

THE INFLUENCE OF LEADERSHIP STYLE, ISLAMIC ORGANIZATIONAL CULTURE, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE, WITH MOTIVATION AS AN INTERVENING VARIABLE AT PT SURYA BERKAH UTAMA (SBU)

Agus Setyobudi¹; Sri Hartono²; Fathurrahman Al Banjari³

Afiliasi : Universitas Muhammadiyah Ponorogo^{1 2 3}

Email : Setyobudiagus96@gmail.com¹; srihartono@umpo.ac.id²;
fatkhurrohmanalbanjari@gmail.com³

ABSTRAK

Kinerja karyawan merupakan salah satu faktor yang menentukan keberhasilan organisasi dalam mencapai tujuannya. Upaya untuk meningkatkan kinerja karyawan dipengaruhi oleh berbagai faktor, antara lain gaya kepemimpinan, budaya organisasi Islami, disiplin kerja, dan motivasi kerja. PT Surya Berkah Utama (SBU) Ponorogo, sebagai salah satu Amal Usaha Muhammadiyah (AUM), menerapkan nilai-nilai Islam dalam pengelolaan organisasinya, sehingga relevan untuk dijadikan objek penelitian dalam mengkaji hubungan antarvariabel tersebut. Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan, budaya organisasi Islami, dan disiplin kerja terhadap kinerja karyawan, dengan motivasi kerja sebagai variabel intervening pada PT Surya Berkah Utama (SBU) Ponorogo. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Populasi penelitian adalah seluruh karyawan PT Surya Berkah Utama (SBU) Ponorogo, dengan jumlah sampel sebanyak 133 responden. Pengumpulan data dilakukan melalui kuesioner dengan menggunakan skala Likert. Analisis data menggunakan metode Structural Equation Modeling–Partial Least Squares (SEM-PLS) dengan bantuan perangkat lunak SmartPLS melalui pengujian model pengukuran (outer model), model struktural (inner model), serta pengujian hipotesis secara langsung dan tidak langsung (indirect effect). Hasil penelitian menunjukkan bahwa: (1) variabel gaya kepemimpinan tidak berpengaruh signifikan terhadap kinerja karyawan; (2) variabel budaya organisasi Islami berpengaruh signifikan terhadap kinerja karyawan sebesar 0,280, dengan p-value sebesar $0,003 < 0,005$ dan t-statistic sebesar $2,971 > 1,96$; (3) variabel disiplin kerja tidak berpengaruh signifikan terhadap kinerja karyawan; (4) variabel gaya kepemimpinan tidak berpengaruh signifikan terhadap motivasi kerja; (5) variabel budaya organisasi Islami berpengaruh signifikan terhadap motivasi kerja sebesar 0,397, dengan p-value sebesar $0,000 < 0,005$ dan t-statistic sebesar $5,014 > 1,96$; (6) variabel disiplin kerja berpengaruh positif dan signifikan terhadap motivasi kerja sebesar 0,202, dengan p-value sebesar 0,006 dan t-statistic sebesar 2,743; (7) terdapat pengaruh positif dan signifikan variabel disiplin kerja terhadap motivasi kerja sebesar 0,369, dengan p-value sebesar 0,000 dan t-statistic sebesar 4,218; (8) pengaruh tidak langsung gaya kepemimpinan terhadap kinerja karyawan melalui motivasi kerja tidak signifikan; (9) pengaruh tidak langsung budaya organisasi Islami terhadap kinerja karyawan melalui motivasi kerja bersifat positif dan signifikan, dengan nilai indirect effect sebesar 0,146, p-value sebesar 0,002, dan t-statistic sebesar 3,047; dan (10) pengaruh tidak langsung disiplin kerja terhadap kinerja karyawan melalui motivasi kerja bersifat positif dan signifikan, dengan nilai indirect effect sebesar 0,075, p-value sebesar 0,018, dan t-statistic sebesar 2,382. Kata kunci: gaya kepemimpinan, budaya organisasi Islami, disiplin kerja, motivasi kerja, kinerja karyawan.

Kata kunci: gaya kepemimpinan, budaya organisasi Islami, disiplin kerja, motivasi kerja, kinerja karyawan.

ABSTRACT

Employee performance is one of the factors that determines an organization's success in achieving its goals. Efforts to improve employee performance are influenced by various factors, including leadership style, Islamic organizational culture, work discipline, and work motivation. PT Surya Berkah Utama (SB Ponorogo, as one of Muhammadiyah's (AUM) charitable organizations, applies Islamic values in its organizational management, making it a relevant object for examining the relationships between these variables. This study aims to analyze the influence of leadership style, Islamic organizational culture, and work discipline on employee performance, with work motivation as an intervening variable at PT Surya Berkah Utama (SBU) Ponorogo. This research uses a quantitative approach with a survey method. The research population was all employees of PT Surya Berkah Utama (SBU) Ponorogo, with a sample size of 133 respondents. Data collection was conducted through a questionnaire using a Likert scale. Data analysis used the Structural Equation Modeling–Partial Least Squares method. (SEM-PLS) with the help of SmartPLS software through testing the measurement model (outer model), structural model (inner model), and hypothesis testing directly and indirectly (indirect effect). The results of the study indicate that: (1) the leadership style variable does not have a significant effect on employee performance; (2) the Islamic organizational culture variable has a significant effect on employee performance, amounting to 0.280 with p-values $0.003 < 0.005$, and t-statistics of $2.971 > 1.96$; (3) the work discipline variable does not have a significant effect on employee performance; (4) the leadership style variable does not have a significant effect on work motivation; (5) the Islamic organizational culture variable has a significant effect on work motivation amounting to 0.397 with p-values $0.000 < 0.005$, and t-statistics of $5.014 > 1.96$; (6) work discipline variables have a positive and significant effect on motivation of 0.202 with p-values of 0.006 and t-statistics of 2.743; (7) work discipline variables have a positive and significant effect on work motivation of 0.369, with p-values of 0.000, and t-statistics of 4.218; (8) the indirect effect of leadership style on employee performance through work motivation is not significant; (9) the indirect effect of Islamic organizational culture on employee performance through work motivation is positive and significant with indirect effects of 0.146, 0.002 and t-statistics of 3.047; and (10) the indirect effect of work discipline on employee performance through work motivation is positive and significant with indirect effects of 0.075, with p-values of 0.018, and t-statistics of 2.382.

Keywords: leadership style, Islamic organizational culture, work discipline, work motivation, employee performance.

INTRODUCTION

Increasingly competitive business conditions, rapid technological development, and changes in the business environment require organizations to continuously improve their ability to achieve organizational goals and maintain sustainability. Organizations can no longer rely solely on financial and technological resources but also need human resources who are professional, adaptive, responsible, and committed to organizational objectives. Therefore, human resources represent a strategic asset in determining organizational success and sustainability. One important indicator of organizational achievement is employee performance, which reflects the extent to which employees carry out their duties and responsibilities according to established organizational standards (Ichsan et al., 2020).

