

ISLAMIC LEADERSHIP AND ORGANIZATIONAL CULTURE: ITS INFLUENCE ON EMPLOYEES PERFORMANCE OF SHARIA FINANCE

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Abstract: This research aims to examine the influence of Islamic leadership and organizational culture on employee performance. This research was conducted at sharia multi-finance company. This type of research is quantitative research. The sampling method in this research is the saturated method. sampling of 70 respondents. Data analysis used the SPSS program with multiple regression analysis. The research results show that Islamic leadership has a positive influence on employee performance. What leaders do becomes an example and model for their subordinates. Leadership also requires the totality of its subordinates to work optimally to support maximum performance improvement. Leaders have also shown the same attitudes, thoughts and work patterns, while the organizational culture has not. affect employee performance. because the indication is that every employee is still guided by the old culture without disrupting performance. Furthermore, Islamic leadership and organizational culture variables simultaneously have a positive effect on employee performance. This variable does have a strong relationship. Organizational culture will not be created without a leader who is of course followed by organizational members.

Keywords: *Islamic Leadership, Organizational culture and Employee Performance*

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1. Introduction

Competition in the current of globalization era means that companies are required to always improve performance and productivity. In company activities, human resources play a very dominant role. The success or failure of a company in achieving company goals depends on the ability of its human resources or employees to carry out their assigned tasks (Oktavia, 2017). (Karsono & Puspita, 2017) suggests that improvements in a company's performance are visible and determined based on employee performance. Performance is a result of work, both quality and quantity, obtained from an employee in completing his duties in accordance with the responsibilities given to him.

Employees are an important asset in an organization, because employees have talents and abilities and have creativity which is really needed in the organization to achieve its goals. Seeing the intense competition between companies today, it is hoped that employees will have a strong commitment to the organization in order to achieve optimal performance to continue to advance the organization.(Fauzan & Fathiyah, 2017). Other opinions expressed by (Rahayu

& Cahyono, 2018) that the quality of human resources or employees has a very close relationship in achieving the work results of each individual in a company or organization.

An organization really needs good coordination and communication so that within the scope of the organization itself it can run in accordance with the responsibilities of each individual. If there is no coordination within an organization, it will be very difficult for the company or institution to run well. This coordination can be done by establishing good communication between fellow employees and employees with leaders in the company or institution (Ariyani et al., 2016).

There are several factors that influence performance, including the Islamic leadership style factor. A leader is a person who is able to provide a vision and mission in an organization. Apart from that, leaders are also one of the determining factors for the success or failure of an organization. A leader is said to be successful if he is able to manage his position, is able to anticipate and is able to realize the specified time period. The history of leadership theory says that the best leadership is the leadership model exemplified in the Islamic religion. The leadership model referred to as the leadership example of Rasulullah is essentially the greatest human being in the history of mankind, namely Rasulullah SAW (Harahap, 2017). (Aziz & Shofawati, 2015) Suggests that leadership in Arabic is called caliphate. Islamic leadership in an organization is obtained based on Islamic sources and then applied in the organization through Islamic beliefs and practices based on the Al-Qur'an and Sunnah. Spiritually based leaders will assume that the world is a journey to plant seeds of goodness that will be harvested in the afterlife. (Adiba, 2018). Other Opinion was stated by (Wijayanti & Wajdi, 2013) that in a leadership, a leader must be able to influence the behavior of subordinates so that want to cooperate and work productively to achieve the organization goals. Based on the other research results in addition to Islamic leadership, organizational culture also plays a role to improving the employee performance in achieving company goals. The Organization culture becomes one of the factors that allegedly can create a performance good employees. Culture means to make someone keep trying to get to know each other and do the dialog (Mahfud, 2014). Similarly, the organization, Islamic organization was established and then spread to various regions in Indonesia. Social conditions, political, economic, education, and the religion of Muslims (ummah) is a driving factor in the emergence of Islamic organizations (Rasyidin, 2016). Organizational culture tends to be created by all members of the organization, if this culture can grow well it will create a pleasant work environment (Fauzan & Fathiyah, 2017). Culture plays an important role in an organization, so the stronger the culture that is instilled in employees, the better the quality of their performance. Conversely, the weaker the organizational culture, the worse employee performance will be. In an Islamic perspective, the purpose of establishing an organization should be in line with the purpose of human life as God's caliph on earth (Firdaus, 2018).

