

Quantitative and Qualitative Approach of Banking Performance measure Based on Job Satisfaction for Islamic and Conventional banks in Indonesia

Amrizal¹

Sekolah Tinggi Ilmu Ekonomi Ahmad Dahlan Jakarta

ABSTRACT

This study aims to fill in the gap on by identifying the performance measurement based on job satisfaction for Islamic and conventional banks in Indonesia. The study then investigates the influences of achievement, Recognition, work itself, responsibility and advancement to ward job satisfaction. This study is based on the Herzberg's theory , applying both quantitative and qualitative research design. Objects of research consist of three Islamic and conventional banks in Indonesia. For the quantitative analysis, respondents consist of 900 employees from Islamic and conventional banks in Indonesia, taking snowball sampling as the sample technique. Data garnered is analyzed, adopting confirmatory factory analysis research with Amos version 22. As for the qualitative data, informants consist of 18 human resource and technology managers of Islamic and conventional banks, taking purposive sampling as the sample technique. Researcher uses interview to collect data qualitative meanwhile data analysis use narrative analysis. Quantitative analysis found that partially all indicators of achievement, Recognition, work itself, responsibility and advancement have positive significant relationship and very strong influence for Islamic and conventional banks. Results of analysis of qualitative data confirms the quantitative findings; service trends and innovations in banking industries such as achievement, Recognition, work itself, responsibility and advancement continue to raise job satisfaction expectations of service quality. Majority of the banks are raising this performance, evidenced by the increase in the number of service improvement initiatives rolled out by banks. This study implicates that, for managers to be able to gauge improved performance. They have to be able to identify and focus on employee who presents clear potential for long-term and mutually beneficial relationships.

Keyword : Job satisfaction, Performance, Islamic banks, Conventional Banks

Correspondence to : amrizalusim@gmail.com

PENDAHULUAN / INTRODUCTION

Bank Indonesia's statistic in 2014 stated that rapid development of Islamic bank and finance requires human resources (HR) with high and improving quality and quantity. Unequal HR demand and supply is a challenge to be faced by all relevant parties, not only academicians and practitioners but also regulators and multilateral institutions. The growth of Islamic banking is limited by a lack of human resources, whereby Islamic banks face difficulties hiring qualified employees. At present, Islamic banks recruit

employees from conventional banks and give them short courses about Islamic banking. Many employees have little understanding Islamic banking operation and product.

Furthermore, the management of Islamic banks to improve the quality of human resources is lacking, partly due to the poor budgets awarded to employee training. Farizal (2010) found that the minimum training budget for employees shows the

lack of willingness among the management of Islamic banks to improve the quality of its human resources.

Table 1.1: The State of Human Resources of Islamic Banking in Indonesia

Resources	Condition	Remarks	Implication
Staff educational background	18 % High School 21 % Diploma 59 % Strata One 2 % Master	Dominated by undergraduate of Strata one in Indonesia	Unbalanced between the needs of staffing levels, coordinator and manager
Staff disciplinary Subjects	10 % Islamic Economics 90 % Conventional Economics	No graduates from the Institute of Islamic economics so far	The lack of understanding of the product and the system of Islamic banks
Employees Background	20 % Fresh Graduates 70 % Conventional Bank Employees 5 % Other Islamic Bank Employees 5% From Another Background		The working that does not match the background became to job dissatisfaction

Source: Fahrizal (2010)

The table above shows that the educational background of Islamic bank employees commonly consists of those graduated from strata one 59%, bachelor 21%, high school 18% and the rest with master degrees 2%. According to the subject discipline of those employees, 10% are from Islamic economics and 90% from a conventional economics background. Based on their experience, they consist of 20% fresh graduates, 70% from conventional bank employees and only 5% from Islamic banks.

In the regulation of the Ministry of Manpower and Transmigration of the Republic of Indonesia number 19 of 2012 governing the terms and conditions of the transfer of partly work implementation to other companies, article 17 (1) states that the company's employer may delegate part of its work to the service provider company's worker/labour through the provision of services agreement of workers / labours in writing. (2) the work may be submitted to

the service provider company's workers / labours as referred to in paragraph (1) forms of supporting services or activities that are not directly related to the production process. (3) Supporting service activities referred to in paragraph (2) include a. cleaning service b. catering c. security d. business support services in the mining and petroleum; and e. transportation business for workers/labours.

Therefore, it is very important to assess the performance of banks from various perspectives. According to Nurlaila (2010: 71) performance is the result or output of a process, while Luthans said (2005: 165) behavioral approaches in management, performance is the quantity or quality of something produced or services rendered by the person doing work.

