

Integrating Human Resource Management and Islamic Leadership to Improve Civil Servant Performance

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ABSTRACT

Background: The performance of State Civil Apparatus (ASN) in religious-based public institutions requires an integrated approach that combines professional human resource management with Islamic leadership values. Initial observations at the Office of the Ministry of Religious Affairs, Solok Regency, revealed gaps in competency, discipline, and service quality.

Purpose: This study aims to analyze the integration of human resource management and Islamic leadership in improving ASN performance, with work motivation as a mediating variable.

Method: A quantitative correlational approach with a survey method was employed. A sample of 244 ASN was selected from a population of 769 using Slovin's formula and simple random sampling. Data were collected using a Likert-scale questionnaire and analyzed using Structural Equation Modeling (SEM) based on AMOS 26.

Results: The findings indicate that HRM has a positive and significant effect on work motivation ($\beta = 0.412$; $p < 0.001$) and ASN performance ($\beta = 0.287$; $p = 0.002$). Islamic leadership also positively and significantly affects work motivation ($\beta = 0.356$; $p < 0.001$) and ASN performance ($\beta = 0.294$; $p = 0.003$). Work motivation significantly influences ASN performance ($\beta = 0.478$; $p < 0.001$) and serves as a partial mediator in both relationships, with mediation proportions of 40.7% and 41.0%, respectively.

Conclusion: The integration of effective HRM and strong Islamic leadership significantly enhances ASN work motivation and performance. This model proves empirically valid for fostering professional, integrity-driven, and spiritually grounded public services within the Ministry of Religious Affairs. Strengthening merit-based HR systems and Islamic leadership qualities such as trustworthiness, justice, deliberation, and role-modeling is essential for sustainable ASN performance improvement.

KEYWORDS

HRM, Integration, Islamic Leadership, State Civil aparatur

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INTRODUCTION

Human resources (HR) are strategic assets that determine the success of an organization in achieving its goals, including government institutions engaged in public services. In the context of modern bureaucracy, HR quality is no longer measured solely by technical competence, but also by integrity, adaptability, work ethic, and the capacity to provide responsive services to the public (Al Barqy, 2015; Rukhayati, 2019; Armstrong & Taylor, 2023). For religious institutions such as the Ministry of Religious Affairs, HR management has an even broader dimension, as it relates not only to bureaucratic professionalism but also to the internalization of spiritual values, Islamic work ethics, and moral responsibility in public service (Nurcahyo et al., 2024; Al Kutsi, 2024). Thus, quality HR management is a crucial prerequisite for improving the performance of state civil servants (ASN) and for creating effective, accountable, and religiously valued public services.

ASN, as implementers of public policy, play a central role in realizing good governance. Optimal civil servant performance will directly impact service quality, public satisfaction, and public trust in government institutions. Research by Karningsih (2023) shows that civil servant competence and service quality are positively related to public satisfaction. This finding confirms that improving the quality of civil servants is inseparable from systematic efforts in human resource management. In public organizations, effective human resource management includes employee needs planning, competency development, performance assessment, career development, and ongoing evaluation (Armstrong & Taylor, 2023). When these functions are integrated, organizations tend to experience higher productivity, better job satisfaction, and stronger service capacity (Saputro, 2021; Sartika, 2024).

However, within the Ministry of Religious Affairs, human resource management cannot simply rely on an administrative and technocratic approach. The complexity of tasks directly related to religious affairs demands a managerial approach that integrates professional competencies with Islamic values. Nurcahyo et al. (2024) emphasized the importance of integrating religious values into human resource management practices to improve the effectiveness of public services in religious institutions. Similarly, the concept of sharia management places the principles of trust, justice, *ihsan*, and responsibility as the foundation for human resource management within the organization (Al Kutsi, 2024). This means that human resource development within the Ministry of Religious Affairs is not only oriented towards achieving organizational targets but also towards developing personnel with integrity, trustworthiness, and a work-oriented orientation as part of worship.

In addition to human resource management, leadership plays a crucial role in determining the direction of an organization and shaping employee work behavior. From an Islamic perspective, leadership is not merely a structural function, but a mandate with moral and spiritual dimensions. Islamic leadership characteristics such as *shiddiq* (honesty), *amanah* (trustworthiness), *tabligh* (discipline), and *fathanah* (unclear commitment) serve as an ethical and operational framework for managing an organization (Wijayanti, 2017). Research by Rahman and Mas'ud (2022) shows that Islamic leadership positively influences employee motivation and performance. This finding is reinforced by Sebagust (2021), who concluded that Islamic leadership has a strong relationship with employee motivation and performance in the public sector. Furthermore, Islamic leadership also emphasizes deliberation, justice, exemplary behavior, and concern for the welfare of subordinates, potentially creating a more participatory and productive work climate. In religious organizations, this leadership style is particularly relevant because it aligns with the institution's mission, which is not only administrative but also normative and spiritual.

