



## The Influence of Islamic Leadership, Compensation, and Human Relations on Employee Performance (Study on Employees Singkong Keju D-9 In Salatiga City)

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### ABSTRACT

This research is motivated by the importance of improving employee performance as a key factor in organizational success, especially in facing competitive dynamics and the complexity of human resource management. Although various efforts have been made, there is still a gap between human relations and the resulting employee performance. Therefore, this study aims to analyze the influence of Islamic leadership, compensation, and human relations on employee performance at Singkong Keju D9. This research uses a quantitative approach with the Partial Least Square (PLS) method through SmartPLS, with data obtained from employees as research respondents. The analyzed variables include Islamic leadership, compensation, human relations, and employee performance. The research results show that Islamic leadership and compensation have a positive and significant effect on employee performance, while human relations have a positive but not significant effect. The evaluation results of the structural model in Structural Equation Modeling show an R Square value of 0.897, which means that the three independent variables are able to explain 89.7% of the employee performance variable, while the remaining 10.3% is influenced by other variables outside the research model. This study concludes that the improvement of employee performance is more influenced by Islamic leadership and effective and sustainable compensation compared to human relations.

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## Introduction

The development of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia in 2024 through 2025 shows an increasingly positive trend. According to a report (UKMINDONESIA.ID, 2025) MSMEs currently serve as the backbone of the national economy, contributing more than 60% to the Gross Domestic Product (GDP) and absorbing around 97% of the national workforce. This growth is driven by advances in digital technology and government empowerment programs, such as business digitization, easier access to capital, and entrepreneurship training. However, amidst these great opportunities, MSMEs also face several challenges, including limited understanding of digital technology, still low access to capital, and increasing market competition due to globalization.

Along with the increasingly rapid growth of MSMEs, the latest issues concerning labor policies have also become an important concern for MSME actors. The increase in the Provincial Minimum Wage (UMP) and the Regency/City Minimum Wage (UMK) by 6.5% in 2025, as reported by CNN Indonesia, does not apply to micro, small, and medium enterprises (MSMEs). This situation creates its own dilemma because there is no obligation to implement minimum wage standards, giving MSMEs flexibility in determining compensation. However, on the other hand, it has the potential to cause employee dissatisfaction if compensation is not considered fair. This will raise an important question: "How can MSMEs manage compensation to continue motivating employees and maintaining performance, even without following the minimum wage standards applied in large-scale companies?"

Compensation is a critical aspect that must be effectively managed in organizations, regardless of their size. However, according to Mediaty et al. (2023), compensation represents one of the most complex and challenging areas within human resource management. Furthermore, various compensation-related issues are still prevalent across many companies in Indonesia. Among these, one of the most dominant problems is the lack of internal equity in the distribution of compensation among employees (Dewi et al., 2023)

Besides the compensation system, leadership also plays an important role in shaping behavior, attitudes, and employee performance. According to research (Nurfadilah et al., 2024), Hardadi, the owner of the MSME Singkong Keju D9, is

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known as a religious, generous, and socially-minded leader. His life experiences form the basis for building a work culture that is religious, disciplined, and humanistic. He implements the values of Islamic leadership through disciplined worship, such as requiring Muslim employees to perform prayers when the call to prayer sounds and organizing operations with the help of non-Muslim employees or those who are unable to participate. Hardadi also instills values of sincerity, generosity, respect for parents, maintaining social ties, as well as patience and consistency. All these values are summarized in the motto "Worship While Working," which is realized through religious programs such as regular study sessions, Qur'an classes, worship training, and even the pilgrimage to Umrah for high-performing employees.

As stated by Hasibuan, in addition to motivation and job satisfaction, Islamic leadership also has a significant influence on improving employee performance. Leadership is the way a leader influences the behavior of the team to be willing to collaborate and work efficiently in order to achieve organizational goals. A leader who provides direction and support can influence work motivation, which can increase job satisfaction and directly improve employee performance. Islam teaches that good leadership is leadership that always adheres to the Quran and Hadith (Wijayanti & Wajdi, 2024).

