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Impact of Leadership Style, Organizational Culture and Job Satisfaction on Employee Performance in an Islamic High School Setting

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ABSTRACT

Beside science, Islamic school also provide students with faith and morals, so, the human resources within them are spearhead of the success of this mission, so employee performance is an important thing to pay attention to. This research seeks to find out about the influence of leadership style, organizational culture and job satisfaction on employee performance at Islamic educational institutions, where in this research a study was conducted at Madrasah Aliyah Annida Al Islamy, West Jakarta, by distributing questionnaires to 48 teachers and employees, then data processed using multiple linear regression analysis, so that you can see the influence of each independent variable on the dependent variable. The research results reveal that organizational culture and job satisfaction significantly influence employee performance, but leadership style does not. This research is novel in terms of the institution that is the object of research, where in general research in the field of HR is mostly carried out in companies, even though educational education institutions, have differences in terms of their mission to educate society with an approach that is in accordance with Islamic teachings, so that differ in their analytical approaches. It was found that Islamic educational institutions have human resources that uphold Islamic values, which ultimately influences employee performance.

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Keywords:

Education, school, working condition

INTRODUCTION

Education plays a crucial role in building and maintaining the development of a country. The quality and abilities of the next generation are determined by education, so they require support in the form of the best human resources. In an organizational context, human resources are the key element that determines operational success and goal achievement (Fitrianis, 2019). The success of an organization depends on effective human resources management, which influences its productivity and profitability (Siswanto & Hamid, 2017).

Employee performance is an important indicator in evaluating organizational success. Optimal performance, according to standards and supporting organizational goals, is what every organization strives for. However, there are various factors that can influence employee performance, such as job satisfaction, leadership style and organizational culture (Kamal et.al, 2019, Tampi, 2014). Job satisfaction, which involves aspects of the work environment,



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interpersonal relationship and rewards, has a significant role in improving employee performance (Sutrisno, 2019:74).

Leadership style is also an important factor that influences employee performance. An effective leader is able to provide direction, motivation and a good example, as well as being responsible for the performance of his subordinates (Hasibuan, 2016:13). Likewise, organizational culture, which includes the norms, rules and habits that apply within the organization, has a major impact on employee behavior and performance.

Despite its significance, studies linking leadership style, organizational culture, job satisfaction and employee performance in Islamic educational institutions are still limited. Therefore, this research aims to explore the relationship between leadership style, organizational culture and job satisfaction on employee performance, with a case study at Madrasah Aliyah Annida Al Islamy, Jakarta (high school level).

The aim of this research is to analyze the impact of leadership style, organizational culture and job satisfaction on employee performance at Madrasah Aliyah Annida Al Islamy. Through an in-depth understanding of these factors, it is hoped that it can provide valuable insights for school management in improving the performance and effectiveness of their organizations. Thus, this research will provide an important contribution in understanding the variables that influence employee performance in Islamic educational institutions, especially Madrasah Aliyah or Islamic senior high school which is expected to help decision making in human resources management and improve the quality of Islamic education.

LITERATURE REVIEW

Leadership style is a strategy or behavioral pattern used by a leader to influence, organize and manage his subordinates with a certain approach. Thoha (in Retnowulan, 2017) explains that leadership style is the behavior used by someone to influence other people to achieve goals. Lasmi (2016) added that leadership is the attitude of influencing other people to achieve the organization's vision. The importance of leadership is reflected in the verses of Al Quran which emphasize the importance of fair and trustworthy leadership (QS. 2: 30, 4:59, 38:26).

Kurt Lewin divided leadership style into three types, namely autocratic, democratic and *laissez faire*. The autocratic leadership style relies on absolute power, while the democratic leadership style involves subordinates in decision making. On the other hand, the *laissez faire* leadership style gives subordinates the creativity freedom (Kartono, 2010).

Organizational culture, according to Wardiah (2016), is the rules in an organization that act as guidelines for organizational members in speaking, behaving and acting. Organizational culture reflects the values, norms and habits implemented by organizational members (Sutrisno, 2016, Wahab in Tobari, 2016). Robbins et.al (2019) identified seven characteristics of organizational culture, namely innovation and courage to take risks, attention to detail, results orientation, people orientation, group orientation, aggressiveness and stability.

The main function of organizational culture, according to Robbins et.al (2019), includes its role as a differentiator, identity, unifier and shaper of employee attitudes. Organizational culture also has indicators, such as self-awareness, aggressiveness and team orientation (Edison



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et.al, 2016).

