



Influence of Islamic Leadership on Organizational Culture, Organizational Commitment and Employee Performance at Bank Syariah Indonesia in Surabaya

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Abstract. This research aims to find out the influence of Islamic leadership on organizational culture, organizational commitment and employee performance at BSI bank in Surabaya. The study used questionnaires in primary data retrieval and quantitative approaches using Partial Least square (PLS). The study sample was 30 employees who worked at least in BSI Surabaya area for 3 years. Determination of the number of samples using non-random sampling methods. The results showed that Islamic leadership had a significant influence on organizational culture, organizational commitment, and employee performance at BSI bank in Surabaya. Bank BSI must maintain and improve the Islamic-based leadership system so that the culture created can have a positive impact on employee commitment to the company and performance in order to achieve the goals desired by the company. For future research, it can be done by including other variables such as job satisfaction to become moderator variables, which can show whether job satisfaction can strengthen or weaken employee performance. In addition, there needs to be object development in future research that is not only focusing on one Islamic bank but can add with other Islamic banks and can also be on BMT, BPRS, and sharia-based companies so that in-depth research results are obtained.

Keywords: Islamic Leadership · Organizational Culture · Organizational Commitment · Employee Performance

1 Introduction

Leadership is an important factor in organizations and companies and is an issue that is quite interesting to discuss until now. A very strategic leadership role and very important in achieving the mission, vision, and goals of an organization, is one of the motives that encourage humans to always investigate the intricacies associated with leadership [1].

The success of a leader depends largely on his or her ability to build people around him, because the success of an organization depends largely on the potential of human resources in the organization. If an organization or society has many members with qualified leaders then the organization or nation will develop and become strong.

The quality of the leader is often regarded as a very important factor in the success and failure in the organization, both business-oriented and public organizations, usually perceived as the success or failure of the leader even Al-Ghazali in his book *Ihya' Ulumuddin* juz II has said:

"Indeed, the corruption of the people is caused by the corruption of its rulers, and the corruption of the ruler is caused by the corruption of the clergy, and the corruption of the scholars is caused by the love of possessions and positions, and whoever is possessed by worldly ambitions he will not be able to take care of the small people, let alone the ruler. God is the place to ask for all the problems."

In Islam, a leader must make the word of Allah SWT and the Prophet (peace be upon him) as a basis in taking all decisions related to the direction of the organization and to overcome all problems that arise, as in the word of Allah SWT in QS. An-nisa verse 59:

"O you who have believed, obey Allah and obey the Messenger and those in authority among you. But if you differ in opinion about anything, return it to Allah and the Messenger, if you believe in Allah and the Last Day. That is better and better in consequence."

A leader is able to inspire, generate commitment, motivation and optimism in carrying out work and able to foster an atmosphere of cooperation and able to influence subordinate behavior to achieve organizational goals [2].

Organizational commitment is seen as a value orientation towards the organization that shows individuals think deeply about and prioritize their work and organization. In maintaining organizational commitment, the role of leader is needed and effective leadership becomes the main requirement. Effective leadership can help an organization or company to survive in situations of uncertainty in the future [3].

Performance is the result of work in quality and quantity achieved by a person in carrying out the tasks given to him in accordance with the standards or criteria that have been set.

Leadership is one of the important factors in improving employee performance and organizational performance. Leadership is necessary to move, direct, civilize, and maintain the behavior of organizational members toward achieving better performance.

In this study, the object of the study was Bank Syariah Indonesia, based on the results of a merger conducted by Bank Indonesia against three Islamic banks belonging to the Association of State Banks or Himbara, namely PT. Bank BRI Syariah Tbk, Pt. BNI Syariah, and PT. Bank Mandiri Syariah was inaugurated by the President of the Republic of Indonesia on February 1, 2021. The problem formulation of this study is:

1. Does Islamic leadership affect the organizational culture of BSI bank in Surabaya?
2. Does Islamic leadership affect employee commitment to BSI bank in Surabaya?
3. Does Islamic leadership affect the performance of BSI Bank employees in Surabaya?
4. Does the organizational culture affect employee performance at BSI bank in Surabaya?
5. Does the organizational culture affect employee commitment to BSI bank in Surabaya?
6. Does employee commitment affect employee performance at Bank BSI in Surabaya?

