

## Islamic Leadership: The Role of Islamic Human Resource Management Mediation and Islamic Work Ethics Moderation on Employee Performance (A Study at Pamella Supermarket Yogyakarta)

Hamdi Ma'ruf<sup>1</sup>, Muafi<sup>2\*</sup>  
Universitas Islam Indonesia (UII)

**Corresponding Author:** Muafi [muafi@uii.ac.id](mailto:muafi@uii.ac.id)

---

### ARTICLE INFO

*Keywords:* Islamic Leadership, Islamic Human Resource Management, Islamic Work Ethic, Employee Performance

*Received :* 13, July

*Revised :* 15, August

*Accepted:* 17, September

©2025 Ma'ruf, Muafi: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

The implementation of IHRM is realized through key elements such as Sharia-based recruitment and employee development integrated with spiritual training. This study examines the influence of Islamic Leadership on Employee Performance, investigating the mediating role of Islamic Human Resource Management (IHRM) and the moderating effect of Islamic Work Ethics (IWE). Utilizing data from 154 Pamella supermarket employees in Yogyakarta, this research employed a Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The results revealed a significant positive relationship between Islamic Leadership and Employee Performance. IHRM was confirmed to partially mediate this relationship, while IWE was found to significantly strengthen it. These findings underscore the importance of implementing Islamic values in leadership and HR practices to enhance performance, providing a practical framework for organizations.

## **INTRODUCTION**

In the ever-evolving contemporary business landscape, there has been a paradigm shift in leadership from a purely economic orientation to a more holistic approach. This has led to the need for a leadership model that is capable of integrating aspects of spirituality, morality, and human resource welfare. In this context, Islamic leadership, which is derived from the Qur'an and Hadith, offers a relevant approach. This leadership model is characterized by fundamental principles such as justice ('adl), responsibility (amanah), compassion (rahmah), and transparency (Dianingrum & Satriawan, 2024). The application of these principles has been proven to contribute directly to increased organizational justice, job satisfaction, and employee productivity (Ertemsir, et al., 2024). In order for the vision and principles of Islamic Leadership to be realized systematically and have a tangible impact, an operational framework is needed to bridge the leader's vision with practices in the field. This is where the role of Islamic Human Resource Management (IHRM) becomes very strategic. IHRM functions as an intermediary mechanism that translates leadership values into a series of structured HRM policies and practices. Due to its vital role as a conduit, IHRM is positioned as a mediating variable in this study (Zeenat & Iram, 2022). Consistent implementation of IHRM ultimately creates a harmonious work environment and builds a culture of accountability, which directly contributes to the achievement of organizational goals (Rahman, et al., 2022).

The implementation of IHRM is realized through key elements such as Sharia-based recruitment and employee development integrated with spiritual training. Recruitment aims to select employees based on competence and alignment with moral values and integrity, while training focuses on character building and a strong work ethic (itqan) (Fitriana & Muafi, 2022). However, the effectiveness of IHRM depends on the internalization of individual employee values. Therefore, Islamic Work Ethics (IWE) is predicted to function as a crucial factor that strengthens (moderates) the positive influence of IHRM practices on employee performance. Employees with high levels of IWE will be more responsive to a fair and spiritual work environment, enabling them to convert IHRM policies into more substantial performance improvements (Eliyana, et al., 2019).

To test this complex conceptual framework, this study took a relevant object of study, namely Pamella Supermarket Yogyakarta. The retail industry in Indonesia is known to be highly dynamic and competitive, which often encourages management models that neglect spiritual well-being aspects (Siagian & Cahyono, 2021). As a retailer that consciously integrates sharia principles, Pamella Supermarket offers an ideal empirical context for testing this research model. This study is designed to analyze in depth the influence of Islamic Leadership on Employee Performance through the mediating role of IHRM and the moderating role of IWE. Thus, this study is expected to provide theoretical and practical contributions on how the synergy between Islamic leadership, IHRM policies, and individual values can shape a productive work environment.

