

Improving Employee Performance Based on Islamic Leadership Incentives and Affective Commitment at The Al-Falah Foundation in Musi Banyuasin

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Abstract. *This study aims to determine and analyze how the influence of Islamic Leadership on employee performance, Incentives on employee performance, Islamic Leadership towards affective commitment, Incentives affective commitment and Islamic Leadership, Incentives for Employee Performance with Affective Commitment as an Intervening at the Al-Falah Foundation, Musi Banyuasin. The population used in this study were all teachers at the Al-Falah Foundation, Musi Banyuasin, totaling 94 people. The sampling method in this study was a census. The type of research used was explanatory research using a quantitative approach. The results of the hypothesis test stated that Islamic Leadership has a significant positive effect on Employee Performance, Incentives have a significant positive effect on Employee Performance, Islamic Leadership does not have a significant effect on Affective Commitment, Incentives do not have a significant effect on Affective Commitment and Affective Commitment is not able to intervene significantly Islamic Leadership and Incentives for Employee Performance.*

Keywords: *Affective Commitment; Employee Performance; Incentives; Islamic Leadership.*

1. Introduction

Human Resource Management (HRM) is a global issue that plays a crucial role in determining competitiveness in the era of globalization. It is undeniable that business development and competition often present various challenges that must be creatively resolved. This has given rise to an important concept considered key to managing superior talent: placing "the right people in the right place at the right time." HR always plays an active and dominant role in every organizational and business activity, as humans function as planners, implementers, and determinants of the achievement of organizational goals (Rahman, et.al., 2020). Without the active involvement of HR, organizational goals are difficult to achieve, even if the

company possesses advanced technology. This technology will not provide maximum benefits if HR does not play an active role in it.

In today's increasingly competitive global workplace, employee performance has become a primary focus for many organizations, both in the public and private sectors. Organizations today are faced with the challenge of continuously evolving and adapting to environmental changes, including technology, market needs, and societal expectations. To achieve strategic goals and maintain competitiveness, organizations need to ensure that its employees have optimal levels of performance. High employee performance not only impacts the achievement of organizational targets, but also the organization's efficiency, innovation, and long-term sustainability.

According to Ningtyas et al. (2018), performance reflects the level of achievement of a company's planned program activities. This is in line with Mangkunegara's (2019) opinion that performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Therefore, performance plays a crucial role in improving progress and improving change to achieve company goals.

This competition between organizations creates an urgency for organizations to find strategies best in motivating, practice, And Developing employees. Various methods such as competency development, leadership training, and internship programs have been implemented to improve employee skills and productivity. However, results often vary depending on many factors, including organizational culture, leadership style, and employee affective commitment. In Indonesia, organizations based on Islamic values have experienced rapid growth, particularly those seeking to implement management principles consistent with Islamic law. Islamic Values

A concept that prioritizes the principles of justice, responsibility, trustworthiness, and balance between this world and the hereafter provides a strong foundation for the implementation of Islamic-based leadership, also known as Islamic Leadership. This concept is not simply a management approach, but rather an effort to instill ethical and spiritual values in the work environment that support overall employee performance.

An institution definitely needs a leader who is expected to be able to serve and help others to progress sincerely in accordance with the characteristics of Islamic leadership. A Muslim leader is obliged to emulate the Prophet Muhammad, because all attitudes and behavior in leading Muslims are basically a reflection of the contents of the Qur'an. In addition, Allah also bestowed upon humans a complete guideline in the form of the Qur'an. In the Qur'an, there are many discussions about social and political life, one of which is leadership expressed with various terms including: caliph, imam and ulil amri (Zuhdi, 2014). Leadership is an unavoidable element in life, it is human nature to always form a community and in a community always needs a leader (Harahap, 2017).

Islamic Leadership contains principles such as *siddiq* (truth), *Fathanah* (intelligence), *amanah* (trust), and *tabligh* (communication).

