

The role of Islamic work ethic in moderating the influence of human relations, work environment, and work discipline on employee performance

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Abstract

Employee performance plays a pivotal role in determining organizational success, particularly in companies that rely heavily on human capital. This study examines the influence of human relations, work environment, and work discipline on employee performance and investigates the moderating role of Islamic work ethic in these relationships. Drawing upon Human Capital Theory, the research adopts a quantitative approach involving 100 employees of PT. PMJ in Central Java, selected using the Slovin formula. Data were collected through structured questionnaires and analyzed using statistical inference and Moderated Regression Analysis (MRA). The findings reveal that human relations and work environment have a significant positive impact on employee performance, while work discipline shows a positive but insignificant effect. Furthermore, the Islamic work ethic significantly moderates the relationship between the work environment and employee performance, indicating that employees who embody Islamic values respond more positively to supportive working conditions. However, the moderating effect of Islamic work ethic is not evident in the relationships between human relations or work discipline and performance. These results underscore the importance of cultivating an Islamic ethical framework that aligns with human capital development and workplace well-being. The study contributes to the growing literature on Islamic management by emphasizing the role of ethical and spiritual values in enhancing employee performance. Practically, it suggests that organizations should integrate Islamic work ethics—such as honesty, diligence, and sincerity—into management practices to strengthen employee motivation, productivity, and organizational effectiveness.

Keywords: human relations; work environment; work discipline; employee performance; Islamic work ethic.

Introduction

Human resources are the most important asset in the progress of a company, because the success or failure of a company is greatly influenced by the human resources in it. After all, the company will not be able to run well if it does not have employees who are able to carry out their duties well (Rosalina & Apiska, 2018). In recent

years, many companies in Indonesia have faced challenges related to improving employee performance. Employee performance is one of the key factors that determines the success of an organization in achieving its goals. Good performance will drive the company's productivity. Employee performance has a major impact on company performance. Therefore, it is important for companies to conduct performance evaluations to determine the extent to which employees are able to meet high work standards. Human relations are an important aspect that can affect employee comfort at work. Human relations are very important for improving performance and increasing work productivity because they are related to communication that includes thoughts, feelings, and cooperation in doing work. To create a harmonious working relationship, employees must feel comfortable and focused on doing their jobs which have a positive impact on employee performance (Rosalina & Aspika, 2018).

The work environment is one of the factors that influences a company when carrying out its operational activities in addition to paying attention to factors within the company, it is also required to pay attention to external factors or from outside (Hasibuan & Bahri, 2018). A conducive work environment or the creation of a supportive atmosphere can increase motivation at work, which ultimately has a positive impact on employee work enthusiasm. In addition to the work environment, one of the factors that influences employee performance is work discipline, companies must of course pay attention to the discipline of each employee. With disciplinary action in work, the duties and responsibilities as employees will be achieved effectively and efficiently in accordance with the expected goals and targets. Where the better the level of employee work discipline, the better the performance that can be achieved by the organization or company (Siska Madona et al., 2023).

The application of discipline in a company is very important so that all employees in the company are willing to voluntarily comply with and obey all applicable regulations without any coercion and if there is a violation of existing regulations, sanctions will be given by the company itself. Work ethic is related to personality and gives birth to a moral attitude. Moral attitudes are sincerely associated with attitudes of will. Work ethic grows from the religious values of culture and the environment of a society, so that work ethic becomes a source of strength for employees for employees in working (Saleh

& Utomo, 2018). A job can be successful, when the Islamic work spirit must be held by each employee when doing their work can be maximized. Islamic work ethic must be a concern in improving employee work to achieve results that are in accordance with what is expected.

Several previous research results can help researchers and be a reference for studying more deeply about human relations, work environment and work discipline on employee performance with Islamic work ethic. Research conducted by Gusti et al., (2021) and Sundoyo et al., (2021) stated that the results of human relations affect employee performance with a significant positive. Research conducted by Siahaan & Bahri (2019), Ningrum et al., (2021) and Hustia, (2020) which stated that the work environment has a positive and significant effect on employee performance. Research conducted by Belti & Osnardi (2020) which stated that work discipline affects employee performance with a significant positive. Research conducted by Jufrizen & Sitorus (2021) also shows that work discipline has a significant positive effect on employee performance.

