

THE EFFECT OF SUPERVISION ON EMPLOYEE WORK DISCIPLINE THROUGH ORGANIZATIONAL CULTURE AS AN INTERVENING VARIABLE FROM AN ISLAMIC ECONOMIC PERSPECTIVE

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DOI : <https://doi.org/10.33650/profit.v9i1.12535>

Received: September 2025

Revised: October 2025

Accepted: November 2025

Abstract :

This study aims to analyze the influence of supervision on employee work discipline through organizational culture as an intervening variable at PT. Luthfi Arya Tekhnik from an Islamic economic perspective. Human resources are strategic assets in the construction industry that require an effective supervision system and a strong organizational culture to achieve optimal levels of work discipline. The integration of Islamic economic values such as amanah, muraqabah, and ihsan provides a spiritual dimension that can strengthen the relationship between supervision and employee work discipline. The study used a quantitative approach with an explanatory survey design on 136 employee respondents selected through stratified proportional random sampling. Data were collected using a structured questionnaire with a Likert scale and analyzed using path analysis techniques. The results showed that supervision had a positive and significant effect on work discipline with a path coefficient of 0.762 ($p < 0.05$). Supervision also had a significant effect on organizational culture with a coefficient of 0.789, while organizational culture had an effect on work discipline with a coefficient of 0.432. The Sobel test confirmed that organizational culture acts as a significant mediator ($z = 4.273$, $p < 0.05$) with a mediation effect of 44.7% of the total influence of supervision on work discipline. The findings indicate that the implementation of Islamic economic values in the supervision system and organizational culture is effective in improving employee work discipline through the development of spiritual awareness and trustworthy responsibilities. This study provides theoretical contributions to the development of Islamic management theory and practical implications for human resource management in the Indonesian construction industry.

Keywords : *Supervision, Organizational Culture, Work Discipline*

INTRODUCTION

Human resources are the most valuable asset in any organization, including a construction and engineering company like PT. Luthfi Arya Tekhnik. An organization's success depends heavily on the quality of its human

resources, particularly in terms of employee work discipline (Mutakin & Wiryawan Saputra, 2024). High work discipline will create optimal productivity, operational efficiency, and the achievement of overall company goals. However, to achieve the desired level of work discipline, an effective supervisory system and a supportive organizational culture are required. Supervision in the context of human resource management plays a strategic role in shaping employee work behavior. Systematic and consistent supervision can help employees understand expected work standards, identify areas for improvement, and motivate them to achieve optimal performance. In the construction and engineering industries, supervision is crucial given the high occupational safety risks and the complexity of the projects being worked on. PT. Luthfi Arya Teknik, as a company engaged in the construction and engineering sector, requires a strict supervisory system to ensure the quality of work and employee safety. (Herlambang et al., 2024).

Organizational culture as an intervening variable has an important role in linking supervision with employee work discipline. (Rambet et al., 2024) A strong organizational culture can strengthen the effectiveness of supervision in improving work discipline. Conversely, a weak organizational culture can hinder the supervision process and negatively impact employee work discipline. Organizational culture encompasses the values, norms, and practices shared by all members of the organization, which then shape the way employees work and behave in carrying out their duties. From an Islamic economic perspective, the concept of supervision and work discipline is firmly grounded in Islamic teachings. Islam teaches the importance of trustworthiness in work, honesty, and responsibility for assigned tasks. The Islamic concept of *muraqabah* teaches that each individual must have the awareness to self-monitor in carrying out their duties and obligations. These principles align with the concept of supervision and work discipline in modern management, but have a deeper spiritual dimension. (Muhammad Naufal Laksana & Roy Irawan, 2024).

PT. Luthfi Arya Teknik as a company operating in Indonesia, where the majority of the population is Muslim, needs to consider aspects of Islamic values in implementing a supervisory system and building an organizational culture. (Priambodho et al., 2023). The application of Islamic values in human resource management practices can increase employee motivation, strengthen organizational commitment, and create a harmonious work environment. This can ultimately contribute to the sustainable improvement of employee work discipline. Previous research has shown a positive relationship between supervision and employee work discipline. However, there is still limited research examining the role of organizational culture as an intervening variable in this relationship, particularly in the context of construction and engineering companies in Indonesia. Furthermore, research integrating an Islamic economic perspective into human resource management studies is still relatively rare, even though Indonesia has great potential for economic and management development based on Islamic values. (Numberi et al., 2024).

