

The Influence of Compensation, PO-Fit, and Islamic Work Ethics on Employee Performance at BSI KCP Palembang KM 6

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Abstract

This study aims to analyze and determine the partial and simultaneous effects of compensation, PO-fit, and Islamic work ethics on employee performance at BSI KCP Palembang KM 6. This study used quantitative analysis methods. The sampling technique uses saturated sampling, where all 52 employees are respondents. The data in this study were obtained through a distribution process that included validity and reliability tests, classical assumption tests, hypothesis tests, and multiple regression analysis. Based on the results of the t-test, Compensation, PO-Fit, and Islamic Work Ethics have a partial positive and significant effect on employee performance, with a substantial value of $0.000 < 0.05$. Based on the results of the F test, compensation, PO-Fit and Islamic Work Ethics simultaneously affect the job satisfaction of BSI KCP Palembang KM 6 employees with a sig value of $0.00 < 0.05$. The Correlation Coefficient (R) with a value of 0.959 shows the relationship (correlation) between compensation variables, PO-fit, and Islamic work ethics on employee performance. The Coefficient of Determination (R²) of 92% is influenced by compensation, PO-fit and Islamic work ethics while other variables influence the remaining 8%.

Keywords: Effect, Compensation, PO-Fit, Islamic Work Ethics, Employee Performance

1. Introduction

The more the economy develops in the business world, the more competition therein will increase; the same thing happens in the banking world. The banking sector is one of the key factors contributing to economic development in Indonesia. Therefore, the quality and quantity of banking services must be carefully considered. One of the main components of banking is Human Resources (HR). Aware of the importance of human resources for the company's survival and progress, companies must pay special attention to their employees. It is natural for company owners to view HR as more than just company assets and make them partners in business ([Efendi, 2023](#)).

Companies must be able to act reasonably in what human resources have provided to the company. Every employee has the right to receive appreciation and fair treatment from their leadership as a reward for the services they provide, so as to encourage employee performance. The relationships created between companies and employees are very important for mutual progress, such as the implementation of the banking system. Banks can simply be defined as

financial institutions whose main activity is collecting funds from the public and channeling these funds back to the community as well as providing other banking services.

Indonesia is a country with a Muslim majority population, so it has the potential to develop the sharia financial industry. The presence of sharia banking in Indonesia is a need for an alternative banking system that meets sharia principles. Sharia banking in Indonesia is a manifestation of public demand which requires an alternative banking system which, apart from providing sound banking/financial services, also fulfills sharia principles ([Yusnelly, 2023](#)).

The success of the individuals within it primarily determines Sharia banking in achieving its goals. Likewise, Bank Syariah Indonesia (BSI) is implementing it, which is supported by synergy with the parent company and government commitment through the Ministry of State-Owned Enterprises (BUMN). BSI is encouraged to be able to compete at the global level so of course it provides and guarantees the welfare of its employees with adequate salaries. Based on several data and interviews conducted by researchers with *the Branch Manager* of BSI KCP Palembang KM 6, in 2023 HR management will focus on improving performance and reviewing existing *Human Capital policies*. This is done in order to better support business units, strengthen better and more conducive employee relations which are able to support increased organizational productivity, strengthen the company's work culture (BSI *One Culture AKHLAK*), increase *employee engagement* as well as develop competencies and *career growth* models.

In 2022, the net fund management income performance of *the Treasury Banking & Head Office* segment was recorded at IDR 2.05 trillion. Income consisting of securities and placements with banks increased by IDR 260.85 billion compared to 2021 which amounted to IDR 1.79 trillion. Based on these facts, PT Bank Syariah Indonesia Tbk is of the view that Quality and reliable human resources are very important because they can contribute to efforts to achieve the bank's vision and mission. Moreover, the bank targets "To become the Top 10 global Sharia Bank based on market capitalization within 5 (five) years". To achieve this target, superior human resources are a necessity that must be managed well, so their management is very important.

In this case, BSI really needs reliable Human Resources (HR). To achieve this, banks are required to create quality employee performance. Every bank or company will always try to improve employee performance, with the hope that the bank's goals will be achieved.

