The effect of Islamic leadership, organizational culture, motivation, work environment, and job satisfaction on employee performance

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ABSTRACT

This research aims to determine the effect of Islamic leadership, organizational culture, motivation, work environment, and job satisfaction on employee performance. Utilizing a quantitative approach, data was gathered through a survey method using a Likert-type scale with 5 rating options. The population in this study was all the employees of Universitas Muhammadiyah Purwokerto as many as 721 and the sample of 142 respondents was conveniently selected for this research. In this study the technique of analyzing the data using multiple regression analysis and the coefficient of determination test R2. Research results indicate that while organizational culture has no significant effect on employee performance, Islamic leadership, motivation, the work environment, and job satisfaction all positively and significantly affect employee performance. The findings of this research offer insights that can enhance employee performance within organizations. The independent variables Islamic leadership, organizational culture motivation work environment, and job satisfaction have an impact on 69.6% of the employee performance variable at Universitas Muhammadiyah Purwokerto and factors not covered in this study will have an impact on the remaining 30.4% of the employee performance variable. Organizations should prioritize enhancements in Islamic leadership, organizational culture, motivation, work environment, and job satisfaction to achieve this. Strategies for improvement may include fostering learning and development opportunities for employees, cultivating a positive and supportive workplace atmosphere, and providing competitive compensation and benefits packages.

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INTRODUCTION

In our modern, globalized world, all organizations public or private have both short and long-term goals that they hope to achieve through their operations. To achieve the established goals, it is necessary to organize and manage human resources as efficiently as possible. The employees within the organization who work together to achieve the organization’s objectives are referred to as its “human resources” (Muzaki & Supriyanto, 2021). Each organization must have a goal to aim for. The corporation must be able to compete in the market to achieve this. The firm cannot rely solely on the complex infrastructure and technology that are currently in place without the backing of trusted human resources to do this (Niati et al., 2021).

The effectiveness of an organization’s management is based on the performance of its employees. In addition, the performance of the employees in an organization will determine the survival of the organization (Gunawan et al., 2022). According to (Tahiri et al., 2022)performance is correlated with output quantity, output quality, output timeliness, presence and attendance at work, and the efficacy and efficiency of the work produced. According to (Riyanto & Endri, 2021) Employees are a very significant asset to the
organization, thus it is necessary to research and comprehend the factors that affect them. If they participate actively, the performance of the organization will improve.

Effective leadership has been shown to play an essential role in obtaining optimal employee performance. Moreover, managing staff depends on leadership, which is a vital aspect of management (Prasetyo et al., 2021). Leadership that continuously maintains or is based on the principles of the Hadith and Qur'an is known as Islamic leadership. Islamic leadership makes use of high intelligence, and Islamic capacities enable individuals to read, comprehend, and assess social contexts and conditions to act intelligently and sensitively. (Amelia et al., 2022). Islamic life focuses a strong emphasis on leadership, which is exemplified by the accountability pillar. In the modern sense, leadership is the practice of persuading a structured group of people to pursue a common objective. Similarly, this viewpoint is applied to the practice of Islamic leadership. The idea of accountability in the exercise of leadership is also emphasized by contemporary leadership theories (Abdallah et al., 2019). There are many similarities between Islamic leadership and modern leadership theories, like spiritual leadership. But Islam has its own set of values that encompasses every facet of human existence. Islamic beliefs greatly influence the actions of leaders and followers, especially in the Middle East where Muslims make up the majority of the population (Zaim et al., 2022). Based on this understanding, the purpose of this study is to investigate how Islamic leadership affects employee performance.

Another factor that is continuously being created within the organization's environment is the organizational culture. Organizational culture is a habit that concerns the organization. Each organization follows distinct traditions and practices. An organization's culture is the fundamental presumptions and beliefs that its members have held, created, and shared over time to solve issues with internal integration and outward adaption. To enhance employee performance organizational culture plays a significant role. Organizational culture serves as a unifying element within the company, defining its identity, providing a source of energy, acting as a guide, and serving all employees. The organizational culture serves as a unifying force, strengthening the bonds among its members and with positive energy that steers the organization to a better path (Muzaki & Supriyanto, n.d. 2021; Paais & Patiruha, 2020). Thus, organizational culture has a major impact on employee performance and is essential to accomplishing organizational goals (Sabuhari et al., 2020).

To achieve effective performance employee motivation is necessary. Only highly motivated employees will do quality work and help the company reach its objectives and succeed. Employee performance will suffer if they lack motivation, which will hinder the organization's ability to run smoothly (Tahiri et al., 2022).

In general, there are two different types of work environments: physical and non-physical. The physical work environment is defined as all surrounding physical factors that have the potential to directly or indirectly impact employee performance. Circumstances that occur in the non-physical workplace are all related to relationships—whether they are with supervisors, staff members, or colleagues. In actuality, a positive work environment greatly enhances employee performance. Their good job could be aided by a supportive coworker and sufficient workspace. The degree of stress that lowers employee performance is also influenced by the less supportive corporate environment (Putri et al., 2019; Riyadi, 2019).

One of the main factors influencing the efficacy and efficiency of organizations is thought to be job satisfaction. The feeling that an individual has about their work, known as job satisfaction, is a result of both internal performance evaluations and external reinforcement from the workplace, results, and actual work (Dziuba et al., 2020; Rinny et al., 2020)

The purpose of this study is to investigate how employee performance at Universitas Muhammadiyah Purwokerto is impacted by Islamic leadership, organizational culture, motivation, work environment, and job satisfaction. The study explores the variables that affect the performance of employees at Universitas Muhammadiyah Purwokerto. The increasing recognition of the critical role these variables play in creating workplace dynamics and promoting employee engagement by organizations globally underscores the need to comprehend their interplay to optimize organizational performance and achieve strategic objectives. This study aims to provide important insights into the interaction between these variables through a thorough analysis, with practical implications for improving employee performance and creating a positive work environment at Universitas Muhammadiyah Purwokerto.

**Literature Review**

**Theoretical and Conceptual Background**

**Employee performance**

Performance refers to measures taken to accomplish and carry out a specified work, and it is a collection of results obtained (Rinny et al., 2020). (Sani Supriyanto & Maharani Ekowati, 2020) said lecturers, staff, and leaders comprise human resources, and they play the most significant roles in the advancement of the university. The effective administration of human resources and the healthy working relationships between managers and staff within an organization foster a strong dedication to human resources, which has a profoundly positive effect on each worker's performance and personal growth. Leadership has a major impact on an organization's growth, success, and harmony. According to (Amelia et al., 2022) performance is a term used to describe how well an activity, program, or policy is implemented in terms of achieving the organization's objectives, vision, and mission as stated in its strategic planning. One of the elements that is crucial to accomplishing both individual and corporate goals is employee performance. Reaching
the company's goals will be challenging if its employees are not performing well. The success of the organization depends on its employees' showing awareness, loyalty, compliance, discipline, and accountability for all tasks assigned and fulfilled.

