The Influence of Self Efficacy, Islamic Leadership Style and Compensation on Subjective Well Being and Employee Performance

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Abstract: This study was conducted with the aim of analyzing the effect of self-efficacy, Islamic leadership style and compensation on subjective well-being and performance of Sharia BPR employees in South Sulawesi. This study uses primary data as much as 230 of the total number of employees as many as 246 population. With a minimum working period of 1 year. Data analysis used Partial Least Square (PLS) method. The results of the study show that (1) Self-efficacy has a positive and significant effect on employee performance; (2) Self-efficacy has a positive and significant effect on subjective well-being; (3) Islamic leadership style has a positive and significant effect on performance; (4) Islamic leadership style has a positive and significant effect on subjective well-being; (5) Compensation has a positive and significant effect on performance; (6) Compensation has a positive and significant effect on subjective well-being; (7) Self-efficacy has a positive and significant effect on performance through subjective well-being; (8) Islamic leadership style has a positive and significant effect on performance through subjective well-being; (9) Compensation has a positive and significant effect on performance through the subjective welfare of BPR Syariah employees; (10) Subjective welfare has a positive and significant effect on the performance of BPR Syariah employees in South Sulawesi. The results of our study have been successfully proven normatively and empirically regarding the uncertain attachment of psychology and Islamic leadership style for personal employees in improving their performance.

I. Introduction

The changing times require a company to be able to continue to advance and develop. A growing company is a company that can survive and compete with other companies, one of which is by improving the quality of its human resources. According to Tjutju Yuniarsih et al. (2009), human resources (HR) in a constantly changing environmental condition is difficult to deny; therefore, high adaptability is required so that the change itself does not crush them. Productive human resources are very vital organizational assets. Therefore, their roles and functions can not be replaced by other resources. The modern technology used and the large number of funds owned will be meaningless without professional human resources (Tjutju Yuniarsih et al., 2009). Productive human resources are human resources that can show optimal and quality performance results, where everything produced has a positive impact on the performance of an organization. Performance is an interactive function of ability, motivation, and opportunity (Robbins, 2012). Performance is basically what employees do or do not do. Performance is essential and needed for an organization to achieve its goals. Rivai (2008) defines performance as the result or level of success of a person during a specific period in carrying out tasks compared to various possibilities, such as work standards, targets, or criteria that have been mutually agreed upon in advance. According to Rumeser (2010), for many companies, "performance" or "performance" is a word that is missed and heartbreaking—missed because every performance describes the achievement and success of the company. It is heartbreaking if the performance indicators show a picture that is not in line with the expectations or targets that have been set. The factors that influence employee performance include internal factors such as intellectual ability, work discipline, happiness, and work engagement; and external factors such as transformational leadership, work environment, compensation, and management systems contained in the company (Tien et al., 2020). Thus, if these factors are met, it will indicate high employee performance. On the other hand, if these factors are not met or are experiencing obstacles, it will reflect low employee performance.

An organization will be able to achieve its productivity if it can maintain the performance conditions of its employees properly. One way is to keep happiness and satisfaction high in life high. These are the two main factors used as an index for subjective well-being. When a company pays attention to the level of welfare and employees can feel it as reflected in the emergence of positive behavior and relationships between employees, it creates a positive view of life (subjective well-being), which will indirectly improve the performance produced by employees. Research conducted by Bryson et al. (2017) on employees working in the UK shows a clear, positive, and statistically significant relationship between subjective well-being and workplace and workplace performance. These relationships are present in cross-sectional and panel analyses, estimation methods, and

model specifications. Another research conducted by Warr & Nielsen (2018) shows the fact that there is a significant relationship between subjective well-being and three aspects of professional performance, namely task performance, organizational citizenship behavior, and counterproductive work behavior. Therefore, achieving a good level of subjective well-being is one of the factors in improving a person's performance. One of the other supporting factors is self-efficacy.

Studies produced by Marshall et al. (2020) and (Briki, 2018) reveal that self-efficacy can be a mediator that supports well-being. The link between self-efficacy and well-being has a solid relational relationship. However, to support the high self-efficacy in individuals, the personality trait factor becomes the central fundamental aspect. The study of the role of self-efficacy on well-being will have a domino effect on the achievement of goals for both individuals and organizations (Cabir Hakyemez & Mardikyan, 2021). The mediation analysis results showed that self-efficacy fully mediates the relationship between entrepreneurial education and the four dimensions of entrepreneurial performance. However, some previous research results also have limitations; for example, the Briki study (2018) has several limitations, namely: Although the Self-Efficacy variable is measured longitudinally with a causality model approach, self-efficacy is measured only as a model output; or as the dependent variable and only uses a single item. So (Briki, 2018) suggests adding many items in compiling the Self-Efficacy variable.

The item suggested by Briki (2018) is a self-control item, and the variable suggested to be used as a companion for further research is the Subjective well-being variable. Although creativity is the prominent supporter of Self-Efficacy (Hallak et al., 2018), favorable mood conditions and psychological personality characteristics in the study (Tamannaeifar & Motaghedifard, 2014) are unfavorable. Whereas theoretically and empirically, it has been proven that creativity, positive mood, and cheerful personality are fundamental supports in creating good conditions of self-efficacy (Gasper, 2003); (Sternberg, 1988); (Carr, 2013). To et al. (2020) study is considered too short, which is only four months to get survey data from the government and trade group associations. The number of samples is small (Cabir Hakyemez & Mardikyan, 2021), so it is assumed that there can be much bias in the measurement results. However, some limitations must be considered first; although a significant relationship was found between entrepreneurial education and self-efficacy ($\beta = 0.32$, $p < 0.001$), only 10% of the variance in self-efficacy was explained. A possible reason for this significant but weak relationship may be that the entrepreneurship education items considered in the study (Yeh et al., 2021) were not explicitly measured concerning entrepreneurship programs.

Bandura first proposed the concept of self-efficacy. Self-Efficacy refers to the perception of an individual's ability to organize and implement actions to display specific skills (Bandura, 2006). Mulyadi et al. (2016) argue that Self-Efficacy is an individual's assessment of his ability or competence to perform a task, achieve a goal, and produce something. In addition, Schultz 1994, defined Self-Efficacy as our feeling of adequacy, efficiency, and ability to cope with life when an individual feels that he does not have confidence in his abilities. So that it raises a perception that the task at hand is considered difficult without knowing the abilities that exist within him; this will make an individual avoid complex tasks and prefer to do more straightforward tasks. This situation reflects the low self-efficacy possessed. It will impact the low performance of an employee. If an employee has a high Self-Efficacy, it will make the employee's performance high. This happens because the employee believes he can complete his duties and responsibilities so that the employee will work better. Self-Efficacy has a significant positive relationship with performance. Another factor that can be used as support is leadership style.

Experts, after tracing the Qur'an and hadith, determined four essential characteristics that must be fulfilled by the prophets who are essentially leaders of their people, namely, first, Ash-Shidq, namely truth, and sincerity in acting, speaking, and struggling to carry out their duties, Second, Al Trust, or trust, which makes him take the best care of what has been handed over to him, both from God and from those he leads, to create a sense of security for all parties. Third, Al-Fathanah, namely intelligence, gives birth to the ability to face and overcome problems that arise even at once. Fourth, At-Tabligh, namely honest and responsible delivery, is "openness." In addition to leadership based on Islamic values needed to lead, a reasonable compensation policy is also needed for all employees. Another phenomenon that often causes a low assessment of subjective well-being and decreased performance is compensation. The compensation received by employees is still lacking; employees still demand increased compensation for the work that has been achieved. In this case, it can be seen that the provision of compensation as an organizational policy has not been able to improve the welfare of employees; even employees feel that the compensation received is not commensurate with the demands of what is done to employees. The low compensation received directly affects one's self-assessment of subjective well-being and results in a decrease in the performance of employees.