Islamic financial institutions that operates in accordance with Islamic sharia principles, namely that financial institutions in their operations follow and are based on the provisions of Islamic sharia. Especially regarding procedures related to Islam. Therefore, it is important to have an Islamic leadership style concept in organizations that have implemented the basic principles of sharia or Islamic law in achieving organizational challenges. This aims to improve the performance of each employee (Tumimbang et al., 2017).

The phenomenon that Islamic leadership values and organizational culture in business have a very important role in improving the quality of performance encouraged the author to conduct research. This research tries to explore the influence of Islamic leadership and organizational culture on the performance of Islamic financial institutions. Both test and

analysis techniques will produce different conclusions or vice versa, so that they will add to research literature and become input for interested parties.

Islamic Leadership

The holy prophet PBUH addressed all issues striking the right balance, applying his power positively with passion. Surely it was his farsightedness, compassion, and visionary leadership that helped Muslims develop their strength and base speedily. Then, True charisma from the Islamic perspective is in one's conduct (Islam & Miajee, 2017). The Islamic leadership indicators can be found as follows: Loving truth and only having fear of Allah, upholding trusts and fulfilling people's trusts and Sociable with other people. Having an enthusiasm to go forward and have a good dedication. Being responsible for decision-making.

Leadership essentially complements what is lacking in leadership. Leadership is not just a certain position, but a complex process that involves interactions between leaders and external partners/employees in the organization, motivation and framework cannot be separated (Hakim, 2012). It is very important for companies to ensure that managers apply an appropriate leadership style to their employees and the development of organizational performance. The leadership applied to leaders varies according to needs so as to encourage subordinates to make the best contribution to the company, with effective leadership it can improve employee performance. (Prayatna & Subudi, 2016) His research shows several leadership styles as follows: autocratic, bureaucratic, charismatic, democratic, participative, situational, transactional and transformational.

The effectiveness of a good leader's leadership style is when a leader can read the situation at any time. Good communication between leaders and employees also has the greatest influence on employee performance. It is proven from previous research which shows that Islamic leadership has a positive influence on employee performance. On the other hand, many previous studies have found that employees perform better when they are empowered. However, the impact of leadership style has not been revealed specifically whether it is appropriate or effective for empowering employees.

Malik in his research shows several leadership styles as follows: autocratic, bureaucratic, charismatic, democratic, participative, situational, transactional and transformational (Malik et al., 2017). (Taddele, 2015), state that modern leaders must develop attitudes that support employees in providing their vision, foster hope, encourage them. to think innovatively, individual consideration and expand communication. All these factors are the main features of leadership style. According to (Wijono, 2018), leadership basically involves unequal distribution of power between the leader and group members, mobilizing abilities by using various forms of power to influence subordinate behavior, and includes values. Four general traits have an influence on the success of organizational leadership, namely: intelligence, maturity, self-motivation and the drive for achievement and finally the attitude of human relations.

H₁: Islamic leadership has a positive effect on employ performance

Organizational culture

Organizational culture is one of the topics most studied by researchers in the organizational behavior literature. Organizational culture is closely related to employee empowerment in an organization (Cooper-Hakim & Viswesvaran, 2005). Organizational culture influences the way people act and must be a benchmark in every development of an organization. Organizational culture can help employee performance, because it creates the best level of ability in exploiting the opportunities provided by the organization, it is also a system of shared meaning shared by

members of the organization that differentiates it from other organizations (Prof. Jusmaliani, 2023).

Another statement made by Sutrisno is that organizational culture is likened to an invisible social force in an organization in a company or agency. Organizational culture on the other hand can be a means of motivating organizational members in carrying out work activities. Organizational culture can also be measured by whether employee performance in the company increases or not. Because actually a good organizational culture will create and produce good work, and vice versa, if the organizational culture is not good or irregular, it can have an impact on employee performance, which of course will also be irregular. Decreased employee performance can have a negative impact on the company itself (Edy Sutrisno, 2019). Organizational culture provides identity to an organization. Regardless of the individuality of staff members, their actions are collectively bound by the culture of the organization (Cheung et al., 2011).

Previous research findings provide evidence that organizational culture is proven to be better at improving performance quality (Chipunza & Malo, 2017). A good organizational culture improves individual performance (Biswas, 2015). Organizational culture helps in internalizing shared relationships that lead to effective management of organizational processes. Productivity and organizational culture help in improving performance. Organizational work performance has a strong influence on a strong organizational culture because it leads to increased productivity. Organizational norms and values based on different cultures influence workforce management. All previous research results show that there is a positive influence between organizational culture on employee performance in an organization.

