

# Grand Mosques' Employee Performance In Gerbangkertosusila Region Of East Java

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# Grand Mosques' Employee Performance In Gerbangkertosusila Region Of East Java

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**Abstract:** This study aims to determine employees' perception on the effect of leadership and system of Islamic compensation, Islamic work environment, faith and devotion to work motivation and employee performance of grand mosques in cities of Gresik, Bangkalan, Mojokerto, Surabaya, Sidoarjo and Lamongan (Gerbangkertosusila), East Java - Indonesia. The population of this study are employees from 11 grand mosques in Gerbangkertosusila region. Data analysis using Structural Equation Modeling (SEM). The results shows that: 1) Employee perceptions about Islamic leadership have a positive and significant impact on employee performance through employee work motivation. 2) Employee perceptions about Islamic compensation system have positive but not significant effect on performance through employee work motivation. 3) Islamic work environment has a positive and significant effect on employee performance through employee work motivation. 4) Faith and devotion have a positive and significant effect on employee performance through employee work motivation. The results of this study indicate that work motivation can serve as an intervening variable to mediate the influence of Islamic leadership, Islamic work environment and faith and devotion on the performance of employees of large mosques in Gerbangkertosusila region of East Java.

**Index Terms:** Islamic Leadership, Islamic Compensation System, Islamic Work Environment, Work Motivation and Employee Performance, Gerbangkertosusila Grand Mosques.

## 1 INTRODUCTION

Mosque (مَسْجِد) is derived from the Arabic word سَجَدَ sajada- يَسْجُدُ yasjudu اِسْجُودًا sujūdan which means the place of prostration; a place to worship Allah SWT for Muslims. Allah Almighty says: Only those who prosper for the mosques of Allah are those who believe in Allah and the Last Day (Koran 9:18). Prospering mosques can be done by caring for mosques, cleaning and maintaining the sanctity of mosques and performing obligatory prayers in congregation in mosques, following Islamic studies (*ta'lim*), reading the Koran or do dhikr in the mosque. Mosques can be prosperous, if managed with good management, professional management that is by involving qualified human resources, human resources trained according to the field and expertise, so that the mosque treated to be clean, fresh, feel comfortable and make the congregation feel comfortable and happy in the mosque.

The phenomenon that occurs is most of the mosques in Indonesia, especially in the cities of Gresik, Bangkalan, Mojokerto, Surabaya, Sidoarjo and Lamongan cities (abbreviated as Gerbangkertosusila) are still managed in old fashion way which gives the impression of less clean, uncomfortable for prayers, and still far from being professional. This is actually the main problem of the management of large mosques in the area Gerbangkertosusila that is related to human resources problems. Therefore, in this study, the author will conduct research on the problems related to human resources in mosque management, which examines employee perceptions about the influence of leadership, system of Islamic compensation, Islamic work environment and faith and devotion to work motivation and performance of mosque- A large mosque in the Gerbangkertosusila region of East Java.

Islamic leadership is a leadership that uses divine

foundations, by applying the basic Islamic values based on Koran and Tradition of the Prophet SAW. In Islam, leadership is not merely a person's activity to influence others, but rather motivates, directs, guides and shows the way to gain Allah's approval in the world and the Hereafter.

Empirical studies related to leadership explained that there is a significant relationship between leadership style and employee motivation at the manager level [1] and also there is a strong influence of leadership style in maintaining and developing employee motivation [2]. However, the Islamic compensation system is a system of compensating workers fairly, meaning that the employer does not object to the amount given, the worker also feels sufficient with the amount of compensation he receives.

Studies related to compensation shows that there is a positive and significant relationship of individual compensation variables and collectively on the motivation of lecturers work. Simultaneously organizational learning variable, compensation, work motivation showed significant positive effect on lecturer performance [3]. Other research explains compensation have positive and significant effect to work motivation, but not significant to employee performance [4].

Research regarding work environment by Thushel Jayaweera [5] said that work environment has a significant effect on work performance through work motivation as mediation while motivation of work has a significant effect on the work performance of workers. Empirical studies on employee motivation conducted by Gary Jon Springer [6] shows motivation has influence to job satisfaction, and job satisfaction has influence to work performance. The combination of motivation and job satisfaction have a very strong effect on job performance. Other research by Mohammad Saeid Aarabi [7] explains motivation factor in the form of training affects 40.4% on work performance while promotion contributes 3%. The intrinsic motivation factor is considered more important than the factors of extrinsic motivation.

