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The Influence of Islamic Organization Culture, Interpersonal Communication, Rewards, and Punishments on Employee Performance

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Abstract

This study is driven by the critical role of employee performance—defined as the capability and effort of workers to meet organizational standards—in the success of Islamic financial institutions, particularly BMT NU in Madura. BMT NU operates with distinct cultural, religious, and ethical values that may differentially influence employee performance compared to conventional institutions. Factors such as Islamic Organizational Culture, Interpersonal Communication, Reward, and Punishment are examined for their impact on employee performance. These factors influence employee performance because Islamic organizational culture provides ethical guidance and motivation, interpersonal communication enhances collaboration and clarity, rewards boost morale and productivity, and punishments enforce discipline and accountability, all of which collectively shape a conducive work environment. Using an exploratory research design with a quantitative descriptive approach, the study surveyed 78 employees who had worked at BMT NU in Madura for at least six months, selected through purposive sampling. Data was collected via questionnaires and analyzed using multiple linear regression in SPSS version 23. The findings reveal that Islamic culture (t=3.008), communication (t=2.279), rewards (t=2.229), and punishments (t=2.245) significantly affect performance (t-table=1.665). Simultaneously, F-count=30.905 > F-table=2.730, with R^2=0.629 (62.9% variance explained). The research affirms that proper management of these factors is crucial for optimizing Islamic organizations' performance, recommending that BMT NU in Madura enhance Islamic culture and communication through religious training and team building while implementing a transparent Sharia-based reward-punishment system with fair evaluations and constructive feedback to sustain high employee performance.

Keywords: *Islamic Organization Culture, Interpersonal Comunication, Reward, Punishment, Employee Performance*

1. INTRODUCTION

Baitul Maal wat Tamwil (BMT) is a prominent form of Islamic Microfinance Institution (MFI). Operating on profit-sharing principles, BMTs engage in the mobilization and allocation of public funds for profitable ventures. This model is widely recognized for its significant potential in poverty alleviation and serves as an effective instrument for fostering economic development and empowering low-income communities (Ekawati & Kusumaningtias, 2024). The sector has demonstrated substantial growth, reflected in its consistent annual expansion. Data from the National Committee for Islamic Economics and Finance (KNEKS) indicates this robust development, with the current number of established BMTs reaching approximately 4,500 units.

BMTs is a type of business entity that operates consistently and continuously with the aim of generating or financial gain (Dalimunthe et al., 2023). In today's globalized world, business rivalry has become increasingly intense and expansive. Many of the challenges that companies encounter stem from this heightened competition (Syafiq, 2021). To remain competitive, every organization must employ skilled and capable human resources to enhance and sustain business excellence. This aligns with the concept of human resources as a vital asset in any enterprise, serving as the driving force behind a company's success (Kharis, 2015). Companies require employees with specific expertise and competencies to help achieve their objectives (Aziz, 2023). Hence, maintaining a high-performing workforce depends on effective leadership that can inspire and motivate employees, ensuring improved performance and a competitive edge (Andriani & Widiawati, 2017).

The achievement of superior performance is what ultimately becomes the benchmark for an organization's success. Performance refers to the outcomes achieved by an organization, whether profit-driven or non-profit, over a specific period (Fahmi, 2018). It also signifies the work results accomplished by individuals or groups within an organization, based on their roles and responsibilities, to meet the organization's objectives legally, ethically, and in line with societal norms (Rachmadinata & Ayuningtias, 2017). Essentially, performance can be assessed from two perspectives (Pasolong, 2019): individual employee performance and organizational performance. Employee performance reflects the contributions of individuals within the organization organization (Sarif et al., 2020), while organizational performance represents the collective achievements of the entire organization (Uha, 2012).