Employee performance is influenced by various organizational and psychological factors, including leadership style, organizational culture, work discipline, and work motivation. Leadership style influences how leaders direct employees, communicate organizational objectives, and shape employee behavior. Organizational culture provides shared values and behavioral guidelines, while work discipline encourages employees to perform their duties according to established rules, procedures, and responsibilities. Meanwhile, work motivation provides

psychological encouragement that directs employees' abilities, energy, and efforts toward achieving organizational goals.

This issue is particularly relevant at PT Surya Berkah Utama (SBU) Ponorogo, a company engaged in general services and trade and one of the Muhammadiyah Business Enterprises (Amal Usaha Muhammadiyah). As part of Muhammadiyah's organizational environment, SBU Ponorogo is not solely oriented toward economic benefits but also seeks to implement Islamic values in its organizational management. The company upholds values such as trustworthiness, professionalism, honesty, usefulness, and progress. These values are reflected in organizational activities, including collective Qur'an recitation before work, morning briefings led by leaders, and routine Islamic studies involving employees.

The implementation of these practices indicates the presence of Islamic organizational culture within SBU Ponorogo. Islamic organizational culture represents a system of meanings, values, and beliefs based on Islamic principles that are shared by organizational members and serve as guidelines for behavior (Kusumawati, 2015). The implementation of Islamic values is expected to encourage responsible, honest, disciplined, and professional work behavior. However, a good organizational culture does not automatically guarantee optimal employee performance. Its effectiveness also depends on how organizational values are directed, communicated, and exemplified by organizational leaders.

Leadership style therefore has an important role in implementing organizational culture and achieving organizational goals. Leaders are responsible for directing employees, providing behavioral examples, communicating organizational objectives, building relationships, and creating working conditions that support performance. In the context of SBU Ponorogo, leadership becomes particularly important because the implementation of Islamic organizational culture requires direction and exemplary behavior from leaders. Leadership is therefore not only related to achieving work targets but also to directing organizational values and shaping employee behavior.

Work discipline is also an important factor in supporting employee performance. Work discipline refers to an individual's awareness and willingness to comply with organizational regulations and applicable social norms (Fariska et al., 2022). Employees with higher levels of discipline tend to perform their duties more systematically, responsibly, and effectively. At SBU Ponorogo, employee discipline is supported through an attendance allowance program that provides rewards for employees who fulfill attendance requirements and consequences for employees who do not comply with applicable provisions. Nevertheless, the effectiveness of such policies may also depend on employee awareness and motivation.

Work motivation may consequently provide an important link between organizational factors and employee performance. Motivation encourages employees to perform their duties,

maintain their efforts, and direct their behavior toward specific goals (Nilawati et al., 2024). Leadership can provide direction and support, Islamic organizational culture can provide values and meaning to work, and work discipline can create order in task implementation. These factors may contribute to a more positive psychological condition that encourages employees to improve their work performance. SBU Ponorogo also seeks to increase employee motivation through rewards and the distribution of remaining business results (Sisa Hasil Usaha / SHU) according to predetermined company targets.

Previous research has shown inconsistent findings regarding the relationships among these variables. Astamega (2020) and Siregar et al. (2024) found that leadership style did not have a significant effect on employee performance. In contrast, Baihaqi and S. (2021) found that organizational culture had a positive and significant effect on employee performance, while Mazidah (2020) found that work discipline had a positive and significant effect on employee performance. These differences indicate that organizational factors may not always influence employee performance directly and that employee psychological conditions may play an important role in explaining these relationships.

This research gap is particularly relevant in an organization such as PT Surya Berkah Utama Ponorogo, which combines economic objectives with the implementation of Islamic values as part of a Muhammadiyah Business Enterprise. The existence of Islamic activities, leadership practices, disciplinary mechanisms, and reward systems provides a distinctive organizational context for examining the relationships among leadership style, Islamic organizational culture, work discipline, work motivation, and employee performance. Therefore, this study examines not only the direct effects of leadership style, Islamic organizational culture, and work discipline on employee performance but also the indirect effects through work motivation as an intervening variable.

This study aims to analyze the influence of leadership style, Islamic organizational culture, and work discipline on employee performance, as well as the influence of these variables on work motivation and the role of work motivation in mediating their effects on employee performance at PT Surya Berkah Utama Ponorogo. Theoretically, this study is expected to contribute to the development of human resource management knowledge by providing empirical evidence regarding the relationships among leadership style, Islamic organizational culture, work discipline, work motivation, and employee performance, particularly in the context of Muhammadiyah Business Enterprises. Practically, the findings are expected to provide input for PT Surya Berkah Utama Ponorogo in evaluating leadership practices, strengthening Islamic organizational culture, improving employee discipline, and developing more effective motivation and reward strategies to support employee performance and organizational goals.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Leadership Style and Employee Performance

Organizational Behavior Theory explains how individuals and groups behave within an organization and how such behavior affects the achievement of organizational goals. From this perspective, leadership is an important factor because leaders have the ability to influence, direct, and mobilize organizational members in performing their duties and responsibilities. Leadership style refers to the behavioral pattern used by leaders to direct and influence subordinates in achieving organizational goals. It is reflected in how leaders provide direction, communicate, make decisions, provide support, supervise, and motivate employees. The Behavioral Theory of Leadership further emphasizes that leadership effectiveness can be understood through the behavior demonstrated by leaders when interacting with their subordinates. An appropriate leadership style can build harmonious working relationships, increase work motivation, and encourage employees to perform their tasks effectively and responsibly.

Empirically, Wiratama et al. (2019) found that leadership style had a positive and significant effect on employee performance. Their study of employees at BPRS Bhakti Sumekar Sumenep showed that leadership style had a significance value of 0.04, which was lower than 0.05. Based on the theoretical explanation and previous empirical findings, leadership style is expected to contribute positively to employee performance.

H1: Leadership style has a positive and significant effect on employee performance.

Islamic Organizational Culture and Employee Performance

Islamic organizational culture is a set of values, beliefs, and norms based on Islamic principles that influence individual and group behavior within an organization. Islamic organizational culture reflects Islamic teachings that emphasize justice, responsibility, work ethics, social concern, and honesty. It is not only oriented toward achieving business objectives but also considers the moral and spiritual well-being of organizational members.

The implementation of Islamic organizational values is expected to influence employee behavior and support organizational objectives. In the research conducted by Rosyidah (2025), Islamic organizational culture was found to have a positive and significant effect on work motivation, with a significance value of 0.000. Although the study focused on the relationship between Islamic organizational culture and work motivation, its findings provide a basis for examining the role of Islamic organizational culture in the broader employee performance model. Therefore, stronger implementation of Islamic organizational culture is expected to support employee performance.

H2: Islamic organizational culture has a positive and significant effect on employee performance.

Work Discipline and Employee Performance

Work discipline is an important characteristic in the management and control of human resources. Higher employee discipline is expected to contribute to higher overall performance. Discipline encourages employees to comply with organizational rules and perform their duties according to established provisions.

Prasetyo and Marlina (2019) examined the effect of work discipline and job satisfaction on employee performance. Their findings showed that the variables of discipline and job satisfaction contributed 15% to employee performance, indicating that improving employee work discipline could have an impact on improving employee performance. Thus, employees with better work discipline are expected to demonstrate better performance.