Through this method, employees are expected to be able to maximize responsibility for their work to achieve predetermined goals. Performance is a function of the worker's ability to accept work goals, the level of goal achievement and the interaction between goals and the worker's abilities. According to [Awaludin](#) (2021) performance is the process of people's behavior in carrying out work which produces a thought or product in achieving the goals being undertaken. Good or high employee performance will help the agency or company gain profits, whereas if employee performance falls it can be detrimental to the agency or company. Therefore, special attention is needed so that employee performance is realized well and on time. Rewards are needed for the services rendered by workers at the company. In improving the performance of its employees, Sharia banking uses appropriate compensation, both material and non-material, and also encourages the creation of Person-Organization Fit (PO-Fit) and *Islamic work ethics*.

Compensation can be provided in various forms, including money, materials and facilities, career opportunities, and direct financial benefits, such as salaries, allowances, and incentives. Direct financial compensation (*direct financial payment*) in the form of wages, overtime pay,

incentives, commissions, and bonuses, as well as indirect payments (indirect financial payment) in the form of benefits such as insurance, health, and holidays from company funds.

Apart from compensation, employee performance can also be assessed through PO-Fit. *Person-Organization Fit refers to the compatibility between an individual and their organization, encompassing thoughts, vision, and mission, as the organization plays a significant role in shaping the values held by each individual, which in turn influences the individual's level of performance. Person-organization fit can impact employee performance. Understanding PO-Fit helps companies select employees with values that align with the organization and create experiences that strengthen that fit.*

The progress and development of an organization is also supported by the ethics established in its religion. One of the ethics based on religion is *Islamic work ethics*. Good *Islamic work ethnics from the company*. ethics established by his religion. One of the ethics based on religion is *Islamic work ethics*. *Islamic work ethics, according to [Amelia. \(2023\)](#), is defined as the emanation of aqidah that originates from the Islamic faith system, namely that it is used as a basic attitude of life regarding work, so that Islamic work ethics can be built.*

However, as reported by several sources, at certain times, BSI is still facing the problem of a shortage of employees because the work being done by employees exceeds the capacity of these employees to complete the work. Division of work that is not in accordance with employee work capacity results in an increase in employee workload. However, in reality, this does not reduce employee performance in completing their tasks according to targets. Based on the problems above, researchers are interested in conducting research entitled Analysis of the Influence of Compensation, PO- Fit, and *Islamic Work Ethics* towards Employee Performance at PT. Bank Syariah Indonesia KCP Palembang KM 6.

2. Literature Review

2.1 Compensation

Compensation refers to everything that employees receive in return for their work. Compensation is a crucial factor that influences why people choose to work for one organization over another. Providing compensation is wrong. One implementation function of HRM relates to all types, providing individuals with expectations as exchanges and performing organizational tasks. In compensation, there is an intensive system that links compensation with performance. In conclusion, compensation is the reward given by the company for the performance provided, which includes both financial and non-financial aspects. The types of compensation are divided into 2, namely direct compensation and indirect compensation. ([Hidayat, 2022](#)). The indicators in general are (1) Wages or salaries, in the wage system, some companies usually use an hourly payment system. This of course means that workers will get a bigger salary when they work longer. The wage system is usually applied to laborers or workers in the production and maintenance sections of machines. While the salary system is usually calculated monthly or weekly ; (2) Incentives , namely providing wages/salaries based on differences in work performance so that it is possible that two people who have the same position will receive different wages because their achievements are different in the form of additional wages (bonuses) due to superior achievements that differentiate them; (3) Allowances are a form of company compensation that is not in the form of money like other types, namely allowances. The usual benefits are in the form of insurance, whether in the form of health insurance, worker safety or life insurance. Apart from that, benefits can also be in the

form of holidays paid for by the company as well as pension programs related to employment ; (4) Pension is a condition where when a person's age, especially employees, reaches a certain age, resulting in the necessity of termination of employment, the pension funds are entitled to be given to the employee ; (5) Severance pay in the form of benefits provided by the Company to its employees when they want to end their employment relationship or it can also be in the form of layoffs (termination of employment) ; (6) Health Benefits are funds or facilities provided by the Company to maintain the health of employees and their families, usually provided in the form of health insurance.