The urgency of integrating human resource management and Islamic leadership is growing amidst changes in the bureaucratic environment marked by digital transformation, increasing public expectations, and demands for professionalism in the civil service. Civil servants are required to possess adaptive competencies, technological skills, work discipline, and a strong service orientation. However, improving technical competency alone is insufficient without the support of leadership capable of mobilizing, exemplifying, and internalizing Islamic work values within the organization. In this regard, integrating modern HR management with Islamic leadership values can

be a strategic model for building superior and character-driven civil servant performance. Abdelwahed et al. (2024) demonstrated that organizations that integrate modern management with Islamic leadership values experience improved employee performance, commitment, and engagement with the organization. Similar findings are evident in research by Menne (2017) and Rahmawaty (2016), which emphasizes the importance of spiritual values in building sustainable employee job satisfaction, commitment, and performance.

Empirically, the need for this integration is evident at the Solok Regency Ministry of Religious Affairs Office. Based on initial observations, of the total 769 ASN, only 45% have competencies according to the Job Competency Standards, around 30% of ASN still experience difficulties using information technology for public services, and the level of public satisfaction with services has only reached 75% of the 90% target in the organization's key performance indicators (Observation, 2024). In addition, the average ASN attendance rate is at 85%, the tardiness rate reaches 25%, and the completion of tasks on time has only reached 70% of the 95% target (Observation, 2024). These data indicate that there is still a gap between the increasingly complex demands of public services and the actual conditions of ASN capacity and performance. In this situation, performance improvements cannot be achieved solely through technical approaches, but require strengthening a structured HR management system and leadership that is able to bring to life the values of responsibility, discipline, justice, and exemplary behavior.

These problems are also evident in internal human resource management. The personnel information system is not yet optimally integrated, resulting in delays in HR decision-making, overlapping assignments, and suboptimal employee career development. Only around 65% of civil servants participate in structured competency development programs, while some HR development programs have not fully integrated Islamic leadership values (Observation, 2024). This situation indicates that HR management within the Solok Regency Ministry of Religious Affairs Office still faces challenges in the planning, coaching, and evaluation aspects, which should be the foundation for improving organizational performance (Armstrong & Taylor, 2023). At the same time, the dominance of conventional bureaucratic leadership patterns also poses a barrier because they do not fully reflect the principles of deliberation, justice, professionalism, and exemplary behavior that characterize Islamic leadership (Al Kutsi, 2024; Wijayanti, 2017).

An internal survey conducted as part of the research background showed that 62% of civil servants felt that leadership practices did not fully reflect Islamic leadership principles, 47% of respondents admitted to being rarely involved in strategic decision-making, and only 42% of civil servants assessed their leaders as consistently exemplary (Observation, 2024). These findings indicate a gap between the ideal concept of Islamic leadership and actual practice. However, from an Islamic perspective, leadership based on trust, justice, *shura* (consultation), and good moral principles are crucial for the formation of a healthy and productive work culture. Leadership that is weak in terms of exemplary behavior and participation has the potential to reduce employee motivation, loyalty, and a sense of belonging to the organization. Conversely, fair and dialogical leadership will encourage employee engagement and strengthen their commitment to carrying out public service duties (Rahman & Mas'ud, 2022; Sebagust, 2021).

From a theoretical perspective, the relationship between human resource management, leadership, motivation, and performance has been extensively studied. Good human resource management practices have been shown to improve employee motivation and performance, while Islamic leadership contributes to the formation of a stronger organizational culture and a better work ethic (Saputro, 2021; Sartika, 2024; Rahman & Mas'ud, 2022). The concept of motivation from an Islamic perspective also explains that employee morale can be strengthened through a balance between worldly and hereafter orientations (Altalib, 2001; Supriyanto & Troena, 2012). However, most of these studies examine these variables only partially. Research specifically integrating human resource management and Islamic leadership as a collaborative approach to improving civil servant performance in religious-based government institutions is still relatively limited, particularly in the context of the Ministry of Religious Affairs at the district level. Therefore, there is significant scope for research to explain how these two dimensions can be

integrated into a model for improving civil servant performance that is relevant to contemporary bureaucratic challenges.

Normatively, the urgency of this integration is also firmly grounded in Islamic teachings. The principles of trust, justice, deliberation, and responsibility are fundamental values that should inform the governance of public organizations, particularly within the Ministry of Religious Affairs. The value of trust emphasizes the importance of honesty and responsibility in carrying out duties; the value of justice demands objectivity in assessment and service delivery; while deliberation emphasizes the importance of participation in decision-making. In a bureaucratic context, internalizing these values will strengthen the work behavior of civil servants (ASN) so that they not only pursue administrative targets but also maintain integrity, morality, and a devotional orientation in their work. Therefore, the integration of human resource management and Islamic leadership is not only managerially relevant but also normatively important as a form of strengthening a professional and ethical bureaucracy.

Based on this description, it is clear that improving civil servant performance at the Solok Regency Ministry of Religious Affairs Office requires a more comprehensive approach than simply improving administrative techniques. The integration of human resource management with Islamic leadership is crucial because the two complement each other: human resource management provides a planned and measurable employee management system, while Islamic leadership provides a value base, moral direction, and role models for implementation. The combination of the two is believed to be able to produce civil servants who are competent, disciplined, motivated, and possess integrity in carrying out public services. Therefore, research on the integration of human resource management and Islamic leadership in improving ASN performance is important to conduct, both as a theoretical contribution in the development of public management studies based on Islamic values and as a practical contribution to strengthening organizational governance within the Ministry of Religion of Solok Regency.

