

Strategy-System-Human Capital-Culture-Leadership Islamic for Increase Logistic Business performance

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Abstract:

Logistics and express delivery services play a very important role in the economy of Indonesia and the world. The quality of logistics and express delivery services in Indonesia is still low, as indicated by the LPI (Logistic Performance Index). PT Tiki Lintas Nugraha Ekakurir as the largest company in Indonesia must have good corporate management.

The concept of a combination of strategy (strategy), system (system), human (human resources), leadership (leadership) and corporate culture (corporate culture) has been practiced at PT Tiki Jalur Nugraha Ekakurir Medan Main Branch since 2016 and based on data it has proven effective to achieve financial targets, customers, internal business processes and human resource learning growth.

This study aims to explain the effect of implementing strategies, systems, human capital management, corporate culture and religious leadership (separately) on the performance of the company PT Tiki Jalur Nugraha Ekakurir Medan Main Branch.

This research is a quantitative study to examine the effect of 5 independent variables: strategy, system, human capital management, corporate culture, and religious leadership. The dependent variable is the company's performance. Data analysis was carried out using the Partial Least Square (PLS) method using the SmartPLS version 3 software.

The conclusions of this study are as follows: 1. Religious strategy variables which consist of indicators of vision, mission, targets (balance scorecard), swot analysis, risk assessment, problem solving, work programs (marketing mix-marketing sky), evaluation system is positive but not significant effect on the performance of the company PT Tiki JNE Medan Main Branch. 2. Religious system variables which consist of organizational structure indicators, job descriptions, employee work plans, service level agreements, standard operating procedures have a significant positive effect on the performance of the company PT Tiki JNE Medan Main Branch. 3. Religious human capital management variables which consist of indicators of benefit compensation system, reward (appraisal system), punishment (company rules), work environment (K3 system), competency standards, carrier path system have a positive but not significant effect on company performance PT Tiki JNE Medan Main Branch. 4. The religious leadership variable which consists of indicators of integrity leader (siiddiq), credibility leader (amanah), reliability leader (fathonah), visionary leader (tabligh) is a positive but not significant effect on the performance of the company PT Tiki JNE Medan Main Branch. 5. The religious corporate culture variable which consists of indicators of the company's basic values (value), meaning of work is a significant positive effect on the performance of the company PT Tiki JNE Medan Main Branch. The performance of the company PT Tiki JNE Medan Main Branch in question is to meet the maqashid sharia principles, namely the financial perspective (al mal), the customer perspective (al nafs), the internal business perspective (al nafs) and the growth learning perspective (al aql, al din, al nasl).

Keywords: strategy, system, human capital management, corporate culture, leadership, company performance

1. Introduction

Logistics and express delivery services play a very important role in the economy of Indonesia and the world. Currently, the Indonesian economy is entering the digital era, logistics and express delivery services play an important role in E-Commerce (online buying and selling) to support the seller's business. Delivery services have a role in warehousing and delivery as well as in the COD (Cash on Delivery) payment process, where the buyer pays for the product when the goods are received at the destination.

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The development of online buying and selling is an opportunity for the development of the Indonesian economy. Products produced by the people of North Sumatra are openly and freely marketed throughout Indonesia and abroad. The following is the projected data for the development of online buying and selling in Indonesia.

Logistics and express delivery services also play a role in supporting the development of MSMEs. In accordance with the target of the Ministry of Communication and Information of the Republic of Indonesia in 2020, it is targeted that as many as 6,000,000 MSMEs go online. Logistics and express delivery services play an important role in meeting people's personal needs, especially during a pandemic, people fulfill their food and clothing needs through online purchases and distributed by couriers. The growth of industrial business, as well as the operations of government and non-government organizations require delivery and logistics services.

PT Tiki Lintas Nugraha Ekakurir as the largest express delivery and logistics service company in Indonesia has great potential in the Indonesian economy, namely 1). Fulfillment of logistics needs in E Commerce (online buying and selling), 2). Fulfillment of personal delivery needs, and 3). Fulfilling the needs of shipping industry, government and NGOs.

Currently, PT Tiki Lintas Nugraha Ekakurir Medan Main Branch has collaborated as a shipping service provider company with various businessmen / sellers and MSMEs in North Sumatra.

