

# ENHANCING EMPLOYEE PERFORMANCE IN ISLAMIC BANKING: THE MODERATING ROLE OF RELIGIOSITY

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**ABSTRACT** - Organizational culture, happiness at work, and leadership have been widely studied, yet the complex interactions among these factors and the role of religiosity in employee performance remain poorly understood, especially in the context of Islamic banking. This study investigates these relationships and their impact on the employee performance of Bank Muamalat Indonesia (BMI) in the Palu Branch, with religiosity as the moderating variable. Data were collected using closed questionnaires from all employees at the branch and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that organizational culture and happiness at work significantly enhance employee performance, while leadership does not have a significant impact. Notably, religiosity strengthens the positive effect of organizational culture on employee performance, indicating that religious values can deepen employee commitment and productivity by providing greater meaning and purpose in their work. The study highlights the importance of incorporating religiosity to foster an inclusive and productive work environment in Islamic banking. Future research with a more comprehensive design and a more diverse sample is recommended to further explore these relationships.

**Keywords:** Organizational Culture, Leadership, Happiness at Work, Religiosity, Employee Performance

**ABSTRAK – Meningkatkan Kinerja Karyawan Perbankan Syariah: Peran Moderasi Religiositas.** Meskipun budaya organisasi, kebahagiaan di tempat kerja, dan kepemimpinan telah banyak diteliti, kompleksitas hubungan di antara faktor-faktor tersebut dan peran religiositas terhadap kinerja karyawan masih belum terpahami dengan baik, terutama dalam konteks perbankan syariah. Penelitian ini bertujuan untuk mengkaji hubungan tersebut dan pengaruhnya terhadap kinerja karyawan Bank Muamalat Indonesia (BMI) Cabang Palu dengan religiositas sebagai variabel moderasi. Data penelitian dikumpulkan melalui penyebaran kuesioner kepada seluruh karyawan BMI di cabang tersebut yang kemudian dianalisis dengan Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil kajian menunjukkan bahwa budaya organisasi dan kebahagiaan di tempat kerja secara signifikan meningkatkan kinerja karyawan, sementara kepemimpinan tidak berpengaruh signifikan. Menariknya, religiositas memperkuat dampak positif budaya organisasi terhadap kinerja karyawan yang mengindikasikan bahwa nilai-nilai keagamaan dapat memperdalam komitmen dan produktivitas karyawan dengan memberikan makna dan tujuan yang lebih besar dalam pekerjaan mereka. Studi ini menekankan pentingnya integrasi aspek religiositas untuk membangun lingkungan kerja yang inklusif dan produktif di perbankan syariah. Penelitian lanjutan dengan desain yang lebih komprehensif dan sampel yang lebih beragam masih diperlukan untuk memvalidasi dan memperluas hubungan ini.

**Kata Kunci:** Budaya Organisasi, Kepemimpinan, Kebahagiaan di Tempat Kerja, Religiositas, Kinerja Karyawan

## INTRODUCTION

Improving employee performance is a critical priority for Islamic financial institutions due to their unique operational characteristics and ethical considerations (Kasi & Mahmood, 2019). In Islamic banking, compliance with Shariah principles is paramount, and employees are at the forefront of ensuring that all banking operations align with Islamic law and established ethical standards (Abul Hassan & Abdul Latiff, 2014). Their performance not only affects customer satisfaction but also has a direct impact on operational efficiency and overall profitability (Kasi & Mahmood, 2019). Consequently, investing in strategies to enhance employee performance is crucial for Islamic banks.

Islamic banks face significant challenges, such as the lack of an adequate Shariah supervisory framework, which necessitates continuous improvements in operational mechanisms and governance structures (Ahmed et al., 2019). Additionally, constraints in Mudarabah financing practices and low public interest in Islamic banks present further hurdles that must be addressed (Albaity & Rahman, 2021; Bhuiyan et al., 2020). Enhancing employee performance becomes even more urgent in overcoming these challenges and ensuring the operational sustainability of Islamic banks.

Extensive literature has explored key elements contributing to employee performance, including management commitment, work environment, training, motivation, leadership style, career development, and compensation (Anggraini, 2023; Jufrizen, 2021; Meilani, 2022; Putri et al., 2022; Sahadewa & Rahmawati, 2021). Organizational culture has been shown to significantly affect employee performance, confirming the importance of creating a conducive work environment aligned with organizational goals and values (Meilani, 2022; Ibrahim & Kamri, 2016). The relationship between organizational culture, leadership style, and workplace happiness is critical in shaping a supportive and effective organizational climate that drives employee performance (Ayaz, 2023). Conversely, factors such as workload, work environment, and work stress also play significant roles in influencing employee performance (Jahari, 2019).

Research indicates that the work environment and relationships with coworkers can enhance employee engagement, positively impacting performance (Ariussanto et al., 2020; J., 2014). A supportive physical work environment is



also important for improving productivity (Shaari et al., 2022). Furthermore, work discipline, individual characteristics, and transformational leadership significantly influence employee performance (Pracoyo et al., 2022; Lie et al., 2021). Work motivation and job satisfaction are proven key factors affecting performance (Zaman & Zulganef, 2023; Ibrahim & Kamri, 2017), while human resource management practices such as training and development are associated with improved performance (Ahmad et al., 2019). Leadership style, work engagement, and organizational culture play important roles in shaping optimal performance outcomes (Ariussanto et al., 2020; Miah & Hafit, 2019; Ibrahim et al., 2022). Additionally, factors like professionalism, ability, and work culture contribute to employee performance (Said et al., 2022).

However, contradictory findings exist regarding the relationship between organizational culture and performance, with some studies showing negative or insignificant results (Afandy et al., 2022; Bahri et al., 2021; Katily et al., 2021). Similarly, certain leadership roles, such as laissez-faire leadership, can harm performance, emphasizing the importance of a proactive leadership approach (Mon et al., 2021; Sya'idah et al., 2020). These inconsistencies highlight the need for a holistic understanding of these factors to design effective strategies for improving employee performance and achieving organizational goals, emphasizing a supportive context and robust management integration (Rizqi & Qamari, 2022; Robbie et al., 2024; Sousa Pereira et al., 2023).

While existing literature provides insights into the individual influences of factors like organizational culture, workplace happiness, and leadership style on employee performance, a research gap remains in comprehensively understanding how these factors jointly influence performance, particularly in the context of Islamic banking. Moreover, the moderating role of religiosity—which encompasses an individual's religious beliefs, values, and practices—has not been fully explored in relation to employee performance (Mousa & Chaouali, 2022; Kamri et al., 2014). Religiosity has the potential to moderate the relationships between organizational culture, workplace happiness, leadership style, and employee performance, adding depth to our understanding. For instance, employees with strong religious beliefs may interpret organizational values differently, affecting their perceptions of organizational culture and performance outcomes (Ge-ge & Chun-shuo, 2017). Additionally, religiosity can interact with leadership style, influencing how employees respond to different leadership approaches, which can affect their performance (Mousa & Chaouali, 2022).