H₂: Organizational culture positively influences employee performance

Employee Performance

Performance is a combination of behavior with expected achievements and choices or parts of the tasks available to each employee to achieve organizational goals. In general, job performance refers to how well a person can do the job. Performance can be interpreted as all behavior carried out by employees in their work (Jex & Britt, 2014). (Sukaryanti, 2016) In his research, it was explained that an employee is able to have a high level of performance if there is a match between his job and his abilities. If these things can be fulfilled then a sense of responsibility will automatically arise in work and a willingness to participate in achieving the goals of an organization through carrying out duties and responsibilities optimally. Because usually people whose performance is high are called productive people and conversely people whose performance levels do not reach standards are considered unproductive or low performers. (Hamzah et al., 2021) Employee performance is the effect of some contributions against an organization, such as: Work Quantity, Work Quality, Time Management, Attendance rate and Cooperation.

According to Sutono, good and successful performance is if the desired goals can be achieved well (Ali & Patnaik, 2014). Employee performance is considered the backbone of the organization because it leads to its effective development. Employee loyalty depends on cultural knowledge and awareness that improves organizational behavior. Basic employee values and norms based on management identification that help in improving employee performance. Awareness of quality helps in enhancing organizational and employee development.

Hypotheses

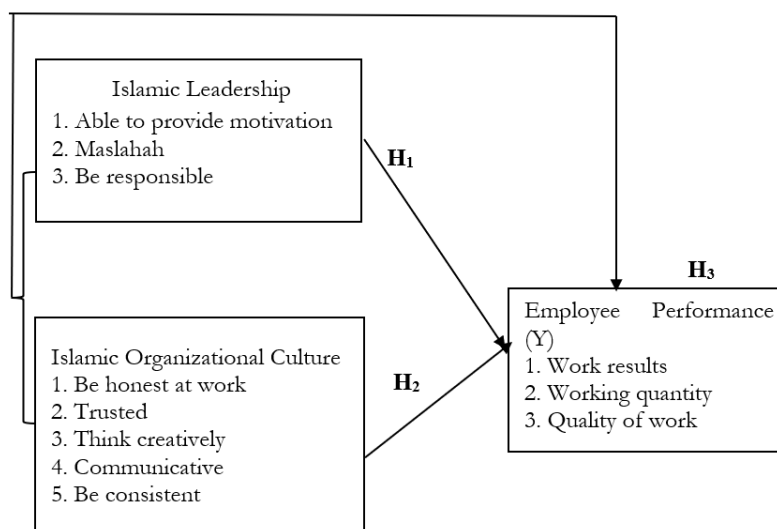
The development of world competition in Islamic financial institutions in the last decade has shown significant progress. In competitiveness, every company certainly has efforts to win public trust in the company. Apart from considering financial performance, the performance of company employees is also one of the most important things for people as customers to make their choice in using sharia banking services.

Employee performance is the output resulting from carrying out the duties and obligations given to someone in a company. To produce good employee performance, companies can manage and improve the Islamic work ethic. Islamic work ethic is the rules for working in accordance with the commands of Allah SWT and avoiding His prohibitions. With an Islamic work ethic and in accordance with Islamic law which is based on the Al-Qur'an and As-Sunnah, Islamic banking is really needed in order to maintain its existence and be competitive.

On the other hand, Islamic leadership also plays an important role in employee performance. Islamic leadership is human behavior in an organization that meets predetermined standards of behavior in order to achieve the expected results. Then, apart from the quality of work ethic and leadership, Islamic organizational culture is also a part that should not be forgotten. Organizational culture is closely related to employee empowerment in an organization.

This research consists of independent variables and dependent variables. The independent variables in this research are work ethics, leadership and Islamic organizational culture. Then the dependent variable in this research is employee performance. This research examines work ethics, leadership and organizational culture on the performance of sharia multi-finance company employees in Lampung City. Based on the explanation stated above, the following is the theoretical framework for the research:

Figure 1
Theoretical Framework for Research



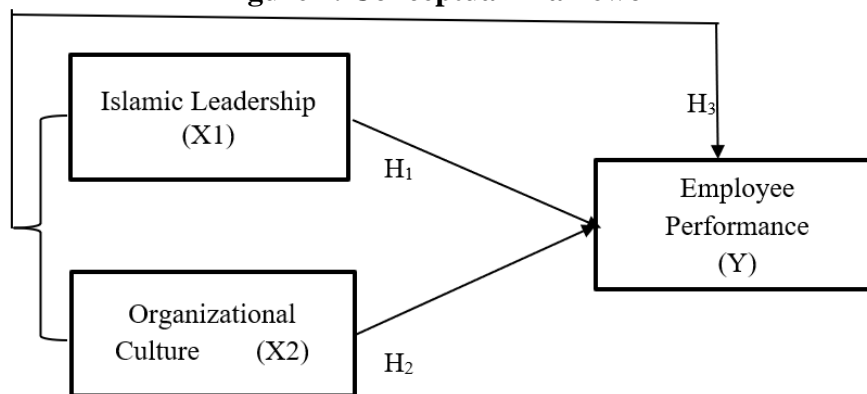
Based on the framework of thinking above, the hypothesis in this research can be formulated as follows:

- H1: h1: There is an influence between the Islamic work ethic on employee performance
- h0 : There is no influence between Islamic work ethic on employee performance
- H2: h1: There is an influence between Islamic leadership on employee performance

h0 : There is no influence between Islamic leadership on employee performance
 H3: h1: There is an influence of Islamic organizational culture on employee performance
 h0 : There is no influence of Islamic organizational culture on employee performance
 H4: h1: There is an influence between Islamic work ethic, Islamic leadership and Islamic organizational culture on employee performance simultaneously
 h0: There is no influence between Islamic work ethic, Islamic leadership and Islamic organizational culture on employee performance simultaneously.

Based on the explanation presented in the theoretical analysis section, the following conceptual framework was created:

Figure 2. Conceptual Framework



Based on the explanation of the results of previous research, the following hypothesis is proposed:

- H₁ : Islamic Leadership influence to employee performance
- H₂ : Organizational Culture influence on employee performance
- H₃ : Islamic Leadership and organizational Culture affect the employee performance

2. Research Methods

This research is quantitative research with an explanatory or causal design which aims to describe how a variable influence or causes changes in various variables (Cooper et al., 2006). The data measured in this analysis is primary data sourced from a survey of 35 employees and 35 sharia finance customers using a questionnaire. Researchers want to know the influence of Islamic leadership and organizational culture on employee performance. This is intended to provide recommendations to Multifinance regarding improving employee performance. The survey was conducted on 70 respondents using an online questionnaire via Google Forms. In multivariate analysis research such as regression, the number of samples taken is at least ten times the number of variables studied (Sugiyono, 2016). Because this research uses three variables, the minimum number of samples used is 30 samples. Therefore, the use of 70 samples is considered sufficient to represent the population. The sampling technique used in this research was simple random sampling. The number of questions in the survey is 15 questions using a Likert scale. The latent variables of this research are performance expectations (5 items), leadership expectations (5 items), organizational culture (5 items), which are measured by indicators developed according to Gupta. and Arora (2020),

The analytical method used in this research is SPSS to test the influence of exogenous variables on endogenous variables. SPSS is a multivariate analysis method that can

simultaneously describe the linear relationship between observed variables (indicators) and latent variables (Wong, 2013). The structural equation system consists of a structural model and measurements. So, this method is ideal to apply to this research. Next, data analysis was carried out using SmartPLS 3.0 M3 software.

3. Results and Discussion

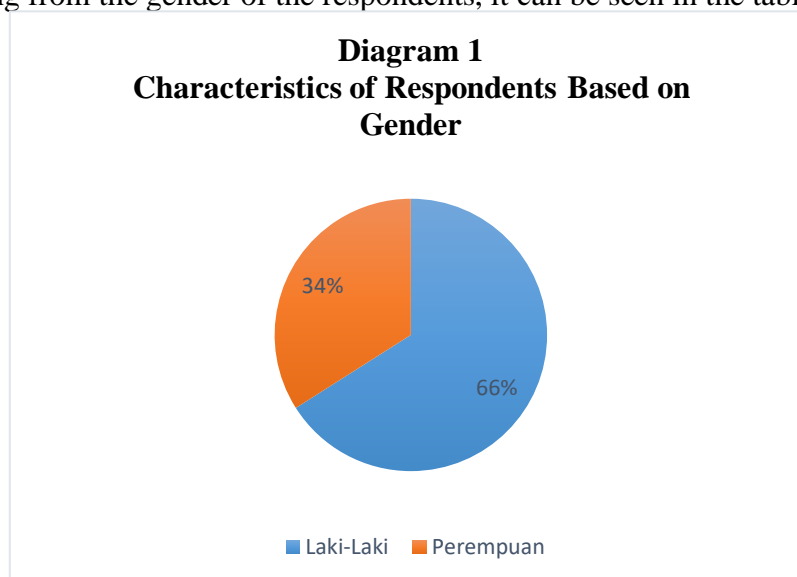
3.1 Results

Characteristics of Respondents

The respondents used in this research were employee leaders and customers of Sharia multi-finance companies and the people of Lampung City who were registered as customers in 2023. The respondents used in this research were 70 people consisting of managers, 32 employees and 35 customers. The characteristics of respondents used in this research are based on gender, age and education. The characteristics of respondents in this research are as follows:

a. Characteristics of Respondents Based on Gender

Judging from the gender of the respondents, it can be seen in the table as follows:

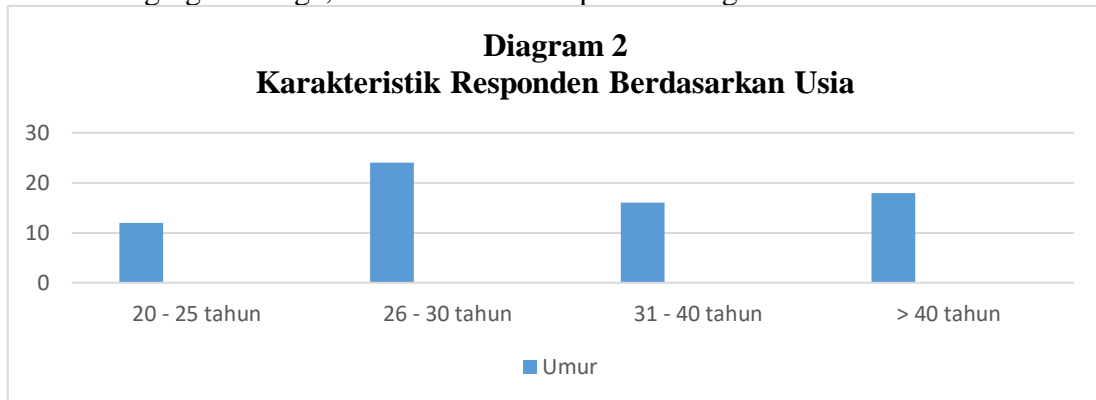


Source: Primary data processed 2023

The respondents in this research were 70 people. Based on the diagram above, it can be seen that the largest number of respondents according to gender were men, namely 46 people or 66%, and female respondents were 24 people or 34%. This shows that the majority of respondents in this study were men. Because most companies need more workers in the field and the role of men is needed more in this case to support the company's development.

b. Characteristics of Respondents Based on Age

Judging from age, the variation in respondents' ages can be seen as follows:

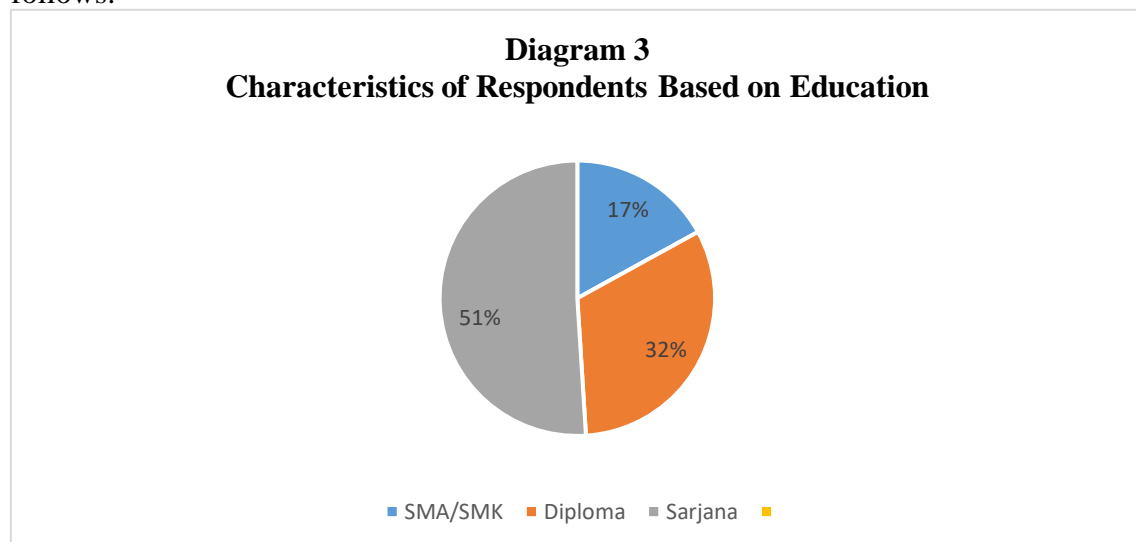


Source: Primary data processed 2023

From the diagram above, it can be seen that the number of respondents aged 20 - 25 years is 12 people or 17%, 25 - 30 years old is 24 people or 34%, aged 31 - 40 years is 16 people or 23%, and those aged 40 years and above are 18 people or 26%. This shows that most of the company respondents are 26-30 years old. Because this age is still a productive period, the sustainability period is still long and this is very good for the company's future.

c. Characteristics of Respondents Based on Education

If seen from the level of education, the respondents in this research were educated as follows:



Source: Primary data processed 2023

From the diagram above, it can be seen that the majority of educational respondents have a bachelor's degree (S1) as many as 36 people or 51%, those with a diploma education number 22 people or 32%, those with a high school education number 12 people or 17%. Hallini shows that the majority of company respondents have a bachelor's degree. In this way, it is good for the progress and improvement of employee performance in sharia multi-finance companies in Lampung City.

Islamic Leadership Validity Test

Islamic leadership has three indicators, namely being able to provide motivation, masalah and responsibility. Each indicator of Islamic leadership is used as statements in a questionnaire to measure the influence of Islamic leadership on employee performance. The results of the validity test of the Islamic leadership variable can be seen in the tables below:

Table 1. Validity Testing of Islamic Leadership

| Validity | Statement Items | r-count | r-table | Information |
|--------------------|-----------------|---------|---------|-------------|
| Islamic Leadership | IL 1 | ,701 | 0,334 | Valid |
| | IL 2 | ,701 | | Valid |
| | IL 3 | ,429 | | Valid |
| | IL 4 | ,550 | | Valid |

Of the three indicators regarding Islamic leadership, the 4 statements are all valid.

Islamic Organizational Culture Validity Test

Islamic organizational culture has three indicators, namely honesty in work, trustworthiness, creative thinking, communicative and consistent. Each indicator of Islamic organizational culture is used as statements in a questionnaire to measure the influence of Islamic organizational culture on employee performance. Validity testing of Islamic organizational culture variable can be seen in the tables below:

Table 2. Validity Testing of Islamic Organizational Culture

| Validity | Statement Items | r-count | r-table | Information |
|------------------------|-----------------|---------|---------|-------------|
| Organizational Culture | IOC 1 | ,361 | 0,334 | Valid |
| | IOC 2 | ,661 | | Valid |
| | IOC 3 | ,570 | | Valid |
| | IOC 4 | ,478 | | Valid |
| | IOC 5 | ,539 | | Valid |
| | IOC 6 | ,368 | | Valid |
| | IOC 7 | ,744 | | Valid |

Of the five indicators regarding Islamic leadership, all 7 statements are valid.

Employee Performance Validity Test

Employee performance has three indicators, namely work results, quantity and quality of work. Each employee performance indicator is made into statements in a questionnaire to measure the influence of employee performance. The results of the validity test of employee performance variables can be seen in the tables below:

Table 3. Employee Performance Validity Test Results

| Validity | Statement Items | r-count | r-table | Information |
|----------------------|-----------------|---------|---------|-------------|
| Employee Performance | EP 1 | ,838 | 0,334 | Valid |
| | EP 2 | ,811 | | Valid |
| | EP 3 | ,612 | | Valid |
| | EP 4 | ,455 | | Valid |

Of the three indicators regarding employee performance, the 5 statement items are all valid.

Based on the results of the correlation coefficient calculation in the table above. Shows that all the indicators used to measure the variables of Islamic work ethic, Islamic leadership,

Islamic organizational culture and employee performance used in this research are r count > rtable. This means that all indicators and statements for each variable in this research are valid so they can be used as data collectors and can be analyzed further.

Reliability Test

Research results are reliable if there are similar data at different times. A reliable instrument is an instrument that, when used several times to measure the same object, will produce the same data. By using reliable instruments in data collection, it is hoped that the research results will be reliable. In this research, reliability testing will be carried out with the SPSS program. For this test, the research will also use a limiting value of r0.6. If the value of the reliability results is <0.6 then the results are said to be not good.