To help employees achieve effective performance, organizations can pay attention to several things, one of which is: Islamic organizational culture (Fadhlurrohman, 2022), interpersonal communication (Arifin, 2025), and rewards and punishments (Tangkuman et al., 2015). In this context, Islamic organizational culture can influence employee performance by enhancing motivation and work discipline (Tewal et al., 2017). Organizational culture plays a role in creating clear distinctions between one organization and another (Hatta & Rachbini, 2017). Culture also has the ability to integrate all forms of employee differences in working within an institution (Arifqi, 2020). Employees with a strong Islamic organizational culture tend to be more disciplined and have higher motivation to work (Hanny & Adiputra, 2020). Putri & Yusuf (2022) explains that organizational culture provides an understanding that its existence has a significant influence because it benefits the sustainability of the organization. Conversely, if the organizational culture that develops is negative, it will hinder the organization because it conflicts with its objectives. This study differs from the aforementioned research in terms of its variables. Additionally, effective interpersonal communication is crucial in enhancing employee performance (Harlie, 2012). Good communication between managers and employees can help increase employees' awareness and concern toward organizational goals, as well as assist in resolving issues or evaluating matters that arise during the work process (Wibowati, 2021). Rewards are also a factor in improving employee performance Putra et al., 2020). Rewards are incentives that link pay to productivity to achieve competitive advantage. Rewards are given to employees who work hard according to the standards set by the company. The next policy concerns the imposition of punishment on employees who violate company regulations. Punishment also affects employee performance (Dihan & Hidayat, 2020), as it is imposed due to the high number of employees who arrive late or leave early, which does not align with the work outcomes set by the company.

Prior research exhibits conflicting results regarding the impact of Islamic organizational culture and reward-punishment systems on performance. While Setiabudi et al. (2024) found strong positive correlations between Islamic culture and employee discipline, Febriana (2025) revealed culture could become counterproductive if misaligned with local values. Similarly, Dihan & Hidayat's (2020) findings on punishment effectiveness contradicted Nasution (2024) in Indonesian contexts, where excessive sanctions can decrease motivation. These discrepancies highlight contextual limitations - most studies focused on urban Islamic banks rather than rural cooperatives like BMTs, and none simultaneously examined culture, communication, and incentive systems as this study does. The lack of consensus underscores the need for location-specific investigations in Islamic HR management.

1.1. Literature Review

1.1.1. Employee Performance

Employee performance reflects the readiness of a person or a team to undertake and accomplish tasks in line with their assigned duties, meeting the desired outcomes (Auliya, 2017). According to Kartono (2009), performance is the capability to execute responsibilities and meet the success criteria defined by an organization for its workforce. Typically, performance is categorized into two types: individual and organizational. Individual performance pertains to an employee's work output, measured by both quality and quantity against predetermined benchmarks, whereas organizational performance is the collective result of individual and team contributions (Prabu & Wijayanti, 2016).

1.1.2. Islamic Organization Culture and Employee Performance

Culture also has a number of important meanings, such as norms, values, attitudes, and beliefs shared by members of an organization (Auliya, 2017). Organizational culture is defined as the ideology, philosophy, values, and norms collectively held within a group. Organizational culture is a tradition embedded within the organizational structure and serves as the behavioral standard followed by all organizational managers (Yuni & Azizah, 2022). On the other hand, an organization is a formal and enduring system that acquires resources from its external environment and transforms them into outputs. Thus, it can be inferred that organizational culture serves as a guiding framework for employee behavior and decision-making daily, steering their efforts toward the attainment of the organization’s objectives.

In the field of human resource management, establishing an organizational culture aligned with Islamic principles is crucial (Akbar & Sularno, 2024). Research by Novia & Mulyanto (2024) in a global corporation reveals a strong link between workplace culture and employee productivity, with leadership and collaboration being the most influential elements. Organizational culture refers to the shared values and norms developed through social dynamics within a company. This framework shapes the behavior of all members and enhances performance, further reinforced by Islamic ethical guidelines (Fadhlurrohman & Mas’ud, 2017).

Islamic organizational culture is an organizational culture based on values approved in Islam. These values are taken from Islamic legal sources, namely the Qur'an and Hadith (Assyofa et al., 2019). Islamic organizational culture refers to patterns of behavior, values, norms, and practices that govern interactions and work processes within an organization based on Islamic principles.

1.1.3. Interpersonal Communication and Employee Performance

Communication is the most fundamental activity for humans (Siregar et al., 2021). Communication serves to motivate employees, and this function is carried out when managers want to improve employee performance (Suwanto & Priansa, 2018). Communication is the most important tool for receiving or conveying information (Putri & Nasution, 2021). Interpersonal communication, on the other hand, is communication between individuals, whether directly or in groups, as well as through instant messaging and video conferencing (Sunyoto, 2013).

Interpersonal communication involves direct, face-to-face interaction between individuals, enabling each participant to immediately perceive the verbal and non-verbal responses of others (Purba et al., 2020). It also encompasses the exchange of messages or information from one person to another, aiming to inform, influence attitudes, opinions, or behaviors, whether through direct contact or mediated channels, to facilitate the accomplishment of specific tasks (Khairani et al., 2018). This form of communication enhances knowledge sharing and allows individuals to perform their responsibilities more efficiently (Falah, 2020).

