

The Influence Of Work Discipline And Organizational Culture On The Performance Of The Assidiqiyah 3 Karawang Islamic Boarding School Foundation

Hendi Supriatna¹, Sari Marliani², July Yuliawati³

^{1,2,3} Management Study Program, Faculty of Economics and Business, Universitas Buana Perjuangan, Karawang

*²Email: sari.marliani@ubpkarawang.ac.id, ¹Email:

Mn20.hendisupriatna@mhs.ubpkarawang.ac.id, ³Email: july.yuliawati@ubpkarawang.ac.id

ABSTRACT

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Purpose of the study — This research aims to determine the influence of work discipline and organizational culture on performance at the Assidiqiyah Islamic Boarding School Foundation

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Research method— The study employed a quantitative descriptive and verification approach, utilizing SPSS version 25 for analysis. The research was conducted at the Assidiqiyah 3 Karawang Islamic Boarding School with 55 respondents.

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Result— Findings indicate that work discipline scored 203, organizational culture scored 201, and performance scored 205, all classified as good. Work discipline (X1) showed no significant effect on performance ($p = 0.409$), while organizational culture (X2) had a significant effect ($p = 0.000$). Additionally, both variables together significantly influenced performance ($p = 0.000$).

Conclusion— The study recommends organizational development for Islamic boarding school administrators to enhance work discipline, organizational culture, and performance through training or workshops, thereby optimizing management effectiveness.

Keywords: work discipline, organizational culture, performance.



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INTRODUCTION

Law No. 20 of 2003 “Islamic boarding schools or madrasah diniyah are part of religious education that aims to equip students to be able to understand and practice religious values, and have the potential to become experts in religious knowledge. As one of the oldest Islamic educational institutions in Indonesia, Islamic boarding schools provide a learning environment as well as a place to live for students, where they are guided by a kyai who acts as a leader,

assisted by ustad, in providing a deep and comprehensive understanding of Islamic religious knowledge. In its development, Islamic boarding schools as educational institutions continue to grow and require good management.

Improving the quality of teaching staff, especially teachers or ustad, as well as the implementation of appropriate human resource management, is very important so that the designed educational program can run efficiently and effectively. This step is needed to improve the quality of education that is superior and competitive. However, the implementation of human resource management in Islamic boarding schools has not been implemented optimally". Research by DR. KH. Noer Muhammad Iskandar "Asshiddiqiyah Islamic Boarding School was founded in Rabiul Awal 1406 H, or precisely July 1, 1985, and is still operating today. Currently, the Karang Taruna organization of the Islamic boarding school is led by DR. KH. Noer Muhammad Iskandar, SQ, with 55 members of the management. The tasks carried out by the management include teaching activities, preparing afternoon and evening sleep schedules to ensure the regularity of the students, and holding religious studies led by the management, board of management, or ustadz. The management is also responsible for supervising the students' learning activities, fostering the ability to read the Qur'an, and controlling the implementation of congregational prayers and other worship.

In addition, the management has a role in improving the students' understanding and religious practices, as well as coordinating the cleanliness of the Islamic boarding school environment and involving students in maintaining cleanliness. However, this Islamic boarding school still faces several challenges, including a lack of discipline among the management, low performance of the management in educating students, and a weak organizational culture between the management and teachers in guiding students". The above problems indicate that "Islamic boarding school administrators lack discipline in their work, which is caused by a weak organizational culture so that the application of innovation in the organization is also limited. The social responsibility of leaders towards administrators or employees in the Islamic boarding school environment is still lacking, as well as the competitiveness of members and their support in the teaching process to students. Performance in the organization is also not optimal, as seen from the many administrators who often arrive late, do not participate actively, and show poor moral attitudes in organizational relations. The lack of discipline among administrators and the low quality of their performance in educating students are of concern. Therefore, the rules that have been set must be applied consistently to all employees without discrimination. The implementation of disciplinary sanctions is needed to direct and improve the behavior of administrators.

The head of the Islamic boarding school should be more active in embracing, implementing discipline, and providing direction to members so that Asshiddiqiyah 3 Islamic Boarding School can develop to be better". The purpose of this study is to find out, analyze and explain work discipline, organizational culture and performance at the Assiddiqiyah Islamic Boarding School Foundation, to find out, analyze and explain organizational culture and work discipline partially towards performance. To find out, analyze and explain organizational culture

and work discipline simultaneously towards the performance of the management of the Assidiqiyah 3 Karawang Islamic Boarding School.

LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT

A. LITERATURE REVIEW

a. Management

James A. F. Stoner in Pananrangi (2017) "Management is a strategy in planning, utilizing, and organizing group resources that have been agreed upon or determined". Pananrangi (2017) "Manage comes from English which means management is a skill in organizing, managing, and carrying out various tasks. In terms, management contained in the Big English Dictionary is defined as a manager or leader".

1. Management Functions

George R. Terry (2020) "Effective management functions include planning, organizing, moving, actuating, and supervising controlling".

b. Human Resource Management

Murtafiah (2021) "In addition, Human Resources are also a key factor in the success of implementing development that supports the achievement of national development. This includes the quality of Indonesian people and society, as well as national discipline that reflects compliance with state laws and norms that apply in society". Ridho (2017) "Thus, it is very important to pay attention to the quality of Human Resources, both as a driver or actor of development and as a goal and target of national development. Human Resources as the core of development is one of the inputs that determines the success of a development, as well as the expected output of the national development process".

1. Function of Human Resource Management

Warisno (2019) "The function of management in the development and application of Human Resources in a region is greatly influenced by the culture in that region. National culture includes values or norms that regulate human attitudes and behavior to be in line with the harmony of society".

2. Objectives of Human Resource Management

Warisno (2019) "The main objective of human resource management is to ensure that the organization can achieve success through the contributions of the individuals in it". Armstrong (2020) "This success is reflected in the effectiveness of the organization, human capital management, knowledge management, reward systems, employee relations, fulfillment of various needs, and bridging the gap between rhetoric and reality".

c. Work Discipline

Rivai (2019) "Work discipline is a tool used by managers to communicate with employees, encouraging them to change their behavior. In addition, work discipline also

functions as an effort to increase individual awareness and readiness to comply with all company regulations and applicable social norms”.

1. Dimensions and Indicators of Work Discipline

Hartatik (2014) dimensions and indicators that affect work discipline include:

1. Objectives and Abilities: The objectives and abilities of employees in understanding the regulations in an organization have a significant impact on their level of discipline”.

2. Exemplary Leadership: A leader needs to show a good example to employees and function as a role model for them”.

3. Fairness

“The rules set must be applied to all employees regardless of position or position”.

4. Inherent Supervision

“Inherent supervision is the most effective concrete action to create employee discipline in a company. With inherent supervision, superiors must be directly involved in monitoring the behavior, morale, work enthusiasm, and work performance of their subordinates”.

5. Punishment Sanctions

“Disciplinary sanctions are applied to guide and improve employee behavior, not to hurt them”.

6. Firmness

“The firmness of a leader in handling violations aims to improve performance so that work regulations can be applied consistently”.

7. Human relations

“Discipline serves to educate employees to obey and respect existing regulations, procedures, and policies, so that they can produce optimal performance”.

d. Organizational Culture

“Culture in an organization can be seen from various levels, from the highest to the lowest. The highest level includes member behavior, how to dress, and other aspects. The second level involves invisible culture, such as values or norms that underlie existing rules. While the lowest level includes elements that are also invisible, such as assumptions that are considered to be embedded foundations, often not realized, but their existence can be felt”.

1. Dimensions and Indicators of Organizational Culture

Musyafidah (2018) The dimensions and indicators of organizational culture are:

a. Involvement: empowerment, amoriantarion, capability development.

b. Consistency, coordination and integration, agreement core values.

c. Adaptability, creating change, customer focus, organizational learning.

d. Mission, strategic direction and objectives, goals and objectives vision.

e. Performance

Rajagukguk in Pusparini (2018) "Performance is organizational behavior that is directly related to the production of goods or the delivery of services. Performance is often considered as the achievement of tasks, where the term task refers to the activities required by workers." Sedarmayanti (2010) work results that can be achieved by a person or group of people in an organization according to their respective authorities in an effort to achieve organizational goals illegally, not violating the law, in accordance with morals and ethics.

