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The Effect of Work Overtime and Organizational Commitment on Employee Performance: The Moderating Role of Leader-Member Exchange (LMX) in Human Resource Management

M Irfan Dwi Syambara[1], A Zuliansyah[2], Zathu Restie Utamie[3]
Universitas Islam Negeri Raden Intan Lampung, Indonesia

E-mail: irfansyambara@gmail.com

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Abstract

This study aims to examine the effect of work-overtime and organizational commitment on employee performance, with leader–member exchange (LMX) serving as a moderating variable. In the context of public service organizations, particularly the ATR/BPN Office in Bandar Lampung, employee performance is a critical determinant of service quality and organizational efficiency. This research adopts a quantitative approach with a sample of 100 employees selected through purposive sampling, focusing on those with overtime experience. Data were collected using a structured Likert-scale questionnaire and analyzed using Structural Equation Modeling (SEM) through SmartPLS 4 software. The findings reveal that both work-overtime and organizational commitment have a positive and significant impact on employee performance. Furthermore, LMX positively moderates the relationship between work-overtime and performance, suggesting that quality leadership interactions enhance the benefits of extended work hours. Conversely, LMX weakens the effect of organizational commitment on performance, indicating that excessive leader involvement may reduce the motivational impact of commitment. From the perspective of Islamic Human Resource Management (IHRM), the results underscore the importance of integrating spiritual, ethical, and humane values in workforce management. This research contributes theoretically by integrating behavioral and spiritual frameworks and offers practical insights for leaders and HR managers to adopt value-based strategies for sustaining high performance.

Keywords: *Work-Overtime, Organizational Commitment, Employee Performance, Leader–Member Exchange (LMX), Islamic Human Resource Management (IHRM)*

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INTRODUCTION

Every organization fundamentally requires strong employee performance to ensure that all its goals and organizational commitments are properly achieved. Without employees, an organization cannot function as expected. The drive and effort of employees are crucial factors in achieving organizational success. Individuals within an organization continuously work to achieve its objectives. These individuals current employees, play a significant role in the advancement of the institution. In other words, no value will be created unless humans utilize resources to produce goods or services required by the organization (Prof. Dr. Veithzal Rivai Zanal, S.E., M.M., 2015). This fact highlights the increasing importance of human resources to an organization's success. Human resources serve as a vital asset in achieving the objectives of both private enterprises and government institutions (Rachel, 2020). Even with the rapid advancement of technology, the role of human resources remains indispensable.

Employee performance refers to the outcomes of work activities carried out by individuals within an organization to meet specific goals. According to Octavia (2024), employee performance is influenced by several factors, including job satisfaction and company overtime policies. For instance, Anjani and Mulyana (2024) found that an effective overtime policy significantly enhances employee productivity at PT Pungkook Indonesia One. Similarly, Nugraheni (2019) revealed that institutional structure and a conducive work environment are key determinants in achieving optimal performance levels.

Overtime demands are often utilized as a solution to boost productivity and meet organizational targets, although this practice may affect interpersonal work relationships (Wulandari, 2024). Another important factor influencing employee performance is organizational commitment, which reflects an employee's loyalty and dedication to the company. Destrina Permata Sari, Waloyo Waloyo, and Komarun Zaman (2023) emphasized that organizational commitment significantly contributes to enhancing employee performance at PT Senyum Sehat Sejahtera. Employee performance is shaped by various organizational factors, with interpersonal relationships and commitment to organizational goals playing critical roles. These various elements demonstrate that employee performance is the result of a dynamic interplay between individual and organizational forces.

Organizational success depends not only on employee contributions but also on the leadership's role. Leaders who respect and motivate their subordinates help foster job satisfaction and positively impact employee performance. Effective leadership entails the ability to influence, guide, and nurture strong interpersonal relationships within a team. A respectful and appreciative relationship between leaders and subordinates is essential in

cultivating a productive work environment and improving organizational efficiency (Zulfa, 2021).

Human resource management (HRM) is a strategic approach to managing the workforce, focusing on developing employee potential and optimizing resources. Key HRM functions such as recruitment, training, and performance evaluation are central to achieving organizational goals. Effective implementation can enhance productivity and attract top talent, although the challenge of adapting to constant change remains. Consequently, organizations must continuously evolve innovative and responsive HR policies to remain sustainable in a dynamic business environment (Dr. Daniel Adi Setya Rahardjo, 2022).