The implementation of these principles is believed to positively impact employee

performance, as they work not only to fulfill professional responsibilities but also to fulfill a broader mandate as part of their religious obligations. Islamic Leadership aims to create a work environment that supports the development of noble character in employees, which ultimately impacts productivity and work quality.

According to Ferryanto and Zaki (2015), leadership in Islam encompasses the principles of deliberation, justice, and freedom of thought. Through deliberation, the decision-making process can be achieved by involving all parties, so that it is not only the leader who determines the decision. A leader must also act fairly, impartially, and defend what is right and impose sanctions on those who are guilty. The final principle is that a leader must also provide freedom of thought to his members, providing opportunities to express their opinions, so that employees feel valued (Sumadi and Muliasari, 2019). The history of leadership theory explains that leadership exemplified in Islam is the best model. This leadership model is called Prophetic Leadership, a real example of which is the greatest person in human history, namely the Prophet Muhammad (PBUH) (Harahap, 2017).

Apart from the leadership aspect, programs designed with an incentive approach are becoming another strategy that is increasingly relied upon in development.

Human resources. In organizations, especially those based on Islamic values, incentive programs can take the form of bonuses, allowances, awards, or additional facilities given to employees who achieve or exceed certain performance standards. With an incentive approach, employees are motivated to work harder and engage more deeply, while simultaneously strengthening a work culture aligned with Islamic values (Darmadji, 2018). Incentive programs help employees develop their ability to work together, demonstrate initiative, and understand the expectations and demands of an ethical work environment. Furthermore, an incentive approach allows companies to recognize employee performance, which in turn can increase their loyalty and commitment to the organization. However, many teachers resign due to the elimination of allowances. This is especially true for male teachers, who are often the primary breadwinners in their families. The financial uncertainty caused by the elimination of allowances drives them to seek more stable and economically promising alternatives, potentially reducing the number of teachers who resign.

qualified teaching staff in schools.

This study focuses on affective commitment, which is a sentimental bond with an organization (Yukongdi & Shrestha, 2020). According to Robbins et al. (2017), one study found that affective commitment is a significant predictor of various outcomes, such as intention or intention to leave compared to other types of commitment, thus indicating that affective commitment is generally more strongly related to organizational outcomes. Affective commitment is more productive than other types of commitment (normative and continuance) because what is obtained through desire cannot be achieved through coercion (Ahmad, 2018). Employees with a high level of affective commitment will feel more comfortable, engaged with the organization, and have a higher desire to remain with the company. Employee dedication and loyalty can be determined by affective commitment factors.

According to Zaim et al. (2024), there is a positive relationship between Islamic leadership and work performance. This may be due to the Islamic system implemented by company leaders, which leads to employees trusting them. As a result, employees are more likely to cooperate and commit to their work. Employee orientation also influences employee performance indicators.

Meanwhile, according to Mirela et al. (2022), Islamic leadership negatively impacts employee performance. Meanwhile, Hasibuan (2019) stated that there is no positive influence between Islamic leadership and employee performance. A company leader's leadership style cannot influence employee performance because individuals have characteristics that are suitable for or not suitable for a leadership style. Kamtari et al. (2023) found that Islamic Leadership has a very negative impact on overall employee performance.

Regarding incentives, research results from Josiah (2021) state that partially, incentives have a significant positive effect on employee performance. The significance of this research result is due to two factors: intrinsic and extrinsic factors. The intrinsic factor relates to the exemplary behavior of the leadership, particularly the head of the agency, who is not yet fully capable of serving as a role model, resulting in work not being carried out in accordance with the organization's standard work procedures. Furthermore, according to Fatah and Suhandini (2019), who found that providing incentives has a significant effect on employee performance.

And while according to research by Marhuni and Herdianto, (2018) incentives have no significant effect on employee performance. A similar thing was conveyed by Saputri, et.al., (2021), who explained that providing incentives on employee performance showed results that there was no significant partial effect between providing incentives on employee performance. The existence of incentives provided by leaders does not necessarily improve an employee's performance, with incentives employees will continue to try to be better at work, this indicates that employees only use incentives as a tool to measure their performance.