Performance measures tell managers something important about the agency's products, services, and the processes. There

is no set number or formula to determine how many performance measures an organization should have. A study found that tracking too many performance measures at once may cause managers and workers to lose sight of which ones contribute directly to strategic objectives. On the other hand, having too few measures may not tell a good story about your work.

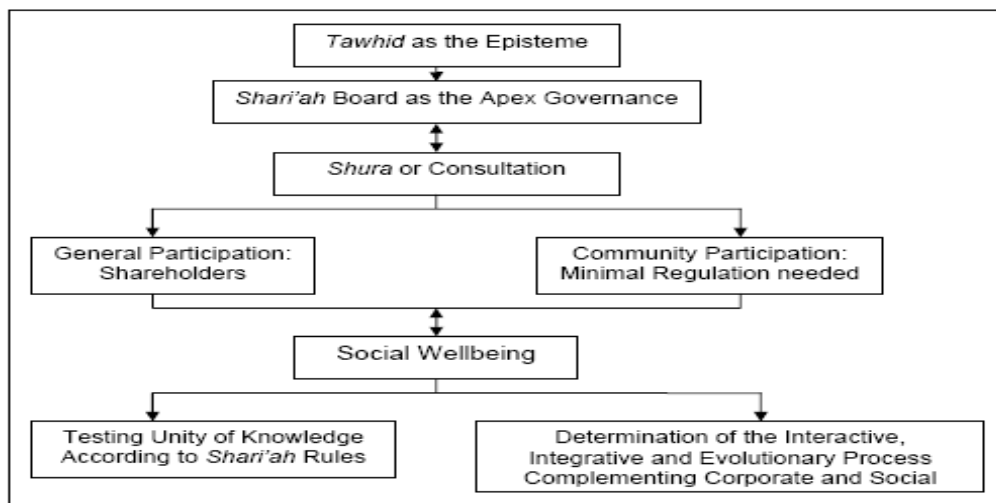
To assess the performance it is necessary to define the indicators, according to Maksum (2014:9) is a quantitative measure of performance indicators and / or qualitatively describe the level of achievement of a goal or goals that have been set. Meanwhile, according to Lohman (2003), performance indicators is a variable that is used to express quantitatively the effectiveness and efficiency of the process or the operation based on the targets and goals of the organization. This study assess the banking performance based on the current issue is growing in Indonesia, such as job satisfaction.

Before explaining Herzberg theory, we need to describe *maslahah* as a guide in Islamic economics. In the terminology of Islamic economics, the Herzberg theory is similar to *maslahah*. According to Dusuki and Abdullah (2014), *maslahah* in Islamic theory of law promotes the public interest and prevent social crimes or corruption. Its plural form is *masalih* meaning “welfare, interest, or benefit”. Literally, *maslahah* is defined as seeking benefit and repelling harm.

Referring to Choudhury and Hoque (2004), the view that the objective functions of corporate governance in Islam are to define and attain an objective criterion by means of understanding the relations between critical variables supported by policies, programs and strategic coalition. A clear and precise objective criterion leads to the determination of such policies, programs and strategies by means of institutional consensus and the exercise of proper instruments as required by the corporation.

1. Literature Review

1. MASLAHAH



Source: Choudhury and Hoque, (2004: 86)

2. HERZBERG'S THEORY

Herzberg (1966) states that satisfaction and dissatisfaction are not on the same continuum and are therefore not opposites. He further states that the motivational factors can cause satisfaction or no satisfaction while the hygiene factors cause, dissatisfaction when absent and no dissatisfaction when present, both having magnitudes of strength.

Herzberg argued that job enrichment is required for intrinsic motivation, and that it is a continuous management process. According to Herzberg the job should have sufficient challenge to utilize the full ability of the employee. Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility. If a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivation problem.

The two-factor theory was tested by many other researchers. However, they showed very different results. Some of the factors declared by Herzberg (1966) as hygiene factors are actually motivators in their research. The results of Herzberg's theory can be different if the test is conducted in different industries. The differences are due to the intensity of the labor requirement, and the duration of the employment (Nave, 1968). Extensive criticism has emerged in making distinction between hygiene factors and motivators. While some factors have proved to fall accurately within the two groups, certain factors, particularly salary have proven

ambiguous in the position as a motivator or hygiene factor.

