

The Relationship Between Islamic Leadership and Job Satisfaction Towards Human Resource Performance Through Motivation as a Mediation Variable in Islamic Boarding School Business Units Darul Arqam Muhammadiyah Makassar

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Abstract. All activities undertaken to improve an organization's business are demonstrated through efforts to generate performance. Performance is a reflection of the level of achievement of an activity/policy program in realizing the organization's goals, objectives, mission, and vision as outlined in the formulation of an organization's strategic scheme. Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. Improving employee performance will bring progress to the organization. Therefore, efforts to improve employee performance are the most serious challenge because the success in achieving goals and the survival of the company depend on the quality of the performance of its human resources. Darul Arqam Muhammadiyah Islamic Boarding School, Gombara, Makassar is the main educational institution for Muhammadiyah cadres in South Sulawesi. Located in Gombara, this Islamic boarding school focuses on developing Tarjih, language, tahsin Al-Qur'an, and soft skills with a combination of the Ministry of Religion curriculum. Islamic boarding school business units play a strategic role in supporting the operational sustainability of Islamic educational institutions, including enhancing their economic independence. The success of Islamic boarding school business units depends heavily on the quality of the human resources (HR) that manage them. HR performance is a key factor in ensuring that Islamic boarding school business units operate effectively, efficiently, and competitively. Performance reflects human capabilities and efforts in achieving targets and completing tasks according to expected standards. Within an organization, performance needs to be considered to ensure that available resources are optimally utilized, thereby achieving organizational goals, both individually and collectively. Based on the author's initial observations, performance issues remain a major challenge at the Darul Arqam Muhammadiyah Makassar Islamic Boarding School Business Unit.

Keywords: Islamic; Leadership; Motivation; Relationship.

1. Introduction

Human resources (HR) are a strategic asset for an organization in achieving its goals. The success of an organization is largely determined by the performance of its human resources. Human resources are a crucial factor that companies must manage effectively. Human resource management must be carried out professionally to produce competent human resources, which can ultimately improve individual and company performance (Mondiani, 2022). Therefore, a company's success in achieving its goals depends on the effectiveness of its human resources (Rahman, 2022).

All activities undertaken to improve an organization's business are demonstrated through efforts to generate performance. Performance is a reflection of the level of achievement of an activity/policy program in realizing the organization's goals, objectives, mission, and vision as outlined in the formulation of an organization's strategic scheme (Darmasaputra, 2018). Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. Improving employee performance will bring progress to the organization. Therefore, efforts to improve employee performance are the most serious challenge because the success in achieving goals and the survival of the company depend on the quality of the performance of its human resources.

Darul Arqam Muhammadiyah Islamic Boarding School, Gombara, Makassar is the main educational institution for Muhammadiyah cadres in South Sulawesi. Located in Gombara, this Islamic boarding school focuses on developing Tarjih, language, tahsin Al-Qur'an, and soft skills with a combination of the Ministry of Religion curriculum. Islamic boarding school business units play a strategic role in supporting the operational sustainability of Islamic educational institutions, including enhancing their economic independence. The success of Islamic boarding school business units depends heavily on the quality of the human resources (HR) that manage them. HR performance is a key factor in ensuring that Islamic boarding school business units operate effectively, efficiently, and competitively. Performance reflects human capabilities and efforts in achieving targets and completing tasks according to expected standards (Rasino, Alhadihaq & Sumiati, 2023). Within an organization, performance needs to be considered to ensure that available resources are optimally utilized, thereby achieving organizational goals, both individually and collectively.