Addressing this research gap is a priority, as it will enrich academic understanding of the dynamics of employee performance and provide valuable insights for organizational practitioners seeking to improve employee productivity and well-being. The main objective of this study is to investigate the complex relationships among organizational culture, workplace happiness, leadership style, and the moderating role of religiosity in influencing employee performance. Focusing particularly on the moderating effect of religiosity is expected to deepen our understanding of how individuals' religious beliefs, values, and practices influence these dynamics.

## LITERATURE REVIEW

### Organizational Culture and Employee Performance

Research on the influence of organizational culture on employee performance, particularly in the context of Islamic banking, indicates that a positive organizational culture plays a significant role in enhancing employee motivation, engagement, and commitment, thereby positively affecting performance (Adam et al., 2020; Aryani et al., 2021; Putra & Surya, 2023). Effective leadership and emotional intelligence are also crucial in improving employee competence and performance (Muhtar & Wahyuni, 2023; Utami & Bandiastuti, 2023). However, conflicting research results suggest that the relationship between organizational culture and employee performance can be negative or insignificant in certain contexts (Afandy et al., 2022; Ariawan et al., 2023; Bahri et al., 2021; Katily et al., 2021; Suherman & Ubaidillah, 2023). This variation implies that the influence of organizational culture depends on industry context and specific organizational characteristics (Hasan, 2020; Kurnianingsih et al., 2024; Pratama et al., 2022).

In Islamic banking, where ethical values and Shariah compliance are fundamental, implementing an organizational culture aligned with Shariah principles has been shown to enhance employee performance (Hamzah et al., 2021; Pramudika et al., 2023). Therefore, understanding and integrating organizational culture values consistent with Islamic banking principles are crucial for optimizing employee performance. Based on this premise, the first hypothesis is formulated as follows:

H1: Organizational culture has a positive effect on employee performance.



## **Leadership and Employee Performance**

The influence of leadership on employee performance in Islamic banking is an important and multifaceted topic in management research. Effective leadership that focuses on work discipline can improve employee performance, aligning with the need for Islamic banking to comply with Shariah law principles (Hafidzi et al., 2023; Rosalina & Wati, 2020). Participative and achievement-oriented leadership styles have also been effective in encouraging employee engagement, consistent with the Islamic principle of deliberation (Srem et al., 2023).

However, some studies indicate that there is not always a direct relationship between leadership and employee performance, suggesting that specific contexts and implemented components play crucial roles (Abasilim et al., 2019; Abdelwahed et al., 2023). Therefore, in the context of Islamic banking, leadership practices need to integrate Islamic values with modern management approaches to cultivate a fair, productive, and morally grounded work environment (Ayok & Balia, 2024; Cahyadi, 2019; Iqbal Maulana et al., 2023). Based on these reviews, the second hypothesis is as follows:

H2: Leadership has a positive effect on employee performance.

## **Happiness at Work and Employee Performance**

The relationship between workplace happiness and employee performance in Islamic banking is characterized by complexity, with mixed and sometimes conflicting research findings. Some studies suggest that workplace happiness can enhance performance and productivity (Chinanti & Siswati, 2020; Mustofa & Prasetyo, 2020), but these positive effects require support from an adequate organizational structure (Wisata et al., 2023). The Quality of Work Life (QWL) plays a significant role in increasing work engagement through happiness (Nugraha & Suhariadi, 2021), demonstrating the importance of integrating happiness into the broader work ecosystem. Servant leadership can also encourage innovative behavior by supporting employee happiness (Agni & Jannah, 2022).

However, the importance of stress management to mitigate the negative impacts of excessive happiness has been emphasized (Ahmed et al., 2020). Additionally, factors such as work-life balance, employee engagement, and organizational practices like green human resource management mediate the



relationship between happiness and performance (Arun Kumar et al., 2024; Bataineh, 2019; Kasana et al., 2024). The successful implementation of workplace happiness is highly dependent on a supportive organizational context and integrated management strategies (Rizqi & Qamari, 2022; Robbie et al., 2024; Sousa Pereira et al., 2023). Therefore, a deep understanding of organizational dynamics and robust support for employee well-being are essential to achieve optimal and sustainable results, especially in the context of Islamic banking. Thus, the third hypothesis can be proposed as follows:

However, the importance of stress management in mitigating the negative impacts of excessive happiness has been emphasized (Ahmed et al., 2020). Additionally, factors such as work-life balance, employee engagement, and organizational practices like green human resource management mediate the relationship between happiness and performance (Arun Kumar et al., 2024; Bataineh, 2019; Kasana et al., 2024). The successful implementation of workplace happiness is highly dependent on a supportive organizational context and integrated management strategies (Rizqi & Qamari, 2022; Robbie et al., 2024; Sousa Pereira et al., 2023). Therefore, a deep understanding of organizational dynamics and robust support for employee well-being are essential to achieving optimal and sustainable results, especially in the context of Islamic banking. Thus, the third hypothesis can be proposed as follows:

H3: Happiness at work has a positive effect on employee performance.

### **Religiosity as a Moderating Factor**

Religiosity plays a key role in moderating the relationships between organizational culture, workplace happiness, leadership, and employee performance, particularly in Islamic banking. Studies show that strong religious beliefs can enhance individuals' responses to work challenges and their engagement with Islamic organizational culture (Bachmid et al., 2023; Nwachukwu et al., 2022). Religiosity has also been found to reduce the effects of burnout and increase job satisfaction (Bal & Kökalan, 2021), as well as strengthen work-life balance and employee engagement (Vu, 2020). Leadership based on religious values has been shown to improve discipline and motivation while reducing work stress (Harahap et al., 2023; Robbie & Sayyaf, 2022). Furthermore, Islamic work ethics and spiritual intelligence contribute to improved employee performance (Al Smadi et al., 2023; Noegroho & Wulansari, 2020).



