



The Influence Of Islamic Work Ethics, Leadership, And Compensation On Employee Performance With Job Satisfaction As An Intervening Variable At PT Bank Muamalat KCU Medan Balaikota

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ABSTRACT

Employee performance is one of the important factors in a company in achieving its goals. The purpose of this study was to test and analyze the influence of Islamic work ethics, leadership, and compensation on employee performance with job satisfaction as an intervening variable at PT Bank Muamalat KCU Medan Balaikota. This research method is quantitative research using data analysis techniques, namely Structural Equation Modeling (SEM) with the Path Analysis method. The analysis test tool used is SmartPLS v.4.0. The sample in this study amounted to 80 respondents who were all employees at Bank Muamalat KCU Medan Balaikota. The results of this study show that Islamic work ethics have a significant effect on performance, leadership has a significant effect on performance, compensation affects employee performance, job satisfaction does not affect performance, Islamic work ethics affect job satisfaction, leadership does not affect job satisfaction, compensation affects job satisfaction, and job satisfaction does not mediate the influence of Islamic work ethics, leadership, and compensation on employee performance.

INTRODUCTION

According to Busro (2020), employee performance is essential and needs to be considered in depth as a form of improving and improving quality. In addition, it is also one of the various factors determining the success of the organization or company to obtain goals. Because according to him, the results of this work are able to influence the company as a whole. Performance is also a condition that should be seen and confirmed to various parties in seeing the level of results of the agency, and getting good and bad influences from a rule, so sharpening good human resources is needed in increasing the level of employee performance.

obtaining predetermined targets. According to Kasmir, (2016) and (Jufrizen, 2021), there are various factors that affect employee performance, proficiency and skills; insight; task design; attitude; work drive; leadership; leadership style; habits; level of satisfaction ; work environment; loyalty; responsibility; and discipline. Islamic work ethics are one of the values stated in the Qur'an and hadith. The Muslim occupation carried out works recommended not only to earn a living but also to obtain the pleasure of Allah Almighty. So Muslims should try to improve their performance better to obtain a good life both worldly and also hereafter. *Leadership* or leadership is no less important in an organization. Good leaders can help employees understand how they work. Today's technological speeds, rapid transformation, transparent government regulations, and complex workforce issues are making leaders and organizations face greater challenges. To prevent this and ensure the acquisition of organizational goals, several appropriate ways are needed in building leaders who are competent, committed, and integrity.

In his journal, Leonardo (2017) stated that compensation is a reward given by the agency for the tasks and contributions that have been carried out and also as a reason for employees to keep working and doing their duties well. Compensation can be in the form of money or goods in return. Compensation problems are not limited to supporting the performance of their employees. Therefore, the company can set fair compensation for each employee so that the company is able to obtain the right and positive goals. Job satisfaction for employees is a sentimental situation that exists in humans. An agency (company) will see that employee performance satisfaction continues to be maintained, and can also make workers get satisfaction to work, one of the efforts that can be carried out is to compile a type of work program that has attractiveness so that employees do not feel boredom and challenges and provide adequate bonuses, give positions that rise, fair, create a peaceful work environment so that it has a good effect on workers in increasing performance levels employee. Dissatisfaction as one of various factors that can make worker productivity decrease (Nurhasanah et al., 2022). In research conducted by Khotijah & Helmy, (2021), Asroti et al., (2022), Kurniasari & Bahjahtullah, (2022) and Sodik , (2018) discussed Islamic work ethics and compensation on employee performance obtained results that have a real effect on employee performance. Research by Shafissalam and Azzuri (2021) explains that Islamic work ethics have no effect on employee performance. Another finding made by Natsir (2018) explains that leadership has a negative influence on performance. Another study conducted by Aswadi et al., (2017) explained that leadership has a positive influence on employee performance but is not real compared to Islamic work ethics which have a good and real effect. Other findings are in accordance with the results implemented by Hasibuan, (2019) which explains that leadership and business ethics have a simultaneous influence on employee performance but not partial.

Pamujo & Firmansyah, (2021) explained in their research on the influence of leadership, work environment and Islamic work ethics on job satisfaction that obtained results, namely transformational leadership, work environment and Islamic work ethics had a real effect on the level of job satisfaction, while transactional leadership did not affect job satisfaction, another finding was carried out by Rubiharto et al., (2020) Regarding the analysis of leadership style on job satisfaction, it was found that leadership style did not have an influence on job satisfaction.