RESEARCH METHODOLOGY

This study used a quantitative approach with a correlational design. The aim was to examine the relationship between variables and the mediating role of work motivation in influencing human resource management and Islamic leadership on civil servant performance. The study population comprised all 769 civil servants (ASN) at the Ministry of Religious Affairs Office in Solok Regency. Sampling was conducted using the Slovin formula at a 5% margin of error, resulting in a minimum sample size of 244 respondents. Simple random sampling was used to ensure each member of the population had an equal chance of being selected, with proportions based on work units being considered to ensure the sample was representative of the entire population.

The data collection instrument was a questionnaire structured on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). It measured four main constructs: human resource management (15 items), Islamic leadership style (12 items), civil servant work motivation (10 items), and civil servant performance (12 items). The questionnaire was developed based on the theories of Armstrong & Taylor (2023) for human resource management, Beekun & Badawi (1999) for Islamic leadership, and Vroom et al. (2015) for motivation and performance. In addition to questionnaires, the study also utilized institutional documentation data such as attendance reports, key performance indicator achievements, and personnel data to strengthen the validity of the findings. All instruments were pre-tested on 30 respondents outside the sample to assess language clarity and item comprehension.

The data collection procedure was carried out over three months, from September to November 2024. The researcher first applied for official permission from the Head of the Ministry of Religious Affairs Office in Solok Regency. After obtaining permission, the questionnaires were distributed directly to 244 randomly selected respondents, accompanied by coordinators from each work unit to ensure a high return rate. Respondents completed the questionnaires independently in approximately 30–40 minutes, and the researcher remained on-site to clarify any items that were unclear to them without influencing their responses. All collected questionnaires were checked for

completeness, and only data from 244 respondents met the complete criteria and were eligible for analysis.

To ensure the validity and reliability of the instrument, this study conducted a content validity test through assessments by three experts in the fields of HR management and industrial psychology, followed by Confirmatory Factor Analysis (CFA) using AMOS 26. Indicators are considered valid if they have a loading factor value > 0.50 . Reliability is tested with Construct Reliability (CR) values > 0.70 and Average Variance Extracted (AVE) > 0.70 for each construct. Prior to hypothesis testing, the data were also tested for multivariate normality assumptions and found no outliers that interfere with model estimation. The main data analysis used Structural Equation Modeling (SEM) based on AMOS 26, with Goodness of Fit evaluation based on the criteria of $CMIN/DF < 3$, $GFI > 0.90$, $TLI > 0.90$, $CFI > 0.90$, $RMSEA < 0.08$, and $SRMR < 0.08$.

Hypothesis testing was conducted through path analysis to examine the direct influence between variables, and the Sobel test to examine the mediating effect of work motivation. All tests used a significance level of $\alpha = 0.05$. The methodological limitation of this study lies in the use of a cross-sectional design that only captures relationships at a single point in time, thus not being able to definitively determine causality. Furthermore, the generalizability of the findings is limited to the civil servant population within the Ministry of Religious Affairs of Solok Regency and cannot be directly applied to other institutions without contextual adjustments. Nevertheless, the procedures described in detail allow other researchers to replicate the study in different populations or regions.

RESULT AND DISCUSSION

This study was conducted on 244 civil servants (ASN) within the Ministry of Religious Affairs Office of Solok Regency using the Structural Equation Modeling (SEM) approach based on AMOS 26. Before testing the hypothesis, the research instrument first went through a content validity test by an expert validator, then tested empirically through Confirmatory Factor Analysis (CFA). The test results showed that all research constructs, namely Human Resource Management, Islamic Leadership Style, Work Motivation, and ASN Performance, had met the validity and reliability criteria.

