

The Influence of Islamic Leadership on Construction Organizational Performance: Mediating Organizational Learning Culture

Nur Kholifah*, Mulyana

Faculty of Economics, Universitas Islam Sultan Agung, Semarang, Indonesia

Research article

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***Corresponding author:** nurkholifah@std.unissula.ac.id

Abstract: This study aims to describe and analyze the effect of Islamic leadership on organizational learning culture. Then describe and analyze the effect of Islamic leadership and organizational learning culture on organizational performance. This research is an explanatory research that uses primary and secondary data sources. Primary data were obtained directly from respondents through distributing questionnaires. While secondary data obtained from journals and data relevant to research. Sampling used a purposive sampling technique, with a total sample of 100 employees or leaders at construction companies in Semarang. The data analysis technique of this study uses Partial Least Square (PLS). The results of this study indicate that organizational learning culture has a positive and significant effect on organizational performance. Islamic leadership has a positive and significant effect on organizational performance. Further research results show that Islamic leadership has a positive and significant effect on organizational learning culture.

Keywords: Islamic leadership; organizational learning culture; organizational performance.

1. Introduction

The construction sector is the government's mainstay sector in driving national economic recovery. In this sector a construction company must have a field according to the required specifications. Construction companies that have tenders from government projects must be carried out according to procedures from the government, where there are contracts with general and special conditions. The phenomenon that occurs, project work contracts usually cannot exceed the implementation period. Conversely, if the work is carried out for more than the timeframe, a fine equivalent to one mile per contract per day will be imposed. The causes of the penalty are caused by uncontrollable weather, difficulty in obtaining goods and time-consuming coordination of confirmations. Apart from that, when the project is completed, you still have to provide a maintenance guarantee with an amount of 10% of the contract value. Especially if a government project has to be carried out by a project evaluation inspectorate. If there is a finding, an STS (deposit receipt) will be issued which will be returned. Therefore, in improving organizational performance in construction companies, cooperation between main contractors, subcontractors, suppliers, consultants, and project owners is needed where each has a major determining role in determining the success of a project (Jalali dan Hidzir 2019).

This business phenomenon provides insight that organizations need encouragement to

improve organizational performance. According to Tembo et al. (2022) Success in the construction industry can be seen from organizational performance, where organizations can complete projects on time, within budget, and zero incidents to a minimum of project accidents. Arnetta et al. (2018) called organizational performance as organizational effectiveness that shows the results or organizational emphasis on achieving goals. Many factors influence organizational performance, one of which is Islamic leadership (Daud, Rahim, dan Nasuridin 2014; Febriani 2021). Thus, organizations will seek effective ways to support Islamic leadership to improve organizational performance. So that Islamic leadership must have spiritual awareness and rational awareness.

Islamic leadership is believed to be able to provide mental, spiritual and emotional balance that encourages organizational activities that are favored by Allah. According to Husti & Mahyarni (2019) Islamic leadership aims to integrate rational excellence and emotional and spiritual balance through the possession of a spiritual and rational awareness of the leader. Thus, Islamic leadership produces high ethical standards and is expected to be an effective leadership style pursuing success, happiness and peace for the organization. This Islamic leadership theory shows that the quality of Islamic leaders can encourage organizational development by carrying out managerial activities based on ethical standards to achieve organizational performance (Gazi 2020). Any organizational performance is largely dependent on the level of skill that its leader has when implementing strategy.

Previous research there is a controversy between Islamic leadership and organizational performance. According to Daud et al. (2014) states that Islamic leadership has a positive and significant effect on organizational performance. Febriani (2021) also stated that Islamic leadership can improve organizational performance. However, Husti and Mahyarni (2019) states that Islamic leadership has no significant effect on organizational performance.

Based on the research gap and business phenomena in this study, mediation is needed in the form of implementing a good organizational learning culture. Organizational learning culture is considered as a type of culture that must be owned by every organization. According to Rebelo & Gomes (2017) organizational learning culture is able to encourage organizations to be responsible, transparent and share knowledge. This is of course organizational learning culture capable of encouraging Islamic leadership to influence organizational performance. In line with that, Hussein et al. (2014) stated that organizational learning culture has a positive and significant effect on organizational performance. Therefore, organizational learning culture has the greatest influence on achieving organizational performance (Wahda 2017). This research needs to develop a model of increasing organizational performance using Islamic leadership through the mediation of organizational learning culture.