In an interview that researchers conducted with one of the employees at Bank Muamalat KCU Medan Balaikota, he said that as an employee at Bank Muamalat, in addition to being guided by profit, the bank also pays attention to the performance and workings of its employees. Employees work 45 hours in 1 working week and get 12 working days leave in 1 year. In 1 month of work, employees are only allowed to take 1 day off, before taking leave, employees are allowed to make reports related to the work of each division. In the application of work ethics, the bank is guided by modern and professional Islamic deals, or in other words in working every employee must remain in accordance with Islamic principles in muamalah. Every

employees required to have business and non-business targets such as product offerings to every customer and prospective customer. According to him, at Bank Muamalat, the work environment created and implemented by the bank is more Islamic, so Bank Muamalat employees are not only required to work but also worship in every activity at the bank. In addition, customers also have their own deadlines in each task given. The career path in Bank Muamalat is also clear because it has an assessment in each of its performance. In assessing the performance of bank muamalat using *key performance indicators* (KPI). This assessment is used to evaluate how well employees perform in achieving company goals. In terms of leadership, he stated that he was quite satisfied and considered that the leadership was good. It's just that he feels that the leadership has not fully monitored every employee's work. Lack of communication between leaders and employees.

Baliu also stated that the salary or wages given by the company are indeed sufficient to meet daily needs, but only enough if there are other needs, employees must work extra to get extra. The place and working environment at Bank Muamalat KCU Medan Balaikota was well protected. The workplace is cold, comfortable, and some good facilities such as a complete *pantry*, clean toilets and a prayer room to make it easier for employees to pray. He also added that he was satisfied working at Bank Muamalat KCU Medan Balaikota apart from some things that he thought needed a little correction but overall he was satisfied.

LITERATURE REVIEW

Employee Performance

According to Kasmir, (2016) employee performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Performance is the results and outputs produced by an employee in accordance with his role in the organization in a certain period. Good employee performance is one of the most important factors in the agency's efforts to increase productivity.

Mashlahah Performa

According to Firdaus (2017), the *Maṣlahah Performance* (MaP) organizational performance system argues that wealth is a container in obtaining the ultimate goal of one's life for life safety after death and worldly success and is also not the main goal of organizational formation. Several management tools support performance systems, including the four orientations of the Balance Scorecard and the *Plan-Do-Check-Action* (PDCA) cycle, an eight-step deployment methodology. Orientation is the name for each of the six aspects of MaP performance system performance measurement. Worship orientation explains the use of religion, namely al-din for business, internal process orientation explains the spirit of business, namely al-nafs, and labor explains the successor, al-nasl, learning activities explain the mind, namely al-aql, and consumers explain how to maintain and maintain customer relationships.

Job Satisfaction

According to Wiliandari, (2015) Job satisfaction is a positive or happy feeling that arises when someone assesses their job or their work experience as fulfilling or enabling them to fulfill important values that exist in their workplace. When someone feels that their job is sufficient or provides the possibility to fulfill various main values in their workplace, they experience a feeling called job satisfaction (Hidayat & Hariyanto, 2020).

In Islam, job satisfaction is associated with the concepts of gratitude, sincerity, and patience, which are three things related to job satisfaction. Working with sincerity, patience, and gratitude will produce in addition to the desired results also the value of job satisfaction. (Hairul et al., 2021). According to the word of Allah Almighty in Q.S Ibrahim: 7:

لَشَدِيدٌ عَذَابِي إِنْ كَفَرْتُمْ وَلَئِنْ لَأَزِيدَنَّكُمْ شُكْرُكُمْ لَئِنْ رَبُّكُمْ تَادَّبَ وَإِذْ

Means: "And (remember) when the Lord you declared, 'Behold, if you are grateful, will surely add your attachment, but if you lose upon (My pleasure), then surely my punishment will be very heavy.'" (Q.S Abraham:7)

Islamic Work Ethics

Marri (2015) states that Islamic work ethics is a perspective on work and views it as a moral way of life. The four Islamic caliphs abandoned the work ethic that was originally based on the teachings of the Prophet Muhammad SAW which was based on the Quran, namely the view that doing good deeds will forgive sins. According to Abu Hamid, a person's personality, temperament, quality of life, moral code, and aesthetic model shape their ethos. Works are created through actions. The work in question is everything that is created to meet the requirements while constantly creating new works. According to the Prophet SAW, "Indeed, Allah likes one of you who does a good job (diligently). (HR Al Baihaqi). Many verses in the Qur'an demand piety in all things and works. Verses about faith always follow working verses. It should be. These are some verses from the Quran: "And verily am merciful for someone who does repentance, faith, sholeh practice, and is always on the right path." (Thaahaa 82) "... And give glad tidings to those who believe, who do good deeds, that they will get a good reward" (Al Kahf 2).