**Islamic Leadership**

For any business, group, government agency, family, non-profit, social cause, or community organization to be successful, leadership is essential. According to (Yusuf, 2024) for universities to take action to raise the quality of education so they can compete worldwide, there must be a strong presence of Islam in Indonesia. To solve issues, maintain institutional relevance, and boost education's competitiveness, this topic requires a comprehensive vision, goals, and strategies. While the number of Islamic universities in Indonesia has increased, their quality still needs to drastically improve before they can be considered among the best in the world. (Zaki & Kumar Samy, 2022) in his research said many Islamic colleges still have enormous potential to maximize overall performance, and attention to the quality of these institutions is important. It is still not well established in practice that Muslims in managerial and non-managerial roles at Islamic universities apply Islamic principles to all aspects of their job duties. According to (Husti & Mahyarni, 2019) there are several effects that leaders can have, both positive and negative. Islam's leadership has similarities to traditional leadership, except its personal, moral, and religious foundations. During the rule of the Four Caliphs and the Prophet (SAW), morality and religion (fear of God) ruled. (Zaim et al., 2022) stated in Islam, leadership is the process of inspiring and motivating people to achieve specific organizational goals while maintaining a clear vision that complies with Allah's rules. Meanwhile, according to (Amelia et al., 2022) Islamic leadership is characterized by its unwavering adherence to or foundation in the principles and teachings presented in the Qur'an and Hadith. (Astuti et al., 2020) stated the holy Qur'an and the Hadith contain characteristics that leaders should have: Al-Sidq (truth), which states that a leader must be able to act, speak, and exert effort to do his or her obligations. Al-Amanah (trust), which refers to the ability of a leader to uphold as best he can what is given to him by God and the group he leads. Al-Fathanah (intelligence), which denotes that a leader must constantly be prepared to confront and resolve issues as soon as they emerge, and Tabligh (honesty), which denotes that a leader must be accountable and approachable to everyone.

**Organizational Culture**

Organizational culture is another component that is always being developed in the business environment. According to (Syamsul et al., 2019) organizational culture is a system of presumptions, values, and standards that have been established within it. These norms and rules for behavior help members of the organization deal with the challenge of both internal and external adaptation. Considering organizational culture affects performance, a focus on it is becoming more and more important to the everyday functioning of organizations. In addition, organizational culture could be used to assess an organization's financial performance. However, Organizational culture serves as a bridge between the company and its employees, enabling them to achieve the organization's vision, mission, and goals. It is not just a tradition and everyday habit in the workplace. Additionally, corporate culture has an impact on how employees behave, work, interact with one another, and other aspects of the business (Jie et al., 2020; Ngozi et al., 2021; Triana Widya et al., 2022a).

**Motivation**

One of the organization's other objectives is to boost employee motivation, which raises morale and results in good performance. Motivation is a process that describes a person's enthusiasm, direction, and resolve to achieve their goals. The best element for optimal performance is motivation. Relationships between personnel efficiency and motivation as well as organizational efficiency are of great interest right now. Employees or workers in reputable firms will be motivated to fulfill their obligations and responsibilities (Aprilynn Clarissa & Saroyeni P, 2018; Hassan et al., 2020; Sudiardhita Ketut IR et al., 2018).

**Work Environment**

The emotions of employees might be impacted by their work environment. If an employee enjoys their workplace, they will be more productive and make the most use of their working hours by getting things done. Additionally, there will be great production, which inevitably results in high staff performance (Badrianto & Ekhsan, 2020). In general, there are two different types of work environments: physical and non-physical. The physical work environment is defined as all surrounding physical factors that have the potential to directly or indirectly impact employee performance. Every situation that occurs in the non-physical workplace has to do with relationships whether they are with managers, employees, or subordinates (Putri et al., 2019).

**Job Satisfaction**

Job satisfaction is critical to the overall productivity of any organization, which is important for both the employer and the employee. This is because many studies have shown the effect of satisfied employees on their performance. According to (Riyanto & Endri, 2021) job satisfaction is a mix of psychological and environmental factors that can lead someone to truly acknowledge their level of satisfaction with their job. What makes one feel satisfied at work is a good indicator of how satisfied one is with one's employment. The feelings and emotions that employees have about their working environment can be utilized to evaluate their level of job satisfaction. However, job performance refers to how workers behave while performing their duties to meet the goals of the organization (Mira et al., 2019).
Empirical Review and Hypothesis Development

The Effect of Islamic Leadership on Employee Performance

Many previous studies have discussed the effect of Islamic leadership. According to (Zaim et al., 2022) The results of the path analysis showed a positive relationship between Islamic leadership and job performance. According to (Kessi et al., 2022) employee performance improves with high Islamic leadership and increased confidence. The conclusions of (Husti & Mahyarni, 2019) research in SMEs, Competitive advantages and innovation serve as mediation variables in the relationship between Islamic leadership and the success of SMEs; Islamic leadership does not directly affect SMEs’ performance. According to (Al Jabar & Suharnomo, 2023) Islamic work ethics and Islamic leadership style have no direct impact on employee performance. (Gunawan et al., 2022) found that Islamic leadership has a significantly positive manner on employee performance at the Muhammadiyah Siti Aminah Bumiayu Hospital. (Supriyanto et al., 2020) claimed that employee performance is not directly impacted by spiritual leadership. However, he found a secondary impact through job satisfaction and organizational citizenship behavior. According to (Prasetyo et al., 2021) Islamic leadership significantly affects employee performance. (Amelia, et al., 2022) stated Employee performance is positively and significantly impacted by Islamic leadership. Based on the results of (Muzaki & Supriyanto, 2021) The research came to the conclusion that employee performance is significantly improved by Islamic leadership. As a university founded on Islamic values, Universitas Muhammadiyah Purwokerto functions in a special environment. Where employee performance is significantly influenced by elements such as organizational culture, motivation, work environment, job happiness, and Islamic leadership. Islamic leadership is grounded in principles derived from the Quran and Hadith, emphasizing traits such as True (Al-Sidq) Trustworthy (Amanah) and, Intelligent (Faitniah). According to Islamic leadership theory, leaders are stewards (Khalifah) entrusted with the responsibility to serve and guide their followers. Leaders in an Islamic context are expected to inspire and motivate through ethical conduct, fostering a culture of trust and integrity within the organization. Islamic leadership places a strong emphasis on a set of values and principles drawn from Islamic teachings and traditions that are meant to help leaders communicate with followers and accomplish the goals of the organization. According to (Husti & Mahyarni, 2019) The Islamic foundations of leadership are the Islamic perspective, the primary sources of Shari’ah (the Qur’an and Sunnah), and the traditions of the early Muslims. Islamic leaders are essentially people who have knowledge incorporated into their line of work and a constant fear of God. According to Islam, One of the most crucial components in forming and guiding a state, an organization, and a community is leadership. Certainly of that Allah's Messenger (SAW) said, Surely! Each of you is in charge of him and serves as a guardian: The Imam (head of the community) is a guardian and accountable to his subjects; a man is accountable to his family (household) and his subjects; a woman is accountable to her husband for protecting their home and children; a slave to a man is accountable for protecting his master's property. Without a doubt, every one of you is his guardian and accountable for his charges.” (Al-Bukhari, 2021) stating that we are responsible for and are responsible for everything and everyone that is under our care, even on a personal level. A capable Islamic leader needs to be both spiritually and intellectually informed (Zaim et al., 2022). Therefore, the following hypothesis regarding the positive impact of Islamic leadership on employee performance:

$$H_1$$: Islamic Leadership has a positive and significant effect on Employee Performance

The Effect of Organizational Culture on Employee Performance

Mention a few academic works as well as previous research findings about the connection (effect) between employee performance and organizational culture. According to (Paais & Pattiruhu, 2020) organizational culture has a positive and significant effect on performance. According to (Syamsul et al., 2019) there is a positive and significant direct influence of organizational culture on the performance of High School Heads in Medan City. The study (Mulaugeta, 2020a) found that organizational culture has a positive relationship with employee job performance at public service organizations of the Dire Dawa administration. According to (Sabuhari et al., 2020b) organizational culture adaptation did not have any significant effect on employee performance. (Triana Widya et al., 2022b) this research found that organizational culture does not affect the performance of PT. Suri Tani Pemuka of Simalungun Regency. However, based on (Kuswati, 2020) there was a positive and significant influence between organizational cultures on employee performance. According to (Nami Nasution et al., 2018) The outcome of the statistical analysis demonstrated that employee performance was positively and significantly impacted by organizational culture. Hence, it can be hypothesized that Organizational Culture has a positive impact on employee performance:

$$H_2$$: Organizational Culture has a positive and significant effect on Employee Performance.

The Effect of Motivation on Employee Performance

Findings from previous research, according to (Hassan et al., 2020) there was no relationship between job motivation and job performance. According to (Syamsul et al., 2019) High school heads in Medan City performance is positively and significantly impacted by their job motivation. (Sudiaridhita et al., 2018) stated work motivation has a positive and significant impact on the performance of employees. Based on (Gunawan et al., 2022) employee performance was influenced by motivation in a significantly positive manner. The study by (Bragas et al., 2020) showed that work motivation significantly affects the performance of employees. The result of research by (Aprilynn Clarissa & Saroyeni P., 2018) showed that motivation has a positive and significant effect on the performance of the employees of the Cenderawasih University Rectorate General Administration Bureau. (Mulyana et al.,
indicated there is a direct influence between the work environment and employee performance. Based on (Putri et al., 2019) work environment influences employee performance. The research conducted by (Kusuma, 2021) showed there is influence of the work environment on employee performance of Hotel Muria Semarang. (Fatihudin & Firmansya, 2018) indicated there is a direct influence between the work environment and employee performance. According to (Putri et al., 2019) work environment influences employee performance. Based on (Riyadi S, 2019) the work environment is not a significant influence on employee performance. According to (Mulyana et al., 2021a) work environment has no significant effect on teachers' performance. In the context of Universitas Muhammadiyah Purwokerto, the organizational culture is deeply influenced by Islamic teachings, promoting values such as brotherhood, respect, humility, and continuous learning. Organizational theories and the optimal approach to managing organizations were extensively discussed. Organizational effectiveness was dependent on several variables, including age, organizational structure, and size. Next, the cultural component was included. It was within this setting that organizational culture first appeared. Organizational theory is an accumulation of knowledge that addresses how multiple people can work together methodically to accomplish specific. The organizational culture affects performance, and a focus on it is becoming an increasingly important part of day-to-day operations. Employees within the organization share a common mindset and set of beliefs regarding the business. Therefore, companies can only achieve their objectives if they can align their culture with their management style. By establishing a suitable appropriate culture that empowers employees to take charge of their tasks will undoubtedly improve productivity. This is because an organization's culture affects organizational performance as a whole. After all, it is a reliable predictor of the company's ability to survive (Mulugata, 2020b; Paais & Pattiruhu, 2020; Taha & Espino-Rodríguez, 2020).

The Effect of Job Satisfaction on Employee Performance

Many previous studies have discussed the effect of the work environment on employee performance. According to (Badrianto & Ekhsan, 2020) the variable of work environment brings a positive and significant effect on employee performance partially and simultaneously. The research conducted by (Kusuma, 2021) showed there is influence of the work environment on employee performance of Hotel Muria Semarang. (Fatihudin & Firmansya, 2018) indicated there is a direct influence between the work environment and employee performance. According to (Putri et al., 2019) work environment influences employee performance. Based on (Riyadi S, 2019) the work environment is not a significant influence on employee performance. According to (Mulyana et al., 2021a) work environment has no significant effect on teachers' performance. In the context of Universitas Muhammadiyah Purwokerto, the organizational culture is deeply influenced by Islamic teachings, promoting values such as brotherhood, respect, humility, and continuous learning. Organizational theories and the optimal approach to managing organizations were extensively discussed. Organizational effectiveness was dependent on several variables, including age, organizational structure, and size. Next, the cultural component was included. It was within this setting that organizational culture first appeared. Organizational theory is an accumulation of knowledge that addresses how multiple people can work together methodically to accomplish specific. The organizational culture affects performance, and a focus on it is becoming an increasingly important part of day-to-day operations. Employees within the organization share a common mindset and set of beliefs regarding the business. Therefore, companies can only achieve their objectives if they can align their culture with their management style. By establishing a suitable appropriate culture that empowers employees to take charge of their tasks will undoubtedly improve productivity. This is because an organization's culture affects organizational performance as a whole. After all, it is a reliable predictor of the company's ability to survive (Mulugata, 2020b; Paais & Pattiruhu, 2020; Taha & Espino-Rodríguez, 2020).

Motivation has a positive and significant effect on Employee Performance.

