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# The Influence of Islamic Leadership Style, Work Discipline, and Work Ability on Employee Performance

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**ABSTRACT:** *Human resources are the assets of every government organization because they can actively implement strategies and act as a means to carry out the tasks and policies implemented. Some factors that can affect good or bad performance are Islamic leadership style, work discipline, and workability, which are independent variables or independent variables in this study. This study uses the associative quantitative research type to measure the influence of Islamic leadership style, work discipline, and workability. The method used is a survey by distributing questionnaires to employees currently working or who have worked at the Benowo sub-district office in Surabaya City by utilizing the non-probability sampling technique of the Quota Sampling Type on 30 employees. The following study results show that the Islamic leadership style variable partially does not affect performance. In contrast, the variable of work discipline is proven to influence performance, and the variable of workability does not affect employee performance.*

Sumber daya manusia ialah aset dari setiap organisasi pemerintah karena memiliki kemampuan secara aktif menerapkan strategi dan bertindak sebagai sarana untuk melaksanakan tugas serta kebijakan yang diterapkan. Beberapa faktor yang mampu mempengaruhi baik buruknya sebuah kinerja ialah gaya kepemimpinan islami, disiplin kerja, serta kemampuan kerja yang mana merupakan sebagai variabel independen atau variabel bebaas dalam penelitian ini. Tujuan dari penelitian ini yaitu mengukur pengaruh gaya kepemimpinan islami, disiplin kerja dan kemapuan kerja dengan menggunakan jenis penelitian kuantitatif asosiatif  serta metode yang digunakan ialah survei dengan cara membagikan kuisioner pada pegawai yang sedang bekerja maupun yang pernah bekerja di kantor kecamatan Benowo Kota Surabaya. Dengan memanfaatkan teknik pengambilan sampel non probability sample  Jenis Quota Sampling pada sejumlah 30 pegawai. Berikut hasil penelitian yang menunjukkan bahwa secara parsial variabel gaya kepemimpinan islami tidak berpengaruh terhadap kinerja, sedangkan variabel disiplin kerja terbukti memiliki pengaruh terhadap kinerja dan untuk variabel kemampuan kerja tidak memiliki pengaruh terhadap kinerja pegawai.

**Keywords:** *Leadership Style, Islamic Leadership, Work Discipline, Work Ability.*

## I.   INTRODUCTION

Every organization is a forum that can accommodate various potential human resources to work together and be organized in an organizational structure to optimize performance and achievement (Hikmah et al., 2022; Utama, 2021). Goals that the organization has set. Performance as the work achievement of an employee based on quantity and quality work achievement in a certain period under his duties and obligations (Harahap, 2016). According to Amstrong and Baron, performance is the outcome of labour that is closely linked to the organization's strategic objectives (Juliyanti & Onsardi, 2020; Umam & Abdurokhim, 2023). So, it can be understood that good performance is certainly an important factor that can affect the performance of an institution (Nuariningsih & Widiastini, 2020; Ronalddo et al., 2024).

A few elements that may impact performance are pay or salary, benefits, work environment, morale, leadership, discipline, and talent. Apart from the different factors influencing employee performance, performance-related issues are frequent (Irwan et al., 2017; Motivasi et al., 2023). These issues frequently result from various internal and external elements that can either help or hinder the organization's efforts to create a productive work environment, which could affect the company's reputation positively or negatively (Arisanti et al., 2019; Munandar et al., 2022).

Islamic-based leadership factors, work discipline, and workability are the variables used in this study (Rozzaid et al., 2015; Yantika et al., 2018). They will be studied in detail to determine whether these variables significantly influence the performance of employees at the Benowo District Office, Surabaya City. According to Harahap (2016), the best way to influence performance is to apply a leadership style based on Islamic policies. Islamic leadership affects the work environment and employee performance in doing a job as a means of worship (Cahyadi, 2019; Salsa et al., 2021). That high discipline will increase enthusiasm and morale while facilitating achieving the goals of the community, the company, and employees. According to Robbins (1998), the ability to carry out duties in casework will impact the organization's bad or good performance (Kamilah et al., 2024; Sekartini, 2016).