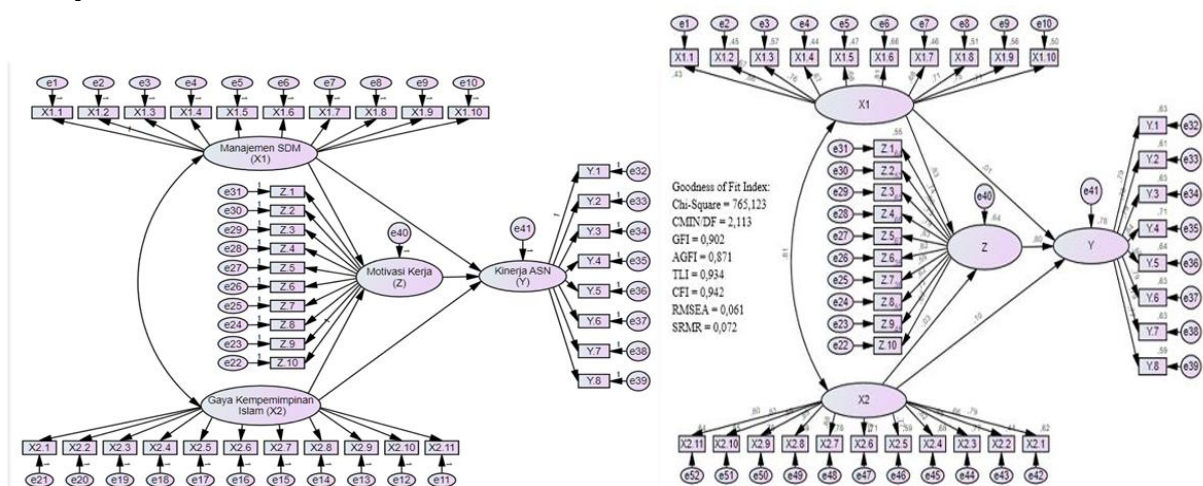


Figure 1. SEM-based Analysis Result

All indicators have loading factor values above 0.50, the Construct Reliability (CR) value of each construct is above 0.70, and the Average Variance Extracted (AVE) value is also above 0.50, so the instrument is declared suitable for use in structural model analysis (Hair et al., 2019; Byrne, 2013). In addition, the research data also meet the assumption of normality and no outliers were found that interfere with model estimation. Goodness of Fit evaluation shows that the research model is classified as suitable, with $CMIN/DF = 2.113$, $GFI = 0.902$, $TLI = 0.934$, $CFI = 0.942$, $RMSEA = 0.061$, and $SRMR = 0.072$, although $AGFI = 0.871$ is still in the marginal fit category. Overall, these results indicate that the research model is acceptable and suitable for testing the relationships between variables in this study (Hair et al., 2019; Kline, 2023).

The results of the hypothesis testing indicate that Human Resource Management and Islamic Leadership Style both have a positive and significant effect on Civil Servant Work Motivation. The effect of Human Resource Management on Civil Servant Work Motivation has a path coefficient of $\beta = 0.412$, C.R. = 4.204, and $p = 0.000$, indicating that the better the implementation of Human Resource Management, the higher the Civil Servant work motivation. Meanwhile, Islamic Leadership Style was also shown to have a positive and significant effect on Civil Servant Work Motivation, with a path coefficient of $\beta = 0.356$, C.R. = 3.912, and $p = 0.000$. These findings demonstrate that Civil Servant work motivation is shaped not only by the quality of the employee management system but also by leadership patterns based on Islamic values such as trustworthiness, justice, deliberation, and exemplary behavior. In this context, the integration of organizational management and leadership based on religious values has proven to be a crucial factor in building a stronger and more meaningful work motivation for civil servants.

Furthermore, the study results show that civil servant work motivation has the strongest direct influence on civil servant performance, with a path coefficient of $\beta = 0.478$, C.R. = 4.509, and $p = 0.000$. This finding confirms that work motivation is a crucial variable in determining civil servant performance. The higher the civil servant work motivation, the higher the work quality, responsibility, punctuality, and public service orientation demonstrated in carrying out tasks. These results also demonstrate that efforts to improve civil servant performance are not sufficient through system improvements or formal leadership but must also address employee psychological aspects, particularly the internal drive to perform optimally. Thus, work motivation can be understood as the primary driving force linking the quality of organizational governance to the actual performance of civil servants within the Ministry of Religious Affairs of Solok Regency.

In addition to its influence on motivation, this study also demonstrated that Human Resource Management has a direct and significant effect on Civil Servant Performance, with a path coefficient of $\beta = 0.287$, C.R. = 3.124, and $p = 0.002$. This means that the better the HR management practices implemented, the higher the resulting Civil Servant performance. These HR management practices include employee planning, competency development, a performance appraisal system, career management, and a fair and transparent reward mechanism. These findings indicate that Civil Servant performance is not only influenced by individual enthusiasm but also by how the organization systematically and professionally manages its human resources. Within the framework of the research title, these results confirm that integrated HR management is a key component in efforts to improve Civil Servant performance.

Subsequent test results show that Islamic Leadership Style also has a direct and significant effect on Civil Servant Performance. In the direct test table, this influence is indicated by a path coefficient of $\beta = 0.294$, C.R. = 2.969, and $p = 0.003$. These findings demonstrate that leadership that implements Islamic values can drive improved civil servant performance, both through moral example, fairness in decision-making, and a spiritual approach to building a work culture. In other words, leaders who are trustworthy, fair, wise, and communicative not only influence the organizational climate but also directly improve employee effectiveness. In the context of religious public institutions, these results strengthen the argument that Islamic leadership is a strategic factor in developing a professional and integrity-driven apparatus.

Testing for indirect effects using the Sobel Test indicates that Civil Servant Work Motivation mediates the relationship between Human Resource Management and Civil Servant Performance. The Sobel test results showed a Z-value of 3.075 with a p-value of 0.002, indicating a significant mediation effect (Baron & Kenny, 1986; Preacher & Hayes, 2008). The indirect effect was 0.197, while the total effect was 0.484. The mediation ratio of 40.7% indicates that nearly half of the influence of HR Management on ASN performance occurs through increased ASN work motivation. Therefore, motivation acts as a partial mediator, as the direct effect of HR Management on ASN performance remains significant even when the motivation variable is included in the model. This finding demonstrates that good HR management not only directly strengthens ASN performance but also works by fostering higher work morale in employees.

