thoughts, feelings, and beliefs about how a person acts towards his job.

Job satisfaction indicators, according to Rivai et al. (2013), consist of seven components. First, the content of the work, that is, the control of the work and its actual appearance. When work assignments are considered interesting, provide opportunities to learn, and give confidence in their responsibilities, employees will feel satisfied. Second, supervision. The leader must pay attention and have good relations with his subordinates, giving employees the feeling that they are important. If this is not the case, turnover and absenteeism may increase. Third, organization and management. Good companies and management can provide a stable working environment for increased employee job satisfaction. Fourth, the opportunity to advance: employees will be happier with their jobs if they have the opportunity to learn more and gain more experience. Fifth, salary and benefits. Salary is the perceived state and the amount received from wages. Employees will feel satisfied with their jobs if they feel their salary is sufficient to meet their living needs and is awarded fairly based on their skill level, their job demands, and the salary standards applicable to the position. Sixth, colleagues. Relationships that feel supportive and caring for each other in the workplace will create a comfortable and warm work environment, which in turn will result in employees who are satisfied with their work. Seventh, working conditions. Supportive working conditions will make employees happier at work. Supportive working conditions mean employees have adequate means and infrastructure to complete the type of work they need to complete.

2. Islamic Work Motivation

Motivation is the emotion that drives workers to pursue company goals (Rivai & Arifin, 2009). Motivation is a psychological process in which unfulfilled desires are directed and driven to achieve a goal or incentive. The existence of a need is the beginning of the basic process of motivation. Needs arise when there is an imbalance between physical and mental. Then needs are encouraged and directed to reduce the shortage of needs. Incentives will restore physiological and psychological balance and stop or reduce urges. Physiological and psychological drives are activities that are oriented and provide the energy to obtain incentives. Incentives are the result of the motivational process and are defined as anything that will reduce the lack of need and drive (Santosa et al., 2023).

The motivation for Islamic work, according to Hasan (2015), is the desire to do good in meeting the physical, psychological, and social needs of each person. Human life is impossible without work because

without it man will face many problems. Fastabiqul Khairat, or vying for good, is a source of motivation in Islam to work or do business. According to Asifudin (2004), Islamic work motivation is a habit or human character related to work motivated by the Islamic faith or Aqedah, which is a fundamental attitude to life.

McClelland (1987) explains that three signs motivate employees: first, the need to excel (the need to achieve something), that is, the drive or desire to do something better and more effectively than before. The need for power is a strong desire to control, influence, and influence others. Third, the need for social affiliation, the need for friendship; being liked and accepted by others, cooperating, and avoiding conflict.

According to Abduraahim (1993), there are six indicators of Islamic work motivation: the first is the creed. The motivation of the creed—the belief in life and the foundation of life—is based on the spiritual motivation of Islam. The Islamic creed is the pillar of faith, so the motivation of the creed can be considered as an internal impulse that arises as a result of that power. Second, worship. Worship in Islamic teachings includes things such as prayer, prayer, fasting, and purification, among others. Therefore, it is suspected that the level of employee satisfaction with their work affects the element of worship. Third, muamalah motivation. That is the internal drive of spiritual moral power to satisfy the need to achieve religious satisfaction. It is based on the Qur'an and the Sunnah. Fourth, the impulse of need. A need is when there is a discrepancy or discrepancy between reality and desire in him. Fifth, hope motivation. Hope is the desire for something or the desire to obtain something desired. Sixth, incentives, are awards given to those who have done more than the standard has been set. If an employee performs well, they will receive incentives as a form of reward.

Previous research has found that work motivation affects employee job satisfaction (Santosa et al., 2023). However, according to Mubaroqah & Yusuf (2020), it is necessary to pay attention to the level of need for outstanding employees with awards, in addition to improving the supervision system. Conversely, one way to increase job satisfaction through motivation can be done by holding an employee training program (Santosa et al., 2023).

H1 = There is a positive influence between Islamic work motivation and job satisfaction of BMT NU East Java employees.

