
Journal of Islamic Economic and Business Research
Vol. 2 Number(1), Page 1-14, (June) 2022

Analysis of The Islamic Leadership, Islamic Work Ethics and Intellectual Intelligence on Employee Performance with Islamic Organization Culture as Moderated Variables

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Article History

Received: December, 11nd 2021 Revised: January, 13nd 2022 Accepted: March, 2nd 2022

Abstract

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This study aims to determine the effect of Islamic leadership, Islamic work ethic, and intellectual intelligence on employee performance with Islamic organizational culture as a moderating variable. The sample selection in this study was carried out by purposive sampling. Collecting data using a questionnaire. Based on the criteria, 120 respondents became the samples. Respondents must meet requirements such as Islam, a bachelor's degree, and have 3 years of experience in Islamic banking. Hypothesis analysis using SPSS. The analytical technique used in this study is multiple regression analysis or Moderate Regression Analysis (MRA) to examine the interaction between variables. The results of this study indicate that Islamic Leadership, Islamic Work Ethics and Intellectual Intelligence can affect employee performance. Then Organizational Culture is not able to moderate the influence of Islamic Leadership and Islamic Work Ethics on Employee Performance, but organizational culture is able to moderate Intellectual Intelligence on Employee Performance.

Keywords: *Employee Performance, Islamic Leadership, Islamic Work Ethics, Intellectual Intelligence, Islamic Organization Culture*

I. Introduction

The competition that occurs between Commercial Sharia Banks currently shows that companies are always required to improve their performance and productivity. Human

How to cite:

Candra, W. ., Tubastuvi, N., Santoso, S. B. ., & Haryanto, E. . (2022). Analysis of The Islamic Leadership, Islamic Work Ethics and Intellectual Intelligence on Employee Performance with Islamic Organization Culture as Moderated Variables. *Journal of Islamic Economic and Business Research*, 2(1), 1-14. <https://doi.org/10.18196/jiebr.v2i1.21>

resources take a very dominant role in company activities. The higher growth in the sharia banking industry then, the greater of human resources needed. It is evidenced by the number of sharia bank employees increasing yearly. The current competition between Islamic Commercial Banks shows that companies are always required to improve their performance and productivity. Human resources play a very dominant role in the company's activities. The higher the growth of the Islamic banking industry, the greater the human resources needed. It is proven by the number of sharia bank employees increasing yearly. Organizational culture can be said as part of organizational variables that can affect employee performance. A number of empirical studies show that organizational culture has a major role in achieving organizational goals.

Table 1. Sharia banking statistic, October 2019

Year	Total number of employee
2016	55.597
2017	55.766
2018	54.471
2019	56.691

Source: www.ojk.go.id

Mangkunegara (2004) states that an increase in company performance can be seen and determined based on employee performance. Performance is a work result in quality and quantity obtained from a completing employee in their job with the responsibility that has been given. Good human resources management will affect company performance. Mangkunegara believes that individuals' and organizations' good performance in this modern era needs to be based on religious, psychological, and cultural approaches (Mangkunegara, 2005).

Some factors influence employee performance, such as leadership, Islamic work ethic, and individual factors. Leadership is an important issue in Islam because it relates to human goals. Previous research showed that Islamic leadership has a positive and significant effect on performance. Research by Desky (2014), Mauliza (2016), and Rasheed (2014) showed that Islamic leadership has a positive and significant effect on employee performance. However, Tongo's research (2014) showed that Islamic leadership has no significant effect on performance.

The Islamic work ethic is a personality attitude that creates the belief that work is not only for yourself, but work is one of the activities that reflect good deeds with worship values (Tasmara, 2002). Research by Desky (2014) and Aswadi et al. (2017) shows that Islamic work ethics has a positive and significant effect on employee performance. But, research by Sutono and Budiman (2009) shows that Islamic work ethics has no significant effect on employee performance.

Individual factor has two factors which are intelligence and knowledge. Employees need intelligence and knowledge to finish their work and responsibilities. Research by Nurliani et al., 2019 showed that intellectual intelligence hasn't an effect on performance. However, research by Agus (2016) and Kimiyayi (2016) showed a positive and significant influence on intellectual intelligence on employee performance.

