

Employee Performance, Innovation, and Organizational Culture in The Perspective of Islamic Work Ethics and Maqāṣid al-Sharī'ah (Evidence from PT Perkebunan Nusantara IV Sei Mangkei SEZ (Special Economic Zone), Indonesia)

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Abstract

Purpose – This study aims to analyze the influence of innovation, organizational culture, and burnout on employee performance at PT Perkebunan Nusantara IV Sei Mangkei. In addition, this research examines employee performance through the perspective of Islamic Work Ethics and maqāṣid al-sharī'ah, emphasizing values of amanah, ihsān, responsibility, and balance in work practices.

Method – This study employed a quantitative approach using a survey method. Data were collected from 121 employees of PT Perkebunan Nusantara IV Sei Mangkei through structured questionnaires. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS to assess the relationships among innovation, organizational culture, burnout, and employee performance.

Result – The findings indicate that innovation and organizational culture have a positive and significant effect on employee performance, while burnout does not show a significant direct effect. From the perspective of Islamic Work Ethics, employee performance is understood not merely as a managerial or productivity outcome, but as the fulfillment of amanah and moral responsibility. These results align with the objectives of maqāṣid al-sharī'ah, particularly the protection of wealth (ḥifẓ al-māl), the protection of life (ḥifẓ al-nafs), and the preservation of human dignity, where innovation and a supportive organizational culture contribute to sustainable performance and employee welfare.

Implication – This study contributes to the literature on Islamic economic law by demonstrating that employee performance in a Special Economic Zone is not merely a managerial outcome, but also an ethical and legal expression shaped by Islamic Work Ethics and the objectives of maqāṣid al-sharī'ah. By integrating Islamic Work Ethics and maqāṣid al-sharī'ah, the findings support the development of

Keywords : Employee Performance; Innovation; Organizational Culture; Islamic Work Ethics; Maqāṣid al-Sharī'ah.



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organizational policies that promote justice, balance, and employee welfare while sustaining performance and organizational continuity

INTRODUCTION

Employee performance is crucial for determining a company's success. PT Perkebunan Nusantara IV Sei Mangkei, which operates in the plantation and agricultural processing sectors, strives to ensure employees are more productive and effective on a daily basis (Daeli, 2024) . In an era of global competition, companies must adapt to change, develop innovation, and build a strong organizational culture to encourage optimal employee performance (Gunawan, 2024) .

Perception of innovation is a crucial aspect that can impact employee performance (Idrus, 2023) . When employees have a positive perception of innovation implemented within a company, they tend to be more adaptive and proactive in facing work challenges (Handayani, 2024) . Conversely, if innovation is not well-received, resistance can occur, leading to decreased productivity (Maggara, 2024) . Furthermore, organizational culture plays a central role in shaping employee behavior and work motivation (Aprilita, 2024) .

A positive organizational culture, such as effective communication, openness to change, and appreciation for employee contributions, can increase a sense of engagement and loyalty to the company (Daeli, 2024) . Conversely, a less conducive organizational culture can cause employees to lose motivation and enthusiasm for work (Febrianti, 2025) . On the other hand, *burnout* or work exhaustion is a challenge that companies need to address (Parashakti, 2022) . High levels of *burnout can lead to decreased employee engagement, decreased performance, and increased turnover rates* (Telaumbanua, 2024) . Therefore, understanding the elements that contribute to *burnout* and how to address it is a tactical step in maintaining optimal employee performance (Arisita, 2025) .

Hawanda (2025) stated that the era of globalization has brought significant transformations to various industrial sectors in Indonesia, including the palm oil plantation and processing industry. Increasingly fierce competition forces companies to continuously innovate, build adaptive organizational cultures, and manage employee welfare to increase productivity (Anggrahini, 2023) . PT. Perkebunan Nusantara IV Sei Mangkei, as a company engaged in palm oil processing, must be able to face these challenges to remain competitive and sustainable.

As Al Khaqqoh Istifa M (2024) stated in his article, innovation is not merely discourse, but the lifeblood of a company's competitive resilience. Research by Sujiono (2023) further reinforces this. In his presentation, innovation is described as a driving force capable of creating added value in a product, optimizing work processes, and ultimately improving the quality of service provided. However, implementing innovation in the workplace often faces various obstacles, including resistance to change and a lack of management support (Amzul, 2024) .

The problem in the field is that the implementation of innovation at PT. Perkebunan Nusantara IV Sei Mangkei is suboptimal. Some employees still work with outdated patterns, making it difficult to adapt to the company's digital-based systems or modern technologies. Innovations that should accelerate work processes are not being fully utilized due to limited technical knowledge and resistance to change. This situation creates a gap between management policies that force innovation-based productivity increases and employees' actual ability to implement them.

The prevailing organizational culture in a company is sometimes not fully internalized among employees. There's still a tendency to work solely to meet targets without a sense of ownership in the company's vision. Communication between departments is also sometimes less transparent, leading to miscommunication and poor coordination. This situation results in a culture of cooperation and discipline, essential company values, not always being realized in daily practice. Consequently, teamwork effectiveness declines and individual performance is suboptimal.

High workloads, stringent targets, and high quality demands cause some employees to experience physical and mental exhaustion. This *burnout* is characterized by reduced work enthusiasm, increased absenteeism, and even apathy toward their work. Some employees feel underappreciated for their contributions, which exacerbates stress levels and reduces work motivation. This state of *burnout* has a direct impact on employee productivity.