3. Islamic Compensation

Compensation is a form of appreciation given to employees in recognition of their devotion to the organization. In general, compensation is given to attract employees, encourage them to be high achievers, and retain productive employees (Subekhi & Jauhar, 2012). According to Samsudin (2019), Compensation has a broader meaning than wages or salaries because wages or salaries emphasize more on financial remuneration, while compensation includes non-financial remuneration as well.

According to Husein (2001), Islamic compensation can be defined as what is given to workers as a reward for their work. From the Islamic perspective, compensation is compensation given to workers for their services in generating wealth and other components of production. Islam can save the interests of both parties and provide an ideal solution to the wage problem. In Islam, compensation must be given to the employee in return for what has been promised by the employer. The employer will get the results of the work that has been done, and the worker or employee will get wages or compensation for the labor he has expended. The type of work determines the salary. The salary of officials during the time of Caliph Umar Ra. tailored to the needs and welfare of the local community. Employee wages should be increased if people's living costs increase.

Ibn Khaldun states that compensation is given according to the ability of the employee or worker. The price of the product is positively correlated with its quality. The same is true for employees' abilities and abilities; the more proficient a worker is, the greater the compensation they receive. According to Ibnu Taimiyah, The compensation to be paid focuses more on the principles of fairness and fairness. The employer must compensate the worker for the amount that must be decided during the term of the employment contract. If there is no agreement, an equal compensation system—also known as *mitsil* wages—is used, in which case a minimum wage is set by the government on condition that it meets fair and decent principles. Compensation can be material or non-material. Salaries, incentives, and bonuses are examples of material compensation; Non-material compensation includes training and development, honors, and leave (Muhammad, 2004).

The factor that determines how satisfied employees are with their jobs is compensation (Zulkifli, 2022; Yuananda & Indriati, 2022). In the case of compensation, on their first day of employment, the company should inform employees about the company and wages, overtime, health benefits, holidays, and pension benefits (Septerina & Irawati, 2018). In addition, companies must pay more attention to providing incentives that are by employee working time, especially those related to the amount of time spent working. This is because,

when companies provide incentives based on the level of difficulty faced by employees, the expected incentives will increase along with the sacrifices made by employees. Therefore, what must be assessed is the sacrifices required by a company to complete the job (Dewi & Mardatillah, 2023).

H2 = There is a positive influence between Islamic compensation and job satisfaction of BMT NU East Java employees.

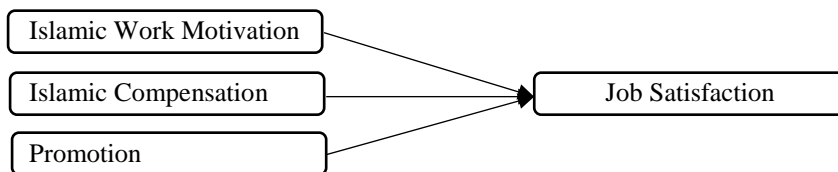
4. Promotion

Promotion is the transfer of employees or employees from one position to a higher position, followed by duties, responsibilities, and authority greater than the previous position (Munadiah et al., 2015). Promotions are usually followed by increased revenue and additional perks. Therefore, performance results are usually rewarded with promotions. To promote its employees, the company must consider several criteria: seniority, educational qualifications, job performance, loyalty, and honesty. Increasing employee job satisfaction can be achieved through promotion. Promotion is the most common way for employees to achieve their dreams after working for a long time in a company or institution. This is because the company gives employees confidence about their abilities. Indicators of promotion are opportunity, ability, fairness, and implementation procedures (Simamora, 2004).

One way to increase the level of employee job satisfaction is to be promoted to a higher position. One way to maintain employee satisfaction with this promotion is to ensure that employees have a pleasant work environment and adequate resources to help them achieve their goals at work (Rosalinda et al., 2021).

H3 = There is a positive influence between promotion and job satisfaction of BMT NU East Java employees.