2 Theoretical Background

2.1 Islamic Leadership

Islamic leadership is a process or ability of others to direct and motivate the behavior of others, and there is an effort of cooperation in accordance with the Qur'an and Hadith to achieve the desired goals together. Imamah or Islamic leadership is a concept listed in the Qur'an and Hadith, which covers human life from the person, family, even to mankind or group. This concept includes both ways of leading and being led for the implementation of Islamic teachings to ensure a better life in this world and the hereafter as their goal [3].

Leadership in Islam starts from the smallest environment that is oneself, as stated in the Prophet's hadith which says that "ibda' bi nafsik" means to start leadership from leadership towards oneself. One cannot lead others if one has not succeeded in leading oneself first. Success in leading yourself and overcoming obstacles in leading yourself will pave the way for success in other leaderships that involve many people. A Muslim in performing leadership functions goes through four stages of the process in building his spiritual, namely faith, Islam, taqwa and ihsan. The believer always believes that what he has including the power that is entrusted belongs to God. Leaders who apply Islam will also never feel themselves to be the most powerful people. A leader must submit to God to always do what is commanded and to stay away from what is forbidden [2].

The Prophet Muhammad (peace and blessings be upon him) is a leader who deserves to be a role model. His whole actions are acknowledged by friends and opponents, his majesty is praised by Allah swt in His scriptures. His daily life was adorned with praise, not arrogance, and humility towards those around him. He does not overeat or overeat, shuns booze, and is very fond of fasting. He doesn't like to follow the world's passions like lavishly dressed, not following a narrow mind.

The characteristic of the prophet's leadership is proven and proven honesty. Honesty is a very effective key behavior for building trust (credibility) as a leader. In addition, he is also capable and intelligent, innovative and forward-looking, firm but humble, brave but unpretentious, physically strong and suffering-resistant.

The leadership pattern of the Prophet Muhammad (peace be upon him) can be used as the main reference in the life of mankind, especially for those who believe and fear, and always dhikr to Allah Swt. Muhammad's leadership is divided into eight areas, namely self leadership or personal leadership, business and entrepreneurship, family, family leadership, da'wah, social and political, legal system, education, and military strategy and his leadership characteristics are holistic leaders (able to develop leadership in the world).berbagai bidang), accepted (Its leadership is recognized by more than 1.3 billion people) and proven (proven from 15 centuries ago to the present day is still relevant) [2].

2.2 Organizational Commitment

Organizational commitment as an individual's relative strength to an organization and its involvement in a particular organization characterized by three psychological factors:

1. A strong desire to remain a member of a particular organization.

2. The desire to try your hardest for the sake of the organization.
3. A definite trust and acceptance of the values and goals of the organization.

The success of organizational management is largely determined by the success in managing human resources. How far employees are committed to the organization they work for determines the organization in achieving its organizational goals. In the world of work, employee commitment to the organization is very important, because if the workforce is committed to the organization they may become more productive [3].

Employee commitment to the organization does not just happen but goes through a fairly long and gradual process. Employee commitment to the organization is also determined by a number of factors. There are four factors:

1. Personal factors, such as age, gender, level of education, work experience, and personality.
2. Job characteristics, such as the scope of the job, challenges in the job, conflicts of role in the work, and the level of difficulty in the work.
3. Structural characteristics, such as the large or small organization, forms of organization such as centralization or decentralization, the presence of trade unions and the level of control that the organization performs on employees.
4. Employee work experience is highly influential on the level of employee commitment to the organization. Employees who have only been working for several years and employees who have worked in the company for decades certainly have different levels of commitment.

2.3 Organizational Culture

Organizational culture is the style and way of life of an organization that is a reflection of the values or beliefs that have been embraced by all members of the organization, and can affect the behavior of all individuals and groups in the organization. In general, individuals are motivated by cultures that influence their behavior. Culture requires individuals to give instructions on what to follow and learn. These conditions also apply in an organization, how employees behave, and what they should do. It is much influenced by the culture embraced by the organization or termed with organizational culture [1].

Organizational culture will foster identity in each member, and attachment to the organization, because the common values that are embedded will make it easier for each member of the organization to understand and live every event and activity carried out by the organization. Basically, the organization is a multi-culture (culture) therefore it is necessary for participants who give value to the organization [4].

