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Strategic Human Resource Management and Employee Performance in Islamic Banking: The Mediating Roles of Work Motivation and Job Satisfaction

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ABSTRACT

***Purpose**: This study examines the effect of financial compensation as a strategic human resource management practice on employee performance in Islamic banking. It also investigates the mediating roles of work motivation and job satisfaction in explaining this relationship.*
***Methodology**: A quantitative research design was employed using survey data collected from employees in the Islamic banking sector. The proposed relationships among financial compensation, work motivation, job satisfaction, and employee performance were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).*
***Findings**: Financial compensation has significant positive effects on work motivation ($\beta = 0.62; p < 0.001$) and job satisfaction ($\beta = 0.58; p < 0.001$). Work motivation ($\beta = 0.41; p < 0.001$) and job satisfaction ($\beta = 0.37; p < 0.001$) also significantly improve employee performance. These findings demonstrate that financial compensation enhances employee performance indirectly by strengthening employees' motivation and satisfaction, confirming the mediating roles of both variables.*
***Conclusion**: Competitive and equitable financial compensation constitutes a strategic human resource practice that can enhance employee motivation, job satisfaction, and performance in Islamic banking. Human resource managers should therefore develop transparent, performance-oriented, and Sharia-aligned compensation systems to retain employees and support sustainable organizational performance.*

***Keywords:** Strategic Human Resource Management, Islamic Banking, Financial Compensation, Work Motivation, Job Satisfaction, Employee Performance, PLS-SEM.*

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INTRODUCTION

The area of concentration in Strategic Human Resource Management (SHRM) focuses on HR departments and practices aligned with organizational structure and design objectives to improve performance and maintain a competitive edge. SHRM literature increasingly positions employees as strategic assets whose skills, motivation, and attitudes determine organizational effectiveness, particularly in environments marked by rapid change, intense competition, and regulatory pressure (Aguinis et al., 2020; Kaufman, 2022). Within this framework, integrated HR practices—especially financial compensation—play a pivotal role in shaping employee motivation, job satisfaction, and productivity, as compensation systems are commonly designed to link rewards to performance outcomes (Milkovich et al., 2021). Grounded in expectancy and reinforcement theories, compensation is assumed to motivate effort by strengthening the perceived link between performance and rewards, a proposition supported by recent empirical studies (Gerhart & Fang, 2015; Fulmer et al., 2023). However, emerging evidence highlights that the effectiveness of compensation is highly context-dependent and may operate indirectly through psychological mechanisms, particularly in value-driven organizations where fairness, ethical alignment, and meaningful work are salient. These two studies, Cerasoli et al. (2014) and Howard et al. (2021),. This issue is especially relevant in Islamic banking institutions, which integrate economic objectives with Sharia principles and ethical values such as justice and trustworthiness, shaping how employees evaluate compensation practices. References: Ali et al. (2022) and Hassan et al. (2021). With this background, employee motivation and job satisfaction are influenced by both extrinsic and intrinsic factors, and prior studies show that fair and transparent compensation enhances satisfaction and commitment even when financial rewards are moderate, specifically, Ali et al. (2022) and Khan et al. (2023). Given consistent evidence that job satisfaction and work motivation are key mechanisms linking HR practices to performance (Judge et al., 2023; Spector, 2022; Deci et al., 2017), this study explores the strategic significance of monetary remuneration within the realm of Islamic banking through The incorporation of of work motivation and job satisfaction into a unified research model to better explain employee performance within a value-based organizational context.

Although extensive studies have examined the relationships among compensation, motivation, job satisfaction, and employee performance, three important gaps remain.

First, prior studies have predominantly relied on motivational and behavioral theories. At the same time, limited research has positioned financial compensation as a strategic human resource management (SHRM) practice that contributes to organizational advantage. Consequently, the strategic mechanism through which compensation generates employee performance remains insufficiently explained.

Second, empirical evidence within Islamic banking institutions remains fragmented. Islamic banking operates under Sharia principles emphasizing justice (adl), trustworthiness (amanah), and Islamic Work Ethics (IWE), which may influence how employees perceive compensation and derive motivation and satisfaction from their work.