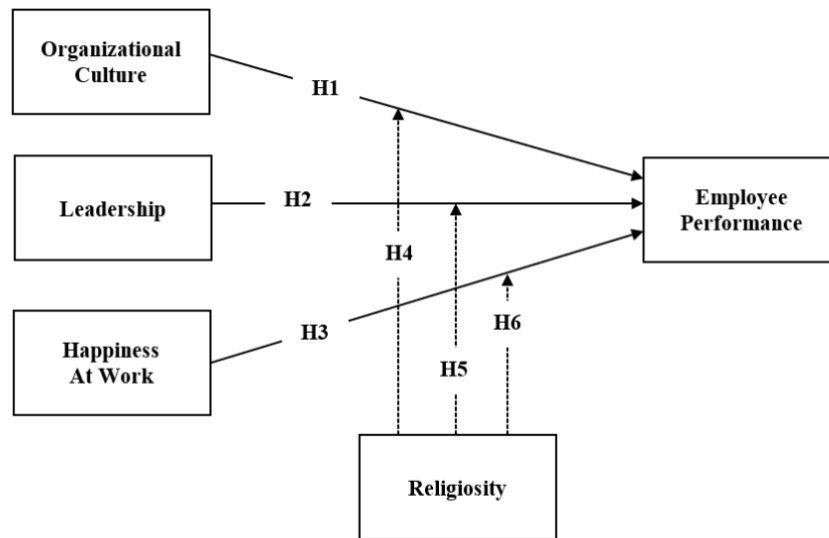


Figure 1. Conceptual Framework

Organizations that integrate religiosity into management practices can achieve better results and create happier and more effective workplaces. Studies by Sulaeman (2024) and Jaffar et al. (2021) highlight that a high level of religiosity strengthens employees' commitment to organizational values and enhances their performance (Robbie & Novianti, 2020; Utama et al., 2024). The integration of religiosity in human resource management strategies also strengthens the relationship between organizational culture and employee performance in Islamic banking (Selvarajan et al., 2020), fostering an environment that supports work-life balance (Akmal et al., 2020) and enhances overall organizational effectiveness. Thus, the literature confirms that religiosity plays a central role in strengthening the relationships among organizational culture, workplace happiness, leadership, and employee performance. This underscores the importance of managing religious values to improve employee performance and well-being in the Islamic banking environment. Based on the aforementioned facts, the following hypotheses are proposed:

- H4: Religiosity moderates the relationship between organizational culture and employee performance.
- H5: Religiosity moderates the relationship between leadership and employee performance.



H6: Religiosity moderates the relationship between workplace happiness and employee performance.

## METHODOLOGY

### Research Design

This study employs a quantitative methodology with an explanatory research design to examine the role of religiosity in moderating the relationships among organizational culture, leadership, happiness at work, and employee performance. The research was conducted at Bank Muamalat Indonesia in Palu City, involving all employees as the sample, totaling 35 individuals. Given the small population size, a saturated sampling technique was utilized, wherein the entire population was included in the study. While using the entire population eliminates sampling error, the small sample size may pose challenges in generalizing the findings and increase the risk of bias. To address these limitations, robustness checks and bootstrap analysis methods were employed. Robustness analysis tests the reliability of results by varying assumptions or methods in the data analysis, ensuring that the findings are not dependent on a specific set of assumptions (Cao et al., 2019; Park et al., 2022).

### Data Collection

Data were collected through a structured, closed-ended questionnaire designed to measure five key constructs: organizational culture, leadership, happiness at work, religiosity, and employee performance. These constructs were adapted from validated instruments used in previous studies, as follows:

1. Organizational culture was assessed using five items adapted from Paais and Pattiruhu (2020), focusing on the execution of the bank's vision and mission, trust in leadership, fair division of labor, conducive work environment, and support for professional development.
2. Leadership was measured with six items from the same source, examining leaders' responsibility, engagement in employee welfare discussions, fairness in decisions, professionalism, encouragement of creativity, and concern for employee welfare.
3. Happiness at work encompassed three dimensions—engagement, job satisfaction, and affective organizational commitment—each assessed with three items adapted from Salas-Vallina and Alegre (2021).





4. Religiosity was measured using five items adapted from AcoK and Suroso (2011), focusing on religious practices and beliefs relevant to the workplace.
5. Employee Performance was evaluated with six items based on Byars and Rue (2008), assessing diligence, quality of work, timeliness, sense of responsibility, accountability, and honesty.

Respondents indicated their agreement with each statement using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to the main data collection, a pilot test was conducted to refine the questionnaire for language clarity, content relevance, and internal consistency. This process helped identify and rectify any ambiguous or inappropriate items, enhancing the validity and reliability of the instrument.

Table 1. Construct Measurement

Construct	Code	Question Items	Source
Organizational Culture	OC_1	The bank's vision and mission have always been well executed by the organization and adhered to by all elements of the bank.	(Paais & Pattiruhu, 2020)
	OC_2	I have trust in the bank's leadership.	
	OC_3	The division of labor in the bank is fair, equitable, and professional.	
	OC_4	The working environment in the bank is conducive and down-to-earth.	
	OC_5	The Bank has a system that supports the development of employee professionalism.	
Leadership	LD_1	I feel that the leaders at the bank where I work are responsible and reliable.	(Paais & Pattiruhu, 2020)
	LD_2	My leader always invites employee discussions, especially on matters relating to employee welfare.	
	LD_3	Our leaders are fair in their decisions.	
	LD_4	Our leaders understand employees professionally, being able to differentiate between personal and work matters.	
	LD_5	Our leaders give us the confidence to carry out our duties creatively as long as we do not violate bank regulations.	
	LD_6	Our leaders always have the interests of the bank and the welfare of the employees in mind.	
Happiness at work	ENG_1	In my work at the bank, I feel strong and energized.	(Salas-Vallina & Alegre, 2021)
	ENG_2	I am enthusiastic about my work in the banking sector.	
	ENG_3	I got carried away when I was working at the bank.	
	JS_1	I am satisfied with the nature of the work I do at the bank.	
	JS_2	I am satisfied with the salary I receive for my work at the bank.	
	JS_3	I am satisfied with the opportunities that exist in this bank for advancement (promotion).	
	AOC_1	I would love to spend the rest of my career with this bank.	



Construct	Code	Question Items	Source
	AOC_2	I feel emotionally attached to this bank.	
	AOC_3	I feel a strong sense of belonging to the bank where I work.	
Religiosity	RG_1	I regularly perform the five daily prayers, including at work.	(Acok & Suroso, 2011)
	RG_2	I understand the obligation to pay zakat as one of the pillars of Islam that must be fulfilled.	
	RG_3	I believe that God will answer my prayers if I am sincere.	
	RG_4	I attend religious studies held in the bank office where I work.	
	RG_5	I am always willing and sincere with what happens to me, both in the work environment and outside of work.	
Employee Performance	EP_1	I always strive to work attentively and enthusiastically on banking tasks.	(Byars & Rue, 2008)
	EP_2	As a bank employee, I can achieve the quality of work expected by the company.	
	EP_3	I always complete banking work on time.	
	EP_4	I consider the task given to me as a mandate that must be carried out well.	
	EP_5	I always report to my superiors everything I do as a form of accountability in carrying out banking duties.	
	EP_6	I feel that every job in the bank should be based on honesty.	