Organizational culture mentions as part of the organizational variables that can affect employee performance. Several empirical studies showed organizational culture has a big impact on achieving organizational goals. Another study also shows that organizational culture can hamper the development organization (Wirawan, 2007). Research by Aswadi et al. (2017) and Giri et al. (2016) shows that organizational culture has a positive and significant effect on employee performance. That results were supported by Mappamiring (2015) stated that Islamic organization cultures had a significant positive effect on Islamic performance. However, it is different from Lina's research (2014), Haryanti (2015), and Lousyiana et al. (2015) stated that organizational culture has no significant effect on employee performance.

II. Literature Review

2.1. Literature References

Employee Performance

Manullang (1992) defines employee performance as an employee's result in completing tasks effectively and efficiently. Performance is a person's result of efforts to achieve certain goals. The performance also a person's ability to do work based on certain knowledge. Gibson et al. (1994) stated an employee performance is a person who achieves a job based on the organization's position. We conclude that employee performance is work that can be achieved by employees/employee groups in achieving organizational goals based on their duties and responsibilities, effectively and efficiently with their capabilities, opportunities, and responsibilities.

Islamic Leadership

Miftah Thoha (2008:259) argues that leadership is an activity to influence people to achieve organizational goals. Moeheriono (2013:415) describes in detail Islamic leadership. In congregation life, a leader has a strategic role in setting patterns (Minhaj) and movement (harakah). Lead skills will lead his people to achieve the objectives, it named dignity and welfare of the accompaniment by the blessing of Allah, as Allah says in the Qur'an (QS.Al-Baqarah; 207). "And among people there is someone who sacrificed himself, seeking the pleasure of Allah, and Allah trustees to his servants". Leadership in Islam as practiced by Prophet Muhammad SAW, where the leadership style is according to the Qur'an, as narrated by A'ishah R.A, that Rasulullah SAW manners, it is the Qur'an, which means that every action's Prophet Muhammad SAW, is following the instructions of the Qur'an or in other words that the actions of Muhammad Prophet SAW was a manifestation of the Holy Qur'an. Then, how does the Al-Qur'an guide and lead? In the Qur'an, Allah says (As-Sajadah; 24),

“We made from among them leaders guiding by Our command when they were patient and [when] they were certain of Our signs.”

Islamic Work Ethics (IWE)

Islamic Work Ethics word has been drawn from Webber's theory of protestant work ethics (AjmalandIrfan, 2014). The Divine bases of the Quran and Sunnah in direct to the best morals in socioeconomic life. “You are the best among all the nations that were raised among mankind – you enjoin good deeds and forbid immorality, and you believe in Allah SWT” evolved for mankind (Quran.3:110). “Let there arise out of you a group of people inviting to all that is good (Islam), enjoining Al-Ma`ruf (all that Islam orders) and forbidding Al-Munkar (all that Islam has forbidden). And it is they who are successful.” (Qurān 3:104). IWE is the base that determines the worshipper's engagement and participation in their workplace (Ali and Al-Owaihan, 2008). IWE upsurges an employee's intrinsic motivation for the job, and consequently, they feel happy with their work and extremely satisfied with their job. IWE incorporates social connections between the organization and groups in the light of the Islamic guideline of work setting (Rahman et al., 2006).

Intellectual Intelligence

Isabella (2011) believes that intellectual intelligence is an individual's ability to read, understand and interpret any specific information relating to the lessons received. Besides that, intellectual intelligence is a person's intellectual ability to solve mathematical and rational problems (Boehm 2011). Accordingly, Intellectual intelligence is the ability to understand the problems faced and able to solve these problems. So, we concluded that Intellectual intelligence is a mental ability that involves the process of rationally thinking. Therefore, intellectuals cannot be observed directly but rather must be concluded by a variety of concrete actions that are manifestations of rational thought processes.

Islamic Organization Culture

Hofstede (1991) defined culture as many interactions that can influence other people in their surroundings. Stoner (1996) stated that culture is the inaction of many complex assumptions, behavior, and stories. The Islamic organizational culture is considered conducive to being able to support Islamic working motivation well like Good relationship between managers and workers or the relationship among workers, good advice and urge from managers to workers, and an atmosphere convenient, etc. The conditions above allow changes in managerial levels to run the program as expected. The success of Prophet Muhammad SAW in developing the working atmosphere conductively was caused by his attitude of feeling pity for other people, as stated in (QS. 3: 159). Islamic is a combination of teaching between culture and profession.