H3: Work discipline has a positive and significant effect on employee performance.

Leadership Style and Work Motivation

Leadership style can be understood as a behavioral pattern applied by leaders to influence, direct, and guide employees. The application of an appropriate leadership style aims to motivate organizational members to perform their duties and responsibilities according to established directions so that organizational goals can be achieved effectively.

Leadership style is also associated with employee motivation because leaders can provide direction, support, encouragement, and inspiration in carrying out work. Astamega (2020), in research entitled *The Influence of Leadership Style and Organizational Culture on Employee Performance with Motivation as a Variable Intervening*, found that the influence of leadership style on motivation was significant. Therefore, an appropriate leadership style is expected to increase employee work motivation.

H4: Leadership style has a positive and significant effect on work motivation.

Islamic Organizational Culture and Work Motivation

Islamic organizational culture consists of values, beliefs, and norms based on Islamic principles that influence individual and group behavior. It emphasizes justice, responsibility, work ethics, social concern, and honesty, while also considering the moral and spiritual well-being of organizational members. Such values can provide employees with behavioral guidance and meaning in carrying out their work.

Radyasmita (2022), in research examining Islamic work culture and work motivation on employee performance at the Sidoarjo Ministry of Religion Office, found that work motivation had a positive and dominant effect on employee performance, while Islamic work culture did not have a partial or dominant effect on employee performance. These findings provide a basis for

further examining whether Islamic organizational culture can influence employee work motivation in the context of PT Surya Berkah Utama Ponorogo.

H5: Islamic organizational culture has a positive and significant effect on work motivation.

Work Discipline and Work Motivation

Work discipline refers to an individual's awareness and willingness to comply with company regulations and applicable social norms (Fariska et al., 2022). Discipline provides order in the implementation of work and encourages employees to carry out their responsibilities according to established provisions.

Ferdinal (2022), in research examining organizational culture and work discipline on lecturer performance through work motivation, found that work discipline had a positive and significant effect on work motivation, with a significance level of 0.021, which was lower than 0.05. This finding indicates that improved work discipline can be associated with increased employee work motivation.

H6: Work discipline has a positive and significant effect on work motivation.

Work Motivation and Employee Performance

Work motivation is a process that directs, stimulates, and maintains human behavior toward the achievement of particular goals. It can be understood as a psychological drive that influences the direction of individual behavior within an organization. Work motivation involves internal or external forces that encourage individuals to act toward specific goals and maintain their efforts to achieve optimal performance (George & Jones, 1996).

Adinda et al. (2023), in their research on work motivation and work discipline on employee performance at PT Aneka Tambang Tbk (UBPE) Pongkor, found a positive and significant relationship between work motivation and employee performance. The findings indicate that higher work motivation can improve employee performance. Therefore, employees with stronger work motivation are expected to achieve better performance.

H7: Work motivation has a positive and significant effect on employee performance.

Work Motivation as a Mediator between Leadership Style and Employee Performance

Leadership style represents the characteristics and behaviors used by leaders to guide, direct, mobilize, and influence subordinates in carrying out their work. Leadership involves activities such as initiating, regulating, informing, supporting, evaluating, and summarizing to achieve organizational goals (Wahab, 2011).

Sugiyono (2022b) found that good leadership style could improve employee performance through work motivation. Effective leadership provides encouragement and inspiration that can increase employee motivation in performing their tasks. Thus, work motivation can become a link that strengthens the influence of leadership style on employee performance. Based on this

argument, work motivation is expected to mediate the relationship between leadership style and employee performance.

H8: Work motivation mediates the positive effect of leadership style on employee performance.

Work Motivation as a Mediator between Islamic Organizational Culture and Employee Performance

One function of Islamic organizational culture is to guide individuals in interacting and working within a company or organization so that their actions and decisions reflect Islamic values. The implementation of these values is expected to support organizational performance while maintaining organizational integrity and reputation.

Rahman and Mas'ud (2022) found that Islamic organizational culture had a positive influence on Islamic work motivation and that Islamic work motivation had a positive effect on nurse performance. Their findings also indicated that Islamic work motivation mediated the influence of Islamic organizational culture on nurse performance. These findings provide a basis for examining work motivation as a mediating mechanism between Islamic organizational culture and employee performance.

H9: Work motivation mediates the positive effect of Islamic organizational culture on employee performance.

Work Motivation as a Mediator between Work Discipline and Employee Performance

Work discipline reflects an individual's willingness and awareness to comply with organizational policies and applicable norms (Kusumadewi, 2023). Work discipline can contribute to orderly work implementation, while work motivation encourages employees to maintain their efforts in carrying out their duties.

Ferdinal (2022) found that work motivation did not mediate the relationship between work discipline and lecturer performance. The indirect relationship was 0.047, which was smaller than the direct relationship of 0.110. This finding indicates an empirical inconsistency and provides a basis for further testing the mediating role of work motivation in a different organizational context, namely PT Surya Berkah Utama Ponorogo.

H10: Work motivation mediates the positive effect of work discipline on employee performance.

RESEARCH METHOD

A. Research Design

This study employs a quantitative research approach, which processes numerical data to empirically test the hypotheses formulated in the study. This approach is used to examine the relationships among variables based on data obtained from the research population or sample.

The research variables consist of three independent variables, namely Leadership Style (X1), Islamic Organizational Culture (X2), and Work Discipline (X3). Employee Performance (Y) is the dependent variable, while Work Motivation (Z) serves as the intervening variable. This study aims to examine the effects of leadership style, Islamic organizational culture, and work discipline on employee performance, with work motivation as an intervening variable at PT Surya Berkah Utama Ponorogo.

The data are collected through research instruments and subsequently analyzed using quantitative statistical procedures. The analysis is conducted to measure the relationships among the research variables and to test the hypotheses proposed in the study.

B. Research Location and Period

This research is conducted at PT Surya Berkah Utama Ponorogo, located at Jalan Batoro Katong No. 84, Babadan, Ponorogo. The location was selected based on considerations of accessibility and the relevance of the research object to the variables examined.

The research was conducted from June 2025 to July 2026, covering the stages of research instrument preparation, data collection, data analysis, and preparation of the final research report.

C. Population and Sample

The population in this study consists of all employees of PT Surya Berkah Utama Ponorogo who were working during the research period, including employees at managerial, supervisory, operational, and administrative levels.

A sample is a portion of the population selected to be examined. Based on a population of 199 employees and a 5% margin of error using the Slovin formula, the required sample size is 133 respondents. Therefore, this study uses 133 employees as research respondents.

This study applies probability sampling. The specific technique is stratified random sampling because the employee population has heterogeneous characteristics in terms of divisions, positions, and experience. The employee strata consist of Top Management, Middle Management, and Lower Management.

D. Research Variables and Operational Definitions

Operational definitions are used to translate theoretical concepts into measurable variables that can be observed through research instruments. The variables examined are Leadership Style (X1), Islamic Organizational Culture (X2), Work Discipline (X3), Employee Performance (Y), and Work Motivation (Z).

Leadership Style (X1) is a behavioral pattern used by leaders to direct, influence, guide, support, supervise, and motivate employees in achieving organizational goals.