PT Tiki Jalur Nugraha Ekakurir plays a role in fulfilling the personal delivery needs of the people of North Sumatra, where the people of North Sumatra can easily send all their needs from North Sumatra to North Sumatra. , throughout Indonesia and abroad.

PT Tiki Lintas Nugraha Ekakurir plays a role in fulfilling the shipping and logistics needs of business corporations in North Sumatra. Currently there are 254 (data as of December 2019).

The quality of Indonesia's logistics and express delivery services is still low, as shown by the Indonesian LPI (Logistic Performance Index) until 2018 which is still 46th below Singapore, Malaysia and Thailand. PT Tiki Lintas Nugraha Ekakurir as the largest company in Indonesia has an important role in increasing Indonesia's LPI. Then PT Tiki Lintas Nugraha Ekakurir Branch must have good corporate management so as to produce good performance.

Companies must be sustainable and on autopilot. Sustain is a company that grows and continues. Autopilot is a company can run well according to its purpose, without relying too much on its leaders. JNE Medan Main Branch as the largest JNE Main Branch outside Java and the 7th largest in Indonesia has an important role in improving the quality of PT Tiki Jalur Nugraha Ekakurir. The concept of a combination of strategy (strategy), system (system), human (human resources), leadership (leadership) and corporate culture (corporate culture) has been practiced at PT Tiki Jalur Nugraha Ekakurir Medan Main Branch since 2016. Management considers this concept capable of making the company PT Tiki Lintas Nugraha Ekakurir Medan Main Branch became sustain and autopilot. The management model of PT Tiki Lintas Nugraha Ekakurir Medan Main Branch can be seen in Figure 1.

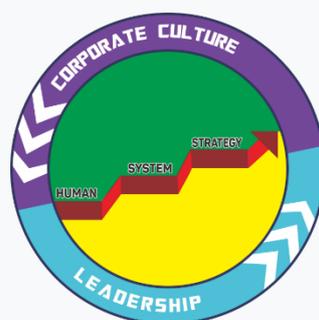


Figure 1. Integrated SSHLC model used at PT Tiki Jalur Nugraha Ekakurir Medan Main Branch

Strategy is to describe the purpose of the company, such as a passenger train that has a clear destination to which city and will be taken for how many hours and stops at any station. With clear goals and directions, the company will grow (sustain) and the entire team will work in a predetermined direction (autopilot). PT Tiki Lintas Nugraha Ekakurir Medan Main Branch has a strategy that is vision, mission, target using balanced scorecard theory, environmental analysis using SWOT analysis theory (strength, weakness, opportunity, treat), risk management, problem solving followed by action plans, initiatives/programs work using marketing mix theory, and control and evaluation systems (both initiatives and targets). So far, the strategy is prepared and implemented every year.

The system describes the rails that keep passenger trains on the right track so that they reach their destination. The system is able to make the company on autopilot. PT Tiki Lintas Nugraha Ekakurir Medan Main Branch has a system that has been built, namely: organizational structure, job description, employee work plans, service level agreements, and standard operating procedures.

Humans at PT Tiki Lintas Nugraha Ekakurir are the most important resource, because 90% of the company's services depend on humans. Human capital shows the paradigm that humans are company assets, no longer a factor of production. Good human qualities are able to carry out strategy and maintain a good system in a company. The purpose of human capital management is to improve employee performance to achieve the company's targets, mission and vision. PT Tiki Lintas Nugraha Ekakurir Medan Main Branch already has a human capital management system, namely: benefit compensation system, reward (appraisal system), punishment (company rules), work environment (K3 system), competency standards, assessment & carrier path system.

Leadership is the ability of a company leader to influence and move his team to a predetermined goal. PT Tiki Lintas Nugraha Ekakurir Medan Main Branch continues to encourage and build the leadership of its leaders to have integrity (süddiq), credibility (amanah) and reliability (fathonah).

Corporate culture is a culture within a company that is able to maintain company values, so that the company becomes sustainable. PT Tiki Lintas Nugraha Ekakurir Medan Main Branch has and continues to maintain the company's basic values and meaning of work which are the company's culture to be implemented by all employees.

