

## The Effects of Islamic Leadership Style on Job Satisfaction

Abd. Rahman Rahim

Faculty of Economics and Business,  
University of Muhammadiyah Makassar, Makassar, Indonesia

**Abstract:** The aim of this study is intended to examine the variable of Shidiq, Fathonah, Amanah and Tabligh as well as the employee's satisfaction. The research result on Shidiq at Transportation Department of Makassar City can be stated to be very good by respondents as the average value of the whole statement is 4.47 which are in the interval 4.20-5.00 which means strongly positive. The research result on Fathonah at Transportation Department of Makassar City can be stated to be very good by respondents as the average value of the whole statement is 4.39 which are in the interval 4.20-5.00 which means strongly positive. The research result on Amanah and Tabligh at Transportation Department of Makassar City can be said to be very good by respondents because the average value of the whole statement of Amanah and Tabligh is 4.39 and 4.34 which are in the interval 4.20-5.00 which means strongly positive. The employee's job satisfaction at Transportation Department of Makassar City can be said to be very good by respondents as the average value of the whole statement is of 4.4, i.e., in the interval from 4.20-5.00 which means strongly positive. The results of this study conclude that Shidiq, Fathonah, Amanah and Tabligh affect the employee's job satisfaction at Transportation Department of Makassar City based on the determination coefficient ( $R^2$ ) obtained is amounted to 16.30% while the remaining of 83.70% is influenced by other factors that are not examined.

**Key words:** Shidiq, Fathonah, Amanah, Tabligh, employee's job satisfaction, Makassar

---

### INTRODUCTION

The need for qualified human resources became one of the important factors in establishing a company or organization. Human resources in the company or organization are not only required to have extensive knowledge and have a strong commitment to implement it consistently. Therefore, we need a harmonious cooperation between management and employees or workers that have the different background, personality, character, status, thoughts and desires. In the complex diversity, it plays the importance of a leader's role. Apart from being required to be able to direct and develop the employees or worker's efforts, a leader is also required to be able to affect the morals and job satisfaction, giving a sense of security as well as improve the quality of life of the employees or workers in accordance with its powers towards the attainment of organizational goals. These abilities are what are called leadership.

Generally, the application of leadership within the company or organization is realized by applying the appropriate leadership style and this will impact the job satisfaction of employees or workers. However, any employee or worker's satisfaction standards are different from one another this is due to differences in the desires and needs of every human being. Talking about the job satisfaction, we will not be able to avoid it with the

abstraction problem, since we are talking about a feeling that can only be understood by personal. But in a corporate environment a sense of satisfaction can be created such as by making the comfortable working environment atmosphere and build positive feelings among employees or workers with their leader.

In the Islamic perspective, the leadership is very important as the word of the Prophet Muhammad in the Hadist narrated by Muslim, "every one of you is a leader and you are responsible for the leadership". Implicitly, Hadist states that undertaken any form of leadership that is carried out by someone either in the capacity as a private individual, leader of the household, corporate leaders or leaders of the country will account for its leadership in the world and in the hereafter to Almighty God. Hence, the fundamental difference function of leadership in Islamic management with leadership functions in general is in the power of faith and the objectives that have been inscribed or its spiritual value.

The Transportation Department of Makassar City is one of the government agencies that deal directly with the society in the public service. Giving maximum service must be supported by the motivation, either it arises from within or from outside the human self. The application of good leadership style will have an impact on employee's job satisfaction which then it will increase the performance of the institution itself.

## Literature review

**Human resources:** Handling of human resources in order to better provide a positive contribution to the organization needs to be conducted a management to human resources to explore the potentials that exist in order to be utilized them properly. Before discussing more about the management of human resources, first the researcher cites several definitions of human resources itself. According to Hasibuan (2006), human resources are integrated capabilities of the intellect and the physical owned by an individual that determine the speed and accuracy of the quality of the work so that when all types and sources of employment rate are combined well it will get the dynamic and productive work rhythm. Meanwhile, Fathoni (2006) states that human resources are the most important wealth which is owned by an organization while the effective management is the key to the success of the organization. Then, Nawawi (2003) defines it as follows:

- Human resource is the people who work in the organization called the personnel, labor or employees
- Human resource is the potential as a driving force in realizing the organization's existence
- Human resource is an asset and serves as the capital (non-material and non-financial)
- Some definitions mentioned above can be concluded that human resource is the people who work in an organization that serves as the asset and capital because human beings have enormous potential to determine their success in achieving their objectives

Further, the definition of human resource management, the researcher cites the opinion of Hasibuan (2006) states that human resource management is the science and art of regulating the relations and the role of labor in order to effectively and efficiently assists the realization of objectives of the company, employees and the community.

According to Panggabean (2002), human resources management can be defined as a process consisting of planning organizing, leadership and controlling activities related to job analysis, job evaluation, procurement, development, compensation, promotion and working termination to achieve the goals that have been set. Then, Alwi (2001) defines it as follows; human resource management is how people can be managed in a best way in the interests of the organization.