1. Dimensions and Performance Indicators

According to Sedarmayanti (2010) there are dimensions and indicators of employee performance, namely:

- 1) Work performance can be measured through indicators such as skills in carrying out tasks, the potential to develop knowledge through training, and the ability to complete work on time "
- 2) Expertise can be measured through indicators such as employee abilities and their educational background "
- 3) Behavior can be measured through indicators such as employee attitudes in working, their loyalty, and relationships between employees "
- 4) Leadership can be measured through indicators such as the relationship between leaders and employees, and the level of leader participation "

B. HYPOTESIS DEVELOPMENT

a. Partial Influence of Organizational Culture on Performance

Robbins & Judge (2018) "Organizational culture is usually related to values or norms that exist in the workplace. If an organization develops a positive work culture, this will bring benefits to the activities of the organization. These benefits can be seen from the work results of organizational members who meet the established standards".

This is in line with the research conducted by Ellisyah Mindari (2015) entitled The Influence of Motivation, Work Discipline and Organizational Culture on Employee Performance at the Rahmany Sekayu Foundation and the results "namely the variables Work Discipline, and Organizational Culture have an influence on employee performance".

b. Partial Influence of Work Discipline on Organizational Culture

Raharjo & Prawatya (2017) "Work discipline and organizational culture are known to have a simultaneous influence on the performance of the management of the Assidiqiyah 3 Islamic Boarding School. Weak organizational culture and low discipline at

work can cause employees to act arbitrarily without following the rules. This shows that both variables, namely work discipline and organizational culture, have an impact on employee performance at the Assidiqiyah 3 Islamic Boarding School”.

This is in line with research conducted by Raharjo & Prawatya (2017) with the title of work discipline, the results are "High work discipline supported by a strong organizational culture can improve employee performance. Disciplined employees tend to work optimally.

c. The influence of organizational culture and work discipline simultaneously on performance

This means that work discipline (X1) partially has a significant influence on performance (Y1). Work discipline has a significant influence on employee performance. This is in accordance with research from Sedamaryanti (2010) "Work discipline has a positive effect on employee performance. This means that the high and low performance of employees is influenced by work discipline".

Raharjo and Prawatya (2017) "Work discipline has a positive and significant influence on employee performance. Employees who are less disciplined tend to work carelessly due to a lack of responsibility and awareness as part of the company. Therefore, company management needs to manage work discipline well, because this plays an important role in achieving organizational goals. Good work discipline can encourage organizational progress and development, because employees will carry out their duties based on awareness. This awareness will result in good performance for employees."

Based on the framework of thought above, the formulation of the hypothesis in this study is as follows:

1. There is Work discipline that has a partial effect on performance.
2. There is Organizational culture that has an effect on performance.
3. There is Work discipline and organizational culture that have a simultaneous effect on performance.

METHOD

a. Research Design

Preliminary Study

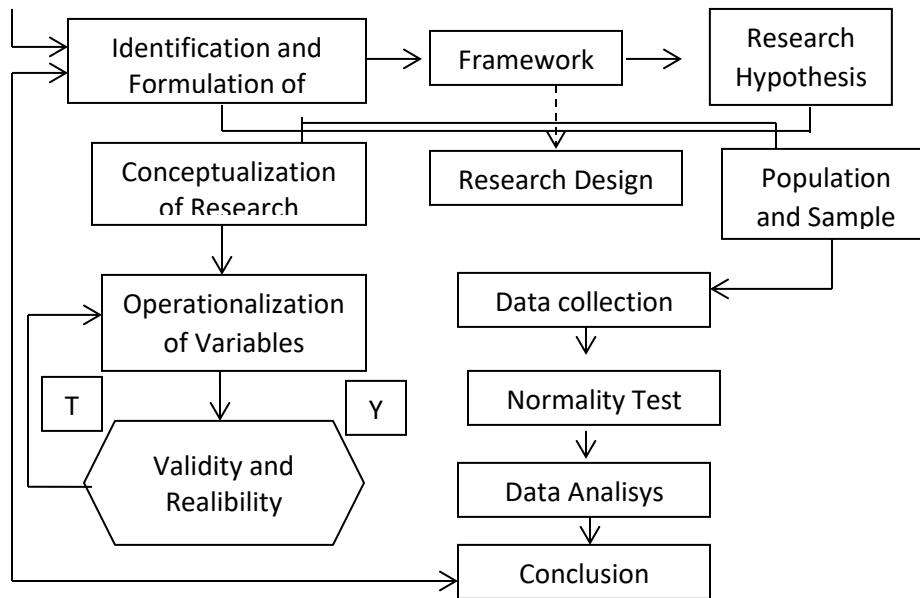


Figure 1. Research Design Image

b. Population

Dehmi (2021) "Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this study, the population in question is the management of the Assidiqiyah 3 Karawang Islamic Boarding School, totaling 55 employees".

c. Sample

The sample in this study consisted of the management of the Assidiqiyah 3 Karawang Islamic Boarding School, totaling 55 employees.