Figure 1. Research Framework



Methods

Causal associative research using a quantitative approach is this type of research. It is expected that the sample criteria selected for this study are really by the research to be carried out, therefore this research is carried out by purposive sampling method. The sample criteria are employees who have been working for a minimum of three months. The sample size uses the Cochran formula quoted by Sugiyono (2016):

$$N = \frac{z^2pq}{e^2}$$

$$N = 96.04 = 97 \text{ respondents.}$$

Description: n = sample; z = price in the normal curve for a 5% deviation, where the value of 1.96 p = 50% chance of right = 0.5; q = 50% chance of being wrong = 0.5; e = 10% margin of error.

$$N = \frac{(1.96)^2 (0.5) (0.5)}{(0.10)^2}$$

$$N = 96.04 = 97 \text{ respondents.}$$

Primary data is data collected directly by researchers through the distribution of questionnaires to respondents.

This study analyzed the data using multiple linear regression. To perform this data analysis, the data processing program used is the SPSS application (statistic product service solution). The data used is quantitative and is represented in the form of numbers, which makes it easier to process and produce data that is accountable and reliable.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description: Y = satisfaction; a = Constant b = Regression Coefficient; X_1 = Islamic Work Motivation; X_2 = Islamic Compensation X_3 = Promotion; e = Error Rate (error of term).

Results and Discussion

Research Results

1. Description of Respondent Profile

a. Gender

Table 1. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	58	59.8	59.8	59.8
	Woman	39	40.2	40.2	100.0
	Total	97	100.0	100.0	

The study found that 58.9% of respondents were male and 40.2% female. This shows that more men are working in BMT NU East Java. BMT NU East Java conducts more transactions in the field, such as taking savings, conducting surveys to partners who want to borrow, and so on. Therefore, men are more employed, while women are only employed on the inside, such as tellers and admins. As a result, male employees are the most needed in BMT NU East Java.

b. Age

Table 2. Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	78	80.4	80.4	80.4
	31-40	15	15.5	15.5	95.9
	41-50	4	4.1	4.1	100.0
	Total	97	100.0	100.0	

This research shows that most employees at BMT NU Jawa Timur Searea Sumenep Branch are aged 18–30 years, with 80.4% of respondents aged 18–30 years, 15.5% of respondents aged 31–40 years, and 4.1% of respondents aged 41–50 years. Therefore, the average employee is new. This is also because BMT NU is still very new compared to other Sharia cooperatives.

c. Recent Education

Table 3. Recent Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School/Equivalent	23	23.7	23.7	23.7
	Diploma	1	1.0	1.0	24.7
	Bachelor	73	75.3	75.3	100.0
	Total	97	100.0	100.0	

According to this study, the education of high school employees by 23.74%, Diploma by 1.0%, and Bachelor by 75.3% shows that most employees at BMT NU East Java have a bachelor's degree. However, not all employees at BMT NU East Java Sumenep Branch are proficient enough in their fields, so new employees need to be included in the training program.

2. Validity and Reliability Test

The Product Moment correlation validity test was used in this study. The correlation coefficient value of each item will be compared with the r table, with a significance level of 0.05.

Table 4. Validity Test

Variable	Item	r Table	r Count	Description
----------	------	-----------	-----------	-------------

Islamic Work Motivation	X1.1	0.2	0.298	Valid
	X1.2	0.2	0.473	Valid
	X1.3	0.2	0.541	Valid
	X1.4	0.2	0.372	Valid
	X1.5	0.2	0.540	Valid
	X1.6	0.2	0.586	Valid
	X1.7	0.2	0.528	Valid
	X1.8	0.2	0.389	Valid
	X1.9	0.2	0.407	Valid
Islamic Compensation	X2.1	0.2	0.569	Valid
	X2.2	0.2	0.653	Valid
	X2.3	0.2	0.664	Valid
	X2.4	0.2	0.466	Valid
	X2.5	0.2	0.675	Valid
	X2.6	0.2	0.605	Valid
	X2.7	0.2	0.327	Valid
	X2.8	0.2	0.340	Valid
	X2.9	0.2	0.566	Valid
	X2.10	0.2	0.516	Valid
Promotion	X3.1	0.2	0.564	Valid
	X3.2	0.2	0.498	Valid
	X3.3	0.2	0.497	Valid
	X3.4	0.2	0.369	Valid
	X3.5	0.2	0.554	Valid
	X3.6	0.2	0.372	Valid
	X3.7	0.2	0.399	Valid
	X3.8	0.2	0.620	Valid
Job Satisfaction	Y.1	0.2	0.428	Valid
	Y.2	0.2	0.419	Valid
	Y.3	0.2	0.652	Valid
	Y.4	0.2	0.587	Valid
	Y.5	0.2	0.504	Valid
	Y.6	0.2	0.523	Valid
	Y.7	0.2	0.512	Valid
	Y.8	0.2	0.508	Valid
	Y.9	0.2	0.522	Valid
	Y.10	0.2	0.684	Valid
	Y.11	0.2	0.644	Valid
	Y.12	0.2	0.620	Valid
	Y.13	0.2	0.495	Valid
	Y.14	0.2	0.589	Valid
Y.15	0.2	0.728	Valid	
Y.16	0.2	0.641	Valid	
Y.17	0.2	0.463	Valid	

