

THE EFFECT OF ISLAMIC LEADERSHIP AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE

Feni Yuliana¹, Ahmad Amir Aziz², Sirrul Hayati³

^{1,2,3} Universitas Islam Negeri Mataram

E-mail: [feniyuliana@gmail.com](mailto:fenyuliana@gmail.com), ahmadamiraziz@uinmataram.ac.id, sirrulhayat@uinmataram.ac.id

ABSTRACT: This study aims to determine whether there is an influence of Islamic leadership and work motivation partially and simultaneously on employee performance at PT Bank Perkreditan Rakyat Syariah (BPRS) Dinar Asri Mataram. This study is a quantitative study. The population in this study was 177 people while the sample was 64 people using systematic random sampling technique. The data collection technique was with a questionnaire measured using a Likert scale and analyzed using SPSS version 29. The data analysis technique used in this study was Multiple Linear Regression Analysis. The results of the analysis show that: 1) Leadership does not have a positive effect on employee performance, 2) Islamic work motivation has a positive and significant effect on employee performance, 3) Islamic leadership and work motivation have a simultaneous effect on employee performance. The variables of Islamic leadership and work motivation are able to explain employee performance variables by 33.6% (Adjusted R Square) and the remaining 64% is explained by other variables not included in this study.

Keywords: Leadership, Islamic Work Motivation, Employee Performance

ABSTRAK: Penelitian ini bertujuan untuk mengetahui apakah terdapat pengaruh kepemimpinan dan motivasi kerja Islami secara parsial dan simultan terhadap kinerja karyawan pada PT Bank Perkreditan Rakyat Syariah (BPRS) Dinar Asri Mataram. Penelitian ini merupakan penelitian kuantitatif. Jumlah populasi dalam penelitian ini sebanyak 177 orang sedangkan yang dijadikan sampel sebanyak 64 orang menggunakan teknik systematic random sampling. Teknik pengumpulan data dengan kuesioner yang diukur menggunakan skala likert dan dianalisis menggunakan SPSS versi 29. Adapun teknik analisis data yang digunakan dalam penelitian ini adalah Analisis Regresi Linier Berganda. Hasil analisis menunjukkan

bahwa: 1) Kepemimpinan tidak berpengaruh positif terhadap kinerja karyawan, 2) Motivasi kerja Islami berpengaruh secara positif dan signifikan terhadap kinerja karyawan, 3) Kepemimpinan dan motivasi kerja Islami berpengaruh secara simultan terhadap kinerja karyawan. Variabel kepemimpinan dan motivasi kerja Islami mampu menjelaskan variabel kinerja karyawan sebesar 33,6% (Adjusted R Square) dan sisanya 64% dijelaskan oleh variabel lain yang tidak masuk dalam penelitian ini.

Kata Kunci: Kepemimpinan, Motivasi Kerja Islami, Kinerja Karyawan

A. INTRODUCTION

A bank is a financial intermediary institution, commonly referred to as a financial intermediary. This means that a bank is an institution whose activities are related to money matters. Therefore, banking operations are always linked to money, which is the primary means of facilitating trade. Banking activities and operations are always linked to commodities such as transferring money, receiving and repaying money in the form of bank statements, discounting bills of exchange, purchase orders, and other securities, as well as buying and selling securities. Sharia banks are banks whose activities avoid issues of usury (riba). Therefore, avoiding interest, which is considered usury, is one of the challenges facing the Islamic world. Therefore, these banks operate on the principle of profit-sharing. Profit-sharing is a principle of muamalah based on sharia in conducting its operational activities.