## LITERATUR REVIEW

### *Islamic Leadership and Islamic Human Resource Management (IHRM)*

According to Citaningati, (2023) states that Islamic leadership is a leadership concept based on Islamic values, which include moral integrity, noble character, and a service orientation, whereby a leader is not only responsible for administrative or managerial aspects, but also has an obligation to be a moral role model, fight for justice, and improve the spiritual and social welfare of employees. Islamic Human Resource Management (IHRM) can be understood as a paradigm of human resource management based on the principles of Islamic law (sharia). These principles are derived from four main sources, namely the Qur'an, Hadith, Ijma', and Qiyas (Efendi, 2025). Studies by Mubarak & Yusoff (2022) and Saleem et al. (2022), for example, found that Islamic Leadership significantly influences the implementation of Islamic Human Resource Management (IHRM), which ultimately has a positive impact on operational aspects such as employee retention. This relationship is reinforced by the findings of Farooq & Salam (2020), who identified that Islamic leadership plays a crucial role in shaping Islamic work culture—an important medium for the implementation of Islamic organizational policies. However, the conceptual literature also emphasizes that the successful implementation of IHRM does not only depend on leadership style, but also on contextual factors such as top management commitment, collective understanding of sharia principles, and the alignment of HR policies with overall business strategy. Thus, based on these findings, this study hypothesizes that Islamic Leadership creates the philosophical and cultural foundation necessary for IHRM to be implemented authentically and sustainably.

*H<sub>1</sub>: Islamic leadership has a positive influence on Islamic Human Resource Management (IHRM).*

### *Islamic Leadership and Employee Performance*

Islamic leadership, which is based on the values of the Qur'an and Sunnah, has been proven to play an important role in improving employee performance. A literature review shows that leadership that applies principles such as justice, wisdom, and religiosity has a significant positive influence on employee performance in various sectors (Zaim et al., 2024). Research by Abdelwahed et al. (2024) also confirms this relationship, showing that Islamic leadership influences employee performance through the mediation of Islamic work motivation, and is reinforced by Islamic organizational culture. In addition, several other studies highlight the mediating role of different variables, such as job satisfaction (Rizal & Mustapita, 2023), Islamic work ethics, and knowledge-sharing behavior (Udin, 2024), all of which reinforce the relationship between leadership and performance. However, it is important to note that not all studies show consistent results. A literature review by Ainia et al. (2023) found that although the majority of studies confirm a positive relationship, there are some studies that do not find a significant effect. This discrepancy indicates that the influence of Islamic Leadership on employee performance may be affected by contextual factors such as organizational culture, industry sector, or individual employee characteristics. Based on existing theoretical foundations and empirical evidence, it can be

concluded that Islamic leadership plays a fundamental role in shaping a supportive and meaningful work environment. Leaders who apply Islamic principles such as amanah (trust), honesty, and caring are able to build fair and harmonious relationships, which encourage employees to work optimally and contribute maximally to organizational goals.

*H<sub>2</sub>: Islamic leadership has a positive effect on employee performance.*

### ***Islamic Human Resource Management (IHRM) and Employee Performance***

A number of empirical studies have shown that Islamic Human Resource Management (IHRM) has a positive effect on improving employee performance. Hadjri et al. (2019) found that IHRM practices, which include Islamic recruitment, training, and compensation, contribute significantly to increasing loyalty and performance in the Islamic banking sector in Indonesia. These findings are in line with the research by Bawasa & Othman (2024), which shows that the application of Islamic-based recruitment and compensation can reduce employee turnover and indirectly impact stability and performance. Conceptually, Ahmad et al. (2023) also emphasized that the implementation of Islamic principles such as justice and trustworthiness in human resource management can increase motivation and shape the character of performance-oriented employees. Furthermore, Abdulmalik's (2024) study in the Philippines shows that IHRM that is in line with Islamic values has a positive effect on work engagement and organizational performance. Based on the consistency of these findings in various sectors, and considering the limited studies related to IHRM in the Indonesian retail sector, this study proposes that IHRM also has a positive effect on employee performance in this sector.

