

**THE ROLE OF ISLAMIC LEADERSHIP IN IMPROVING EMPLOYEE
PERFORMANCE AT THE PUTRI SARI INDAH GRESIK REST AREA KOTA
BARU GRESIK**

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ABSTRACT

Objective The research in this journal focuses on Islamic leadership regarding contextual performance integrity, trust that enables employees to work well with other colleagues and be reliable in fulfilling work commitments. This is because the Islamic policies implemented and the example of a leader will make employees put their trust in the company leadership, which will make it easier for employees to cooperate and be committed to their work. Apart from indicators of trust/integrity, employee orientation also influences employee performance indicators, namely task performance. This is because clear direction regarding employee duties, both instructionally and regulatory, makes employee performance in carrying out their duties more effective and efficient. The better Islamic leadership is, the better employee performance will be. If employees work with high trust, performance will increase. Apart from that, if the superior's direction regarding employee orientation is clear, the employee's performance will be better.

Keywords: Leadership, Belief, Islamic, Performance, Employee

INTRODUCTION

Human Resources (HR) is a part that greatly influences the sustainability of a company. HR is the basis and key of all organizational resources (Wirawan, 2015). The effectiveness and success of an organization is very dependent on the quality and performance of human resources in the organization (Darmawati & Indartono, 2015). Human resource management (HRM) has become a necessity for all organizations. Therefore, in order for a company to get maximum results, attention is needed to the human resource factors in the company. Gomes (2003) also states that the human element as a potential resource needs to be developed in such a way that it is able to provide maximum contribution to the organization and its self-development.

Employee contributions to the company are measured by performance, how well employees carry out their assigned tasks in terms of quality and quantity. Performance is work achievement which is the result of implementing work plans made by an institution which are carried out by leaders and employees (HR) who work in that institution, both government and companies (business) to achieve organizational goals (Abdullah, 2014). Performance is also a very important criterion that influences organizational results and success (Indartono & Chen, 2010). Therefore, companies need employees with good performance or work performance so

they can achieve output optimal company.

Factors that influence employee performance according to Taryaman (2016) are divided into several groups of variables, namely: 1) Individual variables: Mental and physical abilities and skills. Background: family, social level, experience. Demographics: age, ethnicity, gender. 2)Organizational variables: resources, leadership, rewards, structure. 3) Psychological variables: perception, attitude, personality, learning, motivation. Previous research found that work performance can be significantly improved by leadership factors (Breevaart, Bakker, Demerouti, & Derks, 2016; Bouckennooghe, Zafar, & Raja, 2015; Frieder, Wang, & Oh, 2017; Montano, Reeske, Franke, & Huffmeier, 2017; Platis, & Charalampos, 2015; Wewengkang, C.C., Roring, M., & Pio, R., 2014). Apart from that, leadership is a very important issue in Islam because leadership is related to the benefit of the people such as justice, welfare, security and comfort (Aswadi et al, 2017). As a company that applies religious values, so far no one has examined the role of Islamic leadership on employee performance in the Putri Sari Indah Gresik Rest Area, Kota Baru, therefore, it deserves further research. Based on interviews with Putri Sari Indah Gresik Gresik Kota Baru Rest Area staff, the following things were found; Employees feel satisfied and proud of their work. Salaries are considered appropriate, for outlet employees the minimum is the Regional Minimum Wage (UMR), while management employees are more than the UMR. The boss is considered more experienced in his field because the process to get to his current position took a long time.

Therefore, in increasing salaries or wages, not only ability is taken into consideration, but also dedication and loyalty in working at the Putri Sari Indah Gresik Rest Area, Kota Baru. Employees feel comfortable because SS values are considered ideal, a work environment that supports and motivates them to improve themselves. It can be concluded that there are indications of job satisfaction in the Putri Sari Indah Gresik Rest Area, Kota Baru, based on previous research and conditions in Rest Area Putri Sari Indah Gresik Kota Baru, researchers use job satisfaction as an intervening variable between Islamic leadership and religiosity and performance. Based on the theoretical background, previous research and the above phenomena, research researchers "The Role of Islamic Leadership on Performance Rest Area Putri Sari Indah Gresik Kota Baru".

Several previous studies have found that Islamic leadership has been proven to improve employee performance. Jumaning et al. (2017) stated that Islamic leadership has a significant influence on employee performance. This statement is supported by previous research including

Harahap (2017) and Wijayanti & Meftahud's (2016). However, research by Mappamiring (2015) actually found that Islamic leadership did not have a significant effect on employee performance.