Kepemimpinan (*Leadership*)

Leadership is one of the most elusive events and also one of the easiest to defend. Leadership is characterized based on individual characteristics, actions, influence over others, patterns of interaction, roles, status in government positions, and how others perceive the legitimacy of their influence. Another important element that influences, guides, and binds various other elements in an organization's leadership. (Mukaromah, 2022). According to Wijokongko & Al-Hafizd, (2020), a leader is someone who is sought by organizations to get guidance. A leader is someone who sets the vision and mission of the organization. In the Qur'an, the phrases caliph, imam, and uli al-amri are used to describe positions of authority.

Compensation

Hasibuan (2014), Compensation includes all monetary, direct, and indirect commodities received by employees as payment for services rendered to the organization. According to Islam, the salary should be given in such a way that the results of a worker's work can provide enough food and basic necessities. Islam is not only a religion, but also a way of life. It explains in an "Islamic and Occupational" context that a worker's commitment to their job applies well to the one who gives the job. Wages are adequately provided to meet the needs of workers according to Islam, especially considering living standards and costs. The salary should be enough to pay for food, clothing, shelter, and transportation.

METHODS

This research method is quantitative research using data analysis techniques, namely *Structural Equation Modeling (SEM)* with the *Path Analysis* method. The analysis test tool used is SmartPLS v.4.0. The sample in this study amounted to 80 respondents who were all employees at Bank Muamalat KCU Medan Balai kota.

RESULTS

Descriptive Analysis

To understand the research findings, descriptive data showing the respondent's situation should be treated as supporting information.

Table 1 Characteristics of Respondents

Characteristics of Respondents	Frequency	Percentage %
Man	51	64%
Woman	29	36%
TOTAL	80	100%

Based on Table 1, the number of male respondents is more than the number of female respondents, which is 51 respondents or 64% of all respondents.

Analysis of Research Variable Description

1. Exogenous Variables

In this study, the exogenous factors are Islamic Work Ethics (X1), Leadership (X2), and Compensation (X3). Descriptive analysis of exogenous factors gives the following results:

Table 2 Exogenous Variables of Islamic Work Ethics (X1)

Code	Items	Mean	Criterion
X1.1	I am active and love to work hard to get the best results	4,287	Totally Agree
X1.2	I took my duty conscientiously	4,463	Totally Agree
X1.3	In my work always do my best	4,200	Totally Agree
X1.4	I carry out my work optimally	4,463	Totally Agree
X1.5	I compete fairly with other employees in delivering bank targets	4,350	Totally Agree
X1.6	I will give help to other employees who need help	4,513	Totally Agree
X1.7	I am always punctual in completing tasks	4,250	Totally Agree
Mean X1		4,360	Totally Agree

Source: Primary Data processed (2023)

Based on the results of the descriptive analysis in table 4.2, respondents assessed the Islamic work ethic variable as having an average value of 4,360 with the criteria of strongly agreeing. The largest value is found in item X1.6 of 4,513 which states, "I will help other employees who need help". While the rater with the lowest score of 4,200 is item X1.3 which states "in work always do my best".

Table 3 Variable Eksogen Leadership (X2)

Code	Items	Mean	Criterion
X2.1	Leaders have good analytical skills at work	4,375	Totally Agree
X2.2	Leaders actively monitor their employees' duties	4,112	Agree
X2.3	Leaders actively communicate with work-related employees	4,612	Totally Agree
X2.4	Leaders have courage in action	4,662	Totally Agree
X2.5	Leaders actively discuss with employees work-related	4,263	Totally Agree
X2.6	Leaders have decisiveness in working	4,600	Totally Agree
Mean X2		4,437	Totally Agree

Source: Primary Data processed, (2023)

On Tabel 3 t was found that the leadership variable had an average score of 4.437 when used the condition strongly agreed. The largest value s found n tem X2.4 which s 4,662 which states, "The leader has the courage to act". While the evaluation with the lowest score s tem X2.2 of 4,112 which states "the leader actively monitors employee tasks".

