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Leadership, Organizational Culture, and Organizational Values from an Islamic Management Perspective: A Study at the Assalaamul Mukmin Foundation, Probolinggo Regency

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ABSTRACT

This study examines the effects of leadership, organizational culture, and organizational values on employee performance at the Assalaamul Mukmin Foundation in Probolinggo Regency from an Islamic management perspective. A quantitative explanatory design was employed. The sample comprised 33 employees selected through total population sampling. Data were collected using questionnaires and analyzed through multiple linear regression with SPSS. The results showed that leadership (t = 0.168; p = 0.868) and organizational culture (t = 1.455; p = 0.156) did not have statistically significant partial effects on employee performance. In contrast, organizational values had a positive and significant effect (t = 4.864; p < 0.001; regression coefficient = 0.826). The three variables jointly had a significant effect on performance (F = 23.452; p < 0.001), with a coefficient of determination of 0.708. These findings underscore the role of organizational values in supporting employee performance in socio-religious foundations. From an Islamic management perspective, the internalization of trustworthiness (amanah), honesty, and responsibility should be translated into everyday work practices to strengthen professionalism and performance. The study offers practical implications for reinforcing organizational values, improving leadership quality, and fostering a consistent work culture.

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Introduction

Organizational success is determined not only by material resources but also by the ability

to manage human resources consistently. Employees carry out the organization's principal activities; therefore, the quality of their work is directly related to the achievement of organizational objectives. From a human resource management perspective, performance refers to individual work outcomes in terms of quality, quantity, timeliness, and responsibility. Accordingly, efforts to improve performance must consider both individual factors and organizational conditions that shape work behavior.

Employee performance is particularly important in socio-religious organizations, whose objectives extend beyond operational targets to service, dedication, and the fulfillment of moral and social values. The Assalaamul Mukmin Foundation in Probolinggo Regency conducts social and religious activities. In this setting, employees are expected not only to complete administrative and operational tasks but also to demonstrate responsibility, honesty, trustworthiness, and cooperation. These characteristics make the relationships among leadership, organizational culture, organizational values, and performance relevant subjects for empirical investigation.

In this study, leadership is understood as the ability of leaders to influence, guide, motivate, and develop organizational members. The transformational leadership model employed in the underlying thesis encompasses idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Leaders who set examples, foster trust, communicate a vision, encourage ideas, and provide guidance are expected to create working conditions conducive to performance. However, empirical findings concerning the effect of leadership on performance have not been consistent. Some Indonesian studies have identified positive effects, whereas others indicate that such effects may depend on the organizational context and mediating variables.

From an Islamic management perspective, leadership, organizational culture, and organizational values can be examined in relation to the performance of duties and the achievement of employee performance. Leadership grounded in amanah (trustworthiness) and responsibility is expected to guide employees toward professional conduct. Meanwhile, an organizational culture that promotes cooperation, discipline, and goal attainment can foster a conducive work environment. Organizational values also provide behavioral guidance, encouraging employees to act honestly, responsibly, and for the common good. These principles are consistent with the Qur'anic injunction to return trusts to their rightful recipients in Surah An-Nisa' [4]:58 and the command to uphold justice and excellence (ihsan) in Surah An-Nahl [16]:90. In this study, Islamic management serves as a framework for understanding and interpreting relationships among variables, rather than as a separate variable measured through a questionnaire.

Organizational culture refers to the system of values, beliefs, and practices that develops within an organization and guides members in carrying out their work. It is reflected in how employees interact, complete assignments, make decisions, and respond to change. This study examines organizational culture through several dimensions: innovation and risk-taking, attention to detail, outcome orientation, people or team orientation, aggressiveness, and stability. These dimensions help explain how established working patterns and practices may relate to employee performance. In a socio-religious organization, a positive work culture is also expected to reflect cooperation, discipline, and accountability in fulfilling organizational responsibilities.

