

INFLUENCE OF ISLAMIC LEADERSHIP AND ORGANIZATIONAL CULTURE ISLAMIC ON EMPLOYEES PERFORMANCE OF BANK SYARIAH INDONESIA (BSI) BINJAI BRANCH OFFICE

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Abstract: *This study aims to determine how the influence of Islamic leadership and Islamic organizational culture on the performance of employees of Bank Syariah Indonesia KC Binjai. The research uses quantitative methods with multiple linear regression analysis through the SPSS program as an intermediary. The results showed that simultaneously Islamic Leadership and Islamic Organizational Culture had a positive and significant influence on the performance of BSI KC Binjai employees. While partially, only Islamic leadership has a positive and significant influence, Islamic organizational culture does not have a positive and significant influence on employee performance. In this model Islamic leadership and Islamic organizational culture can only explain employee performance by 54.9%, the rest is explained by other variables not included in this research model.*

Keywords: *Islamic Organizational Culture, Islamic Leadership, Employee Performance*

Introduction

Over the past few years, the stage of industrial growth in Indonesia, especially the banking sector, has developed well and is stable. The development and tight competition in the banking sector is an indication that every bank seeks to develop its resources optimally, both in terms of individuals, groups and organizations. This phenomenon is certainly an obligation for business people, especially Islamic banking to implement strategies and manage resources optimally so that they can win the competition, therefore it is necessary to have human resources or human resources. This field is very important in management which refers to human resources (Almasri, 2016). Human resource management is an essential item needed in companies to support the implementation of effective business strategies and increase the company's competitiveness. Broadly speaking, human resource management includes the process of managing resources optimally and efficiently by planning, encouraging, controlling which is carried out through

recruitment, selection, career development, compensation, and others with a view to achieving common goals (Sofie & Fitria, 2010). 2018).

Employee performance has a vital role in an organization in the company. With the assumption that performance has been used as a reflection of the ability of a company related to the management and allocation of its resources in certain fields. Performance is one of the main topics of discussion for the good and bad of management regarding the decisions taken, the company will benefit if its performance is good but when it fluctuates, the company management needs to re-evaluate the resources used (Fadude et al., 2019). The element that is said to be common to influence employee performance is organizational culture. The general description of organizational culture is more focused on the habits of values that have been formed within the company and binds all members which ultimately have an impact on the behavior of these members (Ilmih, 2018). Several empirical facts prove that there is a relationship between organizational culture and employee performance, including research from Fajar & Fermayani (2019) which results in organizational culture having a significant positive effect on employee performance, these results are supported by research from Wagiman & Sutanto (2018) which shows a relationship significant positive of organizational culture on employee performance.

Furthermore, the increase in employee performance is also influenced by the leadership style. The leadership style itself aims to change the mindset of employees for the better which indicates individual interests must be put aside first, this is called a transformational leadership style (Lestari & Suryani, 2018). The success or failure of efforts to achieve company goals is determined by the quality and experience of the leader (Liyas, 2018).

From the explanation of the facts and phenomena above, the authors are interested in conducting research on how the influence of Islamic leadership and Islamic organizational culture on the performance of Indonesian Islamic bank employees at KC Binjai. The purpose of this research is to see the extent to which Islamic leadership and organizational culture affect the performance of BSI KC Binjai employees, both individually and collectively.

Literature Review

Performance is the result of a process that refers to and is measured over a certain period of time based on pre-determined terms or agreements. According to Sutrisno (2016:172) "Performance is the result of employee work seen from the aspect of quality, quantity, working time, and cooperation to achieve the goals set by the organization.

Individual performance is the result of employee work both in terms of quality and quantity based on predetermined work standards, this individual performance will be achieved if it is supported by individual attributes, work efforts and organizational support (2016). With another meaning, individual performance is the result of individual attributes that determine the capacity to do something and work effort that forms the desire to achieve something and organizational support provides the opportunity to do something. convey a performance theory model and analyze a number of variables that affect behavior and performance, namely individual, behavior, psychology and organization. Individual variables consist of abilities and skills, background, and demographics. Abilities and skills are the main factors that influence individual performance. Demographic variables have an indirect effect on individual behavior and performance, psychological variables consist of perceptions, attitudes, personality, learning, and motivation. Variables are much influenced by family, social level, previous work experience. Psychological variables such as attitudes, personality, and learning are complex, difficult to measure and difficult to reach agreement on the meaning of these variables, because an individual enters and joins work organizations at different ages, ethnicities, cultural backgrounds and skills. with others.