Human resource management is a method to maximize the results of labor resources by integrating human resource management into business strategy. Human resource management is a typical approach to labor management that tries to achieve a competitive advantage

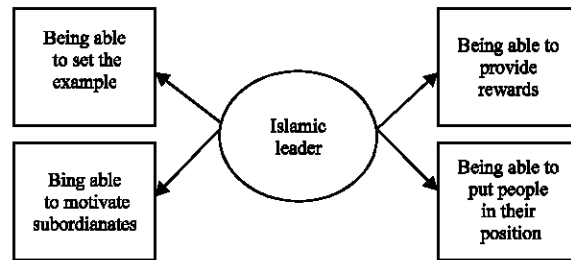


Fig. 1: Basic capabilities of Islamic leader (Hafidhuddin and Tanjung, 2003)

through the development strategy of the work force which is able to have a high commitment to use culture integrated structure, structural and personnel techniques.

**Islamic leadership:** The leadership style in Islam is a style applied by the leader based on the Islamic spiritual values. According to Ahmad Ibrahim, the leadership style in Islam is built on the middle principle, moderate in view of the issue but does not give the power of authoritarian nor give absolute freedom. An Islamic leader is demanded to have a character that differ it as a Muslim. According to Hafidhuddin and Tanjung (2003), there are four requirements of Islamic leaders such as:

- Having the true faith
- Having comprehensive knowledge and insight
- Having the noble character
- Having managerial skills, understanding administration science and management in regulating the world affairs

Hafidhuddin and Tanjung (2003) further illustrates that there are at least 4 basic capabilities that must be owned by an Islamic leader as shown in Fig. 1. Some types of Islamic leadership proposed by Hafidhuddin and Tanjung (2003) are such as Firm, in the sense of an Islamic leader has firmness in determining attitude. Discussion, this means that an islamic leader whose essence is always consulted by exchanging opinions. Open that is an Islamic leader should be able to be transparent and open in all matters relating to employment and policies. Understand where it means that a deep understanding of the organization's objectives (Fig. 2).

Basically, the Islamic leadership style is a concept that is used by a leader in affecting the behavior of his/her subordinates on the basis of Islamic spiritual values. The ideal leadership style in the Islamic perspective is the leadership style that follows the character of the Prophet Muhammad. The application of the concept of the perfect leadership might be considered to be difficult to

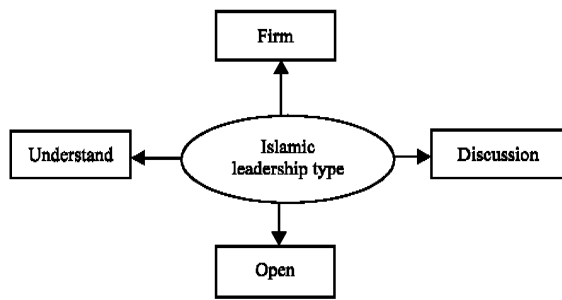


Fig. 2: Type of Islamic leadership (Hafiduhuddin and Tanjung, 2003)

implement in the business world which has been dominated by the conventional systems today. But this is not impossible to do by the Muslims that are now undergoing various professions in the business world, particularly as a leader of the Islamic figure. It is only required the seriousness, discipline and conviction to continue to apply it. Islamic leader is a leader who has the noble character so it can be an example for his subordinates. In some literature, the minimum morals and Islamic morals or Akhlaqul Karimah attitudes must be owned by an Islamic leader include.

**Shidiq:** The word ‘Shidiq’ or ash-sidqu means correct or honest. According to Ilyas (2002) in terms of morality, Shidiq is honesty or correct either in heart, words or actions. A Muslim is required to always be in either the inner or outer truth anywhere, anytime and to anyone. As revealed by Allah (God) in His word in Surah At-Taubah (9) paragraph 119:

يَا أَيُّهَا الَّذِينَ آمَنُوا اتَّقُوا اللَّهَ وَكُونُوا مَعَ الصَّادِقِينَ ﴿١١٩﴾

**Meaning:** “O you who have believed, fear Allah and be with those who are true (shiddiq).” In the capacity as a leader who has the Shidiq morals means that the leader must be able to maintain the dignity with integrity, starting with intent and a sincere heart, think clearly, speak the truth or honest to be commendable and show exemplary behaviors.

Honesty is a priceless jewelry; honesty is the currency traded anywhere. Don’t let the good people, the most well though certainly hope them treated honestly. Even ordinary people who are not honest, if they order to choose an employee in their work place; certainly they hope to get an honest employee. Meanwhile, the researcher states that the indicator of the nature of Shidiq is to think clearly in all matters at hand, speak the right or honest to others to be commendable and show exemplary behaviors.

**Fathonah:** According to Hafidhuddin and Tanjung (2003), Fathonah means that acknowledge, understand and appreciate deeply all the duties and obligations. Fathonah is an integrated between the ‘alim and hafidz’ (good at maintaining and knowledgeable) as revealed by Allah (God) in His word in Surah Yusuf (12) paragraph 55:

قَالَ أَجْعَلْنِي عَلَى خَزَائِنِ الْأَرْضِ إِنِّي حَفِيظٌ عَلِيمٌ ﴿٥٥﴾

Meaning [Joseph] said, “Appoint me over the storehouses of the land. Indeed, I will be a knowing guardian”.