2. Literature Review

2.1. Organizational Performance

Organizational performance is a measure of the progress and development of the organization (Koohang dan Paliszkievicz 2017). *Organizational performance shows how well the organization achieves its goals and objectives. Whereas Migdadi (2018) stated that organizational performance can be defined as the ability of an organization to achieve goals by using resources efficiently and effectively. Organizational performance is a factor that shows the effectiveness and efficiency of an organization in order to achieve its goals.*

Superior performance depends on a quality match between the strategic orientation of the organization and its resources (Masa'deh, Obeidat, dan Tarhini 2016). It also depends on the capacity of the organization in good innovation, maintaining intangible knowledge assets, and using assets (Luxmi 2014). Organizational performance is seen as an organization's

capacity in accessing and handling various organizational resources to achieve its goals and objectives (Smriti dan Das 2018). Performance measurement systems are necessary for organizations because they provide information to organizations regarding the quality of their operations, assist in the development of strategic plans, and assess the fulfillment of organizational goals (Obeidat dan Otibi 2015).

2.2. Organizational Learning Culture

Organizational learning culture is a set of organizational values, attitudes and practices that encourage continuous learning and professional development (Watkins dan Kim 2017). According to Simorangkir et al. (2019) organizational learning culture is a series of activities in carrying out learning tasks, making learning a habit and hobby as well as pleasure. Organizational learning culture is a set of shared beliefs that support the learning of values and attitudes towards organizational development. According to Cooper et al. (2015) organizations that have a high organizational learning culture are able to create, acquire, and transfer knowledge, as well as modify their behavior in order to reflect new knowledge and insights.

Organizational learning culture plays an important role in maintaining organizational function and success. When an organization faces problems and challenges, in solving these problems the organization can learn and understand its organizational culture and norms. The better the organization understands organizational learning culture, the better the organization can do its work based on certain expectations and demands (Nam dan Park 2019). So that organizations quickly implement organizational learning culture and are able to adapt in developing their organizational performance.

Organizational learning culture has been shown to influence organizational performance. Study Hussein et al. (2014) investigates that organizational learning culture has a positive and significant effect on organizational performance. In this case Wahda (2017) emphasized that organizational learning culture has the greatest influence on achieving organizational performance. In line with previous research, this research assumes that if an organization has a stronger understanding of organizational learning culture, the organization will be able to improve its performance. Based on this description, the hypothesis proposed is:

H1: Organizational learning culture has a positive and significant effect on organizational performance.

2.3. Islamic Leadership

The Islamic perspective on leadership is exemplified by Prophet Muhammad and other Prophets. Quran surah Al-Ahzab verse 21 has described Rasulullah as a model of a great leader. The principle of leadership according to Islam refers to the traditions of science, worship, justice, and Ihsan and seeks to instill these values in Muslims (Ahmad 2011; Makkulawu et al. 2022). Islamic leadership is leadership according to the Islamic way and in achieving its goals based on the permission and pleasure of Allah SWT (Astuti, Shodikin, dan Ud-din 2020). Rizki et al. (2017) emphasized that Islamic leadership is a form of leader behavior that is based on the Prophet's character, namely shiddiq, amanah, fathanah and tabligh, in doing work and motivating human resources to be able to behave according to Islamic rules.

Islamic leadership is significantly different from the western perspective especially on the secular worldview and material aspects. Islamic leadership combines business life with religious life where views are centered on leadership policies that are dominated by moral values, spirituality, ethics and wisdom (Galanou dan Farrag 2015). Islamic leadership

theoretically produces high ethical standards and is expected to be an effective leadership style in pursuing success, happiness and peace for HR and organizations. Therefore, a leader based on Islamic values will act to energize, focus and direct the efforts of his employees.

Daud et al. (2014) revealed that organizational performance can be increased by the quality of Islamic leadership. Statistically, Islamic leadership has a positive effect on performance (Zaim 2022). Febriani (2021) also stated that Islamic leadership can improve organizational performance. In line with previous research, this research assumes that if Islamic leadership is implemented in an organization, it will be able to improve organizational performance. Based on this description, the hypothesis proposed is:

H2: Islamic leadership has a positive and significant effect on organizational performance.