Third, previous studies have commonly examined direct relationships between compensation and performance. Fewer studies have simultaneously investigated work motivation and job satisfaction as complementary mediating mechanisms within an integrated SHRM framework. Accordingly, this study addresses the following research questions:

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RQ1: Does financial compensation significantly influence work motivation?
RQ2: Does financial compensation significantly influence job satisfaction?
RQ3: Do work motivation and job satisfaction significantly influence employee performance?
RQ4: Do work motivation and job satisfaction mediate the relationship between financial compensation and employee performance?

This study contributes to the SHRM literature by explaining how strategic compensation practices translate into employee performance through motivational and attitudinal mechanisms within Islamic banking institutions.

A REVIEW OF THE LITERATURE AND THE DEVELOPMENT OF THE HYPOTHESIS

2.1 SHRM as Grand Theory

Strategic Human Resource Management (SHRM) serves as the grand theoretical foundation of this study. SHRM argues that human resource practices are strategic organizational investments designed to create sustainable competitive advantage through employees (Kaufman, 2022). According to the Ability-Motivation-Opportunity (AMO) framework, employee performance is enhanced when organizations develop employee capabilities, strengthen motivation, and provide opportunities to contribute. Financial compensation is a critical HR motivational practice because it influences employee attitudes and behaviors, which ultimately affect organizational outcomes. Therefore, compensation is conceptualized not merely as an economic reward but as a strategic mechanism through which Islamic banking institutions create organizational value.

2.1.1 Strategies for the Management of Human Resources and Employee Performance

Aligning HR policies and procedures with business goals is the primary focus of Strategic Human Resource Management (SHRM), which aims to enhance employee performance and secure a sustainable competitive advantage. Employees are viewed as strategic assets whose motivation, attitudes, and behaviors contribute to organizational outcomes (Aguinis et al., 2020; Kaufman, 2022). In value-driven and highly regulated sectors such as Islamic banking, HR practices are embedded within ethical and Sharia principles, shaping employee behavior beyond purely economic considerations and influencing performance outcomes.

2.1.2 Financial Compensation and Job Satisfaction

Job satisfaction reflects employees' evaluation of their job experiences, including perceptions of pay fairness and adequacy. Compensation practices perceived as fair and transparent are associated with higher levels of job satisfaction (Spector, 2022; Judge and others, 2023). In Islamic banking institutions, compensation aligned with ethical principles and distributive justice is expected to enhance employees' job satisfaction.
H1: Financial compensation boosts job satisfaction.

2.1.3 Job Satisfaction and Employee Performance

Job satisfaction has garnered widespread recognition as a significant attitudinal antecedent of employee performance. Meta-analytic results corroborate a favorable link between being happy

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with your job and performance across various contexts. The sources are Judge et al. (2017) and Judge et al. (2023). Within Islamic banking, job satisfaction is particularly relevant due to ethical accountability and regulatory demands placed on employees.
H2: Employee performance is positively impacted by job satisfaction.

2.1.4 Motivation at Work and Job Satisfaction

Work motivation refers to the factors that initiate and sustain work-related behavior. Self-determination theory emphasizes that autonomous motivation enhances job satisfaction by fulfilling basic psychological needs (Deci et al., 2017). Motivation driven by intrinsic and value-based factors is therefore expected to strengthen job satisfaction in Islamic banking institutions (Howard et al., 2021).
H3: Job satisfaction benefits from work motivation.

2.1.5 Motivation at Work and Employee Performance

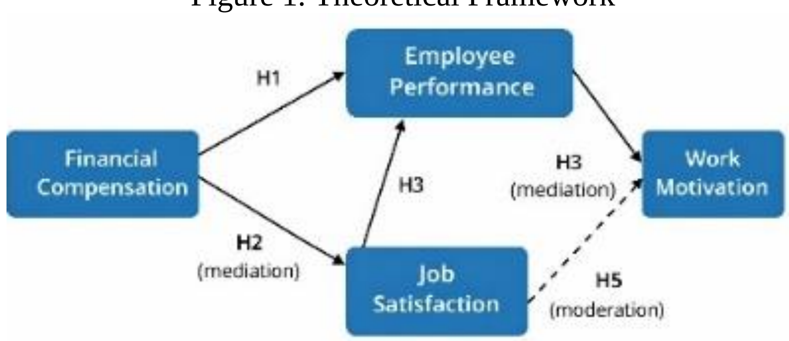
Work motivation is a fundamental element in employee performance, as driven and dedicated personnel tend to demonstrate greater effort and persistence. Prior studies indicate that motivation positively influences performance outcomes, although excessive performance pressure may produce adverse effects (Van den Broeck and colleagues, 2021). Motivation founded on ethical principles is expected to improve employee performance in Islamic banking contexts.
H4: Employee performance is positively impacted by motivation at work.