According to Dinahaji and Permana (2012), data analysis results indicate that the effect of incentives on performance is not significant. This is because incentives are considered a right, and there are other factors that may also influence librarian performance. However, several respondents stated that incentives are one of the biggest motivators, in addition to other factors.

Regarding affective commitment, Tri Sulasih's (2016) research found that affective commitment has little impact on employee performance. Meanwhile, Pribowo (2020) found that commitment has a positive influence on employee performance, meaning the hypothesis is accepted. Similarly, Rizal and Asi (2023) also found that commitment has a positive and significant impact on employee performance. Dewi Astuti (2022) found that affective commitment has a significant impact on performance because she believes affective commitment is needed to improve employee performance.

This study aims to analyze and examine how Islamic leadership, incentives, and affective

commitment can influence employee performance. Furthermore, this study provides a new perspective on the implementation of Islamic values at the Al Falah Foundation in Musi Banyuasin, an Islamic-based educational institution. Therefore, this research is expected to provide theoretical and practical contributions to the field of human resource management in Islamic educational institutions.

Based on the background described above, this is the basis for the researcher to conduct research entitled "Improving Employee Performance Based on Islamic Leadership Incentives and Affective Commitment at the Al-Falah Foundation, Musi Banyuasin".

2. Research Methods

The type of research used is explanatory research using a quantitative approach. According to Sugiyono (2016), explanatory research is research that aims to test previously formulated hypotheses and the results of the research will be able to explain the causal relationship between variables by testing the hypothesis. Then the purpose of this explanatory research is to obtain data from a specific location but the researcher carries out treatments in data collection, for example, such as distributing questionnaires, conducting interviews, and so on. According to Moh. Kasiram (2019), quantitative research is a process of discovering knowledge that uses numerical data as a tool for data analysis.

3. Results and Discussion

3.1. The Influence of Islamic Leadership on Employee Performance Through Affective Commitment

Based on the Sobel test above, it can be seen that the direct influence given by Islamic Leadership on Employee Performance is 0.482, while the indirect influence given by Islamic Leadership on Employee Performance through Affective Commitment is the multiplication of sig.beta of Islamic Leadership on Affective Commitment with the beta value on Employee Performance, namely $-0.040 \times -0.003 = 0.00012$. The total influence given by Islamic Leadership on Employee Performance is the direct influence plus the indirect influence, namely $0.482 + 0.00012 = 0.48212$. Based on the calculation above, it is known that the direct influence value is 0.482 and the indirect influence is 0.00012, which means that the indirect value is smaller than the direct value. These results indicate that Islamic Leadership directly influences Employee Performance and Affective Commitment is unable to intervene between Islamic Leadership and Employee Performance.

3.1.1. The Influence of Incentives on Employee Performance Through Affective Commitment

Based on the Sobel test above, it can be seen that the direct influence given by Incentives on Employee Performance is 0.319 while the indirect influence given by Incentives on Employee Performance through Affective Commitment is the multiplication of sig.beta Incentives on Affective Commitment with the beta value on Employee Performance, namely $0.077 \times -$

$0.003 = -0.000231$. The total influence given by Incentives on Employee Performance is the direct influence plus the indirect influence, namely $0.319 - 0.000231 = 0.318769$. Based on the calculation above, it is known that the value of the direct influence is 0.319 and the indirect influence is -0.000231, which means that the indirect value is smaller than the direct value. These results indicate that Incentives directly influence Employee Performance and Affective Commitment is not able to intervene between Incentives on Employee Performance.

So, from the two Sobel tests above, it can be concluded that the hypothesis stating that Islamic Leadership and Incentives Have a Positive Influence on Employee Performance with Affective Commitment as an Intervening Variable is rejected.