Arikunto.(2016) The population will be used as a sample for research if the number is less than 100, then the population can be a research sample.

d. Sampling Technique

In this study, the researcher used the Simple Random Sampling technique which is included in Probability Sampling. The Simple Random Sampling technique is a sampling method that provides an equal opportunity for each member of the population to be selected as a sample.

e. Data Collection Technique

1. Observation is carried out by conducting research and direct observation of activities and conditions within the organization. The researcher conducted direct observation at the secretariat of the Karang Taruna Organization of Cilamaya Village, located in Kosbar Hamlet RT. 002/005, Sukatani Village, Cilamaya Wetan District, Karawang, West Java 41384.

2. Interview: The data collection method was carried out directly using unstructured interview techniques, where interviews were conducted based on previously prepared topics.

3. The questionnaire for researchers can collect primary data obtained directly from the source, namely the management of the Assidiqiyah 3 Karawang Islamic Boarding School. The research instrument in the form of a questionnaire aims to obtain information from respondents regarding their experiences and knowledge. The questionnaire used in this study was a closed questionnaire that offered five answer choices, namely strongly disagree, disagree, quite agree, strongly agree, and strongly agree.

4. Literature study uses a data collection method that is carried out by studying lecture notes, books, journals, and other reading sources that are relevant to the research.

5. Internet research uses this data collection technique obtained from sites or websites related to various information needed in the research.

f. Data sources

In this study, the sources used include primary data and secondary data. Primary data sources were obtained directly from respondents through observation and questionnaires taken from the administrators of the Islamic boarding school. Meanwhile, secondary data were obtained by researchers through direct observation at the location of the Assidiqiyah 3 Karawang Islamic Boarding School or through the library.

g. Analysis techniques

Based on the type of data and analysis, this study uses the SPSS version 25 program as a tool to analyze the data obtained.

RESULTS AND DISCUSSION

A. RESULTS

Validity Test

Dehmi (2021) "Validity is a test used to show the extent to which the measuring instrument used can measure what should be measured, as well as to assess the validity of the data obtained from the questionnaire".

Table 1. Validity Test (X1, X2, Y)

No	Work Dicipline (X1)	Organizational (X2)	Performance (Y)	R Critical	Note
1	0,788	0,984	0,832	0,361	Valid
2	0,778	0,964	0,837	0,361	Valid
3	0,781	0,964	0,827	0,361	Valid
4	0,770	0,964	0,823	0,361	Valid
5	0,769	0,964	0,828	0,361	Valid
6	0,757	0,964	0,808	0,361	Valid
7	0,769	0,964	0,807	0,361	Valid
8	0,746	0,982	0,812	0,361	Valid

No	Work Dicipline (X1)	Organizational (X2)	Performance (Y)	R Critical	Note
9	0,758	0,964	0,820	0,361	Valid
10	0,739	0,964	0,805	0,361	Valid

Based on the table above, it can be concluded that all variables X1, X2 and Y tested are valid with an adequate level of significance.

Reliability Test

Hadijaya (2020) "Reliability Test is a test to ensure that the questionnaire in collecting variable data is reliable or not".

Table 2. Reliability Test

Variable	Cronbach's Alpha	Note
Work Dicipline	0,785	Relliable
Organizational Culture	0,971	Relliabel
Performance	0,835	Relliabel

Respondent Characteristics

Table 3. Respondent Acquisition Data

No	Statement	Amount
1	Distributed questionnaires	55
2	Returned questionnaires	55
3	Incomplete questionnaires	0
4	Processed questionnaires	55

Respondent characteristics analyzed in this study include the identities of 55 Islamic Boarding School administrators.

Normality Test

The Normality Test is a test whose purpose is to assess the distribution of data in a group or variable, whether the data distribution is normally distributed or not. The Normality Test aims to test whether in the regression model, the interfering variables or residues have a normal distribution.

Table 4. Normality Test Table

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		55
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.26267421
Most Extreme Differences	Absolute	.200
	Positive	.200
	Negative	-.174
Test Statistic		.200
Asymp. Sig. (2-tailed)		.068 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the results of the normality test, the significance value of the variables of work discipline, organizational culture, and performance is more than 0.05, so it can be concluded that the residuals are normally distributed.