To fix the increase in satisfaction received by employees, it is necessary to consider the application of the award theory from Schaler and Jackson in 2012, which states that everyone in the organization works to get an award and receives compensation following the rewards for services contributed to the organization. Rewards in

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the form of compensation are important factors that concern everyone in the organization to meet the satisfaction and improve performance. The following relates to several previous studies, among others. On a micro-scale, the existence of Islamic Rural Banks (BPRS) has an essential role in driving the economy in the real sector, and this is inseparable from the role of BPRS in increasing the growth of Small and Medium Enterprises Units (UMKM) which are the objects of BPRS financing. As of December 2018, Islamic Rural Banks have a network of 167 offices almost spread throughout the archipelago. The total assets of BPRS from 2013 to 2018 increased by 111,909% to Rp12,361,734 trillion, or an increase of 18.65% annually. In the same period, the increase in BPRS assets was followed by an increase in Third Party Funds (TPF) and financing, which increased by 71.008% and 51.837%, respectively, or 11.834% and 8.639% annually (Financial Services Authority, 2017). The existence of a BPRS is described explicitly in the form of a BI Board of Directors Decree No. 32/34/Kep/Dir, dated 12 May 1999, concerning Commercial Banks based on Sharia Principles and Decree of the Board of Directors of BI No. 32/36/Kep/Dir, dated 12 May 1999 and BI Circular No. 32/4/KPPB dated 12 May 1999, concerning the Development of People's Credit Based on Sharia Principles. According to the Banking Law No. 10 of 1998, the types of banking consist of Commercial Banks and Rural Banks (BPR).

Meanwhile, in sharia banking, the BPR in question is the Sharia People's Financing Bank (BPRS). Islamic banking in Indonesia consists of Sharia Commercial Banks (BUS), Sharia Business Units (UUS), and Sharia People's Financing Banks (BPRS). In general, BUS, UUS, and BPRS are alternative banks intended for people who run micro, small and medium enterprises (MSMEs) and who want truly sharia banking (implementing sharia principles). The presence of Islamic People's Financing Banks (BPRS) in Indonesia further adds to the list of Islamic banking names because Sharia People's Financing Banks (BPRS) in the banking system in Indonesia are financial institutions in meeting the public's needs for financing transactions that are not based on usury.

From OJK data obtained, almost all problems that occur in BPRS are the same, and one of them is the low performance produced by employees; this has an impact on the low achievement of targets from the company itself. BPRS is a small bank, so the level of welfare given to its employees follows its conditions. This also gives rise to the high number of employees coming in and out, especially those who want to work in Islamic commercial banks, which may be more extensive. The survey conducted by PwC Indonesia shows that human resources in the banking industry often change companies. As many as 54% of respondents moved for better benefits.

Meanwhile, 37% of respondents stated that they are looking for another job for career advancement. The research results also showed that as many as 4% of respondents changed banks because they wanted a challenge. At the same time, the other 4% moved offices because they were not satisfied with the leadership style of their superiors. If a customer transfer follows the transfer, the abandoned company may certainly suffer losses. Based on the observations and experiences of the researcher as HR Manager at one of the Sharia BPRs in Makassar, the phenomenon of employee turnover shows a low level of perceived well-being which can be referred to as Subjective well being which according to William C. Compton in 2005 stated that broadly speaking, Subjective well-being index of a person is seen from the scores of two main variables, namely happiness, and life satisfaction. This has an impact on the resulting performance. Departing from this phenomenon, researchers are interested in further research considering that BPRS in Indonesia should be more developed than conventional banks. This is because BPR Syariah applies Islamic finance. However, in reality, due to the low performance of Sharia BPRs, they have not been able to compete with conventional banks in Indonesia. Therefore, to take a deeper look at this problem, the researcher is directed to examine the analysis of the influence of self-efficacy, Islamic leadership style, compensation on subjective well-being, and its implications for the performance of BPR Syariah employees in South Sulawesi.

II. Literature Review

Theoretical reviews and empirical findings become the basis for describing the conceptual framework of the research, which is then used as the basis for formulating research hypotheses. In this study, several variables were observed, including independent variables, entered variables, and dependent variables. The independent variables in this study consisted of self-efficacy, Islamic leadership style, and compensation. The intermediate variable in this study was subjective well-being, and the dependent variable was employee performance. The conceptual framework of this study was taken from the phenomenon that occurred in Sharia BPR in South Sulawesi to improve the performance of its employees; the research was carried out by looking at the self-efficacy variable, Islamic leadership style, and compensation. This research consists of self-efficacy, Islamic leadership style and compensation, subjective well-being, and employee performance. This study departs from the researcher's interest in the concept of subjective well-being. The term "subjective well-being" is less prevalent, especially when compared to psychological well-being, which Carol D. Ryff proposed in 1989. whereas If we can understand the concept of psychological well-being, it would be much better if we understood

subjective well-being first. Ryff himself built the concept of psychological well-being by analyzing previous mental health theories, including subjective well-being. Subjective well-being (SWB) is happiness, which refers to life satisfaction and affective balance (Tseng et al., 2020). (Thatcher et al., 2020), also explained that affection is an indication that positive affect is more significant than negative affect. Tay & Diener (2011) state that SWB is a comprehensive domain which is a set of attitudes related to an individual's subjective evaluation of his quality of life. The evaluation includes emotional reactions to events and assessments of cognitive satisfaction and fulfillment. This is supported by the opinion (Diener et al., 2002) that SWB is a process of individual assessment of his life, including cognitive and affective assessment, which is one of the predictors of individual quality of life. Individuals have a high SWB if they feel more pleasant emotions than unpleasant ones, engage in exciting activities, experience much pleasure and minor pain, and are satisfied with their lives (Tay & Diener, 2011).

Subjective Well-being is one of the essential benchmarks that show the level of satisfaction of an employee in the company. In addition, this can also be used as a reference as the basis for the company's health level. This also positively impacts the number of desired results; employee retention, performance, quality, customer satisfaction and loyalty, and financial performance. According to Diener and Suh (2000), there are two approaches to the Subjective Well-Being theory, namely: Bottom-up theories view that happiness and life satisfaction that is felt and experienced by a person depends on the number of small happiness and a collection of happy events. This theory assumes that changing the environment and situations that will affect individual experiences, such as good work, a safe home environment, and a decent income, is necessary to improve subjective well-being. Top-down theories Subjective well-being experienced by a person depends on how the individual evaluates and interprets an event or event from a positive perspective. This theory assumes that the individual controls every event that is experienced, whether the event will create psychological well-being for him or her or vice versa. This approach considers the type of personality, attitudes, and ways of interpreting an event. So to improve Subjective Well-Being, efforts are needed that focus on changing one's perceptions, beliefs, and personality traits.