Based on the author's initial observations, performance issues remain a major challenge at the Darul Arqam Muhammadiyah Makassar Islamic Boarding School Business Unit. The resulting business performance shows a downward trend and is fluctuating or unstable over time. This condition indicates suboptimal human resource management within the Islamic boarding school business unit. To provide an initial overview of the condition of human resource performance, the following table presents the performance data of the Darul Arqam Muhammadiyah Makassar Islamic Boarding School Business Unit:

Table Islamic Boarding School Business Unit Performance Data

Darul Arqam Muhammadiyah Makassar

No	Month	Target	Realization	Difference	Information
1	July	100%	78%	-22%	Target Not Achieved
2	August	100%	85%	-15	Increased
3	September	100%	72%	-28	There is a decline in performance
4	October	100%	80%	-20	Performance is improving again
5	November	100%	74%	-26	Performance declines again
6	December	100%	82%	-18	Increasing, but not yet reaching the target

The table above shows that the performance of the Darul Arqam Muhammadiyah Makassar Islamic Boarding School Business Unit from July to December failed to meet its established targets. This indicates performance instability, suspected to be caused by issues in human resource management.

Some factors that can influence Performance is Islamic leadership. Leadership is a crucial component in a company. Leadership is the ability to influence an individual or group toward achieving goals (Indrawati & Sembiring, 2020). From an Islamic perspective, Islamic leadership is not merely instructive or autocratic, but emphasizes Islamic values such as amanah (trust), adl (justice), ukhuwah (brotherhood), effective communication (tabligh), and moral motivation (ihsan), which lead to the well-being and quality of human resources. A good leader must be adept at selecting and implementing the best leadership style to determine the appropriate actions and understand the needs of his employees (Aditya, Hasbiah & Kurniawan, 2024). Effective leadership provides direction, motivation, and creates a conducive work environment for employees. Leaders with the right leadership style can increase employee morale, engagement, and commitment to the organization. Conversely, ineffective leadership can reduce work motivation and negatively impact human resource performance.

2. Research Methods

The approach used in this study is a quantitative approach. Quantitative research is research that emphasizes the measurement and analysis of causal relationships between various variables, not the process, the investigation is seen as being within a value-free framework (Handayani, 2020). Based on the established research objectives, this type of research is explanatory research, namely research that proves the existence of cause and effect and relationships that influence or are influenced by two or more variables studied (Umar, 2019). The purpose of explanatory research is to test hypotheses and examine the effect of independent variables on the dependent variable, namely the relationship between Islamic leadership and job satisfaction on HR performance through motivation as a mediating variable in the Darul Arqam Muhammadiyah Makassar Islamic Boarding School Business Unit.

3. Results and Discussion

3.1. Research Hypothesis Development

a. The Relationship of Islamic Leadership to HR Performance

Leadership is a crucial component in an organization, as it can shape the company they lead. It is through leadership that a person can influence their subordinates or a group of individuals toward achieving goals (Indrawati & Sembiring, 2020). Leaders who are able to provide clear direction, build good communication, and conduct continuous supervision will encourage improved HR performance. Hasibuan (2019) explains that effective leadership can improve employee morale, discipline, and responsibility, which ultimately impacts work performance. The results of research conducted by Harjoni et al. (2023) indicate that Islamic leadership influences employee performance. Similarly, research by Efrina (2022) shows that Islamic leadership variables influence employee performance. Another study by Sujarwanto and Sutianingsih (2024) shows that: Employee performance increases significantly due to the positive and significant influence of Islamic leadership and job satisfaction. Based on the development of these hypotheses, the following research hypothesis can be formulated:

H1 : Leadership Islamic has a positive influence on HR performance

b. The relationship between job satisfaction and HR performance

According to Hasibuan (2019), job satisfaction is a pleasant or unpleasant emotional state for employees in viewing their work. The level of job satisfaction felt by HR plays an important role in determining the level of HR performance. Satisfied employees tend to have high work enthusiasm, discipline, and commitment to the organization, thus being able to produce better performance. Nugroho (2025) states that job satisfaction has a positive relationship with individual performance. HR who are satisfied with their work will show a more

responsible, loyal work attitude, and are willing to put in extra effort in completing tasks. This has an impact on improving performance, both in terms of quality and quantity. Conversely, a low level of job satisfaction can lead to decreased motivation, increased absenteeism, and low HR performance. The results of research conducted by Yunita and Yansyah (2024) concluded that there is a positive and significant influence between job satisfaction and performance at PT. Bintang Mas Pusaka Lubuklinggau. Another study by Petrus, Putera, and Damau (2025) that Job Satisfaction has a significant positive effect on employee performance. Based on the development of these hypotheses, the research hypothesis can be formulated as follows:

H2 : Satisfaction work has a positive influence on HR performance

c. The relationship between motivation and HR performance

Motivation is a crucial factor driving individuals to perform optimally in achieving organizational goals. Work motivation acts as an internal and external force that generates enthusiasm, direction, and persistence in work behavior, thus directly impacting human resource performance. According to Mangkunegara (2017), work motivation is a condition that drives employees to achieve organizational goals optimally. Highly motivated employees tend to demonstrate greater work ethic, responsibility, and commitment in completing tasks. This has implications for improved performance, both in terms of quality and quantity of work output. Conversely, low motivation can lead to decreased performance, lack of initiative, and low work productivity (Norkhalisah, Budiman & Noorrahman, 2024). The higher the work motivation, the higher the employee's performance. Conversely, the higher the employee's performance, the higher their work motivation. Research by Susilawati, Razak, and Hidayat (2023) shows that work motivation is the variable that has the most dominant influence on employee performance. Another study by Romala, Violinda, and Setyorini (2025) shows that motivation has a substantial impact on employee performance ($p = 0.021$). Based on the development of these hypotheses, the following research hypothesis can be formulated:

H3 : Motivation has a positive impact on HR performance

d. The relationship between Islamic leadership and motivation

Rivai and Sagala (2018) state that leadership is the ability to influence the behavior of individuals or groups in achieving organizational goals. Leaders who are able to communicate clearly, act fairly, and set an example will create a sense of trust and a comfortable work environment for human resources. This condition has an impact on increased work motivation, because human resources feel valued, cared for, and have a vital role in the organization. Effective leadership is able to provide direction, support, and inspiration to subordinates, thereby encouraging work enthusiasm and commitment in carrying out tasks. Research by Rayanag, Affrian, and Hamdayani (2024) shows that leadership style has a

positive and significant effect on employee work motivation. Another study by Fadillah and Rosmayani (2024) found that leadership style influences work motivation. Based on the development of these hypotheses, the following research hypothesis can be formulated:

H4 : LeadershipIslam has a positive influence on motivation

e. Connection Satisfaction Towards Motivation

Job satisfaction is an individual's positive attitude toward their job, resulting from an evaluation of the job's characteristics. Satisfied employees tend to feel happy and comfortable at work, which ultimately increases work motivation. Satisfaction with salary, working conditions, relationships with superiors and coworkers, and opportunities for self-development will encourage employees to be more enthusiastic and committed to carrying out their duties. Satisfaction felt by employees with their work can lead to higher work motivation. Job satisfaction reflects the extent to which an individual's needs, expectations, and values are met through their work, thus playing a crucial role in fostering optimal work performance. Research by Subroto and Samsudin (2021) and research by Ihsan (2024) indicate that satisfaction has a positive effect on employee motivation. Based on the development of these hypotheses, the following research hypothesis can be formulated:

H5: Satisfaction has a positive effect on motivation

f. Direct Influence

*Path*The path coefficient in PLS-SEM is used to measure the strength and direction of the relationship between constructs (latent variables) in a structural model. The path coefficient is evaluated based on the p-value and T-statistic generated from bootstrapping. In a one-tailed test with a 5% alpha, if the p-value is less than or equal to 0.05 and the T-statistic is greater than 1.65, the direct effect is considered statistically significant.