2.1.6 Mediating Role of Job Satisfaction

SHRM literature highlights that human resource management practices indirectly impact employee performance through cognitive systems, such as job satisfaction (Kaufman, 2022). In Islamic banking institutions, financial compensation and work motivation are expected to enhance job satisfaction, which, in turn, contributes to better employee performance.
H5: Work motivation mediates the relationship between financial compensation and employee performance.
H6: Job satisfaction mediates the relationship between financial compensation and employee performance.

Theoretical Framework

Figure 1. Theoretical Framework



Source: Author’s Theoretical framework,2026

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Figure 1 illustrates the theoretical framework integrating financial compensation, the drive to work, job satisfaction, and employee performance from an SHRM perspective. The model proposes that financial compensation Factors employee performance both explicitly and implicitly via work motivation and job satisfaction, emphasizing that performance outcomes in Islamic banking institutions arise from the interaction of compensation practices, motivational dynamics, and attitudinal mechanisms within a value-driven organizational context.

2.2 Islamic Work Ethics in SHRM

Islamic Work Ethics (IWE) emphasizes honesty, fairness, responsibility, diligence, and accountability before God. In Islamic banking institutions, compensation systems are evaluated not only from an economic perspective but also from the perspectives of distributive justice and compliance with Islamic principles. Therefore, employees may respond more positively to compensation practices perceived as fair, transparent, and ethically aligned.

METHOD

3.1 Research Framework

To analyze the connections between the variables, this study used quantitative research methods to explain the relationships. among financial Compensation, work motivation, employment satisfaction, and employee performance in Islamic financial institutions. A survey-based methodology was employed to empirically evaluate the proposed hypotheses through statistical modeling rooted in Strategic Human Resource Management and motivational theories.

3.2 Samples and Populations

The cohort examined in this research includes personnel employed within Islamic banking institutions. A purposive sampling methodology was employed to ensure that participants had sufficient familiarity with compensation frameworks, occupational duties, and performance appraisal procedures. The sum of all 210 legitimate remarks obtained, satisfying the suggested sample quantity for PLS-SEM analysis, especially in models encompassing multiple constructs and mediation effects.

Table 1. Sample and Data Profile

No	Description	Information
1	Sector	Islamic banking
2	Respondents	Employees
3	Sampling technique	Purposive sampling
4	Valid samples	210
5	Data collection	Online questionnaire
6	Measurement scale	Five-point Likert scale

Source: Author’s data profile,2026

3.3 Measurement of Variables

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All constructs were assessed using multi-item indicators adapted from prior empirical studies and tailored to the Islamic finance framework. Responses were recorded utilizing a Likert scale with five points, with scores varying from firmly disagree (1) to agree (5) firmly. The investigation encompasses financial remuneration, work motivation, job satisfaction, and work performance, all of which are important factors. Each is operationalized through four indicators that represent critical dimensions pertinent to the research setting.

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Table 2. Constructs and Measurement Indicators

No	Construct	Indicator Code	Indicator Description
1	Financial Compensation	FC1–FC4	Salary fairness, incentives, bonus adequacy, compensation competitiveness
2	Work Motivation	WM1–WM4	Work enthusiasm, extra effort, goal orientation, persistence
3	Job Satisfaction	JS1–JS4	Pay satisfaction, job responsibility, recognition, overall satisfaction
4	Employee Performance	EP1–EP4	Work quality, productivity, target achievement, work efficiency

Source: Processed Data Input,2026

3.4 Data Gathering Process

We collected data via a structured online questionnaire disseminated electronically to respondents. Participation was voluntary, and assurances of confidentiality and anonymity were provided to reduce response bias. All responses were reviewed to confirm their completeness before proceeding with data analysis.

3.5 Methodology for Analyzing Data

PLS-SEM, which stands for partial least squares structural equation modeling, was used to analyze the data with the SmartPLS program. PLS-SEM, or partial least squares structural equation modeling, was selected due to its appropriateness for predictive-oriented research, complex models incorporating mediation effects, and data that do not necessitate stringent multivariate normality assumptions. The analysis employed a two-stage process: evaluating the measurement model and assessing the structural model using a bootstrapping strategy with 5,000 additional samples. The model for measuring assessment evaluated internal coherence and order reliability, convergent validity, and discriminant validity. For the analysis of the structural model examined, meaning levels, path coefficients, significance levels, and mediation effects, specifically through indirect effects and the Variance Accounted For (VAF) criterion.