Unlike organizational culture, which is manifested in shared habits and patterns of behavior, organizational values are the principles guiding members' attitudes and actions. They help employees understand the conduct expected of them in performing tasks and pursuing organizational objectives. At the Assalaamul Mukmin Foundation in Probolinggo Regency, trustworthiness, honesty, responsibility, and dedication are particularly relevant because they relate to duties in a socio-religious institution. Trustworthiness encourages

employees to fulfill their obligations earnestly, while honesty promotes openness and integrity at work. Responsibility and dedication provide a foundation for completing assigned tasks. Thus, organizational values are regarded as behavioral guidelines with the potential to support employee performance.

Developments in employee performance at the Assalaamul Mukmin Foundation in Probolinggo Regency warrant attention. According to the internal data underlying this study, employee attendance declined from 95% in January–June 2024 to 91% in July–December 2024, and then to 88% in January–June 2025. The proportion of tasks completed on time also decreased, from 82% to 75% and subsequently to 70% over the same periods. Conversely, the number of complaints increased from five in January–June 2024 to nine in July–December 2024 and twelve in January–June 2025. These changes suggest possible issues relating to discipline, timely task completion, and service quality that require the foundation's attention. Nevertheless, the data do not directly establish the causes of changes in performance. Leadership, organizational culture, and organizational values therefore warrant further investigation to determine their relationships with employee performance at the foundation.

Previous studies have examined organizational factors associated with employee performance, including leadership, organizational culture, and shared organizational values. Their findings, however, have not been uniform. This inconsistency suggests that the relationship between organizational factors and employee performance should be assessed with attention to the characteristics and context of the organization under study. Ferine et al. (2021), along with other relevant prior studies, provide a basis for comparing findings and clarifying the position of the present research. The Assalaamul Mukmin Foundation in Probolinggo Regency is a relevant setting because it is a socio-religious organization that conducts institutional activities while upholding Islamic values. This study investigates the individual and combined effects of leadership, organizational culture, and organizational values on employee performance, using Islamic management as an interpretive framework. It is thus expected to enrich discussions of factors associated with employee performance in socio-religious organizations.

Against this background, this study aims to analyze the individual and simultaneous effects of leadership, organizational culture, and organizational values on employee performance at the Assalaamul Mukmin Foundation in Probolinggo Regency. Islamic management provides an interpretive framework for understanding the relationship between organizational factors and employee performance in a socio-religious institution. Academically, the study is expected to contribute to the literature on human resource management in socio-religious organizations, particularly the roles of leadership, organizational culture, and organizational values. Practically, its findings may inform the foundation's evaluation of leadership practices, efforts to strengthen workplace culture, and internalization of organizational values to support professional and responsible task execution.

Table 1. Trends in employee work effectiveness at the Assalaamul Mukmin Foundation

Indicator	Jan–Jun 2024	Jul–Dec 2024	Jan–Jun 2025	Trend
Attendance rate	95%	91%	88%	Decreased
Tasks completed on time	82%	75%	70%	Decreased
Donor/public complaints	5	9	12	Increased

Source: Internal data of the Assalaamul Mukmin Foundation

Method

This study employed a quantitative explanatory design to analyze the effects of leadership (X1), organizational culture (X2), and organizational values (X3) on employee performance (Y). The population and sample comprised all 33 employees of the Assalaamul Mukmin Foundation in Probolinggo Regency, selected through total population sampling. Data were collected using a five-point Likert-scale questionnaire containing 30 items: eight on leadership, eight on organizational culture, six on organizational values, and eight on employee performance. Validity was assessed using Pearson's product–moment correlation, with a critical r value of 0.3440 (n = 33; α = 0.05). All 30 items had calculated r values greater than 0.3440 and were therefore deemed valid. Cronbach's alpha for the instrument was 0.890, indicating satisfactory reliability. The data were analyzed in SPSS using the Shapiro–Wilk normality test, tolerance and variance inflation factor (VIF) statistics for multicollinearity, scatterplot assessment of heteroscedasticity, and multiple linear regression. Hypotheses were tested using t-tests and an F-test, while the coefficient of determination (R^2) was used to assess the model's explanatory power for variations in employee performance. Statistical decisions were based on a significance level of 0.05. Islamic management was used as an interpretive framework to discuss the relevance of the findings to trustworthiness, justice, responsibility, cooperation, and work ethics. It was not operationalized as an additional variable or used as a basis for statistical hypothesis testing. The empirical tests concerned the three independent variables and employee performance as the dependent variable.