Based on the explanations provided by the experts above, the author concludes that interpersonal communication is a process of conveying or exchanging information between two or more individuals with the direct aim of influencing them. Thus, interpersonal communication occurs with the intention of conveying information with feedback that can be understood by each individual (Aziz & Suryadi, 2017).

1.1.4. Employee Rewards and Performance

Rewards are efforts to foster a sense of acceptance (recognition) in the work environment, touching on aspects of compensation and relationships between workers (Nawawi, 2019). Rewards are defined as compensation, gifts, recognition, or incentives. In companies, rewards often take the form of certificates, clothing, umrah vouchers, and monetary incentives from the company for employees who achieve reward-worthy accomplishments (Kadir et al., 2023).

The Prophet Muhammad (SAW) emphasized in Surah An-Nahl, verse 97, that any believer—regardless of gender—who performs good deeds will be granted a fulfilling life by Allah and rewarded even beyond their actions. This verse highlights that Allah's blessings and recompense are not determined by gender, reinforcing the Islamic principle that equal work deserves equal reward without discrimination (Waliam, 2018).

1.1.5. Employee Punishment and Performance

Disciplinary action serves as a deterrent aimed at enhancing the productivity of employees who violate rules, upholding organizational policies, and educating those who fail to comply. Through the enforcement of such consequences, it is expected that employees will adhere more strictly to regulations, thereby fostering continuous improvement in their performance. Managers or supervisors may administer disciplinary measures in various forms, such as verbal reprimands, position downgrades, or even job termination. These actions function as corrective tools to align behavior with established norms. Essentially, penalties are imposed when an individual engages in unacceptable conduct or fails to meet expected behavioral standards (Amstrong, 2020).

2. RESEARCH METHOD

This study adopts an exploratory research design, aiming to thoroughly investigate a phenomenon or issue that has not been extensively studied. Specifically, the research seeks to gain preliminary insights into the cultural dynamics and performance behaviors of employees at

BMT NU in Madura. Rather than merely testing hypotheses, the exploratory approach emphasizes understanding the underlying factors that may impact employee performance. To ensure objectivity in data collection and analysis, a quantitative methodology is employed, utilizing numerical data and statistical techniques to systematically assess relationships between variables.

The target population for this study comprises employees who have been with BMT NU for at least six months. A sample of 78 respondents was selected using purposive sampling, a method where participants are chosen based on specific criteria aligned with the research objectives (Sugiyono, 2013). Primary data was collected directly from respondents at the research site through a structured questionnaire. This questionnaire, distributed via online links, included questions designed to capture employees' experiences, attitudes, and perceptions regarding BMT NU. Responses were measured on a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree." The data was then analyzed using multiple linear regression to examine the influence of three independent variables on a single dependent variable. All statistical analyses were performed using SPSS version 23.

3. RESULTS AND DISCUSSION

3.1. Research Results

3.1.1. Respondent Demographics

In this study, there were 78 respondents. Primary data was collected by distributing questionnaires to employees at BMT NU in Madura. Respondents were classified based on several factors, including age, gender, and income. After reviewing the questionnaire results, the following general description of BMT NU in Madura employee respondents can be observed:

Table 1. Respondent Profile

Demographic Variables	Categories	N	(%)
Gender	Men	51	64.6 %
	Women	27	34.2 %
Age	20-30	58	73.4 %
	31-40	18	22.8 %
	41-50	2	2.5 %
Revenue	<1 jt	5	6.3 %
	2-3 jt	49	62.0 %
	3-4 jt	18	22.8 %
	5-6 jt	5	6.3 %

Source: the data was processed using SPSS version 23

The table presents a demographic profile of the respondents, highlighting key characteristics such as gender, age, and revenue. Most respondents are men (64.6%), while women make up 34.2%. In terms of age, most participants fall within the 20-30 age group (73.4%), followed by 31-40 (22.8%), and a small percentage in the 41-50 range (2.5%). Regarding revenue, the largest group earns between 2-3 units (62.0%), with smaller proportions in the 3-4 (22.8%), <1 (6.3%), and 5-6 (6.3%) categories. This data suggests that the sample is predominantly young, male, and mid-income earners.