## Data Analysis

The analytical method applied in this study is Partial Least Squares Structural Equation Modeling (PLS-SEM), which is considered appropriate for addressing research problems involving complex relationships in the path model (Sarstedt et al., 2020). The analysis is divided into several stages:

### 1. Outer Model Analysis

This includes convergent validity, measured by outer loading and Average Variance Extracted (AVE) (Hair & Alamer, 2022). Discriminant validity is assessed using the Heterotrait-Monotrait Ratio (HTMT) (Hair & Alamer, 2022). Construct reliability is evaluated using Cronbach's alpha ( $\alpha$ ) and Composite Reliability (CR) (Hair et al., 2017).

### 2. Inner Model Analysis

This includes several criteria: a collinearity test to avoid multicollinearity problems, an effect size ( $F^2$ ) evaluation to measure the strength of the effect of each independent variable on the dependent variable, a significance of path analysis to determine whether the relationships between variables are statistically significant, a coefficient of determination ( $R^2$ ) test to measure how well the model explains the variation in the dependent variable, and a



predictive relevance ( $Q^2$ ) test to measure the predictive accuracy of the model.

This analysis follows the guidelines set out by Sarstedt et al. (2019). The final stage is the Goodness of Fit Test, used to validate the combined inner and outer model analysis (Aker et al., 2011), and PLSpredict ( $Q^2$ \_Predict), which assesses how well the research model predicts the data and compares it with traditional linear regression models to evaluate the improvement in prediction performance (Hair et al., 2019; Shmueli et al., 2019). Additionally, this study involves a Robustness Check, including tests for nonlinearity, endogeneity, and heterogeneity (Sarstedt et al., 2020), to ensure the reliability and stability of the analysis results and to test the model's sensitivity to data variations.

## RESULT AND DISCUSSION

### Demographic Profile

The demographic characteristics of the respondents provide valuable insights into the composition of the workforce at Bank Muamalat Indonesia in Palu City. The majority of respondents are within the 31–40 years age group, accounting for 51% of the sample, followed by those aged 21–30 years at 46%, and a small proportion aged 41–50 years at 3%. This indicates a relatively young workforce predominantly in their early to mid-career stages.

Gender distribution reveals that males constitute 63% of the respondents, while females represent 37%. This suggests a gender imbalance within the organization, which may reflect industry trends or cultural factors influencing employment in the banking sector. In terms of educational attainment, the majority hold a bachelor's degree (74%), followed by those with a master's degree (17%), and a smaller group with a high school education (9%). This high level of tertiary education underscores the professional qualifications required in the banking industry, particularly within Islamic financial institutions that necessitate specialized knowledge in Shariah-compliant financial practices.

Regarding tenure, 46% of respondents have worked at the bank for 2–4 years, indicating a significant proportion of moderately experienced employees. Those with 1–2 years of service make up 31% of the sample, while 23% have less than one year of tenure. This distribution suggests a mix of both relatively new and more seasoned staff members, which could influence organizational dynamics, knowledge sharing, and performance outcomes.



Table 2. Respondent Demographic Profile

Demographic Profile	Frequency	Percentage (%)
<b>Age</b>		
21–30 years	16	46
31–40 years	18	51
41–50 years	1	3
<b>Gender</b>		
Male	22	63
Female	13	37
<b>Education Level</b>		
High School	3	9
Bachelor's Degree	26	74
Master's Degree	6	17
<b>Length of Employment</b>		
Less than 1 year	8	23
1–2 years	11	31
2–4 years	16	46

(Source: Research Data)

### Construct Validity and Reliability

The results of the outer measurement analysis indicate that all constructs in this study demonstrate strong validity and reliability. For the Organizational Culture construct, the outer loading values range from 0.779 to 0.907, with an Average Variance Extracted (AVE) of 0.686, Cronbach's alpha of 0.886, and composite reliability of 0.884. These results indicate strong internal consistency and good convergent validity. Similarly, the Leadership construct has outer loading values between 0.747 and 0.877, an AVE of 0.689, Cronbach's alpha of 0.915, and composite reliability of 0.909, confirming high reliability and validity.

The Happiness at Work construct also shows good validity and reliability across its dimensions. The Engagement dimension has outer loading values ranging from 0.848 to 0.890, with an AVE of 0.762, Cronbach's alpha of 0.847, and composite reliability of 0.844, indicating high internal consistency and adequate convergent validity. The Job Satisfaction dimension presents outer loading values between 0.880 and 0.927, with an AVE of 0.820, Cronbach's alpha of 0.892, and composite reliability of 0.890, reflecting high reliability and



validity. For the Affective Organizational Commitment dimension, outer loading values range from 0.842 to 0.899, with an AVE of 0.770, Cronbach's alpha of 0.850, and composite reliability of 0.850. These results confirm strong internal consistency and good validity. Overall, the construct of Happiness at Work, which comprises Engagement, Job Satisfaction, and Affective Organizational Commitment, exhibits qualified validity and reliability, as shown in Table 3. All items in this construct are reliable for further research.

The Religiosity construct has outer loading values between 0.844 and 0.878, with an AVE of 0.743, Cronbach's alpha of 0.918, and composite reliability of 0.914, demonstrating excellent validity and reliability. Lastly, the Employee Performance construct displays outer loading values between 0.741 and 0.841, with an AVE of 0.634, Cronbach's alpha of 0.888, and composite reliability of 0.884, confirming the robustness of the measurement model. Overall, these results show that all constructs meet the required reliability and validity standards, making them suitable for further research.

Table 3. Outer Model Measurement Results

Constructs	Item Code	Outer Loading	AVE	Cronbach's alpha	Composite Reliability
Organizational Culture	OC_1	0.792	0.884	0.886	0.686
	OC_2	0.849			
	OC_3	0.779			
	OC_4	0.808			
	OC_5	0.907			
Leadership	LD_1	0.866	0.909	0.915	0.689
	LD_2	0.876			
	LD_3	0.877			
	LD_4	0.747			
	LD_5	0.834			
	LD_6	0.772			
Engagement	ENG_1	0.848	0.844	0.847	0.762
	ENG_2	0.890			
	ENG_3	0.880			
Job Satisfaction	JS_1	0.927	0.890	0.892	0.820
	JS_2	0.909			
	JS_3	0.880			
Affective Organizational Commitment	AOC_1	0.899	0.850	0.850	0.770
	AOC_2	0.891			
	AOC_3	0.842			
Happiness at work	Engagement	0.911	0.890	0.916	0.817
	Job Satisfaction	0.884			