The leaders who possess Fathonah character means the leaders have a spirit to keep learning, professional, disciplined, obey the rules, work hard, smart, innovative, skilled and fair. If only the nature of Fathonah becomes characterization for every individual Muslim who is applied in any kind of profession then the Islamic people will be featured professional. Unfortunately, Muslims are far from ideal conditions. The face of Muslims is far from the ideal description of Fathonah character application. Meanwhile in the researcher’s perspective, the indicator of Fathonah character is understand the duties and responsibilities, understand all matters in every job and deeply appreciate everything that are as the duty and obligation.

**Amanah:** The word ‘amanah’ means be trusted. According to Hafidhuddin and Tanjung (2003), Amanah means that having a responsibility to perform any duties and obligations. Urgency of Amanah morals is one revealed by Allah (God) in His word in Surah An-Nisa (4) paragraph 58:

﴿٥٨﴾ إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا وَإِذَا حَكَمْتُمْ بَيْنَ النَّاسِ أَنْ تَعْلَمُوا بِالْعَدْلِ إِنَّ اللَّهَ نِعِمَّا يَعِظُكُمْ بِهِ إِنَّ اللَّهَ كَانَ سَمِيعًا بَصِيرًا ﴿٥٨﴾

**Meaning:** “Indeed, Allah commands you to render trusts to whom they are due and when you judge between people to judge with justice. Excellent is that which Allah instructs you. Indeed, Allah is ever Hearing and Seeing”.

Meanwhile, the researcher’s perspective mentions that the indicator of the Amanah character is believable both word and action, responsive to the problems encountered and the discipline of good work as well as full responsibility for tasks and obligations.

**Tabligh:** According to Hafidhuddin and Tanjung (2003), Tabligh means that to invite and to provide an example to others to implement the provisions of Islamic teachings in everyday life. As stated in the Holy Qur’an, Surah An-Najm (53) paragraph 4 as follows:



**Meaning:** His remarks were nothing but a revelation revealed (to him). For Muslims, tabligh can be an inspiration in many meanings that can be applied in business and the professions. It can be interpreted as well and intensively communicate with the products and services offered. It means that communicative in presenting anything to anyone. It can be interpreted as the spirit of creating a common good. People are not enough to do good for their self. The goodness must also be enjoyed by as much as any other human being and simply translated in the context of the goodness to others.

**Job satisfaction:** Employee's job satisfaction is the generalization attitudes towards a person work based on various aspects of his/her work. As cited by Kenneth and Yuki (2003), lawler states that there have been a lot of researches trying to find things related to job satisfaction but the basics that are the cause of the relationship are generally neglected.

As cited in Panggabean (2002), the first person who provides an understanding of the job satisfaction concept is Brayfield, Arthur H and Harold, F. Rothe they state that job satisfaction can be expected from a person's attitude towards his/her job. Kenneth and Yuki (2003) simply defines that job satisfaction is the way a worker felt his/her job. Another definition of job satisfaction is revealed by Hasibuan (2006) who states that job satisfaction is the emotional attitude of fun and loves the job later this attitude is reflected by the morals, discipline and work performance. According to Hasibuan (2006), there are several factors that can affect employee's job satisfaction, namely:

- The fair and reasonable service replies
- The appropriate placement based on the expertise
- Severity of work
- The work atmosphere and environment
- The equipments that support the implementation of work
- The leader's attitudes in the leadership
- The work quality is monotonous or not

Hasibuan (2006) states that the employee satisfaction indicators are as follows:

- Enjoying the work (do not skip in the works)
- Loving the work (good work results)
- Work morals and discipline (the high work spirit)
- Job performance (having a positive character in the works)

Meanwhile, according to Glisson and Durick as cited by Panggabean (2002), the determinants of job satisfaction are classified into 3 variables, namely the work characteristics which include the diversity of skills, task identity, task significance, autonomy and work feedback. The organization characteristics including the business scale, complexity, formality, centralization, the number of group members, the budget of group members and leadership. Individual characteristics including age, gender, ethnicity, education level, position, etc.

From the opinions of job satisfaction above, it can be seen that job satisfaction will occur if there is a match between what is desirable by the employees and what is obtained from the institutions and some other supporting factors. The leader is one factor that plays an important role in its influence on employee's job satisfaction. Panggabean (2002) argues that there are several measuring instruments that can be used to assess the level of job satisfaction. Such as job descriptive index, the Brayfield-Rothe Index, The Minnesota Satisfaction Questionnaire, Pay Satisfaction Questionnaire and Job Diagnostic Survey. But whatever kind of job satisfaction measurement tool used in fact, the size of the high and low levels of job satisfaction are not always directly proportional to the increase in labor productivity. Likewise, employees are able to optimize their ability to work do not mean that these employees are included those who are satisfied with their work. Many studies also show the evidence of it. Nevertheless, despite of the results of these studies many leaders who want their employees can feel job satisfaction so there is a feeling of mutual need between the organization and the people who are involved in it and it will give rise the sense of belonging for employees to the company or organization where they work and serve.

