

Research Article

Effectiveness of the Implementation of Islamic Work Ethics (Core Values AKHLAK) at Bank Syariah Indonesia (BSI) in Bandung in Improving Employee Performance

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Abstract.

This research is a continuation of previous research. Previous research discusses the application of Islamic Work Ethics in Islamic Banking Institutions in the city of Bandung with a case study at Bank Syariah Indonesia. The reason for conducting these studies is because there is a violation of Sharia principles in Islamic banking institutions. This violation is in the form of fictitious financing which causes the level of non-performing financing to increase, thus causing the company's performance to deteriorate. In connection with this condition, research was conducted on Islamic Work Ethics, because the violation of Sharia principles is related to the behavior of employees in Islamic banking institutions. This research has a long-term goal, namely, to be able to contribute to scientific development through the effective application of AKHLAK Core values in order to form a role model of Islamic Work Ethics in Islamic banking institutions. This study uses a research method with a qualitative descriptive approach with data collection techniques through questionnaires and depth-interviews. The results showed that AKHLAK is the core value of BUMN which is applied in Bank Syariah Indonesia, namely as a guideline for Islamic work ethics in the BUMN environment. AKHLAK consists of Trustworthiness, competent, harmonious, loyal, adaptive, and collaborative, has met the criteria of effectiveness, and can improve employee performance through aimed targets.

Keywords: core value AKHLAK, employee performance, Bank Syariah Indonesia

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1. INTRODUCTION

Bank Syariah Indonesia (BSI) which is currently one of the largest Islamic banks in Indonesia. In the first semester of 2021 BSI has had a fairly good performance [1]. However, in the last three years, BSI is still experiencing problems related to non-current (loss) financing which continues to increase [2]. The existence of problematic financing cases can worsen BSI's performance as one of the largest Islamic banking in Indonesia. This case can occur due to fraudulent actions carried out by BSI officials such as cases of alleged fraud related to the provision of export facilities for crude palm oil aka CPO and its derivatives that occurred in January 2021 to March 2022 [3]. Based on the research that has been done by Nurfahmiyati,

In connection with the above problem, the SOE ministry has determined the existence of AKHLAK as core values, values that are the basis for BUMN employees in carrying out daily work activities so that they are able to achieve better performance. It is very important (urgent) to conduct research on how the effectiveness of core values of AKHLAK can improve employee performance at Bank Syariah Indonesia (BSI) in Bandung, which will later strengthen the existence of core values of AKHLAK in Bank Syariah Indonesia so that it can become a Role Model for all SOEs in Indonesia. Indonesia. Furthermore, it can provide a basis for the government, the Ministry of BUMN as a regulator in strengthening the regulations that have been made related to Islamic work ethics in assessing the performance of employees in the BUMN environment.

This research is supported by many previous research results, namely in 2011, [4]. Proving that Islamic work ethics have great potential to improve the business performance of an organization. In 2012, [4] showed that the application of a good Islamic work ethic is able to develop employee innovation at work. In 2015 [5] proved that organizational commitment and Islamic work ethic have an important effect on job performance. stated that bank employees generally adhere to the dimensions of Islamic Work Ethics [IWE].

Furthermore, in 2019, [6] [7] proved that the Islamic Work Ethics is a determining factor in employee performance. In the same year, [8] proved that Islamic values can increase employee satisfaction and performance. Next, in 2021, [9] proved that Islamic Work Ethics had a positive and significant effect on employee performance. Still in 2021, [7] found that the understanding and application of the Islamic Work Ethics had been carried out by BSI employees and leaders in Bandung. In 2019, [10] conducted a study on employees of an Islamic Bank in Karachi (Pakistan) regarding Islamic work ethics and its effect on employees.

In the previous year (2020), [9] also researched Islamic work ethics in Islamic financial institutions with research results that managers and employees have interpreted and applied Islamic performance ethics at these institutions. In 2021, [11] showed that to increase the role of Islamic leadership, Islamic organizational culture and Islamic work ethics affect the performance of Islamic banks in Riau province.