Table 4. Exogenous Compensation Variables (X3)

Code	Items	Mean	Criterion
X3.1	The salaries offered by businesses comply with industry norms.	4,350	Totally Agree
X3.2	Large compensation can encourage and motivate workers to provide quality work.	4,150	Agree
X3.3	Corporations never make late payments of salaries.	4,763	Totally Agree
X3.4	In accordance with the working hours of employees, the company provides wages.	4,700	Totally Agree
X3.5	The salary given by the business s n line with ts output.	4,800	Totally Agree
X3.6	The business recognizes outstanding employees	4,588	Totally Agree
X3.7	The advantages offered are as expected.	4,275	Totally Agree
X3.8	The rewards offered ncrease work motivation	4,275	Totally Agree
X3.9	Benefits provided by the company n the form of health, safety and holiday allowances	4,787	Totally Agree
Mean X3		4,520	Totally Agree
Mean of Exogenous Variables		4,439	Totally Agree

Source: Primary data processed, 2023

In table 4 t s found that the compensation variable obtained by the respondent's assessment has an average of 4,520 with the criterion of strongly agreeing. The highest valuation was n tem X3.5 of 4,800 which stated, "The wages given by the company correspond to those produced." While the lowest assessment s n tem X3.2, which s 4,150.

2. Variable Endogen

Employee performance s used as an endogenous variable of the study. Table 5 presents the findings of descriptive analysis of endogenous variables:

Table 5 Variable Endogen

Code	Items	Mean	Criterion
Y.1	I work as the <i>job description means</i>	4,513	Totally Agree
Y.2	I work well	4,600	Totally Agree
Y.3	I work with a satisfactory amount of work	4,562	Totally Agree
Y.4	My work was satisfactorily completed	4,537	Totally Agree
Y.5	My work was completed on time	4,362	Totally Agree
Y.6	I used the office facilities well	4,425	Totally Agree
Y.7	I avoid things that make losses	4,525	Totally Agree
Y.8	I am able to work well without supervision	4,388	Totally Agree
Y.9	I always work on time	4,688	Totally Agree
Y.10	I am able to cooperate with other employees	4,362	Totally Agree
Y.11	I was able to maintain the company's reputation well	4,350	Totally Agree
Y.12	I am able to work together n a work environment n the company	4,550	Totally Agree
Mean Total		4,488	Totally Agree

Source: Primary Data processed, 2023

Based on the findings of the descriptive analysis n table 4.5, respondents gave an average assessment of the company's staff performance variables of 4,488 and the assessment strongly agreed. The phrase "I always work on time" s found n tem Y.9 of 4.688 and has the greatest value. The tem with the lowest score of Y.11, namely "I was able to maintain the company's reputation well" had a score of 4,350.

3. Mediation Variables

Job satisfaction serves as a mediating variable of the study. Table 6 presents the findings of descriptive analysis of mediating variables as follows:

Table 6 Mediation Variables

Code	Items	Mean	Criterion
Z.1	In general, my job s enough to meet my daily needs	4,225	Totally Agree
Z.2	I expect progress within the company	4,475	Totally Agree
Z.3	I am satisfied with the achievements have gained from this work	4,600	Totally Agree
Z.4	The promotion process carried out by the companys n accordance with the standards	4,475	Totally Agree
Z.5	I don't find t difficult to work with colleagues	4,463	Totally Agree
Total Mean		4,447	Totally Agree

Source: Primary data processed, 2023

The results of descriptive analysis of table 4.6 showed that respondents gave an average value on the job satisfaction variable of 4,484 qualified strongly agreed. The assessment with

the highest value was n tem Z.3 at 4,600 which read, "I am satisfied with the achievements have gained from this job," and the assessment with the lowest value was n tem Z.1 at 4,225 which read, "In general my work has met my daily needs".