Although the values of Islamic leadership have been applied in the work culture of Singkong Keju D9, in practice various internal problems affecting employee performance are still found. Based on interviews with Mrs. Diah as part of Public Relations, the emerging issues include theft, minor crimes, abuse of authority, as well as cases of fights between employees that have even resulted in termination. In addition, miscommunication often occurs due to differences in educational levels among employees, which causes uneven understanding of work instructions. This condition shows that working relationships among employees have not yet developed harmoniously and impacts the effectiveness and quality of employee performance.

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Table 1 Employee Absence Data for the Production Department

No	Part	Number of Employees			Total Employees	Absence			Percentage of absence		
		2019	2020	2021		2019	2020	2019	2019	2020	2021
1	Peeling	25	26	26	75	65	78	76	0.97%	1.12%	1.09%
2	Frying	15	20	20	86	41	40	66	1.02%	0.75%	1.14%
3	Packing	35	40	40		92	116	119	0.98%	1.08%	1.11%

Based on employee absenteeism data for the 2019–2021 period, there has been an increase in the absenteeism rate in the Singkong Keju D-9 production department every year. This condition indicates a decline in employee performance, considering that attendance is an important indicator in assessing productivity and work effectiveness. The high absenteeism rate impacts the disruption of the production process and the failure to achieve work targets optimally. Therefore, employee performance issues still require serious attention, making it important to examine the factors that influence them, such as Islamic leadership, compensation, and human relations. The data used are archives from 2019–2021 because the attendance system was still conducted manually and was not continuously documented.

Previous research results indicate that work discipline has a significant influence on productivity, but there are still weaknesses in terms of work procedures and efficiency. This suggests the presence of other factors that also affect performance, particularly those related to interpersonal behavior and communication. Research on the Singkong Keju D-9 Cheese MSME is relevant because this business is able to maintain consistent performance amid intense competition. In addition, leadership characteristics based on Islamic values, such as shidiq, tabligh, amanah, and fathanah, as well as the granting of trust to employees, are interesting aspects to study because they have the potential to influence employees' motivation, loyalty, and performance in facing the dynamics of business competition (Wijayanti & Wajdi, 2024).

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## Method

**Population** The population is the entirety of individuals, events, or objects that are the target of the research and are of interest to be studied, where the research conclusions will be drawn based on sample data that represents them (Pratama & Cahyono, 2021). The population in this study is all employees working at Singkong Keju D-9 Salatiga, totaling 120 employees.

This study used 92 respondents out of a total population of 120 people. The determination of the sample size referred to the Krejcie and Morgan table to obtain a proportional and representative sample, and was supported by Roscoe's principle (1975) which states that a feasible sample size in quantitative research ranges from 30–500 respondents and at least 10 times the number of variables in multivariate analysis. Therefore, the number of 92 respondents is considered to have met statistical requirements and is sufficiently representative in depicting the research population (Hair et al., 2022).

The instrument tests conducted in this study are as follows: Convergent validity is considered fulfilled if the outer loading value  $\geq 0.70$  and AVE  $> 0.50$ , indicating that the indicators are able to reflect the construct well. Discriminant validity is tested through cross loading, Fornell-Larcker criteria, and HTMT values  $< 0.90$  to ensure that each construct can be clearly distinguished and there is no overlap between variables. Construct reliability is considered good if the Composite Reliability and Cronbach's Alpha values  $\geq 0.70$ , reflecting the internal consistency of the instrument.

Classical assumption tests in this study include multicollinearity and linearity. The model is considered free from multicollinearity if the Variance Inflation Factor (VIF) value  $< 5$ , so there is no excessively strong relationship between independent variables. In addition, a linearity test is conducted to ensure that the relationship between variables is linear, with the provision that there is no significant quadratic effect ( $p\text{-value} > 0.05$ ), so the model can be further analyzed (Hair et al., 2022).