Apart from Islamic leadership, religiosity is also an important issue in improving performance which will have an impact on attitudes and behavior (Carswell & Rolland, 2007; Rahim, & Omar, 2017; Zahrah, Hamid, Rani, & Kamil, 2015; Dajani, & Mohamad, 2016; Baranik, Gorman, & Wales, 2018; Several empirical studies have found that religiosity has a relationship and influence on employee performance. Research that finds that religiosity has a positive and significant effect on performance includes Alfisyah & Anwar (2018), Zahrah et al. (2016) and Osman-Gani et al. (2013). However, research by Karim & Aceh (2017) found that religiosity does not have a significant effect on employee performance.

Previous research shows that there is a relationship between job satisfaction and performance. Faraz & Indartono (2018) found that job satisfaction has a significant effect on performance. This statement is supported by research by Indrawati (2013) and Mahesa & Dj Astuti (2010). However, this is different from Bowling's (2007) research which provides evidence that the relationship between job satisfaction and performance is largely spurious.

Rest Area Putri Sari Indah Gresik Kota Baru, is a culinary business based in Gresik. This business was founded as a close family effort in Islam in Gresik, and which holds a culinary business called Putri Sari Indah as the name for the rest area so it is known as PSI.

Rest Area Putri Sari Indah Gresik Kota Baru is an example of a business place or in this context it is called a company that applies religious values in its business activities or also called Spiritual Company. Based on an interview with the owner of the Putri Sari Indah Gresik Rest Area, Gresik, Kota Baru, it is known that there is implementation of company policies that are Islamic, including routine religious study activities, social service, Al-Qur'an learning, work uniforms that cover the private parts (syar'i), dismissal of meetings or activities when prayer time arrives and giving gifts for going on Umrah to employees, this can be seen in the rest area with the cleanliness of the mosque. Rest Area Putri Sari Indah Gresik Kota Baru, is a company that applies Islamic values in its business activities.

Culinary companies really depend on the performance of their employees, because employees maintain distinctive flavors and meet consumers face to face. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2013). Performance indicators according to Blickle et al. (2008) consists of: 1) Task performance, namely how quickly

employees can complete their tasks and the quality of their performance. 2) Adaptive performance, namely the employee's ability to handle unexpected events in general work activities well and be able to adapt to changes. 3) Contextual performance, namely employee friendliness when collaborating with other colleagues and the ability to be relied on to fulfill work commitments.

The performance of duties at the Putri Sari Indah Gresik Rest Area, Kota Baru, is considered to have been clear in the division of tasks and responsibilities even since the company was started, so that no one works haphazardly or oddly. However, if there are other employees who need help, the employee must be ready to help. Moment training Employees are also given training to improve their ability to work at the Putri Sari Indah Gresik Rest Area, Gresik Kota Baru, apart from that, they are also provided with the values held by the Putri Sari Indah Gresik Rest Area, Kota Baru, or what are also called the values of politeness. Employees have been directed to use procedures, equipment, supplies and materials that are suitable for the job properly because there are standards set by the Putri Sari Indah Gresik Rest Area, Kota Baru, for products served to consumers.

Since 2017, the Putri Sari Indah Gresik Gresik Kota Baru Rest Area has made changes that have had a big impact on its business activities, namely becoming a spiritually oriented company or spiritual company. Employees are required to be able to adapt to the policies of the leadership of the Putri Sari Indah Gresik Rest Area, Gresik Kota Baru. For example, usually employees are only required to go to work and work, but now they are also required to take part in studies or briefing spiritually once a week during working hours. Apart from that, in responding to problems, employees always consult with superiors so that they do not act wrongly. Contextual performance at the Putri Sari Indah Gresik Rest Area, Kota Baru, is considered to be good. Employees in carrying out their work are required to always coordinate, both between employees in one outlet and with the head office. Employee relations between departments are considered good, as evidenced by strong family ties, smiling greetings, care and attention between one employee and another.

One of the variables that influences performance is Islamic leadership (Jumaning et al., 2017). Islamic leadership is an individual's ability to influence someone to be willing to carry out activities that are accompanied by the individual's characteristics which are close to Islamic principles, so that the authority they have has the effect of following subordinates/staff (Subhan, 2013). Indicators of Islamic leadership according to Mahazan, et al. (2015) as follows: 1)

Trust/Integrity, carrying out the mandate entrusted by the organization properly according to established guidelines 2) Employee orientation, providing advice to employees to do good things, including regarding religion. 3) Muhasabah (Retrospection), realizing that a position is a test from Allah SWT which, if not carried out fairly, will result in severe punishment. 4) Patience, being able to restrain yourself when angry to make a decision, a new decision is made when the anger has subsided.