Evaluation of the Measurement Model (Outer Model)

1. Convergent Validity

Tabel 7 Convergent Validity

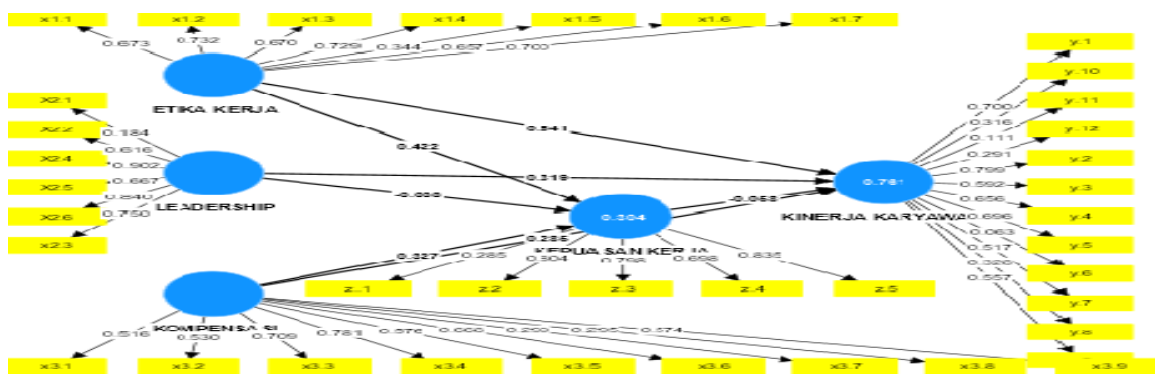
	BIRD	Composite Reliability	Cronbachs Alpha
Islamic Work Ethics	0,530	0,787	0,767
Leadership	0,590	0,817	0,748
Compensation	0,527	0,763	0,721
Employee Performance	0,573	0,796	0,711
Job Satisfaction	0,510	0,803	0,729

Source: Primary data processed, 2023

Based on table 5, all variables meet the composite reliability and AVE values because the values higher than the recommended range, which are higher than 0.7 and 0.5 which are sufficient for reliability and validity requirements.

The following are the results of the Outer Model Test that displays the outer loading value using the SmartPLS v. 4.2.5 analyzer

Figure 1 Outer Model Composite Reliability



Tabel 9 Composite Reliability

	BIRD	Composite Reliability	Cronbachs Alpha
Islamic Work Ethics	0,530	0,787	0,767
Leadership	0,590	0,817	0,748
Compensation	0,527	0,763	0,721
Employee Performance	0,573	0,796	0,711
Job Satisfaction	0,510	0,803	0,729

Source, Primary data processed, 2023

All variable values n reliability testing using Cronbach's alpha and Composite Reliability have values above 0.6 and 0.7 as shown n table 4.9. Therefore, t can be said that the evaluated variables can be trusted so as to allow structural model testing.

2. Structural Model Evaluation (Inner Model)

1. R-Square (R2)

Table 10 R-Squares

Item	R-Square	R _{Adjusted}
Job Satisfaction	0,304	0,277
Employee Performance	0,761	0,748

Source: Primary data processed, 2023

The R-Squares value on employee performance and job satisfaction was 0.761 and 0.304 respectively according to the R-Squares data n table 4.10. This figure shows that 30.4% of the impact of slamic work ethics, *leadership*, and compensation can explain job satisfaction. While the other 69.6% were assessed by other variables that were not studied n this study. This figure also shows that 76.1% of slamic work ethics, *leadership*, compensation factors, can explain employee performance. While the other 25.9% were analyzed by other variables that were not studied n this study.

2. F-Square (f2)

Table 11 F-Square

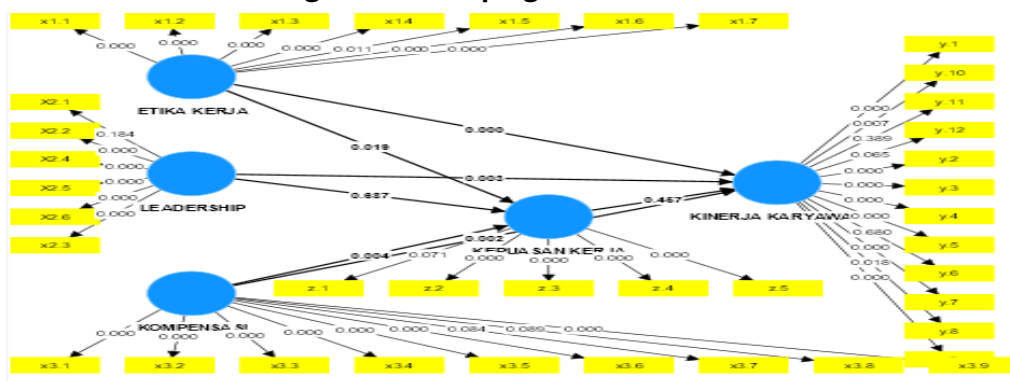
	F-Square	Information
Work ethics -> job satisfaction	0,110	Small
Work ethics -> employee performance	0,473	Big
Job satisfaction -> employee performance	0,010	Small
Compensation -> job satisfaction	0,144	Small
Compensation -> employee performance	0,277	Keep
Leadership -> job satisfaction	0,003	Small
Leadership -> employee performance	0,191	Keep

