

The Influence Of Islamic Perspective Leadership And Work Motivation On Employee Performance

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Abstract —This study aims to determine the influence of Islamic perspective leadership and work motivation either partially or simultaneously on employee performance. The method used in this research is to collect data by distributing questionnaires to employees of PT. Wings Abadi Airlines. The sample in this study were 30 respondents. Sampling using the Judgment Sampling method, namely the sample is taken according to the desired character, whoever the respondent is concerned, wherever and whenever it is found. The instrument in this study has passed the validity and reliability test stages. Test for normality, heteroscedasticity and multicollinearity. Analysis of the data using multiple regression analysis, correlation, and determinant analysis as well as hypothesis testing. The results of the study partially Islamic perspective leadership affects performance and partially work motivation affects performance and simultaneously Islamic perspective leadership and work motivation together affect employee performance.

Keywords : Leadership of Islamic Perspective, Work Motivation and Employee Performance

I. INTRODUCTION

The main resources in an organization are the people in the organization who carry out various tasks that exist within the organization providing energy, thoughts, talents, creativity and their efforts to the organization (Hidayat & Cavorina, 2017). Every organization or company seeks to get employees who have high performance so that they can help the company achieve the goals that have been set by the organization/company previously. Companies need good human resource management in order to achieve maximum performance so that the goals expected by the company can be achieved are work performance or work results both quality and quantity that have been achieved by an employee within a certain period of time, in carrying out his work duties in accordance with his responsibilities. which has been given to him (Riniwati, 2016).

In general, employee performance can be influenced by individual factors and organizational factors. Through human resource management, performance aspects can be directed more effectively and efficiently, especially those related to organizational goals (Baihaqi, 2013). PT. Wings Abadi Airlines is one of the private companies that contributes to the Indonesian aerospace industry with the slogan flying is cheap, trying to meet the needs of consumers by connecting pioneering areas in Indonesia. In facing competition in the Indonesian aerospace industry, every company is required to make several efforts in order to get better work performance and services for consumers (Manurung, 2010).

Employees need leaders who are in accordance with the conditions at hand, the demands of providing fast, precise, integrity and responsible service must be a shared mission that is closely related to leadership. change. (Djafri, 2017). Leadership and adapting to existing changes are the biggest challenges today, including in adapting religious values for its employees, as a country with a Muslim majority, Islamic values for leaders are one of the measures that need to be used, because they face competition for now and in the future. In the future, the organization needs a professional, namely someone who is not only able to master, understand and carry out his duties on the basis of knowledge, but also is able to work productively, efficiently and innovatively with high integrity, namely sincerity and honesty (Kusumaputri, 2018).

Leadership is the process of providing an easier way than the work of other people organized in formal organizations to achieve the goals that have been set (M. K. Sari, 2019). If viewed in the Islamic concept, the task of humans on earth as a leader is to prosper nature as a manifestation of human gratitude to Allah and devotion to him. A trusted leader must be able to teach about truth, goodness and glory by his example. Leaders

must be helpers, movers, motivators (motivators), directing and guiding members of the organization to obey God's will. Islamic perspective leadership is effective leadership because in addition to providing a good example, motivation and job satisfaction of employees this leadership model leads to the pleasure of Allah SWT. So it can be concluded that a good leadership style can affect employee performance which has a positive impact on the company (Rasyidin, 2008).

Motivation is one way for good employee performance, logically, the level of employee performance will increase because employees with good performance will be maintained by the company because they also make a positive contribution to the company. Meanwhile, if employees have poor performance, the company's performance is feared to decline (Budihardjo, 2015).

In motivating employees, they must use the right way so that employees feel themselves motivated, the main role in running the company's life cycle. With good motivation, the wheels will run fast, which will eventually result in good performance and achievements (Ramadhan & Wahyuni, 2021).

To realize all this, the company must pay attention to various internal factors that support the performance of its employees. By paying attention to these factors, employees become comfortable and calm at work, which will ultimately benefit both parties (Putri et al., 2021). Employees get satisfaction from their work, and the company will achieve its goals which are realized from the performance and productivity of its employees. Some of the factors that can affect performance include leadership, employee motivation can be increased through attention and good relationships from leaders to subordinates, so employees will feel that they are an important part of the work organization (Akbar, 2018).