According to Wahyuningsih et.al (2019) The problem of good employee performance will also be fulfilled if variables such as organizational culture, motivation and work ethic directly or indirectly affect an employee's performance and ultimately have an impact on company performance.

Leadership or leadership belongs to the group of applied sciences from the social sciences, because its principles and formulations are expected to bring benefits to human welfare. Blackmard in Moedjiono (2002: 2) sees leadership as the centralization of effort within a person as a reflection of the power of the whole. Ordway Tead in Moedjiono (2002: 3) sees leadership as a combination of various traits that allow individuals to influence others to do some tasks. Moedjioni (2002: 3) voluntary theorists (compliance instruction theorists) tend to view leadership as imposing or imposing indirect influence and as a means to form groups in accordance with the wishes of the leader.

Judging from the teachings of Islam, leadership is an activity to guide, guide, guide and show the way that is blessed by Allah SWT (Nawawi, 1993: 28). In Islam the term leadership is known as khilafah, imamah and ulil amri, there is also the term ra'is (Moedjiono, 2002: 10). According to Ihsan Tanjung in Moedjiono (2002: 11) leadership in Islam is essentially a servant or servant of the people. Leadership in Islam must be a scholar figure who is truly fully responsible for the benefit and safety of his people. The difference in the understanding of leadership in Islam and that put forward by theorists is that leadership in Islam is in the context of carrying out human functions as a caliphate on earth (Moedjiono, 2002: 11).

Robbins in his book *Organizational Behavior* (1996, p.289) defines organizational culture as a system of shared meanings held by members that distinguishes the organization from other organizations. Another definition according to Kreitner and Kinicki (2005, p.79) organizational culture is a form of assumption that is owned, accepted implicitly by a group and determines how the group feels, thinks, and reacts to its diverse environment.

Organizational culture is a pattern of shared assumptions as learning to overcome external problems and internal integration, taught to new members as the correct way to understand, think, and feel these problems.

Creemers and Reynolds (in Soetopo, 2010, p.122) state that "organizational culture is a pattern of beliefs and expectations shared by the organization's members". Meanwhile, Greenberg and Baron (in Soetopo, 2010, p. 122) emphasize organizational culture as a cognitive framework that contains attitudes, values, behavioral norms, and expectations held by members of the organization.

Another definition by Peterson (in Soetopo, 2010, p.122) states that organizational culture includes beliefs, ideology, language, rituals, and myths. Organizational culture according to Brown (in Willcoxson & Millett, 2000, p.93) is a set of norms, beliefs, principles, and ways of behaving which together give each organization distinctive characteristics.

Method

This research is a quantitative type whose data is in the form of digits with multiple linear regression analysis through the intermediary of SPSS program tools. The sampling technique in this research uses a saturated sampling technique, this is indeed commonly carried out if the actual population is relatively small, namely no more than 30 people (Sugiyono, 2013). The target sample that the researcher chose was BSI KC Binjai employees, totaling 30 people. Sources of data collection using primary data sources obtained from questionnaires.

Result and Discussion

1. Data Quality Test

a) Validity Test

Testing the validity of each question item in this study was carried out by correlating the score of each item with the total score. To test whether each indicator is valid or not, by comparing r count with the results of the calculation of r table. Because r count $>$ r table and has a positive value, the indicator is declared valid.

Tabel. 4.1 Validity of Islamic Leadership Variables

Variabel (Kepemimpinan Islami)	r- hitung	r- tabel	Keterangan
X1.1	0,759	0.361	Valid
X1.2	0,787	0.361	Valid
X1.3	0,800	0.361	Valid
X1.4	0,750	0.361	Valid

From the table above, it can be seen that all statements that represent indicators of Islamic Leadership Variables are valid.

Tabel. 4.2 Validity of Islamic Organizational Culture Variables

Variabel (Budaya Organisasi)	r- hitung	r- tabel	Keterangan
X2.1	0,722	0.361	Valid
X2.2	0,872	0.361	Valid
X2.3	0,899	0.361	Valid
X2.4	0,746	0.361	Valid

From the table above, it can be seen that all statements that represent indicators of Islamic Organizational Culture Variables are valid.