There are empirical studies related to performance are performed by: 1). Chaudhary [8], Dieleman [9], Abonam [10], Peter and Bram [11], Muogbo [12], Shanthakumary [13],

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Aloysius [14] proved that motivation has positive and significant impact on performance. 2). Susan et al.[15] indicates that there is a strong influence on performance due to changes in the way of motivation undertaken by management. 3). However, Dhermawan [16] states that motivation has no significant effect on employee performance.

## 2 METHOD

The design of this study started from observation and evaluation of the research that has been done and the results, until the framework, then the conceptual framework and research hypotheses that still require further proof. The design of research implementation includes the process of making experiments or observations as well as choosing the measurement of variables, procedures and sampling techniques, data collection, analysis of collected data, up to the reporting of research results. This study includes an explanatory research, a study that explains the causal relationship between variables through hypothesis testing [17]. Explanatory research method can be said as research to test the hypothesis between one variable with other variables.

The approach used in this study is to use a quantitative approach. Quantitative research can be interpreted as a research method based on the philosophy of positivism, used to examine the population or specific samples, data collection using research instruments, quantitative or statistical data analysis, with the aim to test the hypothesis (Sugiyono, 2013). In this research use confirmatory research to find and explain the causal relationship between variables through hypothesis testing, and take a generalization where the level of generalization accuracy obtained from representative samples.

Data collection was done by giving questionnaires to respondents. Respondents were asked to answer the questions that have been compiled with weight according to Likert scale of five points as follows: Weight = 1, If the respondent's answer is strongly disagree. Weight = 2, If the respondent replied not agree, Weight = 3, If the respondent answered neutral. Weight = 4, If the respondent answered agree, and Weight = 5, If the respondent answered strongly agree. After the primary data are collected, the variables will be measured using a quantitative approach, by proposing hypotheses and tested by statistical techniques.

### 2.1 Research Variables

#### 2.1.1 Dependent Variables

##### 2.1.1.1 Employee Perception About Islamic Leadership (X1).

This variable explains how employees perceive leadership as applying Islamic values in leading and managing large mosques in the Gerbangkertosusila region. The indicators used in the Employee Perception variable about Islamic Leadership are leaders must have the following characteristics: : X1.1: Shidiq, X1.2: Trust, X1.3: Fathanah, X1.4: Tabligh, and X1.5: Fair

##### 2.1.1.2 Employee Perception of the Islamic Compensation System (X2).

This variable explains how employee perceptions of the system of providing compensation to employees are carried out in an Islamic manner in large mosques in the Gerbangkertosusila area. The indicator used in the Employee Perception variable About the Islamic Compensation System is that compensation to employees should be carried out by: X2.1 Clear and transparent, X2.2 Proportional, X2.3 In accordance with general standards, X2.4 Sufficient for basic needs, X2. 5 The working relationship of the partnership

##### 2.1.1.3 Islamic Work Environment (X3).

This variable explains how employees feel about the work environment that applies Islamic values in large mosques in the Gerbangkertosusila area. The indicators used in this Islamic Work Environment variable should describe the following conditions: X3.1 Lighting, X3.2 Air temperature, X3.3 Noise, X3.4 Workspace, X3.5 Relationships with co-workers

##### 2.1.1.4 Faith and Taqwa (X4).

This variable explains the extent to which employees as believers and devotees carry out orders and stay away from the prohibitions of Allah SWT. The indicators are that believers and devotees should describe their behavior as follows: X4.1 Maintaining the nature of faith, X4.2 Establishing prayer, X4.3 Adjusting zakat and infaq, X4.4 Fasting Ramadan, X4.5 Obeying ulil amri

### 2.2 Intervening Variables

#### 2.2.1 Employee Work Motivation (Y1).

This variable explains how employees have high work motivation in their work. The indicators are that a Muslim employee must have: Y1.1 Sense of wanting to take care of himself, Y1.2 Sense of wanting to keep offspring, Y1.3 Sense of wanting to have, Y1.4 Sense of wanting to be competent, Y1.5 Sense of wanting to work

### 2.3 Dependent Variables

#### 2.3.1. Employee Performance Variable (Y2).

This variable explains how leaders perceive the performance that has been done by employees. The indicators that can be used as a measure of whether the work is good or not are: Y2.1 Quality of work, Y2.2 Quantity of work, Y2.3 Timeliness, Y2.4 Cooperation, Y2.5 Independence.