Furthermore, statistical tests are used to evaluate the quality of the model. R-Square and Adjusted R-Square values are used to assess the ability of independent variables to explain the dependent variable. Q-Square is used to measure the predictive relevance of the model, with a criterion of  $Q^2 > 0$  indicating good predictive ability. Meanwhile, F-Square is used to assess the magnitude of the effect of exogenous variables on endogenous variables, which is classified into small, medium, and strong categories (Hair et al., 2022).

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## Results

The interpretation of size in this test is classified into 3 categories, namely: small (0.02–0.15), medium (0.15–0.35), and strong ( $\geq 0.35$ ). If the F-Square value falls into one of these categories, it means that the variable has a significant effect on the model and is worth retaining.

Table 2 Uji F Square

	<i>Compensation</i>	<i>Employee Performance</i>	<i>Human Relation</i>	<i>Islamic Leadership</i>
<i>Compensation</i>		0.228		
<i>Employee Performance</i>				
<i>Human Relation</i>		0.008		
<i>Islamic Leadership</i>		0.498		

1) Compensation -> Employee performance

The value of 0.228 indicates that compensation has a very strong influence on employee performance. This means that in this study, increases and decreases in compensation strongly affect employee performance.

2) Human relation -> Employee performance

The value of 0.008 indicates that human relations have a weak or almost negligible influence on employee performance. This means that good working relationships among employees and with leaders, in helping to improve employee performance, can influence employee performance, albeit weakly.

3) Islamic leadership -> Employee performance

The value of 0.498 indicates that Islamic leadership has a stronger influence compared to other variables on employee performance. This means that the implementation of leadership based on Islamic values can make a fairly significant contribution to improving employee performance.

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Hypothesis testing is conducted to measure the significance of the relationship between variables using the bootstrapping technique. The relationship between variables is considered significant if the p-value  $< 0.05$ , which means the hypothesis is accepted and the variable has a real effect on other variables according to the direction of its path coefficient. Conversely, if the p-value  $> 0.05$ , the hypothesis is rejected because there is no significant effect. Thus, the decision is based on a strong statistical foundation.

Table 3 Path Analysis

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistic ( O/STDEV )</i>	<i>P values</i>
<i>Compensation -&gt; Employee Performance</i>	0.326	0.333	0.073	4.461	0.000
<i>Human Relation -&gt; Employee Performance</i>	0.099	0.092	0.130	0.765	0.444
<i>Islamic Leadership -&gt; Employee Performance</i>	0.579	0.582	0.096	6.036	0.000

1) Compensation -> Employee performance

- Original sample (O) = 0.326 shows that compensation has a positive effect.
- T-statistic = 4.461 ( $> 1.65$ ) and p value = 0.000 ( $< 0.05$ ) indicate that the effect is significant.
- This means that compensation has a positive and significant effect on employee performance in this study. Therefore, the hypothesis stating that compensation affects employee performance is accepted.

2) Human relation -> Employee performance

- Original sample (O) = 0.099 shows that human relations have a positive effect on employee performance.
- T-statistic = 0.765 ( $< 1.65$ ) and p value = 0.444 ( $> 0.05$ ) indicate that the effect is not significant.

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- This means that better relationships among employees or with supervisors tend to improve employee performance, but the effect is not statistically significant. Therefore, the hypothesis is rejected.
- 3) Islamic leadership -> Employee performance
- Original sample (O) = 0.579 indicates that Islamic leadership has a fairly strong positive effect on employee performance.
  - T-statistic = 6.036 ( $> 1.65$ ) and p-values = 0.000 ( $< 0.05$ ) indicate that the effect is significant.
  - This means that the better the implementation of leadership based on Islamic values, the higher the employee performance will be. Thus, the hypothesis is accepted.

## Discussion

### 1. The Influence of Islamic Leadership on Employee Performance

Based on the analysis results, the original sample (O) value obtained is 0.579, indicating that Islamic leadership has a fairly strong positive effect on employee performance. The t-statistic value of 6.036 ( $> 1.65$ ) and p-value of 0.000 ( $< 0.05$ ) indicate that the effect is significant. Thus, the hypothesis stating that Islamic leadership affects employee performance is accepted.