Job satisfaction is a positive emotional state towards work and assessment of work results (Padmanabhan in Azhari et.al, 2021). Factors that influence job satisfaction including needs fulfil, differences between expectations and reality, and organizational culture (Afandi, 2018). Employee performance is the result of work or output that reflects the quality and quantity of works carried out (Mangkunegara in Fadri, 2017). Factors that influence employee performance including personal, readership, system and contextual factors (Enny, 2019).

Employee performance appraisal has objectives such as improving performance, adjusting compensation and career development (Werther & Davis, 2014). Performance assessment indicators including loyalty, work performance and responsibility (Djunaedi, 2017).

Previous research shows that job satisfaction influences employee performance (Azhari et.al, 2021). Motivation, company culture and leadership style also contributed to employee performance (Tafsir, 2019, Fitriani & Aprilia, 2019, Andayani & Tirtayasa, 2019, Saputra et.al, 2017).

Considering the various theories and previous research results above, leadership style, organizational culture and job satisfaction have a significant impact on employee performance. In this research, it was conducted on these variables at Islamic schools, in this case Madrasah Aliyah Annida Al Islamy, to see whether this also applies to Islamic education organizations, as in companies and financial institutions in previous studies.

RESEARCH METHODOLOGY

This research uses an associative method with a quantitative approach which focuses on measuring the influence of leadership style, organizational culture and job satisfaction on the performance of Islamic school employees, in this case taking the sample namely Madrasah Aliyah Annida Al Islamy, which is located in West Jakarta, in April 2022, or towards the end of 2021/2022 school year, with a data collective instrument in the form of a questionnaire distributed to all employees and teachers at the school. Thus, this research uses three independent variables, namely Leadership Style (X_1), Organizational Culture (X_2), Job Satisfaction (X_3) and Employee Performance (Y), as seen in the research framework (Figure 1).