3. PERFORMANCE

According to Elger.D (2003) the theory of performance (ToP) develops and relates six foundational concepts to form a framework that can be used to explain performance as well as performance improvements. To perform is to produce valued results. A performer can be an individual or a group of people engaging in a collaborative effort. Developing performance is a journey, and level of performance describes location in the journey. Current level of performance depends holistically on 6 components: context, level of knowledge, levels of skills, level of identity, personal factors, and fixed factors. Three axioms are proposed for effective performance improvements. These involve a performer's mind-set, immersion in an enriching environment, and engagement in reflective practice.

According to Kotler (2014) performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

Performance is measured from qualitative and quantitative perspective, the performance from quantitative perspective like the financial statements that interpreted in the form of financial ratios. While the performance from qualitative perspective when fulfilled all the stakeholders' interests, like the job satisfaction

4. JOB SATISFACTION

Wexley and Yuki (1998) defined job satisfaction as the way an employee feels about his or her job which is the generalised attitude towards the job based on an evaluation of a different aspect of the job. A person's attitude towards his job reflects pleasant job experiences and his expectation about future experiences.

Job satisfaction can be understood through three aspects. Firstly, job satisfaction is a form of response to the employee working conditions. Secondly, job satisfaction is determined by the results of the work or performance. Thirdly, job satisfaction related to other attitudes of each worker.

Job satisfaction is a work attitude based on the evaluation of different aspects of the workers. A person's attitude to their work is a portrait of the experiences pleasant or non-performance loan (NPF) pleasant work and expectations about future dreams. Based on above definition, it can be concluded that job satisfaction is something abstract, standard satisfaction among workers is very different and temporary.

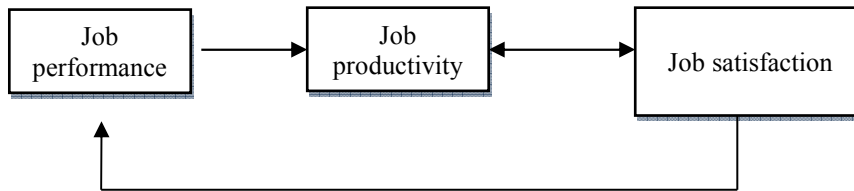
The empirical evidence indicates that there is a relationship between bank performance and job satisfaction. The employees who have job satisfaction will be loyal and committed to the company. Jacqueline. M and Milton.M(2002) found that employee commitment is one of the most important things to measure the success of the leaders. The employees who have high commitment are good at improving organisational

performance. High employee loyalty can raise productivity up to 11%.

The well-known job satisfaction theory is two-factor motivation theory from Herzberg (2006). The two factors here show the factors that make people feel dissatisfied and the factors that make people feel satisfied, or a factor people feel healthy and motivating factors (hygiene-motivator) or extrinsic and intrinsic factors.

Research conducted by Herzberg in Pittsburgh and its surrounding areas produced two specific conclusions about job satisfaction and job dissatisfaction. According to Herzberg, as cited by Muslih.B (2012), extrinsic job satisfaction factors include achievement, recognition, responsibility, company policy, quality of supervision, the status and quality of personal relationships among internal peers. While the intrinsic job satisfaction factors consist of achievement, recognition, responsibility, the work itself and the likely developed progress.

From the above illustration, it is clear that employee satisfaction is the driving factor to increase the performance of the internal business process. Job satisfaction will result in the best product and quality services which have a positive impact on the customers. Since quality service is abstract in nature, excellent service is one of the qualities provided to the customer. Job satisfaction and the internal business process will enhance customer satisfaction. Customer satisfaction will automatically increase the company's profitability.



Source of data: Nuzsep (2004)

Figure 3.1: Reciprocal Relationship Between Work Productivity and Job Satisfaction.

According to Nuzsep (2004), if financial aspect improves, other three aspects will follow. To be clear, let us see the influence of each aspect as follows: (1) Improvement of financial performance will enhance the performance and aspects of job satisfaction through salary increment, bonus and facilities in the form of complete work infrastructure. (2) Improvement of financial performance will enhance the performance from the aspect of product and service growth. If a company has an adequate budget to conduct a research of its products and services and make innovation of the products, the quality products and services can be surely created. (3) Improvement of financial performance is a driving factor to enhance customer satisfaction. An increase in customer satisfaction is driven by the aspect of employee work satisfaction and the Internal business process. These statements have been proven by empirical research which has been previously explained.

Based on the above explanation, to improve company performance, the key is to increase the job satisfaction aspect. It is expected that in the future the management perspective will change so that employees are considered as valuable assets for the company. This statement is in line with the development of accounting, namely human resources accounting, how to treat human resources in financial accounting, how to apply it, and how to report the intangible

asset value in the financial statements. In practice, we find that managers isolate the factor of customer satisfaction regardless of job satisfaction factor where employees are forced to provide good service to customers.