Constructs	Item Code	Outer Loading	AVE	Cronbach's alpha	Composite Reliability
	Affective Organizational Commitment	0.917			
Religiosity	RG_1	0.877	0.914	0.918	0.743
	RG_2	0.878			
	RG_3	0.844			
	RG_4	0.864			
	RG_5	0.846			
Employee Performance	EP_1	0.835	0.884	0.888	0.634
	EP_2	0.757			
	EP_3	0.802			
	EP_4	0.794			
	EP_5	0.841			
	EP_6	0.741			

(Source: Research Analysis)

The results of the discriminant validity test using the Heterotrait-Monotrait ratio (HTMT) method show that all constructs in this study exhibit good discriminant validity. The HTMT values between Employee Performance and other constructs, such as Happiness at Work, Leadership, Organizational Culture, and Religiosity, are all below 0.90, indicating that these constructs are well distinguished from each other. Additionally, the moderation effects of Religiosity on the relationships between Leadership, Organizational Culture, and Happiness at Work show low HTMT values with Employee Performance (0.250, 0.143, and 0.171, respectively). This further supports the adequate discriminant validity of these constructs.

The HTMT values between Happiness at Work and other constructs, such as Leadership (0.767), Organizational Culture (0.570), and Religiosity (0.837), indicate that Happiness at Work is distinct from these constructs. Overall, all HTMT values are below the 0.90 threshold, confirming that each construct in this study has adequate discriminant validity, meaning that the constructs are sufficiently distinct from each other and reliable for use in further analysis.

Table 4. Heterotrait-monotrait ratio (HTMT) Result

Construct	EP	HW	LD	OC	RG	RG LD	x	RG OC	x	RG HW	x
EP	1										
HW	0.806	1									
LD	0.838	0.767	1								
OC	0.860	0.570	0.832	1							



Construct	EP	HW	LD	OC	RG	RG LD	x	RG OC	x	RG HW	x
RG	0.880	0.837	0.812	0.809	1						
RG x LD	0.136	0.148	0.250	0.143	0.194	1					
RG x OC	0.273	0.061	0.143	0.168	0.210	0.575	1				
RG x HW	0.179	0.106	0.171	0.059	0.124	0.670	0.270	1			

Notes: EP: Employee Performance, HW: Happiness at Work, LD: Leadership, OC: Organizational Culture, RG: Religiosity, RG x LD: Moderation of religiosity to Leadership, RG x OC: Moderation of religiosity to Organizational Culture, RG x HW: Moderation of religiosity to Happiness at Work

(Source: Research Analysis)

The data analysis revealed several important findings regarding the constructs in this study. First, the multicollinearity test, measured by the Variance Inflation Factor (VIF), showed that all VIF values were below the commonly accepted threshold of 5, indicating no serious multicollinearity issues among the constructs. The highest VIF value was 4.973 for Leadership, which remains within acceptable limits.

Second, the coefficient of determination (R<sup>2</sup>) test results showed an R<sup>2</sup> value of 0.927, indicating a strong relationship between the exogenous and endogenous constructs. Additionally, the predictive relevance (Q<sup>2</sup>) test yielded a value of 0.860, which is greater than 0, signifying the model’s predictive relevance. Lastly, the Goodness of Fit (GoF) test confirmed the overall quality of the structural model, with a GoF value of 0.550, exceeding the 0.36 threshold for high-quality models.

Table 5. Quality Criteria Model

Construct	VIF	R2	Q2	GoF
Happiness At Work	3.181			
Leadership	4.973			
Organizational Culture	3.712			
Religiosity	4.748	0.927	0.860	0.550
Religiosity x Leadership	4.403			
Religiosity x Organizational Culture	2.404			
Religiosity x Happiness at Work	2.322			

Notes: VIF: Variant Inflation Factor, R2: Coefficient of Determination, F2: Effect Size, GoF: Goodness of fit

(Source: Research Analysis)



In this study, the accuracy of model prediction was evaluated using the PLS Predict method by comparing the performance of PLS-SEM with the linear model (LM) benchmark. The results show that PLS-SEM consistently has a lower RMSE (Root Mean Square Error) value compared to LM. In addition, the MAE (Mean Absolute Error) value of PLS-SEM is also lower across all indicators. Specifically, the RMSE of PLS-SEM ranges from 0.315 to 0.541, whereas the RMSE of LM ranges from 0.510 to 1.060. Similarly, the MAE of PLS-SEM ranges from 0.235 to 0.385, while the MAE of LM varies from 0.426 to 0.820. Since none of the PLS-SEM indicators exhibit higher RMSE or MAE values compared to the LM benchmark, this confirms the predictive power of the PLS-SEM model. The consistent production of lower prediction errors by PLS-SEM highlights its strong predictive ability across the analyzed indicators.

Table 6. Out-of-Sample Predictive Power Analysis

Item Code	Q <sup>2</sup> predict	PLS-SEM		LM	
		RMSE	MAE	RMSE	MAE
EP_1	0.603	0.315	0.235	0.510	0.427
EP_2	0.504	0.381	0.275	0.650	0.515
EP_3	0.485	0.426	0.298	0.645	0.512
EP_4	0.549	0.430	0.310	0.543	0.426
EP_5	0.597	0.399	0.279	0.980	0.714
EP_6	0.426	0.541	0.385	1.060	0.820

Notes: PLS = partial least squares. RMSE = root mean square error. LM = linear mode

(Source: Research Analysis)

Based on the PLS-SEM analysis, reinforced by the Bootstrap procedure with 5,000 samples at a 95% confidence level using bias-corrected and accelerated (BCa) intervals, several hypotheses were tested. The first hypothesis (H1) shows a positive relationship between Organizational Culture and Employee Performance ( $\beta = 0.333$ ;  $t = 2.809$ ;  $p = 0.005$ ;  $F^2 = 0.514$ ), supporting H1. The second hypothesis (H2), which connects Leadership and Employee Performance, shows an insignificant relationship ( $\beta = 0.121$ ;  $t = 1.125$ ;  $p = 0.261$ ;  $F^2 = 0.051$ ), thus H2 is not supported.

The third hypothesis (H3), regarding the relationship between Happiness at Work and Employee Performance, shows a significant positive relationship ( $\beta = 0.225$ ;  $t = 2.497$ ;  $p = 0.013$ ;  $F^2 = 0.272$ ), supporting H3. The fourth hypothesis (H4) indicates that the interaction between Religiosity and Organizational Culture has a significant positive relationship with Employee Performance ( $\beta$





= 0.328; t = 3.355; p = 0.001; F<sup>2</sup> = 0.670), supporting H4. However, the fifth hypothesis (H5), which connects the interaction between Religiosity and Leadership, shows an insignificant relationship with Employee Performance ( $\beta$  = 0.051; t = 0.378; p = 0.706; F<sup>2</sup> = 0.007), thus H5 is not supported.