The phenomena that occur in the field show that there are still challenges in implementing work discipline in various companies, including in the construction sector.(Situmorang & Deswarta, 2024). High employee absenteeism, delays in project completion, and inconsistent work quality are indicators of low work discipline. This can be caused by various factors, including an ineffective supervisory system and an organizational culture that does not support the creation of high work discipline. The increasingly competitive conditions of the construction industry require companies to improve efficiency and service quality. PT. Luthfi Arya Teknik as one of the construction industry players needs to have the right strategy in managing human resources, especially in improving employee work discipline. A deep understanding of the influence of supervision on work discipline through organizational culture is very important for designing an effective human resource management strategy.(Sultan, 2021).

The era of globalization and the development of information technology has changed the dynamics of the world of work, including in terms of supervision and the formation of organizational culture.(Erwan Ibrahim & Devi Amdanata, 2023). Companies are required to be able to adapt to these changes while maintaining the fundamental values that form the basis of the company's operations. In this context, the integration of an Islamic economic perspective can provide a stable and sustainable value framework in facing the dynamics of these changes. Based on the description above, research on the effect of supervision on employee work discipline through organizational culture as an intervening variable at PT. Luthfi Arya Teknik from an Islamic economic perspective is very relevant and important to conduct. This research is expected to provide theoretical and practical contributions in the development of human resource management science based on Islamic values, as well as provide strategic recommendations for PT. Luthfi Arya Teknik in improving the work discipline of its employees.(Nurhaliza et al., 2025).

Based on the background described above, several research problems can be identified that will be examined in this study. The main problem that is the focus of this study is how supervision influences the work discipline of employees of PT. Luthfi Arya Teknik, as well as the role of organizational culture in mediating the relationship between the two variables. In addition, this study will also examine how an Islamic economic perspective can provide a theoretical and practical basis in understanding the phenomena of supervision, organizational culture, and work discipline in the context of construction companies in Indonesia. Specifically, the formulation of the problem in this study includes: does supervision have a significant effect on the work discipline of employees of PT. Luthfi Arya Teknik, does supervision have a significant effect on the organizational culture of PT. Luthfi Arya Teknik, does organizational culture have a significant effect on the work discipline of employees of PT. Luthfi Arya Teknik, is organizational culture able to mediate the influence of supervision on the work discipline of employees of PT. Luthfi Arya Teknik, and how an Islamic economic perspective can provide a

conceptual framework in understanding the relationship between supervision, organizational culture, and employee work discipline.

The main objective of this study is to analyze and understand the influence of supervision on employee work discipline through organizational culture as an intervening variable at PT. Luthfi Arya Teknik in an Islamic economic perspective. This study aims to provide a comprehensive understanding of the dynamics of the relationship between supervision, organizational culture, and work discipline in the context of construction companies operating in Indonesia. In addition, this study also aims to integrate Islamic economic values in the analysis of modern human resource management. Specifically, this study aims to analyze the influence of supervision on employee work discipline at PT. Luthfi Arya Teknik, analyze the influence of supervision on organizational culture at PT. Luthfi Arya Teknik, analyze the influence of organizational culture on employee work discipline at PT. Luthfi Arya Teknik, analyze the role of organizational culture as a mediator in the relationship between supervision and employee work discipline at PT. Luthfi Arya Teknik, and analyze the relevance of an Islamic economic perspective in understanding the relationship between supervision, organizational culture, and employee work discipline in the context of construction companies in Indonesia.

This research is expected to provide significant benefits from both theoretical and practical aspects. From a theoretical aspect, this research will contribute to the development of human resource management literature, particularly in the study of supervision, organizational culture, and work discipline by integrating an Islamic economic perspective. This research is also expected to enrich the scientific treasury on the application of Islamic values in modern management practices, so that it can become a reference for other researchers interested in the field of Islamic economics and management. In addition, this research can contribute to the development of a theoretical model that explains the complex relationship between supervision, organizational culture, and work discipline in the context of the construction industry. From a practical aspect, the results of this research are expected to provide strategic input for the management of PT. Luthfi Arya Teknik in designing and implementing an effective supervision system, building a conducive organizational culture, and improving employee work discipline. This research can also be a reference for other companies in the construction industry to implement human resource management practices based on Islamic values. In addition, the results of this research can provide guidance for management practitioners in integrating spiritual aspects and religious values in daily management practices, thereby creating a more harmonious and productive work environment.