The National Land Agency (ATR/BPN) is one of Indonesia's government institutions responsible for land affairs, regulated under Presidential Regulation No. 47 of 2020, which governs land rights. This study was conducted at the ATR/BPN office in Bandar Lampung City. The issue of weekend overtime work (on Saturdays and Sundays) is confirmed, particularly in regional class A land offices, where a program called "Weekend Land Services" (*Pelayanan Tanah Akhir Pekan* or *Pelataran*) has been implemented. According to the Director General of Land Rights Determination and Registration (Dirjen PHPT) at the Ministry of ATR/BPN, Suyus Windayana, special teams will be formed for weekend office operations to avoid requiring all employees to work overtime. This policy accommodates citizens who are too busy to manage their land affairs on weekdays, allowing them access to services during weekends.

Table 1. Number of Employees at the ATR/BPN Office in Bandar Lampung City

No	Gender	Number of Employees
1	Male	63
2	Female	47
	Total	**110**

Source: Processed by the researcher, 2025.

Work Overtime refers to tasks performed by employees beyond their regular working hours on weekdays as instructed by their supervisors, or work conducted during weekends or national holidays (Nurgaheni, 2019). Every organization or company may adopt different policies regarding overtime to optimize organizational progress. Overtime is commonly implemented to maximize productivity; however, it can significantly impact employee performance. Not only does it demand additional physical energy, but it also limits employees' time with their families, potentially affecting their well-being.

Organizational Commitment is defined as the degree to which an employee identifies with, is involved in, and intends to remain a member of the organization. It is crucial for companies as it directly influences professional quality of life (Rachel, 2020). A strong organizational commitment can lead to increased demands on employees due to their emotional and professional attachment, which obligates them to complete the duties and responsibilities assigned by the organization.

Employee Performance represents the outcomes achieved by employees in relation to their behaviors and personal attributes associated with their work, evaluated against agreed standards, targets, and criteria (Ayuni, 2017). Employee performance is a key driver of organizational success. Without the contribution of employees, it is difficult for an organization to realize its vision and mission. Therefore, maintaining employee mental health is essential, particularly as excessive workloads are often overlooked in the pursuit of organizational targets.

Leader–Member Exchange (LMX) is defined as the quality of interactions between leaders and their subordinates, characterized by mutual respect and trust (Bhoki, 2015). Leaders in organizations carry significant responsibilities toward their employees. However, some leaders may solely focus on achieving the organization's goals without considering the well-being of their subordinates. A high-quality LMX fosters respectful relationships, reduces exploitation, and enhances employee performance.

The negative impacts of work overtime and excessive organizational demands may lead to decreased employee performance, resulting in suboptimal job execution. When tasks are not completed effectively, organizational goals may not be achieved. Since employees are central to the success and advancement of any institution, it is imperative for organizations to balance their authority with sensitivity. While organizations have the right to pursue growth and improvement, they must not overburden employees beyond reasonable limits.

Therefore, based on the aforementioned background, this study aims to analyze the influence of work overtime and organizational commitment on employee performance. Furthermore, it investigates the moderating role of Leader–Member Exchange (LMX) within the context of human resource management. The focus of this research is to determine whether strong interpersonal relationships between leaders and subordinates can strengthen or weaken the effects of overtime and organizational commitment on employee performance. This study also seeks to offer insights into how a more humanistic and relational approach in HR practices particularly in public sector institutions such as the ATR/BPN Office in Bandar Lampung can foster sustainable employee performance outcomes.

RESEARCH METHOD

This research was conducted starting in November 2024 until its completion. The study targeted employees of the ATR/BPN Office in Bandar Lampung City. The data used were derived from a preliminary survey conducted by the researcher. A quantitative research approach was adopted, with the population consisting of all employees at the ATR/BPN Bandar Lampung office. The sampling technique employed was non-probability sampling, specifically purposive sampling, which involves selecting respondents based on predetermined criteria (Sugiyono, 2017). The main criterion was: (1) employees of the ATR/BPN Bandar Lampung office who had engaged in overtime work. The final sample consisted of 100 respondents.