Islamic leadership can create conditions that support the development of organizational learning. The characteristics of Islamic leadership itself as an aspect of a leadership style that is spiritually aware and capable of being rational. This Islamic leadership will create an environment and culture that supports organizational learning. Whereas Hofstede (1991) explained that culture is able to provide learning interactions to influence others to become leaders according to the criteria. Therefore, it is necessary to realize the behavior of leaders who are based on the character of the Prophet Muhammad SAW, namely shiddiq, amanah, fathanah and tabligh in order to motivate human resources through Islamic leadership (Rizki et al. 2017). Marbun (2013) also provides an explanation that trust, fairness, sincerity, honesty, gratitude and courage as qualities of Islamic leadership show positive attributes in creating a good organizational learning culture. So that it will create an organizational learning culture that is able to have an impact on organizational performance. Hamzah (2021) provides evidence of a significant influence of Islamic leadership on organizational learning culture. This study assumes that when the soul of Islamic leadership can be applied properly by the organization, then the organization can create a better organizational learning culture. Based on this description, the hypothesis proposed is:

H3: Islamic leadership has a positive and significant effect on organizational learning culture.

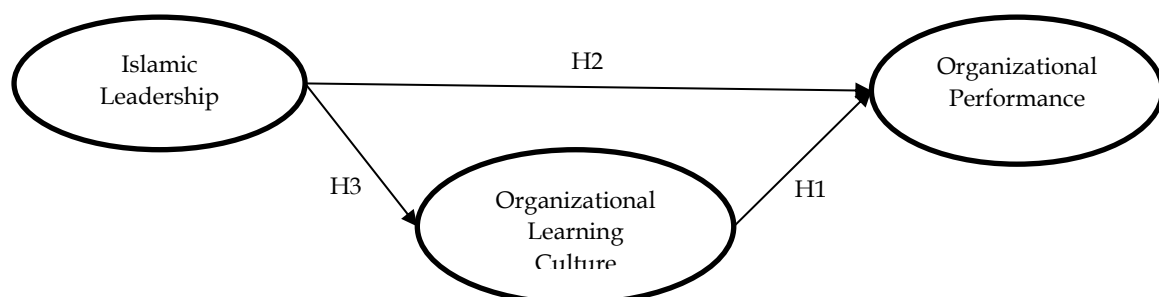


Figure 1. Research Model

3. Research Methods

This research is an explanatory research. Retrieval of data obtained through a questionnaire with the provisions of five Likert scales. The primary data in this study includes organizational performance, organizational learning culture, and Islamic leadership. Secondary data obtained from journals and data relevant to research. The population of this study is the human resources of construction companies in Semarang. This research technique uses purposive sampling which is a sample where researchers use certain research criteria in

conducting research. The criteria used in the sampling of this study were foremen, executors, staff and managers from construction companies in Semarang, Central Java.

Then the number of samples (sample size) refers to the opinion (Hair 1992), which says that the number of samples is an indicator multiplied by 5 to 10 or at least 100 respondents. In this study there were 12 indicators, while the basis for calculating the sample was 12 multiplied by 9 or at least 100 samples from the project HR population, namely foremen / executors / staff / managers from construction companies in Semarang, Central Java. The data analysis of this study uses smartPLS 3.0. The following are the indicators of this study, namely as follows:

Table 1. Research Variables and Indicators

No	Variable	Indicator	Source
1	Islamic Leadership is the attitude of a leader who is responsible in carrying out his job obligations by upholding the truth according to Islamic rules to achieve common goals	Sidiq, tabligh, amanah, fathonah	Candra et al. (2022) Rizki et al. (2017)
2	Organizational Learning Culture is a set of shared beliefs that support the learning of values and attitudes towards organizational development	Continuous learning, dialogue and inquiry, team learning, empowerment	Cooper et al. (2015) Lin (2020) Nam & Park (2019)
3	Organizational Performance is a factor that determines the effectiveness and efficiency of an organization in order to achieve its goals	Effectiveness, efficiency, quality of work life, productivity	Dhar et al. (2020); Koohang & Paliszkievicz (2017)

Source: Prior Research

4. Results and Discussion

4.1. Results

This study uses human resource respondents from construction companies in Semarang as many as 100 respondents. This study has evidence that respondents already have good enough knowledge to provide information related to this research. Below is an overview of the respondents, namely as follows:

Table 2. Overview of Respondents

Variabel	Category	Frequency	(%)
Gender	Male	71	71%
	Female	29	29%
Age	21 – 30	27	27%
	31 – 40	23	23%
	41 – 50	31	31%
	51 – 60	18	18%
	61 – 70	1	1%
Education	Junior High School	2	2%
	Senior High School	61	61%
	D3	15	15%
	S1	22	22%

Variabel	Category	Frequency	(%)
Position	Manager	11	11%
	Staff	42	42%
	Executor	26	26%
	Foreman	21	21%
Length of work	> 5 year	74	74%
	< 5 year	26	26%

Source: Respondents (questionnaire, 2023)

Outer model analysis aims to assess how the construct measures latent variables. Evaluation of the outer model, by testing the internal convergent validity, consistency reliability, and discriminant validity. Based on table 3 it can be seen that all items are valid and each indicator can describe the variable.

Table 3. Results of Outer Model Analysis

Latent Variables	Item	Factor Loadings	Cronbach's Alpha	Composite Reliability	AVE
Islamic Leadership	IL1	0,825	0,828	0,885	0,659
	IL2	0,757			
	IL3	0,852			
	IL4	0,812			
Organizational Learning Culture	OLC1	0,737	0,821	0,883	0,659
	OLC2	0,735			
	OLC3	0,839			
	OLC4	0,912			
Organizational Performance	OP1	0,734	0,836	0,891	0,672
	OP2	0,837			
	OP3	0,868			
	OP4	0,833			

Source: SmartPLS output, processed (2023)

The inner model, namely the specification of the relationship between latent variables (structural model), also called the inner relation, describes the relationship between latent variables based on the substantive theory of research. The structural model was evaluated using R-square for the dependent construct, Stone-Geisser Q-square test for Q2 predictive relevance, significance test of the structural path parameter coefficients and hypothesis testing.

Table 4. Results of R-Square

	R Square	R Square Adjusted
Organizational Learning Culture	0,464	0,458
Organizational Performance	0,703	0,697

Source: SmartPLS output, processed (2023)

Based on table 4, it can be concluded that the R-square value of the endogenous variable Organizational Learning Culture has a weak ability of 0.464 and Organizational Performance has a moderate ability of 0.703 in predicting the model.

Table 5. Results of Q-Square

	CV Commonality	CV Redundancy
Islamic Leadership	0,426	

	CV Commonality	CV Redundancy
Organizational Learning Culture	0,429	0,295
Organizational Performance	0,443	0,449

Source: SmartPLS output, processed (2023)

The results of table 5 show that the cross validation (CV) redundancy and communality of all the variables in this study are positive and > 0 , meaning that the quality of the structural model in this study is appropriate or a fit model.

Table 6. Results of Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Learning Culture -> Organizational Performance	0,491	0,501	0,087	5,647	0,000
Islamic Leadership - > Organizational Performance	0,423	0,407	0,093	4,525	0,000
Islamic Leadership - > Organizational Learning Culture	0,681	0,685	0,065	10,523	0,000

Source: SmartPLS output, processed (2023)

The hypothesis significance test was carried out using the bootstrapping menu on SmartPLS 3.0 by looking at the Path Coefficients table in the t-statistics and p-values column. The results of testing hypothesis 1 show that Organizational learning culture has a positive and significant effect on organizational performance. Based on the results of the hypothesis test, it is known that the path coefficient (O) is 0.491, meaning that the organizational learning culture system has a strong relationship to organizational performance. Meanwhile, the t-statistics value is 5.647 with a significance level of $0.000 < 0.05$ which means it is significant. So the third hypothesis states that Organizational learning culture has a positive and significant effect on organizational performance, is accepted.

The results of testing hypothesis 2 show that Islamic leadership has a positive and significant effect on organizational performance. Based on the results of the hypothesis test, it is known that the path coefficient (O) is 0.423, meaning that Islamic leadership has a strong relationship to organizational performance. Meanwhile, the t-statistics value is 4.525 with a significance level of $0.000 < 0.05$ which means it is significant. So that the first hypothesis states that Islamic leadership has a positive and significant effect on organizational performance, is accepted.

The results of testing hypothesis 2 show that Islamic leadership has a positive and significant effect on organizational learning culture. Based on the results of the hypothesis test, it is known that the path coefficient (O) is 0.681, meaning that Islamic leadership has a very strong relationship to organizational learning culture. Meanwhile, the t-statistics value is 10.523 with a significance level of $0.000 < 0.05$ which means it is significant. So the second hypothesis states that Islamic leadership has a positive and significant effect on organizational learning culture, is accepted.