ASN work motivation was also shown to mediate the relationship between Islamic Leadership Style and ASN performance. The Sobel test results showed a Z value of 2.955 with a p value of 0.003, indicating statistical significance (Baron & Kenny, 1986; Preacher & Hayes, 2008). The indirect effect was 0.170, with a total effect of 0.414, and the mediation ratio reached 41.0%. These results indicate that nearly half of the influence of Islamic leadership on ASN performance operates through increased work motivation. Therefore, motivation was again proven to be a partial mediator. In the context of the journal title, this finding is very important because it shows that the integration of Islamic leadership into organizational governance not only impacts performance through the direct influence of leaders, but also through their ability to arouse ASN work motivation psychologically and spiritually.

Overall, the results of the study indicate that all relationship paths tested in the model are positive and significant, with both direct and indirect influences. The summary results of the direct effect, indirect effect, and total effect show that Human Resource Management and Islamic Leadership Style are two main factors that reinforce each other in increasing ASN Work Motivation and ultimately improving ASN Performance. This finding confirms that improving ASN performance in the Solok Regency Ministry of Religious Affairs Office cannot be achieved only through a good management system or good leadership separately, but requires the integration of both simultaneously. In other words, the title of this journal obtains strong empirical support, because the results of the study prove that the integration of Human Resource Management and Islamic leadership really contributes to improving ASN performance, with work motivation as a very important connecting mechanism.

Discussion of Research Results

Integration of Human Resource Management in Improving Civil Servant Motivation and Performance

The results of the study indicate that human resource management has a positive and significant influence on ASN work motivation as well as on ASN performance at the Ministry of Religious Affairs Office of Solok Regency. This finding confirms that HR management not only functions as an administrative mechanism in employee management, but also as a strategic instrument capable of shaping ASN work behavior, professional spirit, and service quality. In the context of public organizations, especially religious institutions such as the Ministry of Religious Affairs, HR management is the main foundation that determines how the apparatus is fostered, developed, evaluated, and directed to achieve organizational goals effectively and with integrity. When an organization is able to build a planned, fair, and sustainable employee management system, ASN tend to show higher work motivation, a stronger sense of responsibility, and better performance in carrying out public service duties.

Theoretically, this finding can be explained through Becker's Human Capital Theory, which views people as strategic organizational assets whose value can be enhanced through education, training, experience, and competency development (Becker, 2002). Within this framework, HR management practices such as training, career development, performance appraisals, and rewards not only improve employees' technical skills but also strengthen their sense of appreciation and belonging to the organization. This view aligns with Armstrong and Taylor's explanation that effective HR management must encompass aspects of planning, development, evaluation, and alignment of employee goals with organizational goals (Armstrong & Taylor, 2023). Thus, good HR management not only produces skilled personnel but also creates employees who are more psychologically engaged and motivated to make their best contribution to the organization.

The results of this study can also be understood through Herzberg's Two-Factor Theory, which distinguishes between hygiene factors and motivating factors in influencing individual work enthusiasm (Herzberg et al., 2011). In the context of civil servants (ASN), hygiene factors are reflected in organizational policies, personnel administration systems, job clarity, and job security, while motivating factors are seen in opportunities for competency development, recognition of achievements, responsibility, and opportunities for growth. The research findings indicate that

effective HR management within the Ministry of Religious Affairs of Solok Regency plays a role in both dimensions simultaneously. On the one hand, well-organized HR management can reduce job uncertainty and increase ASN's sense of job security. On the other hand, clearer training, promotion, and evaluation systems can strengthen ASN's internal motivation to work more productively. This means that the quality of HR management not only influences structural working conditions but also touches on psychological aspects that directly contribute to ASN motivation and performance.

Furthermore, these findings can be explained through Expectancy Theory, which states that individuals are motivated to perform better when they believe their efforts will result in good performance, and that this performance will be rewarded (Vroom et al., 2015). In the context of this research, a transparent and merit-based HR management system strengthens civil servants' perceptions that hard work, discipline, and competence will be fairly recognized by the organization. This perception forms the basis for the growth of higher work motivation. In other words, good HR management functions not only as an organizational tool but also as a psychological mechanism that shapes employee beliefs about the relationship between effort, achievement, and results. This condition is important in public bureaucracy, because civil servants will be more motivated to perform optimally if they perceive that the organization treats employees objectively and provides equal opportunities for development.

In the context of religious institutions, the influence of human resource management on the motivation and performance of civil servants (ASN) cannot be separated from the Islamic values that form the foundation of organizational morality. Human resource management within the Ministry of Religious Affairs is not merely based on administrative efficiency, but must also consider the dimensions of trust, justice, responsibility, and *ihsan* in work. This concept aligns with the idea of Islamic Human Resource Management, which emphasizes that human resource management in Islamic organizations must balance productivity, morality, and spirituality (Ali, 1988). From this perspective, civil servants are positioned not only as organizational resources but also as moral subjects who carry the mandate of service to the community. Therefore, effective human resource management within the Ministry of Religious Affairs should not only be directed at improving technical competence, but also at fostering integrity, work ethics, and an awareness that work is part of devotion.