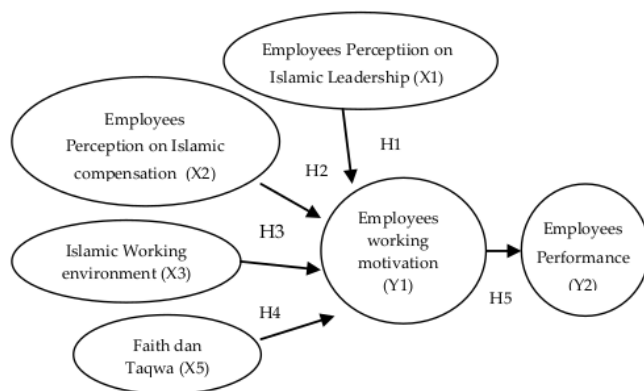


Fig. 1. Conceptual Framework

○ = Variable  
 → = Influence

**3 RESULT AND DISCUSSION**

The result of normality test in this study shows the data used in this study has satisfied the multivariate normal assumption. From the outlier test stated that structural model in this study there is no outlier, so the assumption is fulfilled.

**3.1 Validity and Reliability Test of the Model**

**3.1.1 Validity Test**

Testing the validity of the model is done by looking at the value of loading factor generated through calculation using AMOS 24.0, the research indicator is valid if it has a value factor loading more than 0.5.

**TABLE I**  
 Loading Factor Values Of Research Indicator

Indicator	Loading Factor	Indicator	Loading Factor
<b>Islamic Leadership</b>		<b>Islamic Compensation System</b>	
Shidiq	0,873	Clear and Transparent	0,521
Amanah	0,678	Proportional	0,610
Fathanah	0,505	In accordance with General Standards	0,544
Tabligh	0,540	Sufficient basic needs	0,649
Just	0,852	Working Relationships Partnership	0,585
<b>Construct Reliability Work Environment</b>	<b>0,826</b>	<b>Construct Reliability Iman dan Devotion</b>	<b>0,720</b>
Lighting	0,548	Keeping the Fitrah of Faith	0,602
Air temperature	0,894	Establishing Prayers	0,570
Noise	0,601	Carrying Zakat and Infaq	0,530
Workspace	0,542	Fasting Ramadan	0,597
Relationship with Colleagues	0,951	Obey Leader/Govt	0,527

Construct Reliability	0,842	Construct Reliability	0,701
Motivation		Employee Performance	
Sense of Taking Care of Oneself	0,856	Quality of Work	0,637
Sense of Keeping Hereditary	0,554	Quantity of Occupation	0,548
Sense for having	0,568	Punctuality	0,698
Sense for competing	0,528	Cooperation	0,629
Sense for Working	0,865	Independence	0,595
<b>Construct Reliability</b>	<b>0,813</b>	<b>Construct Reliability</b>	<b>0,759</b>

Table I shows that all indicators of the variables in the study like Islamic leadership, Islamic compensation, work environment, faith and devotion, motivation, and employee performance has a loading factor value greater than 0.5 so it is stated that all indicators in each variable are valid and can be used for next model testing. Reliability testing conducted on each research variable and compare with the value of 0.6, if the value of reliability calculation more than 0.6 then stated if the research variable has good construct reliability. The value of construct reliability in each variable in table 2 has a value greater than 0.6, it shows that all research variables have been reliable and can be used for testing structural model.

**3.1.2 Goodness of Fit Model**

Testing the goodness of the model is done by looking at several criteria, including Probability, CMIN / DF, RMSEA, GFI, AGFI, CFI and TLI. According to Hair Jr, et al (2010: 643-645) if one of the tests meets the cut off value then the model is considered feasible to use.

**TABLE II**  
 Goodness of Fit Model

Criteria	Cut-of value	Result	Information
CMIN/DF	≤ 2,00	2,023	Model Marginal Fit
Probability	≥ 0,05	0,000	Model does not Fit
GFI	≥ 0,90	0,779	Model does not Fit
AGFI	≥ 0,90	0,739	Model does not Fit
CFI	≥ 0,95	0,800	Model does not Fit
TLI	≥ 0,95	0,779	Model does not Fit
RMSEA	≤ 0,08	0,075	Model does Fit

Table II shows that of the 8 model of goodness criteria there is one criterion that meets the cut off of 0.075 smaller than the cut off value of 0.08, and the CMIN / DF value is close to 2.00, while the other goodness of fit criteria has not met Value cut off, because there are criteria that meet the goodness of fit then the model can be said good, so it can be used for testing the hypothesis to test the influence of each variable.

**3.2 Hypothesis Testing**

In the structural model, we tested six relationships between variables (direct influence) and five indirect influences. The direct impact test is done by looking at the value of p-value on the calculation result using AMOS 24.0 software, if the p-value <0,05 (α = 5%), it is stated that the independent variable has significant influence on the dependent variable that is affected.