II. LITERATURE REVIEW

A. Management

Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently (Susan, 2019). Management consists of 6 elements (6M), namely: man, money, method, materials, machines and market (Dharmawan, 2021). Management is the process of directing and supervising the efforts of organizational members and the use of other organizational resources in order to achieve predetermined organizational goals (Batlajery, 2016). Management is a planning, organizing, directing and supervising with a view to achieving the company's organizational goals in an integrated manner (Setiawan, 2016).

Human resource management is the process of obtaining, training, appraising and compensating employees, paying attention to their working relationship, health, security and justice issues. In order to become a strength, human resources must be improved in quality and competence (Sudaryo et al., 2018). Human resource management is a process of planning, organizing, directing and implementing organizational members (employees) effectively and efficiently to achieve organizational goals.

B. Islamic Perspective Leadership

The Islamic concept explains that the task of humans on earth as leaders is to prosper nature as a manifestation of human gratitude to Allah and devotion to him. Leaders must be helpers, movers, motivators (motivators), directing and guiding members of the organization to obey God's will (Mela, 2021).

At-Taubah verse 71 which means: "And those who believe, male and female to their happiness are a helper for other happiness. They command (do) what is right and forbid what is evil, establish prayers and pay zakat, and they obey Allah and His Messenger" (9:71).

Ali-Imran verse 110 which means: "You are the best people born for humans, enjoining what is right and forbidding what is evil and believing in Allah. If the people of the Book believed, it would have been better for them, among them there were believers, and most of them were ungodly" (3:110).

A leader in an Islamic perspective is he who is able to integrate the values of Islamic teachings in leading an institution, people, nation and state (Hifza et al., 2020). Leadership in Islam is the foundation that strengthens religious principles and regulates public interests so that people's affairs run normally. Conceptual Islamic leadership and its relationships between individuals or between groups in a practical context consist of eight principles, namely: The principle of mutual respect and honor. The principle of spreading love. The principle of justice. The principle of equality. The principle of the same treatment. The principle of holding on to the main character. The principle of freedom. The principle of keeping promises (Anggraini, 2020).

The example of Rasulullah's character for a leader is Siddiq, which is being honest or telling the truth. Leaders who have shiddiq traits feel that Allah is always watching over them. Amanah (trusted) is the basis of responsibility, trust and honor as well as the principles attached to those who are spiritually intelligent. Fathanah (Intelligence) is an intelligence, skill or mastery of certain fields. Intelligent is not only intellectually (IQ), but also emotionally and spiritually intelligent (ESQ). Istiqamah, The istiqamah attitude shows the power of faith that permeates the whole soul, so it is not easy to shake or give up quickly to challenges or pressures (Sani & Kadri, 2016).

C. Motivation

Motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities, in the form of expertise or skills, energy and time to carry out various activities that are their responsibility and fulfill their obligations, in the context of achieving predetermined organizational goals and objectives (Suwati, 2013). If individuals are motivated, they will make positive choices to do something, because basically motivation can spur employees to work hard so that they can satisfy their desires and increase their work productivity and will ultimately affect the achievement of organizational goals (Sutanjar & Saryono, 2019).

Motivation is the way how drives, desires, stimuli, aspirations, passions and values can influence individuals to achieve organizational goals (I. Sari, 2018). Motivation is defined as the attitude (attitude) of leaders and employees towards the work situation (situation) in the organizational environment (Hormati, 2016). Those who are positive (pro) towards their work situation will show high work motivation and vice versa. So it can be concluded that if employees are motivated, it will produce good performance.

Intrinsic motivation comes from within the individual. This motivation results in the integrity of goals, both organizational goals and individual goals, both of which can be satisfied (Hasibuan, 2011). Intrinsic motivation as the emergence of satisfaction in the individual and from that satisfaction generates motivation because of interest and pleasure in the activity itself. Extrinsic motivation comes from outside the individual so that someone wants to do something. Extrinsic motivation is the driving force of work that comes from outside the worker as an individual in the form of a condition that requires carrying out the work to the fullest (Shafi'atun Nur Khasanah, 2018).

D. Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Performance is the implementation of a job and the completion of the work in accordance with its responsibilities so that it can achieve the expected results (Sinambela, 2016).

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Gultom, 2015; Sosrowidigdo et al., 2011).