3.1.2. Validity and Reliability Testing

Validity testing assesses the consistency of evaluating the true content or meaning being measured. The validity of the questionnaire items will be evaluated through an F-test using SPSS (Statistical Products and Services Solutions) version 23. This test involves computing the correlation coefficient between respondents' responses to each statement and their total questionnaire scores. Specifically, the correlation coefficient (r) for each item is calculated and then compared to the critical value from a correlation table. If the computed r-value is equal to or exceeds the table value, the question or variable is deemed valid.

Reliability testing serves as a tool to measure the stability of a questionnaire as an indicator of variability. In this study, the Cronbach's Alpha method will be employed to assess reliability. The questionnaire's reliability is determined by examining the Cronbach's Alpha coefficient—where a construct or variable is considered reliable if it yields a value greater than 0.60.

Table 2. Validity Test Results and Reliability

No	Item	Validity Test Results		Reliability Test
		r_{hitung}	r_{tabel}	Conbranch' Alpha
1	X1.1	0.499	0.223	0.903
2	X1.2	0.631	0.223	
3	X1.3	0.659	0.223	
4	X1.4	0.713	0.223	
5	X1.5	0.460	0.223	
6	X2.1	0.694	0.223	0.913
7	X2.2	0.716	0.223	
8	X2.3	0.730	0.223	
9	X2.4	0.712	0.223	
10	X2.5	0.712	0.223	
11	X3.1	0.733	0.223	0.883
12	X3.2	0.781	0.223	
13	X3.3	0.647	0.223	
14	X3.4	0.540	0.223	
15	X3.5	0.736	0.223	
16	X4.1	0.679	0.223	0.691
17	X4.2	0.404	0.223	
18	X4.3	0.533	0.223	
19	Y.1	0.740	0.223	0.850
20	Y.2	0.630	0.223	
21	Y.3	0.658	0.223	
22	Y.4	0.692	0.223	
23	Y.5	0.616	0.223	

Source: the data was processed using SPSS version 23

According to Table 2, because the computed value exceeds the critical value from the table, all measurement indicators are confirmed as valid. Additionally, the reliability assessment for each independent variable (X1, X2, X3, and X4) yields Cronbach's Alpha scores above 0.60, demonstrating sufficient consistency. As a result, all variables meet the reliability criteria and are suitable for inclusion in the study's model.

3.1.3. Classical Assumption Test

3.1.3.1. Normality Test

A normality test is performed to evaluate how data is distributed within a dataset or variable, determining whether it follows a normal distribution or not. One method to check for normality is the Kolmogorov-Smirnov non-parametric statistical test. The data is considered normally distributed if the significance value (two-tailed) exceeds 0.05, whereas a significance value below 0.05 indicates a non-normal distribution.

Table 3. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		78
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.41435434
Most Extreme Differences	Absolute	.092
	Positive	.049
	Negative	-.092
Test Statistic		.092
Asymp. Sig. (2-tailed)		.100[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
Source: the data was processed using SPSS version 23

According to Table 3, the normality test conducted with the One-Sample Kolmogorov-Smirnov test yielded an Asymp.sig. value of 0.100. Since this value exceeds the 0.05 threshold, it indicates that the data for each variable follows a normal distribution. Therefore, the assumption of normality has been satisfied.

3.1.3.2. Multicollinearity Test

This test is designed to assess the interrelationships between variables. An effective regression model should exhibit no correlation among the independent variables. The multicollinearity test evaluates this using tolerance and variance inflation factor (VIF) values. If the correlation between independent variables is ≤ 1 or -1, the regression equation becomes unreliable for foundational decision-making. A tolerance value > 0.1% or a VIF < 10 indicates the absence of multicollinearity in the regression model.

Table 4. Multicollinearity Test Results

No	Variabel	VIF Value	Description
1.	*Islamic Organization Culture* (X1)	1.548	No multicollinearity occurred
2.	*Interpersonal Communication* (X2)	2.569	No multicollinearity occurred

3.	*Reward* (X3)	2.478	No multicollinearity occurred
4.	*Punishment* (X4)	1.635	No multicollinearity occurred

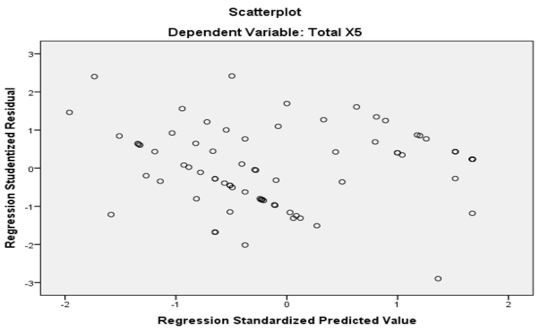
Source: the data was processed using SPSS version 23

According to the multicollinearity test results presented in Table 4, all independent variables exhibit a VIF value below 10. This indicates that there is no evidence of multicollinearity among the predictor variables in this study.