These findings align with various previous studies showing that good HR management practices significantly contribute to employee motivation and performance. Research by Abdelwahed et al. demonstrated that effective HR management practices can strengthen employee engagement and improve organizational performance (Abdelwahed et al., 2024). These findings are also consistent with research by Supriyanto and Troena, which emphasized that organizational management that integrates work systems with spiritual values positively impacts employee motivation and performance (Supriyanto & Troena, 2012). Furthermore, Armstrong and Taylor emphasized that strategic HR management can increase employee commitment through fair performance management and continuous employee development (Armstrong & Taylor, 2023). Thus, the results of this study not only strengthen the theory but also emphasize that, in the context of religious bureaucracy, effective HR management is a crucial prerequisite for the formation of motivated and high-performing civil servants.

The results of this study indicate that integrated human resource management is a strategic step in improving the quality of civil servants. Organizations need to ensure that every employee management policy, from recruitment and training to competency development and performance evaluation, to reward systems, is implemented consistently, transparently, and based on merit principles and ethical values. Without the support of a strong human resource system, civil servants will struggle to develop sustainable motivation and work commitment. Therefore, improving civil servant performance within the Ministry of Religious Affairs cannot be solely attributed to individual employees, but must be viewed as the result of an integrated and values-oriented human resource management system.

Islamic Leadership as a Driver of Civil Servant Motivation and Performance

The research also shows that Islamic leadership style has a positive and significant impact on civil servants' work motivation and performance. This finding confirms that leadership in public organizations, particularly in religious institutions such as the Ministry of Religious Affairs, is not simply understood as a structural authority to instruct and supervise subordinates, but rather as a moral and spiritual force capable of directing, mobilizing, and giving meaning to the work of civil servants. In religious-based organizations, leaders play a strategic role not only in ensuring the achievement of organizational targets but also in instilling a spirit of trust, justice, exemplary behavior, and spiritual responsibility in the employee work culture. When leaders are able to consistently demonstrate these values, civil servants tend to have greater trust in the organization, are more motivated to work, and demonstrate better performance.

These results align with the Islamic Leadership Theory developed by Beekun and Badawi, which positions leadership as a moral mandate based on monotheism, justice, responsibility, and deliberation (Beekun & Badawi, 1999). From this perspective, leaders are not merely bureaucratic rulers, but mentors tasked with maintaining a balance between achieving organizational goals and maintaining ethical values in work relationships. The principle of *amanah* requires leaders to be responsible and trustworthy, the principle of *'adl* demands objective and fair treatment of subordinates, the principle of *shura* encourages employee involvement in the decision-making process, while the principles of *ihsan* and exemplary behavior require leaders to be moral examples in their daily actions. In this study, these dimensions were proven to have a significant influence on the motivation and performance of civil servants, indicating that Islamic leadership is not only a normative ideal but also an effective managerial factor in public bureaucracy.

The findings of this study can also be understood through the perspective of Transformational Leadership Theory. Bass explains that transformational leaders are able to increase the motivation of their followers by presenting a higher vision, inspiration, and purpose in their work (Bass, 1990). In the context of Islamic leadership, this transformational dimension is enriched by spiritual values. Leaders who demonstrate honesty, trustworthiness, wisdom, and communication not only encourage their subordinates to work in a disciplined manner but also foster a deeper sense of respect, loyalty, and work ethic. Civil servants who see their leaders in harmony between words and actions will find it easier to develop intrinsic motivation, because they feel they are being led fairly and humanely. Thus, Islamic leadership can be understood as a form of transformational leadership framed by ethics and spirituality, making it more relevant in organizations that carry both a public service mission and religious values.

The influence of Islamic leadership on civil servant work motivation can also be explained through Deci and Ryan's Self-Determination Theory. According to this theory, intrinsic motivation will grow when three basic individual needs are met: autonomy, competence, and social connectedness (Deci & Ryan, 2000). In this study, Islamic leadership has the potential to fulfill these three needs. The principle of *shura* provides civil servant participation in decision-making, thereby fostering a sense of autonomy in work. The trustworthy attitude and guidance provided by leaders support the development of civil servant competencies. Meanwhile, the leader's role model, empathy, and fairness foster a healthy sense of social connectedness between leaders and subordinates. When these three psychological needs are met, civil servants will have stronger intrinsic motivation to perform optimally. Therefore, Islamic leadership influences employees not only at the formal level but also at a deeper psychological level.

Leadership from an Islamic perspective has a very strong foundation as a trust that must be accounted for not only organizationally, but also morally and spiritually. Leadership in Islam emphasizes not only effectiveness but also exemplary behavior and devotion. This principle is reflected in the concept of spiritual leadership, which views leaders as figures capable of providing meaning to work, building trust, and fostering a sense of collective devotion within the organization (Fry, 2003). In the context of the Ministry of Religious Affairs, leadership that demonstrates trustworthiness, compassion, justice, and wisdom will encourage civil servants to interpret their work not merely as administrative routines, but as part of service to the community and devotion to

Allah SWT. Therefore, Islamic leadership has great potential to shape a work culture that is not only productive, but also ethical and meaningful.

