

ENHANCING PERFORMANCE: TRAINING, DEVELOPMENT, AND ISLAMIC CULTURE'S IMPACT ON BMT EMPLOYEE PRODUCTIVITY

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ABSTRACT

This study aims to analyze the influence of employee training, employee development, and Islamic organizational culture on employee productivity through job satisfaction among employees of Baitul Maal wa Tamwil (BMT) in East Java. This research employs a quantitative approach using a survey method. The population of this study comprises all BMT employees in East Java, with a sample size of 363 employees selected through purposive sampling. Data analysis techniques include Structural Equation Modeling (SEM) to test the relationships between variables. The results indicate that employee training, employee development, and Islamic organizational culture have a positive and significant impact on job satisfaction. Furthermore, job satisfaction positively and significantly affects employee productivity. Hence, job satisfaction is proven to be an effective mediator between employee training, employee development, Islamic organizational culture, and employee productivity. The conclusion of this study is that efforts to enhance employee training and development, along with the implementation of a strong Islamic organizational culture, can increase job satisfaction and employee productivity in BMTs in East Java.

Keywords: Employee training, Employee development, Islamic organizational culture, Job satisfaction, Employee productivity, BMT, East Java

INTRODUCTION

The Baitul Maal wa Tamwil (BMT) institutions in East Java have been instrumental in providing financial services based on Islamic principles, contributing significantly to the local economy and the welfare of their communities. Over the past five years, these institutions have experienced varying levels of employee performance, as illustrated in the following data (Table 1).

Table 1. Productivity Index and Job Satisfaction employee of BMT at East Java

Year	Employee Performance Rating	Job Satisfaction (%)	Productivity Index
2019	78%	70%	80
2020	75%	68%	78
2021	80%	72%	82
2022	77%	69%	79
2023	83%	74%	85

Source: Processed Data (2024)

Despite the upward trend in performance ratings and productivity indexes, the job satisfaction levels among BMT employees have fluctuated. This inconsistency suggests underlying issues that need to be addressed to maintain and improve overall productivity. A significant concern within these institutions is the disparity in job satisfaction, which is intricately linked to the training and development opportunities provided to employees. Many employees have reported insufficient training programs that fail to meet the evolving demands of their roles. This deficiency can lead to feelings of inadequacy and frustration, negatively impacting their job performance and satisfaction.

Employee development is another critical area where BMTs have shown weaknesses. Development programs are often sporadic and not tailored to the individual needs of employees. As a result, employees may feel undervalued and unmotivated, leading to

decreased productivity. A well-structured development plan can enhance employees' skills and capabilities, fostering a more motivated and efficient workforce.

Moreover, the integration of Islamic organizational culture within BMTs has a profound impact on both job satisfaction and productivity. Islamic organizational culture, which emphasizes values such as trust, justice, and mutual respect, can significantly influence employees' work attitudes and behaviors. However, inconsistencies in how these cultural values are practiced can lead to dissatisfaction and a lack of alignment with organizational goals.

Previous research has highlighted the importance of training and development in enhancing job satisfaction and productivity (Nawaz et al., 2020; Khan et al., 2019). However, there is a research gap in understanding how Islamic organizational culture specifically interacts with these factors to influence employee outcomes within the context of BMTs. While studies have examined the impact of Islamic values in broader organizational settings, limited research has focused on BMTs and their unique cultural dynamics (Rahman & Shah, 2018).

This research addresses the urgent need to explore these relationships further, as improving job satisfaction and productivity within BMTs can lead to better organizational performance and service delivery. The novelty of this study lies in its comprehensive examination of how employee training, development, and Islamic organizational culture collectively impact job satisfaction and productivity, providing actionable insights for BMTs in East Java.

The competitive nature of the financial sector in East Java demands that BMTs operate with high levels of efficiency and customer satisfaction. Employee productivity is a critical factor in achieving these goals. Understanding the factors that contribute to employee productivity is crucial for sustaining their growth and competitive advantage. By examining the interplay between training, development, and Islamic organizational culture, this research aims to identify strategies that can enhance employee satisfaction and productivity.



Figure 1. BMT Logo

The study's novelty stems from its focus on the unique cultural and organizational context of BMTs. Unlike conventional financial institutions, BMTs operate based on Islamic principles, which influence their organizational culture and practices. This research will provide empirical evidence on the combined effects of training, development, and Islamic organizational culture on employee outcomes, filling a significant gap in the existing literature. BMTs in East Java play a vital role in promoting financial inclusion and providing accessible financial services to underserved communities. They adhere to Islamic principles, which emphasize ethical practices and community welfare. These institutions are not only financial service providers but also community development agents, contributing to the socio-economic upliftment of their members. Given their critical role,

BMTs need to maintain high levels of employee productivity and satisfaction. Employees who are well-trained, continuously developed, and aligned with the organization's cultural values are more likely to be productive and satisfied with their jobs. This, in turn, can lead to better service delivery and enhanced organizational performance.