3.6 Ethical Deliberations

This investigation conformed to established ethical research principles by obtaining informed consent, assuring voluntary participation, and safeguarding respondent confidentiality. Nothing that could identify individuals was collected, and all information was used solely for academic study.

RESULTS AND DISCUSSION

Result

4.1. Characteristic of Statistical Examination

Brief descriptive statistics for all constructs are in the sixth table. The median score for all constructs is 4, with mean scores from 3.91 to 4.11 on a five-point Likert scale. The standard deviation ranges from 0.79 to 0.85, indicating considerable variability among respondents.

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Table 6. Summary of Descriptive Statistics

No	Construct	Mean Range	Median	Std. Deviation
1	Financial Compensation	3.99 – 4.05	4	0.79 – 0.82
2	Work Motivation	3.92 – 4.11	4	0.81 – 0.83
3	Job Satisfaction	3.91 – 4.09	4	0.80 – 0.84
4	Employee Performance	3.93 – 4.11	4	0.80 – 0.85

Source: Processed PLS output,2026

4.2 Results of the model of measurement

Before this evaluation of the structural linkages, the measuring model was evaluated. The composite dependability (CR) coefficients, as shown in Table 8, range from 0.91 to 0.94, exceeding the stated minimum requirement of 0.70. Because all average variance extracted (AVE) values are more than 0.50, convergent validity is sufficient.

The heterotrait-monotrait ratio (HTMT) was employed to evaluate the test's discriminant validity. Table 9's results indicate that all heterotrait-monotrait ratio (HTMT) values are below the 0.85 cutoff, indicating that the discriminant validity remains adequate.

Table 9. Value of Discriminant Analysis (HTMT)

No	Construct Pair	HTMT
1	Financial Compensation – Work Motivation	0.78
2	Financial Compensation – Job Satisfaction	0.74
3	Work Motivation – Employee Performance	0.82
4	Job Satisfaction – Employee Performance	0.8

Source: Processed PLS output,2026

4.3 Results of the Structural Model as a Concept

4.3.1 Indicator of the value of the determination coefficient (R2)

The findings that were obtained via the coefficient of determination are delineated in Table 10. The R-squared coefficient for employee performance is 0.128, whereas the R-squared coefficient for job satisfaction is 0.024.

Table 10. Coefficient of Determination (R^2)

No	Endogenous Construct	R-squared Value	Interpretation
1	Employee Performance	0.128	Modest explanatory power
2	Job Satisfaction	0.024	Low but meaningful explanatory power

Source: Processed PLS output,2026

4.3.2 Hypothesis Testing (Instantaneous Effects)

Table 11 provides an overview of the results from the hypothesis test. Both work motivation ($\beta = 0.62$; $t = 9.45$; $p << 0.001$) and job satisfaction ($B = 0.58$; $t = 8.97$; $p < 0.001$) are significantly affected by financial compensation. The research findings show that motivation at work has a significant influence. on employee performance ($\beta = 0.41$; $t = 5.76$; $p < 0.001$). Similarly, Employee performance is also significantly impacted by job satisfaction. ($\beta = 0.37$; $t = 4.98$; $p < 0.006$).

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Table 11. Outcomes of the Hypothesis Examination

No	Path	β	t-statistic	The p-value	Result
1	Financial Compensation → Work Motivation	0.62	9.45	0	Supported
2	Financial Compensation → Job Satisfaction	0.58	8.97	0	Supported
3	Work Motivation → Employee Performance	0.41	5.76	0	Supported
4	Job Satisfaction → Employee Performance	0.37	4.98	0	Supported

Source: Processed PLS output,2026

4.4 Mediation Model Results

A mediation analysis was performed using the specific indirect effect approach, incorporating a bootstrapping method with 5,000 resamples. The findings are presented in Table 12. The influence of financial compensation on employee performance, mediated by work motivation, is statistically significant (effect = 0.254; VAF = 41%). Furthermore, the indirect effect via job satisfaction is also substantial (effect = 0.215; VAF = 37%). Both mediation pathways are categorized as partial mediation.