These findings align with various previous studies. Rahman and Mas'ud found that Islamic leadership has a significant influence on employee motivation and performance because it creates an organizational culture based on values and responsible work (Rahman & Mas'ud, 2022). Maigus' research also shows that Islamic leadership contributes to improving employee motivation, work environment, and performance (Maigus, 2025). Meanwhile, Julhadi and Ritonga emphasize that spiritual leadership can strengthen organizational commitment by fostering positive workplace spirituality (Julhadi and Ritonga, 2023). These findings reinforce the findings of this study, which demonstrate that leadership rooted in religious and ethical values is not only normatively relevant but also empirically effective in improving ASN motivation and performance.

The results of this study indicate that strengthening Islamic leadership capacity within the Ministry of Religious Affairs is a critical need. Leadership development cannot be limited to administrative and technical skills but needs to incorporate dimensions of moral exemplarity, empathetic communication, justice, and spiritual empowerment. Leaders who are structurally strong but weak in moral exemplarity will struggle to build sustainable work motivation among civil servants. Conversely, leaders who are trustworthy, fair, and exemplary will foster employee trust, engagement, and loyalty to the organization. Thus, Islamic leadership can be viewed as a crucial driving factor in integrating organizational management and improving the quality of civil servant performance.

Work Motivation as a Link between the Integration of Human Resource Management and Islamic Leadership on ASN Performance

The results of the study further indicate that ASN work motivation has a positive and significant effect on ASN performance, while also acting as a mediating variable in the relationship between HR management and Islamic leadership on ASN performance. This finding is significant because it demonstrates that improving ASN performance is not solely determined by the quality of the organizational management system or the leadership style implemented, but also depends heavily on the extent to which these two factors are able to stimulate employee work motivation. In other words, motivation is a psychological mechanism that bridges organizational policies and the actual work behavior of ASN. Good HR management and strong Islamic leadership do not automatically result in high performance if they are not accompanied by increased internal ASN motivation to work with full responsibility, dedication, and service awareness.

The relationship between motivation and performance can be explained through Expectancy Theory, which asserts that individuals will be motivated to work when they believe that their efforts will result in good performance, and that this performance will bring valuable results for them (Vroom et al., 2015). In the context of civil servants (ASN), this belief grows when the organization is able to build a fair HR management system, provide space for development, and demonstrate leadership that provides direction and is exemplary. When ASN feel that their hard work is recognized, that leaders treat them fairly, and that the organization supports their development, work motivation will increase. This motivation then encourages ASN to work more diligently, with greater discipline, and with a greater focus on quality results. Thus, motivation becomes a bridge connecting the quality of organizational policies with employee performance levels.

This relationship can also be understood through Self-Determination Theory. According to Deci and Ryan, intrinsic motivation grows when individuals feel meaning, responsibility, and freedom in their work (Deci & Ryan, 2000). In this study, human resource management that supports employee development and Islamic leadership that demonstrates exemplary behavior and fairness serves to create conditions that strengthen the intrinsic motivation of civil servants. Employees no longer work solely because of formal incentives or administrative obligations, but also because they realize the significance of their work for the organization and society. This condition is particularly important in public organizations such as the Ministry of Religious Affairs, because civil servant duties within it are not only administrative but also contain strong social,

moral, and spiritual dimensions. When work motivation grows from a deeper awareness like this, civil servant performance tends to be more sustainable and of higher quality.

Furthermore, the influence of motivation on performance aligns with Locke and Latham's Goal-Setting Theory, which explains that individuals who have clear goals and feel driven to achieve them will demonstrate higher work performance (Locke & Latham, 2002). Civil servants with strong motivation tend to be more focused on completing tasks, more enthusiastic about achieving targets, and more accountable for their work results. In the context of this research, high work motivation appears to be the primary driving force behind civil servants' service quality, punctuality, discipline, and commitment to their duties. This demonstrates that motivation is not merely an additional psychological element but is at the core of productive work behavior in the public bureaucracy.

Work motivation, from an Islamic perspective, has broader dimensions than mere psychological drive or material interests. Islam views work as an act of worship and a trust that must be carried out to the best of one's ability. This concept aligns with the Islamic Work Ethic, which emphasizes that work is a form of moral and spiritual responsibility that must be carried out honestly, with discipline, and with full responsibility (Ali, 1988). In the context of civil servants at the Ministry of Religious Affairs, work motivation stems not only from the hope of promotion, recognition, or organizational incentives, but also from the religious awareness that the work performed is part of community service and devotion to God Almighty. Therefore, the work motivation of civil servants within the Ministry of Religious Affairs has a dual character: professional motivation and spiritual motivation. The integration of these two dimensions makes motivation a powerful factor in improving civil servant performance.

The findings of this study demonstrate that motivation also mediates the influence of human resource management on civil servant performance. This means that the success of HR policies in improving performance depends not only on the quality of systems and procedures, but also on their ability to foster employee morale. Training programs, performance appraisals, rewards, and career development will be more effective if they foster a sense of appreciation, self-confidence, and internal drive among civil servants. This confirms that HR management policies that are solely administrative in nature and do not address motivational aspects will struggle to produce optimal performance improvements. These findings also suggest that in a values-based public organization, such as the Ministry of Religious Affairs, the motivational dimension needs to be understood not only within the framework of work psychology but also within the framework of work ethics and spirituality.