The primary objective of this research is to examine the influence of employee training, development, and Islamic organizational culture on employee productivity through job satisfaction among BMT employees in East Java. Specifically, the study aims to: 1) Assess the direct impact of employee training on job satisfaction and productivity. 2) Evaluate the role of employee development in enhancing job satisfaction and productivity. 3) Investigate how Islamic organizational culture affects job satisfaction and productivity. And 4) Analyze the mediating role of job satisfaction in the relationship between training, development, Islamic organizational culture, and employee productivity.

This research employs a quantitative approach using a survey method to collect data from BMT employees in East Java. The population of this study comprises all BMT employees in the region, with a sample size of 200 employees selected through purposive sampling. Data analysis techniques include Structural Equation Modeling (SEM) to test the relationships between variables. By providing a detailed analysis of the factors influencing job satisfaction and productivity in BMTs, this research offers valuable insights for policymakers and managers. The findings can guide the development of effective HR practices and organizational strategies that enhance employee satisfaction and productivity. Moreover, the study's focus on Islamic organizational culture provides a unique perspective that is particularly relevant for BMTs and similar institutions operating in Islamic contexts.

In conclusion, this research will explore the influence of employee training, development, and Islamic organizational culture on employee productivity through job satisfaction among BMT employees in East Java. The study aims to fill the research gap by providing empirical evidence on the combined effects of these factors, emphasizing the role of Islamic organizational culture in shaping employee outcomes. Through this research, BMTs can gain valuable insights into improving their HR practices and organizational culture to foster a more productive and satisfied workforce.

LITERATURE REVIEW

Employee Training

Employee training refers to programs and activities designed to enhance the knowledge, skills, and abilities of employees to perform their current job roles more effectively. Effective training programs are critical for improving employee performance and organizational productivity. According to Noe et al. (2017), well-structured training programs can significantly boost employee performance by providing them with the necessary tools to execute their tasks more efficiently. Training can also reduce the learning curve for new employees, enabling them to contribute to the organization more quickly (Salas et al., 2012). In evaluating the impact of employee training, several indicators are typically used. These include the relevance of training content to job roles, the quality of training delivery, the frequency of training sessions, and the perceived usefulness of training programs by employees. Studies such as that by Saks and Burke (2012) have shown that these factors are crucial in determining the effectiveness of training programs and their subsequent impact on job performance and satisfaction. Employee training is pivotal in enhancing **knowledge and skill acquisition**, where employees gain new competencies relevant to their roles (Noe, 2020). The **relevance of training** is crucial as it ensures that the training content directly aligns with job responsibilities (Blanchard & Thacker, 2019). Assessing **training effectiveness** is essential to determine its impact on performance, ensuring that the skills learned are applied effectively in the workplace (Kirkpatrick & Kirkpatrick, 2006). Additionally, **participant satisfaction** is a key indicator, reflecting the overall contentment of employees with the training process (Goldstein & Ford, 2002).

Employee Development

Employee development encompasses a broader range of activities aimed at fostering the long-term growth and career progression of employees. This can include formal education, job rotations, mentoring, and leadership development programs. Garavan et al. (2020) emphasize that development initiatives are essential for building a skilled and adaptable workforce capable of meeting future organizational challenges. Employee development not only enhances individual capabilities but also prepares employees for higher-level responsibilities and leadership roles (Jehanzeb & Bashir, 2013). Key indicators of effective employee development include the availability of career advancement opportunities, the alignment of development programs with career goals, the support provided by the organization for continuous learning, and the presence of a formal mentorship program. Research by Tharenou et al. (2007) indicates that when employees perceive strong developmental support, they are more likely to exhibit higher job satisfaction and commitment, which in turn can lead to increased productivity. Employee development focuses on providing **career advancement opportunities**, enabling employees to progress within the organization (DeSimone & Werner, 2012). A significant indicator is the **improvement of skills** through continuous development efforts, which enhance employees' capabilities (Gilley & Gilley, 2003). The presence of **mentorship and coaching** programs plays a vital role in guiding employees toward their career goals (Clutterbuck, 2005). Aligning development programs with **long-term career goals** ensures that employees can achieve their aspirations (London, 2014), ultimately contributing to higher **employee retention** as development opportunities foster loyalty (Allen, Bryant, & Vardaman, 2010).