## **MATERIALS AND METHODS**

**Research location and time:** The research was conducted at the department of transportation's office of Makassar city that is located at Malengkeri Street, Makassar. In conducting this research, the time used to collect data and information related to this study was planned for approximately two months. The number of samples was 20 people by using non-random sampling technique that was where not all individuals/elements in the population have the opportunity/equal opportunity to be sampled. So, it is subjective depending on the tastes of the person who will take the samples.

### **Types and sources of data**

**Types of data:** In this study, the types of data used were quantitative data was data, from the company in the form of numbers. Qualitative data was data obtained from the company in the form both oral and written information.

**Sources of data:** Sources of data used to support this research were; primary data, i.e., data obtained directly from observations and interviews with the parties involved in the institution. Secondary data, i.e., data obtained from documents and other written materials from the certain institutions that were closely connected with this study.

**Method of data analysis:** The data analysis is an important part of the period of the scientific method as with the analysis, the data can be given useful meaning and significance in solving research problems. In general, the data obtained were analyzed by using.

**Validity test:** Validity test was used to test the extent to which the instruments can reveal the appropriateness of the phenomenon that can be measured. Measuring instruments used in validity testing was the list of questions that have been filled by the respondents and the results would be tested to demonstrate whether or not the data is valid. If it is valid, the provision of data measurement will be more precise measures.

**Reliability test:** Reliability is an index indicating the extent to which the measuring instrument is reliable or unreliable. If a measuring instrument is used twice to measure the same phenomenon and the results of measurements obtained are relatively consistent the reliability instruments are by using the alpha coefficient formula.

**Multiple regression analysis:** Multiple regression was used to analyze how much effect between several independent variables. The general form of multiple regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Where:

Y = Dependent variable (employee's job satisfaction)  
a = Constants  
 $b_1, \dots, b_4$  = Regression coefficient  $X_1, \dots, X_4$   
 $X_1$  = Shidiq  
 $X_2$  = Fathonah  
 $X_3$  = Amanah  
 $X_4$  = Tabligh  
e = Standard error

From the data analysis by using SPSS for Windows program, the data were analyzed descriptively and hypotheses testing.

**Determination coefficient ( $R^2$ ) test:** The determination coefficient is one of the statistics that can be used to determine whether there is effect between five variables. The determination coefficient shows the percentage of variation of the variables that can be explained by the regression equation that is generated (Primantara *et al.*, 2016).

**Simultaneous test (F-test):** This test was intended to determine whether the four variables simultaneously have significant effect to employee's job satisfaction. The steps of the regression coefficients test were as follows:

- $H_0: \beta = 0$ , there is no significant effect between the service quality variable to the employee's job satisfaction variable
- $H_a: \beta \neq 0$ , there is significant effect between the service quality variable to the employee's job satisfaction variable

In this test, it is used a significance level of 5% and degrees of freedom ( $df = (k-1, n-k, \alpha)$ ), it can be seen from the calculation of SPSS results. The drawing conclusion is if  $F_{count} > F_{table}$  then  $H_0$  is rejected, otherwise If  $F_{count} < F_{table}$  then  $H_0$  is accepted with  $F_{table}$  for degrees of freedom =  $(k-1, n-k, \alpha)$ .

**Partial test (t-test):** t-test was used to determine the effect of each independent variable (Shidiq, Fathonah, Amanah and Tabligh) on the dependent variable (employee's job satisfaction). The steps of the regression coefficients test were as follows:

- $H_0: \beta = 0$  there is no significant effect between the service quality variable to the employee's job satisfaction variable
- $H_a: \beta \neq 0$  there is significant effect between the service quality variable to the employee's job satisfaction variable

In this test, it is used a significance level of 5% and degrees of freedom ( $df = (k-1, n-k, \alpha)$ ), it can be seen from the calculation of SPSS results. The drawing conclusion is if  $t_{count} > t_{table}$  then  $H_0$  is rejected, otherwise if  $t_{count} < t_{table}$  then  $H_0$  is accepted.

## RESULTS AND DISCUSSION

### Research results

**Respondent's characteristics:** In this study, it describes the research results that have been conducted and processed to determine the effect of the Islamic leadership

style on employees job satisfaction. The researcher gave 30 questioners in which respondents were employees of Transportation Department of Makassar City. The profiles of respondents were asked in the questionnaire included gender, age, education, work experience, monthly salary, rank/degree and marital status of each respondent. Data on employee profiles are explained as follows. Based on Table 1 regarding to gender, it is known that the number of male employees is larger than the female employees that the number of male employees is 16 people (53.33%) and female employees are approximately 14 people (46.67%).

Based on Table 2 related to the age of employees, it can be seen that most respondents are aged between 31-45 years as many as 15 people or about 50% that age is a relatively young age and has the opportunity to develop a better career. Sardiman (2005) states that the working age population is the population aged 15-64 years. It can be concluded that employees at Transportation Department of Makassar City are in the productive age.

Based on Table 3, regarding to education level, employees that are educated Bachelor's Degree (S-1) are the most dominant with the number of 14 people or approximately 46.67%.

Based on Table 4 referring to work experience, the employees who have the work experience between 11-20 years are the most dominant with the total of 12 people or approximately 40%.