Data were collected using a structured questionnaire based on a Likert scale to measure respondents' perceptions. The collected data were then analyzed using SmartPLS 4 software. Data analysis utilized the Structural Equation Modeling (SEM) technique, a statistical method capable of examining relationships between latent constructs and their indicators, as well as the interrelationships among latent constructs and measurement errors simultaneously.

Data analysis was carried out using SmartPLS 4, a software application for Partial Least Squares Structural Equation Modeling (PLS-SEM). This approach is suitable for exploratory research and for models with latent constructs and complex relationships. The analysis included both the measurement model (outer model) and the structural model (inner model). The measurement model assessment involved the following tests: (i) Convergent Validity, assessed through outer loading values (> 0.70) and Average Variance Extracted (AVE) (> 0.50), (ii) Construct Reliability, assessed using Cronbach's Alpha and Composite Reliability (> 0.70), and (iii) Discriminant Validity, evaluated using the Fornell-Larcker Criterion and cross-loading analysis to ensure each indicator loads more strongly on its intended construct than on others.

After validating the measurement model, the structural model was analyzed to test the hypothesized relationships between constructs. This included: (i) Path Coefficient Analysis using t-statistics and p-values (with a significance level of 0.05), (ii) Moderation Analysis to assess the effect of the Leader–Member Exchange variable, (iii) Coefficient of Determination (R^2) to evaluate the model's explanatory power for the dependent variable.

RESULTS AND DISCUSSION

The Effect of Work Overtime on Employee Performance at the ATR/BPN Office in Bandar Lampung

The relationship between work overtime and employee performance in this study is grounded in Fatigue Theory, proposed by Cameron C. in 1973. This theory explains how prolonged or excessive work, such as continuous overtime can lead to physical and mental fatigue, which in turn negatively affects employee concentration, motivation, and performance. Without sufficient recovery time, employees are likely to experience decreased productivity, reduced well-being, and higher risks to their occupational health and safety.

However, the findings of this study reveal a somewhat different outcome. The results from the hypothesis testing show that the Work Overtime variable (X1) has a positive and significant effect on Employee Performance (Y), with a path coefficient of 0.234 and a *p-value* of 0.026, which is below the threshold of 0.05. This implies that an increase in overtime hours is associated with an increase in performance levels among employees at the ATR/BPN Office in Bandar Lampung.

Theoretically, this result suggests that under certain conditions such as short-term workload surges or when employees are intrinsically motivated—overtime work can contribute positively to performance. For example, when overtime is accompanied by adequate support and perceived fairness, it may enhance employees' commitment and output.

This finding is consistent with previous research. Nugraheni (2019)**,** in her study titled *"The Effect of Overtime Work and Work Environment on Employee Performance at PT Intan Pariwara"*, found that overtime work significantly affects employee performance, with a significance level of 0.000 (< 0.05). Likewise, Wulandari (2024) in her study at PT Bank Jatim, Lamongan, concluded that overtime, along with compensation and promotion opportunities, positively influenced employee performance, with a significance level below 0.01. These results affirm that, under the right circumstances, overtime work can be a driver of performance improvement.

Although Fatigue Theory highlights the risks of excessive work hours, the present study demonstrates that contextual and organizational factors, such as job design, work environment, and employee perception—can moderate the impact of overtime. Thus, while prolonged overtime remains a concern for employee well-being, controlled and purposeful overtime can yield short-term performance gains, especially in public service sectors with tight deadlines and high service demands.

The Effect of Organizational Commitment on Employee Performance at the ATR/BPN Office in Bandar Lampung

The relationship between organizational commitment and emplpyee performance in this stusy is supported by the Organizational Justice Theory develop by Adams (1993). This theory posits that individuals assess fairness by comparing the ratio between the outcomes they receive (e.g., rewards, promotions) and the inputs they contribute (e.g., effort, time), relative to the same ratio in others. When employees perceive fairness in how they are treated particularly in terms of distributive justice they are more likely to develop a stronger commitment to the organization.

Greenberg (1990) extended this theory by emphasizing the importance of distributive justice, highlighting that equitable distribution of organizational rewards contributes significantly to employees' sense of fairness. Employees who feel valued and fairly treated tend to exhibit stronger commitment, which in turn enhances motivation and performance. High organizational commitment fosters a sense of belonging and mutual responsibility between the employee and the institution.