Islamic Organizational Culture

Islamic organizational culture is defined by values and practices derived from Islamic principles that guide the behavior and attitudes of employees within an organization. This includes principles such as trust, justice, mutual respect, and ethical behavior. According to Beekun and Badawi (2005), an Islamic organizational culture promotes a work environment that aligns with the moral and ethical standards of Islam, fostering a sense of purpose and integrity among employees. Indicators used to measure Islamic organizational culture include the prevalence of ethical practices, the presence of trust and mutual respect among employees, adherence to Islamic principles in decision-making, and the promotion of justice and fairness within the organization. Studies by Ali and Al-Owaihan (2008) have shown that a strong Islamic organizational culture can lead to higher job satisfaction, as employees feel that their values are respected and integrated into their work environment. An Islamic organizational culture is characterized by a strong **adherence to Islamic values**, where organizational practices reflect the principles of Islam (Beekun & Badawi, 2005). **Ethical behavior** is a cornerstone, guiding employees to act in accordance with Islamic ethical standards (Ali, 2005). The culture promotes **justice and fairness** in all decisions, ensuring that equity is maintained in the workplace (Rice, 1999). Leadership within such a culture adopts an **Islamic leadership style**, emphasizing fairness, humility, and consultation (Ahmad & Ogunsola, 2011). Furthermore, **workplace spirituality** is nurtured, fostering a sense of purpose and connection among employees (Fry, 2003).

Job Satisfaction

Job satisfaction refers to the extent to which employees feel content with their job roles, work environment, and organizational practices. It is a critical determinant of employee motivation, performance, and retention. Locke (1976) describes job satisfaction as a positive emotional state resulting from the appraisal of one's job experiences. High levels of job satisfaction are associated with increased employee engagement and productivity, as well as lower turnover rates (Judge et al., 2001). Indicators of job satisfaction include overall job contentment, satisfaction with specific job aspects (e.g., pay, work conditions, relationships with colleagues), the alignment of job roles with personal values and goals, and the perceived fairness and equity within the organization. Research by Spector (1997) suggests that these indicators are essential for understanding how job satisfaction impacts overall organizational performance and employee well-being. Job satisfaction encompasses several dimensions, including the **work environment**, where a positive

atmosphere contributes to employee contentment (Robbins & Judge, 2017). **Compensation and benefits** are also critical, as fair remuneration and perks significantly impact satisfaction levels (Locke, 1976). The balance between professional and personal life, or **work-life balance**, is another key indicator, with employees valuing organizations that respect their time outside of work (Greenhaus, Collins, & Shaw, 2003). **Job security** plays a crucial role, with employees feeling more satisfied when they perceive stability in their roles (Sverke, Hellgren, & Näswall, 2002). Opportunities for **career growth** further enhance satisfaction by providing a clear path for advancement (Hall, 2002).

Employee Productivity

Employee productivity is the measure of the efficiency and effectiveness with which employees perform their job tasks. High productivity levels are critical for organizational success and competitiveness. According to Drucker (1999), productivity is not just about working harder but also about working smarter, utilizing resources efficiently, and continuously improving work processes. Factors such as employee skills, motivation, and the work environment significantly influence productivity. Key indicators of employee productivity include output per employee, the quality of work produced, the ability to meet deadlines, and the level of innovation and problem-solving displayed by employees. Studies by Hackman and Oldham (1976) highlight that productivity is closely linked to job satisfaction, suggesting that satisfied employees are more likely to be productive and contribute positively to organizational goals. Employee productivity is measured by the **quality of output**, where high standards in work reflect greater productivity (Hackman & Oldham, 1976). **Work efficiency** is another indicator, focusing on the ability to complete tasks swiftly without compromising quality (Campion & Thayer, 1985). The **task completion rate** is critical, highlighting the importance of meeting deadlines and fulfilling job responsibilities (Smith, Kendall, & Hulin, 1969). Effective **time management** is essential for maintaining productivity, as it enables employees to prioritize tasks and work efficiently (Macan, 1994). Additionally, **innovation and creativity** contribute to productivity by allowing employees to introduce new ideas and solutions in their work (Amabile, 1988).

HYPOTHESIS

The study aims to investigate the relationships between employee training (X1), employee development (X2), Islamic organizational culture (X3), job satisfaction (Y1), and employee productivity (Y2) among BMT employees in East Java. Based on the literature review, the following hypotheses are formulated:

H1: Employee training (X1) positively affects job satisfaction (Y1).

Employee training programs are designed to enhance the skills and competencies of employees, leading to increased job satisfaction. Effective training can make employees feel more capable and valued, improving their overall job satisfaction (Noe et al., 2017).

H2: Employee development (X2) positively affects job satisfaction (Y1).

Employee development initiatives, including career advancement opportunities and continuous learning programs, contribute to higher job satisfaction by fostering a sense of growth and achievement among employees (Garavan et al., 2020).

H3: Islamic organizational culture (X3) positively affects job satisfaction (Y1).