Source: Primary data processed, 2023

With a score of 0.473, Table 4.11 shows that Islamic work ethics have a significant influence on performance. Although this is progressing, moderate influence can be seen at scores of 0.277 and 0.191 for the relationship between leadership and performance. The correlation between Islamic work ethics and work happiness of 0.110 and 0.144 respectively shows variables that have a weak influence. The effect of leadership on job satisfaction of only 0.003 and the effect of job satisfaction on performance of only 0.010 shows the weakest influence of these variables.

1. Significance Test (Bootstrapping)

Figure 2 Bootstrapping Test Results



Tabel 15 Hasil t statistik

		Item	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1		Islamic Work Ethics > Employee Performance	0,541	0,537	0,101	5,346	0,000
H2		<i>Leadership</i> > Employee Performance	0,319	0,324	0,109	3,927	0,003
H3		Compensation > Employee Performance	0,285	0,276	0,093	3,952	0,002
H4		Job Satisfaction > Employee Performance	-0,058	-0,064	0,078	0,744	0,457
H5		Islamic Work Ethics > Job Satisfaction	0,422	0,425	0,180	2,342	0,019
H6		<i>Leadership</i> > Job Satisfaction	-0,068	-0,070	0,168	0,403	0,687
H7		Compensation > Job Satisfaction	0,327	0,360	0,114	2,859	0,004

Source: Primary data processed, 2023

Hypothesis 1: The Effect of Islamic Work Ethics on Employee Performance

Based on the results of the calculation above, hypothesis 1 which states that there is a considerable influence of Islamic work ethics on the performance of employees of PT Bank Muamalat KCU Medan Balaikota is accepted.

Hypothesis 2: The Effect of Leadership on Employee Performance

Based on the findings of the calculation above, it can be concluded that hypothesis 2 is correct and states that leadership has a considerable influence on employee performance at PT Bank Muamalat KCU Medan Balaikota.

Hypothesis 3: Compensation Effect on Employee Performance

The conclusion of hypothesis 3 is correct and there is a considerable salary effect on employee performance at PT Bank Muamalat KCU Medan Balaikota can be taken from the calculation results discussed above.

Hypothesis 4: The Effect of Islamic Work Ethics on Job Satisfaction

Based on the findings of the calculation above, hypothesis 4 is accepted and it can be said that Islamic work ethic has a considerable influence on job satisfaction at PT Bank Muamalat KCU Medan Balaikota.

Hypothesis 5: The Effect of Leadership on Job Satisfaction

From the calculation above, it is clear that hypothesis 5 is unfounded and there is no real relationship between leadership and job satisfaction at PT Bank Muamalat KCU Medan Balaikota.

Hypothesis 6: The Effect of Compensation on Job Satisfaction

It can be concluded that hypothesis 6 which states that there is a considerable influence between remuneration on job satisfaction at PT Bank Muamalat KCU Medan Balaikota is accepted based on the findings of the calculation above.

Hypothesis 10: The Effect of Job Satisfaction on Employee Performance

The findings of previous calculations resulted in the conclusion that hypothesis 10 is unfounded and there is no real relationship between work happiness and productivity at PT Bank Muamalat KCU Medan Balaikota.

Table 16 Mediation Significance Test

Construction	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STADEV)	P Value
Islamic Work Ethics-> Job Satisfaction-> Employee Performance	0,004	0,005	0,019	0,214	0,831
Leadership-> Job Satisfaction-> Employee Performance	-0,025	-0,026	0,038	0,653	0,514
Compensation-> Job Satisfaction-> Employee Performance	-0,019	-0,024	0,032	0,603	0,547

Source: Primary data processed,2023

Table 16 provides an explanation of how to determine whether a hypothesis is accepted or rejected:

Hypothesis 7: Job Satisfaction Mediates the Effect of Islamic Work Ethics on Employee Performance

Based on the findings of the calculation above, hypothesis 7 which states that work happiness does not mitigate the impact of Islamic work ethics on the performance of employees of PT Bank Muamalat KCU Medan Balaikota is rejected.