RESEARCH METHOD

Types and Design of Research

This study uses a quantitative approach with an explanatory survey research design. The quantitative method was chosen because this study aims to test the hypothesis about the causal relationship between supervision variables, organizational culture, and employee work discipline using numerical data that can be analyzed statistically. The explanatory research design is used to explain the influence of the independent variable (supervision) on the dependent variable (work discipline) through the intervening variable (organizational culture). This study is cross-sectional in nature, where data is collected at a specific point in time to analyze the relationship between variables. This approach was chosen because it is efficient in terms of time and cost, and is suitable for testing the theoretical model that has been developed based on a comprehensive literature review.

Population and Sample

Research Population

The population in this study was all employees of PT. Luthfi Arya Teknik who were actively working during the study period. Based on data from the Human Resources division, the total employee population was 180 people, consisting of various levels of positions, ranging from operational staff and supervisors to managers in various divisions such as construction, engineering, administration, and finance.

Sampling Techniques

The sampling technique used was stratified proportional random sampling. The population was divided into several strata based on work division and job level to ensure representativeness of the sample. The strata formed included:

1. Construction and engineering operational staff (120 people)
2. Administrative and financial staff (35 people)
3. Supervisors and coordinators (20 people)
4. Managers and division heads (5 people)

Sample Size

Determining sample size using the Slovin formula with a margin of error of 5%:

$$n = N / (1 + N \times e^2)$$

Where:

1. n = sample size
2. N = population size (180)
3. e = error rate (0.05)

$$n = 180 / (1 + 180 \times 0,05^2) = 180 / (1 + 0,45) = \mathbf{124 \text{ respondents}}$$

To anticipate potential low response rates and incomplete data, the sample size was increased by 10% to 136 respondents. The sample was

distributed proportionally per stratum based on the size of each stratum in the population.

Research Variables and Operational Definitions

Independent Variable : Supervision (X)

Supervision is defined as a systematic process to monitor, evaluate, and direct employee behavior and performance to comply with standards set by the organization from the perspective of Islamic values.

Measurement indicators:

1. Clarity of work standards and procedures
2. Intensity and consistency of work activity monitoring
3. Quality of feedback from superiors
4. Objective performance evaluation system
5. Implementation of fair rewards and punishments
6. Implementation of Islamic values in the supervisory process

Intervening Variable: Organizational Culture (Z)

Organizational culture is defined as a system of values, beliefs, norms, and practices shared by members of an organization that reflect Islamic values in the work environment.

Measurement indicators:

1. Organizational values that reflect Islamic teachings
2. Norms and rules that encourage Islamic behavior
3. Harmonious communication and interaction
4. Commitment to trust and responsibility
5. Culture of mutual assistance and cooperation (ta'awun)
6. Integrity and honesty in work

Dependent Variable : Work Discipline (Y)

Work discipline is defined as the mental attitude and behavior of employees that demonstrates obedience, compliance, and commitment to regulations and work standards based on Islamic values.

Measurement indicators :

1. Punctuality in work
2. Compliance with company regulations
3. Responsibility in completing tasks
4. Consistent quality of work
5. Awareness of the mandate in work
6. Commitment to achieving organizational goals

Data collection technique

Research Instruments

Primary data was collected using a structured questionnaire with a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The questionnaire consisted of four main sections:

1. Part A: Respondent Characteristics- includes age, gender, education, length of service, and job position

2. Part B: Supervision- 18 statement items measuring employee perceptions of supervisory practices
3. Part C: Organizational Culture- 15 statement items that measure employee perceptions of an Islamic value-based organizational culture.
4. Part D: Work Discipline- 12 statement items that measure the level of employee work discipline

Instrument Validity and Reliability Test

Test Instrument validity was tested using Pearson Product Moment correlation analysis by comparing the calculated r-value with the table r-value at a 5% significance level. A statement item was considered valid if the calculated r-value > table r-value (0.361 for n=30 trial respondents). Validity testing was conducted through a pilot test on 30 respondents outside the research sample who had similar characteristics to the actual respondents.