The Effect of Work Environment on Employee Performance

Work environment influences employee performance. (Badrianto & Ekhsan, 2020) showed that variable job satisfaction brings a positive and significant effect on employee performance partially and simultaneously. The research conducted by (Kusuma, 2021) showed there is influence of the work environment on employee performance of Hotel Muria Semarang. (Fatihudin & Firmansya, 2018) indicated there is a direct influence between the work environment and employee performance. According to (Putri et al., 2019) work environment influences employee performance. Based on (Riyadi S, 2019) the work environment is not a significant influence on employee performance. According to (Mulyana et al., 2021a) work environment has no significant effect on teachers' performance. In the context of Universitas Muhammadiyah Purwokerto, the organizational culture is deeply influenced by Islamic teachings, promoting values such as brotherhood, respect, humility, and continuous learning. Organizational theories and the optimal approach to managing organizations were extensively discussed. Organizational effectiveness was dependent on several variables, including age, organizational structure, and size. Next, the cultural component was included. It was within this setting that organizational culture first appeared. Organizational theory is an accumulation of knowledge that addresses how multiple people can work together methodically to accomplish specific. The organizational culture affects performance, and a focus on it is becoming an increasingly important part of day-to-day operations. Employees within the organization share a common mindset and set of beliefs regarding the business. Therefore, companies can only achieve their objectives if they can align their culture with their management style. By establishing a suitable appropriate culture that empowers employees to take charge of their tasks will undoubtedly improve productivity. This is because an organization's culture affects organizational performance as a whole. After all, it is a reliable predictor of the company's ability to survive (Mulugata, 2020b; Paais & Pattiruhu, 2020; Taha & Espino-Rodríguez, 2020).

Hypothesis of the following hypothesis regarding the influence of the work environment on employee performance is to be possible:

Hc: Work Environment has a positive and significant effect on Employee Performance.

The Effect of Job Satisfaction on Employee Performance

Highlight some literature and findings from previous research. The study (Badrianto & Ekhsan, 2020) showed that variable job satisfaction brings a positive and significant effect on employee performance partially and simultaneously. According to (Riyanto & Endri, 2021) job satisfaction does not have any impact on employee performance. However, the study (Mira et al., 2019) revealed a positive relationship between employee job satisfaction and employee performance. According to (Abdulkhalilq & Mohammadali, 2019) job satisfaction has a positive and significant effect on the performance of employees. Based on (Rinny et al., 2020b) job satisfaction has a positive and significant effect on performance. (Wahyudi, 2018) proved job satisfaction has a positive and significant effect on performance. According to (Sabuhari et al., 2020b) there is a significant influence between job satisfaction on employee performance. Desires for affiliation include the need to belong in and be appreciated as a vital part of the group, which will boost employees' job satisfaction and productivity. Since the wants of employees must be met, the concept of Maslow's hierarchy of needs applies to this investigation. Based on the explanation theoretical and empirical, the concluded hypothesis is as following, namely:

Hc: Job Satisfaction has a positive and significant effect on Employee Performance

The current study had the same opinion about how important it is to take care of someone's needs. Based on Maslow's hierarchy of needs, the employee's demands should be met in the following order: psychological needs should be met first, followed by self-actualization. Universitas Muhammadiyah Purwokerto can cultivate a harmonious and conducive environment that promotes employee well-being and maximizes performance. Further empirical research is warranted to validate the relationships proposed in this framework and explore factors that may influence employee performance within the context of organizations.
Research and Methodology

This research used a quantitative approach, quantitative approach is used to measure the effect between five independent variables (Islamic leadership, organizational culture, motivation, work environment, and job satisfaction) as well as one dependent variable (employee performance). The statistical package for the social sciences (IBM SPSS) is used to analyze study data.

The study's target population was all the employees of Universitas Muhammadiyah Purwokerto as many as 721 employees and the sample of 142 respondents was conveniently selected for this research. Convenience sampling was the approach used for data sampling. According to (Gunawan et al., 2022)Convenience sampling is the process of selecting a sample based on a researcher's chance encounter with a responder who is willing to participate in research and is a member of the population.

The researchers developed a 34-item questionnaire for the investigation. To obtain information from respondents, a questionnaire is employed as a method of data collection. The measurements were taken from earlier studies, and some of them were changed to fit the current study. The variables from the instrument research were converted into recognizable indicators that served as a guide for crafting phrases that respondents were asked to respond to. There were two sections in the questionnaire. demographic information: Name (optional), gender, age group, education degree, position, and work experience. The second section of the questionnaire consists of 34 statements answered using a Likert-type scale as follows: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Performance</td>
<td>quantity of work, quality of work, job skills, productivity, timeliness, and effectiveness (Kuswati, 2020).</td>
</tr>
<tr>
<td>Islamic Leadership</td>
<td>true (Al-Sidq) trustworthy (Amanah), intelligent (Faitnah), conveying or deliberation (Tablighs), reminder (Tazkirah), and corporation (Ta'awun) (Kessi et al., 2022).</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>success criteria (vision and mission), leadership style, employee management, and dominant characteristics (Wahjoedi, 2021)</td>
</tr>
<tr>
<td>Motivation</td>
<td>physiological, safety, belongingness social and love, esteem, and self-actualization (Bragas et al., 2020).</td>
</tr>
<tr>
<td>Work Environment</td>
<td>lighting, air temperature, employee relations, workplace cleanliness, work atmosphere, work facilities, noise, and decoration (Badrianto &amp; Ekhsan, 2020; Pawirosumarto et al., 2017).</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>work itself, supervision, payment (salary), promotion opportunities, and coworkers (Yunia Sari et al., 2022)</td>
</tr>
</tbody>
</table>

Findings and Discussions

Characteristics of Respondents

From the results of distributing questionnaires to some employees of the Muhammadiyah University of Purwokerto, totaling 142 respondents, the following characteristics of the respondents can be obtained based on their age, gender, and education level. A detailed description of the characteristics of respondents is as follows:
Age of Respondents

The data on the characteristics of respondents based on age can be seen in the following Table 2:

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-30</td>
<td>29</td>
<td>20.4</td>
</tr>
<tr>
<td>31-50</td>
<td>78</td>
<td>54.9</td>
</tr>
<tr>
<td>51-above</td>
<td>35</td>
<td>24.6</td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Based on Table 2 above, it can be seen that 29 respondents aged 18 - 30 years, or 20.4%, 78 respondents aged 31 - 50 years, or 54.9%, and 35 respondents, or 24.6% aged over 50 years.

Gender of Respondents

The data on the characteristics of respondents based on gender can be seen in the following Table 3:

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>76</td>
<td>53.52</td>
</tr>
<tr>
<td>Female</td>
<td>66</td>
<td>46.48</td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 3 shows that the majority of the respondents were male (53.52%). This is followed by female respondents with (46.48%).