Islamic Organizational Culture (X2) is customs or habits applied within an institution or organization through the implementation of Islamic values that serve as guidelines for thinking and acting in organizational activities (Radyasmita, 2022).

Work Discipline (X3) is an individual's conscious attitude and willingness to comply with company regulations and applicable norms in the work environment (Fariska et al., 2022).

Employee Performance (Y) is the level of work achievement demonstrated by employees based on conformity with standards or targets established by the organization (Wiratama et al., 2019).

Work Motivation (Z) is an internal drive that encourages employees to make efforts and perform their work optimally in order to achieve desired goals (Wiratama et al., 2019).

E. Data Collection Techniques and Instruments

Data collection in this study is conducted through interviews and questionnaires.

Interviews are conducted during the pre-research stage to obtain preliminary information relevant to the research. The researcher conducts direct interviews with human resource management at PT Surya Berkah Utama Ponorogo regarding leadership style, Islamic organizational culture, work discipline, work motivation, and employee performance.

A closed-ended questionnaire is used as the primary instrument for collecting quantitative data. The questionnaire measures Leadership Style, Islamic Organizational Culture, Work Discipline, Work Motivation, and Employee Performance. The measurement uses a four-point Likert scale.

F. Data Sources

The study uses primary and secondary data. Primary data are obtained directly from employees of PT Surya Berkah Utama Ponorogo regarding their perceptions and experiences related to the research variables.

Secondary data are obtained through documents, archives, reports, the company's organizational structure, company profile, and other documents relevant to the research objectives.

G. Research Instrument

The research instrument is a tool used to collect data from respondents. The instrument is designed to measure Leadership Style (X1), Islamic Organizational Culture (X2), Work Discipline (X3), Work Motivation (Z), and Employee Performance (Y). The questionnaire is the main instrument for measuring respondents' perceptions.

H. Instrument Validity and Reliability

The validity test is conducted to determine whether the research instrument is capable of measuring the variables it is intended to measure. Validity is tested using the Pearson Product Moment correlation by correlating each item score with the total score of its respective variable. The test uses a significance level of 0.05 with a two-tailed test. An item is considered valid when r -count is greater than r -table.

Reliability testing is conducted to assess the consistency and stability of the research instrument. The reliability test uses Cronbach's Alpha. A construct is considered reliable when the Cronbach's Alpha value is greater than 0.60.

H. Data Analysis Techniques

The data analysis consists of descriptive analysis and Structural Equation Modeling–Partial Least Squares (SEM-PLS) analysis using SmartPLS software.

Descriptive analysis is used to describe the collected data as they are and to provide a description of respondent characteristics and the distribution of responses.

The research data are analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. SEM-PLS is used because the research model involves several direct and indirect relationships among Leadership Style, Islamic Organizational Culture, Work Discipline, Work Motivation, and Employee Performance.

I. Measurement Model (Outer Model)

The outer model evaluates the relationship between indicators and the constructs they represent.

Convergent validity is assessed through the loading factor. A loading factor greater than 0.70 indicates good validity, while a value greater than 0.50 may still be accepted under certain empirical conditions.

Discriminant validity is used to determine whether each construct is sufficiently distinct from other constructs. The assessment considers cross-loading and the comparison between AVE values and correlations among constructs.

Reliability is evaluated using Cronbach's Alpha and Composite Reliability. A construct is generally considered reliable when both values are greater than 0.70, while 0.60 may still be acceptable under certain conditions.

The research model includes constructs consisting of several dimensions; therefore, second-order analysis is used. Testing is conducted in two stages: examining relationships between indicators and constructs, followed by relationships between main constructs and their dimensions. Significance is examined through bootstrapping, with a t-statistic greater than 1.96 indicating significance at the 5% level.

J. Structural Model (Inner Model)

The inner model evaluates structural relationships among latent variables based on the theoretical model. Evaluation includes R-square, path coefficients, and significance testing.

R-square indicates the ability of the structural model to explain endogenous variables. An R² value of 0.75 is categorized as strong, 0.50 as moderate, and 0.25 as weak.

Predictive relevance is assessed using Q². A Q² value greater than 0 indicates that the model has predictive relevance.

Goodness of Fit (GoF) is used to assess the overall fit of the PLS path model. The GoF values are categorized as 0.10 (small), 0.25 (medium), and 0.36 (large).

K. Hypothesis Testing

Hypothesis testing is conducted using the bootstrapping procedure. Bootstrapping applies a resampling technique to the original sample to determine the significance of relationships among the research variables.

This study uses 5,000 bootstrap samples. The significance criteria are $t\text{-value} = 1.65$ for a 10% significance level, $t\text{-value} = 1.96$ for a 5% significance level, and $t\text{-value} = 2.58$ for a 1% significance level. Hypothesis testing evaluates both direct and indirect relationships.

L. Mediation Effect Analysis

Mediation analysis examines the role of Work Motivation (Z) as an intervening variable in the relationships between the independent variables and Employee Performance (Y).

The analysis examines the effects of the exogenous variables on Employee Performance, the effects of the exogenous variables on Work Motivation, and the direct and indirect effects of the exogenous variables on Employee Performance through Work Motivation.

The mediation effect is assessed based on the significance of the indirect relationship obtained through SEM-PLS bootstrapping. The analysis determines whether Work Motivation mediates the effects of Leadership Style, Islamic Organizational Culture, and Work Discipline on Employee Performance.

RESULTS AND DISCUSSION

This section presents the characteristics of the respondents, descriptive results of the research variables, measurement model results, structural model results, hypothesis testing, and discussion of the findings. The presentation is based solely on the data and analysis contained in the supplied research document.

A. Respondent Characteristics

The research involved 133 employees of PT Surya Berkah Utama Ponorogo. Data were collected through an online questionnaire using Google Forms containing 50 questionnaire items. Respondent characteristics covered gender, age, educational level, and length of service.

Characteristic	Category	Frequency	Percentage
Gender	Male	48	36.09%
	Female	85	63.91%
Age	< 25 years	21	15.78%
	25–30 years	45	33.84%
	31–40 years	54	40.60%
	41–45 years	6	4.52%
	> 45 years	7	5.26%

Education	High School	70	52.65%
	D3	5	3.75%
	Bachelor's degree (S1)	54	40.60%
	Master's degree (S2)	4	3.00%
Length of service	< 3 years	108	81.21%
	3–6 years	25	18.79%

The respondent profile shows that female employees constitute the largest gender group, representing 63.91% of the sample. In terms of age, the largest group is employees aged 31–40 years (40.60%), followed by employees aged 25–30 years (33.84%). Regarding education, most respondents have a high-school education (52.65%), while 40.60% hold a bachelor's degree. In terms of length of service, 81.21% of respondents have worked for less than three years, indicating that the sample is predominantly composed of relatively early-tenure employees.

B. Descriptive Analysis of Research Variables

Descriptive analysis was conducted to describe respondents' assessments of leadership style, Islamic organizational culture, work discipline, work motivation, and employee performance. The supplied research document reports mean scores and category interpretations. Standard deviation, minimum, and maximum values are not reported in the supplied results and therefore are not added here.