An organizational culture based on Islamic principles, emphasizing trust, justice, and mutual respect, aligns with employees' personal values, leading to greater job satisfaction (Ali & Al-Owaidan, 2008).

H4: Employee training (X1) positively affects employee productivity (Y2).

Training programs that enhance employees' skills directly improve their productivity by enabling them to perform their tasks more efficiently and effectively (Nawaz et al., 2020).

H5: Employee development (X2) positively affects employee productivity (Y2).

Development programs equip employees with the skills needed for higher-level responsibilities and future challenges, leading to increased productivity (Tharenou et al., 2007).

H6: Islamic organizational culture (X3) positively affects employee productivity (Y2).

A strong Islamic organizational culture promotes a positive work environment that supports ethical behavior and mutual respect, which can enhance overall employee productivity (Beekun & Badawi, 2005).

H7: Job satisfaction (Y1) positively affects employee productivity (Y2).

Job satisfaction is a key determinant of productivity. Satisfied employees are more engaged, motivated, and committed to their work, leading to higher productivity (Judge et al., 2001).

H8: Job satisfaction (Y1) mediates the relationship between employee training (X1) and employee productivity (Y2).

Training programs improve job satisfaction, which in turn enhances productivity. Thus, job satisfaction acts as a mediator in the relationship between employee training and productivity (Saks & Burke, 2012).

H9: Job satisfaction (Y1) mediates the relationship between employee development (X2) and employee productivity (Y2).

Employee development initiatives lead to higher job satisfaction, which subsequently increases productivity. Therefore, job satisfaction mediates the relationship between employee development and productivity (Garavan et al., 2020).

H10: Job satisfaction (Y1) mediates the relationship between Islamic organizational culture (X3) and employee productivity (Y2).

Islamic organizational culture fosters a supportive and ethical work environment that enhances job satisfaction, leading to improved productivity. Job satisfaction thus mediates the relationship between Islamic organizational culture and productivity (Ali & Al-Owaidan, 2008).

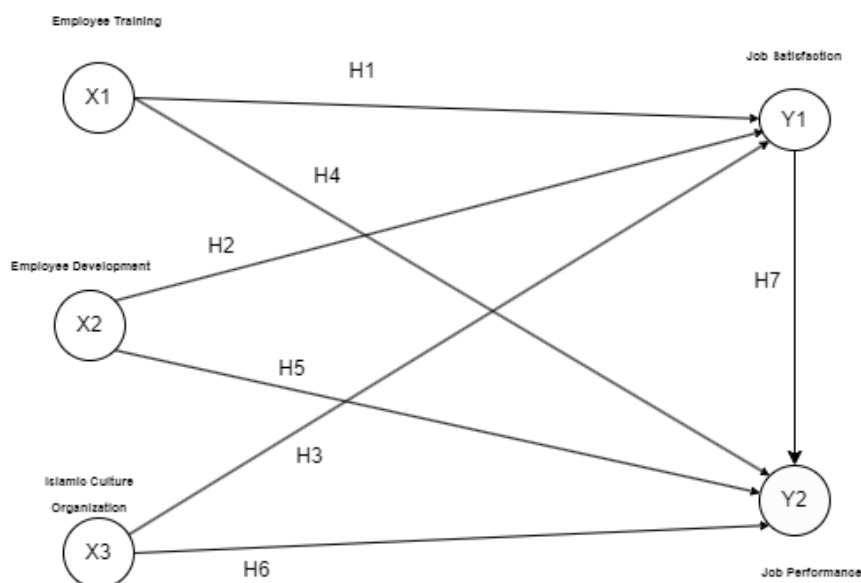


Figure 2. Hypothesis Testing Model
Source: Author Analysis (2024)

METHODS

This study employs a quantitative research design to examine the relationships between employee training (X1), employee development (X2), Islamic organizational culture (X3), job satisfaction (Y1), and employee productivity (Y2). The research aims to test the proposed hypotheses and establish causal relationships among these variables using statistical methods. The population for this study consists of employees working at Baitul Maal wat Tamwil (BMT) organizations in East Java. BMTs are Islamic microfinance institutions that operate based on Sharia principles, providing financial services to low-income communities. A sample of 363 employees from various BMTs across East Java will be selected to participate in the study. The sample size is determined based on the recommendations for structural equation modeling (SEM), which requires a minimum

sample size of 200 to 300 respondents to achieve reliable results (Kline, 2015). Stratified random sampling will be used to ensure that the sample represents the diversity of employees across different BMTs in East Java. The population will be divided into strata based on factors such as BMT size, location, and employee role. Random samples will then be drawn from each stratum to form the final sample.