3.2. The Influence of Islamic Leadership on Employee Performance (H1)

Test results demonstrate that Islamic leadership has a positive impact on employee performance. These results indicate that the greater the application of Islamic leadership principles within an organization, the greater the performance of human resources. This demonstrates that Islamic values and teachings, as the foundation for leadership, can motivate, inspire, and shape employee character and work ethic. Principles such as honesty, trustworthiness, fairness, and responsibility not only increase trust between leaders and subordinates but also create a conducive work environment for the development of individual potential.

Furthermore, Islamic leadership, which emphasizes a balance between worldly and spiritual aspects, can guide employees to work not only for material gain but also with sincere and earnest intentions. Thus, employee performance is measured not only by optimal work results but also by professional attitudes and behaviors that reflect moral and ethical values. Ultimately, the implementation of Islamic leadership not only impacts productivity and work quality but also strengthens a harmonious and sustainable organizational culture.

These results align with research conducted by Rizal et al. (2024), which states that Islamic leadership has a positive effect on employee performance. Zaim et al. (2024) also stated that there is a positive relationship between Islamic leadership and work performance. This may be due to the Islamic system implemented by company leaders, which will lead to employees trusting them. As a result, employees will be more likely to cooperate and commit to the company their work. Employee orientation also influences employee performance indicators.

This is evidenced by the fact that providing clear instructions regarding employee obligations, both through instructions and performance rules regarding how employees perform those tasks, makes employees more efficient and effective. Employee performance will improve in line with the quality of Islamic leadership; if employees have high levels of confidence in their work, their performance will also improve; and if superiors' instructions regarding employee orientation are sound, their performance will also improve.

3.2.1. The Influence of Incentives on Employee Performance (H2)

Test results show that incentives have a positive effect on employee performance. These

results indicate that providing appropriate and suitable incentives can increase employee motivation, enthusiasm, and productivity, thus positively impacting employee performance. Incentives can take the form of financial rewards such as bonuses, allowances, or commissions, as well as non-financial rewards such as recognition, career development opportunities, and a supportive work environment.

With incentives, employees feel appreciated for their contributions and achievements, so they are more motivated to work optimally and achieve their set targets. Furthermore, incentives

Fair and transparent management can also increase employee loyalty and commitment to the organization. This ultimately creates a positive and productive work environment, which not only improves individual performance but also supports the achievement of overall organizational goals.

These results align with research by Josiah (2021), which states that partially, incentives have a significant positive effect on employee performance. The significance of this research result is due to two factors: intrinsic and extrinsic factors. The intrinsic factor is related to the exemplary behavior of the leadership, especially the head of the agency itself, which is not entirely capable of being used as a role model, resulting in work that does not comply with the organization's standard work procedures. Furthermore, according to Fatah and Suhandini (2019), who found that providing incentives has a significant effect on employee performance.

3.2.2. The Influence of Islamic Leadership on Affective Commitment (H3)

The test results show that Islamic Leadership has no effect on Affective Commitment. In fact, the negative t-value indicates a negative relationship between the two variables. In other words, the higher the respondents' perception of Islamic Leadership, the lower their Affective Commitment tends to be, although the relationship is not statistically significant. These results indicate that the application of Islamic Leadership in this context has not been able to awaken or strengthen employees' feelings of emotional attachment to the organization. This could be due to several important factors that require attention. First, perhaps Islamic leadership values, such as justice, trustworthiness, honesty, deliberation, and compassion, have not been fully internalized in the actual behavior of leaders within the organization. Although leaders may formally declare their commitment to Islamic principles, in daily practice there may be a discrepancy between words and actions. This can create a perception gap in the eyes of employees, causing them to feel that the values embraced by leaders are inauthentic or merely symbolic.

Furthermore, communication and interaction between leaders and employees have not been effective or consistently reflect Islamic values. For example, a lack of attention to employees' emotional and spiritual well-being, a lack of appreciation for individual contributions, or the persistence of authoritarian leadership practices can undermine employees' sense of belonging and emotional attachment to the organization. Consequently, while Islamic leadership is conceptually considered positive, its

implementation has not been able to build strong affective bonds.