Achievement is something that has been done or achieved through effort, a result of hard work, the act of achieving something, and the goal or condition of having achieved or accomplished something. Salary is the amount of financial rewards received by the employee and the level where it is seen as a fair way in the organisation.

Ferdian.R's (2012) research of Infobank recorded ten banks with a huge number of employees. These banks are relatively big ones viewed from the ownership of their assets up to the end part of the year 2011. PT Bank Rakyat Indonesia Tbk. (BRI) was recorded as the bank with the biggest number of employees, coming to a total of 85.530 up to the end of December 2011, or this has increased to 12.97% of the 75.712 during the previous year. This total is inclusive of the outsourcing work power of 45.486 from 38.068 in 2010. Moreover, in 2010, BRI spent more than Rp 8 trillion merely for the cost of employees.

According to Smith et al., as cited by Luthans (1998), work proficiency the degree to which fellow worker are technically proficient socially supportive. If the working

conditions are good (clean, attractive, surrounding, for instance), the personnel will find it easier to carry out their job.

The promoted employees are those who are close to the superior without considering the employees' performance. Usually, nepotism is related to the kinship/family, having the same origin, alma mater so that the employees do not necessarily work hard because performance is not the main indicator for the promotion of employees.

Banking in Indonesia after the 1998 crises very carefully recruits permanent employees. Employees are commonly outsourced. Kurniasari's research, as cited by Nisaputra (2010), states that almost all temporary and part-time workers fall into the category of employees who have the highest job insecurity. Besides being susceptible to job insecurity, contract employees also tend to have a desire to quit the company. There is a tight competition between outsourcing and new permanent employee candidates in the company by giving the best effort possible in order not to lose their jobs seeking the opportunity to become permanent employees.

Legislation no. 13/2003 concerning labour in Indonesia stipulates that employees should only be contracted for a maximum of three years and after that, the employee concerned shall be appointed permanent employees. Legislation No.13/2003 Section 59, paragraph 7 of the specified work time agreement (PKWT) that allows the contract is exceeding three (3) years is then automatically not valid because it is replaced with the indefinite work time agreement (PKWTT). In other words, the employee becomes a permanent employee. To execute this law, the Minister of Labour and

Transmigration of the Republic of Indonesia issued regulation no. KEP-100/MEN/VI/2004 section 3 paragraph 2 regarding the provisions of specific work time agreement, that is, PKWT shall only be valid for a maximum of 3 (three) years.

Based on Simamora.H (Medanbisnisdaily.com), financial services authority (FSA) Sumatera Region 5 wrote: PT Bank Sumatra Utara's (Sumut) fraud alleged false deposits, committed by the employees of the bank. Electronic daily VIVA News (17 November 2013 videotape) the auditor team of Panin Bank found banking fraud, non-performing loans worth rp 30 billion at the main branch office of Bank Panin Banjarmasin, South Kalimantan. These were dirty practices involving suspected persons of directors of Bank Panin. The team of auditors who found the dirty practices of the unscrupulous directors have now been terminated.

As a service company, banks prioritise service quality to enhance customer satisfaction. Customer satisfaction can be fulfilled if the banks have qualified human resources who can work professionally to give excellent service. If banks can create customer satisfaction, it will have an impact on financial performance.

A case of outsourcing employees cited in Nisaputra (2014), many employees employed at BJB are outsourcing, especially in the micro-credit sector, created a micro-credit sector non-performance loans that are high and is reduced to less risk-prudent management. PT Bank Jawa Barat Tbk assessed the application of labour outsourcing in BJB. As many as 2,600 people engaged in the micro-credit sector has created a high ratio of non-performing

loans in the micro-credit sector reaching 11.3% which significantly greater than that of 2012, which is only 4.1%.

According to Smith et al., as as cited by Luthans (1998), promotion opportunities is the chance for advancement in the hierarchy, and the opportunity for advancement in one's career. Supervision and the abilities of the supervisor provide technical assistance and behavioural support.

According to Herzberg, as cited by Christina (2006), behavioural characteristics of satisfied workers are having high work motivation and being happy to work, while the characteristics of unhappy workers are lazy to go to the workplace and lazy to work and never feel satisfied. The significance of the relationship between job satisfaction and the performance was proposed by Vroom and Strauss as cited by Christina (2006). According to them, the productivity can be improved through increased job satisfaction because job satisfaction encourages workers to improve productivity.