Based on the results of the literature review and several previous studies regarding self-efficacy, Islamic leadership style, and compensation for subjective well-being and performance, a conceptual framework was developed as follows:
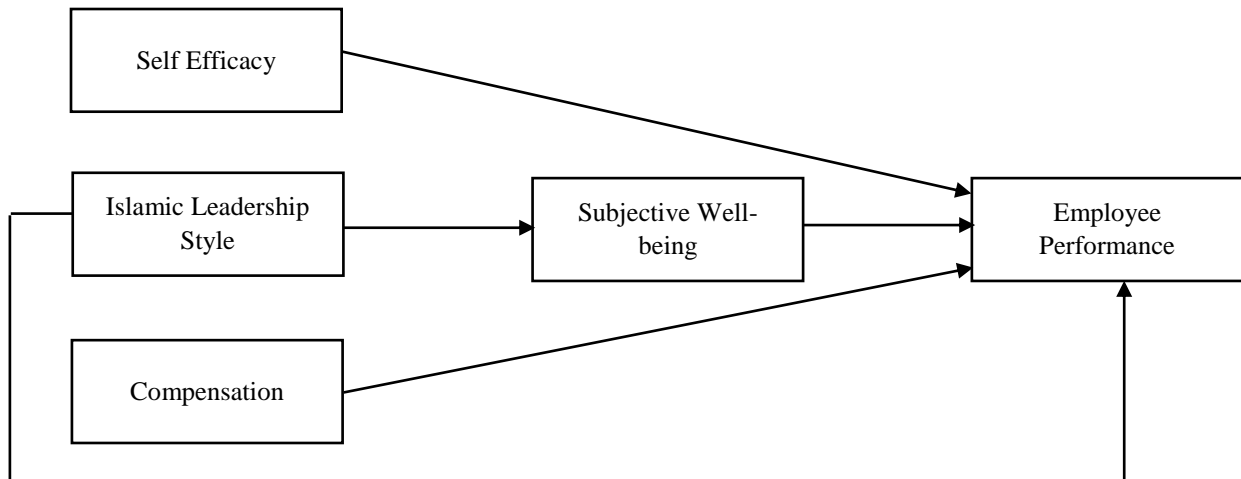

Figure 1. Conceptual Framework

Based on the conceptual framework above, the following research hypotheses are put forward:
- H1: Self-efficacy has a positive and significant effect on employee performance.
- H2: Self-efficacy has a positive and significant effect on subjective well-being.
- H3: The Islamic leadership style positively and significantly affects employee performance.
- H4: Islamic leadership style has a positive and significant effect on employees' subjective well-being.
- H5: Compensation has a positive and significant effect on employee performance.
- H6: Compensation has a positive and significant effect on employees' subjective well-being.
- H7: Self-efficacy positively and significantly affects performance through employees' subjective well-being.
- H8: The Islamic leadership style positively and significantly affects performance through employees' subjective well-being.

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H9:   Compensation has a positive and significant effect on performance through employees' subjective well-being.

H10: Subjective well-being has a positive and significant effect on employee performance.

III.   Research And Method

3.1.   Research Desain and Sample

This study was designed to test and develop a concept with a new variable approach, namely Islamic leadership style, accompanied by an empirical research model to analyze the role of independent variables such as Self-Efficacy, Islamic leadership style, compensation for subjective well-being, and performance. The research method approach used is explanatory research and multivariate analysis testing to bridge this. The research was conducted in 2019/2020 at all BPR Syariah offices in South Sulawesi, including the implementation of a preliminary survey, the preparation of proposals, and research for the implementation of exams. Sharia BPRs in South Sulawesi, based on data from the Financial Services Authority (2018), consists of 7 (seven) Sharia BPRs, spread across several Cities/Regencies in South Sulawesi, for example, BPRS Niaga Madani, Monetary Fund, Investama Mega Bakti, Gowata, Indo Timur, Surya Sejati, and BPRS Harta Insan Karimah. In detail, the sampling data on the research subject is described in table 1.

Table 1. Employee Sampling Data

No.	Company name	Amount Population	Amount sample
1.	PTBPRSNiagaMadani	78	74
2.	PTBPRSDana Moneter	45	43
3.	PTBPRS Investama MegaBakti.	32	31
4.	PTBPRSGowata	21	19
5.	PTBPRS IndoTimur	23	21
6.	PTBPRSSurya Sejati	25	23
7.	PT BPRS Harta Insan KarimahMakassar	22	19
Total		**246**	**230**

3.2.   Procedure and Measurement

This study is classified into two research groups, basic research and applied research, namely research that aims to contribute scientifically and provide recommendations for solving problems in the unit of analysis that is currently the subject of study. The research approach is included in the quantitative approach to causal research, namely qualitative research that analyzes causal relationships between variables. The relationships between variables in this study include dynamic capability variables, competitiveness, exploitation of pro-innovation opportunities, quality-based differentiation, and government policies. And company performance. This research is planned for Indonesia's entire palm oil industry, including the oil palm plantation industry and its downstream industry, which sells domestic and export products. The type of data used in this study used primary data obtained through the distribution of questionnaires to respondents. The questionnaire data collection period lasted for three months in 2022. The questionnaires distributed to respondents included 33 question items described in detail in table 2. The questionnaire was measured using a Likert scale (1 = strongly disagree; 2 = disagree; 3 = neutral ; 4 = agree; 5 = strongly agree). The reliability test is concerned with consistency in a certain time interval. Where instruments that have reliability will be able to measure repeatedly but still produce the same data (consistent). Testing the reliability of the question items used is the Alpha Cronbach method with an acceptable cut-of-point with a value of 0.6 (Sekaran, 2013),

In terms of testing the validity and reliability. Submission of the research instrument in a questionnaire was submitted through a questionnaire form (See. Table 2). The data processing uses the help of the Windows Excel program, wherein detail, the validity and reliability tests results can be seen in table 2. Based on the results of the instrument's validity and reliability tests, Table 2 shows that all research variables are valid because the correlation coefficient value of all items or statement items is more significant than 0.3. All research variables have a Cronbach Alpha value greater than 0.6, meaning that it can be concluded that all statement items can be trusted for their reliability. Therefore, it can be concluded that all statement items are valid and reliable and can be used to measure each indicator and its dimensions in further analysis of the research model.

Some of the procedures carried out in this study are; in the first procedure, after the data is collected, the data is inputted using Microsoft Excel; the second procedure is to group the frequency distribution of respondents' answers to measure the total score and average value of respondents' answers using SPSS. The third procedure is to check the data outliers using SPSS, namely by looking at the data distribution; if a Z-score

value is found between +2.98 and -2.98, the data will be removed from the data set. The results of the outlier testing of this study did not show an extreme Z-Score value, so it can be concluded that there are no outliers in our data. After checking the outlier data, then entering the fourth procedure, namely normality testing, after we checked for normality using the Kolmogorov-Smirnov method, we found that the results of the data test were not normally distributed; Therefore, we used an analytical test tool using Smartpls as a statistical test tool that is specifically used to test the causality of non-parametric data variables. The following fifth procedure is statistical data analysis, which consists of several stages, such as: determining the standard deviation value, the average value of the distribution of respondents' answers, and a loading factor > 0.60 (Fornell & Larcker, 1981; Sarstedt et al., 2014); inner-model testing with assessment criteria > 0.60 (i.e., Cronbach alpha, composite reliability, and AVE) (Chin, 1998).