Additionally, Suseno and Saifudin (2024) found that Islamic work ethic significantly enhances productivity, emphasizing values such as discipline, honesty, and hard work, which align with the Theory of Planned Behavior's attitude toward behavior. They further noted that organizations fostering flexibility for religious practices and supporting spiritual well-being create environments conducive to high productivity and employee satisfaction, reinforcing the moderating role of Islamic work ethic in enhancing performance outcomes. In line with these findings, Firdaus & Anwar (2023) and Rosta (2018) directly investigated the influence of Islamic work ethic on employee productivity, confirming its significant positive impact through values that promote diligence and integrity in the workplace.

The purpose of this study is to determine whether or not there is an influence of human relations, work environment and work discipline on employee performance, and whether Islamic work ethic can moderate the influence of human relations, work environment and work discipline on employee performance.

Literature review

Human capital theory

This study refers to the grand theory of human capital put forward by Theodore Schultz, who argues that human capital consists of four things, namely behavior, ability, effort and time completely controlled by employees (Agustin & Utomo, 2021). Human Capital Theory posits that human capital is unique, encompassing the skills, intelligence, abilities, tenacity, and knowledge possessed by employees in creating and providing success that affects employee performance for organizations or companies (Djatola & Hilal, 2021). In the work environment, human capital fosters innovation and skill development, creating a comfortable and conducive workplace. It also provides optimal solutions based on employees' knowledge and experience. Moreover, human capital plays a critical role in improving the work environment to attract and retain employees. A conducive work environment is essential, as it promotes comfort, safety, health, and optimal task completion. From a human capital perspective, fostering strong interpersonal relationships can enhance employee performance by creating a supportive and collaborative work environment.

A conducive work environment is critical for optimizing employee performance, as it fosters comfort, safety, and health, enabling efficient task completion. Within the framework of Human Capital Theory, the Islamic work ethic serves as a vital component of human capital, significantly contributing to organizational success. Employees who embody Islamic values—such as discipline, creativity, productivity, and strong management skills—enhance their contributions to the company. Islamic work ethic has a positive influence, because not everyone has the intention of working according to Islamic law and wants to apply a work ethic according to Islamic teachings, then the work will be blessed. The Islamic work ethic encourages employees to approach work with sincerity and commitment, aligning their efforts with organizational goals and fostering a disciplined and collaborative workplace culture. This value-driven approach can amplify the impact of human capital on employee performance, particularly by strengthening interpersonal relationships and supporting a conducive work environment.

Employee performance

Employee performance refers to the achievements of individuals or groups within an organization, measured in terms of quality and quantity based on predetermined organizational goals (Budiyanto & Mochklas, 2020). It encompasses work accomplishments derived from assigned tasks, adhering to legal, moral, and ethical standards. Employee performance is influenced by organizational factors such as interpersonal relationships, workplace conditions, and discipline, which align with the principles of Human Capital Theory. Key indicators of employee performance include:

- a. Quantity: the result of organizational production, quantity can be measured by calculating the suitability of organizational targets with the amount of production produced by HR.
- b. Quality: the level of activity in creating work results according to targets. Work quality can be measured through the work of employees given.
- c. Reliability: the ability of employees to do the work given by the company, with the method of work that has been determined.
- d. Attendance: the absence of employees when coming to work to carry out work activities in accordance with working hours.
- e. Ability to Work Together: the way employees work together with coworkers.

These indicators are shaped by factors such as supportive human relations, a conducive work environment, and disciplined work practices, which can be further enhanced by the Islamic work ethic's emphasis on sincerity and commitment, laying the foundation for hypotheses regarding their influence on performance

Human relation

According to Susanto & Halim (2020) Human relations are harmonious relationships that are produced by awareness and willingness to resolve different desires for the success of common interests. Human relations are basically interpersonal contacts that occur in organizations and companies that are aimed at human actions. Not only human interaction and relationships, it is about changes in attitudes or perspectives so that people involved in the interaction are able to behave as expected in order to achieve company goals with the same mindset.

According to Tina (2019), expressing opinions regarding the indicators of human relations are as follows:

- a. Communication: To be able to build cooperation in a team, communication is needed between its members so that common goals can be achieved.
- b. Direction: Direction is the process of giving tasks or orders in the form of instructions that allow employees to understand the wishes of the organization's leadership.
- c. Openness: Openness must always be accompanied by wisdom because open communication will be able to guide an employee with trust and a sense of misunderstanding.
- d. Mutual respect: Employees also really want their work results to be appreciated, which fosters a positive work environment. even though without it, their obligation is to work hard.