2. Methodology

This research is under the category of group research, that is, study of Islamic and conventional banking industry in Indonesia. This research is under category of confirmatory factor analysis research. According to Sekaran (2014), CFA analyses require that the researcher must have specific expectations regarding (a) the number of factors, (b) which variables reflect given factors, and (c) whether the factors are correlated. CFA explicitly and directly tests the fit of factor models.

Population in this research is Islamic and conventional banking in Indonesia, and selected samples are based on purposive sampling. Conventional bank selected is BankMandiri, BankNegara Indonesia, BankRakyatIndonesia. Instruments used in this research consist of questionnaire. It is used to get data of job satisfaction, taking of collect data using snowball sampling. The data analysis using structural equation model (SEM) determines the relationship of job satisfaction

3.1 DEFINISI OPERASIONAL

Table 1 : DEFINISI OPERASIONAL VARIABLE

No	Variabel	Definisi Variabel	Indikator	Skala	DC
	Job satisfaction				
1	X1=Achievement	Achievement is an effort to meet the needs of individual employees in which each employee has different needs and wants.	<ol style="list-style-type: none"> 1. Be satisfied if it can be accomplished. 2. Responsible for any given task. 3. satisfaction when the job is completed on team 4. Employees Like feedback on job 5. Employees doing innovative in implementing the task 	Ordinal	Questionnaire
2	X2 = Recognition	Recognition is a reward and attention for the work performance through feedback received by the employees. Recognition is a process of giving the better status for employees in an organization	<ol style="list-style-type: none"> 1. Employees are satisfied with the salary received 2. Salary received fulfill their needs 3. Employee s' achievement rewarded 4. Job performance can appreciated from colleagues. 5. Achievement can appreciated from supervisor 		
3	X3= Work itself	The work itself includes characteristics, whether it is challenging, interesting or boring. Human beings have their own different characters. Some of them enjoy working in the office, but some others out of the office.	<ol style="list-style-type: none"> 1. The task given is very interesting. 2. The task given according to education 3. The task given the appropriate skills. 4. Likes challenging task. 5. The task given can be understood 		
4	X4= Responsibility	Responsibility is an obligation related to job function and tasks as written in the job description in the company. Perception of responsibility of an employee will determine	<ol style="list-style-type: none"> 1. Being responsible for job 2. The task doing is very well 3. Do the work the best way 4. Work effectively 		

		the working satisfaction level for employees themselves.	5. Work efficiently		
5	X5= Advancement	Advancement/promotion can be defined as a change of work hierarchy from the lower level to the higher level of work.	<ol style="list-style-type: none"> 1. Everybody has opportunity to be promoted 2. Many opportunities to develop career 3. Career level is transparency to all employees 4. Supervisor provide opportunities for promotion 5. Co-workers help each other for the promotions 		

3.2 HYPHOTHESIS

Job satisfaction as construct variable or latent independent variable consists of five indicator variables, they are: (1) achievement, (2) recognition, (3) work itself, (4) responsibility, (5) advancement.

To respond the problem formulation written in the first chapter, “What are the factors that affect job satisfaction toward conventional banks in Indonesia?”, the researchers develop a hypothesis of employee’s satisfaction as follows:

HYPOTHESIS 1
 H0: There is a negative relationship between achievement and job
 : satisfaction in conventional banks in Indonesia
 H1: There is a positive relationship between achievement and job
 : satisfaction in conventional banks in Indonesia

HYPOTHESIS: 2
 H0: There is no relationship between recognition and job satisfaction in
 : conventional banks in Indonesia
 H1: There is a positive relationship between recognition and job satisfaction
 : in conventional banks in Indonesia

HYPOTHESIS 3
 H0: There is no relationship between the work itself and job satisfaction in
 : conventional banks in Indonesia
 H1: There is a positive relationship between the work itself and job satisfaction
 : conventional banks in Indonesia

HYPOTHESIS:4
 H0:There is no relationship between responsibility and job satisfaction in
 : conventional banks in Indonesia
 H1:There is a positive relationship between responsibility and job satisfaction
 : in conventional banks in Indonesia

HYPOTHESIS:5
 H0: There is no relationship between advancement and job satisfaction in
 : conventional banks in Indonesia
 H1: There is a positive relationship between advancement and job
 : satisfaction in conventional banks in Indonesia

**3. Finding
 4.1 ANALYSIS DATA OF
 QUATITATIVE**

Research showsthat the results of jobsatisfactionat theconventionalandIslamic banks aresimilar. Indicators ofjobsatisfactionthatconsists ofachievement, recognition, thework itself, responsibility andadvancement havea strongand very strongcorrelation.