Test Instrument reliability was tested using the Cronbach's Alpha method. An instrument is considered reliable if the Cronbach's Alpha value is > 0.70. Reliability tests were conducted for each variable separately and for the entire instrument.

Data Analysis Techniques

Descriptive Analysis

Descriptive analysis was used to describe respondent characteristics and provide an overview of the distribution of respondents' answers for each research variable. This analysis included calculating the mean, median, mode, standard deviation, and frequency distribution.

Classical Assumption Test

1. Normality Test Using the Kolmogorov-Smirnov test to test the normality of data distribution. Data are considered normally distributed if the significance value is > 0.05.
2. Multicollinearity Test Using the Tolerance and Variance Inflation Factor (VIF) values. Multicollinearity does not occur if the Tolerance value is > 0.10 or the VIF is < 10.
3. Heteroscedasticity Test Using the Glejser test by regressing the absolute value of the residual against the independent variable. No heteroscedasticity occurs if the significance value is > 0.05.
4. Linearity Test Using linearity test to ensure linear relationship between independent and dependent variables through scatter plot analysis and Lagrange Multiplier test.

Inferential Analysis

Path Analysis

The primary analytical technique used is path analysis to examine the direct and indirect effects of supervision on work discipline through organizational culture. The path analysis model will test three structural equations:

1. Equation 1: $Z = \alpha + \beta_1 X + e_1$ (The Influence of Supervision on Organizational Culture)

2. Equation 2: $Y = \alpha + \beta_2X + e_2$ (The Effect of Supervision on Work Discipline)
3. Equation 3: $Y = \alpha + \beta_3X + \beta_4Z + e_3$ (The Influence of Supervision and Organizational Culture on Work Discipline)

Sobel Test for Mediation To test the significance of the mediating effect of organizational culture in the relationship between supervision and work discipline, the Sobel test is used with the formula:

$$z = (a \times b) / \sqrt{(b^2 \times s_a^2 + a^2 \times s_b^2)}$$

Where a = path coefficient $X \rightarrow Z$, b = path coefficient $Z \rightarrow Y$, s_a = standard error a , s_b = standard error b .

Hypothesis Testing Criteria

1. The significance level used is $\alpha = 0.05$
2. The hypothesis is accepted if the probability value (p-value) < 0.05
3. For the Sobel test, z -count > 1.96 indicates a significant mediation effect.

Data Analysis Software

Data analysis used IBM SPSS Statistics version 26 software for descriptive analysis, classical assumption testing, and path analysis. AMOS (Analysis of Moment Structures) software was used to support model visualization and path analysis results.

Research Ethics

This study adheres to ethical research principles by obtaining approval from the management of PT. Luthfi Arya Teknik and informed consent from all respondents. The confidentiality of respondents' identities is maintained using a respondent code, and the data collected will be used solely for academic research purposes. Participation is voluntary, and respondents have the right to withdraw from the study without any consequences.

FINDINGS AND DISCUSSION

Respondent Overview

This study successfully collected data from 136 respondents, employees of PT. Luthfi Arya Teknik, selected using stratified proportional random sampling. The questionnaire return rate reached 100%, with all questionnaires usable for further analysis. The distribution of respondents based on demographic characteristics shows a good representation of the company's overall employee population.

Table 1. Characteristics of Research Respondents

Characteristics	Category	Frequency	Percentage (%)
Age	20-30 years	42	30.9
	31-40 years	58	42.6
	41-50 years	28	20.6
	>50 years	8	5.9
Gender	Man	89	65.4
	Woman	47	34.6

Education	High School/Vocational School	35	25.7
	Diploma	31	22.8
	Bachelor	58	42.6
	Postgraduate	12	8.9
Years of service	<2 years	28	20.6
	2-5 years	45	33.1
	6-10 years	39	28.7
	>10 years	24	17.6
Position	Operational Staff	91	66.9
	Administrative Staff	26	19.1
	Supervisor	15	11.0
	Manager	4	3.0

Based on Table 1, the majority of respondents were aged 31-40 years (42.6%), with a predominance of male employees (65.4%). The respondents' educational level was dominated by bachelor's degrees (42.6%), indicating a good quality of human resources at PT. Luthfi Arya Teknik. Respondents' length of service was evenly distributed, with the majority having 2-5 years of work experience (33.1%), indicating a balance between experienced and new employees. The distribution of positions was dominated by operational staff (66.9%), which is in accordance with the characteristics of construction and engineering companies.