Table 4.10. Direct Influence (Path Coefficient)

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values
Islamic Leadership -> Human Resource Performance	0.287	0.291	0.105	2,724	0.003
Job Satisfaction -> HR Performance	0.327	0.344	0.134	2,440	0.007

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values
Need of Affiliation Motivation -> HR Performance	0.305	0.279	0.164	1,852	0.032
Islamic Leadership -> Need of Affiliation Motivation	0.485	0.471	0.101	4,809	0.000
Job Satisfaction -> Need of Affiliation Motivation	0.368	0.372	0.109	3,373	0.000

Based on the data presented in table 4.10 above, it can be seen that of the five hypotheses proposed in this study, as follows:

a. The Influence of Islamic Leadership on Human Resource Performance

Based on the path coefficient results, it is known that the P-values that determine the influence of Islamic leadership on HR performance are $0.003 < 0.05$ and the T-Statistics value $(2.724) > 1.65$. Meanwhile, the original sample has a value of 0.287 (positive). This indicates that Islamic leadership has a significant positive effect on HR performance. These results support the first hypothesis, meaning H1 is accepted.

b. The Influence of Job Satisfaction on HR Performance

Based on the path coefficient results, it is known that the P-values that determine the influence of job satisfaction on HR performance are $0.007 < 0.05$ and the T-Statistics value $(2.440) > 1.65$. Meanwhile, the original sample has a value of 0.327 (positive). This indicates that job satisfaction has a significant positive effect on HR performance. These results support the second hypothesis, meaning H2 is accepted.

c. The Influence of Need of Affiliation Motivation on HR Performance

Based on the path coefficient results, it is known that the P-values that form the influence of need of affiliation motivation on HR performance are $0.032 < 0.05$ and the T-Statistics value $(1.852) > 1.65$. Meanwhile, the original sample has a value of 0.305 (positive). This indicates that need of affiliation motivation has a significant positive effect on HR performance. These results support the third hypothesis, which means H3 is accepted.

d. The Influence of Islamic Leadership on Need of Affiliation Motivation

Based on the path coefficient results, it is known that the P-values that determine the influence of Islamic leadership on the need for affiliation motivation are $0.000 < 0.05$ and the T-Statistics value $(4.809) > 1.65$. Meanwhile, the original sample has a value of 0.485 (positive). This indicates that Islamic leadership has a significant positive effect on the need for affiliation motivation. These results support the fourth hypothesis, meaning H4 is accepted.

e. The Influence of Job Satisfaction on Need of Affiliation Motivation

Based on the path coefficient results, it is known that the P-values that determine the influence of job satisfaction on the motivation of need of affiliation are $0.000 < 0.05$ and the T-Statistics value $(3.373) > 1.65$. Meanwhile, the original sample has a value of 0.368 (positive). This indicates that job satisfaction has a significant positive effect on the motivation of need of affiliation. These results support the fifth hypothesis, meaning H5 is accepted.

3.2. The Influence of Islamic Leadership on Human Resource Performance

The research results show that Islamic leadership has a significant positive effect on HR performance. The stronger and more consistent the application of Islamic leadership values, the higher the quality of management performance. Darul Arqam Muhammadiyah Islamic Boarding School in Makassar in managing business units.

The findings of this study strengthened Research findings (Fanani & Setiani, 2022) indicate that good leadership from Islamic boarding school leaders (central figures) plays a crucial role in producing high-achieving and dedicated administrators in business units. Relevant to these findings, research (Prasetyo, 2022) shows that Islamic leadership implemented by Islamic boarding school leaders (kyai) or business unit leaders significantly improves employee performance in cooperatives or Islamic boarding school business units.

The leadership pattern of the kiai in Islamic boarding schools is a key factor in shaping character administrator and the effectiveness of business unit management. Business leaders in Islamic boarding schools not only focus on profit but also integrate religious values, which are recognized as improving management performance (Apip, Sukandar & Setiawan, 2022). Through the Islamic values approach implemented by these leaders, work commitment and Islamic work ethic are increased among managers, resulting in more efficient, focused, and professional business management (Nani et al., 2021). Furthermore, Islamic leadership instills the value that work is a form of devotion to Allah (worship), thus encouraging managers to work more honestly, diligently, and responsibly, ultimately improving overall performance (Efrina, 2020). Islamic leadership combines the achievement of worldly goals (business

profits) with the goals of the hereafter (blessings), resulting in higher performance among managers (Febiyanta, 2023).

a. The Influence of Job Satisfaction on HR Performance

Research result show that job satisfaction has a significant positive effect on HR performance. This meansthe higher the satisfaction of business unit managers Darul Arqam Muhammadiyah Islamic Boarding School in Makassar, the higher the performance produced in achieving the Islamic boarding school's business goals.