The sixth hypothesis (H6), which examines the interaction between Religiosity and Happiness at Work, shows a negative but insignificant relationship with Employee Performance ( $\beta$  = -0.194; t = 1.845; p = 0.065; F<sup>2</sup> = 0.186), thus H6 is not supported. Additionally, the individual variable Religiosity demonstrates a significant positive relationship with Employee Performance ( $\beta$  = 0.377; t = 3.062; p = 0.002; F<sup>2</sup> = 0.515). These results suggest that while some hypotheses are supported, others are not, indicating variations in the impact of these factors on employee performance.

Table 7. Path Coefficient Results

Relationship	Coefficient	t	P values	95% BCA		F2
				Confidence Interval		
				Lower	Upper	
OC -> EP	0.333	2.809	0.005	0.105	0.581	0.514
LD -> EP	0.121	1.125	0.261	-0.084	0.342	0.051
HW -> EP	0.225	2.497	0.013	0.085	0.456	0.272
RG x OC -> EP	0.328	3.355	0.001	0.154	0.546	0.67
RG x LD -> EP	0.051	0.378	0.706	-0.180	0.366	0.007
RG x HW -> EP	-0.194	1.845	0.065	-0.510	-0.038	0.186
RG -> EP	0.377	3.062	0.002	0.135	0.620	0.515

Notes: EP: Employee Performance, HW: Happiness at Work, LD: Leadership, OC: Organizational Culture, RG: Religiosity, BCa: bias-corrected and accelerated. Brackets show the lower and upper bounds of the 95% BCa confidence intervals

(Source: Research Analysis)

Based on the analysis using the Quadratic Effect (QE) method and Ramsey's RESET test, the results indicate that all QE coefficients for Organizational Culture, Leadership, Happiness at Work, and Religiosity on Employee Performance have p-values greater than 0.05. Therefore, there is insufficient evidence to support the assumption of nonlinearity between the exogenous constructs (QE) and the endogenous construct (Employee Performance). Additionally, the results of Ramsey's RESET test show an F-value smaller than the critical value, with a p-value greater than 0.05, further indicating that the research model is robust to the assumption of linearity.



Table 8. Assessment of Nonlinear Effects

Nonlinear Relationship	Coefficient	P values	F2	Ramsey's RESET
QE (OC) -> EP	-0.055	0.733	0.015	F (3.24) = 2.13 P values = 0.123
QE (LD) -> EP	-0.072	0.658	0.026	
QE (HW) -> EP	0.070	0.712	0.053	
QE (RG) -> EP	-0.102	0.679	0.013	

Note: QE: Quadratic Effect

(Source: Research Analysis)

Based on the results of the endogeneity test using the Gaussian Copula approach, as shown in Table 9, there is no significant indication of endogeneity problems. The coefficient values and p-values of the endogenous constructs in each model do not reveal a consistent pattern that would suggest a significant relationship between endogenous and exogenous variables, which could potentially lead to endogeneity. These findings demonstrate that the models are reliable for further analysis without the need for endogeneity correction. Therefore, it can be concluded that no significant endogeneity issue is present in the models analyzed using the Gaussian Copula approach.

Table 9. Endogeneity Test Assessment using the Gaussian Copula Approach

Test Model	Construct	Coefficient	P values
Gaussian copula of model 1 (endogenous variables; OC)	HW	0.218	0.101
	LD	0.251	0.115
	OC	0.227	0.533
	RG	0.172	0.390
	<b>GC (OC)</b>	<b>0.191</b>	<b>0.572</b>
Gaussian copula of model 2 (endogenous variables; HW)	HW	0.095	0.811
	LD	0.249	0.116
	OC	0.413	0.014
	RG	0.162	0.414
	<b>GC (HW)</b>	<b>0.152</b>	<b>0.715</b>
Gaussian copula of model 3 (endogenous variables; LD)	HW	0.219	0.085
	LD	0.460	0.294
	OC	0.423	0.010
	RG	0.149	0.453
	<b>GC (LD)</b>	<b>-0.206</b>	<b>0.636</b>
Gaussian copula of model 4 (endogenous variables; RG)	HW	0.235	0.081
	LD	0.253	0.111



Test Model	Construct	Coefficient	P values
	OC	0.417	0.014
	RG	0.203	0.561
	<b>GC (RG)</b>	<b>-0.045</b>	<b>0.869</b>
Gaussian copula of model 5 (endogenous variables; OC, HW)	HW	0.096	0.817
	LD	0.245	0.131
	OC	0.228	0.556
	RG	0.177	0.386
	<b>GC (OC)</b>	<b>0.187</b>	<b>0.607</b>
	<b>GC (HW)</b>	<b>0.136</b>	<b>0.761</b>
Gaussian copula of model 6 (endogenous variables; LD, OC)	HW	0.174	0.184
	LD	0.738	0.135
	OC	0.016	0.968
	RG	0.176	0.386
	<b>GC (LD)</b>	<b>-0.495</b>	<b>0.324</b>
	<b>GC (OC)</b>	<b>0.418</b>	<b>0.307</b>
Gaussian copula of model 7 (endogenous variables; OC, RG)	HW	0.224	0.107
	LD	0.247	0.130
	OC	0.212	0.576
	RG	0.251	0.503
	<b>GC (OC)</b>	<b>0.207</b>	<b>0.557</b>
	<b>GC (RG)</b>	<b>-0.074</b>	<b>0.796</b>
Gaussian copula of model 8 (endogenous variables; LD, HW)	HW	0.062	0.879
	LD	0.463	0.314
	OC	0.418	0.014
	RG	0.156	0.443
	<b>GC (LD)</b>	<b>-0.216</b>	<b>0.637</b>
	<b>GC (HW)</b>	<b>0.174</b>	<b>0.688</b>
Gaussian copula of model 9 (endogenous variables; LD, RG)	HW	0.218	0.098
	LD	0.465	0.339
	OC	0.423	0.014
	RG	0.142	0.718
	<b>GC (LD)</b>	<b>-0.210</b>	<b>0.656</b>
	<b>GC (RG)</b>	<b>0.007</b>	<b>0.981</b>
Gaussian copula of model 10 (endogenous variables; RG, HW)	HW	0.100	0.809
	LD	0.247	0.129
	OC	0.413	0.017
	RG	0.206	0.567
	<b>GC (RG)</b>	<b>-0.043</b>	<b>0.878</b>