4.1.a ACHIEVEMENT

There is a significant relationship between the variables of achievement and job satisfaction (JS) at Islamic banks with t-value >1.96. Its relationship and direction (positive) arevery strong. The relation is strong because the correlation of 0.799 is in the range of 0.70 to 0.79. There is a significant relationship between the variables of achievement and job satisfaction (JS) at conventional banks with t-value > 1.96. Its relation and direction (positive) are strong. The relation is strong because the correlation of 0.716 is in the range of 0.60 to 0.799.

Based on the results of this hypothesis, there is a strong and significant relationship between achievement and job satisfaction of employees of the bank, since so far, the motivated employees always have motivation and obsession to produce employees of banks

who have high achievements to perform the best results.

According to Jex (2002), Rayburn et al. (2004) and Prihatsanti (2010) a challenging work will make employees enjoy their jobs because they are given the opportunity to use the skills and abilities, especially to complete tasks or jobs that have been assigned by their superiors in addition to a strong urge or desire within themselves to perform duties in accordance with the standards that have been determined.

It is also supported by research BurcullgazYildirim et al (2015) the results of correlation analysis, achievement had a statistically significant relation with job satisfaction and responsibility dimensions. It was observed that exogenous satisfaction had no statistically significant relation with any of the personality dimensions. General job satisfaction was observed to have a statistically significant relation with openness and responsibility dimensions.

ParaskeviDekoulouand PanagiotisTrivellas (2014) findings have brought to light that learning-oriented operation is a crucial predictor of both employee job satisfaction and individual performance, while job satisfaction proved to be a mediator of the relationship between learning organization and achievement.

4.1.b RECOGNITION

There is a significant relationship between the variables of recognition and job satisfaction (JS) at Islamic banks (t-value) $19.167 > 1.96$. The relation is very strong because the correlation of 0.806 is in the range of 0.80 to 0.100.

There is a significant relationship between the variables of recognition and job satisfaction

(JS) at conventional banks (t-value) $12.522 > 1.96$. Its relations and direction (positive) are strong. The relation is very strong because the correlation of 0.659 is in the range of 0.60 to 0.799.

Based on the result of correlation test and significance, it is proven recognition given by the superiors through awards and attention on the work performance through feedback received by employee's shows how an employee is being evaluated and how many rewards they receive for their success.

The bank gives recognition types among others, an appraisal from superiors or colleagues, certificate of awards or in the form of money. In contrast, Suhartono (2015) showed that work motivation factors have a significant influence on job satisfaction. Moreover, only salary and job security are the only factors that individually have a significant influence on job satisfaction.

According SafiaFarooquiand AshaNagendra (2014:122) this study indicates that there is a relationship between person organization fit and job satisfaction and recognition. While the relationship between job satisfaction and recognition is also positive.

This finding confirms previous studies that have been conducted among bank employees, the majority of which shows that the levels of employees' job satisfaction are rather high nowadays. In the study of Belias.D et al (2014), the aspects of job satisfaction with the highest means among bank employees were the organization as a whole and work itself, showing that bank employees perceive their work as valuable, satisfying and interesting; therefore they have a high motive to get seriously involved in it and work their best to succeed.

4.1.c WORK ITS SELF

There is a significant relationship between the variables of work its self (JS03) and job satisfaction (JS) at Islamic Banks (t-value) $18.738 > 1.96$ where the relationship and the direction (positive) are very strong. The relation is very strong because the correlation of 0.806 is in the range of 0.80 to 0.100. There is a significant relationship between the variables of work itself (JS03) and job satisfaction (JS) by conventional banks (t-value) $12,933 > 1.96$ where the relationship and the direction (positive) is strong. The relationship is strong because the correlation of 0.692 is in the range of 0.60 to 0.799.

The test results and significant correlation prove that the work itself (the work itself) regarding the characteristics of the job, such as job challenging, interesting or boring, gets a significant response by employees of the bank.

However, the response correlation and significant influence of the employees of conventional and Islamic banks have different percentages. This difference is because the three conventional banks have long been established with loyal customers and well-known products. However, the Islamic bank is newly established with new products to the public so that customers are also relatively fewer. Therefore, employees employed have been granted special attention both the field and office. Thus, frequently a bank can conduct feasibility study such as psychological feasibility for placement of employees based on their individual capabilities.

Raziq A and Maulabakhsh.R(2015:717) found that work itself or working environment has a positive impact on the Job satisfaction of employees. Bad working

conditions restrict employees to portray their capabilities and attain full potential, so it is imperative that the businesses realize the importance of good working environment

Employees' turnover commonly associated with employees' dissatisfaction. Apparently, employees' turnover is significant with employees' attitude and behavior. Demotivation will lead lower productivity, stress and conflict in workplace. Dissatisfied employees might decide to quit, voice out emotion or feeling. Those are four (4) factors known as benefit, co-workers' support, managerial support and work condition with support to the career development.