Tabel. 4.3 Validity of Employee Performance Variables

Variabel (Kinerja Karyawan)	r- hitung	r- tabel	Keterangan
Y1	0,820	0.361	Valid
Y2	0,812	0.361	Valid
Y3	0,540	0.361	Valid
Y4	0,708	0.361	Valid
Y5	0,778	0.361	Valid
Y6	0,691	0.361	Valid

From the table above, it can be seen that all statements that represent indicators of

Employee Performance Variables are valid.

A. Reliability Test

Reliability test was conducted to assess the consistency of the research instrument. An instrument research variable is said to be reliable if the Cronbach's Alpha value is greater than the testing standard (α) 0.70.

Tabel. 4.4 Reliability of Employee Performance Variables

Variabel	Cronbach Alpha	Standar Pengujian (α)	Keterangan
Kepemimpinan Islami	0,772	0,70	Reliabel
Budaya Organisasi Islami	0,811	0,70	Reliabel
Kinerja Karyawan	0,814	0,70	Reliabel

1. Classical Assumption Test

a) Normality Test

Tabel 4.5 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Asymp. Sig. (2-tailed)		.200 ^{c,d}

In the table above, information is obtained on the Asymp line. Sig (2-tailed)- of 0.200. In this study with a significance level (α) of 5% or 0.05. If the value of sig > , then the regression model is normally distributed. Sig value of 0.200 > , then the regression model is normally distributed.

b) Multicollinearity Test

Tabel 4.6 Multicollinearity Test

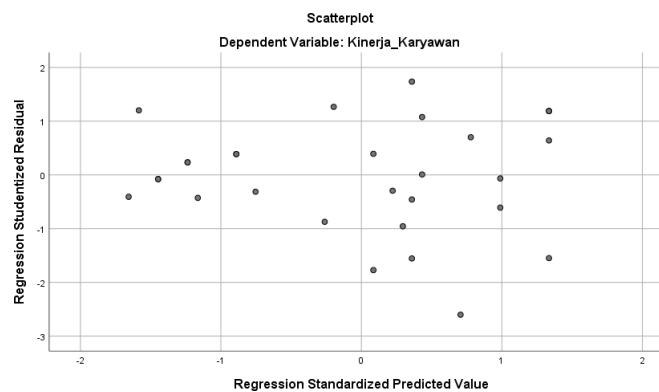
		Collinearity Statistics	
Model		Tolerance	VIF
1	Kepemimpinan_Islami	.588	1.701
	Budaya_Organisasi	.588	1.701

From the table above, information is obtained in the Statistics VIF column resulting in a VIF

value of 1.701. If the value of VIF < 10, then the regression model is non-multicorrelated. The VIF value is 1.701 < 10. Thus, the non-multicorrelation assumption test in the regression model has been fulfilled.

c) Heteroscedasticity Test

A test that assesses whether there is an inequality of variance from the residuals for all observations in the linear regression model. This test is one of the classical assumption tests that must be performed on linear regression. The results of this test can be seen from the scatterplot diagram as follows:



From the diagram above, it is known that there is no heteroscedasticity in this study.

2. Multiple Linear Regression Analysis

		Coefficients ^a		
		Unstandardized Coefficients		Standardized Coefficients
Model		B	Std. Error	Beta
1	(Constant)	5.082	3.564	
	Kepemimpinan_Islami	.709	.233	.513
	Budaya_Organisasi	.429	.242	.299

Based on the results of multiple linear regression analysis in Table 2, the following regression equation is obtained:

$$Y = 5,082 + 0,709X_1 + 0,429X_2$$

- 1) The constant coefficient is positive which mathematically indicates that if the average variable of Islamic Leadership and Organizational Culture is fixed or has a value of 0, it will have a positive impact on employee performance.
- 2) Islamic Leadership Variable (X1) has a positive influence on employee performance, which means if the leader has a good leadership style, employee performance tends to increase, assuming the absence of other independent variables.
- 3) Organizational Culture Variable (X2) has a positive influence on employee

performance, which means Islamic Organizational Culture if implemented according to the rules, employee performance will increase, assuming the absence of other independent variables.