Based on interviews with the staff of the Putri Sari Indah Gresik Rest Area, Gresik, Kota Baru, Islamic leadership has been implemented in the Putri Sari Indah Gresik Rest Area, Gresik, Kota Baru. This is proven by the moral values and honesty that are upheld in the Putri Sari Indah Gresik Rest Area, Gresik, Kota Baru, Kebomas/ Randuagung/Gresik makes trust the main thing in business activities, leaders who invite employees to become better individuals and provide facilities for this, leaders of the Putri Sari Indah Gresik Rest Area, Gresik Kota Baru who realize that leadership will later be held accountable, and a wise attitude in making decisions.

Performance is also influenced by the religiosity variable (Zahrah et al., 2016). Religiosity is a specific level of belief in religious values and ideals held and practiced by an individual (Fauzan, 2014). Indicators of religiosity according to Huber & Huber (2012) include: 1) Knowledge, a person's interest in learning more about religious matters and topics from various sources. 2) Ideology, belief that there is no god but Allah, the existence of life after death and belief that Allah is the Almighty Being. 3) Public practices, collective religious practices, such as public services in religious matters that are considered important and a person joining a religious community. 4) Personal practice, personal worship practices that are carried out and prioritized in daily life. 5) Experience, feeling the presence of God through the feeling that life has been regulated by Him and providing guidance in life.

Based on interviews with staff at the Putri Sari Indah Gresik Rest Area in Kota Baru, it can be proven that there are activities that contain religiosity values, including means to increase religious knowledge through study and briefing spiritual spirituality which includes teachings about divine ideology (tawhid), religious public practices through study activities and briefing spiritual spirituality which is carried out regularly on a weekly and monthly basis, personal practice, namely worship (prayer) and prayer, as well as awareness based on employee experience after participating in religious activities who are increasingly devout in their religion.

Islamic leadership, religiosity and performance are related to job satisfaction. Islamic leadership has a significant influence on job satisfaction (Abusama et al., 2017), as well as

religiosity which has a positive and significant influence on job satisfaction (Baihaqi, 2015). Apart from that, job satisfaction also has a significant influence on performance (Faraz & Indartono, 2018).). Job satisfaction is an effectiveness or emotional response to various aspects of work (Kreitner & Kinicki, 2003). Indicators of job satisfaction according to Rast & Tourani (2012), include: Satisfaction with the nature of the job, the extent to which an employee feels in accordance with the nature of a job so that an employee feels proud in doing his job. 2) Satisfaction with current salary, employees feel that the salary paid is in accordance with the contribution made in their work and is the same as the salary received by other people in the same position. 3) Satisfaction with supervision, including the competence of superiors in carrying out their work, both in the context of supervision, providing direction and technical assistance to subordinates. 4) Satisfaction with promotional opportunities, there is an opportunity for employees to be promoted to a higher level in the organization based on employee competency. 5) Satisfaction with relationships with co-workers, the extent to which an employee feels comfortable with other co-workers in carrying out work.

According to Amalia et al. (2024) for a leader to mobilize his subordinates to carry out all company activities so that employees can work well is to use his leadership style. This leadership style shows the potential of a leader in carrying out his duties and obligations as someone who is emulated and obeyed. A leader must attract, inspire, and inspire for an effective leadership style. Additionally, they must consider individual needs. A leader's level of involvement in one-way communication can influence how effectively directives are implemented. One-way communication includes the definition of followers' tasks, close supervision of them, and instructions on what to do, where and how (Putra 2021). In simple terms, it can be concluded from these two theories that an effective leadership style will improve the performance of company or business employees by using an approach that pays attention to individual needs in addition to directing and supervising them. A leader in Islamic leadership is expected to be a good example by upholding the principles of honesty, justice and responsibility. Leaders can create a harmonious and productive work environment by communicating well and tactfully. Ultimately, this will encourage employees to work better and achieve company goals better.

Islamic Leadership, "Khilafah" Arabic term for "leader". Islamic sources provide Islamic spiritual leadership, which is then evidenced in the organization through Islamic beliefs and applications based on the Qur'an and Sunnah. Leaders who adhere to the Islamic spiritual style

always emphasize the importance of upholding the truth, maintaining trust, and being sincere in serving, as well as leading wisely (Ekhsan & Mariyono, 2020).