The combination of this concept requires the aspect of religiosity, so that the business development of PT Tiki Lintas Nugraha Ekakurir is a blessing. Management believes that doing business is one part of carrying out human functions on earth, namely to worship in accordance with QS. Adz Dzariya t: 56

Meaning: "And I did not create the jinn and humans except that they worship Me." (Surat Adz Dzariyat: 56)

Likewise, management believes that the company is part of the way to get rizki and the determinant of sustenance is Allah SWT in accordance with QS. Hud : 6

Meaning: "And there is not an animal creeping on the earth, but Allah who provides sustenance and He knows where the animal dwells and where it is stored. Everything is written in a clear book (Lauh Mahfuzh)". (Surah Hud: 6)

So PT Tiki Lintas Nugraha Ekakurir Medan Main Branch has included elements of religiosity in the management concept above, such as in terms of: strategy: incorporating the goal of happiness in the world and the hereafter in the company's vision, incorporating pray elements in building initiatives/work programs with a marketing mix so that it is implemented in social programs and sky marketing in an effort to achieve company targets. Human: includes the requirements of

religiosity in employee recruitment, employee development in the spiritual aspect. Corporate culture: incorporating the concept of the purpose of worship in the meaning of work.

Studies show the importance of religiosity in economic practice. Economic activities that involve many professionals by ignoring religious values are often considered as triggers for the destruction of various life structures in a society. Travis, for example, conducted research on the relationship between religion and entrepreneurship in America, discovering how religiosity can increase the productivity of entrepreneurs. The same thing was also found by David, who explained that religious values influence a person's decision to become an entrepreneur. Rulindo found the same thing, where micro-entrepreneurs who have high religiosity are generally more prosperous than micro-entrepreneurs with low religiosity.

There is a relationship between religiosity and economic activity because human resources are not only labor to produce certain outputs. Even though they are production inputs, human resources have a soul, mentality and level of religiosity that affect their performance. In Islam, human resources are caliphs who are given the task of managing the earth well, where in carrying out these tasks they are not only guided by reason/education but also Islamic values. Someone who understands the teachings of his religion well and correctly, theoretically will be better able to develop himself. Both of these things, psychologically, will give birth to energy that can encourage and move productive work to achieve progress in the future. Strengthening the education and mental spirituality of HR means strengthening the contribution, ability to support the business.

Empirically, the management/business management model that has been implemented by PT Tiki Lintas Nugraha Ekakurir Medan Main Branch shows good results. This can be shown by the good performance achievement of the company PT Tiki Lintas Nugraha Ekakurir Medan Main Branch from 2016-2019 which is indicated by the 2 main key performance indicators (KPI) used so far at PT Tiki Lintas Nugraha Ekakurir Medan Main Branch, namely Sales and Finance.

The achievement of Financial KPIs in terms of profitability, there was an increase between the previous 3 year period, and the 3 year period after the implementation of the strategy model. JNE Medan Main Branch managed to record a positive profit figure in 2016 after previously being negative for years. However, there was a decline in profitability in 2018 and returned to minus in 2019. According to the analysis of the financial statements of JNE Medan Main Branch, this was due to a significant increase in costs on Air Mail/SMU Transport Accounts of up to 400%.

Based on the results of the management implementation evaluation carried out in the 2020 evaluation, this strategy model has not been maximally implemented in the JNE Medan Main Branch company. In the Strategy variable, it can be seen that the achievement of implementing the 2020 initiative has not been done until October, only 50%, the commitment of all leaders is the main factor in the implementation of this strategy is not maximal.

In system variables, the biggest problem is in the implementation of SOP (Standard Operating Procedure). It can be seen in the sample data that there are still many SOP violations in the transaction process (firstmile).

In the human capital management variable, the highest problem is in the implementation of K3, attention to the high work accident data throughout 2020, because employee discipline has not been maximized in the K3 provisions that have been prepared.

In the corporate culture variable, the biggest problem is the value of discipline, it can be seen in the data on violations of company rules by employees during 2020.

In the aspect of leadership variables, the biggest problem is in terms of competence (fathonah), where the competence of the leaders in the Medan Main Branch still needs to be improved. The competencies in question are: education, where there are still 16 people at the leadership level with

education at the high school level. The rest are D3 education 2 people, 1 person S1 and 1 person S2.