#### The classification of respondents by monthly salary:

Based on Table 5, the employees who get a monthly salary of IDR 1,100,000-3,000,000 are the most dominant with a total of 12 people or approximately 40%. Based on Table 6 of rank/degree, the employees who have rank/degree of II/a-II/d are the most dominant with the number of 15 people or approximately 50%. Based on Table 7 on marital status, the employees who are married are the most dominant with the number of 20 people or approximately 66.67%.

#### The employee's perception analysis on Shidiq, Fathonah, Amanah, Tabligh and employee's job satisfaction:

Based on the nature of cultural institutions, the Islamic leadership style that consists of akhlaqul karimah (good moral) traits should be implemented in establishing the institution. The good moral nature includes Shidiq, Fathonah, Amanah and Tabligh. By applying all these components effectively, it will affect the employee's job satisfaction. Therefore, the analysis of employee's perceptions about Siddiq, Fathonah, Amanah, Tabligh and employee's job satisfaction are needed to be

Table 1: Classification of respondents by gender

Gender	Total of employees	Percentage
Male	16	53.33
Female	14	46.67
Total	30 people	100.00

Table 2: Classification of respondents by age

Age (year)	Total of employees	Percentage
20-30	10	33.33
31-40	15	50.00
41-50	5	16.67
Total	30 people	100.00

Table 3: Classification of respondents by education level

Education level	Total of employees	Percentage
Junior high school (SMP)	2	6.67
Senior high school (SMA/SMK)	9	30.00
Diploma 3	4	13.33
S-1	14	46.67
S-2	1	3.33
Total	30 people	100.00

Table 4: Classification of respondents by work experience

Work experience (years)	Total of employees	Percentage
1-5	9	30.00
6-10	7	23.33
11-20	12	40.00
21-30	2	6.67
Total	30 people	100.00

Table 5: Classification of respondents by monthly salary

Monthly salary	Total of employees	Percentage
IDR 500,000-IDR 1,000,000	7	23.33
IDR 1,100,000-IDR 3,000,000	12	40.00
IDR 3,100,000-IDR 5,000,000	11	36.67
Total	30 people	100.00

Table 6: Classification of respondents by rank/degree

Rank/Degree	Total of employees	Percentage
I/a-I/d	8	26.67
II/a-II/d	15	50.00
III/a-III/d	7	23.33
IV/a-IV/d	0	0.00
Total	30 people	100.00

Table 7: Classification of respondents by marital status

Marital status	Total of employees	Percentage
Single	10	33.33
Married	20	66.67
Total	30 people	100.00

Data processed

conducted in this study. The scale used to examine the employee's perceptions towards education, training and work productivity is the Likert scale. To simplify the assessment of respondent's answers, then it was made the following assessment criteria:

- Strongly Agree (SA) is given 5 score
- Agree (A) is given 4 score
- Undecided (U) is given 3 score
- Disagree (D) is given 2 score
- Strongly disagree (SD) is given 1 score

Table 8: The employee's perceptions towards Shidiq

Statements of Shidiq ( $X_i$ )	Responses					Mean	Note
	SA	A	U	D	SD		
My boss is able to think clearly in all matters at hand	15	15	0	0	0	4.50	SP
My boss always speaks the true and honest to his/her subordinate's	14	15	1	0	0	4.43	SP
My boss is capable of being commendable and shows exemplary behavior's	15	15	0	0	0	4.50	SP
Total						13.43	
Mean						4.47	SP

Table 9: The employee's perceptions towards Fathonah

Statements of Fathonah ( $X_i$ )	Responses					Mean	Note
	SA	A	U	D	SD		
My boss in organizing and leading can understand all things in each work	13	16	1	0	0	4.40	SP
My boss is able to understand the duties and obligation's	13	16	1	0	0	4.40	SP
My boss is capable of being commendable and shows exemplary behavior's	15	15	0	0	0	4.50	SP
Total						13.17	
Mean						4.39	SP

The next step was to find out the average of all respondent's answers to simplify the assessment of the average and then it was made an interval of 5. The formula used by Ridwan is:

$$P = \frac{\text{Interval}}{\text{The total of interval classification}}$$

Where:

Interval = Highest score-lowest score

The total of interval classification = 5

Based on the formula above, then we can calculate the length of the interval classification as follows:

$$P = \frac{5-1}{5}$$

$$P = 0.8$$

After calculating the interval of the assessment criteria, it can be summed up as follows:

- 4.20-5.00 = Strongly Positive (SP)
- 3.40-4.19 = Positive (P)
- 2.60-3.39 = Moderate (M)
- 1.80-2.59 = Negative (N)
- 1.0-1.79 = Strongly Negative (SN)

**The employee's perceptions towards Shidiq:** The analysis of employee's perceptions towards Shidiq carried out based on the indicators that have been set. After the questionnaires were distributed then it was conducting classification based on the answer to each statement and then it was proceed by giving score based on predetermined intervals. Perception of Shidiq consisted of three statements. Here are the results of questionnaires

from respondent's statements about perceptions of Shidiq as follows; generally, it can be concluded that the Shidiq character in the leadership style adopted by the leaders at Transportation Department of Makassar City can be considered very good. Based on Table 8 of the respondent's responses to the Shidiq character, it can be concluded that this character was responded by strongly positive. It can be seen from the average value of the whole statement is 4.47 which is in the interval from 4.20-5.00.