*H<sub>3</sub>: Islamic Human Resource Management (IHRM) has a positive effect on employee performance.*

### ***Role of Islamic Work Ethics Moderation (IWE)***

Islamic Work Ethics is a set of moral principles and work behaviors based on Islamic values, such as honesty, responsibility, fairness, discipline, and hard work. From an Islamic perspective, work ethics is not only oriented towards worldly results, but is also seen as a form of worship and devotion to Allah SWT (Yousef, 2022). Islamic Work Ethics (IWE) plays an important role, both as a moderating variable and one that directly influences the relationship between management practices and employee performance. A study by Ali & Weir (2020) found that IWE can strengthen the influence of Islamic Human Resource Management (IHRM) practices on employee performance by encouraging more ethical behavior and higher organizational commitment. In line with this, research by Yousef (2019) revealed that employees with strong IWE tend to be more motivated, honest, and responsible, which contributes to improved performance. These findings are supported by Purnomo et al. (2023), who also showed that IWE can moderate the relationship between IHRM and performance, especially in an environment based on Islamic values.

Several other studies also reinforce the moderating role of IWE. Siddiqui et al. (2021) found that IWE strengthens the impact of traditional Human Resource Management (HRM) practices, such as recruitment and training, on employee performance by increasing motivation and commitment. Khan et al. (2021) also emphasized the role of IWE as a moderator that strengthens the relationship between IHRM, job satisfaction, and performance. Furthermore, studies by Fadhlurrohman & Mas'ud (2022) and Umam & Auliya (2017) reinforce the argument that work ethics based on Islamic spirituality can improve employee integrity, responsibility, and commitment to the organization, which ultimately has a positive impact on performance. Thus, it can be concluded that the implementation of strong IWE not only encourages positive behavior in employees but also significantly improves the effectiveness of IHRM in achieving optimal performance.

H<sub>4</sub>: *Islamic Work Ethics (IWE) moderates the positive relationship between IHRM and employee performance, so that the relationship becomes stronger when IWE is also strong.*

#### ***The Role of Mediation in Islamic Human Resource Management (IHRM)***

Islamic leadership plays an important role in shaping employee performance through the application of Islamic values in managerial practices. Leaders who adopt Islamic principles such as honesty, justice, and trustworthiness tend to create a positive and harmonious work environment, which in turn can improve employee performance (Hakim, 2012). In addition, the application of Islamic Human Resource Management (IHRM) serves as a mechanism that strengthens the relationship between Islamic leadership and employee performance. IHRM includes practices such as recruitment, training, and compensation that are in line with Islamic values, which can increase employee motivation and performance (Sani et al., 2018). Several studies also show that Islamic leadership can affect employee performance both directly and indirectly. A study by Wijayanti & Wajdi (2012) found that Islamic leadership, motivation, and job satisfaction have a significant influence on employee performance. Similarly, research by Abdelwahed et al. (2024) shows that Islamic work motivation acts as a significant mediator in the relationship between Islamic leadership and employee performance. This indicates that IHRM can function as a mediating mechanism that strengthens the influence of Islamic Leadership on employee performance by ensuring that HR policies and procedures are in line with Islamic principles. Based on this literature, it can be concluded that Islamic leadership not only directly influences employee performance but also indirectly through fair and spiritually-based IHRM practices. Leaders who apply Islamic values tend to encourage the implementation of appropriate IHRM practices, which ultimately improve employee performance. Thus, this study proposes that IHRM mediates the relationship between Islamic leadership and employee performance, which is formulated in the hypothesis:

H<sub>5</sub>: *IHRM mediates the relationship between Islamic leadership and employee performance.*

Based on the above discussions, the research model below is proposed:

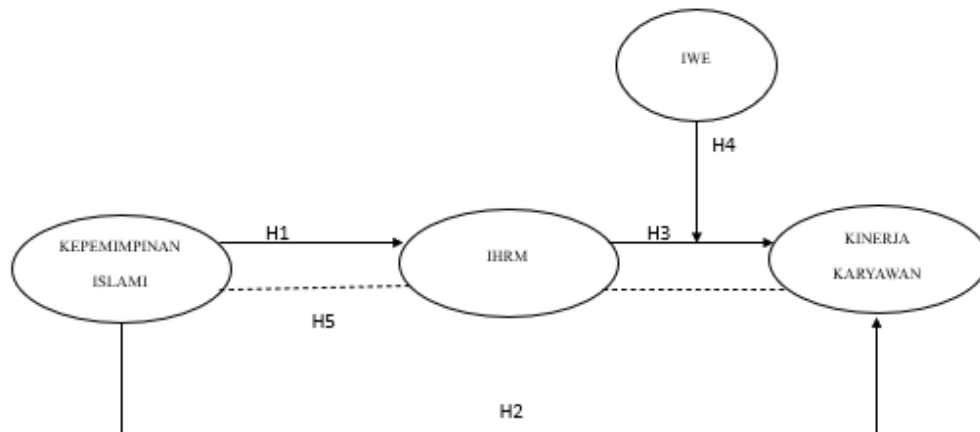


Figure 1. Conceptual Framework

## METHODOLOGY

This study utilised a quantitative approach with an explanatory research design. The research population consisted of all 158 employees of Pamella Supermarket Yogyakarta. Through purposive sampling, a final sample of 700 employees was obtained, whose data was suitable for processing. The primary data collection process was carried out using a questionnaire that had been tested for validity and reliability, with a very high questionnaire return rate of 97.47%.

All research variables Islamic Leadership, IHRM, IWE, and Employee Performance were measured using a Likert scale. The collected data were analysed using the Partial Least Squares Structural Equation Modelling (PLS-SEM) method with SmartPLS 4.0 software. The analysis procedure included evaluation of the measurement model (outer model) for validity and reliability testing, as well as evaluation of the structural model (inner model) to test mediation and moderation hypotheses through bootstrapping procedures and interaction testing.

## RESEARCH RESULTS

The reliability and validity of these variables were analyzed further. To determine the convergent validity of all variables, this study used composite reliability (CR) and ex to ensure data and measurement quality, convergent validity and composite reliability tests were conducted. Convergent validity was assessed using Composite Reliability (CR) and Average Variance Extracted (AVE) values. The analysis results showed that the CR values for all constructs (variables) were above the threshold of 0.70, namely 0.910, 0.926, 0.926, and 0.908. Meanwhile, the AVE values of all constructs also exceeded the threshold of 0.5, with values of 0.71, 0.506, 0.514, and 0.76. These findings indicate that each construct has acceptable convergent validity.

Furthermore, discriminant validity was tested using the Heterotrait-Monotrait (HTMT) criterion. This test ensures that the square root of the AVE value of each construct is greater than the correlation between that construct and other constructs. Based on the test results, all constructs in this study met the discriminant validity criterion, confirming that each research variable is unique and different from one another.