The research focuses on the Benowo District Office in Surabaya City, where a problem or phenomenon serves as the study's backdrop. In particular, the research is based on evaluations that surface on Google for a select few. Over the last year, several local communities have complained about the Benowo District office in Surabaya City's operations, namely the performance of staff who are thought to fall short of internal requirements. The regularity of working hours and the settlement of administrative issues deemed suboptimal as an organization providing public services are directly tied to serving the community.

## II.   METHOD

The type of associative quantitative research is used to determine the influence of Islamic leadership style, work discipline, and workability on employee performance at the Benowo District Office, Surabaya City. Primary data was obtained directly through questionnaires that were shared with all employees who are currently working and who have worked

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there. The study population consisted of 30 employees, with samples taken using non-probability sampling techniques with quota sampling. This research was carried out at the Benowo District Office, Surabaya City. The independent variables used include Islamic leadership style, work discipline, and workability, while the dependent variable is employee performance. Specific indicators about employee performance, Islamic leadership style, work discipline, and workability are used to explain the operational meaning of each variable to verify the precision and consistency of the multiple linear regression model employed in this research; the gathered data were examined utilizing validity, reliability, and classic assumption tests such normality, heteroscedasticity, and multicollinearity tests. The regression equation is as follows:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + c$

Y : Employee Performance

a : Constanta

b1.b2.b3 : Koefisien Regresi

X1 : Islamic Leadership Style

X2 : Work Discipline

X3 : Work Ability

From this equation, multiple linear analysis techniques were carried out to find out how many independent factors impacted one dependent variable, which included the t-test as one of the research hypothesis tests to prove the extent of the influence of independent variables on the dependent variables used.

## III. RESULT AND DISCUSSION

The collection of respondent data was obtained from the results of a questionnaire containing 27 questions and statements based on research indicators, with five alternative categories of answers given, namely: Disagree (TS), Strongly Disagree (STD), Strongly Agree (SS), Agree (S), Hesitate (R).

### Research Instrument Test

### *Validity Test*

To measure the validity or not of each question item and statement in a questionnaire with the Pearson correlation method, namely comparing the results of the r calculation with the r table, a research instrument can be considered valid if the results of the r calculation > the r table (Ghozali, 2014).

### Table 1. Validity test result

| Variable | Statement | r-count | r-table | Description |
|----------|-----------|---------|---------|-------------|
| Employee Performance [y1] | 1 | 0,540 | 0,361 | Valid |
| | 2 | 0,406 | 0,361 | |
| | 3 | 0,395 | 0,361 | |
| | 4 | 0,392 | 0,361 | |

| Variable | | | | |
|---|---|---|---|---|
| | 5 | 0 , 677 | 0 , 361 | |
| | 6 | 0 , 544 | 0 , 361 | |
| | 7 | 0 , 684 | 0 , 361 | |
| Islamic Leadership Style [x1] | 1 | 0 , 507 | 0 , 361 | Valid |
| | 2 | 0 , 475 | 0 , 361 | |
| | 3 | 0 , 557 | 0 , 361 | |
| | 4 | 0 , 427 | 0 , 361 | |
| | 5 | 0 , 363 | 0 , 361 | |
| | 6 | 0 , 419 | 0 , 361 | |
| | 7 | 0 , 482 | 0 , 361 | |
| | 8 | 0 , 444 | 0 , 361 | |
| Work Discipline [x2] | 1 | 0 , 390 | 0 , 361 | Valid |
| | 2 | 0 , 472 | 0 , 361 | |
| | 3 | 0 , 509 | 0 , 361 | |
| | 4 | 0 , 735 | 0 , 361 | |
| | 5 | 0 , 430 | 0 , 361 | |
| | 6 | 0 , 688 | 0 , 361 | |
| Workability [x3] | 1 | 0 , 488 | 0 , 361 | Valid |
| | 2 | 0 , 643 | 0 , 361 | |
| | 3 | 0 , 525 | 0 , 361 | |
| | 4 | 0 , 388 | 0 , 361 | |
| | 5 | 0 , 445 | 0 , 361 | |
| | 6 | 0 , 515 | 0 , 361 | |