III. METHOD

This research was conducted with some limitation of the problem so that the discussion can focus on the goal to keep the explanation from being too broad, so that valid results will be obtained. The scope of this research is to observe the analysis of the influence of Islamic Perspective Leadership, Motivation, on Employee Performance of PT. Wings Abadi Airlines. In this study, the number of samples used as the object of research was 30 employees. Data collection technique is done by giving a set of questions or giving a set of written questions to the respondents to be answered, which is related to Islamic Perspective Leadership and Motivation on the Performance of PT. Wings Abadi Airlines. The data obtained through a questionnaire to be filled out by the respondent is then processed and analyzed using data processing techniques or SPSS version 22 to produce a conclusion on the problem under study. The multiple linear regression model in this study can be written as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Information:

- Y = Performance Variables
- a = Multiple regression constant
- X₁ = Islamic Perspective Leadership Variables
- X₂ = Motivation Variable
- b₁, b₂ = Regression coefficient
- e = Error

IV. RESULT AND DISCUSSION

A. Data Description

1. Gender of Respondent

Table 1. Respondent's Gender

Gender	Amount Respondent	Prosentase (%)
Man	16	53%
Woman	14	47%
Amount	30	100%

Source: processed data (2021)

Based on the tabulation of data in Table 1, the majority of respondents in this study were male by 53 percent.

2. Age of Respondent

Table 2. Age of Respondents

Age	Amount Respondent	Prosentase (%)
20-35 Yrs	18	60%
36-45 Yrs	9	30%
> 45 Yrs	3	10%
Amount	30	100%

Source: processed data (2021)

Based on the tabulation of data in Table 2, the majority of respondents in this study were aged 20-35 years, namely 60 percent.

B. Descriptive Statistics

Table 3. Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Leadership	30	30,00	50,00	41,9000	,98185	5,37780
Motivation	30	35,00	54,00	43,2667	,95524	5,23208
Performance	30	37,00	58,00	47,3667	1,08647	5,95085
Valid N (listwise)	30					

Source: processed data (2021)

From the table 3 variables of Islamic Perspective Leadership, the minimum answer total score of the respondents is 30 and the maximum is 50, with an average total answer of 41.90 and a standard deviation of 5.377. The minimum answer variable for work motivation is the total score of the respondents is 35 and the maximum is 54, with an average total answer of 43.26 and a standard deviation of 5.232. The compensation variable, the minimum answer total score of the respondents is 37 respondents and the maximum is 58, with an average total answer of 47.36 and a standard deviation of 5.950.

C. Validity and Reliability Test**Table 4. Leadership Perspective Validity Test Results**

Item	Pearson Correlation		Value Significance		Description
	r _{hitung}	r _{tabel}	Sig. (2-Tailed)	Sig.	
X1.1	0,724	0,361	0,000	0,05	Valid
X1.2	0,811	0,361	0,000	0,05	Valid
X1.3	0,633	0,361	0,000	0,05	Valid
X1.4	0,507	0,361	0,004	0,05	Valid
X1.5	0,833	0,361	0,000	0,05	Valid
X1.6	0,829	0,361	0,000	0,05	Valid
X1.7	0,507	0,361	0,004	0,05	Valid
X1.8	0,849	0,361	0,000	0,05	Valid
X1.9	0,418	0,361	0,000	0,05	Valid
X1.10	0,870	0,361	0,000	0,05	Valid

Source: processed data (2021)

Table 5. Work Motivation Validity Test Results

Item	Pearson Correlation		Value Significance		Description
	r _{hitung}	r _{tabel}	Sig. (2-Tailed)	Sig.	
X2.1	0,506	0,361	0,004	0,05	Valid
X2.2	0,630	0,361	0,000	0,05	Valid
X2.3	0,512	0,361	0,004	0,05	Valid
X2.4	0,572	0,361	0,001	0,05	Valid
X2.5	0,567	0,361	0,001	0,05	Valid
X2.6	0,538	0,361	0,002	0,05	Valid
X2.7	0,698	0,361	0,000	0,05	Valid
X2.8	0,621	0,361	0,000	0,05	Valid
X2.9	0,610	0,361	0,000	0,05	Valid
X2.10	0,844	0,361	0,000	0,05	Valid
X2.11	0,538	0,361	0,002	0,05	Valid

Source: processed data (2021)