Table 12. Specific Indirect Effects and VAF

No	Indirect Path	Effect	VAF	Mediation
1	Financial Compensation → Work Motivation → Employee Performance	0.254	41%	Partial
2	Financial Compensation → Job Satisfaction → Employee Performance	0.215	37%	Partial

Source: Processed PLS output,2026

Discussion

This research investigates the function of financial compensation as a strategic practice in influencing the administration of human resources performance levels of employees in Islamic financial institutions by incorporating a sense of fulfillment and motivation at work as variables functioning as mediators. Based on the findings, financial compensation significantly affects work motivation and job satisfaction, while both variables significantly contribute to employee performance. The presence of partial mediation suggests that compensation influences employee performance through both direct and indirect mechanisms, rather than functioning as a standalone driver. In the realm of Islamic banking, these findings underscore the importance of aligning compensation methodologies with motivational and attitudinal frameworks consistent with ethical and organizational principles. The modest explanatory power of the model further indicates that employee performance is shaped by multiple factors beyond compensation, motivation, and job satisfaction, emphasizing the need for an integrated human resource approach. The unique nature of Islamic banking institutions can explain the significant effect of compensation on work motivation. Employees evaluate compensation not only in monetary terms but also in terms of perceived distributive justice and compliance with Islamic ethical principles. Consequently, fair compensation functions as both an economic

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incentive and a signal of organizational integrity, strengthening employees' intrinsic commitment and motivation.

Managerial Implications

The research findings indicate that administrators within Islamic banking institutions should develop compensation structures that prioritize equity, transparency, and adherence to Islamic ethical principles. Compensation strategies should be integrated with non-financial human resource practices, such as supportive leadership, meaningful job design, and employee development, to enhance employee engagement, job satisfaction, and overall performance through various programs.

CONCLUSION

This study explores how monetary compensation affects employees' work in Islamic banks, considering incentives to work and job satisfaction. There are numerous aspects to consider with a mediator. Using PLS-SEM, the data show that financial pay has a considerable influence on job satisfaction and motivation at work, thereby increasing employee performance. Mediation research confirms that work motivation and job satisfaction partially mediate the relationship between pay and employee performance. This study advances strategic human resource management by demonstrating that compensation affects employee performance both directly and indirectly, emphasizing the importance of integrating financial incentives with motivational and attitudinal factors in value-oriented organizations. According to the findings, Islamic financial organizations should create remuneration structures that stress justice, transparency, and Islamic ethics while motivating and satisfying employees. The cross-sectional design and the limited number of explanatory factors in this study are drawbacks. Future research should incorporate additional organizational characteristics and employ longitudinal or mixed-methods approaches to better understand employee performance in Islamic banking and other value-driven firms.

Appendix One

The distributional characteristics of the indicators are delineated in Table 3. The skewness measures are within permissible limits, indicating no significant asymmetry in the dataset. Kurtosis metrics are consistently negative, indicating a platykurtic distribution and the absence of significant outliers. In general, the descriptive statistics suggest that the data are sufficiently normally distributed to proceed with subsequent PLS-SEM analysis.

Table 3. Outer Loading Results

Construct	Construct	Construct	Construct
FC1 0.82	WM1 0.85	JS1 0.81	EP1 0.89
FC2 0.84	WM2 0.88	JS2 0.84	EP2 0.86
FC3 0.79	WM3 0.82	JS3 0.80	EP3 0.85
FC4 0.86	WM4 0.84	JS4 0.87	EP4 0.88

Source: Processed PLS output,2026

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Table 4. Table Mean, SD, Skewness, Kurtosis

FC	0.78-0.87	0.89	0.91	0.68
WM	0.80-0.89	0.91	0.93	0.71
JS	0.77-0.88	0.89	0.92	0.69
EP	0.81-0.91	0.92	0.94	0.73

Table 5. VIF

Path	**VIF**
FC→WM	1
FC→JS	1
WM→EP	1.85
JS→EP	1.85

Table 7. FIT

Index	**Value**
SRMR	0.062
NFI	0.91

Table 13. Q^2

Construct	**Q^2**
WM	0.28
JS	0.24
EP	0.31

Table 8. Effect Size

FC→WM	0.62
FC→JS	0.51
WM→EP	0.21
JS→EP	0.18

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