If $r_{count} > r_{table}$, the validity test is considered valid; conversely, if $r_{count} < r_{table}$, the validity test is considered invalid. Here, the r_{count} can be found in the SPSS processing version 21 in the Corrected Item – Total Correlation column, and r_{table} can be found in the product moment table, order 95, which is derived from $97 - 2 = 95$ (Respondents 97 minus 2 "degrees of freedom" = 95). With a significance level of 0.05, the r value of the table is 0.2. From the results of the data, it can be concluded that all items from each variable are declared valid and meet the requirements of the validity test, so it is feasible to use.

To determine the reliability of the questionnaire, namely by using Cronbach's Alpha in the SPSS program.

Table 5. Reliability Test

Variable	Cronbach's Alpha	Criteria	Description
Islamic Work Motivation	0.771	0.60	Reliable
Islamic Compensation	0.836	0.60	Reliable
Promotion	0.772	0.60	Reliable
Job Satisfaction	0.900	0.60	Reliable

If Cronbach's alpha value is greater than 0.60, the data is considered reliable. Therefore, it can be concluded that if Cronbach's alpha value of the variables Islamic Work Motivation, Islamic Compensation, Job Promotion, and employee job satisfaction is more than 0.60, then all items of the questionnaire used can be considered reliable.

3. Classical Assumption Test

In this study, Kolmogorov-Smirnov non-parametric statistics were used to test the normality of the data. Based on decision-making, if the significance of the data calculation result (sig) is more than 5%, then the data is normally distributed, and if the significance (sig) is less than 5%, then the data is not normally distributed.

Table 6. Normality Test

		Unstandardized Residual
N		97
Normal Parameters ^{a,b}	Mean	.0000000
	std. Deviation	3.58622170
Most Extreme Differences	Absolute	.098
	Positive	.098
	Negative	-.055
Kolmogorof-Smirnov Z		.969
Asymp. Sig. (2-tailed)		.304
a. Test distribution is Normal.		
b. Calculated from data		

The Normality Test looks at the Asymp Sig (2-tailed) column, which indicates that the data is normally distributed if the Asymp Sig. value > 0.05 , and vice versa if the Asymp Sig. value is $0.304 > 0.05$, which indicates that all data for each variable is normally distributed.

To find out whether there is a correlation between independent variables in the regression model, a multicollinearity test is performed. The variance inflation factor (VIF) value and tolerance value (T) are measured; if the VIF value < 10 and the T value > 0.1 , then there is no multicollinearity.

Table 7. Multicollinearity Test

Model	Collinearity Statistic		Description
	T	VIF	
X1	0.722 > 0.1	1.385 < 10	No Multicollinearity
X2	0.674 > 0.1	1.483 < 10	
X3	0.667 > 0.1	1.500 < 10	

a. Dependent Variable: Y1

The multicollinearity test looks at tolerance and VIF values. If the tolerance value > 0.1 (10%) and the VIF value < 10 , then the data do not experience multicollinearity. The result of this study is that the tolerance value of everything is more than 0.010 and the VIF value does not show data that is more than 10, so multicollinearity does not occur.

The heteroscedasticity test, in this study, used the Glejser test. The residual absolute value is correlated with all independent variables in the Glejser test. In this case, if sig.2-tailed $< \alpha = 0.05$, heteroscedasticity occurs, and if sig.2-tailed $> \alpha = 0.05$, heteroscedasticity does not occur.