2.2 PO-Fit (Person-Organization Fit)

Person-Organization Fit, according to [Noerthi \(2023\)](#), states that an organization needs employees who are compatible with the organization (*Person-Organization Fit*) because individuals will work with their full abilities and increase their individual commitment to the organization. ([Effendi, 2023](#)) suggests that *Person-Organizational Fit* is the suitability between prospective employees and organizational attributes. From this explanation, it can be concluded that PO-Fit refers to the similarity between individual characteristics and the organization, serving as a reference for individuals in carrying out their duties towards the organization. PO-Fit has four indicators consisting of: (1) Value congruence is the compatibility between individual values and organizational values; (2) Goal congruence is the compatibility between individual and organizational goals. What is meant is leaders and fellow workers; (3) Fulfillment of employee needs, compatibility between employee needs and the strengths contained in the company environment and organizational systems and structures; (4) Culture-personality characteristic compatibility is the compatibility between the personality of each individual and the climate or culture of the organization. From the results of the descriptive percentage analysis, the *Person-Organization Fit* variable is measured through four indicators, namely compatibility between individual and organizational values, harmony with leaders or co-workers, compatibility of individual needs with the organizational structure and compatibility between individual characteristics and organizational climate.

2. 3 Islamic Work Ethics

Work ethics is an attitude that arises from will and self-awareness, based on a system that orients cultural values for work. *Islamic Work Ethics* is part of a person's beliefs, the Islamic Work Ethics perspective. This originates from the Koran, where the words and actions of the Prophet imbue sacredness and virtue in works that are considered worship. In another part, Islam emphasizes cooperation and deliberation in working to avoid mistakes and problems. Likewise, the basic foundation of *Islamic Work Ethics* is the premise that all humans have a responsibility to do good and avoid harming. Islamic work ethics, in Ali and Owaihan's view, is an orientation that shapes and influences the participation of its adherents in the workplace. They added that the Islamic work ethic does not deny life, but rather fulfills it and maintains motivation to strive for the highest reward. *Islamic work ethnics* are Islamic expectations for behavior in the workplace, including business, dedication, teamwork, responsibility, social relationships and creativity. When an individual has a strong relationship with God, his attitudes and actions will tend to be in accordance with the commands and regulations of his religion. Meanwhile ([Arnu 2017](#)) in his research used six indicators of Islamic work ethics, namely (1) *Dedication to work* which shows the attitude and performance of an employee towards the work and organization where he works; (2) *Justice and generosity* bring peace to all. Justice implemented in the workplace will strengthen relations between Muslims and eliminate distance and differences in

social class due to position. Generosity is an Islamic virtue; (3) Ability to work (*Work ability*), Skills are things needed to work because they can help employees to be more optimal in completing their work; (4) Encouraging personal growth and social relations (*Encourage personal growth and social relations*), where work should be a means of encouraging personal growth and social relations; (5) Life has no meaning without work (*Life has no meaning without work*). Intention to work shows that the work ethic in Islam is different from other religions. The basic assumption in Islam is that work is valued by its benefits to society, not by its results ; (6) *Work to fulfill responsibilities* where work can be a way of equalizing prosperity in Islam, and all Muslims will gain wealth from the results of their work.

2. 4 Employee performance

Mangkunegara defines *job performance* as the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance can also be defined as a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience and sincerity and punctuality. Performance acts as feedback which in turn is helpful in determining goals, paths, plans and career development. Meanwhile, for organizations, employee performance is crucial in decision-making regarding various matters, such as identifying the need for education and training programs, recruitment, selection, introduction programs, placement, promotion, reward systems, and other aspects of the resource management process. man. Employee Performance Indicators. According to [Maria and Yuniawan \(2016\)](#), indicators performance, namely (1) Work quality is how well an employee does what he is supposed to do; (2) Quantity Work is how long an employee works in one day. This work quantity can be seen from the work speed of each employee; (3) Implementation of tasks is the extent to which employees are able to do their work accurately or without errors ; (4) Responsibility for work is awareness of the employee's obligations to carry out the work assigned by the company.

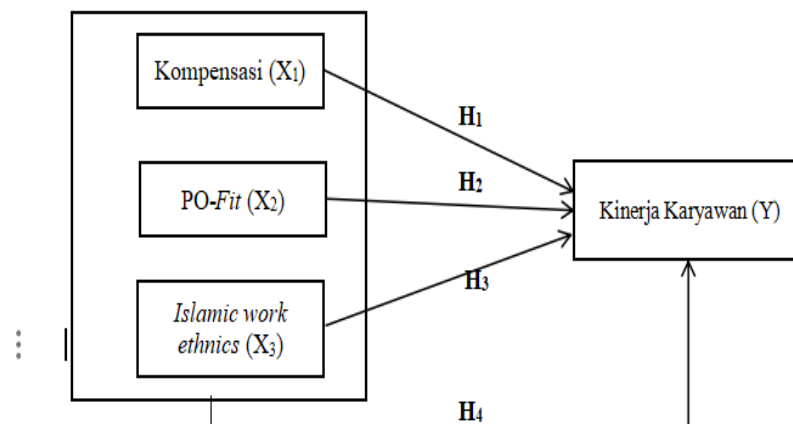


Figure 1. Framework of Thought

H 1: Suspected compensation influence on performance Employee.