4.1.d RESPONSIBILITY.

There is a significant relationship between the variables of responsibility (JS04) and job satisfaction (JS) at Islamic banks (t-value) $21.232 > 1.96$ where the relationship and the direction (positive) are very strong. The relation is very strong because the correlation of 0.882 is in the range of 0.80 to 0.100. There is a significant relationship between the variables of responsibility (JS04) and job satisfaction (JS) at conventional banks (t-value) $15.356 > 1.96$ where the relationship and direction (positive) is strong. The relation is very strong because the correlation of 0.805 is in the range of 0.80 to 0.100.

Based on the test results and significant correlation, it proves that the obligation of employees performs the functions of the office and duties have fulfilled the job description in the six banks consisting of 3 conventional banks and three Islamic banks. Perceptions of employees' responsibility will determine their level of job satisfaction. The perception of high responsibility shows employees feel encouraged to solve their problem, and this obtains a positive response

from employees. Moreover, other senior employees tend to have a higher obligation and motivation to work and high loyalty.

However, for the three Islamic banks, though they are relatively new, they have a high responsibility towards employees' satisfaction compared to the three conventional banks above. So, the responsibility that arises from positive influence on employees does not depend on how long the bank is standing, but how the banks evaluate their employees with their jobs and authorisation according to their respective capabilities.

4.1.e ADVANCEMENT

There is a significant relationship between the variables of advancement (JS05) and job satisfaction (JS) at Islamic banks (t-value) $19.071 > 1.96$ where the relationship and the direction (positive) is strong. The relationship is very strong because the correlation of 0.814 is in the range of 0.80 to 0.100. There is a significant relationship between the variables of advancement (JS05) and job satisfaction (JS) at conventional banks (t-value) $12,744 > 1.96$ where the relationship and the direction (positive) is strong. The relationship is strong because the correlation of 0.683 is in the range of 0.60 to 0.799.

Based on the test results and significant correlation, it proves that the advancement/promotion given to a process of change from one job to another job in the hierarchy of authority and responsibility is higher than those with the authority and responsibility that has been charged to the employees themselves in a previous time. Thus, each employee who works for banks mentioned above already has a clear purpose and has already planned a career path.

The results of this study supported Naveed et al., as cited by Setiawan and Sariathih (2012) also suggests that one of the important factors to improve employee job satisfaction is a promotion. Promotion undertaken by the management company provides an important role for each of its employees; even every employee makes a promotion as a dream and goals. Employees always expect it. The promotion will give not only employee more power but also social status.

Dimitrios et al (2015:11) the six dimensions of job satisfaction were analyzed giving interesting results. In particular, for the variable working conditions it was found that on average the participants agreed that their working environment was pleasant. For the variable salary, on average the employees believed that their salary was adequate to cover their needs. For the variable promotions, the participants on average reported that there are opportunities for promotion in their institution. For the variable work itself, the employees on average reported their work to be satisfying. For the variable immediate superior, the participants on average reported that their superior was rude or annoying. Finally, for the variable the organization as a whole, it was found that the participants believed that there were distinctions among employees in their institution.

The comparison of job satisfaction variables between Islamic and conventional banks. There is significant difference in the mean values or any dimension of job satisfaction as perceived by employees of Islamic and conventional banks. It is clear from Table 6.1 that both the groups are different significantly. There is a significant difference in the mean values of three out of five dimensions of job satisfaction

indicators between employee of Islamic and conventional banks, recognition, work itself and advancement is a factor where there is a significant difference between Islamic and conventional banks employee respondents. The performance averages of Islamic banking get score of 0.8214 (very good), while conventional banking performance obtained score of 0.711 (good). There are three conventional banking performance

variables that get the lowest score, namely recognition, work its self and advancement, therefore should be a serious concern for bank managers in order to improve their performance. Managers must be aware that competition in the banking industry is very tight, low job satisfaction performance will negatively impact another performance for next time.