Table 8. Heteroscedasticity Test

Model	Sig.2-tailed	Description
X1	0.695 > 0.05	No Heteroscedasticity
X2	0.157 > 0.05	
X3	0.441 > 0.05	

a. Dependent Variable: Y1

The heteroscedasticity test checks the sig.2-tailed value. No heteroscedasticity occurs if the value of the variable sig.2-tailed $>$ from $\alpha = 0.05$, and vice versa if the value is $< \alpha = 0.05$. In this data, the value of the variable sig.2-tailed $>$ of 0.05, so there is no heteroscedasticity.

The purpose of the autocorrelation test is to find out whether the linear regression model correlates with confounding error in period t and confounding error in period $t-1$. If there is a correlation, then the linear regression model fails or is not feasible to use for prediction. This study used the Durbin-Watson model autocorrelation test. Therefore, autocorrelation does not occur if $dU < DW < (4-dU)$.

Table 9. Autocorrelation Test

Model	dU	dL	DW	Description
1	1.7335	1.6063	1.836	No Autocorrelation

a. Predictors: (Constant), X1,X2.X3

b. Dependent Variable: Y1

Taking into account the number of data 97, the sig value of 5%, and the number of variables 3, it was found that the dl value was 1.6063 and the dU value was 1.7335, with a DW value of 1.836. Therefore, the results of the autocorrelation test were $1.7335 < 1.836 < 2.2665$, which means that there was no autocorrelation in this study.

4. Multiple Linear Regression Test

Multiple linear regression analysis is used to determine the directional relationship between the independent variable and the dependent variable as well as to show whether the value of the dependent variable is rising or falling.

Multiple linear regression equation found:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 10.743 + 0,447X_1 + 0,754X_2 + 0,423X_3 + e$$

Y = satisfaction; a = Constant; b = Coefficient; Regression X_1 = Islamic Work Motivation; X_2 = Islamic Compensation; X_3 = Promotion; e = Error Rate (error of term).

5. Hypothesis Test

This study has independent variables consisting of Islamic work motivation (X_1), Islamic compensation (X_2), and promotion (X_3). The effect of each independent variable on the dependent variable is measured through a partial hypothesis test, namely the t test. This experiment was conducted by comparing t-count with t-table with level a (significance) = 0.05 (5%), which shows that if t-count $>$ t-table, then there is an influence between the independent variable and the dependent variable.

Table 10. Test-T

Model	t-count	t-table	Sig.	Description
X1	3.102	1.61	$0.003 < 0.05$	Accepted
X2	8.236	1.61	$0.000 < 0.05$	
X3	3.663	1.61	$0.000 < 0.05$	

a. Dependent Variable: Y1

With a significance level of 0.05 (5%), the Islamic work motivation variable has a calculated value of 3.102, Islamic compensation 8.236, and promotion 3.663. According to the test criteria, there is an influence between the independent and dependent variables if the t-count value is $>$ t-table and the significance level is < 0.05 .

To determine how much influence the independent variable (Islamic work motivation, Islamic compensation, and promotion) has on the dependent variable (employee satisfaction at BMT NU East Java) simultaneously, a hypothesis test with an F test is used.

Table 11. Test-F

Model	f-count	f-table	Sig.	Description
1 Regression				
Residual	78.475	2.031	0.000b < 0.05	Accepted
Total				

a. Dependent Variable: Y1

The F test is performed by comparing the f-count with the f-table. The results of SPSS processing show that the f-count is $78.475 > f\text{-table } 2.703$, and the significance value is $0.000 < 0.05$, it can be concluded that the independent variables—Islamic work motivation, Islamic compensation, and promotion—have a positive and significant effect on the dependent variable—employee job satisfaction at BMT NU East Java.

To determine the percentage change caused by the independent or independent variable in the dependent or dependent variable, the coefficient of determination (R^2) test is used.

Table 12. Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.847a	0.717	0.708	3.49819

Islamic work motivation, Islamic compensation, and promotion have a percentage influence on employee job satisfaction at BMT NU East Java. This is indicated by the coefficient of determination test, which yields an Adjusted R Square of 0.708, or 70.8% of the data. While 29.2% of the total 100% to 80.7% were influenced by other factors that were not studied.