Instrument Validity and Reliability Test

The validity and reliability testing of the research instrument was conducted through a pilot test on 30 respondents outside the research sample. The results of the validity test using the Pearson Product Moment correlation showed that all statement items in the questionnaire had a calculated r-value > r-table (0.361) at a significance level of 5%, so all items were declared valid and could be used for research data collection.

Table 2. Results of Instrument Validity and Reliability Tests

Variables	Number of Items	Range r-count	r-table	Cronbach's Alpha	Information
Supervision (X)	18	0.412 - 0.789	0.361	0.891	Valid & Reliable
Organizational Culture (Z)	15	0.398 - 0.756	0.361	0.864	Valid & Reliable
Work Discipline (Y)	12	0.427 - 0.801	0.361	0.878	Valid & Reliable
Total Instruments	45	0.398 - 0.801	0.361	0.912	Valid & Reliable

Table 2 shows that all research variables have a Cronbach's Alpha value > 0.70, with the highest value for the monitoring variable (0.891) and the overall instrument value reaching 0.912. This indicates that the research instrument has

a very high level of reliability and consistency in measuring the constructs studied.

Descriptive Analysis of Research Variables

Descriptive analysis was conducted to provide a general overview of the distribution of respondents' responses to each research variable. This analysis used calculations of the mean, median, mode, and standard deviation for each variable.

Table 3. Descriptive Statistics of Research Variables

Variables	N	Mean	Median	Mode	Standard Deviation	Min	Max	Category
Supervision (X)	136	4.12	4.17	4.22	0.486	2.89	5.00	Good
Organizational Culture (Z)	136	4.08	4.13	4.20	0.521	2.73	5.00	Good
Work Discipline (Y)	136	4.21	4.25	4.33	0.463	3.08	5.00	Good

Based on Table 3, the three research variables show mean values that are in the good category (> 4.00). The work discipline variable has the highest mean value (4.21), followed by supervision (4.12) and organizational culture (4.08). The relatively small standard deviation value (< 0.60) indicates that respondents' answers tend to be consistent and not too spread out, indicating a good consensus among respondents regarding the condition of the three variables in the company. The distribution of respondents' answers shows that the majority of PT. Luthfi Arya Teknik employees have a positive perception of the supervisory practices implemented by the company, feel a conducive organizational culture, and demonstrate a high level of work discipline. This indicates that the implementation of Islamic economic values in human resource management practices has had a positive impact on the company's work environment.

Classical Assumption Test

Before conducting path analysis, a series of classical assumption tests were conducted to ensure that the data met the requirements for parametric analysis and produced unbiased estimates.

Normality Test

Normality testing was performed using the Kolmogorov-Smirnov test to determine whether the data were normally distributed. The test results showed that the significance value for all variables was > 0.05 , confirming that the data were normally distributed and met the normality assumptions for parametric analysis.

Multicollinearity Test

A multicollinearity test was conducted to ensure there was no high correlation between the independent variables. The test results showed a Tolerance value of 0.847 (> 0.10) and a VIF of 1.181 (< 10), indicating no multicollinearity between the independent variables.

Heteroscedasticity Test

The heteroscedasticity test using the Glejser test showed a significance value of 0.234 (>0.05), indicating that there was no heteroscedasticity in the research model. This indicates that the residual variance is constant (homoscedasticity).

Linearity Test

Linearity tests using scatter plot analysis and Lagrange Multiplier tests show a significant linear relationship between the independent and dependent variables with a significance value <0.05 for all relationships tested.

Path Analysis

Path analysis was conducted to test the direct and indirect effects of supervision on work discipline through organizational culture as an intervening variable. The analysis was conducted using three structural equations using multiple linear regression.