**The employee's perceptions towards Fathonah:** In this study, the researcher discusses the employee's perceptions about Fathonah which consists of three statements. Here are the respondent's responses on Fathonah as follows in general, it can be concluded that the Fathonah character in leadership style adopted by the leaders at Transportation Department of Makassar City can be considered very good. Based on Table 9 of the respondent's responses towards the character of Fathonah, it can be concluded that that character was responded by strongly positive. It can be seen from the average value of the whole statement is 4.39 which is in the interval from 4.20-5.00.

**The employee's perceptions towards Amanah:** In this study, the researcher describes the employee's perceptions towards Amanah that consists of three statements. Here are the respondent's responses towards Amanah as follows; generally, it can be concluded that the Amanah character in the leadership style adopted by the leaders at transportation Department of Makassar City can be considered very good. Based on Table 10 of the respondent's responses to the Amanah character, it can be concluded that this character was responded by strongly positive. It can be seen from the average value of the whole statement is 4.39 which is in the interval from 4.20-5.00.



Table 10: The employee's perceptions towards Amanah

Statements of Amanah (X <sub>1</sub> )	Responses						Note
	SA	A	U	D	SD	Mean	
My boss in carrying out his/her duties can be trusted	12	18	0	0	0	4.4.0	SP
My boss always gives direction to the subordinates so it produces the good quality work'	12	17	1	0	0	4.370	SP
My boss always embed the solidarity in work'	13	16	1	0	0	4.400	SP
Total						13.170	
Mean						4.390	SP

Table 11: The employee's perceptions towards Tabligh

Statements of Tabligh (X <sub>2</sub> )	Responses						Note
	SA	A	U	D	SD	Mean	
My boss is able to invite to work better to the subordinate's	8	22	0	0	0	4.170	P
My boss always gives direction to the subordinates so it produces the good quality work	9	20	1	0	0	4.370	SP
My boss always embed the solidarity in work'	16	14	0	0	0	4.500	SP
Total						13.04	
Mean						4.340	SP

Table 12: The employee's perceptions towards employee's job satisfaction

Statements of Amanah (X <sub>3</sub> )	Responses						Note
	SA	A	U	D	SD	Mean	
Never skip to work	13	16	1	0	0	4.47	SP
The good works	7	23	0	0	0	4.39	SP
The high work spirit	17	13	0	0	0	4.39	SP
Having positive attitudes in the works	17	13	0	0	0	4.34	SP
Total						17.59	
Mean						4.40	SP

Data analysis

**The employee's perceptions towards Tabligh:** In this study, the researcher illustrates the employee's perceptions towards Tabligh which consists of three statements. The following are respondent's responses towards Tabligh as follows; generally, it can be concluded that the character of Tabligh in the leadership style adopted by the leaders at Transportation Department of Makassar City can be considered very good. Based on Table 11 of the respondent's responses to the character of Tabligh, it can be concluded that this character was responded by strongly positive. It can be seen from the average value of the whole statement is 4.34 which is in the interval from 4.20-5.00.

**The employee's perceptions towards employee's job satisfaction:** In this study, the researcher presents the results about employee's perceptions towards the employee's job satisfaction consisting of 4 statements. Here are the respondent's responses towards the employee's job satisfaction as follows; based on Table 12 about the respondent's responses regarding to the employee's job satisfaction, it is concluded that the respondent's responses towards the perceptions of employee's job satisfaction can be stated to be strongly positive because the average value of the whole statement is 4.4 which is in the interval from 4.20-5.00.

**The effect of Shidiq, Fathonah, Amanah and Tabligh on employee's job satisfaction:** After knowing the condition

of Shidiq, Fathonah, Amanah, Tabligh and employee's job satisfaction based on the value of the average score, the next is examined the effect of Shidiq, Fathonah, Amanah and Tabligh on employee's job satisfaction. In this study, the effect of Shidiq, Fathonah, Amanah and Tabligh on the employee's job satisfaction can be identified by using multiple regression analysis, the determination coefficient ( $R^2$ ), simultaneous test (F-test) and the partial test (t-test). This answer is calculated based on the results of questionnaires that have been distributed which consist of each three statements related to Shidiq, Fathonah, Amanah and Tabligh and 4 statements related to employee's job satisfaction.

**Validity test:** Based on Table 13 which is obtained from the analysis and computerized by using SPSS Version 22, it can be concluded that all statements contained in the questionnaire can be stated to be valid.

**Reliability test:** Based on Table 14 which is obtained from the analysis and computerized by using SPSS Version 22, it can be concluded that the statements contained in the questionnaire are reliable and acceptable.