Discussion

The first hypothesis is accepted, because the t-count value is $3.102 > t\text{-table } 1.661$ and the significance value is $0.003 < 0.05$, so it can be concluded that the Islamic work motivation variable (X_1) has a positive and significant effect on employee job satisfaction (Y). This research supports Hasan's (2015) opinion, which states, that Islamic work encouragement encourages a person to do good by meeting their personal needs, including physical, psychological, and social needs. Because basically human life can never be separated from the term work, because without it humans face many problems. Fastabiqul Khairat, or vying for good, is a source of motivation in Islam to work or do business. Work motivation is the force that drives a person to collaborate and make every effort to achieve satisfaction in their work (Hasibuan, 2005).

Work motivation greatly affects an employee's job satisfaction, so an employee who is more motivated to work can show a higher level of job satisfaction (Parimita et al., 2018). Conversely, if an employee does not feel motivated to work, they are likely to experience feelings of laziness, which in turn can result in decreased job satisfaction, then impact the employee's own job performance (Suryana et al., 2021). Companies with more motivated employees can be more effective than companies with less motivated employees.

The second hypothesis is accepted. The data results showed that the Islamic compensation variable (X_2) from the previous T-test had a positive and significant impact on employee job satisfaction (Y). The t-count value is $8.236 > the\ t\text{-table\ value\ is\ } 1.661$ and the significance value is $0.000 < 0.05$. The results of this study are by the opinion of Husein (2001) that Islamic compensation is something given to workers as a reward for their work. From the Islamic perspective, compensation is compensation given to workers for their services in generating wealth and other components of production. Islam can save the interests of both parties and provide an ideal solution to the wage problem. Islam stipulates that employees must be paid in return for having been promised by their employers; In this case, the employer gets the result of the work that has been done.

Employee satisfaction is influenced by compensation, as in the findings of Azhar et al. (2020). Meanwhile, Inayah & Rohmah (2021) found that Islamic compensation affects employee job satisfaction because employees who receive compensation can be more satisfied and more eager to explore their career potential, which allows them to continue working. Compensation is also given by BMT NU East Java to each of its employees. Compensation is given according to the ability, achievement, and workload of employees. Thus, each employee has the opportunity to accept and feel the compensation provided by the company. They should also be aware that compensation is not given all the time.

The data showed that the third hypothesis was accepted, because the promotion variable from the T-test above had a t-count value of $3.663 > t\text{-table\ of\ } 1.661$ and a significance value of $0.000 < 0.05$. In other words,

employee job satisfaction (Y) is positively and significantly influenced by the promotion variable (X₃). The results of the study support the opinion of Munadiah et al. (2015) that promotion is the transfer of employees or employees from one position to a higher position followed by more duties, responsibilities, and authority than the previous position. Promotion is also a factor that determines employee job satisfaction (Rosalinda et al., 2021).

Hasil penelitian mendukung pendapat bahwa promosi jabatan adalah pemindahan karyawan atau pegawai dari satu jabatan ke jabatan yang lebih tinggi yang diikuti oleh lebih banyak tugas, tanggung jawab, dan otoritas daripada jabatan sebelumnya. Promosi jabatan juga merupakan faktor yang menentukan kepuasan kerja karyawan

BMT NU East Java provides promotions to employees who have worked for a long time and are doing good achievements for the company. Therefore, employees are promoted not only based on their education, but also on the basis of their performance and the length of time they have worked in the company. This ensures that employee promotions are given fairly. Because some managers believe that work experience is more relevant than job education.

Conclusion

In organizations, Islamic work motivation has a positive impact on job satisfaction. Every worker needs motivation to increase their enthusiasm at work. Job satisfaction is also influenced by Islamic compensation. Compensation or wages to meet daily needs is the main purpose of work. Finally, promotion has a positive effect on job satisfaction. Because promotion is needed by an employee to advance from the previous position and not stagnate in the same position.