Test Model	Construct	Coefficient	P values
Gaussian copula of model 11 (endogenous variables; LD, OC, HW)	<b>GC (HW)</b>	<b>0.150</b>	<b>0.728</b>
	HW	0.022	0.959
	LD	0.740	0.155
	OC	0.013	0.975
	RG	0.181	0.380
	<b>GC (LD)</b>	<b>-0.504</b>	<b>0.343</b>
	<b>GC (OC)</b>	<b>0.417</b>	<b>0.346</b>
Gaussian copula of model 12 (endogenous variables; OC, HW, RG)	<b>GC (HW)</b>	<b>0.168</b>	<b>0.719</b>
	HW	0.106	0.810
	LD	0.242	0.150
	OC	0.213	0.598
	RG	0.253	0.516
	<b>GC (OC)</b>	<b>0.203</b>	<b>0.596</b>
	<b>GC (HW)</b>	<b>0.131</b>	<b>0.779</b>
Gaussian copula of model 13 (endogenous variables; HW, RG, LD)	<b>GC (RG)</b>	<b>-0.072</b>	<b>0.810</b>
	HW	0.059	0.891
	LD	0.471	0.357
	OC	0.418	0.018
	RG	0.143	0.727
	<b>GC (HW)</b>	<b>0.175</b>	<b>0.699</b>
	<b>GC (RG)</b>	<b>0.012</b>	<b>0.969</b>
Gaussian copula of model 14 (endogenous variables; LD, OC, HW, RG)	<b>GC (LD)</b>	<b>-0.223</b>	<b>0.654</b>
	HW	0.016	0.972
	LD	0.758	0.186
	OC	0.012	0.979
	RG	0.153	0.715
	<b>GC (LD)</b>	<b>-0.521</b>	<b>0.365</b>
	<b>GC (OC)</b>	<b>0.418</b>	<b>0.360</b>
<b>GC (HW)</b>	<b>0.171</b>	<b>0.727</b>	
<b>GC (RG)</b>	<b>0.027</b>	<b>0.934</b>	

Note: CG indicates the copula term in the model, EP: Employee Performance, HW: Happiness at Work, LD: Leadership, OC: Organizational Culture, RG: Religiosity

(Source: Research Analysis)

Additionally, the unobserved heterogeneity analysis reveals that no significant heterogeneity is present at a critical level, particularly in Model 1. This conclusion is supported by the lower values of AIC3, AIC4, BIC, CAIC, and HQ in Model 1 compared to Model 2, indicating better model fit and lower



complexity. While Model 2 exhibits a higher LogLikelihood value, Model 1 shows zero values for entropy metrics such as EN, NFI, and NEC, signifying no uncertainty or entropy in Model 1. In contrast, Model 2 displays a higher entropy value, suggesting some heterogeneity.

Following the methodologies outlined by Sarstedt et al. (2020) and Hair et al. (2016), these results suggest that Model 1 is more stable and free from critical heterogeneity, while Model 2, although displaying some heterogeneity, remains within acceptable limits. The one-segment solution (Segment 1) represents the entire dataset with a proportion of 1.000, meaning no segmentation in the data.

Table 10. Unobserved Heterogeneity Assessment

Criteria	Number of Segmentation	
	1	2
AIC (Akaike's information criterion)	20.042	19.195
AIC3 (modified AIC with Factor 3)	<b>28.042</b>	36.195
AIC4 (modified AIC with Factor 4)	<b>36.042</b>	53.195
BIC (Bayesian information criterion)	<b>32.485</b>	45.636
CAIC (consistent AIC)	<b>40.485</b>	62.636
HQ (Hannan-Quinn criterion)	<b>24.337</b>	28.323
MDL5 (minimum description length with factor 5)	<b>146.256</b>	287.400
LnL (LogLikelihood)	-2.021	<b>7.402</b>
EN (normed entropy statistic)	0.000	<b>0.748</b>
NFI (non-fuzzy index)	0.000	<b>0.784</b>
NEC (normalized entropy criterion)	0.000	<b>8.829</b>

(Source: Research Analysis)

In the two-segment solution, Segment 1 contains 70% of the data, while Segment 2 contains 30%, indicating a split between these two segments (see Table 11).

Table 1. Relative Segment Sizes

Number of segments	Segment 1	Segment 2
1	1.000	
2	0.700	0.300

(Source: Research Analysis)



## Discussion

This study provides significant insights into the relationships among organizational culture, leadership, happiness at work, and employee performance in the context of Islamic banking, with religiosity as a moderating variable. The findings offer both theoretical and practical implications for enhancing employee performance and organizational effectiveness.

### *Organizational Culture and Employee Performance*

The first hypothesis (H1), which proposed a positive relationship between organizational culture and employee performance, was supported by the results and aligns with literature emphasizing the critical role of organizational culture in fostering a supportive and productive work environment. Theoretically, this suggests that Islamic banking institutions should recognize the importance of cultivating a positive and inclusive culture as a foundation for creating a productive work environment and achieving optimal outcomes.

Practically, Islamic banks can implement strategies such as training programs that emphasize collaboration and ethical values, comprehensive employee welfare policies, and reward and recognition initiatives to motivate employees. By reinforcing positive values, Islamic banking can enhance employee commitment, stimulate motivation, and create a work climate that supports professional growth, ultimately enabling employees to reach their full potential. An in-depth analysis indicates that a positive organizational culture not only improves individual performance but also contributes significantly to overall organizational success, as motivated and committed employees tend to be more productive, innovative, and loyal.

This finding is consistent with previous research emphasizing the importance of a positive organizational culture in improving employee performance (Adam et al., 2020; Putra & Surya, 2023), highlighting the need for a strategic approach to human resource management in Islamic banking to achieve sustainable competitive advantage. Practical implementations of these findings could involve creating mentoring programs, structured career development paths, and fostering a flexible and supportive work environment, thereby positioning Islamic banking institutions as the workplace of choice for talented professionals.



### *Leadership and Employee Performance*

The second hypothesis (H2), which proposed a positive relationship between leadership and employee performance, was not supported by the findings of this study, indicating the complexity of the relationship. Factors that may mediate or moderate the interaction between leadership and performance appear to play roles that have not been fully explored, emphasizing the need for further investigation into the underlying mechanisms. Previous studies suggest that organizational culture, individual motivation, and team dynamics may act as mediators or moderators of the effects of leadership on performance (Kamil Hafidzi et al., 2023; Rosalina & Wati, 2020). The interest in understanding these complex dynamics encourages further exploration of mediating or moderating factors that may influence the relationship between leadership and employee performance.