H2: It is suspected that PO-Fit has an impact on employee performance.

H3: Suspected of Islamic work ethic influence on employee performance.

3. Research Methods

This research focuses on the influence of compensation, po-fit, and Islamic work ethics (as

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independent variables) on employee performance (dependent variable) at BSI KCP Palembang KM 6. The data collection technique for this research used to fill out a questionnaire with a sample of 52 employees of BSI KCP Palembang KM 6. Data analysis was carried out using the classic assumption test method, multiple linear regression and hypothesis testing to assess the influence of compensation, po-fit and Islamic work ethics on employee performance.

4. Results and Discussion

4.1. Normality Test Results

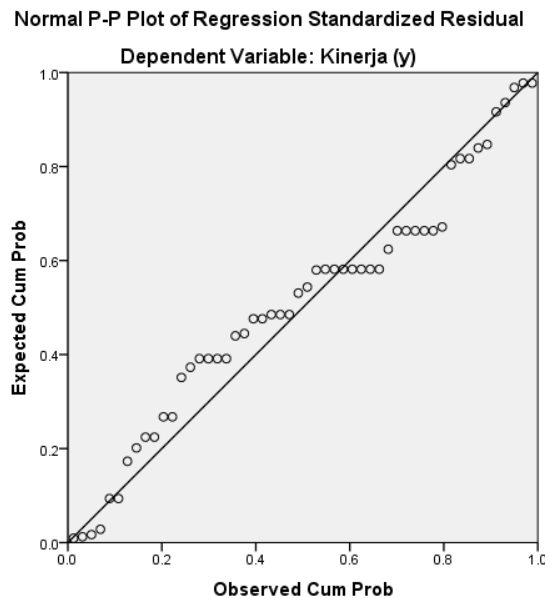


Figure 2. Normality Test Results

From Figure 2 it can be seen that the data spreads above the diagonal line and also follows the direction of the diagonal line, which means the regression model meets the normality assumption. Then, a normality test was carried out using the *Kolmogorov-Smirnov test*, analyzing the values of the residual regression results. The criterion was that if the value was significant ($p > 0.05$), then the data were normally distributed. Conversely, if the considerable value is < 0.05 , then the data is not distributed in a usual way. Before carrying out simple linear regression analysis, a simple linear regression assumption test is first carried out, namely a normality test using the One-Sample Kolmogorov-Smirnov Test by measuring if the resulting value is less than 0.05, then the distribution is considered abnormal; otherwise, if the results If more than 0.05 is obtained, the distribution is declared normal, and the results are as follows:

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		52
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	.58402335
Most Extreme Differences	Absolute	.131
	Positive	.131
	Negative	-.119
Test Statistic		.131
Asymp. Sig. (2-tailed)		.026 ^c
a. Test distribution is Normal.		
b. Calculated from data.		

Figure 3. Normality Test Results Using Kolmogrov-Smirnov

Based on the table above, the significance value in table 4.6 (Asymp. Sig. (2-tailed)) is 0.026 which is greater than α (0.05). Based on the table above, it can be concluded that the compensation variable data (X_1), PO-Fit (X_2) and Islamic Work Ethics (X_3) have a normal distribution because the significance value is greater than 0.05.

4.2. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.599	1.803		1.441	.156
	Kompensasi (X1)	1.021	.225	1.002	4.530	.000
	PO-Fit (X2)	.710	.059	.806	12.068	.000
	IWE (X3)	.251	.199	.782	3.253	.002

a. Dependent Variable: Kinerja (y)

Figure 4. Results of Multiple Linear Regression Analysis

From the picture above, the multiple linear regression equation is

$$Y = 2,599 + 1,021 X_1 + 0.710 X_2 + 0.251 X_3$$

From the regression equation above, the conclusions that can be explained are as follows:

From the multiple linear regression equation above, it can be explained as follows:

- The constant value (a) has a positive value of 2.599. A positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable.
- The regression coefficient value for the compensation variable is 1.021, meaning that the compensation variable (X_1) increases by 1% assuming an increase in employee performance. A positive sign indicates a unidirectional influence between compensation and employee performance, suggesting that higher compensation is associated with higher employee performance.
- The regression coefficient value for the PO-Fit variable is 0.710. The positive sign indicates a unidirectional influence between PO-Fit and employee performance. The

regression coefficient value for the *PO-Fit variable* is 0.710, meaning that if the *PO-Fit variable* increases by 1% assuming an increase in employee performance. A positive sign means that it shows a unidirectional influence between *Islamic Work Ethics* and employee performance, where this shows that the higher the *Islamic Work Ethics value* given, the higher the employee performance will be

- d) The regression coefficient value for the *Islamic Work Ethics variable* is 0.251. The positive sign indicates a unidirectional influence between *Islamic Work Ethics* and employee performance. The regression coefficient value for the *Islamic Work Ethics variable* is 0.710, meaning that if the *Islamic Work Ethics variable* (X_2) increases by 1 % assuming increased employee performance. A positive sign means that it shows a unidirectional influence between *Islamic Work Ethics* and employee performance, which shows that the higher the *Islamic Work Ethics value* given, the higher the employee's performance.

Hypothesis Test Results

4.3. Partial Test (t-test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.599	1.803		1.441	.156
	Kompensasi (X_1)	1.021	.225	1.002	4.530	.000
	PO-Fit (X_2)	.710	.059	.806	12.068	.000
	IWE (X_3)	.251	.199	.782	3.253	.002

a. Dependent Variable: Kinerja (y)

Figure 5. t Test Results

T table: $t(\alpha / 2; nk-1) = t(0.025; 48) = 2.011$ Note: α = Alpha n = Number of samples k = Total Variable X (free)

a. Compensation Hypothesis Testing (H_1)

Known value, sig for the effect of compensation on employee performance is $0.000 < 0.05$ or the calculated t value is $r 4,530 > t$ table of 2.011 so it can be said that H_1 is accepted which means there is an influence of compensation (X_1) on employee performance (Y).

b. PO-Fit Hypothesis Testing (H_2)

Sig value for the influence of *PO-Fit* on employee performance is $0.000 < 0.05$, or the calculated t value is $12.068 > t$ table of 2.011, so it can be said that H_2 is accepted, which means there is an influence of *PO-Fit* (X_2) on employee performance (Y).

c. Testing the Islamic Work Ethics Hypothesis (H_3)

Sig value for the influence of *Islamic work ethics* on employee performance is $0.002 < 0.05$, or t calculated which is $3,253 > t$ table of 2.011, so it can be said that H_3 is accepted which means there is an influence of *Islamic work ethics* (X_3) on employee performance (Y).

4.4 Simultaneous Test (F-Test)

F hitung	F tabel	Sig.
183.524	2,79	0,000

Figure 5. F Test Results

So, from the calculation above, it can be seen that F calculated is 183,524 > F table is 2.79, which means the dependent variable, namely Compensation (X_1), PO- *Fit* (X_2) and *Islamic work ethics* (X_3) influences the independent variable, namely Employee performance (Y).

4.5 Coefficient of Determination (r^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.959 ^a	.920	.915	.60200

a. Predictors: (Constant), IWE (X3), PO-Fit (X2), Kompensasi (X1)

Figure 6. Coefficient of Determination

The picture above shows that the adjusted R-squared is 0.383. This means that 92% of employee performance can be explained by Compensation, PO-Fit, and *Islamic work ethics*. Meanwhile, the remainder (100% - 92%= 8%) is influenced by other variables not studied.

Discussion

1. The Effect of Compensation on Employee Performance

The results of this research analysis show that compensation has a positive and significant influence on employee performance. This illustrates that the higher the compensation given, the higher the level of employee performance. These results are in accordance with research by [Yusnelly \(2023\)](#), [Amelia, et.al. \(2023\)](#), and [Hidayat \(2022\)](#) who stated that compensation has a significant effect on employee performance. This is in line with [Arifiani & Rumijati \(2021\)](#) who said that salary has a positive effect on performance and self-esteem. [Azikin et al. \(2019\)](#) said that financial and non-financial compensation has a positive and significant effect on employee performance. [Whuzaimah \(2018\)](#) said that motivation and compensation have a positive and significant effect on employee performance. Between the two variables, motivation has a more dominant influence on employee performance than compensation .