This research finding is supported by research (Nurhasanah, Sudiarti & Rusliana, 2024), which confirms that the higher the perceived job satisfaction, the significantly improved the performance of Islamic boarding school business unit administrators. This is in line with the research findings (Romadhon, Wahyu & Syahputra, 2025), which found that job satisfaction among administrators is directly proportional to improved employee performance within Islamic boarding school business units.

Job satisfaction is a key predictor of good performance. Satisfied administrators tend to work harder, be more disciplined, and have a high commitment to achieving business unit targets (Hermansyah, 2025). Satisfied administrators tend to be more loyal, dedicated, and strive to deliver their best performance to achieve business unit goals (Ratnasih, 2019). Satisfaction, both from fair compensation and a conducive work environment, motivates administrators to work harder and increase productivity (Sono, 2021). Job satisfaction is often supported by good social relationships and adequate facilities within the Islamic boarding school environment, which facilitate administrators in completing their tasks (Novitasari, Sukarman & Fitriya, 2025). Job satisfaction creates a conducive work environment that enables Islamic boarding school administrators to work optimally (Romadhon, Wahyu & Syahputra, 2025).

b. The Influence of Need of Affiliation Motivation on HR Performance

The research results show that need for affiliation motivation has a significant positive effect on HR performance. The higher the desire of managers to establish warm, friendly and close interpersonal relationships, the more their performance in managing business units will improve significantly.

This finding is reinforced with Previous research (Khumairoh, Pradipta & Niati, 2026) confirmed that administrators with a high need for affiliation tend to work better in teams, facilitating coordination within Islamic boarding school business units. Relevant to the findings of this study, (Enas, Anwar & Nabila, 2025) stated in their study that the need for acceptance and positive interaction (affiliation) drives administrators to be more proactive. Research (Adriansyah, Rini & Helmita, 2024) shows that motivation, including the drive for social interaction, has a direct and partial positive influence on improving performance.

This motivation is often the primary driver, the motivation to be accepted and build relationships (affiliations) in line with the Islamic boarding school culture, which is steeped in family values. Strong social bonds foster teamwork and the achievement of business goals (Enas, Anwar & Nabila, 2025). Islamic boarding school business unit administrators feel more enthusiastic and productive when the work environment supports teamwork and positive social interactions, rather than just individual competition (Panjaitan, Handoko & Rachmawati, 2025). This need to foster harmonious social relationships spurs collaboration and dedication among administrators, ultimately increasing the productivity of the Islamic boarding school business (Septyowati, Fatoni & Ardhiyanti, 2023). Managers who have a high need for affiliation tend to want to be accepted and build good relationships, so that they can collaborate more easily and help each other in managing business units, which ultimately increases performance effectiveness (Khumairoh, Pradipta & Niati, 2026).

c. The Influence of Islamic Leadership on Need of Affiliation Motivation

This study shows that Islamic leadership has a significant positive effect on the need for affiliation motivation. This means that a leadership style that implements Islamic values directly increases employees' desire to build harmonious working relationships, solidarity, and good cooperation within the Darul Arqam Muhammadiyah Makassar Islamic Boarding School business unit.

The findings of this study are strengthened by research (Saputri, Zulfajri & Ahmad, 2023) which confirms that Islamic leadership significantly motivates others through genuine authority and a spiritually grounded, humanistic approach, so that employees feel engaged and motivated to collaborate. Research findings (Mukaromah, 2022) indicate that Islamic leadership motivates employees not only to achieve but also to feel socially and spiritually connected to the leader and the organization.