Education of Respondents

The data on the characteristics of respondents based on education can be seen in the following Table 4:

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>SME</td>
<td>35</td>
<td>24.65</td>
</tr>
<tr>
<td>Bachelor</td>
<td>49</td>
<td>34.51</td>
</tr>
<tr>
<td>Master</td>
<td>36</td>
<td>25.35</td>
</tr>
<tr>
<td>PhD</td>
<td>22</td>
<td>15.49</td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Based on Table 4 above, it can be seen that there are 49 respondents with a Bachelor's degree (34.51%), 36 respondents with a Master's degree (25.35%), 22 respondents with a PhD degree (15.49%), and 35 respondents with a SME degree (24.65%).

Respondent's Position

The data on the characteristics of respondents based on their position can be seen in the following Table 5:

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>81</td>
<td>57.04</td>
</tr>
<tr>
<td>Teaching</td>
<td>61</td>
<td>42.96</td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Based on Table 5 above, it can be seen that 81 respondents, or 57.04% of respondents have administrative positions, and 61 respondents, or 42.96% have teaching positions.

**Respondent's Work Experience**

The data on the characteristics of respondents based on their work experience can be seen in the following Table 6:

**Table 6: Respondent's Work Experience**

<table>
<thead>
<tr>
<th>Work Experience</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-10 year</td>
<td>59</td>
<td>41.55</td>
</tr>
<tr>
<td>11-20 year</td>
<td>33</td>
<td>23.24</td>
</tr>
<tr>
<td>21-above</td>
<td>50</td>
<td>35.21</td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Based on Table 6 above, it can be seen that there are 59 respondents with 1-10 years of work experience (41.55%), 33 respondents with 11-20 years of work experience (23.24%), and 50 respondents with 21 years or more of work experience (35.21%).

For this study, data were gathered using a questionnaire consisting of 34 items about both the independent and dependent variables. The study conducts a comparison between employee performance (Y) and the independent variables Islamic leadership (X1), organizational culture (X2), motivation (X3), work environment (X4), and job satisfaction (X5).

**Validity and Reliability Test**

Validity testing is very necessary in research, especially those that use questionnaires to obtain data. Validity testing is intended to determine validity involving an understanding of the validity between concepts and empirical reality. The Validity test is a measure that shows the levels of validity and authenticity of an instrument. An instrument is said to be valid if it can measure what it wants to measure or can reveal data from the variables studied accurately. The high or low validity of the instrument shows the extent to which the data collected does not deviate from the description of the variable in question. A validity test is carried out in this study to guarantee the reliability and repeatability of the data gathered. Every question on the questionnaire correlates with the overall score, and the findings are contrasted with a 5% significance level. To evaluate the consistency and dependability of the tool being used, a Reliability Test is also utilized. This is represented by the coefficient "r," which denotes the reliability of the questionnaire items and has a threshold value of more than 0.6 for all variables to be considered reliable.

Validity and reliability testing was carried out using the SPSS ver. 26.0 using product moment correlation produces the value of each statement item with the overall question item score more details are presented in the following Table

**Table 7: Result of Validity and Reliability Test**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicators</th>
<th>Validity Testa</th>
<th>Reliability Testb (Cronbach's Alpha)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Performance (Y)</td>
<td>1. Quantity of work</td>
<td>0.884, 0.000</td>
<td>0.934</td>
</tr>
<tr>
<td></td>
<td>2. Quality of work</td>
<td>0.792, 0.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Job skills</td>
<td>0.872, 0.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Productivity</td>
<td>0.892, 0.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Timeline</td>
<td>0.867, 0.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Effectiveness</td>
<td>0.893, 0.000</td>
<td></td>
</tr>
<tr>
<td>(Kuswati, 2020a).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Islamic Leadership (X1)</td>
<td>1. True (Al-Sidq)</td>
<td>0.898, 0.000</td>
<td>0.949</td>
</tr>
<tr>
<td></td>
<td>2. Trustworthy (Amanah)</td>
<td>0.906, 0.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Intelligent (Faitnah)</td>
<td>0.890, 0.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Conveying or deliberation (Tablighs)</td>
<td>0.915, 0.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Reminder (Tazkirah), and</td>
<td>0.838, 0.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Corporation (Ta'awun)</td>
<td>0.898, 0.000</td>
<td></td>
</tr>
<tr>
<td>(Kessi et al., 2022).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Culture (X2)</td>
<td>1. Success criteria (vision and mission)</td>
<td>0.890, 0.000</td>
<td>0.912</td>
</tr>
<tr>
<td></td>
<td>2. Leadership style</td>
<td>0.900, 0.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Employee management</td>
<td>0.895, 0.000</td>
<td></td>
</tr>
<tr>
<td>(Kessi et al., 2022).</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
From Table 7, it can be seen that the calculated r-value is greater than the r table (0.165) or the r-question indicator is smaller than 0.05 (α = 0.05), all indicators are valid. Cronbach’s alpha values for all variables are greater than 0.6. Based on the previously mentioned criteria, all variables used in the study are reliable.

**Classic Assumption test**

**Normality Test**

In this study, the Kolmogorov-Smirnov (KS) test was used to evaluate the data and assess its normalcy. The data was assessed using SPSS. The test results are displayed below.

**Table 8: Normality Test Results**

<table>
<thead>
<tr>
<th>One-Sample Kolmogorov-Smirnov Test</th>
<th>Unstandardized Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>142</td>
</tr>
<tr>
<td>Normal Parameters&lt;sup&gt;a,b&lt;/sup&gt;</td>
<td>Mean: .0000000</td>
</tr>
<tr>
<td></td>
<td>Std. Deviation: 2.32832493</td>
</tr>
<tr>
<td>Most Extreme Differences</td>
<td>Absolute: .059</td>
</tr>
<tr>
<td></td>
<td>Positive: .059</td>
</tr>
<tr>
<td></td>
<td>Negative: -.046</td>
</tr>
<tr>
<td>Test Statistic</td>
<td>.059</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>.200&lt;sup&gt;d&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

<sup>a</sup> Test distribution is Normal.; <sup>b</sup> Calculated from data; <sup>c</sup> Lilliefors Significance Correction; <sup>d</sup> This is a lower bound of the true significance.
The results of the calculation show that the significance value (sig.) is 0.200 (see Table 8), which is greater than 0.05. Therefore, the null hypothesis (H₀) is accepted, which means that the normality assumption is met.

**Figure 2: Histogram**

Based on the Histogram Graph test, it was found that the Residual Frequency mostly gathered at a value of 0 or the data distribution value was by the normal curve therefore, it was said that the residuals were distributed in a normal distribution.

**Figure 3: P-P Plot**

Based on the P-P Plot test, it was found that the data points were spread along a diagonal line, therefore, it was said that the residuals were spread in a normal distribution.

