



## Islamic Leadership, Organizational Culture, and Job Satisfaction as Drivers of Employee Performance in Post-Merger Islamic Banking

Kahar<sup>1\*</sup>, Muslimin Kara<sup>2</sup>, Abdul Wahab<sup>3</sup>, Amiruddin K<sup>4</sup>

<sup>1</sup>Doctoral Program Students Universitas Islam Negeri Alauddin Makassar

<sup>2,3,4</sup>Faculty of economics and business Universitas Islam Negeri Alauddin Makassar

**Corresponding Author:** Kahar [kahar@usy.ac.id](mailto:kahar@usy.ac.id)

---

### ARTICLE INFO

*Keywords* : Islamic Leadership, Islamic Organizational Culture, Islamic Work Motivation, Job Satisfaction, Employee Performance

*Received* : 4 November

*Revised* : 20 December

*Accepted*: 20 January

©2026 Kahar, Kara, Wahab, Amiruddin : This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0

Internasional.



### ABSTRACT

This study investigates the effects of Islamic work motivation, Islamic leadership style, and Islamic organizational culture on job satisfaction and employee performance in an Islamic banking institution in a post-merger context. Using a quantitative explanatory approach, data were collected through a structured questionnaire and analyzed using Partial Least Squares Structural Equation Modeling. The findings show that Islamic leadership and Islamic organizational culture have significant direct effects on job satisfaction and employee performance. Islamic work motivation influences performance indirectly through job satisfaction. These results highlight the central role of values-based leadership and organizational culture in shaping employee outcomes and provide practical implications for leadership development and cultural integration in Islamic banking

## **INTRODUCTION**

The rapid expansion of Islamic banking in emerging economies has been accompanied by profound organizational transformations, particularly following large scale mergers intended to strengthen competitiveness and market resilience. In the post-merger phase, Islamic banks face complex challenges related not only to operational integration but also to the management of human resources and the maintenance of employee performance. In Islamic financial institutions, these challenges are further intensified by the necessity to align organizational practices with Sharia principles, making the effective management of human capital a critical determinant of post merger success. Recent studies emphasize that post-merger transformations significantly influence HRM practices and employee performance, highlighting the need for context-sensitive and values driven approaches within Islamic banking (Sachan et al., 2025; Sudirman, 2025).

Within this context, values-based HRM has emerged as a central pillar in sustaining organizational performance and ethical integrity in Islamic banks. This distinctive orientation requires HRM systems that integrate professional competence with religious and ethical commitment. Empirical evidence suggests that HRM practices grounded in Islamic values enhance employee engagement, morale, and effectiveness, particularly during periods of organizational change. Prior research emphasizes that aligning HRM systems with Sharia values enhances workforce morale and effectiveness, thereby supporting organizational stability during transitions (Sudirman, 2025). Moreover, fair compensation systems that recognize both material and spiritual dimensions of work have been identified as critical in enhancing job satisfaction and performance (Subiyantoro et al., 2025; Wafa, 2025). However, while such approaches provide a broad framework, they do not fully explain the specific mechanisms through which Islamic values influence employee performance in post-merger Islamic banks.

More specific solutions proposed in the literature focus on the role of Islamic work motivation, leadership, and organizational culture as key drivers of employee attitudes and behavior. Empirical findings suggest that motivation influenced by Islamic principles enhances job satisfaction and, under certain conditions, employee performance (Zakiyah et al., 2025). These leadership attributes are particularly relevant in post-merger contexts, where employees seek guidance and reassurance amid organizational change.

In addition to motivation and leadership, Islamic organizational culture plays a crucial role in shaping employee perceptions and behaviors. Research indicates that strong, value-driven organizational cultures enhance job satisfaction and performance by aligning individual values with organizational goals (Candra et al., 2025; Juhendra et al., 2025). Together, these studies suggest that Islamic motivation, leadership, and culture constitute specific, interrelated solutions to HRM challenges in post-merger Islamic banking.

However, a closer examination of the existing literature reveals several unresolved issues that give rise to a clear research gap. First, many studies examine Islamic work motivation, leadership, or organizational culture in isolation, rather than within an integrated analytical framework. (Abdelwahed et al., 2025) note the lack of comprehensive models that simultaneously link Islamic motivation, leadership, and culture to employee performance. Second, there is considerable variation in how Islamic work values and leadership constructs are defined and measured, which complicates theoretical consolidation and empirical comparison (Mahmud et al., 2021). Third, mediating variables particularly job satisfaction remain underexplored, despite growing evidence that satisfaction plays a critical role in translating organizational values into performance outcomes (Nurjanah et al., 2023; Prasetyaningrum & Hendarsjah, 2022). These gaps are especially pronounced in post-merger Islamic banking contexts, where employee attitudes are likely to be more dynamic and sensitive to organizational practices.

Job satisfaction emerges from the literature as a pivotal mechanism linking values-based HRM to employee performance. Satisfied employees are more likely to internalize organizational values, demonstrate commitment, and engage in behaviors that enhance productivity and service quality. Empirical studies consistently report positive relationships between job satisfaction and employee performance in financial institutions (Jufrizen et al., 2021; Khan et al., 2020). Nevertheless, despite its acknowledged importance, job satisfaction is often treated as a peripheral outcome rather than as a central mediating variable within integrated Islamic HRM models.

Based on these considerations, the present study aims to analyze the effects of Islamic work motivation, Islamic leadership style, and Islamic organizational culture on employee performance, with job satisfaction positioned as a key mediating variable. The study seeks to contribute to the literature by developing and empirically testing an integrated model that captures the interplay between Islamic values-based HRM practices and employee outcomes in a post-merger Islamic banking context. The novelty of this study lies in its holistic approach, which simultaneously incorporates multiple Islamic constructs and explicitly examines the mediating role of job satisfaction. The scope of the study is limited to employees of an Islamic banking institution operating in a post-merger environment, providing focused empirical insights while offering implications that may be relevant for similar institutions in emerging economies.

## **LITERATURE RIVIEW**

### ***Leadership Effectiveness through the Lens of Stewardship Theory***

Leadership effectiveness in values-driven organizations is often assessed by the extent to which leaders act as stewards who embody and transmit organizational values. (Ndulue, 2024) highlights that stewardship-oriented leaders demonstrate ethical and participatory leadership. In faith-based organizations, democratic and participatory leadership styles rooted in stewardship principles foster a sense of belonging among employees, leading to higher levels of engagement and performance.