Human relations are critical for employee performance, as strong interpersonal connections and effective communication can enhance collaboration, motivation, and overall productivity. Based on this, it is hypothesized that: H1: Human relations have a significant positive influence on employee performance.

Work environment

Work environment is the condition where an individual works, such as physical settings, job profiles, culture and market conditions. So that the work environment is the condition of the place where an individual works. Junaidi, (2021) explains the condition of the individual's workplace in the form of work space, interior, and facilities that support work and communication between individuals and teams vertically or horizontally. Safitri & Soleh, (2020) argue that the work environment affects performance during job satisfaction, therefore the work environment must be created in comfortable conditions.

The indicators of the work environment according to Nitisemito (1992) are as follows:

- a. Work atmosphere: The work atmosphere is the condition around employees who are doing work that can affect the implementation of the work itself. The work atmosphere includes the workplace, facilities and work aids, cleanliness, lighting, tranquility including working relationships between people in that place,

- b. Relationships with coworkers: Relationships with coworkers are harmonious relationships with coworkers and without mutual intrigue between fellow coworkers. One of the factors that influences employees to stay in one organization is the existence of harmonious relationships and family is one of the factors that can affect employee performance.
- c. Relationship with superiors: A superior must be able to create good relationships and communication with subordinates in order to create an attitude of self-confidence for employees and can increase their work productivity. A greeting or greeting can have a good impact on the psyche of employees and will consider the greeting as attention given by the leader.
- d. Working hours or breaks: Working hours are the time given by the institution to employees to do work. Usually working hours have been determined by existing institutional regulations, the division of working hours aims to regulate employee discipline in working and providing the right working hours can spur productivity and creativity in working.
- e. Availability of work facilities: This means that the equipment used to support smooth work is complete/up-to-date. The availability of complete work facilities, although not new, is one of the supporting processes in working.
- f. Work safety: Work safety is divided into two, namely personal security and employee safety. Security of personal property, for example employee vehicles left in the parking lot so that employees cannot supervise them directly, if the parking lot is not safe it will cause anxiety for employees, causing their enthusiasm and work passion to decrease and as a result of these things employee productivity will decrease.

A conducive work environment directly impacts employee performance by providing comfort, safety, and resources necessary for optimal task completion. Based on this, it is hypothesized that: H2: Work environment has a significant positive influence on employee performance.

Work discipline

Work discipline is an attitude of respecting, appreciating, and obeying all written and unwritten regulations that apply in an organization and being willing to implement and accept punishment

for violations that cannot be avoided. Work discipline is a management action to encourage members of the organization to comply with the requirements and various regulations that. Discipline is not only formed instantly, but there is a continuous coaching and development process from the beginning so that work discipline is truly applied in the organizational environment to achieve organizational goals in real terms (Syarief, 2022).

Indicators that influence the level of employee discipline in an organization according to Hasibuan (2011:194-198) :

- a. Goals and abilities: The goals to be achieved must be clear and set ideally and challenging enough for the employee's abilities, so that he works hard and is disciplined in doing it.
- b. Leadership example: The leadership example has a great influence in enforcing because the leader is used as an example and role model by his subordinates.
- c. Rewards: rewards (salary and welfare) will provide employee satisfaction and love for the company or their work. The greater the reward, the better the employee discipline, conversely, if the reward is smaller, the employee discipline becomes low.
- d. Justice: Justice also encourages the realization of employee discipline, because the ego and human nature always feel important and ask to be treated the same as other humans. With good justice will create good discipline too.
- e. *Waskat* (inherent supervision): *Waskat* is a real and most effective action in realizing employee discipline in the company, because superiors must be active and directly supervise the behavior, morals, attitudes, work enthusiasm, and work performance of their subordinates.
- f. Punishment sanctions: Punishment sanctions play an important role in maintaining employee discipline, because through increasingly severe punishment sanctions, employees will be increasingly afraid to violate company regulations, the attitudes and behavior of indisciplined employees are reduced.,
- g. Firmness: The firmness of the leadership in reprimanding and punishing every indisciplined employee will create good discipline in the company.
- h. Human relations: Harmonious human relations among fellow employees create good discipline in a company, managers must

try to create an atmosphere of harmonious and binding human relations, both vertically and horizontally among all employees, so that it will create a comfortable working environment and atmosphere.

Work discipline is essential for maintaining consistent employee performance, as it ensures adherence to organizational standards and fosters accountability. Based on this, it is hypothesized that: H3: Work discipline has a significant positive influence on employee performance.