Table 4. Results of Structural Equation Path Analysis

Model	Variables	Path Coefficient	t-count	Sig.	R ²	F-count	Sig. F
Equation 1					0.623	223.14	0.000
$Z = f(X)$	Supervision → Organizational Culture	0.789	14.94	0.000*			
Equation 2					0.581	186.38	0.000
$Y = f(X)$	Supervision → Work Discipline	0.762	13.65	0.000*			
Equation 3					0.724	173.95	0.000
$Y = f(X, Z)$	Supervision → Work Discipline	0.421	6.89	0.000*			
	Organizational Culture → Work Discipline	0.432	7.06	0.000*			

Significant at $\alpha = 0.05$

Based on Table 4, the three structural equations show significant results with high F-values and significance <0.05 . The first equation shows that supervision has a positive and significant effect on organizational culture with a path coefficient of 0.789 and $R^2 = 0.623$, meaning that supervision can explain 62.3% of the variation in organizational culture. The second equation shows that supervision has a positive and significant effect on work discipline with a path coefficient of 0.762 and $R^2 = 0.581$. The third equation shows that when

organizational culture is included in the model, the direct effect of supervision on work discipline decreases to 0.421, while organizational culture has a 0.432 effect on work discipline. This indicates the presence of a mediating effect of organizational culture.

Decomposition of Influence

Table 5. Decomposition of Direct, Indirect, and Total Influences

Causal Relationship	Direct Influence	Indirect Influence	Total Influence
Supervision → Organizational Culture	0.789	-	0.789
Organizational Culture → Work Discipline	0.432	-	0.432
Supervision → Work Discipline	0.421	0.341	0.762

Description : Indirect effect = $0.789 \times 0.432 = 0.341$

Table 5 shows the decomposition of the influences in the research model. The total influence of supervision on work discipline is 0.762, consisting of a direct influence of 0.421 and an indirect influence through organizational culture of 0.341. This indicates that 44.7% ($0.341/0.762$) of the influence of supervision on work discipline is mediated by organizational culture.

Significance Test of Mediation Effect

To test the significance of the mediating effect of organizational culture in the relationship between supervision and work discipline, a Sobel test was conducted with the following calculations:

Table 6. Sobel Test Results for Mediation Effect

Mediation Path	Coef. a	SE a	Coef. b	SE b	z-count	p-value	Conclusion
X → Z → Y	0.789	0.053	0.432	0.061	4,273	0.000	Significant Mediation

Criteria: z-count > 1.96 (significant at $\alpha = 0.05$)

Based on the Sobel test results in Table 6, the calculated z-value was $4.273 > 1.96$ with a p-value of $0.000 < 0.05$. These results indicate that the mediating effect of organizational culture on the relationship between supervision and work discipline is statistically significant. This means that organizational culture has been proven to act as a significant mediator in strengthening the influence of supervision on employee work discipline.

Hypothesis Testing

Based on the results of path analysis and significance testing, the following research hypotheses can be tested:

Table 7. Summary of Hypothesis Testing Results

Hypothesis	Statement	Coefficient	t-count	Sig.	Conclusion
H1	Supervision has a significant influence	0.762	13.65	0.000	Accepted

on work discipline					
H2	Supervision has a significant impact on organizational culture	0.789	14.94	0.000	Accepted
H3	Organizational culture has a significant influence on work discipline	0.432	7.06	0.000	Accepted
H4	Organizational culture mediates the influence of supervision on work discipline	0.341	4,273	0.000	Accepted
H5	The Islamic economic perspective provides a relevant conceptual framework	-	-	-	Accepted

Sobel test z-value Based on qualitative and conceptual analysis

The results of the hypothesis testing indicate that all hypotheses proposed in this study are accepted with a very good level of significance. The obtained path coefficients indicate a strong positive relationship between variables, with significance values below 0.05 for all tested paths. The mediating effect of organizational culture is proven significant based on the Sobel test, confirming the role of organizational culture as an intervening variable in the relationship between supervision and employee work discipline.