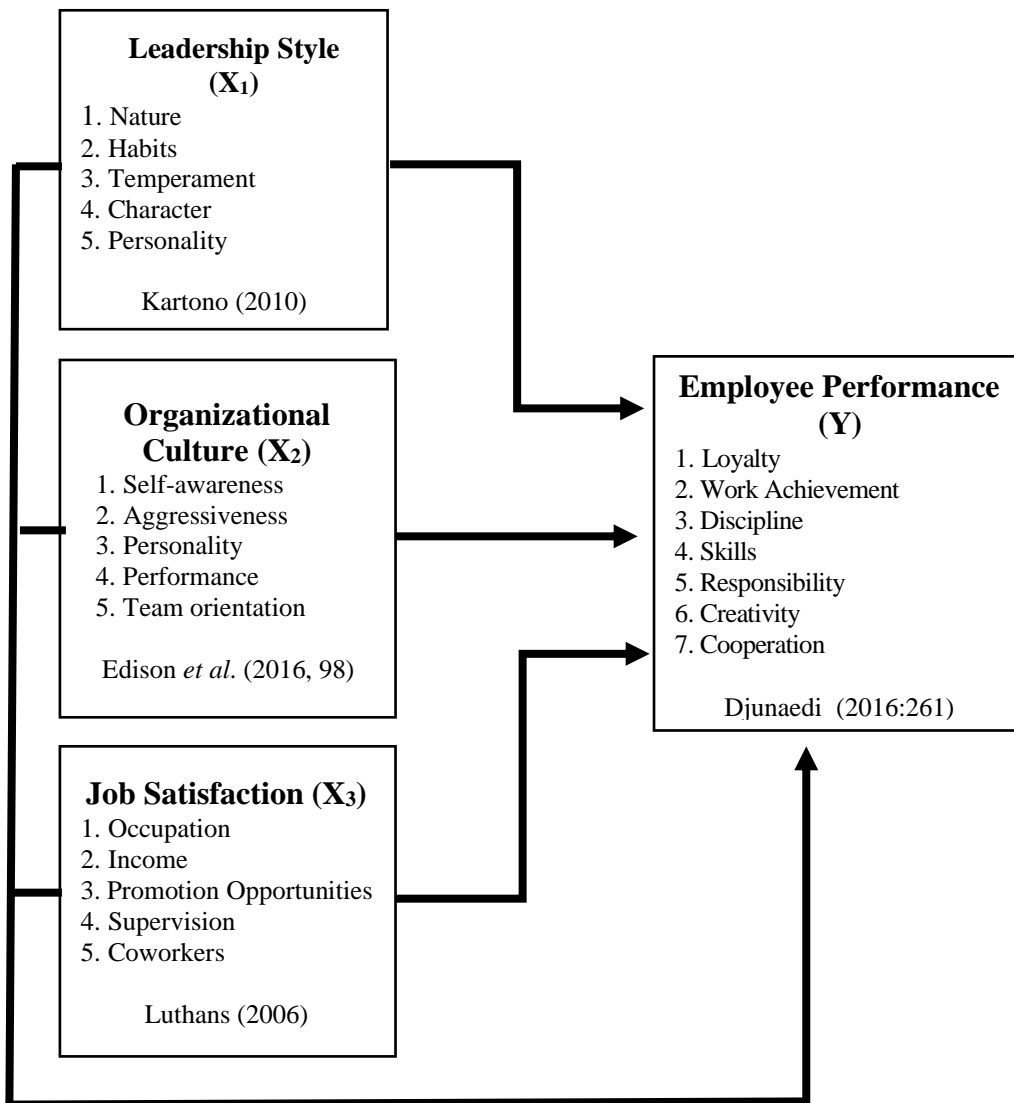


Figure 1. Research Framework

According to Sugiyono (2007:3), a research variable is an attitude or characteristic or value of a person, object or activity that has differences, both in perception and point of view, determined by the researcher to be studied, analyzed and conclusions drawn. Variables must be defined clearly based on the description in the theoretical study. The following is the definition of each variable in operational variables.

Table 1. Operational Variables

No	Variable	Operational Definition	Indicator
1.	Leadership Style (X1)	Leadership style is a strategy or behavioral pattern that a leader uses to influence, organize and manage	<ul style="list-style-type: none"> • Characteristic • Habit • Temperament

		his subordinates with a certain approach Abbasi (2018)	<ul style="list-style-type: none"> • Character • Personality Kartono (2010)
2.	Organizational Culture (X2)	Organizational culture is a system of values, beliefs and habits in an organization that are agreed upon and implemented to interact with each other among members of the organization whose aim is to provide solutions to every problem which can ultimately provide benefits to the organization. Wahab in Tobari (2016:49)	<ul style="list-style-type: none"> • Self-awareness • Aggressiveness • Personality • Performance • Team orientation Edison <i>et al.</i> (2016)
3.	Job Satisfaction (X3)	Job Satisfaction is a feeling of pleasure enjoyed at work because of obtaining work results, placement, treatment, income and a good work environment Damayanti dkk., (2018)	<ul style="list-style-type: none"> • Occupation • Promotional opportunities • Supervision • Work colleagues Luthans (2016)
4.	Employee Performance (Y)	Performance is defined as the result or achievement of a person's work within a certain period of time as a whole in carrying out their duties and then compared with various characteristics such as standards of work results, targets, goals or criteria that have been determined and agreed upon previously. Djunaedi (2017)	<ul style="list-style-type: none"> • Faithfulness • Work performance • Discipline • Proficiency • Responsibility • Creativity • Cooperation Djunaedi (2017 : 82)

Data collection was carried out through a questionnaire instrument distributed to all employees and teachers of Madrasah Aliyan Annida Al Islamy, a total of 48 people. The data was processed using multiple linear regression analysis with the help of IBM SPSS Statistics 25 software. Data analysis involved data quality testing, reliability testing and classical assumption testing. Quality testing consists of validity testing and reliability testing. The validity test is carried out to ensure the appropriateness of the list of questions in defining variables, while the reliability test is used to measure the stability and consistency of respondents in answering questions. As a result, all variable were declared valid and reliable, so that all indicators underlying the

questionnaire questions were suitable to use in this research

RESULT AND DISCUSSION

Madrasah Aliyah Annida Al Islamy Jakarta was founded on the initiative of Annida Al Islamy alumni in 1981, with recitation as the starting point. Founded in Rawa Buaya, the study developed into a formal madrasah in 1982, with the first head of the madrasah being KH Abdul Mubin. Subsequently, the madrasah developed and moved to the Duri Kosambi area in 1984. Now the madrasah stands under the Shiraturrahim Foundation with an accreditation rating of A or Excellent.

MA Annida Al Islamy's vision is to create students who have noble character, knowledge skill and achievement, based on faith and piety, while its mission includes aspects of contribution to participate in educating society, forming a generation of Muslim who are scientifically minded and have good morals, as well as preparing the next Muslim generation who are ready to become leaders.

Based on the research results, data was obtained from 48 employees and teachers of MA Annida Al Islamy with the characteristic that in terms of gender, the number of men and women was quite equal, namely 54,2% versus 45.8%, with the majority aged 26-35years, namely 52%, as well as recent work experience, namely 1 to 5 years (48%), with the majority of respondents being teachers (85.4%).