2.2. Hypothesis

- H₁ : Islamic leadership has a significant positive effect on employee performance.
- H₂ : Islamic work ethics has a significant positive effect on employee performance.
- H₃ : Intellectual intelligence has a significant positive effect on employee performance

H₄ : Islamic Organizational Culture can moderate the relationship between Islamic leadership and employee performance.

Research by Aswadi et al. (2017) and Giri et al. (2016) shows that organizational culture has a positive and significant effect on employee performance. This result is supported by research by Mappamiring (2015), which finds that Islamic organizational culture has a positive and significant effect on Islamic performance.

H₅ : Islamic Organizational Culture can moderate the relationship between Islamic work ethic and employee performance.

Research by Desky (2014) and Aswadi et al. (2017) shows that Islamic work ethics have a positive and significant influence on employee performance. Hofstede (1991) defines that culture allows many interactions to influence others around him. Then Islamic organizational culture will affect the relationship between Islamic work ethic and employee performance.

H₆ : Islamic Organizational Culture can moderate the relationship between Intellectual Intelligence and employee performance

Research conducted by Kadek Agus (2016) shows the influence of intellectual intelligence on employee performance, but Nurliani's research (2019) shows that intellectual intelligence has no effect on employee performance. Intellectual intelligence is the ability of a person intelligence in solving mathematical and rational problems (Boehm, 2011). So intellectuals cannot be observed directly but must be inferred from various behaviors such as the application of Islamic organizational culture.

2.3. Conceptual Framework

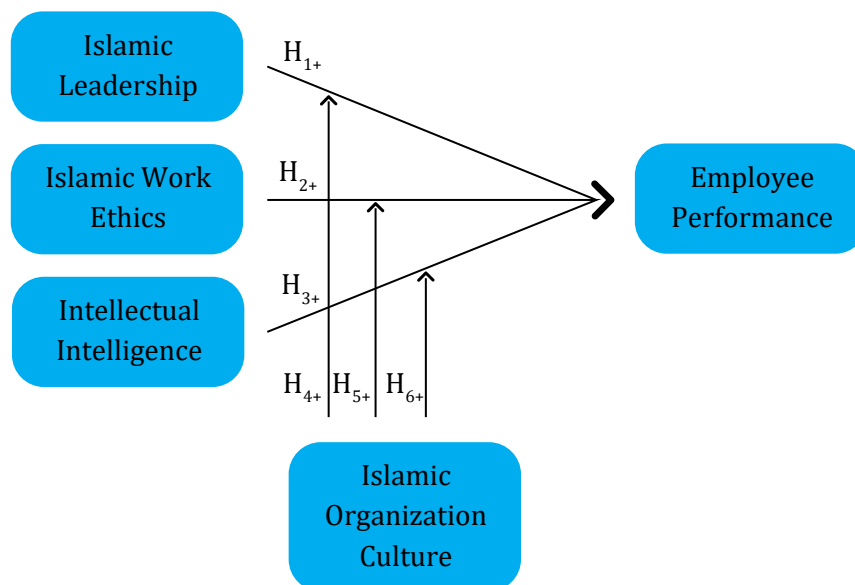


Figure 1. Conceptual Framework

Leadership is one of the important factors in measuring both the framework among the employees and the organization. Leadership is needed to manage and direct all the stakeholders to achieve a better framework. Some research results showed that good leadership got a positive impact on the organization member's attitudes and behavior. Desky (2014), Mauliza (2016), and Rasheed (2014) investigated the influence of Islamic leadership on employee performance. The result concluded that Islamic leadership has a positive and significant effect on employee performance. This study supports the

Islamic work ethics belongs to divine command theory, which uses religion as the foundation for identifying ethics. Right and wrong are clearly described through the word of Allah SWT. The Islamic perspective is more suitable for explaining ethics because its comprehensive, moderate, and realistic. The main rule in doing Islamic business is honesty and fairness in business transactions, so every businessman must have strong ethical principles. Desky (2014) and Aswadi et al. (2017) stated that Islamic work ethics has a positive and significant effect on employee performance. This study supports the hypothesis that Islamic work ethics has a significant effect on employee performance.