**Multiple regression analysis:** Based on Table 15 which is obtained from the analysis and computerized by using SPSS Version 22, it is obtained multiple regression equation as follows:



Table 13: Validity test case processing summary

Cases	N	Percentage
Valid	30	100
Excluded <sup>a</sup>	0	0
Total	30	100

Results of data analysis by using SPSS Version 22

Table 14: Reliability test reliability statistics

Cronbach's alpha	No. of items
0.620	4

Table 15: Multiple regression analysis coefficients

Model	Unstandardized coefficients <sup>a</sup> (B)	SE	Standardized coefficients <sup>a</sup> (β)	t-values	Sig.
Constant	4.202	0.929	-	4.525	0.000
Shiddiq	0.141	0.183	0.187	0.772	0.447
Fathonah	0.098	0.205	0.113	0.477	0.638
Amanah	0.352	0.124	0.431	2.839	0.002
Tabligh	0.377	0.138	0.357	2.732	0.004

<sup>a</sup>Dependent variable: Kepuasan kerja; Results of data analysis by using SPSS Version 22

$$Y = 4.202 + 0.141 X_1 + 0.098 X_2 + 0.352 X_3 + 0.377 X_4 + e$$

Interpretations of the regression above are as follows.

**Constant (a):** This means that if all variables have a zero value (0) then the value of the dependent variable (employee's job satisfaction) is 4.202.

**Shidiq (X<sub>1</sub>) towards employee's job satisfaction (Y):** The coefficient value of Shidiq for X<sub>1</sub> variable is 0.141 and is a negative sign; it shows that Shidiq has a relationship in the opposite direction to the systematic risk. This implies that each increase of one unit of Shidiq, then the employee's job satisfaction variable (Y) will decrease by 0.141 assuming that the other independent variables from the regression model is constant.

**Fathonah (X<sub>2</sub>) towards employee's job satisfaction (Y):** Fathonah coefficient value for X<sub>2</sub> is 0.098. This implies that each increase of one unit for Fathonah then the employee's job satisfaction variable (Y) will increase by 0.098 assuming that the other independent variables from the regression model is constant.

**Amanah (X<sub>3</sub>) towards employee's job satisfaction (Y):** Amanah coefficient value for the variable X<sub>3</sub> is 0.352. This implies that each increase of one unit of Amanah then employee's job satisfaction variable (Y) will increase by 0.352 assuming that the other independent variables from the regression model is constant.

**Tabligh (X<sub>4</sub>) towards employee's job satisfaction (Y):** The coefficient value of Tabligh for the variable X<sub>4</sub> is

Table 16: Determination coefficient (R<sup>2</sup>)

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SE of the estimate
1	0.604 <sup>a</sup>	0.365	0.245	0.3684

<sup>a</sup>Predictors: constant, Tabligh, Fathonah, Shiddiq, Amanah

Table 17: Simultaneous test (F-test) (ANOVA)

Models	Sum of squares	df	Mean square	F-value	Sig.
Regression	9.509	4	2.377	1.270	0.308 <sup>b</sup>
Residual	46.791	25	1.872		
Total	56.300	29			

ANOVA: a) Dependent variable: employee's job satisfaction; b) Predictors: (constant), Tabligh, Shidiq, Fathonah, Amanah

0.377. This implies that each increase of one unit of Tabligh then employee's job satisfaction variable (Y) will increase by 0.377 assuming that the other independent variables from the regression model is constant.

**Determination coefficient (R<sup>2</sup>):** This analysis is used to determine the percentage contribution of the effect of independent variables on the dependent variable. This coefficient shows how much percentage of variables able to explain the dependent variable.

The determination coefficient test is used to determine how closely the effect of Shidiq, Fathonah, Amanah and Tabligh towards employee's job satisfaction. Based on the results of data analysis by using SPSS Version 22, it is obtained the determination coefficient (R<sub>2</sub>) is 0.365. This shows that 36.50% of employee's job satisfaction at Transportation Department of Makassar City is affected by variations four independent variables used, i.e., Shidiq, Fathonah, Amanah and Tabligh while the remaining of 63.50% is influenced by other factors that are not examined (Table 16).

**Simultaneous test (F-test):** Based on Table 17, the value of F<sub>count</sub> is 1.270 with a probability value (Sig.) = 0.308. The value of F<sub>count</sub> (1.270) is larger than F<sub>table</sub> (2.76), then H<sub>0</sub> is rejected, it means that there are significant and simultaneous effect between Shidiq, Fathonah, Amanah and Tabligh with employee's job satisfaction. Hence, it can be concluded that Shidiq, Fathonah, Amanah and Tabligh significantly effect on employee's job satisfaction at Transportation Department of Makassar City.

**Partial test (t-test):** Based on Table 18 regarding to the partial test (t-test), it can be concluded that.

**Shidiq (X<sub>1</sub>) towards employee's job satisfaction (Y):** It is seen on the coefficients column Model 1, there is Sig. = 0.447 with t<sub>count</sub> is 0.772. Thus, it can be concluded that Shidiq significantly affects on employee's job satisfaction.