3.1.3.3. Heteroscedasticity Test

The heteroscedasticity test evaluates whether the residual variances differ across observations in a linear regression model. An ideal regression model should be free from heteroscedasticity. To detect heteroscedasticity, analysts can inspect the scatter plot for a random dispersion of points—ensuring no discernible pattern—and check whether the distribution spreads both above and below zero on the Y-axis.

Figure 1. Heteroscedasticity Test Results



Source: the data was processed using SPSS version 23

The scatter plot displayed in the figure above indicates that the data points are spread in an irregular pattern, suggesting the absence of heteroscedasticity in this study's model.

3.1.3.4. Autocorrelation Test

The autocorrelation test evaluates whether there is a relationship between the error term in period t and the error term in the preceding period (t-1) within a linear regression model. An ideal regression model should exhibit no autocorrelation. The Durbin-Watson (DW) test is commonly used to detect autocorrelation. A study is considered free from autocorrelation if the DW value falls between dU and (4-dU). The critical value dU is derived from the Durbin-Watson table at a 0.05 (5%) significance level, based on the degrees of freedom tied to the sample size, while the DW statistic is obtained from the Model Summary output.

Table 5. Autocorrelation Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.793[a]	.629	.608	1.453	1.976

a. Predictors: (Constant), Total X4, Total X1, Total X3, Total X2

b. Dependent Variable: Total Y

Source: the data was processed using SPSS version 23

The analysis employs the Durbin-Watson (DW) test to assess autocorrelation. According to the test's decision rule, if the DW statistic falls within the range of $DU \leq DW \leq (4 - DU)$, the null hypothesis (H0) is rejected, indicating no autocorrelation. In this study, with four independent variables (k = 4) and 78 observations (n = 78), the critical values at a 5% significance level are dU = 1.7399 and dL = 1.5190. The regression model's computed Durbin-Watson statistic, as shown in the SPSS output, is 1.976. Since this value lies within the interval 1.7399 < 1.976 < 2.2601 (where 2.2601 = 4 – 1.7399), the results confirm the absence of both positive and negative autocorrelation.

3.1.4. Multiple Linear Regression Analysis

Regression analysis examines how a dependent variable relies on one or more independent variables (also called explanatory or predictor variables). Its purpose is to estimate or predict the population mean (or average value) of the dependent variable using known values of the independent variables. In this study, the statistical computations were performed using the SPSS software on a computer. Below are the outcomes of the data analysis conducted with the SPSS program.

Table 6. Multiple Linear Regression Analysis Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.309	1.732		1.911	.060
	Total X1	.249	.083	.267	3.008	.004
	Total X2	.239	.105	.261	2.279	.026
	Total X3	.196	.088	.250	2.229	.029
	Total X4	.284	.127	.205	2.245	.028

a. Dependent Variable: Y Employee Performance

Source: the data was processed using SPSS version 23

Table 6 displays the coefficient findings for the variables: Islamic Organizational Culture (X1) with a value of 0.249, Interpersonal Communication (X2) at 0.239, Reward (X3) at 0.196, and a constant of 3.309. Based on these results, the regression equation can be formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

$$Y=3.309+0,249X_1+0,239X_2+0,196X_3+0,284X_4+e$$

The multiple linear regression analysis indicates that each predictor variable exhibits a significant relationship with the dependent variable, with some showing positive effects.

3.1.5. Hypothesis Testing

3.1.5.1. Partial Significance Test (T-test)

The t-test assesses the significance of partial coefficients by evaluating whether the computed t-value exceeds the critical t-value from the table. When the calculated t-value is higher than the tabulated t-value, it indicates that the independent variable has a significant partial influence on the dependent variable. On the other hand, if the computed t-value is lower than the critical t-value, the independent variable does not exhibit a statistically significant partial effect on the dependent variable.