Based on the description above, this paper will discuss the effectiveness of the application of Islamic work ethics (core values AKHLAK) at Bank Syariah Indonesia in the city of Bandung in improving employee performance.

2. METHODS

The research method used in this research is descriptive with a quantitative approach. This research was conducted at the Indonesian Islamic Bank in the city of Bandung, Indonesia. Data collection was carried out using questionnaire and depth-interview techniques. Questionnaires were distributed to 100 employees of BSI Bandung for two months and 45 people who were willing to fill out the questionnaire. Interviews were conducted with several sources from the employees and leaders of BSI.

3. RESULTS AND DISCUSSION

When asked for opinions about the core values of AKHLAK, the following results were obtained:

3.1. AKHLAK

Morals are measured through six dimensions and each has three indicators that reflect it and are operationalized into eighteen questions. The following is a recapitulation of the average score of respondents' assessment of each dimension of the moral variable.

When viewed from the average score of respondents' responses, morality is included in the category of strongly agree. Then when viewed by dimensions, all the dimensions of the category strongly agree except for the adaptive dimension. Adaptive means continuing to innovate and enthusiastic in moving or facing change; namely quickly adapting to be better, continuously making improvements following technological developments, acting proactively. Thus it can be said that the implementation of self-adjustment for the better must be further improved so that the response from all employees is very agreeable. The adjustment process is the toughest task carried out by each BSI leader

TABLE 1: Recapitulation of the average score of respondents' answers on the morality variable.

Moral Dimension	Average Score	Category
1. Trust	5.43	Strongly agree
2. Competent	5.40	Strongly agree
3. Harmonious	5.35	Strongly agree
4. Loyal	5.31	Strongly agree
5. Adaptive	5.10	Agree
6. Collaborative	5.24	Strongly agree
AKHLAK	5.37	Strongly agree
Gap From Ideal Score	0.63	

Sumber : Results of data processing, 2022

in each business unit. It is not easy to adapt so many units with so many employees with different organizational cultures, considering that BSI is the result of a merger of three major Islamic banks in Indonesia. The existence of a gap of 0.63 is a form of quantification of the ideal (expected) condition, that is, if all respondents answered a scale of 6. From the 5.37 average for morality, it is known that the minimum average is 5.10 while the maximum average is 5.43 (attached data).

1. Employee performance

Employee performance is measured through four dimensions and each dimension consists of two to four indicators which are operationalized into fourteen items. The following is a recapitulation of the average score of respondents' assessment of each dimension of the employee performance variable.

TABLE 2: Recapitulation of Employee Performance Variables.

Employee Performance Dimension	Average Score	Category
1. Quantity	5.16	Agree
2. Punctuality	5.12	Agree
3. Effectiveness	4.89	Agree
4. Independence	4.96	Agree
Employee performance	5.03	Agree
Gap From Ideal Score	0.97	

Source : Data processing results, 2022

If you look at the average score of the respondents' responses, the employee's performance falls into the agree category. In this case the achievement of performance at BSI is not bad. However, improvements can be made in line with the development

of knowledge and information technology. The efforts of BSI employees can be said to be in accordance with the aspects measured in improving performance.

1. Effectiveness of the Implementation of Islamic Work Ethics (core values AKHLAK) at Bank Syariah Indonesia in Bandung in Improving Employee Performance

To find out how effective the application of Islamic work ethics (core values AKHLAK) at BSI in the city of Bandung in improving employee performance, depth-interviews or in-depth interviews with various resource persons represented by employees and leaders of BSI in Bandung were conducted. DW as a leader at BSI said that BSI as a subsidiary of a BUMN has implemented the core values of AKHLAK in daily activities. This is in accordance with the results of interviews conducted via Zoom on June 14, 2022.