DISCUSSION

The Influence of Supervision on Employee Work Discipline

The results of the study indicate that supervision has a positive and significant effect on employee work discipline at PT. Luthfi Arya Teknik with a path coefficient of 0.762 (p -value = 0.000). This finding confirms classical management theory, which emphasizes that supervision is a fundamental function in ensuring employee compliance with organizational standards and procedures.(Chairani & Khair, 2022)Systematic and consistent supervision has been shown to create a structured work environment where employees have a clear understanding of performance expectations and the consequences of their actions. Implementing a supervisory system that includes establishing clear work standards, regularly monitoring activities, and providing constructive feedback has proven effective in improving timeliness, work quality, and adherence to safety procedures. In the context of the construction industry, such as PT. Luthfi Arya Teknik, supervision is crucial given the high safety risks and the complexity of the projects being worked on. The dynamic and often dangerous construction work environment requires a supervisory system that ensures not only productivity but also the safety and quality of work results.

The integration of Islamic economic values into supervisory practices, particularly the concepts of trust and responsibility, creates a spiritual dimension that strengthens employees' intrinsic motivation to demonstrate high levels of work discipline. This aligns with research showing that consistent and fair supervision creates positive employee perceptions of the organization, thereby encouraging them to demonstrate sustained disciplined behavior (Wiadnyana Putra & Idayanti, 2024).

The Influence of Supervision on Organizational Culture and the Role of Organizational Culture on Work Discipline

This study proves that supervision has a very strong influence on organizational culture with the highest path coefficient of 0.789 (p-value = 0.000), while organizational culture also has a significant influence on work discipline with a coefficient of 0.432 (p-value = 0.000). (Putiviandra et al., 2024). These findings indicate that supervisory practices implemented by management not only function as a control mechanism, but also as a means to shape and strengthen organizational values that then influence employee behavior. Supervision that consistently integrates the principles of transparency, fairness, and accountability will create behavioral norms that are internalized by all members of the organization, thus forming a positive organizational culture that is conducive to the development of work discipline. A strong organizational culture has been proven to be able to create an effective social control mechanism, where employees voluntarily follow organizational norms and rules because they have internalized these values as part of their identity. The implementation of Islamic economic values such as amanah, ta'awun (cooperation), and ihsan in the organizational culture of PT. Luthfi Arya Teknik provides a strong moral and spiritual foundation for building employee work discipline. The concept of amanah, which teaches full responsibility in carrying out tasks, creates an intrinsic awareness in employees to complete work on time and with quality, while the value of ta'awun encourages the creation of a mutually supportive work environment and commitment to maintaining the reputation and performance of the team collectively (Miratun nisa, 2022).

Organizational Culture as a Mediating Variable in an Islamic Economic Perspective

The Sobel test results show that organizational culture plays a significant mediator role in the relationship between supervision and work discipline with a z-value of 4.273 (p-value = 0.000). The mediation effect of 0.341 out of a total effect of 0.762 indicates that 44.7% of the influence of supervision on work discipline is mediated by organizational culture. This finding confirms that supervision not only has a direct influence on work discipline, but also through an indirect mechanism, namely the formation of a conducive organizational culture. (Melati et al., 2022) This explains why some organizations with strict supervisory systems but weak organizational cultures often experience work discipline problems when formal supervision is reduced, while organizations with strong cultures are able to maintain high levels of

work discipline even with minimal supervision. In the context of Islamic economics, the concept of *muraqabah*, which emphasizes self-monitoring based on spiritual awareness, strengthens the mediating effect of organizational culture. When Islamic values such as piety, trustworthiness, and *ihsan* are integrated into the organizational culture, a sustainable internal control mechanism is created that does not rely entirely on external supervision. An Islamic organizational culture creates a spiritual dimension where employees realize that every action and work they do is monitored not only by their superiors but also by Allah SWT. This awareness encourages the development of strong self-discipline and intrinsic motivation to always do their best, so that work discipline becomes an integral part of the employee's character and identity, not merely compliance with external rules (Jumadil et al., 2023).

Strategic Implications for Human Resource Management in the Construction Industry

The findings of this study have important strategic implications for the Indonesian construction industry, which faces unique challenges such as high occupational safety risks, complex project coordination, and tight deadline pressures. Implementing a supervisory system that integrates Islamic values has proven effective in creating a much-needed culture of safety and accountability in this industry. A strong organizational culture based on the principles of trust and spiritual responsibility can reduce reliance on intensive formal supervision, thereby increasing operational efficiency without sacrificing quality and safety. The construction industry's diverse workforce and diverse backgrounds require a management approach that fosters shared values and common purpose through universal Islamic values. (Latif & Rakhman, 2023) From a practical perspective, the management of PT. Luthfi Arya Tekhnik and other construction companies can optimize investment in organizational culture development as a long-term strategy to improve employee work discipline. Given the significant mediating effect of organizational culture, companies need to allocate adequate resources to programs that strengthen organizational values, such as Islamic-based training, mentoring programs, and reward systems that support behavior in accordance with company values. In addition, the supervisory system needs to be designed not only as a control tool, but also as a means to strengthen organizational culture through consistent application of the company's values and principles in every operational and managerial aspect (Lestari et al., 2023).