One of the factors that affect the high-low performance effect is intellectual intelligence. The previous studies by Kadek Agus (2016) and Masoume Kimiyayi (2016) showed a positive and significant between intellectual intelligence on employee performance. Employees need intelligence and knowledge to finish their job and responsibilities.

Many factors can affect employee performance, so companies must be more observant in choosing these factors. To achieve the quality of human resources, many factors are necessary, such as leadership, Islamic work ethic, and intellectual intelligence to be applied properly.

III. Methodology

3.1. Data

This research population was 200 employees in Sharia Bank Purwokerto City. The research sample size was 120 respondents. The sampling technique is used the purposive sampling technique. The respondent must be eligible for requirements such as Moslem, S1 degree, and have experience 3 years at Sharia Bank. The hypothesis analysis is used SPSS. The method of analysis in this study is to use data analysis techniques used such as multiple linear regression or Moderate Regression Analysis (MRA) used by researchers to examine interactions between variables. This study also uses the validity test analysis technique used to measure the validity or validity of a questionnaire. The test criteria are determined if the r count is more than the r table and the value is positive, then the statement or indicator is declared valid

3.2. Variable Operational Definition

Islamic Leadership

Understanding leadership in the Islamic perspective, according to Nawawi (2001), is the ability to prohibit Allah SWT whether it is done together with other people or alone. Allah SWT as stated in the Qur'an (Surah 23: 8-110). From the character of the Prophet Muhammad, we can understand four dimensions of his leadership as follows: (Nawawi, 2001).

- a. Siddiq : Honesty in a certain attitude/behavior within working hours in handling the finances and well-behaved.
- b. Amanah/ Trustworthy : Full of responsibility by doing the task and duties well.
- c. Fathonah/smart : Able to solve any problems, having a concept and broad knowledge in handling the financial.
- d. Tabligh : Creating open management.

Islamic Work Ethics

Ethos is formed by various habits, cultural influences, and value systems they believe in (Tasmara, 2002). For a Muslim, work is a dedication and gratitude to Allah S.W.T for managing the resources that have been given because the earth was created as a test for those who have the best work ethic (Surah Al-Kahf: 7). The Islamic Work Ethics indicators are as follows:

- a. Good and helpful.
- b. Trust and responsible.
- c. Learn from experience.
- d. Professional and honest.

Intellectual Intelligence

Wiramiharja (2003) mentions three indicators of intellectual intelligence concerning three cognitive domains. The three indicators are:

- a. Having a good memory
- b. Quickly understanding something
- c. Good at solving problems
- d. Quick in making decisions

Islamic Organization Culture

According to Robbins (2010), organizational culture is a general perception held by members of the organization, a system of shared meaning. Organizational culture is concerned with how employees perceive the characteristics of organizational culture, regardless of their preferences. Stephen P. Robbins suggests that there are seven characteristics of organizational culture, namely:

- a. Greeting : To create an attentive atmosphere
- b. Helping among the others, having good cooperation.
- c. Never telling lies
- d. Discipline : performing prayers on time and good time management

Employee Performance

To measure employee performance individually, there are several indicators used. According to Robbins (2006), there are six indicators, that is:

- a. Job quality.
- b. Achievement of the job.
- c. Speed and exact in performing all of the jobs.
- d. Effective and efficient.
- e. Independence.
- f. Work commitment.

IV. Results and Discussion

4.1. Respondent characteristic and descriptive variables

Data measurement of 120 respondents showed for 60% of respondents are female, and 40% are male. The respondent's ages classify as 46% 20-35 years, 34% 36-50 years, and 20% above 50 years. The respondent's educational background consists of a diploma for 23%, S1 for 69%, and S2 for 8%. Based on years of services, there are 68% for 0-5 years, 28% for 5-10 years, and 5% for >10.