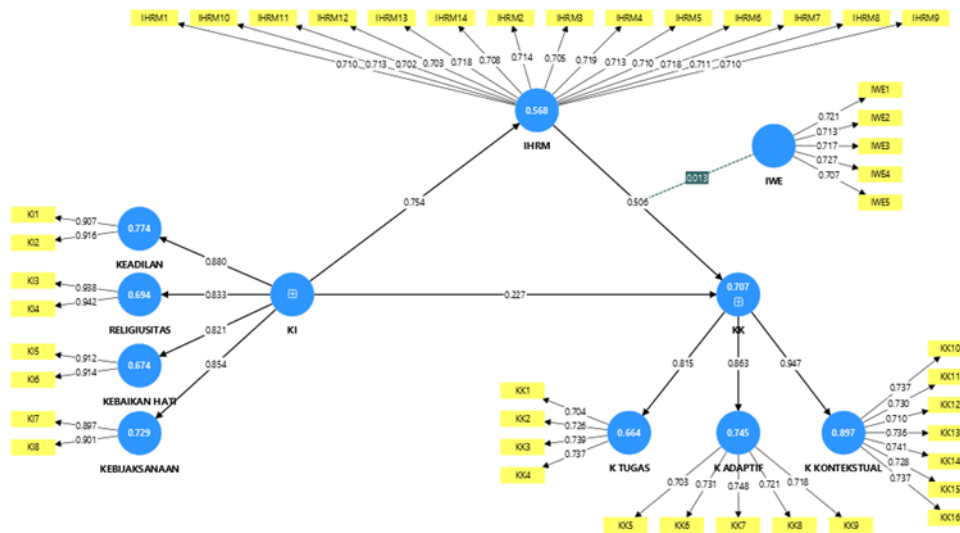


Figure 2. Estimations of Structural Model

Table 1. Hypotheses Results

Hypothesis	Beta	S.E	T Value	P Value	Decision
KI -> IHRM	0.754	0.756	19.328	0.000*	Supported H1
KI -> KK	0.227	0.218	3.073	0.001*	Supported H2
IHRM -> KK	0.506	0.514	5.217	0.000*	Supported H3
IWE x IHRM -> KK	0.012	0.034	0.394	0.347*ns	Rejected H4
KI -> IHRM -> KK	0.381	0.389	4.813	0.000*	Supported H5

Note:

- KI = Islamic Leadership
- IHRM = Islamic Human Resource Management
- IWE = Islamic Work Ethics
- KK = Employee

## DISCUSSION

Data analysis shows that Islamic Leadership, Islamic Human Resource Management (IHRM), and Islamic Work Ethics (IWE) are interrelated in shaping employee performance at Pamella Supermarket Yogyakarta. Empirical research results prove that Islamic Leadership has a positive and significant effect on IHRM (p-value 0.000; coefficient 0.754), in line with the findings of Al-Ghazali & Afandi (2022) who stated that leadership exemplarity is the main foundation in the Islamic HRM system. Furthermore, Islamic Leadership is also proven to have a positive and significant effect on Employee Performance (p-value 0.001; coefficient 0.227), which is consistent with the study by Zaim et al. (2024), confirming that Islamic leaders directly improve work performance through values such as fairness, wisdom, and religiosity. This relationship is reinforced by the mediating role of IHRM, which significantly mediates the relationship between Islamic Leadership and Employee Performance (p-value 0.000; coefficient 0.381). These findings are in line with Farooq & Tufail (2022), who emphasize that the influence of Islamic leaders will be more sustainable when their values are institutionalized through a structured IHRM system. Interestingly, although IWE was not found to significantly moderate the relationship between IHRM and Employee Performance (p-value 0.381), these results indicate that IHRM and IWE operate in parallel as two positive forces that shape performance. This may be due to the high level of IWE homogeneity among Pamella Supermarket employees, or because the direct influence of IHRM is already so strong that the moderating effect is not statistically detectable, as stated by Hayati & Saprudin (2023). Thus, these findings enrich the understanding that in value-based organizations, managerial systems and personal ethics can work together to achieve optimal performance. Indirect effects of OL on OR, demonstrating the complexity of resilience building in SMEs.

First, the results confirm that Organizational Learning positively influences Stakeholder Networks and Organizational Innovation, in line with the previous studies by Do et al., (2022) and Evenseth et al., (2022), which emphasized the importance of learning processes in developing collaboration and adaptive capabilities. For SMEs, especially those in the traditional batik sector, OL Facilitates the ability to acquire and interpret external knowledge, share it internally, and transform it into strategies for survival growth. This finding suggests that SMEs that actively learn and distribute knowledge are better positioned to strengthen their networks with stakeholders, including suppliers, customers, local communities, and government institutions.

Second, the study shows that Stakeholder Networks significantly enhance Organizational Resilience, confirming the stakeholder theory of Freeman, (1984) and the network perspective of Powell et al., (1996). Stakeholder collaboration provides SMEs with access to strategic resources, knowledge, and legitimacy, enabling them to adapt to market volatility and external pressures. In the context of batik SMEs, networks with government bodies, craft associations, and eco-friendly advocates help maintain competitiveness and social legitimacy, particularly when facing challenges such as declining consumer purchasing power (Girsang, 2024).