Furthermore, stewardship theory underscores the role of leaders as role models who shape organizational culture through their actions and decisions. In Islamic organizations, this expectation is particularly salient, as leaders are perceived not only as managers but also as moral exemplars responsible for upholding Islamic values. Consequently, stewardship-based leadership provides a strong theoretical justification for examining Islamic leadership styles and their influence on employee attitudes and behaviors.

### ***Conceptual Foundations of Islamic Work Motivation***

(Abdelwahed et al., 2024) highlight that Islamic work motivation is closely linked to Islamic leadership, suggesting that leaders who embody Islamic values can enhance employee motivation and, ultimately, performance. This moral orientation reinforces the idea that motivation in Islamic contexts is deeply intertwined with ethical considerations and collective well being.

### ***Islamic Leadership Style and Its Impact on Job Satisfaction***

Islamic leadership is characterized by ethical conduct, justice, trustworthiness, and concern for community welfare. This leadership style draws inspiration from Islamic teachings and the prophetic model, emphasizing moral responsibility and service-oriented leadership. Empirical evidence consistently shows that Islamic leadership has a positive effect on job satisfaction. (Rizal & Mustapita, 2023) find that Islamic leadership significantly enhances job satisfaction among employees in Islamic banks, as leaders who demonstrate fairness and integrity create a sense of security and appreciation.

(Wahyudi, 2020) further argues that Islamic leadership fosters alignment between personal and organizational values, which is crucial for job satisfaction. When employees perceive their leaders as morally upright and supportive, they are more likely to view their work as meaningful and aligned with their ethical beliefs.

### ***Islamic Leadership and Employee Performance Outcomes***

Beyond job satisfaction, Islamic leadership also plays a critical role in shaping employee performance. (Zaim et al., 2022) provide empirical evidence that Islamic leadership is positively associated with leader effectiveness and innovation outcomes, highlighting its relevance in service oriented organizations. By fostering intrinsic motivation and ethical commitment, Islamic leadership encourages employees to perform their tasks diligently and responsibly.

(Basir et al., 2023) demonstrate that Islamic leadership promotes collaborative team dynamics, which enhance individual and collective performance. Leaders who embody Islamic values encourage participation, cooperation, and mutual support, leading to improved performance outcomes.

#### ***Dimensions of Islamic Organizational Culture***

Islamic organizational culture comprises shared values, beliefs, and practices derived from Islamic principles that shape behavior within organizations. Empirical studies have identified several core dimensions of Islamic organizational culture. Authenticity and integrity are central, as organizations grounded in Islamic values emphasize honesty and ethical conduct in all activities (Rabbad et al., 2024). This dimension fosters trust and commitment, which are essential for employee performance.

Community and social responsibility represent another key dimension, reflecting the Islamic emphasis on collective welfare. (Mustofa & Muafi, 2021) show that organizations prioritizing social responsibility enhance employee engagement by reinforcing a sense of purpose. Equity and justice are equally fundamental, as fairness in treatment and opportunities strengthens organizational commitment and job satisfaction (Suryani & Triyono, 2022).

#### ***Job Satisfaction as a Mediating Variable***

A substantial body of empirical evidence supports the role of job satisfaction as a mediating variable between leadership, motivation, organizational culture, and employee performance. Studies consistently show that leadership styles influence job satisfaction, which in turn affects performance outcomes. (Rizal & Mustapita, 2023; Zaim et al., 2022) confirm that Islamic leadership enhances job satisfaction, leading to improved employee performance.

Similarly, organizational culture influences performance indirectly through job satisfaction. (Dianingrum et al., 2024) find that Islamic work ethic and organizational culture positively affect job satisfaction, which mediates their impact on employee performance. (Suryani & Triyono, 2022) further demonstrate that job satisfaction mediates the relationship between organizational culture, Islamic leadership, and employee commitment.

#### ***Synthesis and Research Implications***

Prior studies indicate that stewardship theory, Islamic work motivation, Islamic leadership, Islamic organizational culture, and job satisfaction are interconnected, yet often examined separately. This study addresses this gap by integrating these constructs into a unified model to explain employee performance in Islamic organizational contexts.

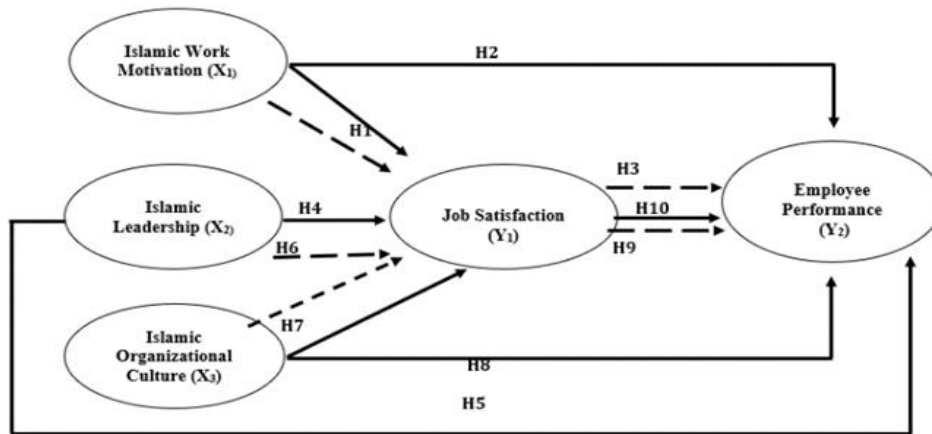


Figure 1. Conceptual Framework

### **Research Hypothesis**

In this study, hypotheses are formulated to examine the simultaneous effects of Islamic work motivation, Islamic leadership style, and Islamic organizational culture on job satisfaction and employee performance, with job satisfaction serving as a mediating variable.

H0 : Islamic work motivation, Islamic leadership style, and Islamic organizational culture do not have a significant simultaneous effect on employee performance, either directly or indirectly through job satisfaction, at Bank Syariah Indonesia, Makassar Branch.

H1 : Islamic work motivation, Islamic leadership style, and Islamic organizational culture have a significant simultaneous effect on employee performance, both directly and indirectly through job satisfaction, at Bank Syariah Indonesia, Makassar Branch.

## **METHODOLOGY**

### **Research Design and Approach**

This study adopts a quantitative research approach with an explanatory design to examine the relationships between Islamic work motivation, Islamic leadership style, Islamic organizational culture, job satisfaction, and employee performance. A quantitative approach is considered appropriate because the objective of the study is to test hypothesized relationships among latent constructs and to assess both direct and mediating effects in a systematic and replicable manner.