Table 7. T-test

Model	t_{hitung}	t_{tabel}	Sig.	Description
X1 Islamic Organization Culture	3.008	1.665	0.004	Accepted
X2 Interpersonal Communication	2.279	1.665	0.026	Accepted
X3Reward	2.229	1.665	0.029	Accepted
X4 Punishment	2.245	1.665	0.028	Accepted

Source: the data was processed using SPSS version 23

The t-value for each parameter variable is calculated by dividing the coefficient (b) by its standard error (Std. Error). The critical t-value (t-table) at a 5% significance level with 78 degrees of freedom (df) is 1.665. In SPSS, the decision rule for the t-test is based on the significance level: if the p-value (significance) is less than 0.05, the null hypothesis (H0) is rejected. As shown in Table 7, the results of the t-test are as follows:

H_1 : The culture of Islamic organizations demonstrates a positive and statistically significant impact, supported by a t-value exceeding the critical t-table value (3.008 > 1.665) and a significance level below 0.05 (0.004). Thus, it can be inferred that the Islamic organizational culture positively and significantly influences employee performance at BMT NU in Madura.

H_2 : Interpersonal communication has a positive and significant effect, as evidenced by the t-value being greater than the t-table value (2.279 > 1.665) and the significance value also being less than 0.05, namely 0.026. It can therefore be concluded that interpersonal communication has a positive and significant effect on employee performance at BMT NU in Madura.

H_3 : The analysis reveals that rewards exert a positive and statistically significant impact, supported by a t-value exceeding the critical t-table value (2.229 > -1.665) and a significance level below 0.05 (0.029). Consequently, it can be inferred that rewards negatively and significantly influence employee performance at BMT NU in Madura.

H_4 : The analysis reveals that punishment has a statistically significant impact, supported by a t-value exceeding the critical t-table value (2.245 > -1.665) and a significance level below 0.05 (0.028). Consequently, it can be inferred that punishment negatively and significantly influences employee performance at BMT NU in Madura.

3.1.5.2. Simultaneous Significance Test (F-Test)

The F-test determines if several predictor variables (X) collectively influence the outcome variable (Y) in a statistically significant way, with the analysis performed at the same time.

Table 9. F-Test Results (Simultaneous)

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	260.841	4	65.210	30.905	.000[b]
	Residual	154.031	73	2.110		
	Total	414.872	77			

a. Dependent Variable: Total variable Y

b. Predictors: (Constant), Total X4, Total X1, Total X3, Total X2

Source: the data was processed using SPSS version 23

From the data presented in the table, the SPSS analysis yields an F-value (Fcount) of 30.905. To determine the critical F-value (F-table), the sample size of 78 respondents was considered, with degrees of freedom (df) calculated as follows: the numerator df is k–1 (where k is the number of independent variables), and the denominator df is n–k (where n is the total number of observations). Using a 5% significance level ($\alpha = 0.05$), the numerator df is 4 – 1 = 3, while the denominator df is 78 – 4 – 1 = 73, resulting in an Ftable value of 2.69. Since the calculated F-value (30.905) exceeds the critical F-value (2.730), it can be concluded that celebrity endorsement, positioning, and customer relationship management collectively have a significant impact on purchase intention.

3.1.5.3. Testing the Coefficient of Determination (R^2)

The determination coefficient (R^2) evaluates the degree to which predictor variables influence the outcome variable. The findings from the SPSS computations are as follows:

Table 10. Testing the Coeffici ent of Determination Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793[a]	.629	.608	1.453

a. Predictors: (Constant), Total X4, Total X1, Total X3, Total X2

Source: the data was processed using SPSS version 23

The table displays an R^2 value of 0.629, which means that 62.9% of the variation in Employee Performance is explained by the combined influence of X1 (Islamic Organizational Culture), X2 (Interpersonal Communication), X3 (Reward), and X4 (Punishment). The remaining 37.1% is attributed to other factors, referred to as the error term. This residual percentage is derived by subtracting the explained variance (62.9%) from the total variance (100%), indicating variables not included in the current model.

3.2. Discussion

3.2.1. The Influence of Islamic Organization Culture on Employee Performance at BMT NU in Madura

The findings of this research demonstrate that an Islamic Organizational Culture positively and significantly impacts the performance of employees at BMT NU in Madura. This suggests that the Islamic values practiced within the organization help employees strengthen their connection with Allah SWT, thereby deepening their spiritual commitment. Furthermore, this cultural foundation serves as a distinctive strength for BMT NU and its workforce, as employees who align their work with Islamic principles often exhibit greater dedication and ethical conduct in fulfilling their responsibilities.

The culture within an Islamic organization is more than just a set of traditions—it serves as a tool for personal growth, fostering a deeper sense of responsibility toward Allah (taqwa), upholding integrity in professional duties, and enhancing commitment to the institution as members see themselves contributing to the economic empowerment of the Muslim community (Aisyah, 2025). Therefore, at BMT NU in Madura, this Islamic organizational culture not only reinforces individual work ethics but also boosts productivity, discipline, and the overall standard of services provided.