Furthermore, it's important to consider that some employees may not yet have a deep understanding of the concept and essence of Islamic Leadership. They may view it as a normative or ideal discourse that isn't directly relevant to the reality of their work. A lack of training, coaching, or socialization regarding Islamic leadership values can leave this concept grounded and unaffected by the psychological or emotional aspects of employees. Consequently, Islamic Leadership isn't perceived as providing meaning or motivation in daily work, thus failing to contribute to increased affective commitment.

These results align with research conducted by Maulidiyah et al. (2024) which states that Islamic Leadership has no significant effect on Commitment, while according to the research results of Deddy Junadi, Bambang Swasto, Hamidah Nayati Utami (2013) which states that Leadership influences Organizational Commitment. Effective leaders not only act as directors, but also as inspirators and motivators who are able to create a work climate that supports employees' emotional and psychological involvement in the organization.

Furthermore, another potential contributing factor is the mismatch between employee expectations and organizational realities, resulting in a lack of strong emotional bonds despite the application of Islamic leadership principles. Strong affective commitment typically arises when employees feel personally valued, receive special attention, and feel a strong sense of pride and loyalty to the organization. Therefore, to enhance affective commitment, organizations need to re-examine how Islamic values are internalized and embodied in policies, work culture, and more personal and empathetic communication.

3.2.3. The Effect of Incentives on Affective Commitment (H4)

The test results showed that incentives had no effect on affective commitment. This finding indicates that the incentives provided in this study were unable to significantly increase or influence employees' emotional attachment to the organization. This may be because the incentives provided were more externally motivated, focusing on material rewards or short-term rewards, thus insufficient to build a deep emotional bond between employees and the organization.

Affective commitment itself relates to feelings of pride, loyalty, and emotional attachment that typically develop from sustained positive experiences, such as strong interpersonal relationships, social support, and personal and meaningful rewards. Therefore, while incentives are important for improving performance and productivity, they may be less effective in building long-term emotional bonds if not balanced with other approaches that better address employees' psychological and emotional aspects.

These results align with research conducted by Ahmad et al. (2021), which found that incentives have a weak and insignificant influence on commitment. Meanwhile, research conducted by conducted by Utomo (2021) who said the opposite, that incentives have a positive and significant effect on employee commitment to continue working.

To increase affective commitment, organizations need to develop more holistic strategies, such as creating a supportive work environment, providing personal attention and

recognition, and building open and empathetic communication between management and employees.

3.2.4. The Influence of Islamic Leadership and Incentives on Employee Performance with Affective Commitment as an Intervening Variable (H5)

a. The Influence of Islamic Leadership on Employee Performance with Affective Commitment as an Intervening Variable

Based on the test results, affective commitment was unable to intervene in the influence of Islamic leadership on employee performance. This indicates that the presence of affective commitment as a mediating variable is not strong enough or does not play a significant role in bridging the relationship between Islamic leadership style and employee performance. In other words, even if Islamic leadership is implemented, it does not automatically improve employee performance by increasing their emotional commitment to the organization.

This could indicate that in the context of the organization studied, Islamic leadership values have not yet been truly internalized and formed a deep emotional connection between employees and the organization, thus not impacting intrinsic motivation to deliver optimal performance. Furthermore, there may also be other factors that are more dominant and directly influence employee performance, such as the reward system, workload, job satisfaction, work environment, or a leadership style that is more transactional than transformational or spiritual.

These results also indicate the need for a more comprehensive approach to implementing Islamic Leadership, ensuring it is not merely a symbol or formality but truly builds emotional attachment and positive work meaning for employees. Without the support of a conducive organizational climate and a comprehensive employee understanding of Islamic values in the workplace, affective commitment will not develop optimally and will not serve as an effective pathway to improving employee performance.