### **Population and Research Context**

The population represents the focus of the study and is used to identify the research subjects. It includes all elements related to events, objects, or individuals with specific characteristics (Ferdinand, 2014). In this study, the population consists of organic employees of BSI.

### **Sampling Technique and Sample Size**

This study used a total final sample of 232 respondents. According to Hair et al., a larger sample size contributes to more reliable and robust research results.

### ***Data Analysis Technique: SEM-PLS***

The study employs Structural Equation Modeling based on Partial Least Squares (SEM-PLS) as the primary data analysis technique. SEM-PLS is widely recognized as an appropriate method for testing complex mediation models in organizational and human resource research. One of the key advantages of SEM-PLS is its ability to handle models involving multiple latent variables, direct and indirect relationships, and mediating effects simultaneously (Purnomo, 2022; Udin, 2024).

## **RESULT**

### ***Overview of Data Analysis***

The analysis was conducted in a sequential and systematic manner, beginning with the evaluation of respondent demographics, followed by the assessment of the measurement model, and concluding with the evaluation of the structural model.

### ***Measurement Model Evaluation***

#### **Internal Consistency Reliability**

Internal consistency reliability was assessed using Cronbach's Alpha and Composite Reliability (CR). Cronbach's Alpha values for all constructs exceeded the minimum threshold of 0.70, indicating satisfactory reliability (Li & Lay, 2024). In several cases, values exceeded 0.80, suggesting strong internal consistency for established measurement scales.

Composite Reliability values also met the recommended threshold of 0.70 for all constructs, further confirming the reliability of the measurement model (Liu & Yu, 2023).

#### **Convergent Validity**

Convergent validity was assessed using factor loadings and Average Variance Extracted (AVE). All indicator loadings were above the recommended threshold of 0.70, indicating that each indicator strongly represented its underlying construct. In addition, AVE values for all constructs exceeded 0.50, confirming that each construct explained more than half of the variance of its indicators (Dhehibi et al., 2023).

#### **Discriminant Validity**

Discriminant validity was evaluated using the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio (HTMT). Based on the Fornell-Larcker criterion, the square root of the AVE for each construct was greater than its correlations with other constructs, satisfying the requirement for discriminant validity (Asamani et al., 2022).

The HTMT values for all construct pairs were below the recommended thresholds of 0.85 for conceptually distinct constructs and 0.90 for conceptually related constructs, further confirming discriminant validity (Sucandrawati et al., 2024).

### ***Structural Model Evaluation***

#### ***Collinearity Assessment***

Before testing the structural relationships, collinearity among predictor constructs was assessed using Variance Inflation Factor (VIF) values. All VIF values were below the commonly accepted threshold of 5.0.

#### ***Coefficient of Determination (R<sup>2</sup>)***

The explanatory power of the structural model was assessed using R-squared (R<sup>2</sup>) values for endogenous constructs. The R<sup>2</sup> value for job satisfaction fell within the moderate to substantial range, indicating that Islamic work motivation, Islamic leadership style, and Islamic organizational culture jointly explained a meaningful proportion of variance in job satisfaction. Similarly, the R<sup>2</sup> value for employee performance indicated moderate explanatory power, suggesting that the combined effects of leadership, motivation, culture, and job satisfaction accounted for a significant portion of performance variance (Hayat et al., 2023).

#### ***Direct Effects Analysis***

Direct effects were examined by analyzing standardized path coefficients ( $\beta$ ), t-values, and significance levels obtained through bootstrapping procedures. Following established guidelines, a t-value greater than 1.96 ( $p < 0.05$ ) was used as the criterion for statistical significance (Nabot, 2023).

The results indicate that Islamic leadership style had a positive and statistically significant effect on job satisfaction, with a standardized path coefficient reflecting a moderate relationship (García et al., 2021). Islamic organizational culture also demonstrated a positive and significant direct effect on job satisfaction, indicating that a values-driven organizational environment enhances employee satisfaction. In contrast, Islamic work motivation showed a weaker direct effect on employee performance, and this relationship was not statistically significant.

Islamic leadership style exhibited a significant direct effect on employee performance, supporting the notion that ethical and values-based leadership contributes directly to enhanced work outcomes. Islamic organizational culture also demonstrated a positive direct relationship with employee performance, although the strength of this relationship varied compared to leadership effects.

#### ***Mediation Analysis***

The mediating role of job satisfaction was tested using bootstrapping procedures to assess the significance of indirect effects. The indirect effects were evaluated by examining confidence intervals, standardized indirect path coefficients, and Variance Accounted For (VAF) values (Rajapakse et al., 2022). The results indicate that job satisfaction significantly mediated the relationship between Islamic leadership style and employee performance. The indirect effect was statistically significant, with confidence intervals that did not include zero, confirming the presence of mediation (Jesse, 2024). VAF values for this relationship fell within the range of partial mediation, indicating that job satisfaction accounted for a substantial proportion of the total effect while direct effects remained significant.

Similarly, job satisfaction mediated the relationship between Islamic work motivation and employee performance. Although the direct effect of motivation on performance was non-significant, the indirect effect through job satisfaction was significant, highlighting the central role of satisfaction as a transmission mechanism between motivation and performance.

However, the mediation effect of job satisfaction on the relationship between Islamic organizational culture and employee performance was weaker. VAF values suggested limited mediation, indicating that organizational culture may influence performance more directly rather than primarily through job satisfaction.

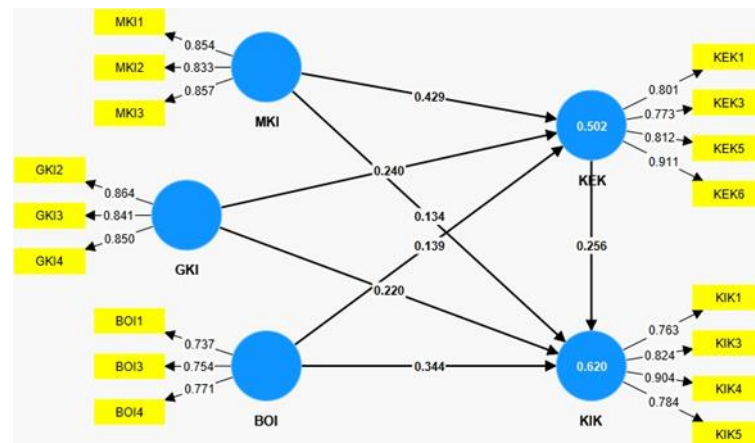


Figure 1. Structural Model Results of the PLS-SEM Analysis

### Effect Size ( $f^2$ ) Analysis

Effect size ( $f^2$ ) was calculated to assess the practical significance of each structural relationship. The results showed that Islamic leadership style had a medium effect size on both job satisfaction and employee performance, indicating its substantive importance within the model (Donkor et al., 2021). Islamic organizational culture demonstrated a small to medium effect size on job satisfaction and performance, suggesting that while culture plays a meaningful role, its impact may be reinforced when combined with leadership and motivational factors. Islamic work motivation exhibited a small effect size on job satisfaction and a negligible effect on employee performance, further supporting the earlier findings regarding its indirect influence through satisfaction.