Based on the observation of preliminary research data, JNE Medan Main Branch has implemented a religious-based management model (Strategy, System, Human Capital Management, Corporate Culture, Leadership). However, in general, PT Tiki Jalur Nugraha Ekakurir at the head office and other main branches have not implemented it, according to the following comparison table:

Achievement of performance at PT Tiki Jalur Nugraha Ekakurir uses a balanced scorecard parameter consisting of 4 perspectives, namely financial, customer, internal business and learning and growth. PT Tiki Lintas Nugraha Ekakurir as a place to conduct business activities must be a means to achieve *maslahah*, as the main goal of *maqashid Syariah*. Al-Ghazali explained that according to its origin, *maslahah* means something that brings benefit or profit and keeps it away from harm or damage (*jalb al-manfa'ah wa daf'a al-mad'arrah*). The main purpose of *shari'ah* in the interests of the world is to protect and maintain *al-din* (religion), soul (*al-nafs*), reason (*al-'aql*), offspring (*al-nasl*), and property (*al-mal*).

This research is to create a new management model by combining various variables that were previously studied separately (Strategy, System, Human Capital Management, Corporate Culture, Leadership) to achieve company performance and achieve problems.

Based on this background, the management/management model of PT Tiki Jalur Nugraha Ekakurir Medan Main Branch needs to be studied and proven academically through this dissertation, so that it can become an idea of the management model/business management model used at PT Tiki Jalur Nugraha Ekakurir Branch in a holistic manner. internal, namely at the head office and other main branches, as well as externally, both among similar companies and other companies in general.

2. Objective

Based on the formulation of the problem above, the objectives of this study specifically the objectives of this study are: to explain the effect of implementing strategies, systems, human capital management, corporate culture and religious leadership (separately) on the performance of the company PT Tiki Jalur Nugraha Ekakurir Medan Main Branch.

3. Literature Review:

Organization Performance

According to the general theory, which was conveyed by Lusthaus (1999) the factors that affect organizational performance are

- a. The external environment consists of the administrative environment, rules, policies, social culture, economy, technology.
- b. Organizational motivation, the thing that motivates the organization is history, mission, culture, incentives or rewards.
- c. Organizational capacity, consisting of: leadership strategy, human resources, financial management, organizational processes, program management, infrastructure and institutional chains

The main goal of all activities is happiness and success in life in the hereafter. Therefore, all activities, including economic activities, should not only pursue something worldly, but must consider the reward in the hereafter. Furthermore, Al-Ghazali warned businessmen and traders that in developing their business, they should not neglect the main objectives above. He emphasized the importance of the accuracy of intention in carrying out economic activities. If the

intention is in line with shariah, then the activities of businessmen and traders will be equivalent to worship.⁴

Strategy

The Strategic Management process consists of three stages, namely: Strategy Formulation, Strategy Implementation, and Strategy Evaluation. Strategy formulation consists of setting the vision, mission, targets. Strategy implementation consists of implementing work programs. Strategy evaluation is monitoring evaluation⁵

Vision and Mission

A vision is a realistic, credible, attractive future for your organization.⁶

Balance Scorecard

In the balanced scorecard there are 4 perspectives, namely customer perspective, internal business perspective, learning and growth perspective and financial perspective which form the framework⁷

SWOT analysis

SWOT analysis is a strategic planning method to evaluate the factors that influence efforts to achieve goals, namely strengths, weaknesses, opportunities, and threats, both short-term and long-term goals. Strengths are things that make a company superior to competitors, what companies have that are better/bigger/more than competitors. Weaknesses are things that make our company not better than competitors. Opportunities are conditions outside the company (economic, political, social, cultural) that can support the achievement of company targets. Threats are conditions outside the company (economic, political, social, cultural) that can hinder the achievement of company targets. This threat can also be in the form of company competitors.

Risk Management

Risk Management is a field of science that discusses how an organization applies measures in mapping various existing problems by placing various management approaches in a comprehensive and systematic manner.⁸

Problem Solving

Problem solving has many methods. One of them is root cause analysis. Root Cause Analysis (RCA) is a popular tool used by companies running Lean Six Sigma. Root Cause Analysis (RCA) is one of the tools used in problem solving initiatives; to help companies find the root cause of the problems being faced.