Third, the results also indicate that Organizational Innovation has a positive and significant effect on Organizational Resilience. This aligns with prior findings from García-Morales et al., (2007) and (Damanpour, (1991), who argued that innovation whether in processes, behaviors, or strategies serves as a crucial mechanism for enhancing adaptability. For batik SMEs, innovation manifests in new dyeing techniques, sustainable practices using natural coloring, and creative designs that appeal to younger generations (Saputra & Prasetyo, 2023). Such innovations not only allow business to adapt to shifting consumer demands but also foster resilience by reducing dependency on traditional methods of that may no longer be competitive.

Fourth, regarding the mediating effects, the study demonstrates that Stakeholder Networks and Organizational Innovation partially mediate the relationship between Organizational Learning and Organizational Resilience. This finding is consistent with the work of Mousa et al., (2020) and YahiaMarzouk & Jin, (2023), who found that learning alone may not directly result in resilience but requires mechanisms such as networks and innovation—that translate knowledge into tangible adaptive strategies. For batik SMEs, while learning helps identify external opportunities and threats, it is through collaboration with stakeholders and adoption of innovative practices that this knowledge is transformed into concrete resilience-building outcomes.

Taken together, these findings enrich the literature on organizational resilience by confirming that learning, networks, and innovation interact dynamically to enhance SMEs' adaptive capacity. Specifically, in the context of Yogyakarta's batik SMEs, resilience is not merely about enduring market shocks but also about sustaining cultural heritage while integrating innovation and collaboration. This dual role preserving tradition while adapting to change distinguishes batik SMEs from other sectors and emphasizes the necessity of balancing continuity and transformation. From a practical perspective, the results imply that SME owners should invest in continuous learning processes, actively build and nurture stakeholder relationships, and embrace innovation as a core business strategy. Policymakers and supporting institutions should also recognize the importance of fostering collaborative ecosystems and providing platforms for SMEs to innovate collectively. Such initiatives will ensure that SMEs, particularly in the batik industry, not only survive in uncertain environments but also thrive in the long term.

## **CONCLUSIONS AND RECOMMENDATIONS**

This study confirms that Islamic Leadership significantly improves Employee Performance, with its main influence channelled through its role in institutionalising Islamic Human Resource Management (IHRM) as a vital mediating mechanism. While IHRM functions as the main bridge that translates leadership values into productivity, another interesting finding shows that Islamic Work Ethics (IWE) does not moderate the relationship between IHRM and performance. This indicates that in the context of organisations with an established IHRM system and employees' IWE values that tend to be high across the board, the systemic influence of HR practices is more dominant. Thus, this study confirms that to achieve sustainable superior performance, synergy between leadership exemplification and the development of a structured, value-based HR management system is the key.

Theoretically, this study contributes by validating an integrative model that demonstrates the crucial mediating role of IHRM in transmitting leadership values into performance in the context of Indonesian Islamic retail. Based on these findings, the managerial implication is that organisations are advised to invest in the development of Islamic leaders and prioritise strengthening the IHRM system, particularly by more seriously promoting relevant training programmes. Specifically, workshops should be held to improve employees' emotional intelligence in receiving feedback, which was identified as a weakness in this study. However, this study has limitations such as a single company context and cross-sectional design. Therefore, future research is recommended to expand the sample, use a longitudinal design, and combine qualitative methods for a more in-depth understanding.

## **ADVANCED RESEARCH**

Further research is recommended to expand the sample size in order to increase external validity. In addition, the use of a cross-sectional design (data collected at a single point in time) limits our understanding of the dynamics of the relationship between variables over time. For this reason, it is recommended that a longitudinal design be used in future research. Finally, data that relies entirely on questionnaires has the potential to contain subjective bias. The recommendation for future research is to combine quantitative and qualitative methods (e.g., in-depth interviews) to gain a richer understanding, especially of insignificant results such as the moderating role of Islamic Work Ethics.