The demonstration of the measurement of item-variable data is shown in Table 2. Furthermore, suppose the measurement data has been declared feasible as with the measurement criteria described above. In that case, the next step is to measure the goodness of the fit model by assessing the data testing criteria, i.e., Standardized Root Mean Square Residual and Normed Fit Index (SRMR < 0.80, NFI > 0.90) (Fassott et al., 2016; Bentler & Bonett, 1980). with original value criteria (saturated model > estimated model). The results of the demonstration of the Goodness fit model test are illustrated in table 3. Furthermore, the following testing stage tests the coefficient of determination, and the F-test (R-Square and F-test) is illustrated in Table 4. The last stage of research testing is testing the hypothesis by using the constant bootstrapping method with chi-square that determines the value of T-statistic and value of P-Value with measurement criteria sig < 0.05.

Table 2. Description and Items of Study Questionnaire

Variable	Indicators	Items
Self-Efficacy(X1)	Magnitude	• I am able to choose tasks based on the level of difficulty • I do tasks that I feel capable of doing and avoid tasks that are beyond my capabilities
	Strenght	• I am unyielding and tenacious in improving my business even though I face obstacles • I have the ability to think creatively • I have the ability to develop and execute creative ideas • I have the ability to identify opportunities to do my job well
	Generality	• I have a positive mindset to carry out activities well • I believe I can manage the emotions associated with the tasks I perform • I believe I can plan, initiate and maintain relationships and work within my organization
Islamic Leadership Style (X2)	*Shiddiq*	• A leader must be honest • A leader must have a fair nature • Leaders should have no conflict between their words and actions
	Amanah	• Leaders should have integrity in their work so that they can be trusted.
	Fathanah	• Leaders must be able to deal with and overcome problems that arise quickly and accurately
	Thabligh	• Leaders need to have an attitude of openness shown in communicating information with honest delivery and appropriate language
Compensation (X3)	-	• I get a salary according to the tasks assigned • I get incentives for assignments in my organization • I get adequate and appropriate benefits within my organization • I get adequate supporting facilities to support my every job
Subjective well being(Y1)	Cognitive	• I think the accumulated income that I earn can support my daily needs • I think I have a good relationship with my social circle • I think my work is able to give a positive image personally in my social environment • I think my health is not affected by my work activities
	Positive Affect	• I feel I have positive energy both inside and outside the office since working in this office • Working in this office makes me focus on no longer adding to my

		earning activities outside of my current activity
		• I have a pleasant experience while working in this office
Performance(Y2)	*Input*	• The performance achievements of employees in my company work based on program activities that have been outlined in the main tasks of the organization.
	Outputs	• Employee performance based on the output in the company I work for, is felt directly by the community.
	Outcomes	• Achievement of work results for employees in the company I work for, is in accordance with the standards that have been set.
	Impact	• The results of the work of the employees in the company I work for are needed so that the program can run well.

IV. Result And Discussion

4.1. Descriptive Analysis

In this part of the study, the characteristics of the respondents of BPR Syariah employees in South Sulawesi are disclosed. Based on data that has been collected from 230 questionnaires, information was obtained regarding the characteristics of respondents based on gender, education level, age/age, years of service and previous work experience, as illustrated in Table 3:

Table 3. Description of Respondents (n = 230)

No.	Information	Amount	%
1.	**Gender** Man Woman	132 98	57.30 42.70
2.	**Level of education** Senior High School Bachelor Magister	84 124 22	36.52 38.75 9.57
3.	**Age (Year)** <25 25– 35 35– 45 >45	37 72 81 40	16.08 31.30 35.21 17.39
4.	**Years of service** ≤5 >5	126 104	54.78 45.21
5.	**Work experience** Conventional Bank or LKBB Sharia Bank or LKBB Never worked in banking or LKBB	85 109 36	36.95 47.39 15.65

Table 3 above describes the number and percentage of respondents in the study. Description of respondents based on gender in this study shows that most respondents are male, as many as 132 respondents or 57.30% of the total 230 respondents. Meanwhile, female respondents were 98 respondents or 42.70%. Based on the level of education, most respondents in this study had an undergraduate education level of 124 respondents, or 38.75% of the total respondents, which amounted to 230 respondents. Eighty-four respondents have a high school education level, or 36.52%, while the remaining 22 respondents, or 9.57%, have a master's education. The composition of the education level of employees with a high school education, which is still relatively high at Sharia BPRs, is generally employees who are placed in the position of Account Officer or marketing/collector who require mobility to make visits to customers following the nature of work of Sharia BPR customers who generally find it difficult to leave their place of work.

The description of respondents based on age shows that most respondents in this study have an age range of 35–45 years old, as many as 81 respondents, or 35.21% of the total respondents, which amounted to 230 respondents. Most respondents were aged 25-35 years old, as many as 72 respondents, or 31.30%. Meanwhile, respondents aged 25 years were 37 or 16.08%, and respondents aged >45 years were 40, or 17.39%. Age is an individual aspect inherent in every worker and is related to aspects of one's performance. Robbins & Judge

(2012) explain a widespread belief that productivity declines with increasing age. Individual skills—particularly speed, dexterity, strength, and coordination—are often assumed to decline over time. Prolonged job boredom and a lack of intellectual stimulation contribute to reduced productivity. However, when viewed from the age composition of the respondents in this study, all respondents are still at their productive age. The Central Statistics Agency (BPS) defines the productive age group as those aged 15 to 64 years. The following respondent's description is based on years of service. Robbins & Judge (2012) explain that if we define seniority as a person's tenure in a particular job, we can say that the most recent evidence shows a positive relationship between seniority and job productivity, so that tenure, which is expressed as work experience, appears to be a good predictor of employee productivity. In this study, most respondents had a working period of < 5 years, namely 126 respondents or 54.78% of the total 230 respondents, while respondents with a working period of > 15 years were 104 respondents or 45.21%. The majority of respondents who worked < 5 years did not mean that they had no previous work experience, but most had worked in other financial institutions.

Based on work experience, 194 respondents out of 230 respondents, or 79.77% of respondents, have had previous work experience in conventional and Islamic banks or non-bank financial institutions. Eighty-five respondents, or 36.95%, are employees who move to a Sharia BPR from a Sharia Bank or Non-Bank Financial Institution. There were 109 respondents, or 47.39%, who worked at BPR Syariah in South Sulawesi and had no previous experience working in banking or non-bank financial institutions, as many as 36 respondents or 15.65%.

4.2. PLS Analysis

PLS analysis is carried out in three stages: an outer model analysis, an internal model analysis, and hypothesis testing. The outer model analysis is carried out to ensure that the measurement used is feasible to be used as a measurement (valid and reliable). Outer model analysis can be seen from convergent validity, discriminant validity, and unidimensionality indicators. Meanwhile, the internal model analysis/structural analysis is carried out to ensure that the built structural model is robust and accurate. The evaluation of the inner model can be seen from several indicators, which include: coefficient of determination (R^2), predictive relevance, and goodness of fit index (GoF) (Hussein, 2015). Hypothesis testing is done by looking at the probability value and t-statistics. For probability values, the p-value with 5% alpha is less than 0.05. The t-table value for 5% alpha is 1.96. So the criteria for acceptance of the hypothesis is when t-statistics > t-Table. In the analysis method using regression, there are assumptions that researchers must check to ensure that the regression equation formed is BLUE (Best Linear Unbiased Estimate). One of the assumptions that often stumbles researchers is the assumption of normality (Hussein, 2015). The purpose of using PLS is to make predictions. The prediction referred to here is the prediction of the relationship between constructs. Meanwhile, SEM is intended to confirm the model based on theory. In this study, the constructs used are all dimensions and modifications of the model, so that the model built in this study is not based on existing theory. Therefore, researchers used PLS's data analysis tool (Partial Least Square). The following presents the initial structural model. The value of the model fit can be seen from the convergent validity, discriminant validity, composite reliability, and Cronbach alpha values. The value of convergent validity is the value of the loading factor on the latent variable with its indicators. The expected value is > 0.7 (Hussein, 2015), (Chin, 1998) and (Ulum et al., 2008). Convergent validity is by looking at each construct's average variance extracted (AVE) value with the correlation between the construct and other constructs in the model. The form of model interpretation is described in Table 9.