### Predictive Relevance ( $Q^2$ )

Predictive relevance of the model was assessed using the  $Q^2$  statistic obtained through the blindfolding procedure.  $Q^2$  values for job satisfaction and employee performance were greater than zero, indicating that the model possessed predictive relevance (Tong et al., 2021). The magnitude of  $Q^2$  values suggested low to moderate predictive relevance, which is considered acceptable in organizational research involving complex psychological and ethical constructs (Ficapal-Cusí et al., 2023).

## **DISCUSSION**

The findings of this study provide important insights into how Islamic work motivation, Islamic leadership style, and Islamic organizational culture interact to shape job satisfaction and employee performance within an Islamic banking context, particularly in a post-merger environment. Overall, the results confirm that values-based organizational factors rooted in Islamic principles play a decisive role in shaping employee outcomes, although their mechanisms of influence differ in strength and form. Consistent with stewardship theory and prior empirical studies, leadership and organizational culture emerged as stronger and more direct predictors of employee performance than individual work motivation alone, underscoring the collective and contextual nature of performance in values-driven organizations.

One of the most salient findings is the strong and consistent effect of Islamic leadership on both job satisfaction and employee performance. This result aligns with studies emphasizing that leadership grounded in ethical values, role modeling, and moral responsibility exerts a profound influence on employee attitudes and behaviors (Rizal & Mustapita, 2023; Shulga & Busser, 2023). In Islamic organizational settings, leaders are not merely task coordinators but moral stewards who are expected to embody Sharia principles in decision-making and interpersonal relations. The significant direct effect of Islamic leadership on performance supports the argument that ethical and transformational leadership styles create an environment conducive to trust, commitment, and shared purpose, which in turn enhances employee performance (Basir et al., 2023; Zaim et al., 2022).

Islamic organizational culture also demonstrated a meaningful impact on job satisfaction and employee performance, reinforcing the importance of shared values, norms, and beliefs in shaping workplace behavior. Prior research suggests that a strong values-based culture promotes alignment between individual and organizational goals, resulting in higher engagement and performance (Ntoto et al., 2024; Tomaževič et al., 2023). In this study, Islamic organizational culture characterized by integrity, justice, collectivism, and spiritual engagement appears to provide a stable framework that guides employee behavior beyond individual motivational drives. Particularly in post-merger contexts, where employees may experience uncertainty and cultural dissonance, a clearly articulated and consistently practiced Islamic culture can serve as an anchoring force that sustains performance.

In contrast, Islamic work motivation did not exhibit a strong direct effect on employee performance, although it showed a significant relationship with job satisfaction. This finding is consistent with arguments in the literature that individual motivation, while essential, often operates within the broader structural and cultural context of the organization (Sarstedt et al., 2024). As (Bongomin & Ntayi, 2020) note, motivation rooted in ethical and spiritual values often manifests first as positive attitudes, such as satisfaction and commitment, before influencing performance. Therefore, the weaker direct effect of motivation on performance should not be interpreted as a lack of importance, but rather as

evidence that motivation requires appropriate mediating mechanisms to exert its influence.

The mediating role of job satisfaction is one of the key contributions of this study. The results demonstrate that job satisfaction significantly mediates the relationship between Islamic work motivation and employee performance, as well as between Islamic leadership and performance. This finding reinforces prior research that positions job satisfaction as a critical attitudinal mechanism through which values-based practices affect performance outcomes (Prasetyaningrum & Hendarsjah, 2022; Tian et al., 2022). When employees experience satisfaction derived from value congruence, ethical leadership, and meaningful work, they are more likely to channel their motivation into productive behaviors. In the context of Islamic banking, where work is often framed as both an economic activity and a moral endeavor, satisfaction becomes a crucial bridge between internal values and external performance.

Beyond job satisfaction, the literature suggests that other attitudinal mechanisms such as employee engagement, organizational commitment, and job involvement may also play important roles in translating Islamic work motivation into performance (Ali et al., 2021; Ntoto et al., 2024). While these variables were not explicitly tested in the present study, the findings are consistent with the broader argument that Islamic motivation nurtures a sense of belonging and purpose, which strengthens employees' emotional attachment to the organization.

A comparative perspective further highlights the distinctiveness of Islamic leadership and organizational culture relative to conventional management approaches. Empirical studies indicate that Islamic leadership differs from conventional leadership models by placing greater emphasis on ethical accountability, spiritual awareness, and social welfare (Azzuhri et al., 2024). While conventional leadership frameworks often prioritize transactional efficiency or individual performance metrics, Islamic leadership integrates moral and communal considerations into managerial practices. Similarly, Islamic organizational culture tends to emphasize collectivism, consultation, and shared responsibility, contrasting with the individualistic orientation prevalent in many conventional organizations (Siswanto & Anwar, 2020).

The organizational context in which this study was conducted also plays a crucial role in interpreting the findings. Post-merger environments are characterized by cultural integration challenges, shifts in organizational identity, and potential resistance among employees (Aldjufri et al., 2024). In such contexts, the internalization of Islamic values cannot be taken for granted, especially when employees come from diverse backgrounds with varying levels of exposure to Islamic teachings (sumawati et al., 2023). The significant effects of leadership and culture observed in this study suggest that consistent leadership behavior and a clearly articulated organizational culture are essential for facilitating the internalization of Islamic values during periods of change.

From a practical perspective, the findings have important implications for human resource policy and leadership development in Islamic banking institutions. Aligning HR policies with Islamic values particularly in recruitment,

training, and performance management can reinforce the positive effects of leadership and culture on employee outcomes (Azzuhri et al., 2024). Leadership development programs that emphasize ethical leadership, emotional and spiritual intelligence, and collaborative decision-making may be particularly effective in sustaining employee satisfaction and performance (Pambuko et al., 2025).

Despite its contributions, this study also points to several avenues for future research. Longitudinal studies are needed to capture how the effects of Islamic leadership, culture, and motivation evolve over time, particularly in post-merger contexts where organizational dynamics are fluid (Rizal & Mustapita, 2023). Comparative and cross-cultural studies could further enhance understanding of how Islamic HRM practices operate across different institutional and cultural settings (Hazni & Ali, 2024).