Islamic work ethic

Ethos, derived from Greek, refers to the attitude, character and belief in something that is owned by an individual or group. Ethos is formed based on culture, habits or systems based on beliefs held. (Hilmi et al., 2018) In the context of work, ethos manifests as a work ethic, its meaning will be an indicator of individual assessment and is carried out in the form of work. The Islamic work ethic, as a distinct form of ethos, refers to a value-driven approach by individuals or groups, supported by cultural and Islamic principles, emphasizing diligence, sincerity, and full responsibility in completing work, which is based on the belief that the work has intrinsic value. Working in accordance with Islamic teachings which of course do not conflict with Islamic law (Septianingsih, 2018).

According to Amri (2020), the indicators of Islamic work ethic are as follows :

- a. Diligence: Diligence in working means that work is not only carrying out routines and obligations, but also the desire to get the best results. Someone who has an Islamic work ethic views work as worship, this is what drives perseverance in working as part of expecting God's grace and being useful to others.
- b. Istiqamah: Istiqamah describes consistency in working even though facing many obstacles and challenges. The consistency in question is istiqamah. Consistency in working means the ability to not change, in accordance with organizational goals, conformity between rules and implementation, conformity between program plans and their implementation to build work discipline, obedience to regulations, rules, and orders based on established rules.

- c. **Effective time management:** Using time as well as possible in working, time is an important thing in carrying out work. Workers should use their time as well as possible to do useful things. In the world of work, time division must be determined to support the effectiveness of employee performance. Good use of time is characterized by not delaying work so that work can be completed on time.
- d. **Sincerity:** Sincerity in working is needed to provide good service to others, especially co-workers and organizations that are the container for a job. Sincerity in working is seen from work behavior that does not only expect material rewards, but also wants to obtain rewards and gifts from Allah SWT.
- e. **Honesty:** Being honest reflects the quality of a person's strong faith. With this strength of faith, he can maintain his attitude and behavior. A person with faith only prioritizes his behavior on things that are good and useful. They are aware that lying, cheating and other dishonest things will be detrimental in interacting at work and in life.
- f. **Having commitment:** Commitment is seen from behavior that sides with the company where he works and a strong desire to remain a member of the company. With a work commitment, employees have a strong bond to survive which is marked by the will and exerting all power and effort for the benefit of the company (Sohari, 2013).
- g. **Resilience:** Resilience refers to not regarding the word "tired" at work, Workers who have an Islamic work ethic view failure as a test of trials that must be faced and remain optimistic in expecting the gifts of Allah SWT. Workers do not easily give up when facing any form of obstacle when carrying out work, seeing that the efforts made are part of the endeavor that must be made, while the final decision is in the power of Allah SWT.

The Islamic work ethic can enhance the impact of human relations, work environment, and discipline on employee performance by fostering a value-driven approach to work. Based on this, it is hypothesized that: H4: Islamic work ethic moderates the relationship between human relations and employee performance; H5: Islamic work ethic moderates the relationship between work environment and employee performance; H6: Islamic work ethic

moderates the relationship between work discipline and employee performance.

Hypothesis

H1: Human relations has a significant positive influence on employee performance.

H2: Work environment has a significant positive influence on employee performance.

H3: Work discipline has a significant positive influence on employee performance.

H4: Islamic work ethic can moderate human relations on employee performance.

H5: Islamic work ethic can moderate work environment on employee performance.

H6: Islamic work ethic can moderate work discipline on employee performance.

Research methods

The research taken is included in quantitative research. Where the activity stage that produces data in the form of numbers presented in the form of a percentage regarding the results of the analysis, as well as by directly distributing questionnaires or surveys to employees to obtain data and analysis to obtain information. This research and data collection were carried out in November 2024 until completion. This research was conducted with the object of PT. PMJ in Central Java. The population in this study were employees of PT. PMJ totaling 1,050 and the sample was 100 employees calculated using the Slovin formula. The research methods used include the type of research, sampling method, operationalization of variables, and analysis methods used in the research.