“According to DW, BSI is not yet a state-owned enterprise, it is still a subsidiary of a state-owned enterprise but it has been socialized about the core values of AKHLAK which are indeed used in SOEs. Regarding the determination, what we know is from BSI, not BUMN. BSI is not yet a BUMN, it is still a subsidiary of a BUMN but has been socialized about the core value of AKHLAK which is indeed used in BUMN. Regarding the determination, what we know is actually from BSI, not from BUMN.”

Regarding the effectiveness of implementing the core values of AKHLAK at BSI, DW said that the measure of effectiveness is seen from the productivity produced by each BSI employee. This productivity is seen from the large profits that are carried out in accordance with existing regulations, compliance with sharia. As the results of the interview below:

”Well, that’s where it is related to effectiveness and efficiency, so we can see big profits, which are carried out in accordance with existing regulations, compliance with sharia which will not involve fraud because there is a big risk which will later get CM (contribution margin) and high profitability. So the point is that it is measured by the productivity of each BSI employee.”

According to DW, employee performance is measured by KPI (Key Performance Indicator), KPI based on their respective jobs such as frontliner, customer service, teller, marketing, etc. The important thing is that all parts generate large profits with no complaints and fraud. As the following interview results:

“That was, the performance was the KPI or Key Performance Indicator that I informed earlier which was for employees, so it will be productive or not. Because if there are no KPIs, it will be confusing. The KPIs themselves, frontliners, customer service, tellers are clear, we also sort out those for marketing, there are marketing customers who

only execute for certain products, for example Mitraguna, Griya, Oto, there are micro employees, pawn marketing employees, there is also marketing for SME products, each of which is different, there are commercial, corporate, syndicated employees, if marketing, in operation, the KPIs will be different, because the job descriptions are also different. The point is everything is to generate big profits with no complaints and no fraud. ”

According to DW, the effectiveness of the implementation of AKHLAK has been able to improve the performance of BSI employees. This is because when employees have implemented AKHLAK, they must have been productive because they already understand what to do. According to the following presentation:

”In my opinion, I have, come back again. So like this, employees who have implemented AKHLAK are definitely productive because they understand what to do, even if for example they don’t understand, surely employees are confused about where to go.”

The success of improving employee performance is believed by DW apart from statistical results, but is an individual belief based on the results of adding customers, business growth, has been accepted by the community. This corresponds to the description below:

”Yes, if confidence really has to come from other statistics, yes, this is an individual belief, which means looking at some of the results of adding customers, business growth, things like that can simply be said, because they have hit the community, even if they haven’t. This means that the implementation of morality has not yet arrived, because there are strategies, executions, and complaints, harmony, collaboration, so with the addition of our customer base, I conclude that it has been effective, although the results cannot be said to have exceeded the others, but it has there are numbers from the implementation of the AKHLAK.”

The results of the interview show that the effectiveness of the application of Islamic work ethics (core values of AKHLAK) is realized through the achievement of targets for each period by employees, including the leadership of BSI. Meanwhile, employee performance appraisal can be measured through the achievement of each target from the indicators contained in the key performance indicators (KPI). In the daily work activities of the employees, the leadership always sets an example by implementing the best AKHLAK core values so that the achievement of the best performance of employees is easily realized.

The results of this study are in line with the results of research conducted by Furthermore, previous studies which proved that the application of Islamic work ethics was

able to improve employee performance so as to improve company performance [12], [13], [14], [15], [16], [17]

4. CONCLUSIONS

Based on the results of descriptive analysis of respondents' responses from questionnaires and depth interviews, it is stated that effectiveness the application of Islamic work ethics (core values of AKHLAK) has been realized through the achievement of targets set by the company each period. Employee performance appraisal can be measured through the achievement of each target from the indicators contained in the key performance indicators (KPI) which are generally used in BSI. In daily work activities, BSI leaders always set an example by implementing the best AKHLAK core values so that employees are able to improve their performance towards the best category.

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