These results align with research conducted by Arum and Cahyono (2024), which found that organizational commitment was unable to mediate the influence of Islamic Leadership on Employee Performance. This finding is also supported by research conducted by Pariastuti (2023), which found that affective commitment had no significant effect on human resource performance, although Islamic Leadership had a direct effect. These findings indicate that performance improvements are more influenced by leadership and spiritual motivation than by employee emotional commitment.

b. The Effect of Incentives on Employee Performance with Affective Commitment as an Intervening Variable

Based on the test results, Affective Commitment was unable to intervene in the influence of Incentives on Employee Performance. This indicates that providing incentives is not immediately able to arouse employees' emotional attachment to the organization, which ultimately has an impact on increased performance. This means that even though incentives are given as a form of appreciation for performance, this is not enough to form a strong affective commitment. Employees may view incentives only as short-term, transactional

material compensation, not as a reflection of the organization's attention or concern for their welfare and holistic development.

These findings also indicate that incentives, in any form, have not been successful in creating deep emotional bonds and loyalty to the organization. This may be due to an unfair, non-transparent, or inconsistent incentive system, which fails to foster a sense of appreciation or recognition. Furthermore, affective commitment, as a psychological factor, requires an approach that goes beyond financial incentives, including social recognition, harmonious working relationships, opportunities for personal development, and involvement in decision-making.

Thus, these results indicate that while incentives have the potential to directly drive performance, building affective commitment requires a more comprehensive and sustainable approach. Organizations need to address the emotional and psychological aspects of employees by creating a supportive work environment, fostering open communication between superiors and subordinates, and implementing a reward system that encompasses not only material rewards but also moral and professional aspects.

Meanwhile, regarding incentives, research conducted by Sembiring (2021) found that employee commitment was unable to mediate the effect of incentives on performance. This finding is also supported by research conducted by Hermawan (2023), which found that incentives had no significant effect on employee work commitment. This suggests that increasing incentives does not automatically increase affective commitment, thus, affective commitment cannot mediate the relationship between incentives and employee performance.

4. Conclusion

Based on the results of the data analysis discussion that has been explained, the following conclusions can be drawn from the research: 1. Islamic Leadership has a significant positive effect on employee performance at the Al-Falah Foundation, Musi Banyuasin. This means that when a leader has the characteristics of sidiq, amanah, tablig, fathonah, it will be able to increase the quantity, timeliness of work completion, effectiveness and independence for the employees of the Al-Falah Foundation, Musi Banyuasin. 2. Incentives have a significant positive effect on employee performance at the Al-Falah Foundation in Musi Banyuasin. This means that when employees receive incentives in the form of bonuses, social security, awards, and praise, this can increase the quantity and timeliness of work completion, as well as making them more effective and independent in their work at the foundation. 3. Islamic Leadership does not significantly influence Affective Commitment at the Al-Falah Foundation in Musi Banyuasin. This means that even though leaders possess the qualities of siddiq, fathanah, amanah, and tabligh, this does not necessarily increase employee loyalty, pride, emotional attachment, and emotional involvement in the Al-Falah Foundation in Musi Banyuasin. In other words, the Islamic leadership values they possess have not fully encouraged the formation of affective commitment from employees towards the organization. 4. Incentives do not significantly influence Affective Commitment to the Al-

Falah Foundation in Musi Banyuasin. This means that even though employees receive incentives in the form of bonuses, social security, awards, and praise, these do not necessarily increase employee loyalty, pride, emotional attachment, and involvement in the organization. In other words, providing incentives is not enough to form or strengthen employee affective commitment to the Al-Falah Foundation in Musi Banyuasin. 5. Affective Commitment is not able to significantly intervene the influence of Islamic Leadership and Incentives on Employee Performance at the Al-Falah Foundation, Musi Banyuasin. This means that even though employees have loyalty, pride, emotional attachment, and involvement in the organization, it has not been able to strengthen or bridge the influence of Islamic Leadership traits such as siddiq, fathanah, amanah, and tabligh, as well as incentives in the form of bonuses, social security, awards, and praise on increasing the quantity, timeliness of work completion, effectiveness, and work independence of Al-Falah Foundation employees, Musi Banyuasin.

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