4.2. Discussion

This study shows that the better the organizational learning culture applied by construction companies in Semarang, the more organizational performance will be increased. Construction human resources that are supported by learning opportunities can create a more conducive organizational culture and automatically improve organizational performance. The learning process is easy to grow in a culture where there is open and motivated communication. When a good organizational learning culture is well built, the organization will try better to improve organizational performance. In particular, an organizational learning culture can enhance employee performance by enriching their knowledge and promoting their commitment to organizational goals (Dekoulou & Trivellas, 2014). The results of this study support previous studies conducted by Hussein et al. (2014) that organizational learning culture has a positive and significant effect on organizational performance. Get along with it Wahda (2017) emphasized that organizational learning culture has an influence on achieving organizational performance. Seeing this, organizational learning culture allows construction companies to be able to face change in a more positive way and makes construction companies more willing to survive. So that organizational performance is seen as the capacity of the organization in accessing and handling various organizational resources to achieve its goals and objectives (Smriti dan Das 2018).

Construction companies are suspected of being able to apply Islamic leadership. This is shown in the research results of this study. This means that leaders are able to instill the four qualities of a good prophet in achieving organizational performance. Leaders who use Islamic beliefs can encourage organizational innovation and facilitate organizational effectiveness, efficiency, quality of work life and productivity. The results of this study support previous research conducted by Febriani (2021) that Islamic leadership can improve organizational performance. Daud et al. (2014) also revealed that organizational performance can be increased by the quality of Islamic leadership. A leader who is able to apply the characteristics of siddiq, tabligh, amanah, and fathonah will have an impact on the organization in the welfare of all stakeholders, building new and strong partnerships, identifying future opportunities and developing capabilities to improve organizational performance.

In addition, the better the Islamic leadership owned by construction companies in Semarang, the more it will improve organizational learning culture. When leaders are able to apply the four characteristics of the prophet, namely siddiq, tabligh, amanah, and fathonah, they are implemented properly, the leaders of the Semarang construction company can provide a good and sustainable organizational learning culture. Organizational learning culture is able to encourage organizations to be responsible, transparent and share knowledge (Rebelo & Gomes, 2017).

According to Cooper et al. (2015) Organizations that have a good organizational learning culture are able to create, acquire, and transfer knowledge, as well as modify their behavior in order to reflect new knowledge and insights. The results of this study support previous research conducted by Hamzah (2021) that there is a significant influence of Islamic leadership on organizational learning culture. Seeing this means that organizational success stands out if leaders who have high spiritual values, have good spiritual values, and are able to carry out their roles to help improve organizational learning culture so that it is better and will ultimately affect the goals to be achieved by Semarang construction companies. So aligned with Hofstede (1991) that culture is able to provide learning interactions to influence others to become leaders according to the criteria.

5. Conclusion

The results of this study indicate that Organizational learning culture has a positive and significant effect on organizational performance. This means that the better the organizational learning culture applied by construction companies in Semarang, the more it will increase organizational performance. Construction companies in Semarang that are able to apply organizational learning culture well will try to reduce interpersonal processes and barriers to sharing information, ideas, and knowledge between organizations. If the company really implements organizational learning culture well, it is necessary to build the company's capacity for learning in order to develop a strong vision for organizational excellence thereby increasing organizational performance.

Islamic leadership has a positive and significant effect on organizational performance. This means that the better the Islamic leadership owned by construction companies in Semarang, the more organizational performance will increase. In addition, Islamic leadership has a positive and significant effect on organizational learning culture. This means that the better the Islamic leadership owned by construction companies in Semarang, the more it will improve organizational learning culture. The Islamic leadership model seeks to devise a strategy to achieve success in a balanced manner both in business, family, social, and spiritual so that if implemented in a construction company it is able to improve the quality of culture by creating a good organizational learning culture.

This study has limitations that are expected to be improved in further research. The distribution of this questionnaire is only aimed at construction companies in Semarang so that it is still in a limited scope. Future research can expand the research sample with a wider scope, such as construction companies throughout Indonesia. Islamic leadership literature is still limited, although Islamic leadership has a strong theoretical background, it is difficult to conceptualize its construct and dimensions because of the limited empirical models that analyze Islamic leadership. Further research needs to develop and provide many contributions to the study of Islamic leadership.

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