Variable	Mean reported in the table	Category
Leadership Style (X1)	4.30	Very High
Islamic Organizational Culture (X2)	4.26	Very High
Work Discipline (X3)	4.21	Very High
Work Motivation (Z)	4.23	Very High
Employee Performance (Y)	4.22	Very High

Leadership style obtained a mean score of 4.30, indicating a very high respondent assessment. The highest item was the statement that leaders are fair to all employees (4.55), while the lowest was the statement concerning leaders' attention to employees' career development (3.96).

Islamic organizational culture obtained a mean score of 4.26 and was categorized as very high. The findings indicate that Islamic values are reflected through honesty, trustworthiness, responsibility, cooperation, mutual respect, and support for worship in the workplace.

Work discipline obtained a mean score of 4.21 and was categorized as very high. The responses indicate that employees generally follow standard operating procedures, arrive on time, comply with company regulations, carry out assigned responsibilities, and maintain good manners in the workplace.

Work motivation was reported at a high to very high level, with the table reporting an overall mean of 4.23. The strongest item was employees' willingness to collaborate with colleagues in completing tasks, while the lowest reported item concerned having a good relationship with the work environment.

Employee performance obtained an overall mean of 4.22 in the descriptive table and was categorized as very high. The results indicate that employees generally complete work on time, understand their tasks, follow company SOPs, take initiative, and contribute positively to team performance.

C. Measurement Model Results (Outer Model)

The measurement model was evaluated using the SEM-PLS approach through SmartPLS. The analysis assessed the relationship between indicators and their latent constructs. Convergent validity was evaluated through outer loading values, while construct reliability was assessed using Cronbach's Alpha and Composite Reliability. The supplied analysis states that several Cronbach's Alpha values were below 0.70, but the Composite Reliability values were above 0.70. Therefore, the constructs were considered reliable and the analysis proceeded to the structural model.

The research also applied Second Order Confirmatory Factor Analysis because the construct model contains dimensions. The analysis was conducted in two stages, namely examining relationships between indicators and constructs and then examining relationships between the main constructs and their dimensions. The significance of relationships was assessed through bootstrapping.

D. Structural Model Results (Inner Model)

The structural model was evaluated using R-square, path coefficients, and bootstrapping. The model examines the direct effects of leadership style, Islamic organizational culture, and work discipline on employee performance and work motivation, as well as the indirect effects through work motivation.

Endogenous Variable	R²	Adjusted R²
Employee Performance	0.295	0.273
Work Motivation	0.245	0.228

The R² value of 0.295 indicates that leadership style, Islamic organizational culture, and work discipline jointly explain 29.5% of the variance in employee performance, while 70.5% is explained by factors outside the model. The R² value of 0.245 indicates that the three exogenous variables explain 24.5% of work motivation, while the remaining 75.5% is explained by other factors not included in the model.

E. Hypothesis Testing

Hypothesis testing was performed using bootstrapping in SmartPLS. The decision rule used in the supplied research is that a relationship is significant when the t-statistic is greater than 1.96 and the p-value is below 0.05.

Hypothesis	Relationship	Path Coefficient	t-statistic	p-value	Decision
H1	Leadership Style → Employee Performance	-0.013	0.141	0.888	Not supported
H2	Islamic Organizational Culture → Employee Performance	0.280	2.971	0.003	Supported
H3	Work Discipline → Employee Performance	-0.027	0.305	0.761	Not supported
H4	Leadership Style → Work Motivation	0.003	0.030	0.976	Not supported
H5	Islamic Organizational Culture → Work Motivation	0.397	5.014	0.000	Supported
H6	Work Discipline → Work Motivation	0.202	2.743	0.006	Supported
H7	Work Motivation → Employee Performance	0.369	4.218	0.000	Supported

H8	Leadership Style → Work Motivation → Employee Performance	0.001	0.028	0.977	Not supported
H9	Islamic Organizational Culture → Work Motivation → Employee Performance	0.146	3.047	0.002	Supported
H10	Work Discipline → Work Motivation → Employee Performance	0.075	2.382	0.018	Supported

F. Discussion

1. Leadership Style and Employee Performance

The results show that leadership style does not have a significant effect on employee performance. The path coefficient is -0.013, with a t-statistic of 0.141 and a p-value of 0.888. Therefore, H1 is not supported. Although respondents assessed leadership style highly, differences in leadership style were not sufficient to explain differences in employee performance in this research context. The supplied research explains that employees of PT Surya Berkah Utama Ponorogo generally work according to targets, standard operating procedures, and established task divisions. This work system allows employees to complete their responsibilities even when perceptions of leadership style differ. Leadership nevertheless remains important for communication, conflict resolution, strategic direction, teamwork, and the creation of a conducive work climate.

2. Islamic Organizational Culture and Employee Performance

Islamic organizational culture has a positive and significant effect on employee performance, with a path coefficient of 0.280, a t-statistic of 2.971, and a p-value of 0.003. Therefore, H2 is supported. The finding indicates that Islamic organizational values have an important role in shaping employee behavior. At PT Surya Berkah Utama Ponorogo, these values include honesty, trustworthiness, justice, responsibility, professionalism, cooperation, and mutual respect. Their implementation contributes to a work environment characterized by good communication,

commitment to organizational goals, and appropriate division of responsibilities. The result shows that a strong Islamic organizational culture can encourage employees to work effectively, efficiently, and responsibly.

3. Work Discipline and Employee Performance

Work discipline does not have a significant direct effect on employee performance. The path coefficient is -0.027, with a t-statistic of 0.305 and a p-value of 0.761. Thus, H3 is not supported. This finding indicates that disciplined behavior alone does not directly determine the level of employee performance in this organization. Employees already demonstrate discipline through punctuality, compliance with SOPs, adherence to regulations, and completion of assigned responsibilities. However, performance appears to be influenced by other factors that are more dominant. The result also indicates that the role of work discipline may become more meaningful when combined with other factors, particularly work motivation and organizational culture.

4. Leadership Style and Work Motivation

Leadership style does not have a significant effect on work motivation. The path coefficient is 0.003, with a t-statistic of 0.030 and a p-value of 0.976. Therefore, H4 is not supported.

The finding suggests that work motivation among employees is not primarily determined by leadership style. The supplied discussion explains that motivation may be more strongly influenced by organizational culture, the work environment, organizational policies, employee needs, and intrinsic factors. Thus, even when leadership is perceived positively, leadership style alone may not substantially change employees' motivation.

5. Islamic Organizational Culture and Work Motivation

Islamic organizational culture has a positive and significant effect on work motivation. The path coefficient is 0.397, the t-statistic is 5.014, and the p-value is 0.000. Therefore, H5 is supported.

The result indicates that Islamic organizational culture has a strategic role in building employee motivation. Values such as honesty, trustworthiness, justice, cooperation, and mutual respect can create a harmonious and psychologically supportive workplace. Employees who feel respected, treated fairly, and connected to organizational values are more likely to develop stronger enthusiasm, belonging, and commitment to their work.

6. Work Discipline and Work Motivation

Work discipline has a positive and significant effect on work motivation, with a path coefficient of 0.202, a t-statistic of 2.743, and a p-value of 0.006. Therefore, H6 is supported.