Results and Discussion

1. Respondent Characteristics

A total of 33 employees participated in the study. Of these, 22 respondents (66.67%) were men and 11 (33.33%) were women. The largest age group was 46–50 years, comprising eight respondents (24.24%). The 26–30, 31–35, and 41–45 age groups each comprised six respondents (18.18%). In terms of tenure, 22 respondents (66.67%) had worked for one to five years and 11 (33.33%) for more than five years. This composition suggests that respondents had sufficient work experience to assess leadership, organizational culture, organizational values, and performance at the foundation.

Table 2. Respondent characteristics

Characteristic	Category	n	%
Gender	Male	22	66.67
	Female	11	33.33
Age	21–25 years	3	9.09
	26–30 years	6	18.18
	31–35 years	6	18.18
	36–40 years	2	6.06
	41–45 years	6	18.18
	46–50 years	8	24.24
	≥51 years	2	6.06
Length of service	<1 year	0	0.00
	1–5 years	22	66.67
	>5 years	11	33.33

2. Description of Respondents' Answers

Respondents' answers showed generally positive tendencies across all four variables. For leadership, the leader's ability to build trust received the highest percentage of 'Strongly Agree' responses (70%), while the provision of guidance suited to individual employees' abilities received the lowest (33%). Regarding organizational culture, teamwork received the highest 'Strongly Agree' percentage (73%), whereas outcome orientation and the application of organizational values and culture in daily work each received 36%. For organizational values, honesty received 64% 'Strongly Agree', while completing tasks in accordance with assigned responsibilities received 33% 'Strongly Agree' and 67% 'Agree'. In employee performance, cooperation received 49% 'Strongly Agree' and 45% 'Agree', whereas timeliness received 24% 'Strongly Agree' and 61% 'Agree'. Overall, these findings indicate favorable perceptions of trust, cooperation, and honesty. Nevertheless, individualized guidance, outcome orientation, consistent implementation of organizational culture, and timeliness require further strengthening. From an Islamic management perspective, these improvements are consistent with reinforcing trustworthiness, responsibility, discipline, and professionalism.

3. Instrument Testing and Classical Assumption Tests

Validity testing indicated that every questionnaire item across the four variables had a calculated r value exceeding the critical value of 0.3440 and a significance level below 0.05; thus, all items were valid. Cronbach's alpha was 0.890, indicating good reliability. The Shapiro–Wilk normality test produced a significance value of 0.160, greater than 0.05, supporting the normal distribution of residuals. Multicollinearity testing yielded tolerance values of 0.408, 0.440, and 0.553 and VIF values of 2.453, 2.272, and 1.876, respectively. All values met the thresholds of tolerance > 0.10 and VIF < 10. The scatterplot also showed residuals dispersed around zero without a discernible pattern, suggesting no evidence of heteroscedasticity.

Table 3. Summary of instrument tests and classical assumption tests

Test	Result	Criterion	Conclusion
Validity	calculated r > 0.3440; Sig. < 0.05	calculated r > critical r	All items valid
Reliability	Cronbach's Alpha = 0.890	Alpha ≥ 0.60	Reliable
Normality	Shapiro–Wilk Sig. = 0.160	Sig. > 0.05	Normal
Multicollinearity	Tolerance 0.408–0.553; VIF 1.876–2.453	Tolerance > 0.10; VIF < 10	No multicollinearity
Heteroscedasticity	Scatterplot without a discernible pattern	No discernible pattern	Not indicated

4. Multiple Linear Regression Analysis

Multiple linear regression was used to determine the direction and magnitude of the associations between the three independent variables and employee performance. The SPSS output reported in the underlying thesis indicated an intercept of −1.617 and regression

coefficients of 0.035 for leadership, 0.235 for organizational culture, and 0.826 for organizational values. The regression equation is therefore Y = −1.617 + 0.035X1 + 0.235X2 + 0.826X3 + e. The positive coefficients indicate positive directions of association within the model, while statistical significance is determined through the t-tests. The standardized beta coefficients were 0.026 for leadership, 0.220 for organizational culture, and 0.668 for organizational values.