This finding confirms that the implementation of leadership based on Islamic values, such as Ash Shidiq, Al Amanah, Al Fathanah, and At Tabligh, can improve employee performance. Leaders who apply these values are able to foster credibility, trust, as well as an ethical and conducive work climate, thereby encouraging employees to work more disciplined, responsibly, and optimally.

Theoretically, this is explained through attribution theory, which states that employee performance is influenced by how they perceive their leader's behavior. A fair, trustworthy leader who sets an example according to Islamic values will form positive attributions in employees, thereby encouraging more disciplined, responsible, and optimal work behavior. In addition, the expectancy theory proposed by Victor Vroom explains that employees will demonstrate more optimal performance when they

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believe in a connection between the effort they put in, the performance achieved, and the rewards received. In this context, the application of Islamic leadership reinforces that belief through role modeling, fairness, and consistency in the values demonstrated by the leader, thereby encouraging an improvement in employee performance.

In practice at Singkong Keju D9, the implementation of religious values is reflected in daily work activities, such as the obligation of the business owner to apply religious values in daily activities, timely congregational prayers for male employees, the regular weekly study sessions, and the provision of free iftar meals for the community during the month of Ramadan. These practices show that leadership is not only oriented towards achieving work targets, but also towards character building and strengthening the spirituality of employees. This condition demonstrates that the integration of religious values in leadership can create a work environment that is not only productive but also meaningful, thereby making a significant contribution to improving employee performance.

This finding is also supported by research (Wijayanti & Wajdi, 2024) and (Harjoni et al., 2023) which shows that Islamic leadership has a positive and significant effect on performance

## 2. The Influence of Compensation on Employee Performance

Based on the analysis results, the original sample value (O) obtained is 0.326, which indicates that compensation has a positive effect on employee performance, and this effect is fairly strong on employee performance. The t-statistic value of 4.461 ( $> 1.65$ ) and p-value of 0.000 ( $< 0.05$ ) indicate that this effect is significant. Thus, the hypothesis stating that compensation affects employee performance is supported or accepted.

This finding shows that an increase in compensation provided to employees directly contributes significantly to improving employee performance. Fundamentally, compensation not only serves as a financial reward but also as a form of organizational appreciation for employees' contributions. Providing adequate and proportional compensation can encourage employees to work more optimally, thereby impacting both the quality and quantity of work results.

- However, it is understandable that the influence of compensation on employee performance is not solely direct, but is also affected by employees' perceived fairness
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and equity. From the perspective of attribution theory, when employees assess that the compensation they receive is fair and commensurate with the contributions made, a positive attribution toward the company is formed, which impacts the improvement of work attitudes, commitment, and performance. Furthermore, the expectancy theory proposed by Victor Vroom states that employees will be motivated to work more optimally if they are confident that good performance will result in rewards that are valuable to them.

In its implementation at Singkong Keju D9, it also strengthens research findings that compensation has a positive and significant effect on employee performance. Based on the results of interviews, although the level of compensation provided is still below the Regional Minimum Wage (UMR) of Salatiga City, management has shown a commitment to continue making adjustments and improvements. In addition, the company also provides non-financial forms of compensation, such as a free Umrah program held every year through a registration mechanism, as well as rice assistance to employees during the month of Ramadan. This shows that the compensation provided is not only financial but also includes other forms of recognition that can encourage employee work motivation, thereby impacting an increase in employee performance. Thus, compensation is proven to be an important factor in enhancing employee performance.

The results of this study are also in line with various previous studies such as those conducted by (Hartanto, 2021) and (Fernanda, 2016) which show that compensation has a positive and significant effect on employee performance.

### 3. The Influence of Human Relation on Employee Performance

Based on the analysis results, the original sample (O) value obtained was 0.099, indicating that human relations have a positive but very weak influence on employee performance. The t-statistic value of 0.765 ( $< 1.65$ ) and p-value of 0.444 ( $> 0.05$ ) confirm that this influence is not significant. Thus, the hypothesis stating that human relations affect employee performance is not accepted.