## **ACKNOWLEDGMENT**

This Study, entitled "Islamic Leadership: The Role of Islamic Human Resource Management Mediation and Islamic Work Ethics Moderation on Employee Performance (A Study at Pamella Supermarket Yogyakarta)", was made possible through the collaboration between the Master of Management Faculty of Business and Economics, Universitas Islam Indonesia (MM FBE UII) and. The authors gratefully acknowledge the financial and institutional support provided by these institutions, which played a vital role in the successful completion of this research.

## REFERENCES

- Abdelwahed, N. A. M., Elbaz, A. M., & Elkhwesky, Z. (2024). Islamic Leadership, Islamic Work Motivation, And Employee Performance In The Egyptian Banking Sector: The Mediating Role Of Islamic Work Motivation. *International Journal Of Law And Management*, 66(1), 1-20.
- Abdulmalik, H. L. (2024). Islamic Human Resource Management Strategic Planning, Practices, Commitment, And Organizational Performance Of Bangsamoro Region. *International Research Journal Of Shariah, Muamalat And Islam*, 6(15), 01-16. <https://doi.org/10.35631/Irjsmi.615001>.
- Ahmad, S., Harahap, R., Dewa Harsoyo, N., Iqbal, A., & Syarah, S. (2023). The Role Of Human Resource Management In Improving Employee Performance An Islamic Perspective. [www.Aciel.Trunojoyo.Ac.Id](http://www.aciel.trunojoyo.ac.id).
- Ali, A. J., & Weir, D. (2020). Islamic Work Ethics And Organizational Performance: Evidence From Middle Eastern Organizations. *Journal Of Business Ethics*, 164(3), 389-404.
- Bawasa, S., & Kadir Othman, A. (2024). Islamic Human Resource Management (Ihrm) Influence On Employee Turnover Intention In Multi-National Corporations (Mncs) In Malaysia. In *Information Management And Business Review* (Vol. 16, Issue 2).
- Citaningati, P. (2023). Islamic Leadership: Prophet Muhammad As A Role Model For Being Charismatic, Transformational, And Servant Leader. *International Journal Of Applied Business And International Management (Ijabim)*, 8(2), 206-219.
- Dianingrum, M., & Nur Satriawan, T. (2024). The Impact Of Job Satisfaction On Employee Performance And The Mediating Effects Of Islamic Work Ethic, Islamic Organizational Culture, And Islamic Leadership. In *Majalah Ilmiah Bijak* (Vol. 21, Issue 1). <http://ojs.stiami.ac.id>.
- Efendi, S. (2025). The Influence Of Islamic Law Principles On Human Resource Management. *Teunuleh Scientific Journal The International Journal Of Social Sciences*, 6(1). <https://doi.org/teunuleh.v6i1.183>.
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job Satisfaction And Organizational Commitment Effect In The Transformational Leadership Towards Employee Performance. *European Research On Management And Business Economics*, 25(3), 144-150. <https://doi.org/10.1016/j.iedeen.2019.05.001>.
- Ertemsir, E., Bal, Y., Demirhan, A., & Kökalan, Ö. (2024). The Moderating Role Of Workplace Spirituality On The Effect Of Organizational Justice On Job Satisfaction. *Frontiers In Psychology*, 15.
- Fadhlorrohman, A., & Mas'ud, F. (2022). Pengaruh Etika Kerja Islam Dan Budaya Organisasi Islam Terhadap Kinerja Karyawan. Diponegoro. *Journal Of Management*, , 11(3).
- Farooq, M., & Salam, M. (2020). The Relationship Between Islamic Leadership And Islamic Work Culture: A Case Of Islamic Banking Sector In Pakistan. *Journal Of Islamic Marketing*, 11(6), 1361-1378.
- Fitriana, Y., & Muafi, M. (2022). The Influence Of Human Resource Practices In Islamic Perspective On Service Performance. *International Journal Of Business Ecosystem & Strategy* (2687-2293), 4(4), 13-23.
- Ghozali I. (2017). Model Persamaan Struktural: Konsep Dan Aplikasi Dengan Program Amos 24. Badan Penerbit Universitas Diponegoro.
- Hadjri, M. I., Perizade, B., Marwa, T., & Hanafi, A. (2019). International Review Of Management And Marketing Islamic Human Resource Management, Organizational Commitment And Employee Performance: A Case Study On