Theoretically, this necessitates the development of more comprehensive leadership models that consider contextual aspects to clarify this relationship. Practically, organizations may need to adopt holistic strategies such as strengthening corporate culture and enhancing employee motivation to improve leadership effectiveness. A more in-depth analysis highlights that individual and situational variations might moderate the direct effect of leadership, suggesting the need for a tailored approach to effectively manage employee performance. The insignificance of this relationship may also be influenced by a mismatch between leadership style and the specific context of the company, confirming the importance of adaptability and flexibility in responding to organizational demands to achieve optimal performance. Findings from contradictory studies, such as Abdelwahed et al. (2023), who found no significant correlation between leadership and employee performance, as well as research highlighting the negative impact of laissez-faire leadership styles on productivity (Sya'idah et al., 2020), confirm that not all leadership approaches are effective in every context. Therefore, intelligent customization of leadership roles is key to achieving desired outcomes.

### *Happiness at Work and Employee Performance*

The third hypothesis (H3), regarding the relationship between happiness at work and employee performance, received significant support. The findings indicate that focusing on psychological and emotional well-being through an inclusive work environment is a crucial strategy for increasing organizational



productivity and sustainability (Bataineh, 2019; Kasana et al., 2024). This supports a management approach that places employee happiness as a key element in achieving optimal performance, moving beyond the traditional paradigm oriented toward technical and economic aspects (Rizqi & Qamari, 2022; Sousa Pereira et al., 2023). In addition to directly impacting performance, happiness at work also acts as a mediator in the relationships between work engagement, organizational climate, and leadership style (Robbie et al., 2024; Soyalin, 2023).

The practical implication of these findings for Islamic banking is the importance of implementing sustainable programs that focus on employee well-being, such as personal development training, work-life balance initiatives, and inclusive policies that support emotional well-being. In this context, Islamic banks should consider employee happiness as a strategic investment that can enhance employee motivation, loyalty, and engagement, thereby improving overall organizational performance (Barbosa et al., 2023).

#### *Religiosity as a Moderating Variable*

An interesting finding related to the fourth hypothesis (H4) reveals that the interaction between religiosity and organizational culture has a significant positive relationship with employee performance, indicating that the influence of organizational culture on performance can be strengthened by religious factors. The theoretical implication of this finding is that integrating religious values into organizational culture serves not only as a reinforcing factor but also as a moderating one, leading to deeper dynamics within the work environment.

Practically, this suggests that Islamic banking institutions need to consider employees' religious values and beliefs when designing human resource management policies and practices. By acknowledging the religious dimension, Islamic banks can create a more inclusive work environment, strengthen the existing organizational culture, and enhance employee performance. This strategy should respect and accommodate the diversity of religious values and beliefs among employees while maintaining the organization's common goals. An in-depth analysis indicates that this approach can be an effective strategy for improving employee motivation, commitment, and performance. However, it is important to recognize that the success of this strategy depends on the organization's ability to thoughtfully and adaptively accommodate religious





differences. Overall, the integration of religious factors in human resource management demonstrates the importance of a holistic perspective in improving overall organizational performance (Bachmid et al., 2023; Jaffar et al., 2021; Nwachukwu et al., 2022; Sulaeman, 2024).

#### *Non-significant Moderating Effects of Religiosity*

The fifth (H5) and sixth (H6) hypotheses, which involved the interaction between religiosity and leadership, and between religiosity and happiness at work, respectively, did not receive significant support. This indicates the complexity of the relationships between these factors in influencing employee performance within Islamic banking. Theoretically, this could be due to variability in the interpretation and practice of religiosity among individuals, affecting its impact on workplace happiness and responses to leadership. Nwachukwu et al. (2022) found that intrinsic religiosity strengthens the positive correlation between workplace happiness and employee engagement, but this depends largely on how religious values are internalized and applied in the work context. Bal and Kökalan (2021) asserted that religiosity can reduce the impact of burnout and increase job satisfaction, especially in an Islamic banking environment that emphasizes ethical values and adherence to Islamic principles; however, variations in the level and type of religiosity can lead to different results.

Practically, these findings emphasize the need for a more integrated and contextual approach to managing religiosity, leadership, and happiness factors in the workplace to improve employee performance. Ali et al. (2021) showed that Islamic work ethics can positively moderate the relationship between authentic leadership and employee performance, while Zaim et al. (2021) and Hameed and Siddiqui (2022) found that ethical leadership and spirituality increase employees' job satisfaction and emotional intelligence, contributing to more positive work behaviors. Therefore, human resource management strategies in Islamic banking need to integrate a deep understanding of how religious values can be effectively applied in the contexts of leadership and happiness at work. A context-tailored approach and an in-depth understanding of the organization's internal dynamics are essential in formulating effective strategies to improve employee performance. This includes leadership training that integrates Islamic ethical values and the development of employee welfare programs aligned with religious principles, thus creating a holistic and productive work environment.



## CONCLUSION

This study provides significant insights into the relationship between organizational culture, leadership, workplace happiness, and employee performance, with religiosity serving as a moderating variable. The key finding that religiosity positively influences both organizational culture and employee performance has implications beyond the Islamic banking sector. This suggests that religious values, when integrated thoughtfully, can enhance organizational culture and improve performance across various industries. Organizations outside Islamic banking can implement strategies that incorporate religious or ethical values to foster a more inclusive and productive work environment. Such strategies may include adopting moral principles rooted in religious teachings, creating workplaces that support employees' religious practices, and fostering leadership that appreciates and leverages diverse individual values. Furthermore, human resource management practices that consider religious dimensions—such as recruitment, training, and development—could contribute to sustainable and value-driven organizational growth. As such, these findings have broad relevance for improving organizational performance across sectors by effectively integrating religious values.

The findings suggest that religiosity can be a key organizational asset, enhancing both the work culture and employee outcomes. This opens up new avenues for organizations to consider religious and ethical values as integral components of human resource management and organizational strategy. By promoting inclusive leadership and supportive work environments that recognize and accommodate employees' religious beliefs, organizations can create a more engaged and motivated workforce. This research also implies that religiosity can be effectively utilized as a tool for promoting a cohesive and ethical organizational culture, particularly in sectors where ethical behavior is crucial, such as finance, healthcare, and education.

Despite these compelling findings, this study has limitations. Its focus on Islamic banking may limit generalizability to other industries or cultural settings. The cross-sectional design restricts the ability to observe long-term changes, and reliance on self-reported data introduces potential bias. The study does not explore the detailed mechanisms of how religiosity influences organizational culture and performance, nor does it account for external factors like macroeconomic conditions or industry competition. Future research should adopt a longitudinal approach, expand the sample to diverse industries, and use



more comprehensive measures to reduce bias. Additionally, examining mediating or moderating mechanisms and considering external factors would provide a more holistic understanding of how religiosity and other cultural elements affect sustained employee performance and organizational success.

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