These results are in line with research conducted by (Lengkey et al., 2023) which states that human relations have a positive but not significant effect on employee performance. This finding indicates that the presence of good human relations, such as

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effective communication, teamwork, and idea exchange, does not necessarily drive a significant increase in performance. In other words, the quality of interpersonal relationships is still limited to basic interactions and has not developed into a deeper level, especially in terms of trust, commitment, and alignment of organizational goals.

More critically, this condition indicates the existence of a gap between social relationships and work productivity. Good relationships do not automatically transform into high performance if they are not accompanied by a clear work system, effective control, and individual awareness of work responsibilities. In this context, human relations may only function as a supporting factor, not as a main factor in improving employee performance.

These findings can be explained through attribution theory, which states that individual behavior and performance are influenced by how they interpret the causes of an event. In this case, a good working relationship does not necessarily result in strong positive attributions if it is not accompanied by a supportive system, thus it is insufficient to encourage performance improvement. Additionally, the expectancy theory proposed by Victor Vroom explains that employee performance will increase if there is a clear belief regarding the relationship between effort, performance, and the outcomes obtained. When human relations are not directly related to the reward system or performance achievements, their influence on performance improvement becomes insignificant.

This condition is relevant to the phenomenon occurring at Singkong Keju D9. Although Islamic leadership values have been applied in the work culture, in reality, various internal problems are still found that affect employee performance. Based on interviews with Mrs. Diah, as part of the Public Relations department, the issues that arise include theft, minor criminal acts, abuse of authority, and conflicts among employees that lead to termination. In addition, miscommunication often occurs due to differences in educational levels. This condition shows that the working relationships established do not yet fully reflect the values of trust, honesty, and responsibility that should be the foundation of work interactions.

The occurrence of miscommunication and conflict also indicates that the established relationships are not yet functional and productive, but rather tend to be merely

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administrative or formal. This causes human relations to be unable to have a significant impact on improving employee performance. Thus, it can be concluded that improving employee performance cannot rely solely on good human relations, but also requires strengthening in aspects of work discipline, supervision systems, and the reinforcement of the implementation of organizational values in daily work activities.

## **Conclusion and Recommendation**

This research shows that the improvement of employee performance is mainly influenced by strategic factors, namely Islamic leadership and compensation. The analysis results prove that Islamic leadership has a positive and significant effect on employee performance, which means that the application of Islamic leadership values can encourage more disciplined, responsible, and productive work behavior. In addition, compensation also has a positive and significant effect, so a fair and proportional reward system has been proven effective in increasing motivation, satisfaction, and employee performance. On the other hand, human relations show a positive but not significant effect on employee performance. This indicates that good working relationships are not yet sufficient to optimally impact performance without being supported by a goal-oriented and achievement-based work system. Simultaneously, the three variables are able to explain 89.7% of the variation in employee performance, so it can be concluded that the organization needs to prioritize strengthening Islamic leadership and effective compensation management, as well as directing human relations to be more productive and performance-oriented.

This study has limitations in scope, focusing only on the employees of Singkong Keju D9 in Salatiga City, so the results more represent the internal conditions of that organization. In addition, this study only uses three independent variables, namely compensation, human relations, and Islamic leadership, so there is still a possibility of other factors outside the model that also affect employee performance. On the other hand, data collection through perception-based questionnaires has the potential to cause differences in interpretation among respondents, even though the instruments are valid and reliable. The cross-sectional approach used also limits the research results to a certain period of time, so it has not been able to describe long-term dynamics. Therefore, future research is recommended to expand the subjects, add variables, and use longitudinal data so that the research results are more comprehensive.

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### **Authors' Declaration**

The authors contributed substantially to the conception and design of the research. The first author was responsible for data collection and analysis, while the second author provided guidance, validation, as well as contributions to the interpretation and discussion of the results. Both authors were involved in drafting, revising, and refining the manuscript, and have read and approved the final version of the article.

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