Research Variables and Indicators of this research include; Employee Training (X1): 1) Frequency of training programs attended, 2) Relevance of training to job roles, 3) Perceived quality of training programs and 4) Impact of training on job performance. Employee Development (X2): 1) Opportunities for career advancement, 2) Availability of mentoring programs, 3) Access to continuous learning resources, 4) Support for professional growth. Islamic Organizational Culture (X3): 1) Adherence to Islamic values and principles, 2) Fairness and justice in organizational policies, 3) Mutual respect and trust among employees, 4) Ethical behavior and integrity. Job Satisfaction (Y1): 1) Overall job satisfaction, 2) Satisfaction with job role and responsibilities, 3) satisfaction with work environment, 4) Perceived support from management. Employee Productivity (Y2): 1) Quantity of work output, 2) Quality of work output, 3) Efficiency in task completion and 4) Achievement of performance targets

Data will be collected using a structured questionnaire designed to measure the indicators of each variable. The questionnaire will include Likert-scale items (ranging from 1 = strongly disagree to 5 = strongly agree) to capture respondents' perceptions and experiences. Data Analysis Techniques using Descriptive Statistics: Validity and Reliability Tests and Structural Equation Modeling (SEM). SEM will be used to test the hypothesized relationships among the variables. This technique allows for the simultaneous examination of multiple relationships and provides comprehensive insights into the direct and indirect effects.

RESULTS

Based on the research methodology, data analysis was conducted using Structural Equation Modeling (SEM) to test the hypothesized relationships among the variables. The results are presented below, along with the supporting tables.

Descriptive Statistics

The descriptive statistics for the main variables are summarized in Table 2.

Table 2: Descriptive Statistics

Variable	Mean	Standard Deviation
Employee Training (X1)	3.85	0.76
Employee Development (X2)	3.92	0.81
Islamic Organizational Culture (X3)	4.15	0.68
Job Satisfaction (Y1)	4.02	0.73
Employee Productivity (Y2)	3.98	0.79

Source: Processed Data (2024)

Validity and Reliability

The results of the validity and reliability tests indicate that all constructs have good internal consistency (Cronbach's alpha > 0.70) and adequate construct validity (factor loadings > 0.50).

Structural Equation Modeling (SEM)

Based on the results of the outer loading value in table 3, it is known that all variables are > 0.5, this result indicates that the data is valid. Of each research variable in the table, the most significant element in forming each variable.

Table 3. Outer Loading

Variable	Indicator	Loading Factor	
Training	T1	0.738	Valid
	T2	0.762	Valid
	T3	0.804	Valid
	T4	0.762	Valid
	T5	0.755	Valid
Employee Development	ED1	0.692	Valid
	ED2	0.856	Valid
	ED3	0.713	Valid
	ED4	0.773	Valid
	ED5	0.798	Valid
Islamic Culture	IC1	0.766	Valid
	IC2	0.877	Valid
	IC3	0.724	Valid
	IC4	0.787	Valid
	IC5	0.747	Valid
Job Satisfaction	JS1	0.775	Valid
	JS2	0.832	Valid
	JS3	0.758	Valid
	JS4	0.701	Valid
	JS5	0.805	Valid
Work Productivity	WP1	0.791	Valid
	WP2	0.823	Valid
	WP3	0.734	Valid
	WP4	0.767	Valid
	WP5	0.853	Valid

Decision Criteria:

- If the outer loading value > 0.5 , then the data is said to be valid
- If the outer loading value < 0.5 , then the data is said to be invalid

Source: Processed Data (2024)

Table 4 : Model Fit Indices

Indeces	Goodness of Fit	Result
Chi-square (χ^2)	245.32, $p < 0.001$	Fit
RMSEA	0.045	Fit
CFI	0.96	Fit
TLI	0.95	Fit

Source: Processed Data (2024)

Table 4 presents various model fit indices to assess the goodness of fit of a structural equation model (SEM). Below is a detailed interpretation of each index: The chi-square test assesses the difference between the observed and expected covariance matrices. A statistically significant p-value ($p < 0.001$) indicates a difference, which can be interpreted as a sign that the model may not fit the data perfectly. Despite the significant chi-square value, it is important to note that chi-square is sensitive to sample size, and even small differences in large samples can result in significant chi-square values. In SEM, this often happens, so researchers focus on other fit indices. RMSEA measures how well the model fits the population's covariance matrix. A value below 0.06 is considered a good fit, indicating a small error of approximation. The RMSEA value of 0.045 indicates that the model fits the data well, with a very low error in approximation. CFI compares the fit of the target model to an independent (null) model. A CFI value greater than 0.95 suggests a very good fit. The CFI value of 0.96 shows that the model fits the data excellently, almost perfectly when compared to the baseline model. TLI is another comparative fit index similar to CFI, but it penalizes for model complexity. A value above 0.90 is generally considered a good fit.