Building a leader's organizational culture is the key to success. This is as done by the Prophet (saw) in building a conducive work atmosphere due to his very compassionate attitude to others, as stated in QS. Ali Imron verse 159.

2.4 Employee Performance

The abundant number of employees requires an organization to think about how to utilize and optimize employee performance. This is because employees are one of the

important assets needed by the organization to carry out the production process. The problem that then arises is how to produce employees who have optimal performance. Optimal employee performance is one of the organization's goals to achieve high work productivity [2].

Employee performance is the success rate of employees in carrying out their duties and responsibilities. Employee performance in general is influenced by two factors, namely internal and external factors. Internal factors are factors that come from within employees that include job satisfaction and organizational commitment. While external factors are factors that come from outside the employee, which includes leadership, security, and work safety and organizational culture.

There are three factors that affect the performance of individual employees, namely: First, the ability of individuals in carrying out the work. Second, the level of effort done. Third, organizational support. Employee performance can be improved if all three factors are in the employee and employee performance will decrease if one of these factors does not exist[5].

In the Islamic perspective of work is the nature of human life as well as how to obtain happiness in the world and in the hereafter, besides work is one of the goals to get the pleasure of Allah Swt, because work is worship and becomes an integral part of the characteristics of the attitude of life of people who embrace Islam.

3 Research Method

Research on "The Influence of Islamic Leadership on Organizational Culture, Organizational Commitment, and Employee Performance at Bank BSI in Surabaya" uses a quantitative approach.

The target population in this study is employees of Bank BSI in Surabaya area who have worked for 3 years, because it is felt that they have long been employees at Bank BSI Surabaya area and who were given questionnaires and returned the questionnaire [6].

The sampling technique used in this study is the purposive sampling method. Each sample will be randomly drawn from the population using the purposive method. Sampling. In this technique, each respondent who will be a sample must meet certain requirements, namely:

1. Muslim
2. Minimum education D3
3. Experience working at Bank BSI for at least 3 years.

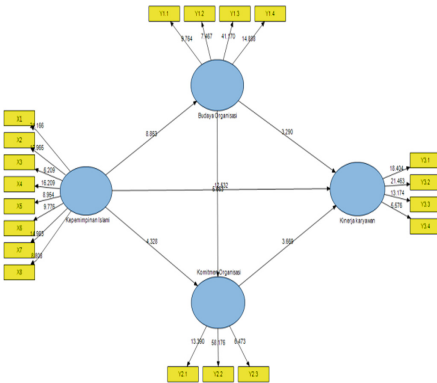
In this study data measurement using questionnaires, questionnaire measurements of each variable indicator using the Likert scale that has been modified, i.e. the answer is being eliminated.

Table 1. Hypothesis Analysis

Relationships between Variables	T- Statistics	Notes
Islamic Leadership → Organization culture	8,862516	Ho rejected
Organization culture → employee performance	3,289876	Ho rejected
Organization culture → Commitment	5,563284	Ho rejected
Islamic Leadership → Commitment	4,328450	Ho rejected
Organization Commitment → employee performance	3,668762	Ho rejected
Islamic Leadership → employee performance	12,532409	Ho rejected

4 Hypotheses and Discussions

4.1 Hypothesis Testing with Partial Least Square (PLS)



Analysis of the data in this study uses Partial Least Square (PLS). Partial Least Square (PLS). A total of 30 employees were surveyed based on questionnaires that had been distributed and returned to researchers. From the results of questionnaires that have been disseminated obtained data on the characteristics of respondents that include gender, age, and length of time.

Hypothesis analysis based on the results of T-Statistics values:

1. There is a significant influence of Islamic leadership on organizational culture with a t count value of 8.862516 > 1.96. With these results, the hypothesis of this research is accepted the truth.
2. There is a significant influence of Islamic leadership on organizational commitment with a t count value of 4.328450 > 1.96. With these results, the hypothesis of this research is accepted the truth.

3. There is a significant influence of Islamic leadership on employee performance with a t calculated value of $12.532409 > 1.96$. With these results, the hypothesis of this research is accepted the truth.
4. There is a significant influence on organizational culture on employee performance with a t count of $3.289876 > 1.96$. With these results, the hypothesis of this research is accepted the truth.
5. There is a significant influence of organizational culture on organizational commitment with a t calculated value of $5.563284 > 1.96$. With these results, the hypothesis of this research is accepted the truth.
6. There was a significant influence on the organization's commitment to employee performance with a t-count value of $3.668762 > 1.96$. With these results, the hypothesis of this research is accepted the truth.