The result shows that disciplined work behavior is associated with stronger employee motivation. Compliance with work procedures, punctuality, responsibility, and completion of tasks can create order and clarity in the work process. This condition can encourage employees to work more consistently and maintain their efforts in achieving organizational objectives.

7. Work Motivation and Employee Performance

Work motivation has a positive and significant effect on employee performance. The path coefficient is 0.369, with a t-statistic of 4.218 and a p-value of 0.000. Therefore, H7 is supported. The finding demonstrates that motivated employees tend to show greater enthusiasm in completing tasks, achieving targets, maintaining responsibility, and producing better work outcomes. The result reinforces the role of work motivation as an important factor in human resource management at PT Surya Berkah Utama Ponorogo.

8. Work Motivation as a Mediator between Leadership Style and Employee Performance

Work motivation does not mediate the relationship between leadership style and employee performance. The indirect effect is 0.001, with a t-statistic of 0.028 and a p-value of 0.977. Therefore, H8 is not supported.

The result indicates that the indirect pathway from leadership style to employee performance through work motivation is not statistically meaningful. In this context, employee motivation appears to be influenced more strongly by organizational culture and individual or organizational factors than by leadership style alone. Consequently, improving leadership style by itself is not sufficient to strengthen employee performance through work motivation.

9. Work Motivation as a Mediator between Islamic Organizational Culture and Employee Performance

Work motivation significantly mediates the relationship between Islamic organizational culture and employee performance. The indirect effect is 0.146, with a t-statistic of 3.047 and a p-value of 0.002. Therefore, H9 is supported.

The finding shows that Islamic organizational culture affects employee performance not only directly but also through work motivation. Islamic values can be internalized into employees' daily behavior and generate stronger motivation to work effectively, responsibly, and consistently. Work motivation therefore functions as an important mechanism through which Islamic organizational culture is translated into productive work behavior and improved performance.

10. Work Motivation as a Mediator between Work Discipline and Employee Performance

Work motivation significantly mediates the relationship between work discipline and employee performance. The indirect effect is 0.075, with a t-statistic of 2.382 and a p-value of 0.018. Therefore, H10 is supported.

The result indicates that work discipline contributes to employee performance more effectively when it is accompanied by work motivation. Although work discipline does not have a significant direct effect on performance, it contributes to motivation, and motivation subsequently contributes

to performance. This explains why the indirect relationship is significant even though the direct relationship between work discipline and performance is not significant.

G. Main Findings

Finding	Result
Direct effects on employee performance	Islamic organizational culture and work motivation are significant; leadership style and work discipline are not significant.
Effects on work motivation	Islamic organizational culture and work discipline are significant; leadership style is not significant.
Mediation	Work motivation mediates Islamic organizational culture → employee performance and work discipline → employee performance.
Non-mediation	Work motivation does not mediate leadership style → employee performance.
Model explanation	$R^2 = 0.295$ for employee performance and $R^2 = 0.245$ for work motivation.

Overall, the findings indicate that Islamic organizational culture is the strongest direct predictor of work motivation among the three exogenous variables, while work motivation has a significant positive contribution to employee performance. The results also demonstrate that the role of work motivation differs across antecedents: it successfully mediates the effects of Islamic organizational culture and work discipline, but not leadership style.

H. Conclusion of the Results and Discussion

Based on the empirical results, the research model provides evidence that Islamic organizational culture and work motivation are important factors associated with employee performance at PT Surya Berkah Utama Ponorogo. Islamic organizational culture has both a direct effect on employee performance and an indirect effect through work motivation. Work discipline contributes to work motivation and subsequently affects performance through motivation, although its direct effect on performance is not significant. Meanwhile, leadership style does not show significant direct or indirect effects through work motivation. These findings provide an integrated interpretation of the relationships tested in the research model.

KESIMPULAN

A. Conclusion

This study aimed to examine the influence of leadership style, Islamic organizational culture, and work discipline on employee performance, with work motivation as an intervening

variable at PT Surya Berkah Utama (SBU) Ponorogo. The analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS). Based on the results of hypothesis testing and the discussion presented in the previous section, the conclusions are as follows.

First, leadership style does not have a significant effect on employee performance. The relationship between leadership style and employee performance produced a path coefficient of -0.013, a t-statistic of 0.141, and a p-value of 0.888. Since the p-value was greater than 0.05 and the t-statistic was below 1.96, H1 was rejected. This finding indicates that differences in leadership style did not significantly influence employee performance at PT Surya Berkah Utama (SBU) Ponorogo.

Second, Islamic organizational culture has a positive and significant effect on employee performance. The path coefficient was 0.280, with a t-statistic of 2.971 and a p-value of 0.003. The results indicate that stronger implementation of Islamic organizational culture is associated with better employee performance. Therefore, H2 was accepted.

Third, work discipline does not have a significant effect on employee performance. The relationship produced a path coefficient of 0.027, a t-statistic of 0.305, and a p-value of 0.761. Because the p-value exceeded 0.05 and the t-statistic was below 1.96, H3 was rejected. This indicates that work discipline did not directly influence employee performance in the research context.

Fourth, leadership style does not have a significant effect on work motivation. The path coefficient was 0.003, with a t-statistic of 0.030 and a p-value of 0.976. These results show that leadership style did not significantly contribute to employee work motivation. Therefore, H4 was rejected.

Fifth, Islamic organizational culture has a positive and significant effect on work motivation. The path coefficient was 0.397, with a t-statistic of 5.014 and a p-value of 0.000. This finding indicates that the stronger the implementation of Islamic organizational culture, the higher the work motivation of employees. Therefore, H5 was accepted.

Sixth, work discipline has a positive and significant effect on work motivation. The path coefficient was 0.202, with a t-statistic of 2.743 and a p-value of 0.006. These results indicate that higher work discipline is associated with higher employee work motivation. Therefore, H6 was accepted.

Seventh, work motivation has a positive and significant effect on employee performance. The path coefficient was 0.369, with a t-statistic of 4.218 and a p-value of 0.000. This finding indicates that employees with higher work motivation tend to demonstrate better performance. Therefore, H7 was accepted.

Eighth, work motivation does not mediate the relationship between leadership style and employee performance. The indirect effect was 0.001, with a t-statistic of 0.028 and a p-value of

0.977. Because the indirect effect was not statistically significant, H8 was rejected. This indicates that work motivation was not able to mediate the influence of leadership style on employee performance.

Ninth, work motivation positively and significantly mediates the relationship between Islamic organizational culture and employee performance. The indirect effect was 0.146, with a t-statistic of 3.047 and a p-value of 0.002. These results indicate that Islamic organizational culture can improve employee performance through increased work motivation. Therefore, H9 was accepted.

Tenth, work motivation positively and significantly mediates the relationship between work discipline and employee performance. The indirect effect was 0.075, with a t-statistic of 2.382 and a p-value of 0.018. These findings indicate that work discipline contributes to employee performance through work motivation. Therefore, H10 was accepted.