Table 6. Performance Validity Test Results

Item	Pearson Correlation		Value Significance		Description
	r _{hitung}	r _{tabel}	Sig. (2-Tailed)	Sig.	
Y1.1	0,803	0,361	0,000	0,05	Valid
Y1.2	0,786	0,361	0,000	0,05	Valid
Y1.3	0,776	0,361	0,000	0,05	Valid
Y1.4	0,776	0,361	0,000	0,05	Valid
Y1.5	0,726	0,361	0,000	0,05	Valid
Y1.6	0,642	0,361	0,000	0,05	Valid
Y1.7	0,776	0,361	0,000	0,05	Valid
Y1.8	0,786	0,361	0,000	0,05	Valid
Y1.9	0,803	0,361	0,000	0,05	Valid
Y1.10	0,786	0,361	0,000	0,05	Valid
Y1.11	0,809	0,361	0,000	0,05	Valid
Y.112	0,631	0,361	0,000	0,05	Valid

Source: processed data (2021)

The table above shows that the value of $r_{count} > r_{table}$ and the significance value is less than 0.05 so it can be concluded that all of the question items in this study are valid.

Table 7. Reliability Test Results

Variable	Cronbach's Alpha	Information
Islamic Perspective Leadership	0,771	Reliable
Work motivation	0,770	Reliable
Performance	0,749	Reliable

Source: processed data (2021)

The results of the reliability test indicate that all variables have Cronbach's Alpha (α) which is quite large, which is above 0.60 so it can be said that the question items from the questionnaire are reliable for measuring Islamic Perspective Leadership, Work Motivation and Performance.

D. Classic Assumption Test

1. Normality Test

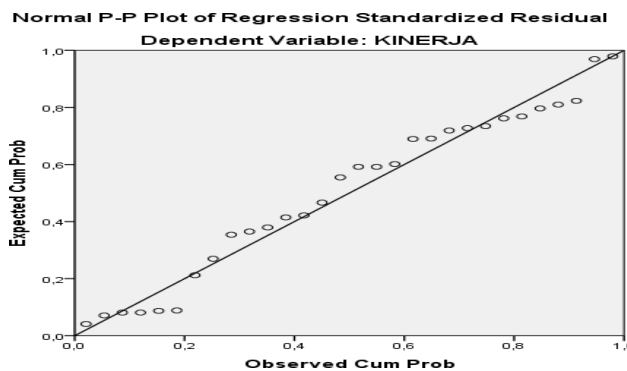


Figure 1. Normality Test

Based on Figure 1 above, the results show that all data are normally distributed, the data distribution is around the diagonal line and the data distribution forms or follows the direction of the diagonal line.

2. Heteroscedasticity Test

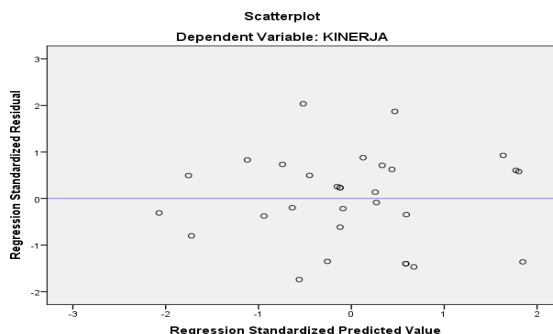


Figure 2. Heteroscedasticity Test

The results of the heteroscedasticity test show that the points do not form a certain pattern or there is no clear pattern and the points spread above and below the number 0 (zero) on the Y axis, so it can be said to be free of heteroscedasticity or homogeneous data.

3. Multicollinearity Test

Table 8. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership	,967	1,034
Motivation	,967	1,034

Source: processed data (2021)

Table 8 shows that the VIF value of all independent variables in this study is less than 10 while the tolerance value of all independent variables is 10%, which means that there is no correlation between independent variables, thus it can be concluded that there are no symptoms of multicollinearity between independent variables.

E. Multiple Linear Regression Test Results

Table 9. Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8,038	9,102		,883	,385
Leadership	,403	,166	,365	2,430	,022
Motivation	,522	,168	,467	3,111	,004

Source: processed data (2021)

The regression equation formed, based on table 9 as follows:

$$Y = 8,038 + 0,403 X_1 + 0,522 X_2$$

From the above equation can be explained as follows:

- Value of 8.038 means that if X1 (Leadership Islamic Perspective), X2 (Work Motivation) and X3 (Performance) are worth 0, then job satisfaction will be worth 8.038.
- Regression coefficient of variable X1 (Leadership Islamic perspective) of 0.403 states that Y (Performance) will increase by 0.403 for each additional unit of X1 (Islamic Perspective Leadership) assuming other variables are constant. So if Islamic Perspective Leadership has increased by one unit, then the performance will increase by 0.403.
- The regression coefficient of the X2 (Work Motivation) variable of 0.522 states that Y (Performance) will increase by 0.522 for each additional unit of X2 (Work Motivation) assuming other variables are constant. So if work motivation has increased by one unit, then performance will increase by 0.522.