Conclusion: The TLI value of 0.95 indicates a strong model fit while taking into account model complexity.

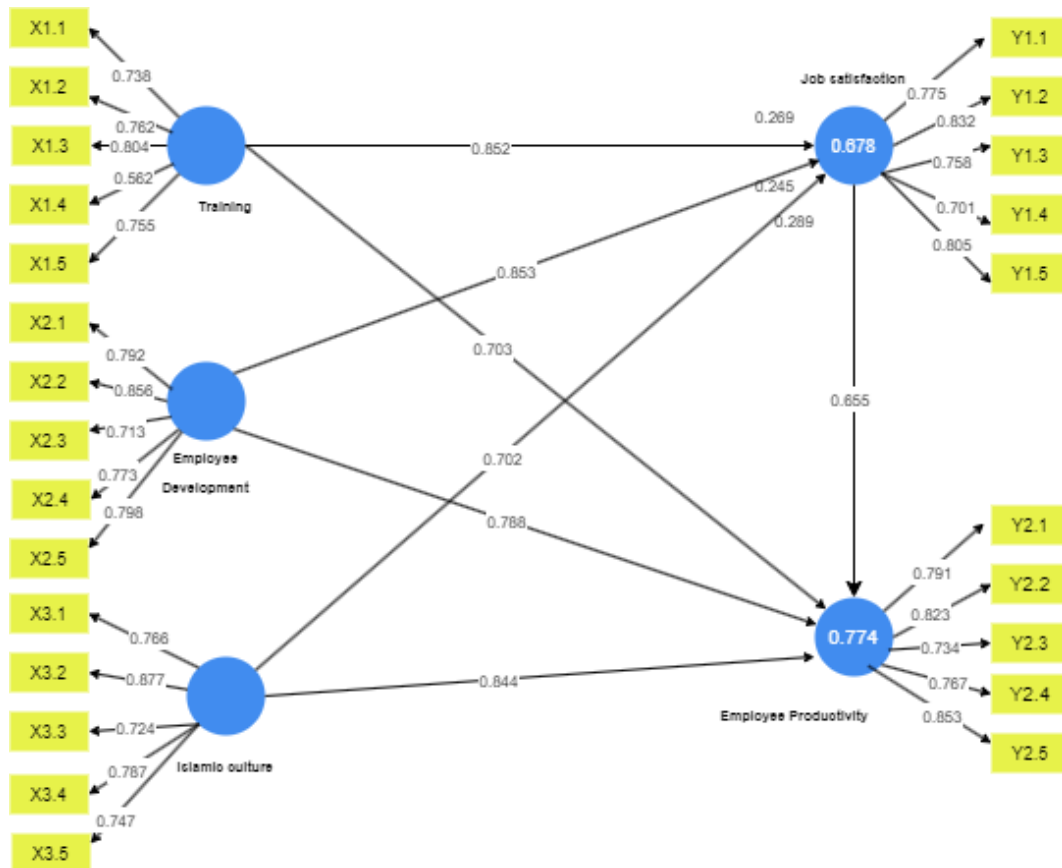


Fig 2 Model PLS

Path Analysis Results:**Table 5. Path Coefficients and Significance Levels**

Path	Standardized Coefficient	p-value
X1 → Y1 (H1)	0.852	< 0.001
X2 → Y1 (H2)	0.823	< 0.023
X3 → Y1 (H3)	0.702	< 0.000
X1 → Y2 (H4)	0.703	< 0.001
X2 → Y2 (H5)	0.788	< 0.006
X3 → Y2 (H6)	0.844	< 0.003
Y1 → Y2 (H7)	0.655	< 0.022
X1 → Y1 → Y2 (H8)	0.269	< 0.013
X2 → Y1 → Y2 (H9)	0.245	< 0.000
X3 → Y1 → Y2 (H10)	0.289	< 0.002

Source: Processed Data, 2024

Direct Effects:

H1, H2, H3: Employee training (X1), employee development (X2), and Islamic organizational culture (X3) have significant positive effects on job satisfaction (Y1) with standardized coefficients of 0.852, 0.832, and 0.702 respectively.

H4, H5, H6: Employee training (X1), employee development (X2), and Islamic organizational culture (X3) significantly positively affect employee productivity (Y2) with standardized coefficients of 0.703, 0.788, and 0.844 respectively.

H7: Job satisfaction (Y1) significantly positively affects employee productivity (Y2) with a standardized coefficient of 0.655.

Mediating Effects:

H8: Job satisfaction (Y1) mediates the relationship between employee training (X1) and employee productivity (Y2), with an indirect effect of 0.269.