**Fathonah (X<sub>2</sub>) towards employee's job satisfaction (Y):** It is seen on the coefficients column Model 1 there is

Table 18: Partial test (t-test) coefficients

Models	Unstandardized coefficients <sup>a</sup> (B)	SE	Standardized coefficients <sup>a</sup> (β)	t-values	Sig.
Constant	4.202	0.929		4.525	0.000
Shiddiq	0.141	0.183	0.187	0.772	0.447
Fathonah	0.098	0.205	0.113	0.477	0.638
Amanah	0.352	0.124	0.431	2.839	0.002
Tabligh	0.377	0.138	0.357	2.732	0.004

<sup>a</sup>Dependent variable: Kepuasan Kerja; results of data analysis by using SPSS Version 22

Sig. = 0.638 with  $t_{count}$  is 0.477. Hence, it can be concluded that Fathonah significantly affects on employee's job satisfaction.

#### **Amanah (X<sub>3</sub>) towards employee's job satisfaction (Y):**

It is seen on the coefficients column Model 1 there is Sig. = 0.002 with  $t_{count}$  is 2.839. Furthermore, it can be concluded that Amanah significantly affects on employee's job satisfaction.

#### **Tabligh (X<sub>4</sub>) towards employee's job satisfaction (Y):**

It is seen on the coefficients column Model 1, there is Sig. = 0.004 with  $t_{count}$  is 2.732. Therefore, it can be concluded that Tabligh significantly affects on employee's job satisfaction.

**Discussion of research results:** Generally, the application of leadership within the company or organization is realized by applying the appropriate leadership style and it will give effect to employee's job satisfaction. However, each employee has satisfaction standards that differ from one another; this is due to the differences of wants and needs for each human being.

In the Islamic perspective, leadership is a very important thing. The leadership style in Islam is a style applied by the leader based on the Islamic spiritual values. An Islamic leader is demanded to have a character that sets it apart as a muslim.

An Islamic leader is a leader who has a noble character so it can be an example for his/her subordinates. In some literature, the minimum morals and Islamic morals or akhlaqul kharimah (good character) that must be owned by an Islamic leader include.

**Shidiq:** Shidiq is honesty or correct either in heart, words or actions. A Muslim is required to always be in either the inner or outer truth anywhere, anytime and to anyone.

**Fathonah:** Fathonah means that acknowledges, understand and appreciate deeply all the duties and obligations.

**Amanah:** Amanah means that having a responsibility to perform any duties and obligations.

**Tabligh:** Tabligh means that to invite and to provide an example to others to implement the provisions of Islamic teachings in everyday life. For Muslims, tabligh can be an inspiration in many meanings that can be applied in business and the professions.

If an institution implements the Islamic leadership style effectively then it will affect the employee's job satisfaction and ultimately the institution's objectives can be achieved.

## **CONCLUSION**

Based on the research results, the researcher concludes from the study of the effects of Shidiq, Fathonah, Amanah and Tabligh on employee's job satisfaction at Transportation Department of Makassar City as follows.

**Shidiq:** Shidiq character affects the employee's job satisfaction at Transportation Department of Makassar City based on the partial test, i.e., Sig. = 0.447 with  $t_{count}$  = 0.772.

**Fathonah:** Fathonah character affects the employee's job satisfaction at Transportation Department of Makassar City based on the partial test, i.e., Sig. = 0.638 with  $t_{count}$  = 0.477.

**Amanah:** Amanah character affects the employee's job satisfaction at Transportation Department of Makassar City based on the partial test, i.e., Sig. = 0.002 with  $t_{count}$  = 2.839.

**Tabligh:** Tabligh character affects the employee's job satisfaction at Transportation Department of Makassar City based on the partial test, i.e., Sig. = 0.004 with  $t_{count}$  = 2.732.

## **REFERENCES**

- Alwi, S., 2001. [Human Resource Management Strategy Competitive Advantage]. BPFE Publisher, Indonesia, (In Indonesian).
- Fathoni, A., 2006. [Organization and Human Resource Management]. Asdi Mahasatya Publisher, East Jakarta, Indonesia, (In Indonesian).
- Hafidhuddin, D. and H. Tanjung, 2003. [Sharia Management in Practice]. Gema Insani Press, Jakarta, Indonesia (In Indonesian).

- Hasibuan, M.S.P., 2006. [Human Resource Management]. Bumi Aksara, East Jakarta, Indonesia, (In Indonesian).
- Ilyas, Y., 2002. [Akhlaq Lecture]. Lembaga Pengkajian Dan Pengamalan Islam (LPPI), Yogyakarta, Indonesia, (In Indonesian).
- Kenneth, N.W. and G.A. Yuki, 2003. [Organizational Behavior and Personnel Psychology]. PT Rineka Cipta, Jakarta, Indonesia, (In Indonesian).
- Nawawi, H., 2003. [Human Resource Management for Competitive Business]. 5th Edn., UGM Press, Yogyakarta, Indonesia, (In Indonesian).
- Panggabean, M.S., 2002. [Human Resource Management]. PT. Ghalia Indonesia Printing, Bogor, Indonesia, (In Indonesian).
- Primantara, A.N.A.D.Y. and A.N.A.D.Y. Primantara, 2016. [Effect of liquidity, profitability, business risk, size of company and tax on capital structure]. Ph.D Thesis, Udayana University, Denpasar, Indonesia, (In Indonesian)
- Sardirman, A.M., 2005. [Interaction and Teaching Motivation Motivation]. Media Grafindo CV, Jakarta, Indonesian, (In Indonesian).