To assess the validity of the data from the four variables used, with the conclusion drawn from the results of the validity assessment on each questionnaire item based on the significant value, which revealed that the value of the calculated r is greater than the R table (0.361). Thus, all the indicators listed in each variable related to Islamic Leadership Style, work discipline, work skills, and employee performance have been assessed as valid or appropriate for the data collection process.

### Reliability Test

Reliability test to measure. The Accuracy or regularity of a questionnaire, which is a research instrument, is said to have good reliability if the reliability coefficient value is> 0.60 (Ghozali, 2014).

Table 2. Reliability test result

| Variable | C-alpha | Description |
|---|---|---|
| Islamic Leadership Style (X1) | 0 ,605 | Reliable |
| Work Discipline  (X2) | 0 ,712 | Reliable |
| Workability (X3) | 0 ,677 | Reliable |
| Employee Performance (Y1) | 0 ,608 | Reliable |

The Cronbach alpha value on the Islamic leadership style variable (X1) is 0.605, the Work Discipline variable (X2) is 0.712, the Keja Ability variable (X3) is 0.677, and the employee performance variable (Y1) is 0.608, it can be concluded that all data collected from the

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questionnaire statement instrument on each variable have met the criteria for instrument reliability.

## Normality Test

The purpose of this test is to determine the Accuracy or consistency of regression, which is to determine whether the dependent variables and independent variables in the regression model have a normal distribution or not. Shapiro Wilk's statistical test was used to determine whether the data in this investigation were standard, with the indicator used in the conclusion at a significance level of 5%. Whether the data is considered regularly distributed depends on whether its significance is greater than 0.05, indicating that the data is normally distributed, or less than 0.05, indicating that the data is abnormal (Ghozali, 2014).

### Table 3. Normality test result

| Variable | Shapiro Wilk | | |
|---|---|---|---|
| | Statistic | df | Sig. |
| Islamic Leadership Style | 0,943 | 30 | 0,111 |
| Work Discipline | 0,896 | 30 | 0,007 |
| Workability | 0,919 | 30 | 0,026 |
| Employee Performance | 0,943 | 30 | 0,111 |

This study was abnormally distributed from the Shapiro-Wilk normality test, where the significant value of the work discipline variable and workability variables' significant value was less than 0.05. So that data can be changed into a form of natural logarithm (LN) to help overcome abnormal data.

## Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is a variance inequality from the residual at each observation in the regression model. Ghozali (2014) stated that the following things serve as a basis for decision-making: if the P value is more significant than 0.05, then Ho is accepted, which means that there is no heteroscedastic problem, then Ho is rejected, which means that there is a heteroscedastic problem.

### Table 4. Heterokedasticity test result

| Variable | Sig. | Descripyion |
|---|---|---|
| Islamic Leadership Style | 0,759 | Free of Heteroscedasticity |
| Work Discipline | 0,088 | Free of Heteroscedasticity |
| Workability | 0,169 | Free of Heteroscedasticity |

In the work discipline variable, which is 0.088, and the workability variable, which is 0.169, the results of the heteroskedasticity test show that the Islamic leadership style variable has a significant value of 0.759, with the value of each variable exceeding 0.05. Thus, it can be concluded that the symptoms of heteroskedasticity do not exist.

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### In the Multicollinearity Test

to determine whether there are multicollinearity symptoms, the tolerance measure and value of VIF are examined [Variance Inflation Factor]. If the VIF is more than 10 and the tolerance value is less than 0.10, multicollinearity occurs, but if the VIF is less than 10. If the tolerance value exceeds 0.10, multicollinearity does not occur (Ghozali, 2014).