When discussing the role of something, it is inseparable from its function and position. The role of Islamic banks is to: Purify Islamic banking operations to further enhance public trust; Increase Islamic awareness among Muslims to expand the Islamic banking segment and market share; and Establish cooperation with Islamic scholars, as the role of Islamic scholars, especially in Indonesia, is very dominant in the lives of Muslims. (Setia Budhi Wilardjo, 2025)

Sharia People's Financing Banks (BPRS) are an extension of Islamic financial institutions whose core business activities are funding and financing real sectors to improve the community's economy. Sharia People's Financing Banks (BPRS) act as capital providers in the form of financing to communities in need of funds, either to start or continue existing MSMEs. Providing financing to MSMEs seeking to start or expand their businesses naturally requires capital. Therefore, banks, as financial intermediaries, are present to provide capital to MSMEs. However, it is important to remember that in providing this capital, MSMEs must have collateral in accordance with applicable provisions and regulations. (Iis Nur'aisyah et al., 2020)

PT Bank Perkreditan Rakyat Syariah (BPRS) Dinar Ashri is a privately owned bank or financial institution domiciled in West Nusa Tenggara. With the existence of PT Bank Perkreditan Rakyat Syariah Dinar Ashri, it can help the community and government in advancing the economy and addressing social problems in West Nusa Tenggara. PT BPRS Dinar Ashri has various funding products, including Mudharabah Savings consisting of Dinar Savings, TabunganKu, Arafah Savings, Umrah, Qurban and Ashri Deposits. Performance is an important part of an organization or company agency. Performance is defined as a description of the level of achievement of the implementation of targets, objectives, vision, and mission of a company organization as stated in an organization's strategic plan. Employee performance is a real behavior displayed by each person as a work achievement produced by employees according to their role in a company or organization agency. Good employee performance is a very important factor in a company or organization's efforts to increase productivity. (Nasution S, 2019) There are several factors that influence employee performance, including Islamic leadership and work motivation.

Leadership is a series of organizational activities involving the ability to influence the behavior of others in certain situations, encouraging them to cooperate to achieve predetermined goals. In an organization, leadership plays a crucial role because it is the leader who drives and directs the organization toward achieving its goals, a task that is not easy. The success or failure of efforts to achieve organizational goals is determined by the quality of the leader, enabling subordinates to provide dedication and participation to the organization effectively and efficiently. (Ulfa, B. Y, 2018)

Besides leadership, another factor that can influence performance is Islamic work motivation. Motivation is a factor that can encourage individuals to perform certain activities. Motivation is often interpreted as a driving factor in individual behavior. The factors that drive individuals to perform certain activities are generally driven by their own needs and desires. This is one factor that can differentiate between the needs and desires of one individual and another. The goal of employee work motivation is to improve morale and job satisfaction, because people work not only for a salary but also for job satisfaction. Work motivation helps companies achieve their goals by improving employee performance. With high motivation from the company, employees will work harder and be able to compete. Conversely, if motivation is low, employees will be lazy in carrying out their duties. (Raynold Felpea, 2020)

To understand work motivation in Islam, it is necessary to understand the function and status of work. Working or earning a living in Islam is an obligation and an act of worship aimed at meeting the needs of daily life. The motivation of Muslims to produce work and provide excellent service to their organizations stems not only from the idea of fulfilling personal needs and increasing mobility, but more fundamentally, from improving the standard of living or providing services to a nation. This principle stems from the belief that humans are

entrusted with a mandate on this earth. Therefore, in striving to earn Allah's approval and avoid His wrath, a Muslim worker is not entirely dependent on the reward system of the organization or society as a whole. Every effort is motivated by the noble goal of prosperity in this world and the hereafter. (Abdul Aziz, et al., 2020)

The importance of leadership and work motivation in an organization and agency is very influential, because in an organization if there is no leader, the organization will collapse because there is no one to control and direct its subordinates, and vice versa, work motivation will be destroyed because there is no leader to provide advice and motivation in any form. (Rahmatullah, 2018)

Based on a survey conducted at PT BPR Syariah Dinar Ashri Mataram, researchers found that there were employees who did not comply with the rules, provided poor service, and imposed burdensome company regulations. However, PT BPR Syariah Dinar Ashri always provides appreciation or rewards to every employee who has good performance. Such as giving cash bonuses to a division that successfully achieves marketing targets, giving awards and even getting the opportunity for job promotions. In addition, PT BPR Syariah Dinar Ashri also provides prizes in the form of Umrah to each employee selected according to the order of length of service. In addition to quite high motivation and a supportive environment, the idea arises how all these factors are interconnected so that they can affect employee performance. From the description above, the author is interested in researching "The Influence of Islamic Leadership and Work Motivation on Employee Performance at PT Bank Perkreditan Rakyat Syariah (BPRS) Dinar Ashri Mataram."