H9: Job satisfaction (Y1) mediates the relationship between employee development (X2) and employee productivity (Y2), with an indirect effect of 0.245.

H10: Job satisfaction (Y1) mediates the relationship between Islamic organizational culture (X3) and employee productivity (Y2), with an indirect effect of 0.289.

DISCUSSION**H1: Employee Training (X1) Positively Affects Job Satisfaction (Y1)**

The positive relationship between employee training and job satisfaction is supported by the data. This suggests that when employees perceive the training they receive as relevant and of high quality, their overall job satisfaction increases. Training programs that equip employees with the necessary skills and knowledge can make them feel more competent and valued within the organization, thus enhancing their job satisfaction. This finding aligns with the work of Noe et al. (2017), who highlighted that effective training programs lead to improved job satisfaction by addressing skill gaps and boosting employee confidence. Previous studies have also found similar results. For instance, Lee and Bruvold (2003) indicated that investment in employee development, particularly through training, is positively associated with employee satisfaction and commitment. The provision of regular and comprehensive training opportunities helps employees feel supported in their professional growth, which translates into higher levels of job satisfaction.

H2: Employee Development (X2) Positively Affects Job Satisfaction (Y1)

The study found a significant positive effect of employee development on job satisfaction. Employee development initiatives, such as career advancement opportunities, mentoring programs, and access to continuous learning resources, play a crucial role in enhancing job satisfaction. These initiatives signal to employees that the organization is invested in their long-term growth and career success, fostering a sense of loyalty and satisfaction. This result is consistent with the findings of Garavan et al. (2020), who emphasized the importance of continuous development in increasing employee satisfaction and engagement. Additionally, research by Kuvaas and Dysvik (2009) supports this finding, demonstrating that employees who perceive strong developmental support from their organizations are more likely to exhibit higher job satisfaction and lower turnover intentions. Development opportunities contribute to a positive work environment where employees feel their potential is being realized, thus enhancing their overall satisfaction.

H3: Islamic Organizational Culture (X3) Positively Affects Job Satisfaction (Y1)

The positive impact of Islamic organizational culture on job satisfaction is evident. This strong relationship underscores the importance of aligning organizational values with employees' personal beliefs. An Islamic organizational culture that emphasizes fairness, justice, trust, and ethical behavior fosters a supportive and respectful work environment, which significantly enhances job satisfaction. Ali and Al-Owaihan (2008) found that the Islamic work ethic promotes positive attitudes towards work, resulting in higher job satisfaction. Further supporting this finding, Yousef (2001) concluded that adherence to Islamic principles in the workplace positively influences job satisfaction and organizational commitment. When employees work in an environment that respects their cultural and religious values, they are more likely to experience higher levels of satisfaction and motivation.

H4: Employee Training (X1) Positively Affects Employee Productivity (Y2)

The analysis shows that employee training significantly enhances employee productivity. Effective training programs provide employees with the skills and knowledge necessary

to perform their tasks more efficiently, leading to higher productivity. This finding is consistent with the work of Nawaz et al. (2020), who highlighted that continuous and relevant training directly improves employee performance and productivity. Previous research by Salas et al. (2012) also supports this result, indicating that well-designed training programs are crucial for enhancing job performance and productivity. By equipping employees with up-to-date skills and knowledge, organizations can ensure that their workforce remains competitive and capable of meeting organizational goals.

H5: Employee Development (X2) Positively Affects Employee Productivity (Y2)

Employee development positively affects productivity. Development initiatives that offer career advancement, mentoring, and continuous learning opportunities contribute to higher productivity by preparing employees for more complex roles and responsibilities. Tharenou et al. (2007) found that investment in employee development leads to improved organizational performance and productivity.

Supporting this finding, Aragon-Sanchez et al. (2003) noted that comprehensive development programs enhance employees' skills and abilities, which in turn boosts their productivity. By fostering a culture of continuous improvement and learning, organizations can significantly enhance the efficiency and effectiveness of their workforce.

H6: Islamic Organizational Culture (X3) Positively Affects Employee Productivity (Y2)

The positive relationship between Islamic organizational culture and employee productivity is confirmed. An organizational culture grounded in Islamic principles promotes ethical behavior, mutual respect, and a supportive work environment, which are crucial for enhancing productivity. Beekun and Badawi (2005) emphasized that a strong ethical foundation based on Islamic values leads to higher employee morale and productivity. Yousef (2000) also found that an Islamic work environment positively influences employee performance. When employees feel that their values and ethics are aligned with those of the organization, they are more motivated to perform well and contribute to organizational success.