Theoretically, the recommendation for BMT NU East Java is to use Islamic concepts so that it is compatible with the operations of Islamic microfinance institutions. In terms of policy, BMT NU East Java must further improve in providing motivation to its employees to contribute to the achievement of company goals. In addition, BMT NU East Java must provide opportunities for every worker to get compensation according to their performance and ability. On the other hand, BMT NU East Java must consider employee promotion based on employee quality. Finally, for future research, the limitations of this study are in terms of research models. This research model can be developed again by including the three variables that affect employee job satisfaction as intervention variables on employee performance. Therefore, the data analysis method can use SEM (*Structural Equation Modeling*).

Acknowledgement

Thank you to all parties who helped complete this research, especially to the leaders of the Sharia Economics Study Program, Faculty of Islamic Economics and Business, Institut Ilmu Keislaman Annuqayah.

Conflict of Interest

This research has absolutely no conflict of interest from any party.

References

- Abadiyah, R. (2016). Pengaruh Budaya Organisasi, Kompensasi terhadap Kepuasan Kerja dan Kinerja Pegawai Bank di Surabaya. *JBMP (Jurnal Bisnis, Manajemen Dan Perbankan)*, 2(1), 49–66. <https://doi.org/10.21070/jbmp.v2i1.837>
- Abduraahim. (1993). *Faham Tauhid dan Etos Kerja*. CV Kuning Mas.
- Ajimat, Aini, N., & Budi, S. (2020). Pengaruh kompensasi dan beban kerja terhadap kepuasan kerja karyawan pada PT Dana Mandiri Sejahtera Cabang Sepatan. *Jurnal Disrupsi Bisnis*, 3(3), 1–10.
- Anoraga, B., & Prasetyo, A. (2015). Motivasi Kerja Islam dan Etos Kerja Islam Karyawan Bank Jatim Syariah Cabang Surabaya. *Jurnal Ekonomi Syariah Teori Dan Terapan*, 2(7), 531. <https://doi.org/10.20473/vol2iss20157pp531-541>
- Asifudin, A. J. (2004). *Etos Kerja Islami*. Muhammadiyah University Press.
- Azhar, M. E., Nurdin, D. U., & Siswadi, Y. (2020). Pengaruh Disiplin Kerja Dan Kompensasi Terhadap Kepuasan Kerja Karyawan. *Jurnal Humaniora : Jurnal Ilmu Sosial, Ekonomi Dan Hukum*, 4(1), 46–60. <https://doi.org/10.30601/humaniora.v4i1.422>
- Dewi, S. K., & Mardatillah, A. (2023). Pengaruh Kompensasi Terhadap Kepuasan Kerja Karyawan PT. Gemah Dinamika Perkasa di Pangkalan Kerinci. *JIABIS: Jurnal Ilmu Administrasi Bisnis Dan Sosial*, 1(1), 1–

13.