Overall, the findings show that Islamic organizational culture and work discipline play an important role in increasing work motivation, while work motivation contributes significantly to employee performance. Islamic organizational culture also has a direct positive and significant effect on employee performance. In contrast, leadership style does not show a significant direct influence on employee performance or work motivation and is also not mediated by work motivation. Thus, the findings emphasize the importance of Islamic organizational culture and work motivation in understanding employee performance at PT Surya Berkah Utama (SBU) Ponorogo.

B. Practical Implications

The findings provide several practical implications for the management of PT Surya Berkah Utama (SBU) Ponorogo.

First, the company needs to strengthen the implementation of Islamic organizational culture through the habituation of values such as trustworthiness, honesty, responsibility, cooperation, and professionalism. The significant influence of Islamic organizational culture on work motivation and employee performance indicates that these values can become an important part of human resource management within the company.

Second, the company needs to maintain and improve work discipline through consistent implementation of organizational rules, performance evaluation, and reward systems. Although work discipline does not have a significant direct effect on employee performance, its significant influence on work motivation and its significant indirect influence through work motivation indicate that discipline remains important in the organizational context.

Third, the company needs to strengthen employee work motivation because work motivation has a positive and significant effect on employee performance and mediates the effects of Islamic organizational culture and work discipline on employee performance. Efforts to

maintain employee motivation can include recognition of work achievements, career development opportunities, training and competency development, and the creation of a supportive work environment.

Fourth, because leadership style did not show a significant influence on work motivation or employee performance, the company needs to evaluate the leadership patterns currently applied. Improvement can focus on communication between leaders and employees, leadership role models, and leadership and managerial development.

C. Research Limitations

This study has several limitations that should be considered when interpreting the findings.

First, the research was conducted at PT Surya Berkah Utama (SBU) Ponorogo, so the findings describe the organizational context of the company and may not automatically represent other companies or organizations.

Second, the study focused on leadership style, Islamic organizational culture, work discipline, work motivation, and employee performance. Other factors that may influence employee performance were not examined in this research.

Third, the research used a quantitative approach with SEM-PLS and collected information through questionnaires. Therefore, the findings primarily reflect the relationships between the variables measured through the research instrument.

Fourth, the study involved 133 employees selected from a population of 199 employees. Consequently, the findings should be interpreted within the characteristics of the selected sample and research object.

D. Suggestions For Future Research

Based on the limitations and findings of this study, future research is recommended to consider several directions.

Future researchers can include additional variables that may influence employee performance, such as job satisfaction, organizational commitment, compensation, work environment, employee engagement, and work stress.

Future research can involve a larger sample and broader research objects, including employees from different companies or organizations, so that the findings can provide broader generalization.

Future researchers can use different analytical approaches or combine quantitative and qualitative methods to obtain a deeper understanding of the factors influencing employee performance.

Future studies can further examine the role of work motivation as an intervening variable, particularly because the current findings show that work motivation significantly mediates the relationships between Islamic organizational culture and employee performance and between

work discipline and employee performance, but does not mediate the relationship between leadership style and employee performance.

E. Academic Implication

This study contributes to the development of human resource management research, particularly concerning the relationship between leadership style, Islamic organizational culture, work discipline, work motivation, and employee performance. The findings demonstrate that work motivation plays an important role in explaining how organizational factors influence employee performance. The study also provides empirical evidence regarding the importance of Islamic organizational culture in increasing both work motivation and employee performance within the organizational context examined.

REFERENCES

- Abdillah, W., & Jogiyanto. (2015). Partial least square (PLS): An alternative to structural equation modeling (SEM) in business research. Yogyakarta: Andi Publisher.
- Abdul Jalil Jawhari. (2022). Organizational development in human resource management. CERMIN: Journal of Islamic-Based Management and Education. Retrieved from <https://ejournal.staiddaapprochnidpoeklakgreom.pyang.at.a.kid/e/index.php/cj2mp/article/view/93>
- Adinda, T. N., Firdaus, M. A., & Agung, S. (2023). The influence of work motivation and work discipline on employee performance. Indonesian Journal of Innovation Multidisciplinary Research, 1(3), 134–143. <https://doi.org/10.31004/ijim.v1i3.15>
- Ali Hamzah, R., Hartanto, B., & Hilman, A. (2024). Analysis of employee performance at the Ciamis Regency National Unity and Politics Agency. Indonesian Journal of Education and Humanity, 4(4), 1–11.
- Aprilia, T. D., Komariah, S., Irawan, N., & Sutarto, S. (2025). An analysis of Abraham Maslow's hierarchy of needs theory and Frederick Herzberg's work motivation theory. TOFEDU: The Future of Education Journal, 4(9), 5069–5073. <https://doi.org/10.61445/tofedu.v4i9.1242>
- Arfi Andira Kirana, & Muhammad Irwan Padli Nasution. (2023). Implementation of good corporate governance on the performance of financial sector companies with risk management. Masip: Journal of Applied Business and Public Administration Management, 1(2), 72–82. <https://doi.org/10.59061/masip.v1i2.210>
- Astamega, T. (2020). The influence of leadership style and organizational culture on employee performance with motivation as an intervening variable (Study: Bank Muamalat Indonesia Fatmawati Branch). Faculty of Economics and Business, UIN Jakarta.
- Baihaqi, I., & S., S. (2021). The influence of organizational culture, transformational leadership style, and organizational commitment on employee performance with OCB as an intervening variable. JIMEBIS: Scientific Journal of Islamic Economics and Business, 2(1), 8–17. <https://doi.org/10.22373/jimebis.v2i1.191>
- Djaelani, A. R. (2013). Data collection techniques in qualitative research. Pawiyatan Scientific Magazine, 20(1), 82–92.