Innovation Marketing Mix

⁴ Zidan, Ahmad. Al-Ghazali's *Ihya' Ulum al-Din, revitalization of The Sciences of Religion*. Cairo Egypt: Islami Inc. for Publishing and Distribution, 1997).

⁵ David, Fred R. 2010. *Manajemen Strategis*. Jakarta: Salemba Empat

⁶ Nanus.1992. *Visionary Leadership: Creating a Compelling Sense of Direction for Your Organization*. San Francisco, CA: Jossey-Bass Publishers

⁷ Kaplan. Robert S dan David Norton. 2000, *Balanced Scorecard: Menerapkan Strategi Menjadi Aksi*, Terjemahan oleh Peter R. Yosi Pasla dari *Balanced Scorecard: Transalting Strategi Into Action* (1996), Erlangga, Jakarta.

⁸ Fahmi, Irham. 2010. *Manajemen Resiko*. Bandung: Alfabeta.

Marketing mix is one of the main concepts in modern marketing, marketing mix is a set of controllable tactical marketing tools, which are combined by the company to produce the desired response in the target market.⁹

System

A system is a network of interconnected procedures, gathered together to carry out an activity or complete a certain goal.¹⁰

Organizational Structure

Organizational structure is a pattern of relationships between various components and parts of an organization. "Organizational structure is the way an organization's activities are divided, organized, and coordinated"¹¹

Job Description

Job description defines what the leader needs to carry out his activities, tasks, or work.¹² Job specification is a description of the minimum person requirements needed to complete a position properly.¹³

Employee Work Plan

Performance is how a person is expected to function and behave in accordance with the tasks that have been assigned to him. Any expectations about how a person should behave in carrying out tasks, means indicating a role in the organization.¹⁴

⁹Kotler, Philip dan Amstrong, Gary, (2014), *Principles of Marketing*, 12th Edition, Jilid 1 Terjemahan Bob Sabran Jakarta : Erlangga

¹⁰ Jogiyanto, 1999. *Analisis dan Sistem Informasi*. Andi : Yogyakarta

¹¹ Wirawan. (2009). *Evaluasi Kinerja Sumber Daya Manusia*. Jakarta: Salemba Empat

¹² Priansa, Donni Juni. 2014. *Perencanaan dan Pengembangan Sumber Daya Manusia*. Bandung: Alfabeta

¹³ Moekijat, 2010, *Manajemen Sumber Daya Manusia, cetakan kesembilan*, Penerbit : Mandar Maju, Bandung

¹⁴ Miner, John. B. 1990. *Organizational Behavior: Performance and Productivity*. New York: Random House

Service Level Agreement (SLA)

Service Level Agreement (SLA) is an agreement document that helps in identifying expectations for a service, clarifying responsibilities, and facilitating communication between two parties, namely the service provider and the customer or service user.

Standar Operating Procedure

Standar Operating Procedure (SOP) are standard activities that must be carried out sequentially to complete a job and if adhered to it will have consequences such as: smooth coordination, no overlap or duplication, the establishment of a harmonious working relationship, clarity of authority and responsibility of each employee.

Human Capital Management

Human resource management has a significant effect on company performance. Factors that affect Work Motivation:¹⁵

- a. Motivator Factor. Is a group of factors that encourage and stimulate employees to work better and productively. These factors include achievement (competence), recognition (reward), the work itself, responsibility, and progress (Career Development).
- b. Hygiene Factor. Are the factors that cause a sense of dissatisfaction in employees. Lack of these factors will cause dissatisfaction, but it does not mean that the fulfillment of these factors will guarantee the emergence of work motivation. Included in this factor are supervisor factors, work environment, work relations between individuals, compensation (benefit compensation) and a sense of security, as well as company policies (company rules).

Compensation and Benefits

Compensation is often also called an award and can be defined as any form of award given to employees as a reward for the contributions they make to the company.