Results and discussion

T-test results table

Coefficients^a

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.776	.451		3.936	.000
	Human relation	.307	.140	.276	2.192	.031
	Work environment	.200	.101	.231	1.982	.050
	Work discipline	.086	.128	.083	.673	.503

a. Dependent variable: employee performance

MRA test results table equation 1

Coefficients^a

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
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	Work environment	.200	.101	.231	1.982	.050
	Work discipline	.086	.128	.083	.673	.503

a. Dependent Variable: employee performance

MRA test results table equation 2

Coefficients^a

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.052	4.963		-.212	.833
	Human relation	-.465	1.502	-.418	-.310	.757
	Work environment	-2.263	.977	-2.623	-2.317	.023
	Work discipline	3.259	1.460	3.154	2.232	.028
	Islamic work ethic	1.057	1.158	.902	.913	.364
	Human Relation* Islamic work ethic	.151	.360	1.055	.418	.677
	Work environment * Islamic work ethic	.566	.232	4.367	2.440	.017
	Work discipline * Islamic work ethic	-.794	.353	-5.671	-2.246	.027

a. Dependent Variable: employee performance

The influence of human relation (X1) on employee performance (Y)

Based on the results of the t-test, the influence of the human relation variable (X1) on employee performance (Y) was obtained

with a calculated t value of 2.192 with a significance level of 0.000 which is smaller than 0.05. This shows that the human relation variable has a positive and significant influence on employee performance. Thus, the H1 hypothesis is accepted. From these results it can be concluded that human relations have an effect on employee performance.

The human capital theory proposed by Elton Mayo states that harmonious social relations in the work environment can increase employee morale and productivity. In practice, the application of human relations in the workplace such as effective communication, teamwork, leadership attention to employee needs, and good interpersonal relationships, have been proven to create a conducive work environment. PT. PMJ realizes that human relations are one of the main focuses in building a productive and harmonious work culture. The application of good working relations has a positive impact on employee morale, motivation and loyalty. An employee relations organization can affect how employees work and produce performance, employees become enthusiastic when working and work together to achieve the expected goals.

This is supported by research by Gusti et al., (2021) and Sundoyo et al., (2021) which states that human relations results have a significant positive effect on employee performance.

The influence of work environment (x2) on employee performance (Y)

Based on the results of the t-test, it produces an influence between the work environment variable (X2) on employee performance (Y) which obtained a t-value of 1.982 with a significance level of 0.000 which is smaller than 0.05. this shows that the work environment variable has a positive and significant influence on employee performance. Thus, the H2 hypothesis is accepted.

Work environment conditions will have an impact on the performance produced, if employees like the work environment, they will feel at home and comfortable doing their work activities so that they can maximize their work both individually and in groups, with the existence of work competition, it is very helpful in the process of improving the quality of employee performance, creating a competitive work environment, employee abilities are increasing in completing tasks. Human Capital Theory by Elton Mayo

emphasizes the importance of social and psychological factors in the work environment. His most famous research, the Hawthorne Studies, shows that attention to the social and emotional needs of employees can increase productivity more than just physical work conditions.

Research conducted by Siahaan and Bahri (2019), Ningrum et al., (2021) and Hustia, (2020) stated that the work environment has a positive and significant influence on employee performance.

The influence of work discipline (X3) on employee performance (Y)

Based on the results of the t-test, it produces an influence between the work discipline variable (X3) on employee performance (Y) which obtained a t-value of 0.673 with a significance level of 0.503 which is greater than 0.05. This shows that the work discipline variable has a positive but insignificant influence on employee performance. Thus, the H3 hypothesis is rejected.

When employees feel appreciated, listened to, and considered important in the organization, they tend to have a higher commitment to work rules and norms. Work discipline is the result of collective awareness, not just pressure from authority. Based on the results of observations in the field, this emphasis is based on policies implemented to improve discipline, especially for employees with low discipline standards.

This is supported or in line with the results of research conducted by Margaret (2017), Arianto (2013), and Setiawan (2013) who succeeded in proving that there was no significant partial influence between the work discipline variable on employee performance. Meanwhile, the results of this study are not in line with or supported by the results of research conducted by Belti and Osnardi (2020) and which stated that work discipline has a significant positive effect on employee performance.

The influence of human relations on employee performance moderated by Islamic work ethic

Based on the results of the MRA test, it shows that moderation which is an interaction between the human relations variable (X1) and employee performance (Y), has a t value of 0.418 with a moderation significance value of $0.677 > 0.05$ so that it can be concluded that Islamic work ethic (Z) does not act as a moderating

variable in the relationship between human relations (X1) and employee performance (Y). Thus H4 is rejected.