4.2. Multiple Linear Regression

The research model used multiple linear regression models, namely the study of the dependence of the dependent variable with one or more independent variables, to estimate and or predict the population average or the average value of the dependent variable based on the known value of the independent variable (Ghozali, 2016: 94). The data obtained is further analyzed to test the research hypothesis about whether there is a significant relationship between the influence of Islamic Leadership, Islamic Work Ethics, Intellectual Intelligence, and Islamic Organizational Culture on Employee Performance (Sujarweni, 2015: 227).

Table 4.1 Multiple Linear Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,906 ^a	0.820	0.811	0.24859

a. Predictors: (Constant), X3_Z, Zscore: Intellectual Intelligence, X2_Z, X1_Z, Zscore: Islamic Work Ethics, Zscore: Islamic Leadership

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Table 4.2 F Test ANOVA^a

Model	Sum of Squares	df	Mean Square	f	Sig.
1 Regression	31.826	6	5.304	85.834	,000b
Residual	6.983	113	0.062		
Total	38.809	119			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), X3_Z, Zscore: Intellectual Intelligence, X2_Z, X1_Z, Zscore: Islamic Work Ethics, Zscore: Islamic Leadership

Table 4.3 Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Errors	Beta		
1. (Constant)	3.786	0.044		86.422	0.000
Zscore: Islamic Leadership	0.178	0.039	0.312	4.613	0.000
Zscore: Islamic Work Ethics	0.238	0.036	0.416	6.599	0.000
Zscore: Intellectual Intelligence	0.188	0.031	0.330	6.049	0.000
X1_Z	0.009	0.053	0.008	2.169	0.000
X2_Z	0.032	0.056	0.025	4.567	0.866
X3_Z	0.106	0.049	0.097	2.182	0.572

a. Dependent Variable: Employee Performance

Hypothesis test

1. H1: Islamic leadership has a positive effect on employee performance. Based on table 4.3, it is obtained that the t count is 4.613 while the t table is 1.98027, then the t count > t table and a significance value of 0 < 0.05. Then hypothesis 1 is accepted, Islamic leadership has a positive effect on employee performance.
2. H2: Islamic Work Ethics has a positive effect on Employee Performance. Based on table 4.3, it is obtained that the t count is 6.599 while the t table is 1.98027, then the t count > t table and a significance value of 0 < 0.05. Then hypothesis 2 is accepted, Islamic work ethic has a positive effect on employee performance.

3. H3: Intellectual intelligence has a positive effect on employee performance. Based on table 4.3, it is obtained that the t count is 6.049 while the t table is 1.98027, then the t count > t table and a significance value of $0 < 0.05$. Then hypothesis 3 is accepted. Intellectual intelligence has a positive effect on employee performance.
4. H4: Islamic Organizational Culture moderates the relationship between Islamic Leadership and Employee performance. Based on table 4.3, it is obtained that the t count is 2.169 while the t table is 1.98027 and sig value > 0,05, then t count > t table hypothesis 4 is rejected. Islamic organizational culture does not affect the relationship between Islamic leadership and employee performance.
5. H5: Islamic Organizational Culture moderates the relationship between Islamic Work Ethics and Employee Performance. Based on table 4.3 obtained t count of 4.567 while t table of 1.98027 and sig value > 0,05, then t count > t table hypothesis 5 is rejected. Islamic Organizational Culture does not affect the relationship between Islamic Work Ethics and Employee Performance on employee performance.
6. H6: Islamic Organizational Culture moderates the relationship between Intellectual Intelligence and employee performance. Based on table 4.3, it is obtained that the t count is 2.182 while the t table is 1.98027, then t count > t table and a significance value of $0.031 < 0.05$. Then hypothesis 5 is accepted. Islamic Organizational Culture strengthens the relationship between Intellectual Intelligence and Employee Performance.

4.3. Discussion

The Effect of Islamic Leadership on Employee Performance

Based on the first hypothesis test, that Islamic leadership has a positive effect on employee performance. The study is suitable to research by Desky (2014), Mauliza (2016), and Rasheed (2014) stated that Islamic leadership has a positive and significant effect on employee performance. Leadership in Islam is practiced by the Prophet Muhammad according to the Al-Quran teachings. As narrated by Aisha RA that the morals of the Prophet Muhammad SAW are listed in the Al-Quran. It means every Prophet Muhammad's actions are appropriate to the Al-Quran instructions. Islamic leadership produces a process and people's ability to direct and motivate others' behavior by following the Al-Quran and Hadith. So, It can achieve the desired goals together to improve employee performance.