Rewards (Appraisal System)

Reward can be something tangible or intangible that the organization gives to employees either intentionally or unintentionally in return for employee potential or contributions to a good job, and for employees who apply positive values to satisfy certain needs.¹⁶

Punishment

Punishment is a form of negative reinforcement that becomes a motivational tool if it is given appropriately and wisely in accordance with the principles of giving punishment.¹⁷

Work Environment

The work environment is everything, events, people and others that affect the way people work. The work environment is a collection of physical and non-physical factors, both of which affect the way employees work. The situation at work is a non-physical work environment, while people or equipment is a physical work environment.¹⁸

¹⁵ Mihalj Bakator. 2019. *Impact of Human Resource Management on Business Performance: A Review Of Literature*. Journal Of Engineering Management And Competitiveness (JEMC) VOL. 9, NO. 1, 2019, 3-13. University of Novi Sad, Technical Faculty "Mihajlo Pupin", 23000 Zrenjanin, Đure Đakovića bb, Republic of Serbia

¹⁶ Suak, R., Adolfina, A., & Uhing, Y. (2017). *Pengaruh Reward Dan Punishment Terhadap Kinerja Karyawan Sutanraja Hotel Amurang*. Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi, 5(2). Hal : 1050-1059

¹⁷ A.M. Sardiman. (2011). *Interaksi dan Motivasi Belajar Mengajar*. Jakarta: Rajawali Press.

¹⁸ Taiwo, A.S. (2010). *The Influence of Work Environment on Workers Productivity: A Case of Selected Oil and Gas Industry in Lagos, Nigeria*. African Journal of Business Management 4 (3), 299-307

Competence Standard

The definition and meaning of competence as the underlying characteristics of a person related to the effectiveness of an individual's performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria proposed by reference, effective or excellent or superior performance in the workplace or in certain situations.

¹⁹

Carrier Path

Carrier path is a series of activities (such as workshops) that contribute to the exploration, establishment, success and fulfillment of one's career²⁰

Leadership

Leadership or leadership can be interpreted as a process of influencing and directing employees in doing the work that has been assigned to them. Leadership is the process of directing and influencing members in terms of various activities that must be carried out. ²¹

The leadership exemplified by the Prophet Muhammad is called prophetic leadership. Rasulullah SAW became the ideal model of a leader because of his example, his leadership is based on four basic characteristics of prophetic leadership, namely: Sidiq (honest), Amanah (trustworthy), Tabligh (delivering the truth) and Fathonah (intelligent). ²²

Corporate Culture

Corporate culture is a system of values that is believed by all members of the organization and which is learned, applied continuously, functions as an adhesive system, and can be used as a reference for behavior in the organization to achieve the goals that have been set. ²³

Maqashid Sharia According to Ibnu Ashur

Ibn Ashur divides maqasid sharia into two parts, namely maqasid al amah and maqasid al khasah. The rationale in determining maqasid is with fitrah, maslahah, and ta'lil. Every law, whether in the form of orders or prohibitions, is aimed at worshiping and being religious to Allah, bringing benefit and rejecting danger, facilitating and eliminating difficulties. Maintaining the order of the people, and preserving their goodness, this goodness includes the goodness of reason, deed, and the goodness of the surrounding environment. ²⁴

¹⁹ Spencer, Lyle & Signe M. Spencer. 1993. *Competence at Work, Models For Superior Performance*. Canada : John Wiley & Sons, Inc.

²⁰ Dessler, Gary, (2010). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Indeks.

²¹ Stephen R. Covey. 2001, *Principle Centered Leadership*, Jakarta: Binarupa Aksara.

²² Muhammad Syafii Antonio, *Muhammad Saw: The Super Leader Super Manager*, cet. xvii (Jakarta: Tazkia Publising 2015) h. 32.

²³ Moeljono. 2004. *Budaya Korporat dan Keunggulan Korporasi*. PT Elex Media Komputindo : Jakarta

²⁴ Ibnu Ashur, Muhammad Tahir. 2001. *Maqashidal Syariah*. Yordania: Dar al Nafais.