In the management of an organization, leadership is very important. According to Nursalim et al. (2023), leadership is the process of helping and encouraging a group of people to achieve common goals. someone to act according to expectations without being forced. Leadership as a mandate in Islam must be carried out well and held accountable in this world and in the afterlife before Allah SWT. In this case, Islamic leadership is meant, namely the activity of showing the way of Allah SWT.

The leadership of its members is an important part of the success of an organization, and the definition of a leader is someone who can communicate long-term goals and objectives. It is considered successful if a leader manages his organization so that he can anticipate and achieve goals within a certain time period (Dwiarti et al., 2024). According to Kamtari et al. (2024) Islamic leadership is one component that can be used to improve employee performance because the relationship between employees and Islamic leaders is very important in an organization, because this relationship is expected to maximize employees' abilities to achieve organizational goals. This relationship plays a strategic role in organizations because leaders are thinkers, planners and managers of all organizational activities. Employees need a good organizational culture and leadership style to achieve company goals. This culture can also help employees be happier in their workplace. The conclusions of these two texts explicitly state that Islamic leadership is very important to help companies achieve their long-term goals by maximizing employee performance.

Islamic leadership that prioritizes harmonious relationships between leaders and employees helps develop a good work environment and positive culture. In Islamic leadership, leaders act as thinkers, planners and managers. They have the ability to communicate effectively and have clear goals to direct the organization. Because of this, employees can perform better, feel valued, and be happier at their workplace. Employee performance increases significantly when a strong organizational culture and Islamic leadership style are implemented. It supports the achievement of organizational goals. Therefore, correct Islamic leadership helps companies achieve their goals and produce long-term and sustainable success. In Islamic leadership, it means leadership that is able to guide, lead and train so that the people being led can work on their own (Muzaki, 2021). From the description above, it can be concluded that Islamic leadership is a leadership style that is based on religious values.

According to Hidayat (2024) All organizations will always try to improve employee performance to achieve their goals. To realize this goal, it is very important to pay attention to the quality of human resources. The resulting work results reflect the quality of human resources. Because they have expertise, abilities and skills, employees play an important role in determining the progress of a company. Companies really need high quality human resources to achieve these goals. To obtain high quality human resources, companies must be able to improve the performance of their employees (Ewaldy et al., 2022). So it can be concluded from the two theories put forward by researchers that the success of an organization really depends on the quality and enthusiasm of human resources (HR) who work together to achieve common goals. The quality of human resources, which includes expertise, abilities and skills, is the main foundation in determining the company's progress. Therefore, companies must concentrate on efforts to improve employee performance to ensure that they continue to contribute well and sustainably.

Employee performance, according to Sulistyowati & Auliya (2022), refers to the work carried out by individuals or groups of individuals in an organization in accordance with their responsibilities and authority to achieve each organizational goal. Hermawati et al. (2022) mentions several indicators of employee performance: 1. Quality of work, 2. Work load, 3. Implementation of tasks, 4. Awareness of responsibility. To survive in global competition, companies must have more employees with high performance so that overall productivity increases. Employees must be able to complete tasks and responsibilities efficiently and effectively. Customer satisfaction, reducing complaints, and achieving optimal targets are ways to measure employee success (Amalia et al., 2024).

According to Putri et al. (2024) The success of an organization is greatly influenced by the individual performance of its employees. Companies will make every effort to improve the performance of their employees, including what they do or do not do, and this influences how much contribution they make to the organization.

RESEARCH METHODS

According to Creswell (2013), a qualitative approach is very effective in investigating complex phenomena involving individual perceptions, interpretations and meanings in certain situations. Therefore, this approach is considered the most appropriate for understanding how Islamic principles can be applied in the context of organizational management and leadership. During the analysis process, data was categorized based on identified themes and each theme was

analyzed to show its relationship to leadership practices in Islam. For example, the topic of trust is analyzed using literature relating to responsibility and trust in the context of leadership (Padila et al 2024). Each topic is then linked to relevant management practices, showing how Islamic principles can be applied in everyday organizational life.

RESULTS OF RESEARCH AND DISCUSSION

Rest Area Putri Sari Indah Gresik Kota Baru, a culinary business that was established on 20 August 2002 which was established as a place to rest from the toll road where there is an Indomaret, a place to eat, a fishing area, a prayer room and if desired there is a hall as a good meeting place for association or party that will hold a meeting. The Putri Sari Indah Gresik Rest Area, Gresik Kota Baru, has a policy of setting aside 1% of gross turnover (not profit) to be used for social activities, such as helping orphanages, Islamic boarding schools, social communities, economic empowerment, empowerment of the disabled, assistance for victims of natural disasters and others.