Compensation as an employee performance enhancer where the level of employee performance is influenced by high or low compensation figures. This is because compensation is a benchmark for each employee's enthusiasm for maintaining and maintaining performance. While performance is a result of employee achievement of the responsibilities given by the company in achieving company goals ([Fauzi, Dencik, Asiaty, 2019](#)), after employees complete their responsibilities well, the company is also obliged to provide compensation to employees well. Compensation basically includes salary, social security facilities, allowances and others, the same as what happens at BSI KCP Palembang KM 6 so that this will be sustainable and related between each employee and the organization which can be mutually beneficial.

2. The Influence of PO -Fit on employee performance

The results of this research analysis show that *PO- Fit* has a positive and significant influence on employee performance. This illustrates that the greater the *PO- Fit value* in the company, the higher the level of employee performance. These results are in accordance with research by [Noerthi \(2023\)](#), [Ibrahim & Idris \(2023\)](#) and Kurniawan (2022) which states that *PO- Fit* has a significant effect on employee performance. The results of this research are also in line with previous research from ([Azikin, 2019](#)) which stated that *PO- Fit* affects employee performance. However, this is different from previous research from [Saputri \(2019\)](#) which stated that *PO- Fit* had no effect on employee performance. *PO- Fit* is assessed based on the level of similarity of both characteristics and individuals with colleagues and the company, where this is considered to increase employee comfort at work so that it contributes to improving employee performance. It can be concluded that compatibility between individuals and organizations can influence employee performance as a whole because employees are feel suited to the work environment tend to have better performance.

3. The Influence of *Islamic Work Ethics* on Employee Performance

The results of this research analysis show that *Islamic Work Ethics* has a positive influence on employee performance. This illustrates that the greater the value of *Islamic Work Ethics* in the company, the higher the level of employee performance. These results are in accordance with research by [Yusnelly \(2023\)](#), [Maria \(2016\)](#) and [Jannati \(2022\)](#) which stated that *Islamic Work Ethics* has a positive effect on employee performance, as well as research by [Yusnelly \(2023\)](#) which found evidence that *Islamic work ethics* has a positive effect on performance. employee. This is in line with the opinion of ([Widyarini \(2023\)](#) and [Stefani \(2016\)](#) who states that *Islamic Work Ethics* is defined as a basic belief which includes Islamic attitudes and principles, *Islamic Work Ethics* at BSI KCP Palembang KM 6 is usually indicated by the level of a person's *belief* in God , implemented at BSI in the form of Islamic culture and has a positive influence because with the high value of *Islamic Work Ethics*, employees tend to try their best for their work, BSI KCP Palembang KM 6 applies Islamic principles which are in accordance with their guidelines, namely AKHLAK which is an abbreviation of Trustworthy, Competent, Competent. Harmonious, Loyal, Adaptive and Collaborative.

5. Conclusion

Based on the results of research on the effect of compensation on employee performance at BSI KCP Palembang KM 6, which has been processed using the SPSS Version 24 application, the researchers can provide several conclusions as follows:

1. Compensation has a significantly positive influence on the performance of BSI KCP Palembang KM 6 employees. This can be seen from the calculated t-value, which exceeds the t-table value with significance at the 0.000 level ($p < 0.05$).
2. *PO- Fit* has a significantly positive influence on the performance of BSI KCP Palembang KM 6 employees with a t value of $0.000 < 0.05$ so it can be said that H_2 is accepted, which means there is an influence of *PO- Fit* (X_2) on Y.
3. *Islamic work ethics* has a significantly positive influence on employee performance with a t value for the influence of *Islamic work ethics* on employee performance with a t value of $0.002 < 0.05$.
4. Based on the results of the F Test calculation (Simultaneous), it can be seen that the three dependent variables, namely Compensation (X_1), *PO-Fit* (X_2) and *Islamic work ethics*

(X₃) influence the independent variable, namely employee performance (Y).

5. The Correlation Coefficient (R) with a value of 0.959 shows that there is a correlation between the variables compensation, PO-fit and Islamic work ethics on employee performance . The coefficient of determination (R²) of 92% shows that the independent variables, namely compensation, PO- Fit , and *Islamic Work Ethics* have an influence on the dependent variable, namely employee performance, while the remaining 8% is influenced by other variables.

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