Hypothesis 8: Job Satisfaction Mediates Leadership in Employee Performance

Hypothesis 8 of PT Bank Muamalat KCU Medan Balaikota which states that job satisfaction does not mitigate the influence of leadership on employee performance is rejected based on the findings of the analysis above.

Hypothesis 9: Job Satisfaction Mediates the Effect of Compensation on Employee Performance

The results of the following calculation show that hypothesis 9 is wrong, namely job satisfaction at PT Bank Muamalat KCU Medan Balaikota does not mediate the relationship between salary and employee performance.

DISCUSSION

Islamic Work Ethics on Employee Performance

Based on the findings of this study, Islamic work ethic influences the performance of Bank Muamalat KCU Medan Balaikota employees. This indicates that Bank Muamalat KCU Medan Balaikota has instilled Islamic values in all its workers. The findings of this study support the findings of Imam et al. (2015), who found that Islamic Work Ethics can improve worker performance markedly. And it can also increase everyone's level in many steps.

Leadership to Employee Performance

From the results of the study, it is known that leadership has an influence on the performance of employees at PT Bank Muamalat KCU Medan Balaikota. This shows that the leadership style used at Bank Muamalat KCU Medan Balaikota is effective in improving employee performance. According to Liyas (2019), the best leader for relationships with his employees is one who can produce the best possible employee confidence so that he wants to issue the best rules and abilities to achieve company goals.

Compensation for Employee Performance

The findings of this study revealed that remuneration affects the performance of employees at Bank Muamalat KCU Medan Balaikota. This shows that Bank Muamalat KCU Medan Balaikota has provided sufficient compensation so that it affects employee performance. This finding confirms the findings of Syahreza et al. (2017) who found that remuneration has a positive and significant effect on employee performance, employee performance will increase if compensation is given proportionally.

Islamic Work Ethics on Job Satisfaction

This research shows that Islamic work ethic affects the job satisfaction of employees of PT Bank Muamalat KCU Medan Balaikota. This shows that as the first Islamic bank in Indonesia, Bank Muamalat has applied Islamic work ethics well to its employees, so that employees feel satisfied with their work. This supports the statement of Shaibah et al. (2017) who concluded that Islamic work ethics have a positive influence on job satisfaction based on employee awareness and the implementation of Islamic work ethics.

Leadership to Job Satisfaction

Based on the results of this study, leadership has no effect on job satisfaction in Bank Muamalat KCU Medan Balaikota employees. This supports research conducted by Rivaldo & Ratnasari, (2020) job satisfaction is not influenced by leadership. However, these findings contradict Hasibuan's (2019) leadership philosophy which states that leadership must be aimed at creating employee job satisfaction. Organizations must understand and address aspects of leadership and satisfaction.

Compensation Against Job Satisfaction

Based on the findings of this study, remuneration affects the job satisfaction of Bank Muamalat KCU Medan Balaikota employees. These findings support Kasmir's (2016) theory which states that compensation has benefits, such as increasing employee loyalty, commitment to the company, work motivation, morale, and performance, as well as reducing work conflicts, providing a sense of security, pride, and process. from activity in the company. Everything went smoothly.

The Influence of Islamic Work Ethics on Employee Performance Mediated by Job Satisfaction Variables

Based on the results of the study, Islamic work ethics affect performance, and Islamic work ethics affect work happiness. However, job pleasure cannot mitigate the impact of Islamic work ethics on performance. This shows that Islamic work ethics do not give employees a sense of satisfaction with their work, which can inspire people to improve their performance. In other words, Islamic work ethics affect employee performance but not through job satisfaction. As a result, Islamic work ethics have a direct impact on employee performance and work happiness. However, this does not guarantee employee satisfaction with the results of their work that can encourage employees to provide maximum performance. This is also supported by hypothesis 10 which suggests that job satisfaction has no effect on employee performance.

The Influence of Leadership on Employee Performance Mediated by Job Satisfaction Variables

From the results of research that has been done, it is known that leadership affects performance. But in research, leadership has no effect on job satisfaction and job satisfaction cannot mediate leadership on employee performance. This is also supported by hypothesis 6 and hypothesis 10 which show that leadership has no effect on job satisfaction and job satisfaction has no effect on employee performance. This means that leadership affects employee performance but not through employee job satisfaction. So it proves that leadership has a direct influence on employee performance, but does not guarantee employee satisfaction with the work they do so as to encourage employees to improve employee performance.