**TABLE III**  
Direct Effect Of Testing Result

Independent Variable	Dependent Variable	Coeff. Path	P- Value	Result
Islamic Leadership	Motivation	0,221	0,010	Significant
Islamic Compensation System	Motivation	0,016	0,855	Non Significant
Working Environment	Motivation	0,188	0,029	Significant
Faith and Devotion	Motivation	0,227	0,014	Significant
Motivation	Employee's Performance	0,551	0,000	Significant

Based on table III it can be seen that the influence of Islamic Leadership (X1) on Motivation (Y1) is significant at  $\alpha = 0,05$  ( $0,010 < 0,05$ ). The coefficient of 0.221 with positive sign indicates the relationship of both directions, meaning that if the nature of Islamic leadership which includes shidiq, amanah, fathanah, tabligh, and fair which is owned by the leader of the mosque the better, means the greater motivation owned by employees who include the sense of wanting to keep yourself, Want to keep the offspring, the desire to have, the desire to compete, the sense of want to work. The effect of Islamic Compensation System (X2) on Motivation (Y1) is not significant at  $\alpha = 0.05$  ( $0.855 > 0.05$ ). The coefficient of 0.016 with a positive sign indicates the relationship is both in the same direction, meaning that if Islamic Compensation System which includes clear and transparent, proportional, in accordance with the general standard, fulfills basic needs, and partnership working relationship given by the mosque to employees will not affect employee motivation even though The increasing tendency of motivation owned by the employees that include the desire to keep themselves, the desire to keep the offspring, the desire to have, the desire to compete, the sense of want to work, but its influence is not significant. The influence of work environment (X3) on Motivation (Y1) is significant at  $\alpha = 0,05$  ( $0,029 < 0,05$ ). The coefficient of 0.188 marked positive indicates the relationship of both directions, meaning that if the nature of the work environment that includes lighting, air temperature, noise, work space, and work relationships perceived well by employees, means the greater motivation of employees that include the sense of want to keep yourself, The desire to keep the offspring, the desire to have, the desire to compete, the sense of want to work. The influence of Faith and Devotion (X4) on Motivation (Y1) is significant at  $\alpha = 0,05$  ( $0,014 < 0,05$ ). Coefficient of 0.227 marked positive indicates the relationship of both directions, meaning if the Faith and Devotion which includes keeping the nature of faith, establishing prayers, performing zakat and infaq, fasting ramadhan, and obedience to ulul amri done well by employees, the greater motivation of employees Which includes the desire to keep yourself, the desire to keep the offspring, the desire to have, the desire to compete, the sense of want to work. Effect of Motivation (Y1) on Employee Performance (Y2) is significant at  $\alpha = 0,05$  ( $0,000 < 0,05$ ). The coefficient of 0.551 marked positive indicates the relationship of both direction, meaning that if motivation owned by employees who include the desire to keep themselves, the desire to keep the offspring, the desire to have, the desire to compete, the sense of want to work is good, the better the performance of employees that include Quality of work, quantity, punctuality, cooperation, and also employee morale. The result of direct independent variable test to the motivation variable shows that from four variables that are expected to influence employee motivation, it is found

that there are three variables that have positive and significant influence that is Islamic leadership, work environment, and faith and devotion this shows that if the three variables are felt good, Leadership of mosque leaders in accordance with Islamic shari'ah, good working environment and faith and devotion owned by good employees, hence the motivation to work owned by employees will also be higher. Of the three variables that allegedly affect employee motivation, it is known that faith and devotion have the greatest influence on employee motivation, it can be known from the coefficient of path equal to 0,227 which shows bigger value than other variables like Islamic Leadership (0,221), Islamic Compensation System 0.016), and the work environment (0.188), so that the motivation of the mosque's employees is more influenced by the faith and devotion owned by the employee. The result of direct impact test in table 4 also shows that with good motivation from employees will significantly affect to employee performance, this is indicated through positive and significant path coefficient. In addition to direct influence in this study, we tested the indirect influence of independent variables on dependent variables through mediation variables, where those tested were indirect influence of Islamic leadership (X1), Islamic work environment (X3), and Faith and devotion (X4) on employee performance (Y2) through employee motivation (Y1). The coefficient of indirect effect is obtained from the second direct result of the direct effect and is said to be significant if both direct effects are significant. However, if one or both coefficients of direct influence are nonsignificant, the coefficient of indirect influence is also non-significant.