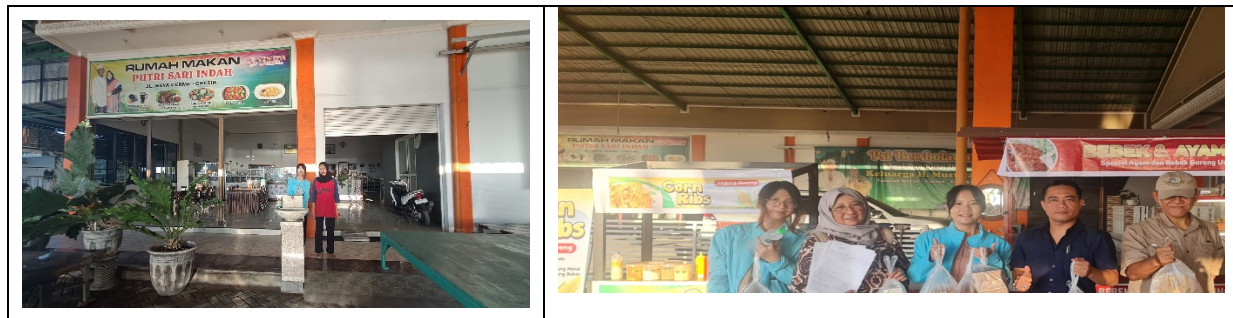


Figure 1: researchers interviewed rest area owners and employees

The results of the research show that Islamic leadership in the Putri Sari Indah Gresik Rest Area, Kota Baru, that policies related to religious matters have been implemented well, such as regular weekly and monthly studies, and religious values that are highly upheld, such as honesty. The results of this research show that Islamic leadership on the performance of employees at the Putri Sari Indah Gresik Rest Area, Batu City, brings success in all things, both for entrepreneurs who operate in it and for employees who work there. Islamic leadership really determines the spirit of performance based on the values of the Qur'an and Hadith, which relate to an approach to justice, honesty, a sense of integrity, and concern for employee welfare, which has the potential to improve overall good performance. And the overall results of this research show that the application of Islamic leadership that includes trust, shura, fairness and mercy can significantly

improve organizational performance. Information collected from several organizations that were the subject of this research shows that after implementing Islamic leadership shows, there was an increase in organizational performance by 35%. This increase in performance can be attributed to various factors related to the application of Islamic leadership principles. Finally, mercy or compassion increases employee welfare, which leads to an increase in the characteristics of strong principles of belief and wisdom to achieve organizational performance. The leadership is well aware that honesty and transparency in Islamic management have a good impact on employee loyalty. The findings of this research support existing literature regarding the benefits of applying Islamic principles in organizational leadership.

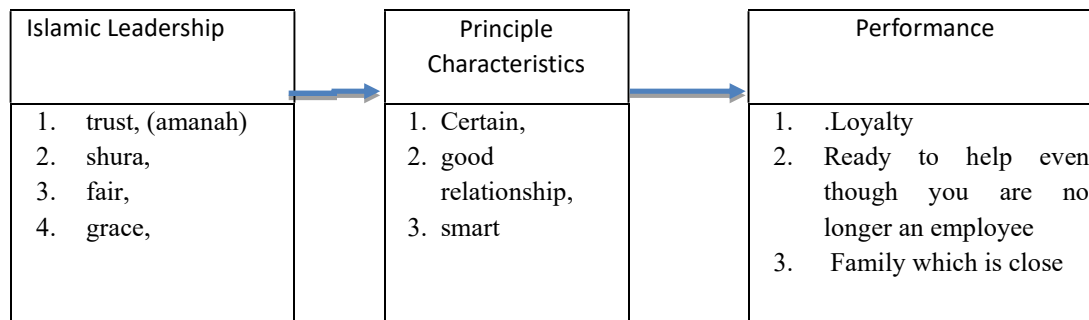


Figure 2: leadership Islamic, Characteristics of principles and Performance

Source: processed interview, 2024

From this figure 2 the results obtained are consistent with previous research which shows that Islamic values, such as trust, shura (comes from the word syawara-yusyawiru which means *explain, say or propose and take something honestly*, fairness and mercy can improve organizational performance through various mechanisms (Ikhwan, 2019; Ubaidila and Maunah, 2022; Asmendri, 2022; Nahwan et al., 20).

CONCLUSIONS

Maintaining the best performance requires companies to improve Islamic leadership with the best harmony, so that the success of an organization depends on the quality and enthusiasm of its people who work together to achieve common goals. Therefore, companies should focus on improving the performance of their employees so that they can continue to provide good and sustainable contributions.

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