Table 5. Multicollinearity Test

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.	Tolerance	VIF
1 (Constant)	.649	2.189		.296	.768		
ORGANIZATIONAL CULTURE	.125	.046	.178	2.734	.009	.678	1.475
WORK DISCIPLINE	.878	.070	.810	12.476	.000	.678	1.475

a. Dependent Variable: PERFORMANCE

Based on the results of the multicollinearity test output that can be seen from the table above, which shows that the tolerance score of each construct is $0.678 > 0.10$ and the VIF value of each independent variable is $1.475 < 10$, the test results above indicate that there is no indication of multicollinearity in the regression model used.

Multiple Linear Regression Test

Table 6. Multiple Linear Regression Analysis Test Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.649	2,189		.296	.768
Organizational Culture	.125	.046	.178	2,734	.009
Work Dicipline	.878	.070	.810	12,476	.000

Based on the results of the table above, the multiple linear regression equation model is $Y: (649) + 0.125 X1 + 0.878 X2$ in making the equation

"A = constant number in the Unstandardized Coefficient constant in this study is 649 with a positive value, it can be concluded that character formation (Y) will be worth 649 if the Work Discipline variable (X1), Organizational Culture (X2) has a constant value or zero".

"B = regression coefficient number of work discipline, Organizational Culture, Performance. The Work Discipline variable in this study has a regression coefficient of 0.878, the coefficient indicates that if each increase in the Work Discipline variable unit with other assumptions remains the same, it means that Work Discipline will increase by 0.878. The Organizational Culture variable in this study has a regression coefficient of 0.125, the coefficient indicates that if each increase in the Organizational Culture variable unit with other assumptions remains the same, it means that Organizational Culture will increase by 0.125".

Determination Test

This test aims to determine the Influence of Work Discipline and Organizational Culture on Performance at the Assidiqiyah 3 Karawang Islamic Boarding School.

Table 7. Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923 ^a	.851	.846	2.377

a. Predictors: (Constant), WORK DISCIPLINE, ORGANIZATIONAL CULTURE
b. b. Dependent Variable: PERFORMANCE

The table shows that employee performance is influenced by variables X1, X2 with an R square value of 85.1 and 14.9% of other variables that were not studied in the research were motivation, leadership and so on.

T-Test Results

Table 8. T-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	,649	2,189			,296	,768
	Organizational Culture	,125	,046	,178	2,734	,009	
	Work Dicipline	,878	,070	,810	12,476	,000	

The results of the hypothesis testing above can be explained as follows:

1. "The results of this partial test show that the variable Work Discipline (X1) has a sig value of $0.409 > 0.005$ while the Tcount value is $0.832 < 2.005$, it can be concluded that Organizational Culture (X2) partially has no effect on the Performance (Y) of the Management of the Assidiqiyah 3 Karawang Islamic Boarding School".
2. "The results of this partial test show that the variable Organizational Commitment (X2) has a Sig value of $0.000 < 0.005$, while the Tcount value is $12.476 > t$ table 2.005 it can be concluded that Organizational Culture partially has a very significant effect on the Performance of the Management of the Assidiqiyah 3 Karawang Islamic Boarding School".

F Test Results

Table 9. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1682,925	2	8412,463	148,875	,000 ^b
	Residual	1976,911	52	5,652		
	Total	1976,836	54			

Based on the table above, the value of the f table is determined by using the numerator db $k-1 = 2-1$ and the denominator db $n-k = 55-3$, so that the numerator db is 3 and the denominator db is 53. Thus, the f table is 148.875. The table shows that the calculated $f > f$ table or $148.875 > 3.175$. Therefore, it can be concluded that the independent variables of Work Discipline (X1) and Organizational Culture (X2) simultaneously have a very significant effect on the Performance (Y) of the management of the Assidiqiyah 3 Karawang Islamic Boarding School.

B. DISCUSSION

This section provides a comprehensive summary of the collected data and analyses, reflecting the findings derived from the research on the influence of work discipline and organizational culture on the performance of the Assidiqiyah 3 Karawang Islamic Boarding School Foundation. The results reveal critical insights that contribute to understanding the dynamics within the organization.