In summary, the discussion highlights that employee performance in Islamic organizations is shaped more strongly by leadership and organizational culture than by individual motivation alone. Islamic work motivation exerts its influence primarily through job satisfaction and other attitudinal mechanisms, underscoring the importance of creating supportive, value-congruent organizational environments. By integrating stewardship theory with empirical evidence from Islamic management research, this study contributes to a more comprehensive understanding of how values-based practices can enhance employee satisfaction and performance in Islamic banking institutions.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the research conducted at **Bank Syariah Indonesia, Makassar Branch**, it can be concluded that Islamic work motivation, Islamic leadership style, and Islamic organizational culture significantly influence job satisfaction and employee performance. Using Partial Least Squares Structural Equation Modeling, the main conclusions are as follows:

1. Islamic work motivation has a significant effect on job satisfaction, while its direct effect on employee performance is not strong and operates mainly through job satisfaction.
2. Islamic leadership style has a significant effect on both job satisfaction and employee performance, indicating the crucial role of ethical and values-based leadership.
3. Islamic organizational culture significantly influences job satisfaction and employee performance, emphasizing the importance of shared Islamic values in the workplace.
4. Job satisfaction has a significant effect on employee performance and acts as a mediating variable linking Islamic values-based practices to performance outcomes.
5. Simultaneously, Islamic work motivation, Islamic leadership style, and Islamic organizational culture have a significant direct and indirect effect on employee performance at Bank Syariah Indonesia, Makassar Branch.

Overall, the findings indicate that leadership and organizational culture grounded in Islamic values play a more dominant role in enhancing employee

performance, with job satisfaction serving as a key mechanism in strengthening these effects.

### **FURTHER STUDY**

This study is subject to several limitations. The research was confined to Islamic banks in Makassar City, limiting the generalizability of the findings to other contexts with different socio-cultural and organizational characteristics. Methodologically, the use of SEM-PLS assumes linear relationships, which may not fully capture the non-linear and contextual nature of Islamic spiritual values such as *niyyah*, *barakah*, and *ikhlas*. In addition, the cross-sectional design restricts the analysis of long-term dynamics, while the reliance on self-reported data may introduce social desirability bias, particularly in measuring religious constructs.

### **ACKNOWLEDGMENT**

The author gratefully acknowledges the guidance, support, and constructive feedback provided by the promoters and academic community of the Doctoral Program in *Dirasah Islamiyah*, UIN Alauddin Makassar, throughout the completion of this study. Appreciation is also extended to Bank Syariah Indonesia, Makassar Branch, for granting research access and cooperation, as well as to all respondents who contributed valuable data to this research

### **REFERENCES**

- Abdelwahed, N. A. A., Al Doghan, M. A., Saraih, U. N., & Soomro, B. A. (2025). Unleashing potential: Islamic leadership's influence on employee performance via Islamic organizational values, organizational culture and work motivation. *International Journal of Law and Management*, 67(2), 165-190. <https://doi.org/10.1108/IJLMA-01-2024-0019>
- Abdelwahed, N. A. A., Doghan, M. A. A., Saraih, U. N., & Soomro, B. A. (2024). Unleashing Potential: Islamic Leadership's Influence on Employee Performance via Islamic Organizational Values, Organizational Culture and Work Motivation. *International Journal of Law and Management*, 67(2), 165-190. <https://doi.org/10.1108/ijlma-01-2024-0019>
- Aldjufri, A., Basalamah, S., Yunus, A. R., & Bunyamin, A. (2024). The Influence Of Islamic Leadership And Organizational Culture On Lecturer Satisfaction And Performance Alkhairaat Palu University. *Revista de Gestao Social e Ambiental*, 18(8). <https://doi.org/10.24857/rgsa.v18n8-087>
- Ali, S. A., Loussaief, A., & Ahmed, M. (2021). A Comparative Analysis of Employees' and Customers' Attitude Towards Islamic Banking. *International Journal of Ethics and Systems*, 38(2), 209-234. <https://doi.org/10.1108/ijoes-03-2021-0053>
- Asamani, L., Asumeng, M., Anum, A., & Twumasi, E. (2022). Religiosity and Safety Performance: Mediating Role of Safety Behaviour. *International Journal of Workplace Health Management*, 15(6), 745-760. <https://doi.org/10.1108/ijwhm-06-2020-0096>

- Azzuhri, M., Huang, M., & Irawanto, D. W. (2024). "Reinventing Spiritual Leadership From an Indonesian Perspective." *International Journal of Cross Cultural Management*, 24(2), 289–308. <https://doi.org/10.1177/14705958241245245>
- Basir, M. K., Gani, A., Basalamah, S., & Mallongi, S. (2023). The Influence of Islamic Work Motivation, Leadership Style and Competence on Job Satisfaction and Employee Performancegammara Makassar Hotels. *Revista De Gestão Social E Ambiental*, 17(6), e03605. <https://doi.org/10.24857/rgsa.v17n6-004>
- Bongomin, G. O. C., & Ntayi, J. M. (2020). Mobile Money Adoption and Usage and Financial Inclusion: Mediating Effect of Digital Consumer Protection. *Digital Policy Regulation and Governance*, 22(3), 157–176. <https://doi.org/10.1108/dprg-01-2019-0005>
- Candra, I., Rukin, R., & Harsono, H. (2025). Optimalisasi Santri Dalam Pengembangan Sumber Daya Manusia Untuk Meningkatkan Kinerja Kewirausahaan Berbasis Kearifan Lokal. *Jurnal Ilmu Manajemen Ekonomi Dan Kewirausahaan*, 5(3), 529–545. <https://doi.org/10.55606/jimek.v5i3.8092>
- Dhehibi, B., Dhraief, M. Z., Frija, A., Ouerghemmi, H., Rischkowsky, B., & Ruediger, U. (2023). A Contextual ICT Model to Explain Adoption of Mobile Applications in Developing Countries: A Case Study of Tunisia. *Plos One*, 18(10), e0287219. <https://doi.org/10.1371/journal.pone.0287219>
- Dianingrum, M., Satriawan, T. N., & Mugiarti, M. (2024). The Impact of Job Satisfaction on Employee Performance and the Mediating Effects of Islamic Work Ethic, Islamic Organizational Culture, and Islamic Leadership. *Majalah Ilmiah Bijak*, 21(1), 13–25. <https://doi.org/10.31334/bijak.v21i1.3513>
- Donkor, F., Zhou, D., & Sekyere, I. (2021). The Mediating Effects of Organizational Commitment on Leadership Styles and Employee Performance in SOEs in Ghana: A Structural Equation Modeling Analysis. *Sage Open*, 11(2). <https://doi.org/10.1177/21582440211008894>
- Ficapal-Cusí, P., Torrent-Sellens, J., Palos-Sánchez, P. R., & González-González, I. (2023). The Telework Performance Dilemma: Exploring the Role Of trust, Social Isolation and Fatigue. *International Journal of Manpower*, 45(1), 155–168. <https://doi.org/10.1108/ijm-08-2022-0363>
- García, M. Ú., Marco-Lajara, B., Zaragoza-Sáez, P., Manresa-Marhuenda, E., & Poveda-Pareja, E. (2021). Green Ambidexterity and Environmental Performance: The Role of Green Human Resources. *Corporate Social Responsibility and Environmental Management*, 29(1), 32–45. <https://doi.org/10.1002/csr.2171>
- Hayat, A. A., Shateri, K., Fard, S. K., Babak, E. S. S., & Dehsorkhi, H. F. (2023). Psychometric Properties of the Persian Version of the Physician Teaching Self-Efficacy Questionnaire. *BMC Medical Education*, 23(1). <https://doi.org/10.1186/s12909-023-04130-6>