Islamic leadership acts as an effective stimulant for building strong affiliative motivation in the workplace (Rahmawati & Yuningsih, 2024). Leaders who apply Islamic principles will be able to create a family atmosphere, making employees feel comfortable, valued, and connected to one another (Yasir, 2024). Islamic leadership encourages employee motivation to build strong brotherhood (ukhuwah), which has a positive impact on teamwork (Ainia, Prakoso & In, 2023). Furthermore, according to (Mukaromah, 2022), Islamic leadership encourages a culture of mutual respect and support (a supportive environment), which fulfills the basic human need for acceptance and good social relationships. Islamic leaders who provide individual attention, fairness, and spiritual encouragement strengthen employees' emotional bonds (the need for affiliation) in the workplace (Saputri, Zulfajri & Ahmad, 2023).

d. The Influence of Job Satisfaction on Need of Affiliation Motivation

Research result show that job satisfaction has a significant positive effect on the need for affiliation motivation. The more satisfied the Islamic boarding school business unit administrators are with their environment and work, the higher their drive to create close social ties within the team, thereby increasing the motivation of need for affiliation. Job satisfaction encourages administrators to be more active in establishing interpersonal relationships, which are crucial for operations and family relationships in the Islamic boarding school environment.

These research findings are reinforced by (Sa'diyah, Wijaya & Ramdhani, 2026) who asserted that job satisfaction based on appreciation, a comfortable work environment, and good work engagement can increase overall employee work motivation. Relevant to these findings, research (Adriansyah, Rini & Helmita, 2024) states that if administrators are satisfied with the environment and support in Islamic boarding school business units, they will be more motivated to achieve better affiliation.

In the context of Islamic boarding school business units Darul Arqam Muhammadiyah Makassar, the need for affiliation (the need to establish social relationships/brotherhood) is part of the motivation driven by a harmonious work atmosphere and satisfaction with the support of fellow administrators (Adriansyah, Rini & Helmita, 2024). Job satisfaction triggers productivity that encourages better teamwork, so that administrators feel the need to establish close relationships to complete the work of the business unit (Harmoko, 2019). Job satisfaction, which arises from a comfortable atmosphere, makes administrators feel comfortable interacting, encouraging them to affiliate more often (befriend and collaborate) with fellow administrators and students (Sidiq & Suddin, 2023). When administrators feel satisfied (receive good treatment, appreciation, and a decent salary), the motivation to strengthen brotherhood (ukhuwah) increases, which is the core of the need for affiliation in the Islamic boarding school environment (Anggraini, Juniarly & Rachmawati, 2017).

3.3. The Role of Need of Affiliation Motivation in Mediating the Influence of Islamic Leadership on HR Performance

Research result show that the need for affiliation motivation is able to mediate the influence of Islamic leadership on HR performance. This means Islamic boarding school business unit administrators Darul Arqam Muhammadiyah Makassar tend to work more optimally and their performance increases when leaders build harmonious relationships, a sense of family, and a strong sense of belonging (affiliation) in the work environment.

The findings of this study are relevant to research (Aina, Prakoso & In, 2023) that Islamic leadership, with a humanistic and spiritual-based approach, can drive employee motivation, including the drive to affiliate and collaborate to improve performance. Research

(Mukaromah, 2022) also confirms that motivation arising from Islamic values has been proven to improve performance, especially when managed with an appropriate leadership style.

Islamic boarding school leaders who apply an Islamic leadership style will be able to foster motivation *need of affiliation*, which then encourages administrators to be more committed to achieving the business unit's goals (Yasir, 2024). Islamic boarding school business unit administrators often have strong cultural values, where good relationships with leaders (Kiai/Ustadz) and fellow administrators are a form of worship, so that affiliation motivation becomes the main driver of performance (Saputri, Zulfajri & Ahmad, 2023). Islamic leadership that emphasizes *ukhuwah* (brotherhood) and good interpersonal communication satisfies the social needs of administrators, so they feel valued and secure (Rahmawati & Yuningsih, 2024). When the need for affiliation (to belong and be accepted) is met, work motivation increases. Administrators work not just for a salary, but also out of a sense of belonging and responsibility to the Islamic boarding school community, which significantly improves performance (Khumairoh, Pradipta & Niati, 2026).