Table 4. Loading Factor

Variables	Indicators	Item	Loading factor	Cronbach Alpha	Composite Reliability	AVE	Information
Self-Efficacy(X1)	Magnitude	Item 1	0,761	0,913	0,915	0,928	Valid danReliabel
		Item 2	0,733				
	Strenght	Item 3	0,777				
		Item 4	0,725				
		Item 5	0,764				
		Item 6	0,738				
	Generality	Item 7	0,823				
		Item 8	0,798				
		Item 9	0,794				
Islamic Leadership Style (X2)	Shiddiq	Item 10	0,741	0,804	0,829	0,870	Valid danReliab
		Item 11	0,730				
		Item 12	0,857				

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Variables	Indicators	Item	Loading factor	Cronbach Alpha	Composite Reliability	AVE	Information
	Amanah	Item 13	0,798				el
	Fathanah	Item 14	0,764				
	Thabligh	Item 15	0,733				
Compensation (X3)		Item 16	0,822	0,760	0,802	0,841	Valid danReliab el
		Item 17	0,831				
		Item 18	0,620				
		Item 19	0,733				
SubjectiveWellBeing(Y1)	Cognitive	Item 20	0,827	0,868	0,871	0,910	Valid danReliab el
		Item 21	0,838				
		Item 22	0,841				
		Item 23	0,878				
	Afeksi Positif	Item 24	0,831				
		Item 25	0,857				
		Item 26	0,725				
Performance (Y2)	Input	Item 27	0,806	0,852	0,854	0,900	Valid danReliab el
	Outputs	Item 28	0,812				
	Outcomes	Item 29	0,869				
	Impact	Item 30	0,840				

Table 4 above explains that all variables/indicators/constructs have met the test requirements, such as the value of Cronbach alpha, rhoa_A, composite reliability, and the value of AVE (Average Variance Extracted) > 0.60. Referring to the explanation in Table 11, it can be seen that in the goodness of fit model testing, all the variables and test items in this study have met the PLS pre-requirements test. The measurement of the coordination variable between functions shows that the Cronbach alpha, rho_A, CR (composite reliability), and AVE values all have values above 0.6. The self-efficacy variable, consisting of three indicators, namely magnitude, strength, and generality, can be seen in Table 11; the dimensions with the highest loading factor are shown in the generality indicator with a positive mindset dimension to carry out activities well (loading factor = 0.823). This statement provides positive support, in line with several literature reviews regarding self-efficacy, that a positive mindset has a significant personal influence, especially in supporting activities.

Second, the Islamic leadership style variable consisting of indicators shiddiq, amanah, fathanah, and tabligh can be seen in Table 4. Namely, the justice item represented by the shiddiq indicator has the most dominant indicator value, namely the loading factor value = 0.857. This item provides wonderful affirmation and reinforcement that one of the components of leadership that must be possessed is a sense of justice. In carrying out the mandate and running an organization that is led, a trusted leader must prioritize the principle of justice. Because doing justice is the root of all virtues. The realization of justice in a community will create stability and improve organizational life. With justice, the survival of many people can be well maintained. Justice is used as a barometer to measure the extent to which a leader can get support and sympathy and reach the pleasure of Allah SWT. God explicitly commands that justice be the primary basis for establishing law among humans. Because therein lies a leader's success in conveying and carrying out the mandate given. Third, compensation with the incentive dimension provides a very high loading factor value of 0.831. By definition and concept, incentives are motivating programs used in organizations to improve employee performance by encouraging specific actions. The organization sets goals related to employee performance, health, safety, or sales and offers a variety of financial and non-financial rewards to achieve these goals. Incentive management aims to keep employees motivated and happy while working hard to achieve organizational goals, reduce turnover, and increase productivity. Fourth, the subjective well-being variable consists of cognitive and positive affective items; In this variable, the dominant indicators, as shown in Table 4, are indicated by the total concentration and health items. Subjective well-being refers to how a person experiences and evaluates their life and the specific domains and activities in their life. Fifth, performance variables consist of input, output, outcome, and impact items; in Table 4, the dominant indicators that lead to the performance variable are shown in the outcomes item, namely the loading factor value of 0.869.

4.3. Validity Test

The AVE for each latent variable must be higher than R2 for all other latent variables to ensure discriminant validity. Thus, each latent variable shares more variance with its indicator blocks than with other latent variables representing different blocks of indicators. Henseler et al. (2015) suggest a threshold value of 0.90 if the path model includes conceptually similar constructs. In other words, an HTMT value above 0.90

indicates a lack of discriminant validity. When the constructs in the path model are conceptually more distinct, lower and more conservative threshold values, seem to be required (Henseler et al., 2015). In addition, the HTMT can serve as the basis of a statistical discriminant validity test. However, because PLS-SEM does not rely on distributional assumptions, standard parametric significance tests cannot be applied to test whether the HTMT statistic differs significantly from 1. Cross-loading is usually the first approach to assessing the discriminant validity of an indicator. In particular, the outer loadings indicator on the associated construct must be greater than any cross-loadings (e.g., Correlation) on the other constructs. Factor values can be seen in Table 5 below:

Table 5. Comparison of Loading Factor Values Against Cross Loading

	Loading factor value	Islamic Leadership Style	Performance	Compensation	Self efficacy	Subjective well being
X11	0,761	0,648	0,717	0,641	0,761	0,698
X12	0,733	0,599	0,617	0,580	0,733	0,647
X13	0,777	0,674	0,657	0,632	0,777	0,665
X14	0,725	0,649	0,697	0,577	0,725	0,682
X15	0,764	0,566	0,598	0,603	0,764	0,590
X16	0,738	0,569	0,556	0,577	0,738	0,536
X17	0,823	0,647	0,668	0,650	0,823	0,692
X18	0,798	0,563	0,606	0,599	0,798	0,590
X19	0,794	0,587	0,632	0,615	0,794	0,643
X23	0,741	0,741	0,538	0,531	0,519	0,512
X24	0,730	0,730	0,543	0,498	0,523	0,520
X25	0,857	0,857	0,754	0,751	0,738	0,751
X26	0,833	0,833	0,705	0,667	0,706	0,722
X31	0,798	0,725	0,680	0,822	0,665	0,665
X32	0,764	0,691	0,713	0,831	0,707	0,753
X33	0,733	0,406	0,358	0,620	0,454	0,373
X34	0,838	0,470	0,470	0,733	0,517	0,459
Y13	0,841	0,683	0,714	0,638	0,712	0,827
Y14	0,878	0,625	0,664	0,639	0,654	0,838
Y15	0,831	0,682	0,718	0,631	0,683	0,841
Y17	0,857	0,736	0,766	0,725	0,772	0,878
Y21	0,806	0,667	0,806	0,626	0,688	0,706
Y22	0,812	0,653	0,812	0,593	0,660	0,674
Y23	0,869	0,712	0,869	0,702	0,728	0,730
Y24	0,840	0,678	0,840	0,633	0,706	0,710

In Table 5 it can be seen that the comparison of the loading factor value to the cross loading shows a very good validity. The item variable loading factor value is not higher than the item value in other variables.