Table 5. Multicolinearity test result

| Variable | Tolerance | VIF |
|---|---|---|
| Islamic Leadership Style | 0 ,931 | 1 ,074 |
| Work Discipline | 0, 918 | 1 ,089 |
| Workability | 0 ,898 | 1 ,113 |

It may be inferred from the study's findings that there is no multicollinearity among the independent variables because each variable produces a tolerance larger than 0.10. The VIF limit is less than 10.00.

### Multiple Linear Regression Analysis

### Uji t

The t-test determines how far a variable is affected. Independently in explaining the variation of dependent variables. Hypothesis to be tested at the level of 5% (Ghozali, 2014).

Table 6. Test-t result

| Variable | p-Value | Sig. | Descroption |
|---|---|---|---|
| Islamic Leadership Style | 0 ,637 | 0 ,05 | No effect |
| Work Discipline | 0 ,005 | 0 ,05 | Effect |
| Workability | 0 ,422 | 0 ,05 | No effect |

The Islamic leadership style variable has a P-value of 0.637, which is more significant than 0.05, according to the calculations results in Table 6. This shows that the regression calculation shows that the Islamic leadership style variable does not significantly impact employee performance; in other words, Islamic leadership styles do not affect improving employee performance in the Benowo District office.

Next is the work discipline variable; according to the table above, the P-value of the work discipline variable is 0.005, which is less than 0.05. This shows that the results of regression calculations show that work discipline significantly and profitably affects employee performance. This shows that staff performance at the Benowo District office in Surabaya City will increase along with improving work discipline.

The workability variable in the table above then displays the resulting P-value value of 0.422, which is greater than 0.05 and shows that the regression calculation results show that workability does not significantly impact employee performance. The results of the calculation above also show that workability does not affect improving employee performance at the Benowo District office.

### Uji f

The total capacity of independent variables to explain how each other affects their dependent variables can be done using the f. test with a hypothesis to be evaluated at 5% (Ghozali, 2014).

Table 7. Test F result

| Model | Some of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 71,277 | 3 | 23,759 | 3,150 | ,042 |
| Residual | 196,090 | 26 | 7,542 | | |
| Total | 267,367 | 29 | | | |

It can be inferred from the above table that Islamic leadership style, work discipline, and workability jointly affect employee performance because the significance value of the simultaneous test results is 0.042, which is less than the previously established significance level of 0.05.

### Coefficient of Determination

A determination coefficient test must be carried out to determine how independent variables can explain a study's variation in dependent variables. There is little room for independent variables to account for variance in dependent variables when the R2 value is low. In this study, the following are the results of the determination coefficient test are as follows:

Table 8. Coefficient of determination result

| Model | R | R Square | Adjusted R Square | Std Error of the Estimate |
|---|---|---|---|---|
| 1 | 0 , 516[a] | 0,267 | 0,182 | 2,74626 |

The results of the R Square value of 0.267, or 26.7% of the three independent variables, can be concluded that the influence of other independent variables accounts for 73.3% of the variation of employee performance variables (Y1). In contrast, Islamic leadership style (X1), work discipline (X2), and workability (X3) only account for 26.7% of the variation.

## IV. CONCLUSION

From several tests that have been carried out, it is concluded from the results of this study, namely that partially the variable of Islamic leadership style does not influence improving employee performance at the Benowo District Office, Surabaya City, where the good or bad leadership style does not cause significant changes in the performance of employees. However, work discipline has a positive and significant influence on employee performance at the Benowo District Office, with several indicators that form work discipline, including compliance with regulations, doing work according to the position, and being able to take responsibility for the tasks given. The workability variable also showed that there was no significant influence on employee performance at the Benowo District Office, Surabaya City, where employees' workability levels did not have an impact on improving performance. The absence of a partial influence on the variables of Islamic

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leadership style and workability has each factor that is the cause of the absence of influence related to both. However, in this study, based on regression calculations, it is proven that all independent variables can simultaneously influence employee performance, which is the bound variable. The independent variables, Islamic leadership style, work disciplines, and workability, have a total influence on employee performance variables, amounting to 26.7% and other independent variables of 73.3% influence the rest.

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