Table 4. Reliability Test Results

| Variable | Value Cronbach Alpha | Information |
|-------------------------------------|----------------------|-------------|
| Islamic Leadership (X1) | 0,729 | Reliable |
| Islamic Organizational Culture (X2) | 0,740 | Reliable |
| Employee Performance (Y) | 0,756 | Reliable |

The results of reliability testing of the variable constructs used in the research showed that the Cronbach Alpha value for the Islamic work ethic variable was 0.725, Islamic leadership was 0.729, Islamic organizational culture was 0.740, and employee performance was 0.756. Of all the variables above, it shows that the Cronbach Alpha value is greater than 0.60. This This means that all instruments in this research cannot reliable, so that all items of the statement are trustworthy and can be used for further research. I

Multiple Linear Regression Analysis Tasting

Based on the table, can be made equation models multiple linear regression as follows:

$$Y = 0,609 + 0,000X1 + 0,642$$

Table 5. Multiple Linear Regression Test Results

| Unstandardized Coefficients | | | Standardized Coefficients | | |
|-----------------------------|-------|------------|---------------------------|-------|------|
| Model | B | Std. error | Beta | T | Sig |
| (constan) | 1.642 | 3.179 | | .192 | .609 |
| X1 | -.480 | .059 | .778 | 8.157 | .000 |
| X2 | -.017 | .035 | -.261 | -.469 | .642 |

The t test

The t test is used to see the level of significance of the independent variable on the dependent variable partially. Here are the test results:

Table 6. T test Results

| Unstandardized Coefficients | | | Standardized Coefficients | | |
|-----------------------------|-------|------------|---------------------------|-------|------|
| Model | B | Std. error | Beta | T | Sig |
| (constan) | 1.642 | 3.179 | | .192 | .609 |
| X1 | -.480 | .059 | .778 | 8.157 | .000 |
| X2 | -.017 | .035 | -.261 | -.469 | .642 |

The F Test

The following are the conclusions obtained from the F test:

Table 7. F Test Results

| Model | Sum of Squares | Df | Mean of Squar | F | Sig. |
|-----------|----------------|----|---------------|--------|-------------------|
| Regreeion | 41.083 | 2 | 20.542 | 34.960 | .000 ^b |
| Residual | 18.802 | 32 | .588 | | |
| Total | 59.886 | 34 | | | |

3.2 Discussion

Variable Islamic Leadership

The Influence of Islamic Leadership Style on Employee Performance. Finance Syari'ah Lampung can be seen from the results of the t test carried out using the SPSS program. The results of the t test on variable X1 on Y show that the significance value contained in it. So it can be concluded that variable

Hypothesis testing that has been carried out shows that the first hypothesis is accepted, which means there is a significant influence between Islamic leadership style on employee performance. This shows that the focus in this research is related to what leaders do with the leader's ability to motivate his subordinates to do something more than just the intentions and abilities they think they have. What leaders do becomes an example and model for their subordinates. Leaders also require the totality of their subordinates to be able to work optimally to support maximum performance improvement. Leaders must show the same attitudes, thoughts and work patterns, because in that sense leaders are role models. Without having to say much, subordinates will follow the example. The results of this study are similar to several previous studies which also used the same variables. One of them is research conducted by (Harahap, 2017) with the title "The Influence of Islamic Leadership and Work Motivation on PT Employee Performance. Bank Syariah Mandiri, Tbk KCP Sukaramai Medan". A leader is someone who is able to create the company's vision and mission. an organization. Leaders are also the main factor that determines the success or failure of an organization. Of course, an organization can be said to be successful if a leader can protect its members, and is also able to manage and run it in accordance with applicable regulations. Expected goals have been agreed within a certain time period. (Fauzan & Fathiyah, 2017) opinion shows that the role of a leader is apart from being able to protect his members, a leader is also expected to be able to channel knowledge and experience to his members. Strengthening Prayatna and Subidi's opinion that the effectiveness of a good leader's leadership style is if a leader can read the situation they are facing at any time. Good communication between leaders and employees also has a big influence on employee performance. From the research results. previously showed that there was a positive influence between Islamic leadership style on employee performance in an organization (Prayatna & Subudi, 2016).

Variable Organizational Culture

The influence of organizational culture on the performance of Islamic financial institution employees can be seen from the t test that has been carried out. The results of the t test explain that the calculated t value is -0.469, while the t table value is 2.040, meaning that the calculated t value is smaller than the t table value. The significance value is 0.642, which means it is greater than 0.05. It can be concluded that organizational culture variables have no influence on employee performance.