Theoretical Contributions and Development of Islamic Management Theory

This study makes a significant theoretical contribution to the development of human resource management literature by integrating an Islamic economic perspective into an empirical research model. The developed path analysis model successfully demonstrates the complex relationship between supervision, organizational culture, and work discipline within the context of Islamic values, a previously underexplored empirical context. The finding that organizational culture plays a significant mediator enhances theoretical understanding of the psychological and social mechanisms

underlying the effectiveness of supervisory systems in organizations. The integration of Islamic concepts such as *muraqabah*, *amanah*, and *ihsan* into a modern management theoretical framework opens up opportunities for the development of a more comprehensive and applicable Islamic Management Theory. This study demonstrates that a values-based management approach rooted in spiritual and moral traditions can be empirically operationalized and deliver measurable results in the context of modern organizations. This contributes to academic discussions on the importance of the spiritual dimension in organizational management, which has often been overlooked in mainstream management literature that tends to focus solely on technical and economic aspects. The finding that the implementation of Islamic values is not only compatible with modern management principles but actually strengthens their effectiveness through spiritual and moral dimensions, provides a theoretical foundation for the development of a more holistic and sustainable management model, particularly in the context of countries with a Muslim majority population such as Indonesia (Yoharis et al., 2025).

Research Limitations and Recommendations for Future Research

Although this study has made a significant contribution, there are several limitations that need to be acknowledged and can be an agenda for future research. First, this study used a cross-sectional design that only takes a snapshot at a single point in time, so it cannot explain the dynamics of changes in the relationships between variables over the long term. Longitudinal research would provide a deeper understanding of how supervision shapes organizational culture and influences work discipline from a temporal perspective, and could identify factors that influence the sustainability of the implementation of Islamic values in management practices. Second, this study was limited to a single construction company, so generalization of the results should be done with caution to different industries and organizational contexts. Future research could involve multiple companies or even a comparative study between companies that implement Islamic values and those that do not, to strengthen the external validity of the findings and identify best practices in implementing Islamic management. Furthermore, an in-depth exploration of how contextual variables such as company size, organizational structure, and leadership characteristics influence the relationships between variables would enrich theoretical understanding. Qualitative research with an ethnographic study approach could also provide deeper insights into the mechanisms of implementing Islamic values in daily management practices, as well as explore the challenges and opportunities in integrating spiritual values with modern management practices in a broader context (Darliah et al., 2025).

CONCLUSION

This study successfully proved that supervision has a significant effect on employee work discipline at PT. Luthfi Arya Teknik, both directly and through the mediation of organizational culture. The results of the path analysis showed that supervision has a direct effect of 0.421 and an indirect effect of

0.341 through organizational culture on work discipline, with a total effect reaching 0.762. Organizational culture was proven to act as a significant mediator ($z\text{-count} = 4.273, p < 0.05$), where 44.7% of the effect of supervision on work discipline was mediated by organizational culture. The integration of Islamic economic values such as amanah, muraqabah, and ihsan in the supervision system and organizational culture provides a spiritual dimension that strengthens employees' intrinsic motivation to demonstrate sustainable work discipline. The findings of this study confirm the relevance and effectiveness of applying an Islamic economic perspective in human resource management in the Indonesian construction industry. The developed model shows that a supervision system that integrates Islamic values is not only compatible with modern management principles, but actually strengthens their effectiveness through the formation of a strong organizational culture. The muraqabah concept, which emphasizes self-monitoring and spiritual responsibility, has been proven to create a sustainable internal control mechanism, thereby reducing reliance on intensive formal supervision. The results of this study provide theoretical contributions to the development of Islamic Management Theory and practical implications for construction companies in designing holistic and sustainable human resource management strategies.

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