The statistical analysis conducted in this study confirms this theoretical expectation. The Organizational Commitment variable (X2) shows a positive and significant effect on Employee Performance (Y), with a coefficient of 0.232 and a *p-value* of 0.009**,** which is below the 0.05 significance threshold. These results suggest that employees who are committed to their organization are more likely to deliver higher levels of performance. In practical terms, organizational commitment may be expressed through increased engagement, willingness to go beyond basic duties, and alignment with institutional goals. For example, if organizational commitment includes access to quality training, the better the training provided, the better the expected performance outcomes at both individual and organizational levels.

This finding aligns with previous empirical studies. Ramadhani, Setiawan, and Rini (2021)**,** in their study on the Civil Service and Training Agency of Enrekang Regency, found a significant positive relationship between organizational commitment and employee performance, with a p-value of 0.000. Similarly, Rachmanda et al. (2024)**,** in their study on PT Senyum Sehat Sejahtera Surabaya, reported a significant effect of organizational commitment on performance, with a t-value of 2.595 and a *p-value* of 0.019 (< 0.050). These findings corroborate that organizational commitment plays a pivotal role in shaping employee behavior and performance outcomes**.**

In summary, employees who feel emotionally and professionally connected to their organization are more motivated to perform well. This underscores the need for organizations

especially in the public sector to foster a supportive and fair work environment that cultivates commitment and drives sustainable performance improvements.

The Moderating Role of Leader–Member Exchange on the Relationship Between Work Overtime and Employee Performance at the ATR/BPN Office in Bandar Lampung

The moderating role of Leader–Member Exchange (LMX) in the relationship between work overtime and employee performance can be explained through Social Exchange Theory**.** Originally proposed by Homans (1958)**,** this theory posits that social relationships, including those within organizational settings, are based on the principle of reciprocal exchange. In such voluntary exchanges, each party provides contributions with the expectation of receiving proportional rewards or benefits in return.

In the workplace context, when an organization or leader treats employees fairly and respectfully providing support, recognition, or additional flexibility employees are likely to respond with increased loyalty, commitment, and performance. This reciprocal relationship forms the foundation of effective LMX, where high-quality interactions between leaders and subordinates can buffer the negative effects of overtime and even transform it into a performance-enhancing factor.

The results of the hypothesis testing in this study confirm this theoretical linkage. The interaction between LMX (Z) and Work Overtime (X1) yields a positive coefficient of 0.153 and a *p-value* of 0.016**,** indicating that LMX significantly strengthens the positive effect of overtime on employee performance. In other words, when employees have a strong and supportive relationship with their supervisors, the potentially burdensome impact of working overtime may instead become a source of motivation, leading to improved outcomes.

This finding is consistent with the research conducted by Pokhrel (2024) in the study entitled *"The Effect of Leader–Member Exchange on Employee Performance with Organizational Citizenship Behavior as a Moderating Variable at the Department of Marine and Fisheries, Jambi Province"*. The study found that LMX has a significant and positive influence on employee performance, suggesting that higher levels of LMX enhance the willingness of employees to go beyond formal job expectations, especially in environments requiring high levels of effort such as those involving frequent overtime.

In summary, the presence of a positive leader–subordinate relationship can convert overtime from a potential stressor into a constructive work effort**,** contributing positively to individual performance. This highlights the importance for public institutions like ATR/BPN to invest in leadership development that fosters high-quality interactions and mutual respect between supervisors and their teams.

The Moderating Role of Leader–Member Exchange on the Relationship Between Organizational Commitment and Employee Performance at the ATR/BPN Office in Bandar Lampung

To explain the moderating effect of Leader–Member Exchange (LMX) on the relationship between Organizational Commitment and Employee Performance, this study employs the Path–Goal Theory, developed by Robert House (1973). This theory emphasizes the role of leaders in facilitating subordinates by removing obstacles and providing support to help them achieve their performance goals. Within this framework, LMX represents the effectiveness of a leadership style that can either enhance or hinder the performance outcomes of employees who are already committed to the organization.