Hypothesis testing that has been carried out shows that the first hypothesis is rejected, which means there is no influence of organizational culture on employee performance. The strong culture of an organization is based on managers and leaders who help in increasing the level of performance. The research results show that organizational culture is not effective because there are indications that every employee still relies on the old culture, although it does not interfere with performance, it definitely still exists. opportunities for organizations to maximize their functions so that they can encourage improved employee performance to be even better. Therefore, Islamic organizational culture needs to be implemented in the Sharia Financial Institution environment to build the profile and behavior of employees who are professional, have high integrity and carry out the mandate of providing excellent service based on data results. and information quality statistics. In this way, service users' trust will increase faster and better.

The results of this research show that there are differences with the results of previous research conducted by (Mahfud, 2014). The results of this research explain that there is a significant influence between organizational culture on employee performance at PT. East Java Regional Development Bank Tbk (Bank Jatim Syariah) Head Office in Surabaya. Another opinion was also expressed by Fatiyah and Fauzan who stated that organizational culture can be created by the members of the organization themselves, so that a comfortable and better environment will be created. This statement states that organizational culture tends to have a relationship with increasing the performance of an employee in an organization in a company or agency. 31 Another statement made by Sutrisno is that organizational culture can be considered an invisible social force in an organization in a company or agency. 32 Apart from being a motivational tool for organizational members in carrying out work activities, organizational culture can also be measured by whether or not employee performance in the company increases or not. Because actually a good organizational culture can create and provide good work results, and vice versa, if the organizational culture is not good or disorganized it can affect the performance of employees who are also disorganized. Decreased employee performance can have a negative impact on the company itself. All previous research results show that there is a positive influence between organizational culture on employee performance in an organization.

Islamic Leadership and Organizational Culture Variables

Based on the table above, it shows that the calculated F is 34.960 with a significance value of 0.000, where the significance value is smaller than the alpha value of 0.05, thereby providing a decision that simultaneously independent variables (Islamic leadership and organizational culture) have a significant influence on organizational performance. . . significant influence on the dependent variable (employee performance).

Hypothesis testing that has been carried out shows that the third hypothesis is accepted, which means there is a simultaneous influence between the three variables. It can be seen again from the discussion of hypotheses 1 and 2 that it can be concluded that organizational culture and Islamic leadership style have a strong relationship with employee performance. Organizational culture will not be created without a leader who must be followed by organizational members. So it is clear that good leaders are needed in an organization. As for assessing whether a company is successful or not, it can be seen from the performance of the company's employees. Increasing employee performance can have an impact on company life or not. So, it can be said that organizational culture, Islamic leadership style and employee performance have a relationship and influence on each other.

4. Conclusion

From the research results it was concluded that: First. Islamic leadership variables influence employee performance. What leaders do becomes an example and model for their subordinates. Leaders also require the totality of their subordinates to be able to work optimally to support maximum performance improvement. Leaders have also demonstrated the same attitudes, thoughts and work patterns. Second. Organizational culture variables have no influence on employee performance. Because there are indications that every employee still adheres to the old culture even though it does not interfere with their performance. To build an Islamic organizational culture, all organizational actors must have a sense of need and carry out their work with a sincere heart and must learn a lot, especially in sharia matters. Third. The variables of Islamic leadership and organizational culture simultaneously have a significant influence on employee performance. Organizational culture will not be created without a leader who must be followed by organizational members.

Islamic leadership has an influence on employee performance. It is hoped that the company will continue to maintain and improve its Islamic leadership so that it remains able to maintain its existence and be competitive. The role of Islamic organizational culture is still not optimal. However, of course there are still opportunities for organizations to maximize their functions to encourage better employee performance. Although overall Islamic leadership (X1) and Islamic organizational culture (X2) have a positive and significant influence on employee performance (Y) in this research, it is hoped that there will still be cooperation between leaders and subordinates by looking for the best solution to improve the application of all variables to get even better performance results.

Corporate agencies, it is hoped that employee performance at the Sharia Financial Agency will remain high, so that companies must continue to pay attention to their employees, by maintaining or improving Islamic leadership and Islamic organizational culture. Because based on research, these three variables greatly influence employee performance in order to maintain and improve the company's competitive existence. Future researchers regarding employee performance in companies should conduct research on sharia multi-finance companies, not just limited to sharia financial institutions and must also look at other factors and develop more variables, not just focus on Islamic leadership and organizational culture. Islam only. For example: job rotation, motivation, and involving more respondents in conducting research which can influence employee performance.

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