- Hazni, E., & Ali, H. (2024). Pengaruh Pengembangan Sumber Daya Manusia (SDM), Manajemen Pengetahuan Dan Produktivitas Terhadap Kinerja Auditor. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 5(4), 697–713. <https://doi.org/10.38035/jmpis.v5i4.2042>
- Hosani, Y. A., Jabeen, F., Paul, J., & Stachowicz-Stanusch, A. (2020). Antecedents of Employee Alienation and Its Impact on Individual Work Performance During Post-Merger Integration (PMI). *Journal of Organizational Change Management*, 33(6), 1085–1110. <https://doi.org/10.1108/jocm-03-2020-0085>
- Huang, X., Ye, Y., Wang, Z., Liu, X., & Lyu, Y. (2023). The Influence of Perceived Organizational Exploitation on Frontline Hospitality Employees' Workplace Deviance: An Organizational Justice Perspective. *International Journal of Contemporary Hospitality Management*, 35(12), 4137–4157. <https://doi.org/10.1108/ijchm-06-2022-0786>
- Jabid, A. W., Soleman, M. M., & Jannang, A. R. (2023). The Mediating Role of Islamic Job Satisfaction on Relationship of Islamic Work Ethics on Intention to Leave. *International Journal of Professional Business Review*, 8(6), e02066. <https://doi.org/10.26668/businessreview/2023.v8i5.2066>
- Jesse, V. O. (2024). Mediating Effect of Job Satisfaction in the Relationship Between Reward System and Employees' Work Performance of Commercial Banks in Kenya. *East African Finance Journal*, 3(2), 325–340. <https://doi.org/10.59413/eafj/v3.i2.15>
- Jufrizen, J., Mukmin, M., Nurmala, D., & Jasin, H. (2021). Effect of Moderation of Work Motivation on the Influence of Organizational Culture on Organizational Commitment and Employee Performance. *International Journal of Business Economics (Ijbe)*. <https://doi.org/10.30596/ijbe.v2i2.6710>
- Juhendra, M., Karimudin, Y., Cahyadi, A., & Hadjri, M. I. (2025). The Effect of Rewards, Punishments, and Organizational Culture on the Performance of Marketing Financing Employees at PT Bank Syariah Indonesia Regional 3 Palembang. *Ijeam*, 2(2), 184–193. <https://doi.org/10.60076/ijeam.v2i2.1450>
- Kamis, R. A., Husen, Z., & Ridwan, I. W. (2024). Analysis of Factors Affecting Employee Job Satisfaction at Bank Syariah Indonesia in Ternate. *Jurnal Ilmiah Ekonomi Islam*, 10(2). <https://doi.org/10.29040/jiei.v10i2.13722>
- Keling, W., Yap, C. S., & Ho, P. L. (2022). Enterprising Tendency and Entrepreneurial Performance of Indigenous Dayak Women Entrepreneurs in Sarawak, Malaysia. *Journal of Enterprising Communities People and Places in the Global Economy*, 17(4), 940–959. <https://doi.org/10.1108/jec-02-2022-0032>
- Khan, M. A., Ismail, F., Hussain, A., & Al-Ghazali, B. M. (2020). The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior. *Sage Open*, 10(1). <https://doi.org/10.1177/2158244019898264>

- Khiswaradewi, D., Sujianto, A. E., Mashudi, M., Huda, Q., & Nurohman, D. (2023). Assessment of Bank Health Level Using RGEC Method and Its Impact on Islamic Financial Distress. *International Journal of Social Health*, 2(6), 362–376. <https://doi.org/10.58860/ijsh.v2i6.56>
- Li, W., & Lay, Y. F. (2024). Examining the Reliability and Validity of Measuring Scales Related to Informatization and Instructional Leadership Using the PLS-SEM Approach. *Humanities and Social Sciences Letters*, 12(3), 461–480. <https://doi.org/10.18488/73.v12i3.3789>
- Liu, X., & Yu, Z. (2023). Continuance Intention to Use Bilibili for Online Learning. *International Journal of Adult Education and Technology*, 14(1), 1–24. <https://doi.org/10.4018/ijaet.322387>
- Mahdi, J. F., & Kadhum, S. H. (2025). E-HRM Strengthens Service Quality in Iraqi Government Banking Sector. *Academia Open*, 10(1). <https://doi.org/10.21070/acopen.10.2025.10859>
- Mahmud, M., Sapiri, M., & Zaidin, A. (2021). The Influence of Leadership Style, Competence and Organizational Culture on Civil Servent Performance Through Work Motivation and Job Satisfaction at Regional Iv Office BKN Makassar. *Dinasti International Journal of Management Science*, 2(6), 844–861. <https://doi.org/10.31933/dijms.v2i6.933>
- Mesfin, D., Woldie, M., Adamu, A., & Bekele, F. (2020). Perceived Organizational Culture and Its Relationship With Job Satisfaction in Primary Hospitals of Jimma Zone and Jimma Town Administration, Correlational Study. *BMC Health Services Research*, 20(1). <https://doi.org/10.1186/s12913-020-05319-x>
- Mustofa, A., & Muafi, M. (2021). The Influence of Situational Leadership on Employee Performance Mediated by Job Satisfaction and Islamic Organizational Citizenship Behavior. *International Journal of Research in Business and Social Science (2147-4478)*, 10(1), 95–106. <https://doi.org/10.20525/ijrbs.v10i1.1019>
- Nabila, S. N., Hafid, E. A., Bulutoding, L., & Abdullah, M. W. (2025). Analisis Pekerjaan Berbasis Kompetensi Dalam Manajemen Sumber Daya Insani Pada Lembaga Keuangan Syariah: Integrasi Nilai-Nilai Ekonomi Islam. *Jurnal Ilmu Manajemen Ekonomi Dan Kewirausahaan*, 5(2), 263–271. <https://doi.org/10.55606/jimek.v5i2.6216>
- Nabot, A. (2023). Investigating the Effect of Information Systems and Decision Quality on Organizational Performance in Business Firms. *The Eurasia Proceedings of Science Technology Engineering and Mathematics*, 23, 513–520. <https://doi.org/10.55549/epstem.1374912>
- Ndulue, I. (2024). Effects of Leadership Styles on Employee's Performance in United Nations Development Office, Abuja, Nigeria. *International Journal of Advanced Studies in Business Strategies and Management*, 11(1), 95–114. <https://doi.org/10.48028/iiprds/ijasbsm.v11.i1.08>
- Ntoto, F. M. Y., Çavuşoğlu, B., & Ismael, G. Y. (2024). Organizational Culture and Organizational Learning: Role of Environmental Culture and Business Strategy in SMEs. *Asian Development Policy Review*, 12(3), 194–207. <https://doi.org/10.55493/5008.v12i3.5113>