3. F test

The F test was conducted to determine whether the independent variables studied had a high degree of feasibility in explaining the dependent variable. The F test can be seen from the results displayed from the ANOVA table with the condition that the calculated F is greater than the F table with a significance of less than 0.05. The results of the F test in this study can be seen as follows:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.179	2	60.590	16.438	.000 ^b
	Residual	99.521	27	3.686		
	Total	220.700	29			

a. Dependent Variable: Kinerja_Karyawan

b. Predictors: (Constant), Islamic_Organization_Culture, Islamic_Leadership

From the table above shows the results of the F test, it is stated that the calculated F value is 16.438 > F table is 3.35 with a significance of 0.000 < 0.05. The conclusion is that simultaneously the independent variables used, namely Islamic Leadership and Islamic Organizational Culture have a positive and significant effect on the dependent variable, namely employee performance together.

4. Statistical T Test

Statistical t test was used to test the significance of the relationship between the independent variable and the dependent variable partially. The T test in this study was carried out using the criteria if T table > T arithmetic, then Ho was accepted and Ha was rejected, if T table < T calculated, then Ho was rejected and Ha was accepted. This test also uses the criteria if the significance probability number is > 0.05, then Ho is accepted and Ha is rejected, and vice versa. The results of the T test in this study can be seen in the following table:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.082	3.564		1.426	.165
	Kepemimpinan_Islami	.709	.233	.513	3.041	.005
	Budaya_Organisasi_Islami	.429	.242	.299	1.774	.087

a. Dependent Variable: Kinerja Karyawan

From the data above, it is known that T count 3,041 > T table 2,052 for the influence of Islamic Leadership on Employee Performance, then H0 is rejected. Which means that Islamic Leadership has an influence on Employee Performance. For the influence of Organizational Culture on Employee Performance, it is known that T count 1.774 < T table 2.052 Then H0 is accepted

5. Test of Determination of R Square

The coefficient of determination (R²) is often also called the multiple coefficient of determination. This test is used to determine how much influence the independent variable has on the dependent variable. The following are the results of testing the coefficient of determination can be seen as follows:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741 ^a	.549	.516	1.920

a. Predictors: (Constant), Budaya Organisasi Islami, Kepemimpinan Islami

b. Dependent Variable: Kinerja_Karyawan

From the above, it is known that the coefficient of determination used is R Square. The result of the regression model determination coefficient test is 0.549. This shows that 54.9% of employee performance can be explained by Islamic Leadership (X1) and Islamic Organizational Culture (X2) while the rest is explained by other variables outside the regression model used in this study.

Discussion

1. The Influence of Islamic Leadership and Organizational Culture on Employee Performance

As seen from the results of the research above, it is known that Islamic Leadership and Islamic Organizational Culture have a positive and significant influence on the performance of BSI KC Binjai employees. This is evidenced by the calculated F value which is greater than the table F value contained in the ANOVA table.

The results of this study are supported by research from Asep Abdu, et al (2021) Organizational Culture and Work Ethic have a simultaneous (together) effect on employee performance at Bluebells Express Hotel Syariah in Malang City.

2. The Effect of Islamic Leadership on Employee Performance

Leadership is a multidimensional approach to exploring individual and collective behavior in social groups, organizations, and societies. Not surprisingly, good leadership will affect employee performance well. In this study, it is known that partially Islamic leadership has a positive and significant effect on employee performance.

These results are supported by research conducted by Deby Novalia, et al (2021) entitled the influence of Islamic leadership and religiosity on employee performance through employee job satisfaction as an intervening variable that partially Islamic leadership has a positive and significant influence on employee performance.

3. The Influence of Islamic Organizational Culture on Employee Performance

From the results of the study, it is known that Islamic organizational culture has a positive and insignificant influence on the performance of employees of BSI KC Binjai. This is in line with research by Munawar Nasir, et al (2021) that organizational culture does not have a positive and significant effect on employee performance at KSP SWM. Whereas organizational culture is one of the important things in improving employee performance because organizational culture will have a positive impact on employee behavior in carrying out tasks and improving employee performance, organizational culture also functions as a medium that unites the organization and can control and shape the attitudes and behavior of employees. .

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