Table 4. Multiple linear regression and partial test results

Variable	B	Std. Error	Beta	t	Sig.
Intercept	-1.617	4.979	—	-0.325	0.748
Leadership (X1)	0.035	0.211	0.026	0.168	0.868
Organizational Culture (X2)	0.235	0.162	0.220	1.455	0.156
Organizational Values (X3)	0.826	0.170	0.668	4.864	0.000

5. Effect of Leadership on Employee Performance

The partial test showed that leadership did not have a statistically significant effect on employee performance (calculated t = 0.168 < critical t = 2.045; p = 0.868 > 0.05). Accordingly, the first hypothesis, which proposed a positive and significant effect of leadership on employee performance, was not empirically supported. Nevertheless, this does not mean that leadership has no role in the organization. Respondents perceived leaders as capable of building trust and setting an example. However, after accounting for organizational culture and organizational values, leadership was not shown to have a significant direct effect on employee performance.

This finding differs from those of Abdussamad (2017), Pangarso et al. (2022), and Putri and Sumartik (2024), who reported positive relationships between leadership and performance. Such differences indicate that leadership effects may vary with organizational conditions and characteristics. At the Assalaamul Mukmin Foundation, leadership should be manifested not only through exemplary conduct and trust-building but also through coaching and guidance tailored to employees' needs. From an Islamic management perspective, leadership is closely associated with trustworthiness, exemplary behavior, justice, and responsibility in fulfilling duties. The findings therefore suggest the need to strengthen concrete leadership practices in day-to-day work. Relatively low ratings for guidance aligned with individual employees' abilities warrant particular attention. Stronger individual communication, feedback, delegation, and employee development may translate Islamic leadership values into more effective managerial practices that support performance improvement.

6. Effect of Organizational Culture on Employee Performance

The partial test indicated that organizational culture did not have a statistically significant effect on employee performance (calculated t = 1.455 < critical t = 2.045; p = 0.156 > 0.05). Thus, a significant direct effect of organizational culture on employee performance at the Assalaamul Mukmin Foundation was not established. Descriptively, teamwork received positive responses, but the implementation of organizational values and culture in daily work still requires improvement. For this aspect, 36% of respondents selected 'Strongly Agree', 49% selected 'Agree', and 15% selected 'Neutral'. This suggests that organizational culture is recognized but has not been consistently internalized in workplace behavior. Consistent with Schein's perspective, organizational culture encompasses not only rules and norms but also shared assumptions and habits that shape how members act.

From an Islamic management perspective, organizational culture should be reflected in behaviors demonstrating trustworthiness, discipline, responsibility, and mutual cooperation (ta'awun). This result differs from Mukhrojin (2020), Permartasari (2020), and Alkaf et al. (2024), who found positive effects of organizational culture on performance. These differences may be related to the characteristics and conditions of the respective organizations. The Assalaamul Mukmin Foundation should therefore strengthen the internalization of its culture through role modeling, the habitual practice of positive behaviors, and the consistent enforcement of rules so that organizational culture can more effectively support employee performance.

7. Effect of Organizational Values on Employee Performance

Organizational values were the only variable with a positive and statistically significant partial effect on employee performance (calculated t = 4.864 > critical t = 2.045; reported p = 0.000 < 0.05; regression coefficient = 0.826). The standardized beta of 0.668 indicates a positive relationship between organizational values and performance in the study model. These findings suggest that stronger understanding and implementation of organizational values are associated with higher employee performance at the Assalaamul Mukmin Foundation.

This finding is relevant to the foundation's identity as a socio-religious organization emphasizing integrity, trustworthiness, honesty, dedication, and responsibility. Collective activities such as istighosah, congregational prayers, and recitations of Asmaul Husna and Asmaun Nabi are not merely spiritual activities but can also strengthen solidarity and cultivate positive workplace values. In Islamic management, these values align with trustworthiness and accountability, which require employees to perform their duties honestly, diligently, and professionally. The result is consistent with Amalia (2012) and Salih and Ahmed (2019), who

identify organizational values as relevant factors in understanding performance. Descriptively, honesty received the highest 'Strongly Agree' response among organizational value indicators (64%). Meanwhile, the statement about completing tasks in accordance with assigned responsibilities received 33% 'Strongly Agree' and 67% 'Agree'. These findings suggest that honesty is perceived positively, while responsibility can be further reinforced so that organizational values are consistently reflected not only in professed principles but also in employees' work behavior and outcomes.