- Nurjanah, N., Elvina, E., & Halim, A. (2023). The Influence of Organizational Climate, Organizational Culture, Leadership, and Position Promotion on Employee Performance at the Office of Cooperatives and SMEs in Labuhanbatu Regency. *Quantitative Economics and Management Studies*, 4(2), 246–260. <https://doi.org/10.35877/454ri.qems1519>
- Prasetyaningrum, T., & Hendarsjah, H. (2022). The Mediation Role of Job Satisfaction and Organizational Commitment in the Relationship Between Person-Organization Fit (P-O Fit) and Employee Performance. *Business Review and Case Studies*. <https://doi.org/10.17358/brcs.3.1.74>
- Purnomo, H. (2022). Organizational Commitment in Islamic Boarding School: the Implementation of Organizational Behavior Integrative Model. *Perspectives of Science and Education*, 57(3), 354–371. <https://doi.org/10.32744/pse.2022.3.20>
- Qasim, N., Arshad, M., Farooq, O., & Raof, R. (2023). The Impact of Differentiated Empowering Leadership on Employees' Depression: Moderation of Employees' Envy and Gender. *Gender in Management an International Journal*, 38(4), 471–488. <https://doi.org/10.1108/gm-01-2022-0013>
- Qonitah, Q., Wiyadi, Imronudin, & Sholahuddin, M. (2024). Determinants of Employee Performance: A Case of Indonesia's Islamic Bank Merger. *Journal of Business and Management Studies*, 6(2), 32–41. <https://doi.org/10.32996/jbms.2024.6.2.3>
- Rabbad, R., Astuti, H. J., Tubastuvi, N., & Pratama, B. C. (2024). The Effect of Islamic Leadership, Organizational Culture, Motivation, Work Environment, and Job Satisfaction on Employee Performance. *International Journal of Research in Business and Social Science (2147-4478)*, 13(3), 205–222. <https://doi.org/10.20525/ijrbs.v13i3.3402>
- Ragil, B., Purnomo, E. P., & Hadiyati, E. (2024). Human Resource Management Based on Sharia: How Employees Determine Sharia Law in the Context of Islamic Finance (Case Study: Bank Syariah Indonesia in Malang City, East Java). *Jurnal Manajemen Teknologi*, 23(3), 198–213. <https://doi.org/10.12695/jmt.2024.23.3.3>
- Rahman, H. S., & Mas'ud, F. (2022). Pengaruh Kepemimpinan Islam, Budaya Organisasi Islam Terhadap Kinerja Perawat Dengan Motivasi Kerja Islam Sebagai Variabel Intervening (Studi Pada Rumah Sakit Islam Muhammadiyah Kabupaten Kendal). *Jurnal Ilmiah Ekonomi Islam*, 8(1), 976. <https://doi.org/10.29040/jiei.v8i1.4723>
- Rajapakse, R. M. D. A. P., Azam, S. M. F., & Khatibi, A. (2022). The Role of Environmental Incentives in Greening the Small and Medium-Sized Enterprises: A developing Economy Perspective. *Management of Environmental Quality an International Journal*, 33(5), 1167–1186. <https://doi.org/10.1108/meq-10-2021-0239>
- Rizal, M., & Mustapita, A. F. (2023). Determinants of Islamic Bank Employee Performance Through Job Satisfaction. *Journal of Islamic Economics and Finance Studies*, 4(1), 83–98. <https://doi.org/10.47700/jiefes.v4i1.5923>

- Rohman, A. T., & Ibrahim, A. (2022). A Discourse of Islamic Law on Environmental Protection and Sustainability: How are religious values transferred into Indonesian Environmental Law? *Indonesian Journal of Environmental Law and Sustainable Development*, 1(2), 139–164. <https://doi.org/10.15294/ijel.v1i2.58136>
- Saban, D., Basalamah, S., Gani, A., & Rahman, Z. (2020). Impact of Islamic Work Ethics, Competencies, Compensation, Work Culture on Job Satisfaction and Employee Performance: The Case of Four Star Hotels. *European Journal of Business Management and Research*, 5(1). <https://doi.org/10.24018/ejbmr.2020.5.1.181>
- Sachan, D. V. S., Sridar, D. S. P., Hareesh, D. . J., Dr.T.Hemalata, & Dang, Q.-V. (2025). Organizational Performance Through Strategic Human Resource Practices and Employee Engagement in Financial Institutions. *Lex Localis - Journal of Local Self-Government*, 23(S5), 528–548. <https://doi.org/10.52152/801281>
- Sarstedt, M., Adler, S., Ringle, C. M., Cho, G., Diamantopoulos, A., Hwang, H., & Lienggaard, B. D. (2024). Same Model, Same Data, but Different Outcomes: Evaluating the Impact of Method Choices in Structural Equation Modeling. *Journal of Product Innovation Management*, 41(6), 1100–1117. <https://doi.org/10.1111/jpim.12738>
- Shulga, L. V, & Busser, J. A. (2023). Covid-19 Crisis Management Human Resource Cost-Retrenchment: The Role of Transformational Leadership and Ethical Climate. *International Journal of Contemporary Hospitality Management*, 36(4), 1213–1234. <https://doi.org/10.1108/ijchm-07-2022-0903>
- Siddique, M. U., Sultan, S. A., & Arshad, A. (2023). A Study of Islamic Perspective on Leadership. *Al-Nasr*, 58–72. <https://doi.org/10.53762/alnasr.02.03.e05>
- Siswanto, S., & Anwar, K. (2020). Religious Culture of Sharia Microfinance Institutions in Denpasar-Bali. *El Harakah Jurnal Budaya Islam*, 22(2), 341–361. <https://doi.org/10.18860/eh.v22i2.10070>
- Smadi, A., Amaran, S., Abugabah, A., & Alqudah, N. (2022). An Examination of the Mediating Effect of Islamic Work Ethic (IWE) on the Relationship Between Job Satisfaction and Job Performance in Arab Work Environment. *International Journal of Cross Cultural Management*, 23(1), 59–77. <https://doi.org/10.1177/14705958221120343>
- Soeprayitno. (2020). The Relationship Between Knowledge Management, Leadership Style, and Work Motivation: Evidence From an Islamic Boarding School. *International Journal of Business and Society*, 21(2), 945–954. <https://doi.org/10.33736/ijbs.3304.2020>
- Subiyantoro, H., Karnaji, K., & Suhariadi, F. (2025). <b>Sharia Compensation Schemes and Employee Performance in Contemporary Islamic Economics</b> / <b>Milrev Metro Islamic Law Review</b>, 4(2), 1128–1151. <https://doi.org/10.32332/milrev.v4i2.11192>