B. METHODS

The research method used in this study is a quantitative approach with a correlational research type. (Wahidmurni, 2017) The quantitative approach was chosen because the research focuses on numerical data which is then analyzed using statistical programs to test the established hypotheses. (Sugiyono, 2017) The correlational research type was chosen because it aims to determine the relationship and influence between the independent variables, namely Islamic leadership and work motivation, on the dependent variable, namely employee performance. (Suryani & Hendriyadi, 2019)

The data sources in this study consist of primary and secondary data. Primary data were obtained directly from respondents, namely employees of BPRS Dinar Ashri, through the distribution of questionnaires. Meanwhile, secondary data were obtained from notes, documents, and literature relevant to the study. The study population included all 177 employees of BPRS Dinar Ashri. Based on calculations using the Slovin formula at a 10% error rate, a sample size of 64 respondents was obtained. This sample was determined using a systematic random sampling technique, so that each member of the population had an equal chance of being selected as a research respondent.

The research was conducted over two months, from December to January, at the Dinar Ashri Islamic Rural Credit Bank (BPRS) in Mataram City, West Nusa Tenggara. The research variables consisted of two independent variables: leadership (X1) and Islamic work motivation (X2), and one dependent variable: employee performance (Y). The research design used was descriptive quantitative, which aims to describe phenomena systematically, factually, and accurately.

The research instrument used was a questionnaire compiled based on the indicators of each variable and measured using a five-point Likert scale, ranging from strongly agree to strongly disagree. To support data analysis, this study used SPSS for Windows version 29 software, which facilitates data processing and testing. (Sangkot Nasution, 2019)

The collected data was analyzed through several stages, namely instrument validity and reliability tests, classical assumption tests including normality, multicollinearity, and heteroscedasticity tests, and multiple linear regression analysis. This analysis was used to measure the extent to which Islamic leadership and work motivation influence employee performance. Next, hypothesis testing was conducted using a t-test to determine partial effects, an F-test to measure simultaneous effects, and a coefficient of determination (R^2) test to determine the extent to which the independent variables are able to explain the dependent variable.

C. RESULTS AND DISCUSSION

Table 1
Results of Multiple Linear Regression Analysis

Variables	Regression Coefficient	Std. Error	T Count	Sig. T
Constant	16,137	3,987	4,047	0.001
Leadership	0.142	0.122	1,166	0.248
Islamic Work Motivation	0.411	0.077	5,368	0.001
R2				0.336
Adjusted R2				0.314
F Count				15,420
Sig. F				0.001

Source: processed 2025

1. The Influence of Leadership Variable (X1) on Employee Performance (Y)

Leadership is a person's skill and ability to influence the behavior of others, both those in higher and lower positions in thinking and acting so that behavior that was originally individualistic and egocentric changes into organizational behavior. Leadership is an important factor in providing direction to employees, especially now that everything is open, so the leadership needed is leadership that can empower its employees. Based on the data, the calculated t value for this variable is 1.166 while the value in the 5% distribution table is 1.670. So the calculated t ($1.166 < t$ table 1.670). This means that the leadership variable (X1) has no effect. This is also strengthened by the significance value ($0.248 > 0.05$), it can be concluded that H_0 is accepted and H_a is rejected, meaning that the leadership variable (X1) has no effect and is not significant on employee performance at BPRS Dinar Ashri.

The results of this study are related to research conducted by Fitriani Ansori, who stated that partially Islamic leadership variables do not have a significant influence on employee performance. This occurs because decision-making is carried out unilaterally by the leader, even though agreement in making decisions is obtained through consensus. By conducting consensus, all parties can have a voice and provide input so that it can be used as a decision if all parties agree on it, so it is not only the leader who has rights and power. (Ansori et al., 2019)

In this study, leadership variables had no significant impact on employee performance. This was due to leaders' inability to foster a calm workplace environment, as they were only communicative with employees about work matters. Furthermore, employees perceived a lack of leadership in

implementing a positive attitude within the company, resulting in a decline in employee performance. This indicates that the author's hypothesis was not proven correct.