The findings of this study align with earlier research by (Firawati et al., 2024), carried out at PT. Bawang Mas using quantitative methods. Their survey of 94 respondents indicated that Islamic work culture, communication, compensation, and work environment significantly enhance employee performance. Similar conclusions were drawn by Putri & Yusuf (2022), who found that organizational culture can have both favorable and unfavorable effects on organizational sustainability for employees and leaders. Additionally, Hakim's (2016) research reinforces these results, demonstrating that an Islamic organizational culture positively and substantially contributes to performance improvement.

3.2.2. The Influence of Interpersonal Communication on Employee Performance

The findings of the research demonstrate that the interpersonal communication strategies employed at BMT NU greatly enhance employee performance in a positive manner. When communication flows effectively among staff members as well as between managers and their teams, it fosters a transparent and supportive workplace atmosphere (Masyhuri, 2013). This makes employees feel more appreciated, heard, and valued, which in turn drives them to perform at their highest potential. On the other hand, ineffective communication between workers and leadership can lead to confusion, disputes, and even a drop in motivation and productivity (Sinaga, 2023).

Strong interpersonal communication serves as a key driver in unlocking employees' potential and enhancing their skills. By engaging in direct dialogue, managers can offer meaningful feedback that enables employees to assess and refine their work. When delivered with empathy and support, such feedback fosters professional development and deepens employees' dedication to the company. Conversely, ineffective communication can hinder performance significantly. Vague, one-sided, or emotionally charged exchanges often result in confusion, heightened conflict, and diminished motivation. Frequently, workplace challenges stem not from a lack of expertise but from breakdowns in communication among team members. From a psychological standpoint, interpersonal communication also influences employees' mental well-being, affecting their sense of security, confidence, and overall job satisfaction. Workers who perceive positive relationships with their supervisors and peers generally exhibit greater enthusiasm, stronger loyalty, and more consistent performance.

This study's outcomes align with earlier research by Rexady et al. (2023), which employed a quantitative approach involving 95 respondents through total sampling at the Minanga Ogan Village Cooperative Unit. Their results demonstrated that both interpersonal communication and leadership style, mediated by work motivation, positively and significantly impact employee performance. Similarly, Anugrahni (2023) found that interpersonal communication, with emotional intelligence as a moderating factor, enhances employee performance. Their study utilized a saturated sample of 37 respondents from Kawil Bulog Central Kalimantan, with data analysis performed using SmartPLS 3.0. Further supporting these findings, Effendi et al. (2024) examined BMT Dana Mentari Muhammadiyah's Purwekerto Branch, concluding that interpersonal communication strategies and motivation significantly improve employee performance. Their quantitative research adopted descriptive and verifiable methods, collecting data via questionnaires from 36 respondents

3.2.3. The Effect of Rewards on Employee Performance

This study's findings reveal that the reward system implemented by BMT NU in Madura positively influences employee performance. When employees feel appreciated, they exhibit stronger work dedication, assume greater responsibility in their roles, and actively seek ways to contribute to the organization, which drives them to perform at their best (Suryati, 2021). Empirical evidence suggests that the rewards distributed by BMT NU are both fair and well-suited, boosting employees' internal motivation, fostering loyalty to the institution, and lowering turnover rates. Enhanced performance stems from employees perceiving that their hard work and accomplishments are duly acknowledged and compensated (Sari et al., 2024).

The connection between rewards and performance is not just straightforward but also multifaceted, shaped by numerous psychological, structural, and cultural aspects within an organization. Typically, a well-structured reward system can significantly boost work motivation, leading to improved performance at both individual and team levels. Therefore, the interaction between rewards and employee productivity is reciprocal, demanding thoughtful consideration. Companies aiming to enhance performance must develop a reward framework that is fair, balanced, and aligned with employees' needs and preferences. It’s crucial to recognize that rewards go beyond mere transactions—they are a key component of a long-term HR strategy.

The findings of this study align with prior research by Ivan Tomi Putra et al. (2020) at PT. Makitamega Makmur Perkasa, which employed an explanatory quantitative approach. Their survey of 45 respondents confirmed that the rewards significantly enhance employee motivation. Similarly, Muctharom (2024) study at BMT Singgahan Tuban, using quantitative analysis with 46 participants, demonstrated that both rewards and punishments collectively influence employee performance. Further supporting these results, Lewiset al. (2023). conducted research at the Andalas Community Health Center in Makassar City, gathering data through observations, interviews, and questionnaires from 65 respondents.