3.4. The Role of Need of Affiliation Motivation in Mediating the Effect of Job Satisfaction on HR Performance

Research result show that the need for affiliation motivation is able to mediate the influence of job satisfaction on HR performance. This means Job satisfaction encourages comfortable administrators to build strong interpersonal relationships. These social bonds create a collaborative work environment that improves the performance of administrators in Islamic boarding school business units. Darul Arqam Muhammadiyah Makassar.

The results of this study are relevant to research (Saputri, Zulfajri & Ahmad, 2023) that Motivation, including the need for affiliation (the need for affiliation/social relationships), has been shown to mediate or influence job satisfaction on employee performance. Research (Adriansyah, Rini & Helmita, 2024) confirms that satisfaction Work has a significant influence on performance because it is mediated by motivation, where motivation drives work ability to achieve maximum performance.

Job satisfaction triggers the need for affiliation, and this high need for socialization enhances teamwork, which impacts performance improvement (Sa'diyah, Wijaya & Ramdhani, 2026). In Islamic boarding school business units, success is not only measured materially, but also in contributions to the boarding school. The need for acceptance and affiliation drives administrators to strive harder for the business unit's success, which is a form of "*khidmah*" (devotion) (Sidiq & Suddin, 2023). Administrators who feel satisfied with their work tend to be highly motivated to build good relationships with fellow administrators. These harmonious interpersonal relationships facilitate collaboration within the Islamic boarding school business unit, which in turn improves performance (Mukaromah, 2022). When job satisfaction is high, administrators are motivated to maintain social relationships. This drive can transform work

pressure into better performance due to social support (Esisuarni, Alqadri & Nelitawati, 2024).

4. Conclusion

Based on The results of the research that has been carried out can be concluded that:

1. Islamic leadership has a significant positive influence on HR performance, this means that The stronger and more consistent the application of Islamic leadership values, the higher the quality of management performance. Darul Arqam Muhammadiyah Islamic Boarding School in Makassarin managing business units.
2. Job satisfaction has a significant positive effect on HR performance, this means that the higher the satisfaction of business unit managers. Darul Arqam Muhammadiyah Islamic Boarding School in Makassar, the higher the performance produced in achieving the Islamic boarding school's business goals
3. The need for affiliation motivation has a significant positive effect on HR performance, this means that means thatThe higher the desire of managers to establish warm, friendly and close interpersonal relationships, the more their performance in managing business units will improve significantly.
4. Islamic leadership has a significant positive effect on the motivation of need of affiliation, this means that the leadership style that applies Islamic values directly increases the desire of employees to build harmonious working relationships, solidarity, and good cooperation in the Darul Arqam Muhammadiyah Makassar Islamic boarding school business unit environment.
5. Job satisfaction has a significant positive effect on the need for affiliation motivation, this means that The more satisfied the Islamic boarding school business unit administrators are with their environment and work, the higher their drive to create close social ties within the team, thereby increasing the motivation of need for affiliation.
6. The need for affiliation motivation is able to mediate the influence of Islamic leadership on HR performance, this means that Islamic boarding school business unit administrators Darul Arqam Muhammadiyah Makassar tend to work more optimally and their performance increases when leaders build harmonious relationships, a sense of family and a strong sense of belonging (affiliation) in the work environment.
7. The need for affiliation motivation is able to mediate the influence of job satisfaction on HR performance, this means that Job satisfaction encourages comfortable administrators to build strong interpersonal relationships. These social bonds create a collaborative work

environment that improves the performance of administrators in Islamic boarding school business units. Darul Arqam Muhammadiyah Makassar

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