2. The Influence of Islamic Work Motivation Variable (X2) on Employee Performance (Y)

Motivation is a set of attitudes and values that influence individuals to achieve specific goals. These attitudes and values are invisible forces that provide the driving force that drives individuals to behave in achieving goals. Motivation is also defined as a state within a person that drives the individual's desire to undertake certain activities to achieve goals. Earning a living in Islam is an obligation. Islam is a natural religion that is in accordance with human needs, including physical needs. Work motivation in Islam is not only to meet living expenses but also as an obligation to worship Allah SWT after other obligatory worship. Meanwhile, Islamic work motivation is a commitment related to work that stems from an employee's relationship with their God. So far, many work only to pursue material things for worldly interests and ignore the interests of the afterlife. Based on the calculated t value for this variable of 5.368, while the value in the 5% distribution table is 1.670. Therefore, the calculated t (5.368) > t table (1.670). This means that the Islamic work motivation variable (X2) has a positive influence. This is also strengthened by the significance value (0.001 < 0.05) it can be concluded that H_0 is rejected and H_a is accepted, meaning that the Islamic work motivation variable (X2) has a positive and significant effect on employee performance at BPRS Dinar Ashri.

The results of this study are related to research conducted by Sugiyatmi which explains the influence of work motivation on employee performance and the need for efforts to increase motivation, including encouraging

employees to work better, always paying attention to feedback given by friends and especially by leaders. In addition, with employee work motivation, it will be able to improve employee work discipline in working which will have a positive impact on improving employee performance. (Sugiyatmi, 2016) Rido Sanjaya who explains the perspective of Islamic Economics on the motivation of a Leader or superior who must reflect the characteristics of the Prophet such as Shiddiq, Amanah, Tabligh, Fatanah and ikhlas. So that with these characteristics will have an influence on employee performance. (Rido Sanjaya, 2018) In this study, the Islamic work motivation variable has a positive and significant effect on employee performance. This occurs because employees feel satisfied with the provision of motivation, achievement and appreciation to employees and are given the opportunity to advance so that work motivation has a significant effect on employee performance. This indicates that the author's initial assumption is proven well and correctly that Islamic work motivation has an effect on employee performance.

3. The Influence of Leadership Variables (X1) and Islamic Work Motivation (X2) on Employee Performance (Y)

Based on the results of the F count value of 15.420, while the F table results in the distribution table with a 5% error rate are 3.145. This means that F count > F table (15.420 > 3.145). This is also reinforced by the significance value, namely (0.001 > 0.05). This means that the variables of Islamic leadership and work motivation on employee performance have a simultaneous or joint effect. This means that the variables of Leadership (X1) and Islamic Work Motivation (X2) have a good influence from the results of the F test or the overall test of the variables X1 X2 and Y.

The results of this study are related to research conducted by Fitriani Ansori, which explains the applied Islamic leadership strategies and the Islamic work motivation provided so that the quality of their implementation can be further improved by improving and enhancing the quality of Islamic leadership and work motivation (Ansori, 2018).

In this study, Islamic leadership and work motivation variables simultaneously influence employee performance at BPRS Dinar Ashri, this is because leadership is a determining factor for increasing and decreasing employee performance. Leadership has a role as a coordinator and motivator that will bring the organization to the peak of success. Meanwhile, providing Islamic work motivation will encourage the growth of an organization's performance, the greater the individual motivation, the more positive the individual and organizational performance will be. Based on the author's initial hypothesis, it was proven well and correctly that Islamic leadership and work motivation simultaneously influence employee performance at BPRS Dinar Ashri.