**Multicollinearity Test**

The multicollinearity test is conducted to determine whether there is a very strong relationship or a perfect linear relationship, or in other words, whether the independent variables are not correlated with each other. The test is carried out by comparing the tolerance value obtained from the multiple regression calculation. If the tolerance value is < 0.1, then multicollinearity occurs. The results of the multicollinearity test can be seen in Table 9.
Based on Table 8, the following are the test results for each independent variable:

- Tolerance for Islamic Leadership is 0.351
- Tolerance for Organizational Culture is 0.435
- Tolerance for Motivation is 0.342
- Tolerance for Work Environment is 0.337
- Tolerance for Job Satisfaction is 0.295

The results of the test show that all of the tolerance values are > 0.1. Therefore, it can be concluded that there is no multicollinearity between the independent variables.

Multicollinearity can also be tested by comparing the VIF (Variance Inflation Factor) value with the number 10. If the VIF value is > 10, then multicollinearity occurs. The following are the test results for each independent variable:

- VIF for Islamic Leadership is 2.852
- VIF for Organizational Culture is 2.301
- VIF for Motivation is 2.925
- VIF for Work Environment is 2.971
- VIF for Job Satisfaction is 3.394

From the results of the test, it can be concluded that there is no multicollinearity between the independent variables. Thus, the assumption of no multicollinearity is met.

**Heteroskedasticity Test**

The heteroskedasticity test is used to determine whether there is inequality in the residual variance due to the magnitude of the value of one of the independent variables. Or, the existence of differences in variance with the increasing value of the independent variable. The test procedure is carried out using the Glejser Test. The test of the homogeneity of the residual variance is based on the following hypothesis:

- H₀: The residual variance is homogeneous.
- H₁: The residual variance is not homogeneous.

The results of the heteroscedasticity test can be seen in Table 10.
From the test results, it was found that the influence of the independent variable on the Absolute Residual was not significant (sig. > 0.05), so it could be concluded that the residual had a homogeneous (constant) variation or in other words there were no symptoms of heteroscedasticity.

**Multiple Linear Regression Test**

Regression analysis is used to determine how much the dependent variable, employee performance (Y), is influenced by the independent variables, Islamic leadership (X₁), organizational culture (X₂), motivation (X₃), work environment (X₄), and job satisfaction (X₅).

The type of connection among the independent and dependent variables is ascertained using the regression equation. Table 11 shows the regression model that can be derived with SPSS for Windows ver. 26.00.

**Table 11: Multiple Linear Regression Analysis Results**

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>3.264</td>
<td>1.209</td>
<td>2.699</td>
<td>0.008</td>
</tr>
<tr>
<td>Islamic leadership (X₁)</td>
<td>0.226</td>
<td>0.070</td>
<td>3.234</td>
<td>0.002</td>
</tr>
<tr>
<td>Organizational culture (X₂)</td>
<td>0.155</td>
<td>0.099</td>
<td>1.569</td>
<td>0.119</td>
</tr>
<tr>
<td>Motivation (X₃)</td>
<td>0.200</td>
<td>0.087</td>
<td>2.300</td>
<td>0.023</td>
</tr>
<tr>
<td>Work environment (X₄)</td>
<td>0.130</td>
<td>0.059</td>
<td>2.199</td>
<td>0.030</td>
</tr>
<tr>
<td>Job satisfaction (X₅)</td>
<td>0.275</td>
<td>0.102</td>
<td>2.688</td>
<td>0.008</td>
</tr>
</tbody>
</table>

Based on the regression output, the multiple regression model is formulated as:

\[ Y = 3.264 + 0.226X₁ + 0.155X₂ + 0.200X₃ + 0.130X₄ + 0.275X₅ \]

Where:

- **Y** = Dependent Variable
- **X₁** = Islamic Leadership
- **X₂** = Organizational Culture
- **X₃** = Motivation
- **X₄** = Work Environment
- **X₅** = Job Satisfaction

The table 11 presents the results of a multiple linear regression analysis examining the impact of five independent variables on the dependent variable. The independent variables are Islamic Leadership, Organizational Culture, Motivation, Work Environment, and Job Satisfaction.

**Overview of Regression Coefficients**

Unstandardized Coefficients (B): These coefficients represent the change in the dependent variable for a one-unit change in the independent variable, holding all other variables constant.

Standardized Coefficients (Beta): These coefficients are the standardized version of the B coefficients and allow for comparison between variables. They show the relative importance of each independent variable in predicting the dependent variable.

**t-value and Significance (Sig.):** The t-value assesses whether the coefficient is significantly different from zero. The Sig. value (p-value) indicates the significance level of the relationship between each independent variable and the dependent variable.

The constant term is significant (p-value < 0.05), indicating that the baseline level of the dependent variable is significantly different from zero when all independent variables are zero. Islamic Leadership has a significant positive impact on the dependent variable (p-value = 0.002). The standardized coefficient (Beta) of 0.254 indicates that it is a strong predictor among the variables studied. Emphasizing Islamic leadership principles could enhance organizational outcomes. Training programs focused on these principles may lead to improved performance and employee satisfaction. Organizational Culture does not have a significant impact on the dependent variable (p-value = 0.119). The standardized coefficient (Beta) of 0.111 indicates a relatively weak influence. While not significant in this model, organizational culture may still play a crucial role. Further assessment and refinement of cultural attributes could yield better insights. Motivation has a significant positive impact on the dependent variable (p-value = 0.023). The standardized coefficient (Beta) of 0.183 suggests a moderate influence. Enhancing motivational strategies can lead to better organizational performance. Programs aimed at increasing motivation, such as incentives and recognition, could be beneficial.

Furthermore, the Work Environment significantly affects the dependent variable (p-value = 0.030). The standardized coefficient (Beta) of 0.176 indicates a moderate positive impact. Creating a conducive work environment is crucial. Enhancing physical and
psychological aspects of the work environment can improve employee performance and satisfaction. Job Satisfaction has a significant positive impact on the dependent variable (p-value = 0.008). The standardized coefficient (Beta) of 0.230 indicates a strong influence. Focusing on job satisfaction can lead to better organizational outcomes. Initiatives to improve job satisfaction, such as career development opportunities and work-life balance programs, should be prioritized.

**Goodness of Fit**

**Coefficient of Determination Test ($R^2$)**

The coefficient of determination quantifies the extent to which the model elucidates the variance in the dependent variable.

<p>| Table 12: Coefficient of Determination Test Results |
|-----------------|-----------------|-----------------|-----------------|</p>
<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.841</td>
<td>0.707</td>
<td>0.696</td>
<td>2.37074</td>
</tr>
</tbody>
</table>

The measure by which the independent variable influences or contributes to the dependent variable is determined using the coefficient of determination. According to Table 12, study, the corrected R (coefficient of determination) is 0.696. This indicates that the independent variables Islamic leadership ($X_1$), organizational culture ($X_2$), motivation ($X_3$), work environment ($X_4$), and job satisfaction ($X_5$) will have an impact on 69.6% of the employee performance variable. In the meantime, factors not covered in this study will have an impact on the remaining 30.4% of the employee performance variable.