3.2.4. The Effect of Punishment on Employee Performance

This study's findings reveal that BMT NU in Madura's enforcement of disciplinary measures positively influences employee performance. Penalties are applied when employees breach company regulations, resulting in financial or operational losses. These corrective actions serve to deter or rectify behaviors that deviate from organizational norms (Sofiastuti & Andriani, 2025). Within organizational management frameworks, sanctions are frequently employed as a mechanism to regulate employee conduct (Taufik et al., 2024). Their purpose is to curb actions that violate workplace standards and reinforce discipline. While punishment may initially seem counterproductive, its actual effects on performance are multifaceted, impacting employees both directly and indirectly.

The connection between disciplinary measures and employee productivity is often complex. When implemented fairly and appropriately, corrective actions can enhance workers' discipline and accountability. Employees may become more attentive, detail-oriented, and likely to adhere to proper protocols, which can positively influence performance—particularly in meeting operational guidelines. Conversely, excessive, inconsistent, or unjust punishment can backfire. Workers might experience stress, resentment, or a sense of demoralization, leading to reduced motivation and a strained workplace atmosphere. Over time, poorly managed disciplinary actions can lower job satisfaction, raise employee turnover rates, and even escalate tensions between staff and leadership.

This study's findings align with prior research by Khaerunnisa’ & Alamsyah (2025) at PT. Safari Dharma Sakti, South Jakarta Branch. Their quantitative approach involved testing data instruments, assessing classical assumptions, performing quantitative analysis, and conducting hypothesis testing. Surveying 70 respondents, they found that punishment significantly enhances employee performance, supported by a t-value exceeding the t-table (12.175 > 1.995). Similarly, Muctharom (2024) examined BMT Singgahan Tuban using quantitative methods with 46 respondents, concluding that both rewards and punishment collectively impact employee performance. Further supporting evidence comes from Lewis et al. (2023)., who studied the Andalas Community Health Center in Makassar. Their mixed-method approach—incorporating observation, interviews, and questionnaires—gathered data from 65 respondents, reinforcing the role of rewards and punishments in workforce productivity.

4. CONCLUSSION

The findings of this research demonstrate that Islamic organizational culture, interpersonal communication, rewards, and disciplinary measures all have a significant impact on employee performance, both individually and collectively. These results support existing theories emphasizing that internal organizational factors—particularly those tied to Islamic principles and social dynamics—play a crucial role in fostering productive work behavior. As such, this study adds valuable insights to human resource management literature, especially within Islamic financial institutions, by highlighting strategies for improving performance through value-based and relational approaches.

This result aligns with the study by Firawati et al. (2024), Firawati et al. (2024), indicating that Islamic work ethics, effective communication, fair compensation, and a supportive work environment positively influence employee performance. Similarly, Rexady et al. (2023) found that both interpersonal communication and leadership styles, mediated by work motivation, significantly enhance employee productivity. Putra et al. (2020) also support this, demonstrating that rewards substantially boost employee motivation. Furthermore, Khaerunnisa' & Alamsyah (2025) revealed that punishment has a notable positive impact on performance, with statistical analysis confirming significance (t-count = 12.175 > t-table = 1.995).

This study adopts a cross-sectional design, gathering data from multiple respondents at a single point in time without monitoring behavioral changes or developments over an extended period. The findings highlight the significance of fostering an Islamic organizational culture, maintaining effective interpersonal communication, and implementing well-structured reward and disciplinary systems to enhance employee performance, especially within Islamic financial institutions such as BMT NU in Madura.

The research contributes to the existing body of knowledge in Islamic-based human resource management by demonstrating how cultural and relational factors play a crucial role in shaping organizational effectiveness. Additionally, it aligns with work performance theories, reinforcing the idea that employee productivity is shaped by a combination of structural and interpersonal factors within the workplace.

Future studies should expand the scope by exploring additional dependent variables, such as job satisfaction or organizational commitment, to better assess the influence of Islamic values and human resource management within Islamic financial institutions. Moreover, incorporating other independent variables—like transformational leadership, Islamic work motivation, or a spiritually oriented work environment—could yield deeper and more comprehensive insights. Employing qualitative or mixed-method approaches may also provide richer, more contextualized perspectives from employees.

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