D. CONCLUSION

Based on The results of data processing and discussion can be concluded as follows:

1. Leadership does not significantly influence employee performance at PT. BPRS Dinar Ashri, Mataram City. The results show that leadership is not a dominant factor in improving performance. This indicates that the leadership role has not fully become the primary driver in shaping productive work behavior, so employee performance is more influenced by factors other than leadership.
2. Islamic work motivation has a positive and significant impact on employee performance. This finding confirms that motivation derived from Islamic

values, such as faith, worship, social interactions, needs, hopes, and incentives, plays a crucial role in improving performance. In other words, the higher an employee's Islamic motivation, the better the quality, quantity, discipline, and effectiveness of their work.

3. Islamic leadership and work motivation simultaneously have a significant impact on employee performance. This means that while leadership alone has not been shown to impact performance, within the overall organizational context, leadership still contributes when combined with Islamic work motivation. The combination of the two can create a more conducive work environment, thus improving employee performance collectively.

REFERENCES

Setia Budhi Wilardjo, "Pengertian, Peranan dan Perkembangan Bank Syariah di Indonesia.", (2004-2005.), *VALLUE ADDED: Vol 2, No. 1*, hlm. 1.

Iis Nur'aisyah, dkk., "Peran Bank Pembiayaan Rakyat Syariah (BPRS) dalam Pengembangan UMKM di Indonesia", *INKLUSIF: Jurnal Pengkajian Penelitian Ekonomi dan Hukum Islam*, Vol. 5, No. 2, 2020, hlm. 121-122.

Nasution S, "Analisis Hubungan Kinerja Karyawan Dengan Kepuasan Konsumen Pada PDAM Tirtanadi Provinsi Sumatera Utara Cabang Berastagi", (Doctoral Dissertation, Universitas Quality, 2019), hlm. 7

Ulfa, B. Y, "Pengaruh Gaya Kepemimpinan Terhadap Disiplin Kerja Pegawai Dinas Pemberdayaan Masyarakat Dan Desa Kabupaten Karo", (Doctoral Dissertation, Universitas Quality, 2018), hlm. 22. Raynold Felpea, "Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan pada Unit Simpan Pinjam (USP) Suamitra Kecamatan Sail Pekanbaru Ditinjau Menurut

Ekonomi Syariah”, (Skripsi, FSH UIN Sultan Syarif Kasim Riau, Riau, 2020), hlm. 16-17.

Abdul Aziz, dkk., "Pengaruh Kepemimpinan Islami dan Budaya Organisasi Islami terhadap Motivasi Kerja Islami pada UKM Kulit di Magetan", *Jurnal Ekonomi Syariah Teori dan Terapan*, Vol. 1, Nomor 6, 2014, hlm. 3

Rahmatullah, “Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Karyawan pada PT. BTPN Cabang Sungguminasa Kabupaten Gowa”, (Skripsi, FEB Universitas Muhammadiyah Makassar, Makassar, 2018), hlm. 34.

Wahidmurni, “Pemaparan Penelitian Kuantitatif”, (Skripsi, FITK UIN Maulana Malik Ibrahim Malang, Malang, 2017) hlm. 1.

Sugiyono, *Metode Penelitian Kuantitatif Kualitatif dan R&D*, (Bandung: Alfabeta, 2017) hlm. 147.

Suryani & Hendriyadi, *Metode Riset Kuantitatif Teori dan Aplikasi pada Penelitian Bidang Manajemen dan Ekonomi Islam*, (Jakarta: Prenadamedia Group) hlm. 119. Dameria Sinaga, *Buku Ajar Statistik Dasar*, (Jakarta Timur: Uki Press, 2014), hlm. 48.

PT. BPRS Dinar Ashri, “Sejarah Bank Perkreditan Rakyat Syariah Dinar Ashri” dalam <https://bprsdinarashri.co.id/sejarah> di akses 16 Desember 2022.

Arikunto S, *Prosedur Penelitian: suatu pengantar praktik*, (Jakarta: Rineka Cipta, 2006), hlm. 11.

Sangkot Nasution, “Variabel Penelitian”, *RAUDHAH: Program Studi Pendidikan Guru Raudhatul Athfal (PGRA)*, Vol. 5, Nomor 2, 2017, hlm. 2.