4.4. R-Square (R2)

Table 6. R-Square (R2)

	RSquare	RSquareAdjusted
Performance	0,779	0,776
Subjective well being	0,763	0,760

Based on Table 6, it can be seen that overall the variables have a reliability value above 0.67 so it can be concluded that all of the test variables have a reliability value that is included in the good category. The average R-square value of the dependent variable is 0.779 assuming that all independent variables have a close relationship to the dependent variable of 77.9%, the remaining 23.1% of the variable components are influenced by various factors or other variables not examined in this study.

4.5. f-Square (f2)

The f-Square (f2) test or the predictors test is a test to find out how much influence there is between each predictor. f2 value is 0.02. 0.15, and 0.35 can be interpreted whether the latent variable predictor has a weak, medium or large influence on the structural level. (Chin, 1998). The value of f2 is illustrated as in Table 7.

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Table 7. f-Square (f2)

	Islamic Leadership Style	Performance	Compensation	Self Efficacy	Subjective well being
Style Islamic Leadership					0,118
Performance					
Compensation		0,032			0,046
Self efficacy		0,143			**0,237**
Subjective well being		**0,228**			

Table 7 shows that the influence of the leadership style variable partially influences 0.118 < 0.15, meaning that partially the influence between these variables is considered to be in the medium category. Furthermore, the partial effect of compensation on performance is 0.032 > 0.02, which means that partially testing the influence between these variables is considered weak. Likewise, if it is partially tested, the compensation for subjective well-being, which shows a value of 0.046 > 0.02, is also included in the weak category. At the same time, the partial effect involving the self-efficacy variable on performance shows a medium effect with a value of 0.143 < 0.15, and the test involving the self-efficacy variable on subjective well-being shows a high influence, namely 0.234 > 0.15. Likewise, if a partial effect involving the subjective well-being variable on performance is demonstrated, it shows a very high effect, namely 0.228 > 0.15.

4.6. Model Fit

For estimates of fit indices such as SRMR and NFI, it is possible to directly view the estimation results of the PLS-SEM or PLS-SEM models (i.e., report results) and the value of these criteria with certain thresholds (e.g., SRMR < 0.08 and NFI > 0.90). While the root means square residual (RMSR) measures the mean absolute value of the covariance residue, the standard root means square residual (SRMR) is based on the transformation of the sample covariance into the predicted covariance matrix. Note: The literature on PLS-SEM needs to explain where and how covariance matrices are derived in PLS-SEM (as it is different from CB-SEM, which is a complete information method, and PLS-SEM is not). The researcher should use the estimation model (the most reasonable choice) or the saturated model to obtain the covariance matrix. SRMR is defined as the difference between the observed correlation and the implied correlation matrix of the model. Thus, it is possible to assess the mean magnitude of the difference between the observed correlation and the expected correlation as an absolute measure of the fit criterion (model). The following model testing is shown in Table 8.

Tabel 8. Model Fit

	Saturated Model	Estimated Model
SRMR	0,072	0,072
d_ULS	1,675	1,697
d_G	0,637	0,649
Chi-Square	858,149	868,702
NFI	0,802	0,800

In Table 15 it can be concluded that the SRMR value = 0.072 < 0.80; NFI value of 0.80 which indicates that the model in this study is declared feasible.

4.7. Hypothesis testing

Hypothesis testing which includes direct or indirect effects can be seen from the results of the boostrapping model or the interpretation of path coefficients values. The direct effect of each endogenous variable on exogenous variables can be seen in Table 9 as follows:

Table 9. Research Hypothesis Test

Hip	Variable Relationship	Standardize Direct Effect	Standardize Indirect	SampelMean	StandardDeviation	T-Statistics	P-Values
H1	Self efficacy→Performance	0,355		0,357	0,062	5,728	0,000
H2	Self efficacy→Subjective well being	0,440		0,440	0,071	6,173	0,000
H3	Islamic Leadership Style→Performance	0,134		0,135	0,039	3,415	0,001
H4	Islamic Leadership Style→Subjective well being	0,307		0,308	0,060	5,148	0,000
H5	Compensation→Performance	0,147		0,148	0,054	2,740	0,006
H6	Compensation→Subjective well being	0,189		0,189	0,057	3,320	0,001
H7	Self efficacy→Subjective well being→Performance		0,192	0,190	0,041	4,642	0,000
H8	Islamic Leadership Style→Subjective well being→Performance		0,134	0,135	0,039	3,415	0,001
H9	Compensation→Subjective well being→Performance		0,082	0,081	0,025	3,254	0,001
H10	Subjective well being→Performance	0,436		0,432	0,068	6,363	0,000

Table 9 explains the direct and indirect relationships between the variables being tested and then adjusted with the hypotheses that have been built in chapter 2. The interpretation of the hypothesis testing is as follows:

H1: Self-efficacy has a positive and significant effect on employee performance. The results of data analysis showed that hypothesis H1 was significant with a significance coefficient value < 0.01, a variable effect value (t = 5.148), and a standard deviation of 0.060 < 0.10. So that, in conclusion, states that the hypothesis H1 = Accepted.

H2: Self-efficacy has a positive and significant effect on employees' subjective well-being. The results of data analysis show that hypothesis H2 is significant with a significance coefficient value < 0.01, a variable effect value (t = 6.173), and a standard deviation of 0.071 < 0.10. So, in conclusion, it states that the hypothesis H2 = Accepted.

H3: Islamic Islamic leadership style positively and significantly affects employee performance. The results of data analysis showed that the hypothesis H4 was significant with a significance coefficient value < 0.01, a variable effect value (t = 3.415), and a standard deviation of 0.039 < 0.10. So, in conclusion, it states that hypothesis H4 = Accepted.

H4: The Islamic leadership style positively and significantly affects employees' subjective well-being. The results of data analysis showed that the hypothesis H5 was significant with a significance coefficient value < 0.01, a variable effect value (t = 5.148), and a standard deviation of 0.060 < 0.10. So, in conclusion, it states that hypothesis H5 = Accepted.

H5: Compensation has a positive and significant effect on employee performance. The results of data analysis indicate that hypothesis H7 is significant with a significance coefficient value < 0.01, a variable effect value (t = 2.740), and a standard deviation of 0.054 < 0.10. So, in conclusion, it states that hypothesis H7 = Accepted.

H6: Compensation has a positive and significant effect on employees' subjective well-being. The results of data analysis indicate that hypothesis H8 is significant with a significance coefficient value < 0.01, a variable effect value (t = 3.320), and a standard deviation of 0.057 < 0.10. So, in conclusion, it states that hypothesis H8 = Accepted.

H7: Self-efficacy positively and significantly affects performance through employees' subjective well-being. The results of data analysis showed that the hypothesis H3 was significant with a significance coefficient value < 0.01, a variable effect value (t = 4.642), and a standard deviation of 0.041 < 0.10. So, in conclusion, it states that hypothesis H3 = Accepted.

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H8: Islamic leadership style has a positive and significant effect on performance through employees' subjective well-being. The results of data analysis indicate that hypothesis H6 is significant with a significance coefficient value < 0.01, a variable effect value (t = 3.415), and a standard deviation of 0.039 < 0.10. So, in conclusion, it states that hypothesis H6 = Accepted.