1. **Summary of Findings** The research employed a quantitative descriptive approach, using a sample of 55 respondents from the Assidiqiyah Islamic Boarding School. The data analysis, conducted using SPSS version 25, yielded several key results:
 - **Work Discipline:** The average score for work discipline was 203, classified as good. However, statistical analysis indicated no significant effect on performance ($p = 0.409$). This suggests that while the level of discipline is adequate, it alone may not be sufficient to enhance performance outcomes.

- a) **Organizational Culture:** The organizational culture scored 201, also deemed good. In contrast to work discipline, organizational culture had a significant influence on performance ($p = 0.000$). This result underscores the importance of a positive organizational culture in driving performance.
- b) **Performance:** The overall performance score was 205, indicating a good level of functioning within the organization. The findings demonstrate that while both work discipline and organizational culture are essential, organizational culture plays a more pivotal role in enhancing performance.
2. **Unexpected Findings** An unexpected finding was the lack of significant correlation between work discipline and performance. Despite the good levels of discipline observed, the data suggests that other factors, possibly related to organizational culture or external influences, may be more impactful in determining performance outcomes. This indicates a need for further investigation into the underlying causes of performance within the institution.
3. **Implications of Findings** The implications of these findings are significant for the management of the Assidiqiyah Islamic Boarding School. Given that organizational culture significantly affects performance, efforts should be directed towards enhancing this aspect. Initiatives such as training programs, workshops, and community-building activities could foster a more cohesive and supportive environment.
4. **Recommendations for Future Research** Future research should explore the following areas:
 - a) The relationship between various dimensions of organizational culture and specific performance metrics.
 - b) An in-depth analysis of how external factors influence the performance of Islamic boarding schools.
 - c) Longitudinal studies to assess the long-term effects of interventions aimed at improving work discipline and organizational culture.

CONCLUSION

Based on the results of the recapitulation and SPSS calculations, it can be concluded:

- 1) The average respondent's answer of 203 indicates that the scale is in the range of 187–231 with the criteria of "Good", which means that the administrators of the Assidiqiyah Islamic Boarding School feel that there is good work discipline.
- 2) the respondent's answer of 201 indicates that the scale is in the range of 187–231 with the criteria of "Good", which means that the administrators of the Assidiqiyah Islamic Boarding School feel that there is good organizational culture.
- 3) the respondent's answer of 205 indicates that the scale is in the range of 187–231 with the criteria of "Good", which means that the administrators of the Assidiqiyah Islamic Boarding School feel good performance.
- 4) The results of the partial test show that the Work Discipline variable (X1) has a significance value of $0.409 > 0.005$ and a Tcount value of $0.832 < 2.005$. Thus, it can be concluded that

Work Discipline (X1) partially does not affect the Performance of the Management of Assidiqiyah 3 Karawang Islamic Boarding School.

- 5) The results of the partial test show that the Organizational Culture variable (X2) has a significance value of $0.000 < 0.005$ and a Tcount value of $12.476 > T_{table} 2.005$. This shows that Organizational Culture partially has a very significant influence on the Performance of the Management of Assidiqiyah 3 Karawang Islamic Boarding School.
- 6) To determine the F table value, the numerator db $k-1 = 2-1$ and the denominator db $n-k = 55-3$ are obtained, so that the numerator db 3 and the denominator db 52 produce an F table of 148.875. Based on the table results, $F_{count} > F_{table}$ or $148.875 > 3.175$. Therefore, it can be concluded that the independent variables of Work Discipline (X1) and Organizational Culture (X2) simultaneously have a very significant influence on Performance (Y) at the Assidiqiyah 3 Karawang Islamic Boarding School Foundation.

Implications

1. Organizational development needs to be carried out for Islamic boarding school administrators with the aim of forming attitudes, mentality, morals, character, work discipline, organizational culture, and improving performance. This effort can be done through training or workshops so that the performance of Islamic boarding school administrators is increasingly optimal.
2. If Islamic boarding school administrators leave the Islamic boarding school, they will lose the opportunity to gain valuable experience and learning in that environment, which can be detrimental to them.
3. Administrators need to be more introspective in terms of self-awareness and honesty in organizing. Leaders must also strengthen work discipline among administrators by providing direction or learning, so that the performance of the Assidiqiyah 3 Karawang Islamic Boarding School administrators can be better.
4. Administrators must improve work discipline and organizational culture for performance by carrying out activities and attending seminars or works.

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