5 Discussion

5.1 Influence of Islamic Leadership on Organizational Culture

Analysis of the first hypothesis testing which states that Islamic leadership (X) influences organizational culture (Y1), produces an influence coefficient or T-Statistics value of 8.862516 marked positive and an estimate coefficient value of 0.664729, and t-table of 1.96 so that t-statistics (8.862516) are greater than t-table values (1.96). From the results of this analysis it can be interpreted that Islamic leadership (X) has an influence. As significant and positive to organizational culture (Y1), thus the first hypothesis of the study is proven and accepted. This means that the stronger and better the Islamic leadership, the organizational culture formed will also be better and stronger, so that employees will remain employees of BSI bank in Surabaya.

5.2 Influence of Islamic Leadership on Organizational Commitment

Analysis of the second hypothesis test states that Islamic leadership (X) has an effect on organizational commitment (Y2) with a statistical t-value of 4.328450 and an estimate coefficient value of 0.315650. From the results of this analysis it can be said that Islamic leadership has a significant and positive influence on organizational commitment. Thus the fourth hypothesis of the study is proven. This means that the better the Islamic leadership system is formed, the commitment of employees to the organization will be high, but conversely if the Islamic leadership formed in the company is not good then employee commitment to the organization will decrease.

5.3 The Effect of Islamic Leadership on Employee Performance

The analysis of the third hypothesis test stated that Islamic leadership (X) has an effect on employee performance (Y3) with a statistical t-value of 12.532409 and an estimate coefficient value of 0.627116. From the results of this analysis it can be said that Islamic leadership has a positive and significant effect on employee performance. This means that the better the leadership in the company it will improve the performance of its employees so that the company's goals can be achieved as expected but conversely if the leadership in the company is poor then employee performance will decrease.

5.4 The Influence of Organizational Culture on Employee Performance

Analysis of the fourth hypothesis test states that organizational culture (Y1) affects employee performance (Y3) with a statistical t-value of 3.289876 and an estimate coefficient value of 0.211679. From the results of this analysis it can be said that organizational culture has a significant and positive influence on employee performance. Thus the second hypothesis of this study is proven. This means that the better the organizational culture formed, the better employee performance so that employees will feel calm in work and make them stay a BSI bank employee in Surabaya

5.5 Influence of Organizational Culture on Organizational Commitment

Analysis of the fifth hypothesis test states that organizational culture (Y1) has an effect on organizational commitment (Y2) with a statistical t-value of 5.563284 and an estimate coefficient value of 0.454976. From the results of this analysis it can be said that organizational culture has a significant and positive influence on organizational commitment. Thus the third hypothesis of this study is proven. This means that the better the organizational culture formed, the commitment of employees to the organization will be high, but conversely if the culture formed in the company is not good then employee commitment to the organization will decrease.

5.6 The Impact of Organizational Commitment on Employee Performance

The analysis of the sixth hypothesis test states that organizational commitment (Y2) has an effect on employee performance (Y3) with a statistical t-value of 3.668762 and an estimate coefficient value of 0.204586. From the results of this analysis it can be said that organizational commitment has a significant and positive influence on employee performance. Thus the fifth hypothesis of the study is proven. This means that if the employee organization's commitment is high it will have an impact on its performance, namely increased performance in employees. But conversely, if employee commitment to the organization is low, it will have an impact on declining employee performance, for example, the high level of employee absenteeism.

6 Conclusion

Based on analysis and testing using partial least square or PLS, the following conclusions were obtained:

1. Islamic leadership variables have a significant and positive influence on organizational culture at BSI bank in Surabaya.
2. Islamic leadership variables have a significant and positive influence on organizational commitment.
3. Islamic leadership variables have a positive and significant effect on employee performance.
4. Organizational culture variables have a significant and positive influence on employee performance at BSI bank in Surabaya.

5. Organizational culture variables have a significant and positive influence on employee organization commitment to BSI bank in Surabaya.
6. Organizational commitment variables have a significant and positive influence on employee performance.

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