H9: Compensation has a positive and significant effect on performance through employees' subjective well-being. The results of data analysis indicate that hypothesis H9 is significant with a significance coefficient value < 0.01, a variable effect value (t = 3.254), and a standard deviation of 0.025 < 0.10. So, in conclusion, it states that hypothesis H9 = Accepted.

H10: Subjective well-being has a positive and significant effect on employee performance. The results of data analysis indicate that the hypothesis H10 is significant with a significance coefficient value < 0.01, a variable effect value (t = 6.363), and a standard deviation of 0.068 < 0.10. So that in conclusion states that the hypothesis H10 = Accepted.

Based on the order of dominance of good relations, it is directly stated that the relationship / influence between Subjective well being on performance is the most dominant relationship. On the other hand, through a demonstration of the effect of the relationship, it indirectly states that the relationship between variables involving self-efficacy on performance by making the Subjective well-being variable as the intervening variable is the dominant variable. The illustration of the relationship between variables is explained as in Figure 2.
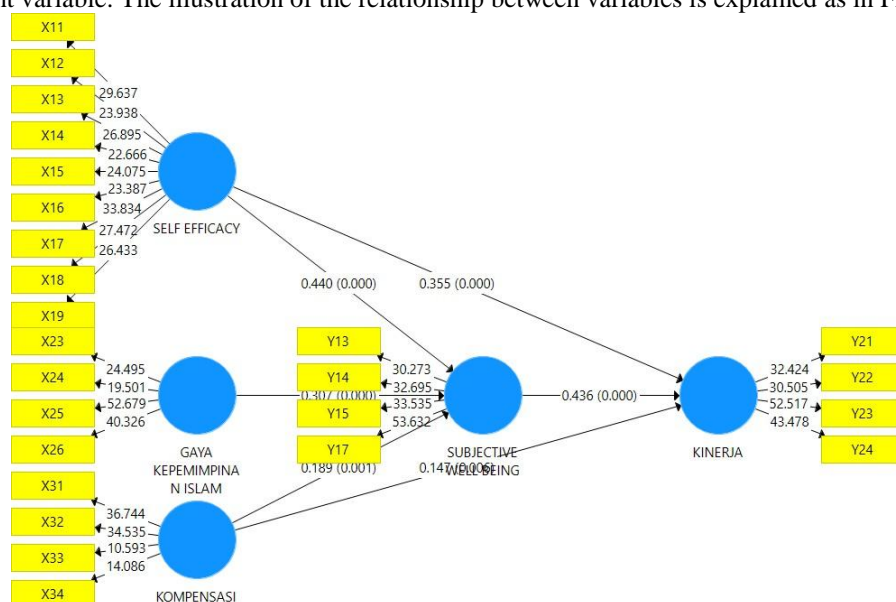

Figure 2. Results of Data Processing with SmartPLS

4.8. Discussion

By definition, self-efficacy refers to an individual's belief in his or her capacity within the organization to carry out work based on behavioral standards that are certainly needed to produce individual performance. Self-efficacy reflects a belief in the ability to exercise control over an individual's motivation, behavior, and social environment. This cognitive self-evaluation will affect all kinds of individual experiences in the organization, including the goals they strive for, the amount of energy in the form of energy and sacrifices expended in achieving those goals, and the possibility of achieving certain levels of behavioral performance. Therefore, self-efficacy beliefs are hypothesized to vary depending on the functional domain and the behavior's circumstances. In this study, the measurement of self-efficacy was the individual's ability to choose a task based on the level of difficulty. This is so important because choosing to do the task by sorting it based on the level of difficulty will undoubtedly produce a performance that is both quantitatively and qualitatively different. On the other hand, doing tasks based on the level of difficulty will allow individuals to do the task well and reduce excessive work stress. Second, self-efficacy is measured by the individual's ability to try to do tasks that they feel capable of doing and avoid tasks beyond their capabilities. This means that to create a professional and focused work situation, the workload assigned to employees must follow their core competencies. This improvement in internal conditions also aims to strengthen themselves and increase resilience in the face of competition between BPR banks which will inevitably become more stringent because of the success of the leading organization of Rural Banks, one of which is very dependent on the quality of psychologically human resources (HR) concerned in their work. And work. Therefore, to achieve success, a strong foundation is needed in a work planning

strategy that directs work to form personal competencies. Thus, competence becomes very useful to help organizations improve their performance. Competence is indispensable in every human resource process. The more competencies that are owned based on the technical capabilities of an employee, the more theirperformance will increase.

Second, the self-efficacy factor is characterized by an unyielding and tenacious attitude in increasing their business even though they face obstacles. An unyielding and tenacious attitude is critical for everyone to have. Of course, one of the supporting and fundamental aspects is an unyielding attitude to achieving success. The unyielding attitude itself is an attitude that is not easily discouraged in the face of various obstacles, always works hard to achieve goals, and considers obstacles as a logical consequence of every activity faced. Self-efficacy can affect behavioral choices, effort expended, and duration when experiencing unpleasant thoughts, feelings, and emotional reactions. People with high self-efficacy tend to choose challenging activities, keep trying hard, and persist in their efforts even though they experience unpleasant things. These behaviors are patterned in their minds and reflected in their emotional reactions. The existence of difficulties at work sometimes makes some employees experience stress. Stress can be prevented with a high spirit that never gives up. Never giving up is an aspect that is based on a high commitment, namely the attitude of persisting in wanting to achieve something or whatever is desired even after experiencing failure after failure. An unyielding attitude is closely related to high commitment. In this study, we underline that the standards and measures of work commitment for employees in their organizations include six main elements, namely: strong belief to advance and develop abilities, strong will to succeed and master a variety of knowledge to increase competence, constructive and creative thinking and a reliable attitude, especially in making decisions about what he faces at work, Patience and steadfastness at work, Physical and mental endurance. This means that the body's physical resistance to dealing with work situations with unexpected conditions and mental resilience in managing not to be easily stressed and emotional, being honest and responsible at work.

Third, the self-efficacy factor means that employees can think creatively. Creative thinking is something significant. Creative thinking is needed not only by those engaged in the arts, which require high creativity but also by those who work in other fields. In all fields of work, innovation is needed. To produce this innovation, it takes people who are always willing and able to think creatively. Because to achieve long-term success for the organization, it takes the ability to adapt to the times. Therefore, the ability to adapt requires the ability to think creatively. Ideas for innovation can come from anywhere by getting used to thinking creatively. The main reason you need to develop creative thinking is the habit of positive thinking. Of course, the third factor in supporting good employee self-efficacy is the ability to develop andcarry out creative ideas. The fourth factor is identifying opportunities to carry out tasks well.Employees' leading supporter of self-efficacy is a positive mindset to carry out activities well. However, in natural conditions, the human mind tends to change. The amount of work and the intensity and pressure of work can cause various problems, making it difficult to focus, think, and behave positively. Finally, they cause anxiety and decreased productivity of physical and mental health. Of course, there are various ways that organizations can take in managing organizational activities in order to maintain a conducive situation, for example, by building good relationships between management levels within the organization, giving each other positive appreciation symmetrically within the ranks of the organization so that toxic relationships within the organization can be minimized. Therefore, it is essential to increase individual confidence in managing emotions related to the tasks carried out and personal efforts to increase individual confidence to plan, initiate and maintain relationships and work withinthe organization.