Based on the classical assumption test, it is stated that in accordance with the normality test, the distribution of employee performance data meets the normality assumption, likewise there is no multicollinearity between the independent variable in the regression model, and there is no heteroscedasticity in the regression model.

Table 2. Multiple Linear Regression Results

Based on multiple linear regression analysis, the resulting multiple linear regression equation is:

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	30,441	9,188		3,313	,002
	LEADERSHIP STYLE	-,259	,197	-,202	-1,311	,197
	ORGANIZATION CULTURE	,619	,265	,394	2,339	,024
	JOB SATISFACTION	,338	,167	,322	2,030	,048

a. Dependent Variable: EMPLOYEE PERFORMANCE

$$Y = 30,441 + (-0,259) X_1 + 0,619 X_2 + 0,338 X_3 + e$$

With the interpretation that X_1 or leadership style has a negative effect on variable Y or employee performance, X_2 or organizational culture is the variable that has the greatest influence on employee performance, while job satisfaction also has a positive effect on employee performance.

Inline with these results, based on the t test it turns out that leadership style has no effect

on employee performance, while organizational culture and job satisfaction both influence employee performance. However, based on the F test, the whole independent variables together jointly influence employee performance.

Table 3. Results of F Test

ANOVA^a

Df	Mean Square
3	138,170
44	21,920
47	

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), LEADERSHIP STYLE, ORGANIZATIONAL BEHAVIOR, JOB SATISFACTION

Thus, leadership style does not have a partial effect on employee performance, but collectively has an effect together with other independent variables on employee performance. However, this does not negate the importance of the leader's role in providing direction, motivation and support to employees to achieve organizational goals.

Organizational culture shows a significant influence on employee performance. A strong and positive organizational culture can create a motivating work environment, facilitate collaboration and encourage innovation. Based on the research results, the indicators with the highest values in organizational culture are matters related to discipline and service. These two good things have been embedded into the employee work culture to always do the best with dedication and the desire to provide the best for all parties related to the school.

Inline with the results obtained on organizational culture, job satisfaction has a positive and significant influence on employee performance. Employees who are satisfied with their jobs tend to be more motivated, loyal and committed to the organization. Two prominent indicators of job satisfaction are achieved in employee relationships with work dedication and mutual respect between employees and teachers at this school.

These things are in accordance with the characteristics of the school as an Islamic educational institution that teaches knowledge and morals, proves the practice of its teachers and employees towards Islamic values that prioritize good interpersonal relations and respect to guests and students at school, as Allah's commandment is to act fairly. And do good, provide assistance to relatives and prohibit evil acts (QS 16:90), as well as guidance to honor guests (Hadith of Bukhari Muslim). In fact, teachers also believe in the teachings of virtues of those who spread knowledge (QS 58:11).

CONCLUSION

Based on the research results, it was concluded that leadership style does not have a significant influence on employee performance partially, but leadership style remains an important element related to the leader's role in motivating and shaping organizational culture



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and job satisfaction, so that in the end it also influences employee performance.

Organizational culture shows a significant influence on employee performance, where a strong and positive culture is able to create a motivating work environment, facilitate collaboration and encourage innovation. This is in accordance with Islamic values which emphasize the importance of discipline, service and good interpersonal relationships.

Job satisfaction also has a positive and significant influence on employee performance. Employees who are satisfied with their work tend to be more motivated, loyal and committed to the organization. This is in line with Islamic values to do good, help others and honor guests. The attitude of mutual respect between employees and teachers as well as high dedication to work reflects the practice of Islamic values in daily life at this school which teaches Islamic knowledge and manners.

The limitation of this research is that the data used is data from 2022, at that time it was still in the atmosphere of the Covid-19 pandemic, which could have had a different number of respondents and results if it had been carried out in 2024, when the majority of schools in Indonesia already had offline teaching method.

In the future, more extensive research is needed, involving several Islamic schools at the same time and in different locations to be able to see more comprehensive results. Apart from that, research is also needed to see how much a leader's role is in employee performance, both directly and through other variables. In relation to this article, this means how much leadership style influences employee performance through its role in building organizational culture and employee job satisfaction.

The last part concludes the results of the study and the limitations related to the methodology used, availability of data, as well as recommendations and comments for future research. It includes the main research findings. Conclusions are only original contribution of the paper to the field of study. It indicates the value of research and the material presented. It should be a strong recapitulation of major ideas of the paper

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