4. Previous Research

Based on research conducted by Rini Lestari (2013), risk management contributes (influence) by 63.24% to organizational performance at the Employer Pension Fund institution that organizes Defined Benefit Pension Programs throughout West Java-Banten (R2). The magnitude of this influence is in the medium category. These results are in line with the results of previous studies conducted by Jafari M, et al. and Nachailit, I et al. , who also found the effect of risk management on organizational performance.

In a study conducted by Widya Exsa Marita, the test results simultaneously showed that the two independent variables, namely organizational structure and company size, had an effect on the application of the business entity concept. Partially, the organizational structure has a positive effect on the application of the business entity concept, but on the contrary the size of the company has a negative effect on the implementation of the business entity concept. The coefficient of determination produces a value of 67.4% which means that the application of the business entity concept can be explained by the organizational structure and company size variables of 67.4% or is strong. Based on the results of research conducted by, it is concluded that based on the results of hypothesis testing there is an effect of job description on the performance of employees of PT. Pos Indonesia Ciamis Branch. This shows that the better the job description in the company, the better the employee's performance. In a study conducted by Ajmal Asad, the results showed that both planning and communication variables had a positive and significant effect on the performance of employees at PT Titipan Mas Area V Makassar. In the research conducted by Ratih, it was concluded that the SOP applied by Pasaraya SRIRATU had a positive effect on the positive sales assistant performance variable or could be interpreted as having an influence. Even so, there were still 11.1% of respondents who considered the SOP in the category to be quite good.

Based on research conducted by Nuraini Firmandari, compensation variables (salary, allowances) have a significant positive effect on employee performance at Bank Syariah Mandiri Yogyakarta Branch. Based on research conducted by Hamdan and Roy, financial compensation has a significant effect on employee performance. Non-financial compensation has a significant effect on employee performance. Financial compensation and non-financial compensation together have a significant effect on employee performance. Based on research conducted by Nurmiyati Eni, rewards do not have a maximum effect on the performance of BPRD Harta Insan Kamariah employees, so there are other factors that follow. Based on research conducted by Irawanti that rewards have a significant positive effect on employee performance. Based on research conducted by Irawanti punishment has a significant positive effect on employee performance. Based on research conducted by Audrey Josephine, the work environment has a positive influence on work motivation on PT. Tricopla. This shows that the work environment includes the work environment from the technological environment, the work environment from the human environment, and the work environment from the organizational environment which has proven to motivate employees so that the level of employee productivity increases. Based on research conducted by Sholehatusya, the competencies provided have a positive influence on employee performance, it is important for companies to pay more attention to employees in improving employee performance at PT Kitadin Tenggara Seberang. Based on research conducted by Soffi Rosyidawaty (2018) that the F test shows that there is a significant influence on overall career development on employee performance at Telkomsel Regional West Java. Lisdiani's research shows that career development has a significant effect on work motivation. Anthony's research shows that career development has an effect on employee motivation.

5. Methodology:

This research is a quantitative study to examine the effect of 5 independent variables: strategy, system, human capital management, corporate culture, and religious leadership. The dependent variable is the company's performance. Data analysis was carried out using the Partial Least Square (PLS) method using the SmartPLS version 3 software.

6. Result

Relationship between Strategy and Company Performance

Based on the test results, the P Value of 0.497 is greater than 0.10, it can be concluded that the first hypothesis is rejected. The religious strategy variable has a positive but not significant effect on the company's performance. This is not in accordance with the hypothesis, and also some previous research results such as in Muhammad Awaluddin's research where company strategy has a significant effect on increasing company performance in the business unit of PT. Telkom Indonesia.

The religious strategy is not significant because the implementation of the initiative 2020 indicators is not optimal.

Relationship between System with Company Performance

Based on the test results, the P Value of 0.000 is smaller than 0.10, it can be concluded that the second hypothesis is accepted. The religious system variable has a significant positive effect on company performance. System variables have a significant effect because the implementation of all system indicators is maximal, such as the implementation of Standard Operating Procedure (SOP) indicators has been carried out better than before, where the results of the SOP process audit findings are no more than 15 findings for 1 aspect.