F. Hypothesis Testing

Based on Table 9, it is generated as follows:

- It is known that the sig u value for the effect of X1 on Y is 0.022 < 0.05 and the tcount is 2,430 > the ttable value is 0.052 so it can be concluded that H00 is rejected and Ha0 is accepted, which means that there is an effect of X1 on Y.
- It is known that the sig u value for the effect of X2 on Y is 0.004 < 0.05 and the tcount is 3.111 > the ttable value is 0.052 so it can be concluded that H01 is rejected and Ha1 is accepted, which means that there is an effect of X2 on Y.

Table 10. Multiple Linear Regression Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	423,680	2	211,840	9,481	,001 ^b
Residual	603,286	27	22,344		
Total	1026,967	29			

- Dependent Variable: Performance
- Predictors: (Constant), Motivation, Leadership.
Source: processed data (2021)

Based on the output above, it is known that the significance value for the effect of X1 and X2 simultaneously on Y is 0.001 < 0.05 and the calculated f value is 9.481 > f table 3.34 so it can be concluded that H02 is rejected and Ha2 is accepted, which means that there is an effect of X1 and X2 simultaneously on Y.

G. Coefficient of Determination Test (R²)

Table 11. Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,642 ^a	,413	,369	4,72694

Source: processed data (2021)

Based on table 11, Adjusted R2 value of 0.369 or 36.9% indicates that the performance variable that can be explained by Islamic perspective leadership and work motivation is 36.9%, while the remaining 0.631 or 63.1% is explained by other factors not included in this study and based on the data output in the table 11 it is known that the value of R square is 0.413, this means that the influence of the Independent variable, namely X1 and X2 simultaneously on the Dependent variable, namely Y is 41.3%.

V. CONCLUSION

Based on the results of the study, the conclusions in this study are as follows:

- Based on the T-test that the Islamic Perspective Leadership variable has a positive and significant effect on the Employee Performance of PT. Wings Abadi Airlines, where the tcount value is 2,430 > the ttable value

- is 0.052 and the significant t value is 0.022 < 0.05 so it can be concluded that H₀₀ is rejected. and H_{a0} is accepted.
2. Based on the T test that the work motivation variable has a positive and significant effect on employee performance at PT. Wings Abadi Airlines, where the t value is 3.111 > the t table value is 0.052 and the significant value is 0.004 < 0.05 so it can be concluded that H₀₁ is rejected and H_{a1} is accepted.
 3. Based on the F test that the variables of Islamic Perspective Leadership and Work Motivation together have a positive and significant effect on the Employee Performance of PT. Wings Abadi Airlines, where the Fcount value is 9.481 > Ftable value is 3.34 and the significant value is 0.001 < 0.05 so it can be concluded that H₀₂ is rejected and H_{a2} is accepted.
 4. Based on the R² test, it is known that the R square value is 0.413, this means that the influence that can be explained by the Independent variable, namely X₁ and X₂ simultaneously on the Dependent variable, namely Y is 41.3%, the remaining 58.7% is influenced by other factors that not included in this study.

VI. SUGESSTION

Suggestions that can be given from the results of this study are:

1. Based on the results of the study, it is known that the Islamic perspective leadership and work motivation partially and simultaneously have a significant influence on the performance of employees of PT. Wings Abadi Airlines. Therefore PT. Wings Abadi Airlines should pay attention to Islamic perspective leadership factors and work motivation factors to be implied in improving employee performance for the progress of achieving the goals set by the company
2. Based on the results of the study, it is known that there is a significant influence between work motivation on employee performance at PT. Wings Abadi Airlines, however, based on the results of the questionnaire distributed in this study, it was found that 46% of employees did not expect to get appreciation from their superiors at work and did not feel proud if they received greater responsibility than their current job. Therefore, the company must motivate employees more through other factors to improve employee performance.
3. Further research needs to be done on factors other than Islamic perspective leadership and work motivation that affect employee performance at PT. Wings Abadi Airlines. This is because, in this study, the two variables were able to explain the simultaneous correlation of 41.3%. and a determination of 36.9% percent between independent variable (Islamic perspective leadership and work motivation) with the dependent variable (employee performance). This study has not included variables on other aspects with a correlation of 58.7% and determination of 63.1% which may influence and improve the results of this study.

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