- Sharia Bank In South Sumatera. *International Review Of Management And Marketing*, 9(1), 123-128. <https://doi.org/10.32479/Irm.7529>.
- Hair J. F, Black W. C., Babin B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis* (8th Ed.). Cengage Learning.
- Hakim, A. (2012). The Implementation Of Islamic Leadership And Islamic Organizational Culture And Its Influence On Islamic Working Motivation And Islamic Performance Pt Bank Mu'amat Indonesia Tbk Employee In The Central Java. *Asia Pacific Management Review*, 17(1), 77-90.
- Mubarak, S. , & Yusoff, Y. M. (2022). Institutional Pressures And The Implementation Of Islamic Human Resource Management Practices In Indonesian Islamic Banks. *Journal Of Islamic Accounting And Business Research*, 13(5), 742-760.
- Rahman N, Javed F, & Ilyas M. (2022). Islamic Hrm: Bridging The Gap Between Leadership And Organizational Goals. *Asian Journal Of Hrm*, 11(3), 105-115.
- 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>.
- Saleem, F. , Al-Ghazali, B. M. , & Al-Ansi, A. (2022). The Effect Of Halal-Friendly Hrm Practices On Employee Retention In The Halal Food Industry: The Role Of Islamic Leadership And Organizational Commitment. *Journal Of Islamic Marketing*, 13(9), 1985-2004.
- Sani, A. , Soetjipto, B. E. , & Purwanto, B. (2018). Kepemimpinan Islami Dan Budaya Organisasi Islami: Pengaruhnya Terhadap Kinerja Karyawan. *Jurnal Manajemen Dan Kewirausahaan*, 20(1), 1-10.
- Siagian, H. , & Cahyono, E. (2021). The Effect Of Service Quality, Image, And Trust On Satisfaction And Loyalty Of Modern Retail Customers In Indonesia. *The Tqm Journal*, 33(3), 564-581.
- Siddiqui, S. H., Younus Ansari, N., & Pakistan, C. (2021). Sustainable Business And Society In Emerging Economies Human Resource Management Practices And Employee Performance In The Banking Sector Of Pakistan: The Role Of Islamic Work Ethic. [www.publishing.globalcsrc.org/sbsee](http://www.publishing.globalcsrc.org/sbsee).
- 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>.
- Umam, M. R. K. , & Auliya, Z. F. (2017). Hubungan Kausalitas Workplace Spirituality Dan Kinerja Karyawan: Perspektif Mediasi Etika Kerja Islam. *Jurnal Bisnis: Teori Dan Implementasi*, 8(1).
- Wijayanti, R., & Wajdi, F. (2012). Pengaruh Kepemimpinan Islami, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Lama Kerja Sebagai Variabel Moderating. *Jurnal Ekonomi Manajemen Sumber Daya*, 13(2), 115.
- Yousef, D. A. (2019). Islamic Work Ethics And Employee Performance: The Mediating Role Of Job Satisfaction And Organizational Commitment. *International Journal Of Islamic And Middle Eastern Finance And Management*, 12(4), 537-554.
- Yousef, D. A. (2022). Islamic Work Ethic: A Review And Future Research Agenda. *Journal Of Islamic Business And Management*, 12(1), 45-62.
- Zaim, H., Erzurum, E., Zaim, S., Uluyol, B., & Seçgin, G. (2024). The Influence Of Islamic Leadership On Work Performance In Service Industry: An Empirical Analysis. *International Journal Of Ethics And Systems*, 40(1), 127-152.
- Zeenat, S., & Iram, A. (2022). The Mediating Effect Of Islamic Human Resource Management Practices Between Islamic Leadership And Employees' Performance In Pakistan. *Personnel Review*. 51(5), 1547-1567.