The Effect of Islamic Work Ethics on Employee Performance

Based on the second hypothesis test showed that the Islamic work ethic has a positive effect on employee performance. The study results are supported by Desky (2014), Aswadi et al. (2017), and Putri Mauliza (2016), who stated that Islamic work ethics has a positive and significant effect on employee performance. It means the Islamic work ethic can build individual behavior in the workplace that consists of hard work, dedication, responsibility, and cooperation. Basically, when someone has a strong relationship with God, one's attitudes and behavior tend to be reliable (Rahman et al., 2006). Islamic work ethic is the main source to prevent unethical work practices within the company because Islam teaches

us to avoid laziness and wasting time. Islamic work ethic makes the work environment positive and improves work results (Rokhman, 2010).

The Effect of Intellectual Intelligence on Employee Performance

The third hypothesis test shows that Intellectual Intelligence has a positive effect on employee performance. The results of this study are in line with research conducted by Agus (2016), Kimiyayi (2016) and Maria (2016), which shows a positive and significant influence of intellectual intelligence on employee performance. Employees need intelligence and knowledge to complete their jobs and responsibilities. Without knowledge, employees cannot complete their work properly. Employees need broad knowledge and insight in order to support their duties and responsibilities.

Islamic organizational culture affects the relationship between Islamic leadership and employee performance

From the results of the fourth hypothesis test, it is obtained that Islamic Organizational Culture influences the relationship between Islamic Leadership and Employee Performance. The results of this study are in line with research conducted by Tongo (2014) that Islamic leadership has no significant effect on performance. The better the Islamic organizational culture in an organization or company, it has no effect on employee performance. Islamic leadership does not affect the extent to which Islamic Organizational Culture is applied.

Islamic organizational culture affects the relationship between Islamic leadership and employee performance

From the results of the fourth hypothesis test, it is obtained that Islamic Organizational Culture influences the relationship between Islamic Leadership and Employee Performance. The results of this study are in line with research conducted by Tongo (2014) that Islamic leadership has no significant effect on performance. The better the Islamic organizational culture in an organization or company, it has no effect on employee performance. Islamic leadership does not affect the extent to which Islamic Organizational Culture is applied.

Islamic Organizational Culture affects the relationship between Islamic Work Ethics and Employee Performance

From the results of the fifth hypothesis test, it is found that Islamic Organizational Culture strengthens the influence of the Islamic Work Ethic on Employee performance. This research is in line with the research that has been done by Sutono and Budiman in Aswadi et al. (2017) found that the Islamic work ethic has no significant effect on performance. So Islamic organizational culture does not affect the relationship between Islamic work ethics and employee performance. Islamic work ethic cannot build Islamic expectations with admiration for individual behavior in the workplace, which consists of exertion, the dedication of responsibility, social relations, creativity and cooperation. Basically, when one

has a strong association with God, one's attitudes and behavior will tend to be reliable with the rubric and religious circumstances (towards financial and non-financial rewards and ambitions for higher career mobility (Rahman et al., 2006).

Islamic Organizational Culture affects the relationship between Intellectual Intelligence and Employee Performance

The results of the sixth hypothesis test show that the Islamic Organizational Culture affects the relationship between Intellectual Intelligence and Employee Performance. Research conducted by Agus (2016) shows the influence of intellectual intelligence on employee performance. Intellectual intelligence is the ability of a personal intelligence to solve mathematical and rational problems. (Boehm 2011). So intellectuals cannot be observed directly but must be inferred from various behaviors such as the application of Islamic organizational culture.

V. Conclusion

Based on the analysis and discussion, the following conclusions are obtained: Islamic Leadership, Islamic Work Ethics and Intellectual Intelligence have an effect on employee performance at Purwokerto Sharia Commercial Banks. In addition, the relationship between Islamic Leadership, Islamic Work Ethics, Intellectual Intelligence and Islamic Organizational Culture as moderating variables can affect Islamic Leadership, Islamic Work Ethics, and Intellectual Intelligence on employee performance at Purwokerto Sharia Commercial Banks.

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