The effect of compensation on employee performance mediated by job satisfaction variables

From the results of research that has been done, it is known that compensation affects performance and compensation affects job satisfaction. However, in research, job satisfaction cannot mediate compensation against employee performance. This means that compensation does not provide a sense of satisfaction with the work done by employees so that it can motivate workers to improve their performance. In other words, employee performance is affected by compensation but not by job happiness. Therefore, data shows that employee performance and job happiness are directly affected by compensation. However, this does not guarantee employee satisfaction with the results of their work that can encourage employees to provide maximum performance. This is also supported by hypothesis 10 which suggests that job satisfaction has no effect on employee performance.

Job Satisfaction on Employee Performance

Based on the results of this study, work happiness does not affect the performance of Bank Muamalat KCU Medan Balaikota employees. This is contrary to the theory revealed by As'ad (2004) explaining that job satisfaction causes an increase or decrease in employee performance.

Implications of Employee Performance at Bank Muamalat in Review of Maslahah Performa (MaP)

Firdaus (2017) defines Maslahah Performa (MaP) as an organizational performance system that views that wealth is not the main goal in creating an organization but wealth is a means to achieve the goal of human life, namely to get success in the world and salvation in the hereafter. In the MaP performance system, it is an organizational performance system based on maqasid shari'ah with a maslahah foundation.

Firdaus (2017) also explained that the MaP performance system consists of five aspects of worship orientation, namely explaining the preservation of religion (al-din), the preservation of the soul (al-nafs), the preservation of offspring (al-nasl), the preservation of reason (al-aql) and the

preservation of wealth (al-mal).

This study focuses on how the influence of Islamic work ethics, *leadership*, and compensation on employee performance mediated by job satisfaction. Maintaining or maintaining religion (*al-din*) this cases an effort to maintain badan practices such as prayer, zakat, fasting, dhikr and all matters related to religion, n work must still be based on religion. Likewise, the practice of worship also plays a role in maintaining the integrity and glory of the religion itself. n this study, t was found that Islamic work ethics affect employee performance and job satisfaction. In his dissertation, Firdaus (2017) also explained that companies that were founded without a foundation in religious teachings are not possible to produce oppression by one party to another. Organizations that are based on religious teachings, will produce benefits for many people. People who get benefits, always wish good things to the company. ts also related to maintaining reason (*al-aql*), reasons a gift given by Allah to man. With the existence of reason, man can live life as a caliph on earth. This is in line with the principle of leadership, namely that good leadership will direct and influence employees to do their work effectively so that company goals are achieved. This will not be realized if the leader has an authoritarian and arbitrary nature towards his employees. With a good leader, t will create a good work environment and company goals will be achieved. The compensation given by the company will certainly greatly affect the performance of the employees themselves. ts no secret that humans work for compensation or wages. With a good and lawful work, the property (*al-mal*) will also be preserved. n addition, with good compensation, t will meet the needs of the employee. The soul (*al-nafs*) is one of the components that must be maintained, so everything that is considered to be a container for soul maintenance is mandatory, such as food needs and maintaining the body. Another thing that companies can do to provide benefits such as life insurance, health benefits, and work safety benefits so that employees are more guaranteed.

Another important issue that nurturing offspring (*an-nasl*) is a primary human need. Descendants are generations that are prepared to lead on the next face of the earth. Therefore, appropriate compensations are necessary. Because with good compensation, t will certainly be able to provide the best to offspring or children. Such as providing healthy and nutritious food, proper clothing, decent housing, the best education, and many other things. Compensation or wages received by employees certainly one of the most important things for the company.

CONCLUSION

1. Islamic work ethics have a major influence on employee performance.
2. *Leadership* has a major influence on employee performance.
3. Compensation has a significant impact on employee performance.
4. Islamic work ethics have a significant influence on employee job satisfaction.
5. *Leadership* has no effect on employee job satisfaction.
6. Compensation has a significant impact on employee job satisfaction.
7. Job satisfaction does not mediate the influence of Islamic work ethics on employee performance.
8. Job satisfaction does not affect employee performance when viewed from leadership.
9. Job satisfaction has little effect on employee performance when associated with compensation.
10. Employee performance is not affected by job satisfaction.

LIMITATION

The limitations in this study are the results that are not optimal in the application of regression calculations and the use of applications that are still not proficient and limitations of analytical tools, researchers are also encouraged to add reading related to HR management and improve analytical skills even better.

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