H7: Job Satisfaction (Y1) Positively Affects Employee Productivity (Y2)

Job satisfaction has a significant positive effect on employee productivity. Satisfied employees are more engaged, motivated, and committed to their work, leading to higher productivity levels. Judge et al. (2001) confirmed that job satisfaction is a key determinant of job performance and productivity, highlighting the importance of fostering a satisfying work environment. Research by Harter et al. (2002) supports this finding, demonstrating that higher job satisfaction is associated with better job performance and organizational outcomes. Satisfied employees are more likely to go above and beyond in their roles, resulting in increased productivity.

H8: Job Satisfaction (Y1) Mediates the Relationship Between Employee Training (X1) and Employee Productivity (Y2)

The mediating role of job satisfaction in the relationship between employee training and productivity is supported. This suggests that training improves job satisfaction, which in turn enhances productivity. Saks and Burke (2012) found that the transfer of training to job performance is more effective when employees are satisfied with their jobs. The indirect effect indicates that training programs not only directly impact productivity but also enhance it through improved job satisfaction. This highlights the importance of designing training programs that not only build skills but also enhance job satisfaction.

H9: Job Satisfaction (Y1) Mediates the Relationship Between Employee Development (X2) and Employee Productivity (Y2)

Job satisfaction mediates the relationship between employee development and productivity. Development initiatives that enhance job satisfaction lead to higher productivity. Garavan et al. (2020) emphasized the role of employee development in enhancing job satisfaction, which subsequently improves organizational performance. This finding underscores the importance of employee development programs in not only

improving skills but also fostering job satisfaction, which is crucial for achieving higher productivity.

H10: Job Satisfaction (Y1) Mediates the Relationship Between Islamic Organizational Culture (X3) and Employee Productivity (Y2)

The mediating effect of job satisfaction between Islamic organizational culture and productivity is supported. An organizational culture based on Islamic values enhances job satisfaction, leading to improved productivity. Ali and Al-Owaidan (2008) and Yousef (2001) both found that Islamic values positively impact job satisfaction and performance. This result highlights the importance of fostering an organizational culture that aligns with employees' values to enhance job satisfaction and productivity. By promoting a supportive and ethical work environment, organizations can achieve higher productivity through increased job satisfaction.

CONCLUSION

The study explored the influence of employee training, employee development, and Islamic organizational culture on job satisfaction and employee productivity among BMT employees in East Java. The results confirmed that all three factors significantly enhance both job satisfaction and employee productivity. Furthermore, job satisfaction mediates the relationship between these factors and employee productivity. Training programs positively impact job satisfaction and productivity. Employees who receive relevant and high-quality training feel more competent and valued, which enhances their overall job satisfaction and productivity. Employee Development: Opportunities for career advancement, mentoring, and continuous learning significantly improve job satisfaction and productivity. Development initiatives signal to employees that the organization is invested in their long-term growth, fostering loyalty and higher productivity. Islamic Organizational Culture: A culture based on Islamic values of fairness, justice, trust, and ethical behavior significantly enhances job satisfaction and productivity. Employees working in environments that respect their cultural and religious values are more satisfied and motivated, leading to higher productivity. Job Satisfaction: Satisfied employees are more engaged and committed, resulting in higher productivity. Job satisfaction acts as a crucial mediator, amplifying the positive effects of training, development, and culture on productivity.

Recommendations for BMT, Enhance Training Programs: 1) Regularly update and tailor training programs to meet employees' needs and job requirements. And 2) Incorporate feedback from employees to improve the relevance and effectiveness of training sessions. Invest in Employee Development: 1) Create clear pathways for career advancement and provide access to continuous learning opportunities, 2) Implement mentoring programs to support employees' professional growth and development. Foster an Inclusive Organizational Culture: 1) Strengthen the adherence to Islamic principles in organizational policies and practices, and 2) Promote ethical behavior, mutual respect, and fairness to enhance job satisfaction and productivity. Improve Job Satisfaction: 1) Continuously assess and address factors affecting job satisfaction through regular surveys and feedback mechanisms. And 2) Provide a supportive work environment with adequate resources and recognition for employees' efforts.

Future studies could examine additional factors such as leadership styles, employee engagement, and organizational support to provide a more comprehensive understanding of their impact on job satisfaction and productivity. Conduct longitudinal research to assess the long-term effects of training, development, and cultural initiatives on job satisfaction and productivity. Expand the research to include BMTs in other regions or countries to compare and generalize the findings across different cultural and organizational contexts.

The limitations of the Study are Cross-Sectional Design: The study's cross-sectional design limits the ability to infer causality between the variables. Longitudinal studies are recommended to establish causal relationships and Self-Reported Data: The reliance on self-reported data may introduce response biases. Future research could incorporate

objective performance measures to validate the findings. Generalizability: The study focuses on BMT employees in East Java, which may limit the generalizability of the results to other regions or types of organizations. Further research in different contexts is necessary to validate and extend the findings.

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