Table 7.1: Job Satisfaction Performance

Variable		IB	CB
JS01	Achievement	0.799	0.716
JS02	Recognition	0.806	0.659
JS03	work itself	0.806	0.692
JS04	Responsibility	0.882	0.805
JS05	Advancement	0.814	0.683
Average		0.8214	0.711

For more clearly job satisfaction performance can be seen in the picture flowchart below, that the highest performance Islamic bank (left) is the variable responsibility (0.882) almost close to the nine and the lowest performance is the achievement variable with

the value of 0.779. While the highest performance of the conventional bank (right) is the variable responsibility also (0.805) and the lowest performance is the recognition variable with the value of 0.659

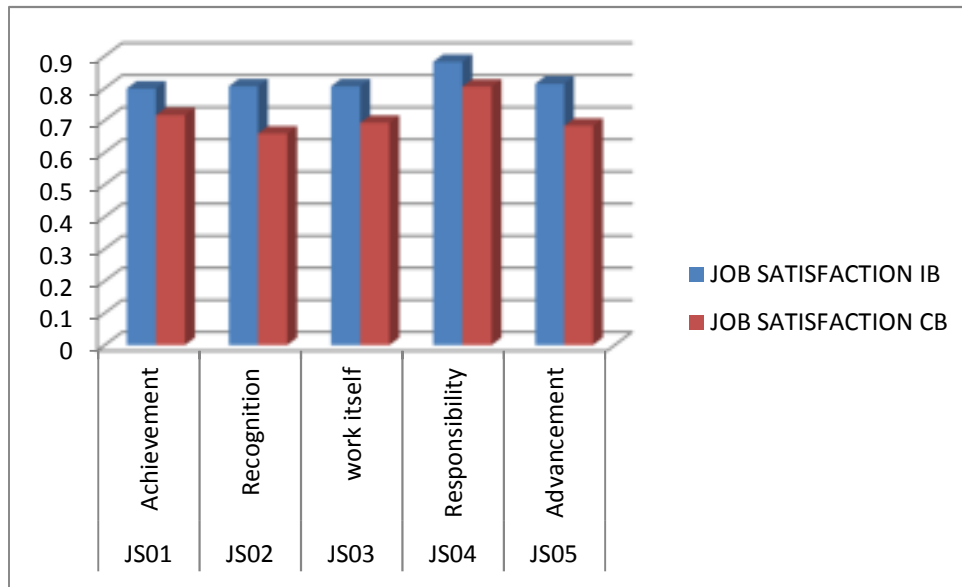


Figure 7.1 Job Satisfaction Performances

4.2 DATA ANALYSIS OF QUALITATIVE

Besides obtaining quantitative data, the researcher also conducted in-depth interviews with bank officials, related to job satisfaction. Researcher uses interview to collect qualitative data. According to the interview session, researcher described interviewing result as follow:

- 1 Evaluation of performance forms a process of assessment of work achievement to compare with the target. Achievement of the strategic target (KPI) and daily routine is based on the job description. In addition to the regular execution of employee development program, The banks conducts improvement of employees' competency through job enrichment and job enlargement in the form of detailing employees at various projects, including, among others: corporate plan project, CBS, Saturn, strategic position project and other projects.
- 2 The Bank of 2014 is carried out by making an adjustment of the employees'

basic salary. This is done by the model of general increase (merit increase) which relates to inflation and achievement relating to employee's performance. In 2014, an increase at the rate of 13%, in basic salary, and giving a bonus at the rate of 2,9 x basic salary.

- 3 Regarding the interview session, respondents answered that training programs are grouped into five categories, namely (i) Core training program; (ii) Leadership and management training program; (iii) Business training program; (iv) Operation training program; and (v) Supporting training program.
- 4 In support of its employee competencies training programs, since 2014 the Banks have operated a dedicated employee training facility in the training resort located at Bogor, and West Java. Centralisation of employee training sessions at the training resort avoids the complexities of having to schedule various training sessions at different hotels or similar venues and is thus more efficient.

- 5 Employee performance assessment and employee remuneration strategies are two inter-related and crucial aspects that can promote optimum contribution by employees towards increased performance of Banks.

4. Conclutions

Job satisfaction of Islamic banks is better than conventional banks based on quantitative data. For Islamic banks, the indicators of job satisfaction consist of achievement, recognition, work itself, responsibility and advancement. All indicators of job satisfaction have a very strong influence except responsibility which has a strong influence. For conventional banks, all indicators of job satisfaction have a strong relationship except responsibility which has a very strong influence. The result of interviews with Islamic and conventional banks to improve the performance of job satisfaction is similar, but indicators of recognition, work itself and advancement of Islamic banks are better than conventional banks. It means that the level of job satisfaction of Islamic banks is better than conventional banks.

This survey focuses on the manager's perspective toward performance of management. This survey does not represent the opinion of employee. This conclusion does not seek to establish any absolute facts, but it reports the feelings and broader perceptions of managers with respect to services provided by their banks. Our findings reveal continued progress in efforts to increase job satisfaction,

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