The value of the Z variable in the t test is significant while the MRA test value of the Z value is negative and insignificant, it can be concluded that the employee performance variable is a predictor moderation variable, while the Islamic work ethic variable only acts as an independent variable. Therefore, the H4 hypothesis is rejected, although an employee has a high work ethic, the quality of relationships between individuals in the work environment remains the main factor that determines their level of performance. Based on the results of observations in the field, it illustrates that the work ethic of employees is quite strong but the relationship between employees and superiors in the company is not optimal in other words, even though a person has a high work ethic, they cannot achieve good performance if they cannot build good relationships with their coworkers.

This is reinforced by research from Khotimah and Ula (2023) who obtained analysis results showing that work ethic was unable to significantly moderate this relationship.

The influence of work environment on employee performance moderated by Islamic work ethic

Based on the results of the MRA test, it shows that moderation, which is an interaction between the work environment variables (X2) and employee performance (Y), has a t of 2.440 with a moderation significance value of $0.017 < 0.05$, it can be concluded that the work environment has a significant positive effect on employee performance with Islamic work ethic as a moderator. Islamic work ethic (Z) acts as a moderating variable in the relationship between the work environment (X2) and employee performance (Y). Thus, H5 is accepted.

The condition of the work environment can affect the seriousness of employees which can later grow their performance. This is related to the conditions and situations of the place and facilities needed in the workplace based on values that are in accordance with Islamic law. The work environment has a very close relationship with work ethic because the better the environment occupied, the better the work ethic given.

The results of this research are in line with research conducted by Dwi Suryani and Seno Aji (2020) which shows that Islamic work

ethic moderates the relationship between the work environment and employee performance.

The influence of work discipline on employee performance moderated by Islamic work ethic

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Based on the results of the MRA test, it shows that moderation, which is the interaction between the work discipline variable (X3) and employee performance (Y), has a t value of -2.246 with a moderation significance value of $0.027 > 0.05$, so it can be concluded that Islamic work ethic (Z) does not act as a moderating variable in the relationship between work discipline (X3) and employee performance (Y). Thus, H6 is rejected.

Work discipline greatly influences Islamic work ethic because work discipline is one of the factors that influences the emergence of work ethic. Individuals who have a high work ethic will value time, which means that all activities carried out can be carried out effectively and efficiently. Meanwhile, respecting time is one of the actions in self-discipline. Effective work discipline arises from good interpersonal relationships between superiors and subordinates. When employees feel appreciated, listened to, and considered important in the organization, they tend to have a higher commitment to work rules and norms.

This is in line with research Nurma Sari (2020) which shows that the interaction between work discipline and Islamic work ethic can improve employee performance. Employees who have a high work ethic will encourage employees to improve their performance.

Conclusion

This study examined the role of Islamic work ethic in moderating the influence of human relations, work environment, and work discipline on employee performance at PT. PMJ. The empirical findings reveal that human relations and work environment significantly and positively affect employee performance, while work discipline has a positive but insignificant impact. Furthermore, Islamic work ethic was found to moderate the relationship between the work environment and employee performance, indicating that employees who internalize Islamic values tend to respond more positively to supportive working conditions. However, the moderating role of Islamic work ethic was not evident in the relationships between human relations or work discipline and

employee performance. These results confirm that workplace dynamics and interpersonal relationships remain critical determinants of performance, even within an Islamic ethical framework.

Despite providing valuable insights, this research is not without limitations. The sample size was limited to 100 employees from a single company, which restricts the generalizability of the findings to other organizations or sectors. Additionally, this study employed a purely quantitative approach, which, while useful for measuring correlations, may not fully capture the nuanced ways in which Islamic values influence work behavior and performance. The cross-sectional design also limits the ability to infer causality among the studied variables. Future studies should consider a broader and more diverse sample, adopt a mixed-method approach, and explore other moderating or mediating variables –such as organizational culture, religiosity, or leadership style– that may provide a more comprehensive understanding of the role of Islamic ethics in workplace performance.

From a practical standpoint, this study offers meaningful implications for organizations seeking to enhance employee performance within an Islamic ethical framework. Managers are encouraged to foster strong interpersonal relationships and create conducive work environments that align with Islamic moral values such as honesty, diligence, and sincerity. Integrating Islamic work ethic into organizational culture and human resource management practices can strengthen employees' sense of purpose, improve morale, and sustain long-term productivity. Companies should therefore view Islamic work ethic not merely as a spiritual or moral aspect but as a strategic element that can reinforce organizational effectiveness and employee well-being.

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