The correlation coefficient, which indicates the strength of the relationship between the independent variables—Islamic leadership, organizational culture, motivation, work environment, and job satisfaction—and the dependent variable—employee performance—is also obtained in addition to the coefficient of determination. The correlation coefficient, or $R$, has a value of 0.841. Given that it lies between 0.8 and 1, this correlation value shows that there is a very strong association between the independent variables—Islamic leadership ($X_1$), organizational culture ($X_2$), motivation ($X_3$), work environment ($X_4$), and job satisfaction ($X_5$)—and employee performance.

**Regression Model Testing**

The F-test or model test is used to determine whether the results of the regression analysis are significant or not. In other words, it is used to determine whether the hypothesized model is appropriate or not. If the results are significant, then $H_0$ is rejected and $H_1$ is accepted. On the other hand, if the results are not significant, then $H_0$ is accepted and $H_1$ is rejected. This can also be stated as follows:

$H_0$ is rejected if $F$ count > $F$ table

$H_0$ is accepted if $F$ count < $F$ table

| Table 13: ANOVAa |
|------------------|------------------|------------------|------------------|
| Sum of Squares   | df   | Mean Square | F    | Sig.   |
| Regression       | 1840.308 | 5     | 368.062 | 65.487 | 0.000 |
| Residual         | 764.375 | 136    | 5.620  |       |       |
| Total            | 2604.683 | 141    |       |       |       |

Based on Table 13, the calculated F value is 65.487. Meanwhile, the F table ($\alpha = 0.05$; df regression = 5; df residual = 136) is 2.281. Because $F$ count > $F$ table, namely $65.487 > 2.281$ or the Sig value, F (0.000) < $\alpha = 0.05$, then the regression analysis model is significant. This means that $H_0$ is rejected and $H_1$ is accepted, therefore it can be concluded that the regression model obtained is good. Thus, Islamic Leadership ($X_1$), Organizational Culture ($X_2$), Motivation ($X_3$), Work Environment ($X_4$), and Job Satisfaction ($X_5$) have a significant influence simultaneously on Employee Performance.

**Discussions**

**T-Test**

The provisions for accepting or rejecting the hypothesis are determined by whether the significance is less than 0.05 or by whether the value of $t$-count > $t$-table.

*The effect of Islamic Leadership ($X_1$) on Employee Performance.*
Based on the results of the first hypothesis test as shown in Table 4 above’s “Coefficients” table from SPSS. The computed t-test between $X_1$ (Islamic Leadership) and $Y$ (Employee Performance) in the many regression approach analysis results indicates $t = 3.234$. The t-table, on the other hand, is 1.978 with $\alpha = 0.05$ and df residual = 136. Given that the t-value > t-table, that is, 3.234 > 1.978 or sig. value (0.002) < $\alpha = 0.05$, it may be concluded that $X_1$ (Islamic Leadership) has a significant impact on employee performance. This indicates that $H_0$ is rejected, leading to the conclusion that Islamic Leadership can have a major impact on Employee Performance or that Employee Performance will increase greatly with more Islamic Leadership. It is possible to read the statement to mean that Islamic leadership is good and that the current leader has a significant effect (very significant) on improving staff performance. The Islamic principles of leadership are exemplified by a trustworthy leader who manages their team in a way that significantly boosts output. The results of this study are in line with research by (Prasetyo et al., 2021) that Islamic leadership significantly affects employee performance. While the study of (Husti & Mahyarni, 2019) mentioned that Islamic leadership does not have a direct effect on the performance of SMEs. However, the findings of (Muzaki & Supriyanto, 2021) research concluded that Islamic leadership has a significant positive effect on employee performance.

The leader is always close to the people during happy and sad times, reflecting the society he guides. Others are inspired to work harder by the leader's actions. Therefore, Islamic leadership can inspire workers to achieve better results. Islamic leadership is characterized by a love of the truth and a fear of Allah SWT. It is also characterized by being trustworthy, willing to trust others, capable in his field, and having a broad perspective based on sufficient intelligence. Finally, Islamic leadership is characterized by a happy disposition, friendliness, responsibility in making decisions, discipline, and wisdom in carrying out all of its activities. The four primary characteristics of Islamic leadership are intellectual (fathonah), conveying or deliberating (tabligh), true (Al-sidq), and trustworthy (Amanah). By internalizing fundamental Islamic concepts and the task values that accompany them to help shape their abilities, leadership, and personalities, leaders can show their legitimacy with the group they are leading. The legitimacy of the leader increases with internalization levels. The ability of followers to provide better work output increases with the legitimacy of the leader (Amelia et al., 2022; Kessi et al., 2022; Prasetyo et al., 2021).

The effect of Organizational Culture ($X_2$) on Employee Performance.

The results of the hypothesis testing indicate that the initial hypothesis is not supported, which means that organizational culture does not affect employee performance. The organization's strong culture relies on its managers and executives, who support higher performance levels. The organizational culture ($X_2$) and employee performance ($Y$) t-test provide a t-value of 1.422. In the meantime, 1.978 is the t-table ($\alpha = 0.05$; residual df = 136). The impact of Organizational Culture ($X_2$) on Employee Performance is not significant at the 5% alpha level since the t-value is less than the t-table, namely 1.422 < 1.978, or the sig. value (0.157) is bigger than $\alpha = 0.05$. Given that $H_0$ is acknowledged, it may be said that organizational culture has no significant effect on employee performance. In other words, increasing Organizational Culture will result in a low increase in Employee Performance. It is in the line with results of the research by (Efrina, 2024; Sabuhari et al., 2020) that stated the adaptation of organizational culture does not have a significant impact on employee performance. Moreover, the results by (Triana Widya et al., 2022) showed that employee performance is not positively and significantly impacted by organizational culture. The lack of a career path is one of the organizational cultures at PT Suri Tani Pemukma Simalungun Regency. This demonstrates that workers who wish to advance in their roles are not provided any opportunities. This has turned into a culture within the company that discourages workers from working to their full potential because they believe the company doesn't value their efforts or the goals they have accomplished. The findings of the study reveal the ineffectiveness of organizational culture since there is evidence that all employees continue to adhere to the previous culture, which has no impact on performance but is certainly still present. Therefore, organizational culture needs to be implemented in the Universitas Muhammadiyah Purwokerto environment to build the profile and behavior of employees whom they know about the success criteria (vision and mission), trust in the leadership, and find the fa. The findings of previous studies showed organizational culture has a positive impact on employee performance.