Furthermore, in the results of this study, we found that self-efficacy directly has a positive effect on performance; of course, the results of this study are in line with the results of research from several previous studies such as (Yeh et al., 2021); (Cabir Hakyemez & Mardikyan, 2021); (Blomquist et al., 2016); (Hallak et al., 2018). Likewise, the results of our research demonstration on hypothesis testing that explain the role of self-efficacy on subjective well-being, which also has a positive and significant effect, are in line with the results of research by (Marshall et al., 2020); (Briki, 2018); (Tamannaeifar & Motaghedifard, 2014); (MM Yang et al., 2020); To et al., 2020). This research also demonstrates that the relationship between self-efficacy and performance, if mediated by the subjective well-being variable, has a very significant influence. This proves that optimal self-efficacy, which is also supported by optimal subjective well-being, will maximize the potential for better performance. The concept of a leader in Islam, or in the future referred to as Islamic leadership, is a leadership model with transcendental values firmly grounded in the Al-Quran and As-Sunnah's sources on the Messenger's practice of Allah, the Companions, and al-Khulafa' al-Rasyidin. Such is the urgency of the leadership position so that in the view of Islam, leadership is a mandate and responsibility that is accountable to the members it leads and will also be accounted for before Allah. So that the responsibility of leadership in Islam is horizontal and formal among humans and vertical-moral, namely responsibility to Allah in the hereafter. A leader will be considered to have escaped from formal responsibility before the people he leads but does not necessarilyescape when he is responsible before Allah.

A leader must be trustworthy because he will be entrusted with responsibility. If the leader does not have a trustworthy nature, it is easy to abuse his position and authority for things that are not good. That is why the Messenger of Allah reminded us to keep the leadership mandate, because it will be accounted for, both in this world and in the hereafter. A leader is needed in various aspects of life, including in organizations and companies. Leaders must utilize their abilities and intelligence by utilizing the existing environment and potential for advancing the organization or company they lead. The meaning of leadership will certainly experience various changes in meaning and definition in line with the role carried out by a leader. The ability to empower subordinates/employees so that an initiative and creative attitude emerge at work is the main task of a leader to maintain the integrity of the organization or company. Leaders are inseparable from leadership styles. This aims to create trust for the internal organization, thereby providing positive expectations for employees that the organization where they work can be successful in the future (Zhang et al., 2018). The organization in the process of its journey as an open system must fulfill all forms of needs, both equipment, and supplies that support all organizational/company activities, such as resource information, adequate working time, and the type of work that is following the character and specialization of each employee. O-Yang, 2018), (Drugbert et al., 2018). The fulfillment of all forms of needs and equipment at work, as well as support from the organization, will undoubtedly have an impact and inspire employees to work professionally (Cheng & O-Yang, 2018), (Haas, 2019) and (Andersson et al., 2019). The role of leaders in protecting employees so that they can be more responsible is very necessary to make internal members of theorganization more comfortable at work (Salas-Vallina et al., 2018).

By definition and purpose of implementing compensation, employees receive compensation in return for the work done and services provided by them to the organization. Of course, compensation includes payments of a monetary nature such as bonuses, profit sharing, overtime pay, awards for performance recognition, and other commissions related to employee performance while in the organization. Besides, compensation also includes non-monetary facilities such as facilities that support employee performance, including houses and vehicles. Compensation is a systematic approach to providing value for money to employees in return for work done. Compensation is one of the strategies or tools used by management for various purposes to advance the company's existence. Compensation can, of course, be tailored to business needs, objectives, and available resources. Generally, compensation is compensation for damage, loss, mental impairment, or wages or salaries in return for physical and mental effort to perform an agreed task or job. However, equality in remuneration for any job or task has forced many company leaders and the company itself to view wages and salaries as compensation because people work efficiently only if they are paid according to their value or are satisfied with their wages. In addition to basic salary or wages, companies are forced to look at benefits and services to justify employees' position and esteem needs and provide adequate protective effects such as inflation. The demands for compensation today are increasingly attractive and competitive among organizations. The issue of compensation then becomes a reasonable discussion considering an employee's position, whether he is at the top of the organization, the middle point, or the bottom of the organizational structure. The desire of employees, of course, is to want differences in the design and implementation of employee values based on strata in a multilevel management structure. Competitive salaries are a logical consequence for employers looking for employees with attributes other than knowledge and skills, attributes that can enrich their experience in the workplace. Compensation, directly and indirectly, will affect an employee, especially as a tool to meet his family's needs, increase consumption and savings, and provide financial protection for employees in the future. Of course, both employers and workers are concerned about the adequacy of compensation. Our study's results formulate a fundamental relationship why subjective well-being is a vital intervention variable to create an excellent organizational performance for an employee. This is illustrated in Table 10.

Table 10. Subjective well being and its relationship to independent variables

Three Types of Happiness and Subjective Well-being	Sample case	Factors affecting
Job satisfaction	• Employees feel their life is very happy and valuable • Employees are satisfied with their current job	• Good and adequate compensation variables to support their lives • The existence of good self-efficacy by the employees themselves as an internal factor • Islamic leadership style, helping employees find someone who is able to motivate and be a role model • Satisfaction and gratitude for what happened in their work activities
High positive feelings and	• Enjoy their daily life and work	• Supportive working relationships between all levels of

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thoughts	• There is a feeling to protect and love among fellow members in their internal organization	the management structure • Interest in the work faced by employees • Jobs with dynamic nature and conditions allow for challenges in every job • Good self-efficacy by the employees themselves as an internal factor
Low Negative Feelings and Thoughts	• High anxiety at work • Easily angry and sad about the work activities at hand	• Low appreciation, compensation from the organization • Poor leadership system in the organization • Toxic Relationships that occur within the organization become a culture so that it has a systemic negative impact on the organization • Lack of clarity between goals and vision and mission at work • Low self-esteem of employees • Low self-efficacy of employees

As a creature whose divine condition has changing potential, the concept of subjective well-being is influenced by many factors, even starting from the process of parenting and birth. The study by Diener, Suh, Lucas, & Smith, 1999; Lyubomirsky, 2013; Myers, 1992) even explains scientifically several factors that can form the subjective well-being paradigm. For example, the person's condition, character, and temperament size. For example, someone who tends to have an extroverted or introverted personality. Resilience, or the ability to rise and recover, when things do not go according to their expectations. When individuals consider their happiness, they think about their relationships, successes and failures, and other personal factors. However, a significant influence on how happy a person is is also contributed by the conditions of the society in which they live and even the conditions and environment in which they work. One factor that predicts unhappiness at work is the existence of self-conflict withthe organization and self-conflict over their work environment.

This study implies a deep meaning that the supporting factors of subjective well being as a measure of happiness at work are not only measured by the provision of high compensation but the role of leaders in organizations who can inspire, do justice and be an example for employees; then followed by self-efficacy, which has a positive meaning as part of self-control over the organization where they work. It is essential to understand that compensation is only a tool to satisfy needs and not the only measure to support a happier life. In many studies and facts that we can see every day, anomalous and paradoxical relationships often occur, creating asymmetrical possibilities about money and happiness. It should also be understood that high materialism seems to reduce life satisfaction and values money above all else to promote happiness. Even when the attitude of materialism has become chronic, its adverse effects can even result in feelings of being less happy than others. This is assumed. When someone has a chronic materialistic attitude and understanding. When looking for money, they sacrifice too much for other essential things, such as relationships and spirituality. This study confirms that the subjective well-being factor is a fundamental factor that can improve employee performance to be more optimal.

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