If the leader actively supports the committed employee through guidance, recognition, or resource facilitation then the positive effect of organizational commitment on performance is likely to increase. Conversely, if the leader fails to provide such support, or if the leader–member relationship is weak, then even highly committed employees may feel discouraged, resulting in diminished performance outcomes. The results of the hypothesis test indicate a negative moderating effect. The interaction term between LMX (Z) and Organizational Commitment (X2) yielded a coefficient of –0.223 with a significant *p-value* of 0.001. This suggests that higher levels of LMX actually weaken the influence of Organizational Commitment on Employee Performance in this context. In other words, as LMX increases, the direct positive effect of commitment on performance tends to diminish.

This counterintuitive finding may reflect a substitution effect, where strong leadership presence reduces the need for internalized organizational commitment to drive performance. It might also suggest potential misalignments between leaders' approaches and employees' expectations, particularly in a structured public sector environment like ATR/BPN, where autonomy and routine often shape commitment more than relational dynamics.

These findings are in line with the research by Nafisa and Priyono (2023) in their study *"The Effect of Leader–Member Exchange, Job Characteristics, and Organizational Commitment on Employee Performance"*, which reported a negative coefficient (–0.084) between LMX and performance in a multiple regression analysis. Their results suggest that in some contexts, high-quality leader–member relationships may unintentionally suppress the motivational effects of organizational commitment**,** especially when leadership style becomes overly directive or creates dependency.

In conclusion, while LMX is typically regarded as a positive relational construct, its role as a moderator in this case reveals a more nuanced interaction. Organizations must ensure that

strong leadership support complements rather than replaces employees' intrinsic commitment**,** to achieve sustained performance outcomes.

Work-Overtime, Organizational Commitment, Employee Performance, and Leader–Member Exchange in the Perspective of Islamic Human Resource Management (IHRM)

In Islamic Human Resource Management (IHRM)**,** human beings are not treated solely as economic assets, but as holistic individuals with intellect, emotion, dignity, and spiritual purpose. Thus, management practices must prioritize not only productivity but also uphold ethics, justice, and spiritual well-being. This approach aligns organizational goals with human values rooted in Islamic teachings.

First, Work-Overtime. In the IHRM framework, overtime is recognized as a form of dedication and accountability, where employees voluntarily contribute beyond their working hours for organizational success. However, such practices must respect human limitations and should not lead to exploitation.

As emphasized in the Qur'an: Surah Al-Baqarah (2:286):

لَا يُكَلِّفُ اللّٰهُ نَفْسًا اِلَّا وُسْعَهَاۗ

"Allah does not burden a soul beyond that it can bear."

This verse serves as a moral boundary for management. It underscores the importance of acknowledging human limits in physical and mental capacity. Therefore, assigning excessive overtime or pushing employees beyond their endurance contravenes Islamic ethics. Organizations should foster a culture that balances workload with rest, well-being, and family time, ensuring that productivity does not come at the cost of health or dignity.

Second, Organizational Commitment. Commitment in IHRM is not merely institutional loyalty but reflects a spiritual responsibility (*amanah*) entrusted to employees. When employees are committed, they contribute sincerely and consistently to the organization, seeing their work as part of their moral and religious obligation.

As stated in: Surah An-Nisa (4:58):

اِنَّ اللّٰهَ يَأْمُرُكُمْ اَنْ تُؤَدُّوا الْاَمٰنٰتِ اِلٰٓى اَهْلِهَاۙ وَاِذَا حَكَمْتُمْ بَيْنَ النَّاسِ اَنْ تَحْكُمُوْا بِالْعَدْلِۗ اِنَّ اللّٰهَ نِعِمَّا يَعِظُكُمْ بِهٖۗ اِنَّ اللّٰهَ كَانَ سَمِيْعًا بَصِيْرًا

"Indeed, Allah commands you to render trusts to whom they are due and when you judge between people to judge with justice..."

This verse reminds organizations that employment is a trust. Leaders must treat employees fairly, and employees must uphold their duties with integrity. A committed

employee in the IHRM perspective is one who regards work as an act of worship (*ibadah*), performed with honesty, justice, and accountability, ultimately seeking the pleasure of Allah.

Third, Employee Performance. In conventional management, employee performance is typically evaluated by quantitative outcomes. IHRM, however, incorporates intentions (niyyah), processes, ethics, and spiritual alignment in the performance appraisal.

The Qur'an teaches: Surah Al-Kahf (18:30)**:**

اِنَّ الَّذِيْنَ اٰمَنُوْا وَعَمِلُوا الصّٰلِحٰتِ اِنَّا لَا نُضِيْعُ اَجْرَ مَنْ اَحْسَنَ عَمَلًاۚ

"Indeed, those who have believed and done righteous deeds – indeed, We will not allow to be lost the reward of any who did well in deeds."