- Hakim, L. (2016). Budaya Organisasi Islami Sebagai Upaya Meningkatkan Kinerja. *Iqtishadia*, 9(1), 179–205.
- Harini, S., & Damayanti, S. (2018). Pengaruh Promosi Jabatan Dan Kompensasi Terhadap Kepuasan Kerja Karyawan Pada Pt. Perwita Margasakti Jakarta. *Jurnal Visionida*, 4(1), 45. <https://doi.org/10.30997/jvs.v4i1.1316>
- Hasan, A. (2015). *Manajemen Bisnis Syariah : Kaya Dunia Terhormat di Akhirat* (2nd ed.). Pustaka Pelajar.
- Hasibuan, M. S. P. (2005). *Manajemen sumber daya manusia* (Ed. rev. c). Bumi Aksara.
- Husein, U. (2001). *Riset Sumber Daya Manusia dalam Organisasi*. Gramedia Pustaka Utama.
- Inayah, N., & Rohmah, N. S. (2021). Pengaruh Budaya Organisasi Dan Kompensasi Islami Terhadap Kepuasan Kerja Karyawan Koppontren. *Jurnal Ekonomi Syariah Darussalam*, 2(2), 60–80. <https://ejournal.iaida.ac.id/index.php/JESDar/article/view/1104/742>
- McClelland, D. C. (1987). *The Achieving Society*. The Free Press.
- Mubarogah, & Yusuf, M. (2020). Pengaruh Motivasi Kerja Terhadap Kepuasan Kerja Pegawai. *Journal of Economics and Business Mulawarman University*, 17(2), 222.
- Muhammad. (2004). *Etika Bisnis Islami*. UPP AMP YKPN.
- Munadiah, Ihyani, M., & Burhanuddin. (2015). Pengaruh Promosi Jabatan Terhadap Kinerja Pegawai Negeri Sipil Di Kantor Sekretariat Daerah Kabupaten Luwu. *Jurnal Administrasi Publik*, 1(3), 251–264.
- Parimita, W., Khoiriyah, S., & Handaru, A. W. (2018). Pengaruh Motivasi Kerja Dan Kompensasi Terhadap Kepuasan Kerja Pada Karyawan Pt Tridaya Eramina Bahari. *JRMSI - Jurnal Riset Manajemen Sains Indonesia*, 9(1), 125–144. <https://doi.org/10.21009/jrmsi.009.1.09>
- Priansa, D. J. (2014). *Perencanaan & Pengembangan SDM*. CV. Alfabeta.
- Rivai, V., & Arifin, A. (2009). *Islamic Leadership: Membangun Superleadership Melalui Kecerdasan Spiritual*. Bumi Aksara.
- Rivai, V., Bachtiar, & Amar, B. R. (2013). *Pemimpin dan Kepemimpinan dalam Organisasi*. Raja Grafindo Persada. <https://doi.org/978-979-769-482-1>
- Robbins, S. P. (2003). *Perilaku organisasi*. PT. Indeks Kelompok Gramedia.
- Rosalinda, Rahayuningsih, N., & Anwar, S. (2021). Pengaruh Promosi dan Pengawasan terhadap Kepuasan Kerja (Studi kasus pada Dinas Perhubungan Kabupaten Indramayu). *Jurnal Investasi*, 7(1), 60–67. <https://doi.org/10.31943/investasi.v7i1.121>
- Samsudin, S. (2019). *Manajemen Sumber Daya Manusia*. CV PUSTAKA SETIA BANDUNG.
- Santosa, K., Suparjo, & Sudirdjo, F. (2023). Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Pegawai Dan Kepuasan Kerja. *Innovation, Theory & Practice Management Journal*, 2(1), 105–121. <https://doi.org/10.56444/jitpm.v2i1.381>
- Septerina, S., & Irawati, R. (2018). Pengaruh Kompensasi Terhadap Kepuasan Kerja Karyawan Pada Bagian Produksi Di Pt. Etowa Packaging Indonesia. *Journal of Applied Business Administration*, 2(1), 13–19. <https://doi.org/10.30871/jaba.v2i1.714>
- Simamora, H. (2004). *Manajemen Sumber Daya Manusia* (3rd ed.). Bagian Penerbitan STIE YPKN.
- Subekhi, A., & Jauhar, M. (2012). *Pengantar Manajemen Sumber daya Manusia (MSDM)*. Prestasi Pustaka.
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (Alfabeta (ed.)).
- Suryana, Y., Dimiyati, D., & Nandavita, A. Y. (2021). Pengaruh Pelatihan, Kompensasi, dan Motivasi terhadap Prestasi Kerja Karyawan di Panin Dubai Syariah Bank Kantor Cabang Bandung. *FINANSIA: Jurnal Akuntansi Dan Perbankan Syariah*, 4(2), 239–254. <https://doi.org/https://doi.org/10.32332/finansia.v4.i2.3732>
- Waluyo, M. (2013). *Psikologi Industri*. Akademia Permata.
- Yuananda, R., & Indriati, I. H. (2022). Pengaruh kompensasi, beban kerja, dan lingkungan kerja terhadap kepuasan kerja karyawan manna kampus (mirota kampus) C. Simanjuntak Yogyakarta. *Kinerja*, 19(2), 205–214. <https://doi.org/10.30872/jkin.v19i2.11170>
- Zulkifli. (2022). Pengaruh Kompensasi terhadap Kepuasan Kerja Pegawai di Pusat Pengembangan Sumber Daya Manusia Aparatur Tahun 2022. *Jurnal Aparatur*, 6(1), 54–74. <https://doi.org/10.52596/ja.v6i1.151>