- Sucandrawati, N. L. K. A. S., Suartini, N. W., Wati, I., & Apriliani, D. (2024). The Influence of Social Capital, Entrepreneurial Competence and Entrepreneurial Ecosystem in Shaping Business Incubators in Indonesia. *International Journal of Business Law and Education*, 5(1), 852–866. <https://doi.org/10.56442/ijble.v5i1.496>
- Sudirman, D. (2025). Optimalisasi Manajemen SDM Berbasis Nilai-Nilai Syariah Dalam Meningkatkan Kinerja Karyawan Pada Lembaga Keuangan Syariah. *Al-Kharaj Jurnal Ekonomi Keuangan & Bisnis Syariah*, 7(11). <https://doi.org/10.47467/alkharaj.v7i11.9536>
- sumawati, D., Nuzulla, I., & Mubarak, I. (2023). Pengaruh Kepemimpinan Berbasis Nilai-Nilai Islam Dalam Efektivitas Manajemen Komunikasi Organisasi. *JMK-Widyakarya*, 2(1), 19–31. <https://doi.org/10.59581/jmk-widyakarya.v2i1.2042>
- Suryani, T., & Triyono, R. (2022). The Influence of Organizational Culture, Islamic Leadership, Islamic Work Ethic on Organizational Commitment of Employee at Nahdlatul Ulama University Surabaya With Job Satisfaction as a Mediating Variabel. *Business and Finance Journal*, 7(2), 117–130. <https://doi.org/10.33086/bfj.v7i2.2776>
- Tian, X., Pavur, R., Han, H., & Zhang, L. (2022). A Machine Learning-Based Human Resources Recruitment System for Business Process Management: Using LSA, BERT and SVM. *Business Process Management Journal*, 29(1), 202–222. <https://doi.org/10.1108/bpmj-08-2022-0389>
- Tomažević, N., Kovač, P., Ravšelj, D., Umek, L., Babaoğlu, C., Bohatá, M., Hirsch, B., Kulaç, O., Nurlybaeva, G. K., Schäfer, F.-S., & Aristovnik, A. (2023). The Role of Agile Values in Enhancing Good Governance in Public Administration During the COVID-19 Crisis: An International Survey. *Administrative Sciences*, 13(12), 248. <https://doi.org/10.3390/admsci13120248>
- Tong, R., Wang, L., Cao, L., Zhang, B., & Yang, X. (2021). Psychosocial Factors for Safety Performance of Construction Workers: Taking Stock And looking Forward. *Engineering Construction & Architectural Management*, 30(2), 944–962. <https://doi.org/10.1108/ecam-09-2021-0786>
- Udin, U. (2024). Ethical Leadership and Employee Performance: The Role of Islamic Work Ethics and Knowledge Sharing. *Human Systems Management*, 43(1), 51–63. <https://doi.org/10.3233/hsm-220197>
- Wafa, F. (2025). Implementasi Prinsip Keadilan Syariah Dalam Proses Promosi Dan Pengembangan Karier Karyawan Di BMT Beringharjo Cabang Ponorogo. *Ekopedia Jurnal Ilmiah Ekonomi*, 1(4), 2054–2064. <https://doi.org/10.63822/xgbe5158>
- Wahyudi, S. (2020). Islamic Leadership Style Memoderasi Kepuasan Kerja Dan Komitmen Dalam Organisasi Terhadap Etika Kerja. *Jebdeer Journal of Entrepreneurship Business Development and Economic Educations Research*, 2(2), 15–28. <https://doi.org/10.32616/jbr.v2i2.237>
- Yang, Z. (2024). Transformation in Organizational and Human Resource Management in the Digital Intelligence Age. *SHS Web of Conferences*, 181, 4030. <https://doi.org/10.1051/shsconf/202418104030>

- Yeni, M., Situngkir, S., Amin, S., & Edward, E. (2022). The Effect of Person-Organization Fit, Quality of Work-Life and Organizational Justice on Job Satisfaction and Employee Performance at PT. Jambi Regional Development Bank in Jambi West Region. *International Journal of Research in Business and Social Science* (2147-4478), 11(6), 241–251. <https://doi.org/10.20525/ijrbs.v11i6.1950>
- Zaim, H., Erzurum, E., Zaim, S., Uluyol, B., & Seçgin, G. (2022). The Influence of Islamic Leadership on Work Performance in Service Industry: An Empirical Analysis. *International Journal of Ethics and Systems*, 40(1), 127–152. <https://doi.org/10.1108/ijoes-12-2021-0242>
- Zakiyah, M., Safitri, A., Anastasya, R., & Mahmudah, S. (2025). Analisis Peran Motivasi Kerja Dalam Keberhasilan Pencapaian Target Kinerja: Studi Mixed-Method Pada Pegawai Bank Syariah Indonesia Cabang Surabaya ITS. *Al-Kharaj Jurnal Ekonomi Keuangan & Bisnis Syariah*, 7(10). <https://doi.org/10.47467/alkharaj.v7i10.9250>