Relationship between Human Capital Management and Company Performance

Based on the test results, the P Value of 0.491 is greater than 0.10. So it can be concluded that the third hypothesis is rejected. The religious human capital management variable has a positive but not significant effect on the company's performance. This is because the competency standard indicators are not optimal. This is not in accordance with the results of Tracey, P.'s research that religiosity and spirituality have a significant positive effect on employee performance. Hashim, J. in his research stated that Muslim employees know and are aware that Islamic HR management is very important. In the research of Brien, A. R., Suhartanto, D., Sarah, I. S., Suhaeni, T., Setiawan, S., & Raksayudha, A. M. F dimensions of religiosity (practice, altruism, and belief) significantly affect employee engagement and employee performance.

Relationship between Leadership and Company Performance

Based on the test results, the P Value of 0.052 is smaller than 0.10, it can be concluded that the fourth hypothesis is accepted. The religious leadership variable has a positive and significant effect on company performance. The following is a discussion of the implementation of the indicators of leadership variables at PT Tiki JNE Medan Main Branch. These findings are in accordance with research conducted by Abdul Rajak that leadership style has a significant effect on the performance of the company PT ABC Makassar. The results of this study are in line with previous research by Fry, W. Louis and Laura L. Matherly. 2017 that spiritual leadership has an effect on company performance. Likewise with the results of research by Bhandal, H. S. 2006 that religiosity and leadership affect organizational performance. Leaders at JNE above 75% have implemented core competencies, according to the results of the competency assessment conducted for 42 leaders at JNE Main Branch Medan.

Relationship of Corporate Culture with Company Performance

Based on the test results, P Value 0.000 is smaller than 0.10, it can be concluded that the fifth hypothesis is accepted. The religious corporate culture variable has a significant positive effect on company performance. The following is a discussion of the implementation of indicators of corporate culture variables at PT Tiki JNE Medan Main Branch. The findings of this study are in accordance with research conducted by Doise, Michelle Lee that the implementation of an integrated strategy with corporate culture has a significant effect on company performance. This is because based on the results of the basic value competency assessment conducted for all employees in 2020, the majority of employees have implemented the company's basic values.

Regarding the basic values, the results of this study are in accordance with the results of research by Rokhman, Wahibur. 2010 that Islamic work ethic has an effect on performance. Regarding the work spirit/meaning of work, the research results are in line with the research of Giacalone, R.A. and C.L. Jurkiewicz, Islamic views affect the company's performance.

The Role of Maqashid Syariah in Company Performance

The performance of the company PT Tiki JNE Medan Main Branch is measured based on the performance measurement theory in Firdaus' book that in a business context, the achievement of business benefits is very dependent on the fulfillment of six aspects of business benefit orientation, namely worship orientation to explain the maintenance and maintenance of the application of religion (al-din) in business. Internal process orientation to explain the preservation and maintenance of the business spirit (al-nafs). Labor orientation to explain the preservation and maintenance of offspring (al-nasl). Learning orientation to explain the maintenance and preservation of reason (al-'aql). Customer Orientation to explain the maintenance and maintenance of relationships with customers. Wealth orientation to explain the preservation and maintenance of property (al-mal). However, in this study, because the performance measurement was adjusted to the target, namely the balanced scorecard, the 6 orientations used were grouped into 4, namely: financial perspective (al mal), customer perspective (al nafs), internal business perspective (al nafs) and learning perspective. growth (al aql, al din, al nasl).

7. Implication

The implication of the results of this study on the development of Islamic economics is the development of a balanced scorecard-based performance measurement model combined with the maslahah theory. This study also provides information about the implementation of Islamic management concepts in the logistics industry, namely Islamic human resource management, Islamic marketing management, and halal logistics production management.

The implication of the research results on management science is a business management model by building and maintaining strategic factors, systems, human capital management, leadership and religious corporate culture in line with Islamic values. This management model is called SSHCL. This model can be used in general organizational management, both at PT Tiki JNE nationally, other companies and non-profit organizations.

The implication of the results of this study for the Indonesian economy is that the management model can improve the performance of the company PT Tiki Jalur Nugraha Ekakurir, build a company that is sustainable and on autopilot. PT Tiki JNE as the largest logistics company in Indonesia has a very important role for the Indonesian economy, which is currently supported by the digital economy / e-commerce. With the increased performance of PT Tiki JNE, it can increase Indonesia's Logistic Performance Index in supporting the economy.

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