On the other hand, motivation has also been shown to mediate the influence of Islamic leadership on civil servant performance. This suggests that Islamic leadership improves civil servant performance not only through direct direction or control, but also through its ability to inspire employee morale, loyalty, and a sense of moral responsibility. Leaders who are trustworthy, fair, communicative, and set an example will more easily foster intrinsic motivation in their subordinates. Civil servants who feel led fairly and humanely tend to interpret their work more positively and are driven to deliver the best results. Thus, motivation is a key bridge explaining why Islamic leadership can impact performance. Without growing motivation within employees, good leadership values will not be fully realized in the form of productive work behavior.

The results of this study align with various previous studies. Purwanto and Santosa demonstrated that human resource management can influence employee performance through work motivation as an intervening variable (Purwanto & Santosa, 2021). Rahman and Mas'ud also found that Islamic leadership influences employee performance through Islamic work motivation as an intervening variable (Rahman & Mas'ud, 2022). Furthermore, Fitriyana demonstrated that spiritual leadership can improve civil servant performance through its mediating role in work motivation (Fitriyana, 2024). These findings reinforce the study's conclusion that motivation is a central factor explaining the integration process between human resource management, Islamic leadership, and civil servant performance.

Overall, the results of this study confirm that the integration of human resource management and Islamic leadership in improving civil servant performance will only be effective if accompanied by strengthening civil servant work motivation. Within this framework, motivation is not simply an additional variable, but a central link between the organizational system, leadership, and employee performance. Organizations seeking to improve civil servant performance need to ensure that human resource management is fair, transparent, and supports employee development, while simultaneously fostering leadership rooted in the values of trust, justice, deliberation, and exemplary behavior. When these two elements are integrated and successfully stimulate civil servant work motivation, civil servant performance will improve in a stronger, more meaningful, and more sustainable manner. Thus, the findings of this study provide a solid conceptual foundation that improving civil servant performance within the Ministry of Religious Affairs must be built through an integrated approach involving management systems, Islamic value-based leadership, and strengthening work motivation as the primary driving force of organizational behavior.

CONCLUSION

Based on the research results, it can be concluded that the research model of Integrating Human Resource Management and Islamic Leadership in Improving Civil Servant Performance has been empirically proven to be feasible in explaining the relationships between the studied variables. The research instrument met the criteria for validity and reliability, while the structural model also demonstrated adequate feasibility for hypothesis testing. This indicates that the constructs of Human Resource Management, Islamic Leadership Style, Civil Servant Work Motivation, and Civil Servant Performance can be used consistently to explain the dynamics of civil servant performance within the Ministry of Religious Affairs Office in Solok Regency.

The results demonstrate that Human Resource Management has a positive and significant effect on Civil Servant Work Motivation, Islamic Leadership Style also has a positive and significant effect on Civil Servant Work Motivation, and Civil Servant Work Motivation has a positive and significant effect on Civil Servant Performance. Furthermore, Human Resource Management has a direct and significant effect on Civil Servant Performance, and Islamic Leadership Style also has a direct and significant effect on Civil Servant Performance. Therefore, all direct hypotheses in this study are accepted, indicating that improving the quality of human resource management and strengthening leadership based on Islamic values will drive improvements in both Civil Servant motivation and performance. These findings confirm that civil servant performance is shaped not only by a sound administrative system, but also by trustworthy, fair leadership that exemplifies moral conduct within the organization.

This study also concluded that Civil Servant Work Motivation acts as a partial mediating variable in the relationship between Human Resource Management and Civil Servant Performance, as well as between Islamic Leadership Style and Civil Servant Performance. The indirect effect of Human Resource Management on Civil Servant Performance through Civil Servant Work Motivation was 0.197, with a mediation proportion of 40.7%. Meanwhile, the indirect effect of Islamic Leadership Style on Civil Servant Performance through Civil Servant Work Motivation was 0.170, with a mediation proportion of 41.0%. These results indicate that the integration of Human Resource Management and Islamic leadership will be more effective in improving Civil Servant performance if both are able to consistently foster Civil Servant work motivation. Therefore, improving Civil Servant performance within the Ministry of Religious Affairs of Solok Regency needs to be directed at strengthening a professional, fair, and competency-based HR management system, as well as developing Islamic leadership that emphasizes trustworthiness, justice, deliberation, and exemplary behavior as the foundation of the organization's work culture.

DECLARATION OF AI AND AI ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

During the preparation of this work the author(s) used ChatGPT in order to support academic writing improvement, including language polishing, clarity enhancement, and structural refinement of the manuscript in accordance with scholarly standards. After using this tool/service, the author(s) reviewed and edited the content as needed and take(s) full responsibility for the content of the publication.

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AUTHORS' CONTRIBUTION

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; In-vestigation.

Author 3: Data curation; Investigation.

Author 4: Formal analysis; Methodology; Writing - original draft.

Author 5: Supervision; Validation.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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