This verse affirms that quality work performed with righteous intent holds both spiritual and material value. In this context, performance includes honesty, diligence, punctuality, and sincerity. IHRM encourages organizations to develop environments where employees feel spiritually fulfilled and ethically driven, not just evaluated by targets but by their dedication and attitude.

Forth, Leader–Member Exchange (LMX). In IHRM, leadership is viewed as a form of servant leadership a relationship built on trust, compassion, mutual consultation, and shared responsibility**.** Leaders are expected to guide, not dominate; to support, not suppress.

The Qur'an advises Surah Ali Imran (3:159)**:**

فَاعْفُ عَنْهُمْ وَاسْتَغْفِرْ لَهُمْ وَشَاوِرْهُمْ فِى الْاَمْرِۚ فَاِذَا عَزَمْتَ فَتَوَكَّلْ عَلَى اللّٰهِۗ

"Consult with them in affairs. Then when you have decided, put your trust in Allah."

This verse promotes a leadership style that is inclusive and dialogical. It encourages leaders to involve employees in decision-making, to forgive their mistakes, and to trust in Allah for the outcomes. Such an approach strengthens the bond between leaders and subordinates, fosters mutual respect, and builds a cooperative workplace. In the LMX model, high-quality interactions between leaders and team members contribute to greater motivation, organizational trust, and enhanced performance, which is fully aligned with Islamic leadership values.

Through the lens of Islamic Human Resource Management (IHRM), all aspects of the employment relationship—including overtime practices, organizational commitment, employee performance, and leader–member interactions must be aligned with Islamic ethical principles and spiritual consciousness. In IHRM, the human being is not merely viewed as a

means of production, but as a creation of dignity (*karamah insaniyah*), endowed with intellect (*'aql*), emotion, and moral responsibility.

Work-overtime should be managed fairly and within humane limits, ensuring that it does not lead to exploitation or diminish the physical, mental, and familial well-being of employees. Organizational commitment must be cultivated not just through contractual obligations but through a deep sense of *amanah* (trust) and *ihsan* (excellence), where work is seen as both a responsibility and a form of worship (*ibadah*). Employee performance should be assessed not only based on outcomes but also on the integrity of process, sincerity of intention (*niyyah*), and adherence to moral conduct. Leader–Member Exchange, as a key relational dynamic, must reflect *shura* (consultation), *rahmah* (compassion), and *adl* (justice), where leaders act as servants (*khadim*) who empower rather than dominate.

An organization that internalizes and institutionalizes Islamic values in its human resource management will not only promote ethical behavior and psychological well-being among employees, but also foster trust, loyalty, and sustainable performance across the institution**.** Such a spiritually grounded management paradigm ensures that every organizational practice, however technical or administrative contributes to holistic human development, organizational justice, and ultimately, the realization of *maslahah* (common good) in the workplace.

CONCLUSION

The findings of this study demonstrate that work-overtime has a significant and positive effect on employee performance, with a coefficient of 0.234 and a p-value of 0.026, indicating that extended working hours, when managed appropriately can enhance productivity. Organizational commitment also has a significant positive influence on employee performance, as shown by a coefficient of 0.232 and a p-value of 0.009, suggesting that employees with a strong attachment to their organization tend to perform more effectively. Leader–Member Exchange (LMX) was found to moderate both relationships. It strengthens the positive link between work-overtime and performance ($\beta = 0.153$; $p = 0.016$), emphasizing the value of high-quality leadership interactions. Conversely, LMX weakens the relationship between organizational commitment and performance ($\beta = –0.223$; $p = 0.001$), potentially due to overlapping roles or leader overinvolvement. From the perspective of Islamic Human Resource Management (IHRM), employee management should not only focus on productivity enhancement but also prioritize the integration of spiritual, ethical, and humanitarian values. Every aspect of human resource practice, including overtime management, organizational

commitment, employee performance, and leader–member relationships, must be conducted with justice, integrity, and alignment with Islamic principles. This integrative approach ensures not only operational excellence but also contributes to holistic human development and sustainable organizational growth grounded in moral accountability and faith.

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