- Dwi Suci Agustin. (2020). Analysis of the influence of organizational culture and leadership style on employee performance in MSMEs with work motivation as an intervening variable. *IDEI: Journal of Economics & Business*, 1(1). <https://doi.org/10.38076/ideijeb.v1i1.4>
- Farid, M., & Safwandy Nugraha, M. (2024). Actualizing organizational culture through artifacts in building the identity of educational institutions. *Nusra: Journal of Management*, 5(4). <https://doi.org/10.55681/nusra.v5i4.3555>
- Fariska, D., Kirana, K. C., & Subiyanto, D. (2022). The influence of leadership style and motivation on work effectiveness with work discipline as an intervening variable.
- Fauzan, M. (2017). The influence of leadership and work motivation on employee work discipline: A human resource economics case study at PT Bank Muamalat Indonesia, Pematangsiantar Branch. *Journal of Economics & Development Studies*, 18(1), 34–40. <https://doi.org/10.18196/jesp.18.1.3781>
- Ferdinal, A. (2022). Organizational culture and work discipline on lecturer performance through work motivation as an intervening variable. *Journal of Business and Economics (JBE) UPI YPTK*, 7(1), 85–90. <https://doi.org/10.35134/jbeupiyptk.v7i1.154>
- Fitriana, S., Hasanah, A. S., & Aliyudin, R. S. (2023). Motivation and work environment to improve hotel employee performance. *Journal of Innovation in Management, Accounting and Business*, 2(2), 59–67. <https://doi.org/10.56916/jimab.v2i2.385>
- Garaika, G. (2020). The effect of compensation, work motivation, and job satisfaction as intervening variables on performance. *Scientific Journal of Management and Business*, 21(1), 28–41. <https://doi.org/10.30596/jimb.v21i1.4181>
- George, J. M., & Jones, G. R. (1996). *Understanding and managing organizational behavior*. Addison-Wesley.
- Ghozali, I. (2011). *Multivariate analysis application with IBM SPSS 19 program*. Semarang: Diponegoro University.
- Ghozali, I., & Latan, H. (2015). *Partial least squares: Concepts, techniques and applications using SmartPLS 3.0 for empirical research*. Semarang: Diponegoro University.
- Hasyim, W. (2020). Employee performance: Leadership style, supervision, and work discipline. *IKRA-ITH Economic Journal*, 3(1).
- Hidayat, M. T., & Hariyanto, E. (2020). Islamic work ethic, leadership style, organizational culture, and work motivation on employee performance and job satisfaction. 4.
- Ichsan, R. N., Surianta, E., & Nasution, L. (2020). The influence of work discipline on the performance of civil servants (PNS) in the Adjutant General Military Region (Ajendam)-I Bukitbarisan Medan. *Darma Agung Journal*, 28(2), 187. <https://doi.org/10.46930/ojsuda.v28i2.625>
- Jailani, M. S., & Jeka, F. (2023). Population and sampling (quantitative), and key informant selection (qualitative) in a practical approach.
- Kusumadewi, N. S. (2023). Analysis of the influence of leadership style, work environment, and work discipline on the performance of employees of the Civil Service and Human Resource Development Agency of the Madiun City Government, 6(2).

- Kusumawati, D. A. (2015). Improving Islamic work behavior with Islamic organizational culture as a moderating variable. *Proceedings of the 2nd Conference in Business, Accounting, and Management 2015*. Sultan Agung Islamic University.
- Mahazan, A. M., N., S., Azdi, W. H., MRG, G., Yuseri, A., Mohd. R., A., Muhammad, H., Mohd. A., I. R., Abdullah, A. G., M. Y., K., & Khairunneezam, M. (2015). Islamic leadership and Maqasid al-Shari'ah: Reinvestigating the dimensions of Islamic Leadership Inventory (ILI) via content analysis procedures. *IJASOS: International E-Journal of Advances in Social Sciences*, 1(2).
- Maula, L. H., Jamil, S., & Zuana, M. M. (2020). The influence of Islamic organizational culture and employee welfare on employee performance at PT Bank Syariah Mandiri Sidoarjo Branch Office. *Al-Tsiqoh: Journal of Islamic Economics and Da'wah*, 5(1), 80–91. <https://doi.org/10.31538/altsiq.v5i1.698>
- Mazidah, N. N. (2020). The effect of training and motivation on employee performance with work discipline as an intervening variable. Islamic University of Indonesia, Yogyakarta.
- Mujiastuti, R. (2019). Employee performance assessment system using the Simple Additive Weighting (SAW) method. *Journal of Information Systems, Informatics and Computer Technology*, 9(2), 133–141. <https://doi.org/10.24853/justit.9.2.133-141>
- Nikmat, K. (2022). Human resource management and organizational behavior: The influence of leadership style on employee performance satisfaction. P4I Publisher.
- Nilawati, A. I. T., Firman, A., & Kitta, S. (2024). The influence of clarity of competence roles and work motivation on the performance of Bapeda employees in Majene Regency. *Gendhera Buana Journal (GBJ)*, 2(1), 93–107.
- Novita, A. H., Dura, J., & Alamsyah, A. R. (2025). The influence of work discipline, organizational culture on employee performance and work motivation as intervening variables at PT Adi Sarana Armada Tbk (ASSA Logistics) Semarang, Central Java, 10.
- Prasetyo, E. T., & Marlina, P. (2019). The influence of work discipline and job satisfaction on employee performance.
- Putri, Y. M., & Supriadi, S. (2023). The influence of academic supervision and madrasah principal leadership style on teacher performance at Islamic junior high schools in Lima Puluh Kota Regency. *Adaara: Journal of Islamic Education Management*, 13(2), 112–122. <https://doi.org/10.30863/ajmpi.v13i2.3165>
- Radyasasmita, A. (2022). Analysis of the influence of Islamic work culture and work motivation on the performance of employees at the Ministry of Religious Affairs Office in Sidoarjo, 5.
- Rahman, H. S., & Mas'ud, F. (2022). The influence of Islamic leadership, Islamic organizational culture on nurse performance with Islamic work motivation as an intervening variable: Study at Muhammadiyah Islamic Hospital, Kendal Regency. *Journal of Economics and Business*, 8(1), 976–998.
- Rochmat Aldy, P. (2016). Economic and business statistical analysis with SPSS. CV. WADE GROUP in collaboration with UNMUH Ponorogo Press.

- Rosyidah, E. (2025). The influence of training, Islamic organizational culture, and compensation on employee performance with work motivation as an intervening variable at PT Daya Surya Sejahtera Ponorogo.
- Sanusi, A. (2011). Business research methods. Jakarta: Salemba Empat.
- Sholihin, M., & Ratmono, D. (2021). SEM-PLS analysis with WarpPLS 7.0 for nonlinear relationships in social and business research. Andi Publisher.
- Siregar, S. H., Tanjung, B. N., & Sabrina, R. (2024). The influence of leadership style and organizational culture on the performance of employees at the Deli Serdang Regency Land Office with motivation as an intervening variable, 7.
- Sudaryanto. (2024). The role of KPIs in driving employee performance and organizational productivity. *Journal of Management Innovation, Entrepreneurship, Business and Digital*, 1(2), 61–72. <https://doi.org/10.61132/jimakebidi.v1i2.67>
- Sugiyono. (2011). Educational research methods: Quantitative, qualitative, and R&D approaches. Bandung: Alfabeta.
- Sugiyono, E. (2022a). The influence of organizational culture, leadership style and job satisfaction on employee performance through employee motivation as an intervening variable at the Food Security, Maritime Affairs and Agriculture Service of DKI Jakarta Province in 2020, 4(7).
- Sugiyono, E. (2022b). The influence of organizational culture, leadership style and job satisfaction on employee performance through employee motivation as an intervening variable at the Food Security, Maritime Affairs and Agriculture Service of DKI Jakarta Province in 2020, 4(7).
- Sukmadinata, N. S. (2016). Educational research methods. Bandung: PT Remaja Rosdakarya.
- Wahab. (2011). Anatomy of educational organizations and leadership: A study of the organization and management of educational organizations. Bandung: Alfabeta.
- Waruwu, M. (2023). Educational research approaches: Qualitative research methods, quantitative research methods, and combination research methods.
- Wibowo. (2016). Human resource development management. Jakarta: PT Raja Grafindo Persada.
- Wiratama, C., Budiarto, W., & Prasetyo, I. (2019). The influence of leadership style, ability, and work motivation on employee performance at the Bhakti Sumekar Sumenep Islamic Rural Financing Bank (BPRS). *MAP: Journal of Management and Administration Public*, 2(4), 444–458. <https://doi.org/10.37504/map.v2i04.216>.