In the context of the Assalaamul Mukmin Foundation, organizational values appear more closely connected to employees' work experiences than the broader concept of organizational culture. Honesty had the highest 'Strongly Agree' percentage for organizational values (64%), while task completion in accordance with responsibilities received 33% 'Strongly Agree' and 67% 'Agree'. Thus, values appear well established in ethical conduct, although the organization still has opportunities to translate them into more measurable contributions and accountability.

8. Simultaneous Effects of Leadership, Organizational Culture, and Organizational Values on Performance

The simultaneous test showed that leadership, organizational culture, and organizational values jointly had a statistically significant relationship with employee performance (calculated F = 23.452 > critical F = 2.93; reported p = 0.000 < 0.05). Although leadership and organizational culture were not individually significant, both remained part of a jointly significant model alongside organizational values. From an Islamic management perspective, the three dimensions may be understood as complementary elements manifested through leaders' exemplary conduct, the habituation of positive behavior, and the application of trustworthiness and responsibility in everyday work.

The coefficient of determination (R^2) was 0.708, indicating that the three variables in the model explained 70.8% of the variation in employee performance, while the remaining 29.2% was associated with factors outside the model. The adjusted R^2 of 0.678 indicates that, after adjustment for the number of predictors and sample size, the model explained 67.8% of the variation. This suggests relatively strong explanatory power, although the model does not capture every factor related to performance. Future studies could therefore consider additional variables such as motivation, job satisfaction, compensation, discipline, training, and the work environment.

Table 5. Simultaneous test results and coefficients of determination

Indicator	Value	Interpretation
R	0.841	The model–performance relationship is strong
R Square	0.708	70.8% of performance variation explained by the model
Adjusted R Square	0.678	Explanatory power of the adjusted model
Calculated F	23.452	Greater than critical F 2.93
Sig. F	0.000	< 0.05; significant joint effect
Durbin–Watson	1.588	No indication of autocorrelation according to the thesis criteria

9. Implications of the Findings

The findings suggest that employee performance improvement in socio-religious foundations requires an integrated approach. Organizational values, which showed a significant effect, should be reinforced through exemplary behavior, communication of core values, and the habitual practice of trustworthiness, honesty, and responsibility. Leadership should emphasize individualized coaching and employee development, while organizational culture should be reinforced through consistent work practices, particularly in meeting targets, punctuality, and compliance with rules. The jointly significant model also highlights the importance of considering leadership, organizational culture, and organizational values together in performance management.

From an Islamic management perspective, spiritual and social values must be expressed through observable professional behavior rather than ceremonial activities alone. They should be reflected in service quality, task completion, accountability, cooperation, and work outcomes. In this way, the Assalaamul Mukmin Foundation can preserve its socio-religious identity while strengthening professionalism in human resource management.

Conclusion

This study found that leadership and organizational culture did not individually have statistically significant effects on employee performance at the Assalaamul Mukmin Foundation in Probolinggo Regency. In contrast, organizational values had a positive and significant effect, with a regression coefficient of 0.826 and a standardized beta of 0.668. Together, leadership, organizational culture, and organizational values were significantly associated with performance ($F = 23.452$; $p < 0.001$). The R^2 value of 0.708 indicates that the model explained 70.8% of the variation in employee performance. From an Islamic management perspective, these findings underscore the importance of integrating trustworthiness, honesty, and responsibility into everyday work behavior. Accordingly, the foundation should reinforce its organizational values, strengthen employee development, and cultivate a consistent work culture. Future research could investigate other factors, including motivation, job satisfaction, discipline, and the work environment, and employ mixed-methods approaches to gain deeper insights into determinants of employee performance.

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