**TABLE IV**  
Indirect Effect Testing

Indirect Influence	Direct Influence Coefficient	Indirect Effect Coeff.	Result
X1 → Y1 → Y2	X1 → Y1 = 0,221 Y1 → Y2 = 0,551	0,122	Significant
X2 → Y1 → Y2	X2 → Y1 = 0,016 Y1 → Y2 = 0,551	0,009	Non Significant
X3 → Y1 → Y2	X3 → Y1 = 0,188 Y1 → Y2 = 0,551	0,104	Significant
X4 → Y1 → Y2	X3 → Y1 = 0,227 Y1 → Y2 = 0,551	0,125	Significant

The indirect effect of Islamic leadership (X1) on employee performance (Y2) through motivation (Y1) obtained by coefficient of indirect influence of 0.122. The direct influence of Islamic leadership (X1) on motivation (Y1) and direct influence of motivation (Y1) on employee performance (Y2) are both significant, it can be concluded that there is significant indirect influence between Islamic leadership (X1) on employee performance (Y2) Through motivation (Y1). The coefficient of indirect positive influence means that with good Islamic leadership owned by the mosque leader will increase employee motivation, by increasing employee motivation will impact on the improvement of employee performance. The indirect effect of Islamic compensation system (X2) on employee performance (Y2) through motivation (Y1) obtained by coefficient of indirect effect of 0,009. The direct influence of Islamic compensation system (X2) on motivation (Y1) is not significant while the direct influence of motivation (Y1) on employee performance (Y2) is significant, it can be concluded that there is no significant indirect effect between Islamic compensation system (X2) on employee performance (Y2)

through motivation (Y1). The indirect effect of work environment (X3) on employee performance (Y2) through motivation (Y1) obtained by coefficient of indirect influence equal to 0,104. The direct influence of work environment (X3) on motivation (Y1) and direct influence of motivation (Y1) on employee performance (Y2) are both significant, it can be concluded that there is significant indirect influence between work environment (X3) on employee performance (Y2) Through motivation (Y1). The coefficient of indirect positive influence means that with a good working environment in the mosque will increase employee motivation, by increasing employee motivation will have an impact on the improvement of employee performance.

The indirect influence of faith and devotion (X4) on employee performance (Y2) through motivation (Y1) obtained by coefficient of indirect effect of 0.125. The direct influence of faith and devotion (X4) on motivation (Y1) and direct influence of motivation (Y1) on employee performance (Y2) are both significant, it can be concluded that there is significant indirect influence between faith and devotion (X4) on employee performance Y2) through motivation (Y1). The coefficient of indirect influence of positive value means that if faith and devotion of mosque employees will improve employee motivation, by increasing employee motivation will have an impact on the improvement of employee performance.

The findings in this study indicate that motivation<sup>1</sup> is capable of acting as a mediating variable that can mediate the influence of Islamic leadership, the Islamic work environment, and faith and devotion on employee performance, so that if the mosque wants to improve the employee's performance<sup>1</sup> it is necessary to consider to improve the nature of Islamic leadership owned, work environment, and faith and devotion from employees in the hope of improving employee motivation will improve employee performance.

## 4 CONCLUSIONS AND RECOMMENDATIONS

### 4.1 Conclusion

- Employee perceptions about Islamic leadership have a positive and significant effect on employee motivation in big mosques of Gerbangkertosusila area
- Employee perceptions about Islamic compensation system have positive but not significant effect on work motivation of employees in big mosques of Gerbangkertosusila area.
- Islamic working environment has a positive and significant effect on work motivation of employees in large mosques Gerbangkertosusila region.
- Faith and devotion have a positive and significant effect on work motivation of employees in big mosques of Gerbangkertosusila region.
- Employee motivation has a positive and significant effect on employee performance in big mosques of Gerbangkertosusila area

### Indirect Effect:

- Employee perceptions about Islamic leadership have a positive and significant impact on employee performance through employee motivation in big mosques of Gerbangkertosusila area.
- Employee perceptions about Islamic compensation system have positive but not significant effect on performance through employee motivation in big mosques of Gerbangkertosusila area.

- Islamic working environment has a positive and significant effect on employee performance through employee motivation in big mosques of Gerbangkertosusila area.
- Faith and devotion have a positive and significant effect on employee performance through employee work motivation in big mosques of Gerbangkertosusila area..

The findings of this study indicate that work motivation can serve as an intervening variable that can mediate the influence of Islamic leadership, the Islamic work environment and faith and devotion on the performance of employees of large mosques in East Java Gerbangkertosusila region.

### 4.2 Recommendations

From the findings indicate that the motivation variable can be an intervening variable, so if the mosque management wants to improve the performance of its employees, it should consider to improve the quality of existing Islamic leadership, improve the quality of Islamic work environment to be better again and improve the quality of faith and devotion of employees, So it is expected to increase work motivation so that its performance becomes better again.

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