The effect of Motivation ($X_3$) on Employee Performance.

In the results of the analysis using the multiple regression method, the calculated t-value was 2.300 with sig. t is 0.023 with a t-table of 1.978 so the Motivation variable affects Employee Performance. If we look at the significance value of t, it is 0.023, which is smaller than the alpha used, namely 0.023 < 0.05. Therefore, it can be concluded that Motivation has a significant influence on Employee Performance. This investigation result does not match with research of (Hassan et al., 2020; Mulyana et al., 2021b) which concluded that motivation did not have a significant effect on employee performance. However, the study result is in line with the study conducted by (Sudiardhita Ketut IR et al., 2018) and research conducted by (Gunawan et al., 2022; Syamsul et al., 2019) asserted that motivation positively and significantly affects employee performance. Individuals are motivated by a hierarchy of needs, which goes from basic physiological demands to higher-level needs like self-actualization, according to Maslow's theory of the hierarchy of needs.
hierarchy of needs. Employees are more driven to perform well when their basic needs such as a fair salary, job security, and a comfortable work environment, knowing their fundamental needs are met. In an organization, employee performance is greatly influenced by motivation. Realizing the significance of motivation, companies need to try tactics to cultivate an inspiring workplace, such as establishing unambiguous objectives, offering significant incentives and acknowledgment, and advocating for a climate of empowerment and independence. For example, to improve employee performance, Universitas Muhammadiyah Purwokerto must offer their management something that benefits each worker and raises their sense of esteem and self-actualization. For instance, offering more incentives to exceptional workers will impress them and increase their commitment, which will in turn increase their motivation to increase productivity.

The effect of Work Environment (Xs) on Employee Performance.

The multiple regression analysis showed a calculated t-value of 2.199 with a sig value = 0.030 and a t-table of 1.978, indicating that the Work Environment variable has an impact on Employee Performance. When we examine the significant value of t, we find that it is 0.030, which is less than the used alpha of 0.030 < 0.05. Thus, it can be said that employee performance is significantly impacted by the work environment. This means that the Work Environment variable has an impact on Employee Performance by improving the Work Environment. Employee Performance will experience a high increase. Employee performance increased as a result of the perceived more comfortable work environment. As a result, the Universitas Muhammadiyah Purwokerto should keep the workplace comfortable and give employees' needs more consideration, as this has been shown to improve worker performance. The results research is different from the (Riyadi, 2019) study which showed there is a significant impact on employee performance. However, the research supported the results of (Fatihudin & Firmansya, 2018) study which showed there is a significant influence between the work environment on employee performance. In addition to that, the research conducted by (Putri et al., 2019; Yusuf Iis et al., 2022) the results of the studies stated that the work environment has a positive and significant influence on employee performance. The work environment includes several physical, and social factors that influence employee attitudes, behaviors, and performance. Recognizing the impact of the work environment on employee performance is crucial for organizations seeking to maximize efficiency and accomplish strategic objectives. Employee comfort will come from a comfortable work environment, sufficient amenities, a welcoming workplace, and positive interactions with superiors and coworkers. Employees will be motivated to perform effectively when they are at ease and receive encouragement from their social environment.

The effect of Job Satisfaction (Xs) on Employee Performance.

The job satisfaction variable influences employee performance, as evidenced by the multiple regression analysis results, which showed a calculated t value of 2.068 with sig. value = 0.008 and a t-table of 1.987. The result 0.008 is the significant value of t, which is smaller than the calculated alpha of 0.008 < 0.05. Thus, it follows that there is a strong correlation between job satisfaction and employee performance. (Rinny et al., 2020) stated in the study that the concept of job satisfaction is complex due to its association with human emotions and perspectives. When employees believe that the benefits of their jobs outweigh the expenses and labor they bear, and the difference is still appropriate to support them, they are said to be satisfied with their jobs.

Maslow's hierarchy of needs states in order to survive, psychological needs are the most important prerequisites. food, clothing, housing, health care, and so forth. Consequently, if a worker feels content with their task, it means that the previously mentioned requirements have been fulfilled and that there may be fewer worries, which will enable them to focus intently and improve output. For instance, the employee will continue to make every effort to improve performance if they are happy with their working environment, enjoy their job, are content with their pay, have prospects for advancement, have a supportive manager, and collaborate well with others. The outcome of this study is based on investigations carried out by (Mira et al., 2019; Saine et al., 2023; Wahjoedi, 2021) which indicated that job satisfaction affects performance. Employees would enjoy working there and be motivated to perform better if they feel appreciated and if management also considers several aspects that can enhance performance. The concept of work happiness encompasses not just financial contentment but also other forms of satisfaction, such as personal fulfillment and positive relationships with coworkers. The worker needs to be driven by a desire for fulfillment. When an employee achieves his goals, he feels this deep sense of fulfillment.

Conclusion

Based on the results of this research's data analysis and hypothesis tests, the following conclusions are drawn; the Islamic Leadership variable has a positive and significant effect on Employee Performance at the Universitas Muhammadiyah Purwokerto, meaning that improving employee performance is a result of effective Islamic leadership. Universitas Muhammadiyah Purwokerto, there is no discernible relationship between the Organizational Culture variable and employee performance. This suggests that an increase in the variable organizational culture will not be accompanied by an increase in employee performance and a decrease in the variable organizational culture will not be accompanied by a decrease in employee performance. Employee performance at the Universitas Muhammadiyah Purwokerto is significantly and positively impacted by the motivation variable; that is, when employee motivation rises, so does employee performance. The Work Environment variable has a significant and positive effect on Employee Performance at the Universitas Muhammadiyah Purwokerto. Finally, there is a significant and positive influence of job satisfaction on employee performance.
performance at the Universitas Muhammadiyah Purwokerto. Additionally, this study adds to the findings of earlier research that are relevant to this case study.

This research was limited to Universitas Muhammadiyah Purwokerto in Indonesia. In addition, given the significance of the independent variables in this study in influencing employee performance, it is hoped that the findings of this research can serve as a guide for future researchers who wish to expand on this work by examining additional variables not included in this study.

Drawing from the previously mentioned findings, I recommend considering Islamic Leadership has the greatest impact on influencing Employee Performance, it is desired that Universitas Muhammadiyah Purwokerto can preserve and enhance its services for Islamic Leadership. As a result, Employee Performance would rise. Enhancing organizational culture to improve employee performance is a difficult, drawn-out process that requires the cooperation, understanding, and dedication of all parties. Making it work is a shared duty between management and staff. Therefore, it is important to progressively convey the impact of organizational culture on employee performance to ensure full integration into the workplace.

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