In general, there is still variation in employee performance at PT. Perkebunan Nusantara IV Sei Mangkei. Some are able to achieve targets well, while others experience delays, declining work quality, or inconsistencies in meeting company standards. This condition is influenced by a lack of innovation, weak internalization of organizational culture, and high levels of employee *burnout* . As a result, the company's overall performance has not been optimal, in line with management's expectations.

The supporting theory, according to Drucker (1985), states that innovation is an activity that can be learned and practiced systematically. According to him, innovation occurs due to the deliberate and organized search for opportunities. Drucker emphasized the importance of innovation as a primary instrument of entrepreneurship and a vital resource for a company's competitive advantage (Suhairi, 2023). Christina Maslach (2016) defines *burnout* as a psychological syndrome that arises in response to long-term work stress related to demanding work. *Burnout* is a state of emotional, physical, and mental exhaustion caused by excessive work stress over a long period of time.

Employees who experience *burnout* tend to experience decreased motivation, productivity, and job satisfaction. And Edgar H. Schein (2010) states that organizational culture is a pattern of basic assumptions studied by a group as they deal with problems of external adaptation and internal integration. As part of the Sei Mangkei Special Economic Zone (SEZ), the company is expected to increase its competitiveness and production efficiency in the face of global market dynamics (Dharma, 2023). However, various internal and external challenges can impact employee performance, a key factor in the company's success (Nurbaiti, 2024).

The problem stems from three factors that impact employee performance: innovation in work processes, organizational culture, and employee *burnout* levels. Recent data from the Central Statistics Agency (BPS) reveals a reality: more than 40% of the Indonesian workforce experiences excessive work pressure, which can lead to *burnout*. This phenomenon is increasingly relevant amid the blurring of boundaries between work and personal space in the digital age.

Meanwhile, on a different stage, digital innovation is receiving positive attention. Warta Ekonomi once again held the Indonesia Digital Innovation Awards 2025, its 10th annual awards ceremony honoring companies pioneering the application of digital innovation across various business and service sectors. The Ministry of State-Owned Enterprises emphasized the importance of in-depth evaluation and effective tactics in the implementation of *Good Corporate Governance* (GCG), including efforts to improve organizational culture to achieve optimal performance. Concrete steps are needed to ensure this cultural improvement is effective.

With the support of previous theories and research, this study aims to contribute insights for companies in improving human resource performance through innovation tactics, strengthening organizational culture, and mitigating *burnout* in the workplace. Referring to this phenomenon, this research aims to examine innovation, organizational culture, and *burnout* in employee performance at PT. Perkebunan Nusantara IV Sei Mangkei.

The projection results of this research are expected to provide suggestions for companies in managing human resources more appropriately to increase competitiveness in the era of globalization. Furthermore, this research can also serve as a reference for other companies in the plantation and manufacturing industries in facing similar challenges, especially in building an innovative work environment, having a strong organizational culture, and better managing employee *burnout*.

In addition to Islamic management approaches and work ethics, employee performance must also be understood within the framework of employment law. Work culture, innovation, and workload management are inseparable from the company's obligation to provide a standardized, supervised work system that complies with applicable laws and regulations.

Law No. 13 of 2003 concerning Manpower, as amended by Law No. 6 of 2023 concerning Job Creation, emphasizes that companies are required to guarantee the certainty of workers' rights and obligations through clear, safe, and productive work arrangements. Therefore, the implementation of innovation and organizational culture should ideally be based on standard operating procedures (SOPs) and measurable monitoring mechanisms to ensure employee performance complies with applicable legal norms.

This study positions employee performance not merely as a managerial outcome, but as a reflection of **Islamic Work Ethics** within the framework of **maqāṣid al-sharī'ah**. In this perspective, work is understood as a moral responsibility that emphasizes trustworthiness, justice, discipline, and accountability. Innovation and organizational culture are not only managerial instruments, but also ethical environments that shape employee behavior in accordance with Islamic values. By integrating Islamic Work Ethics with maqāṣid al-sharī'ah, this study frames employee performance as an effort to achieve human welfare, balance, and dignity in organizational life, rather than merely productivity and efficiency.

The scientific contribution of this study lies in three main aspects. First, this study demonstrates that burnout does not always have a direct impact on employee performance, indicating that Islamic Work Ethics may function as an internal moral control that sustains performance under work pressure.

Second, this research extends the application of maqāṣid al-sharī'ah to the plantation sector, a context that has been rarely examined despite its high physical workload and vulnerability to employee fatigue.

Third, this study integrates Islamic Work Ethics with employment practices by positioning employee performance as an ethical outcome shaped by responsibility, balance, and human dignity. These contributions

enrich the discourse on Islamic ethics and *maqāṣid al-sharī'ah* in understanding employee performance beyond conventional managerial perspectives.

METHOD

This study was designed to quantify the influence of innovation, corporate culture, and work *burnout* on employee performance. The research used a quantitative approach with methods that allowed researchers to examine the causal correlation between these three factors.

According to (Amin et al., 2023), a population is the entire object/subject of a study, while a sample is a portion or representative that has representative characteristics of the population. The population in this study was all employees of PT. Nusantara IV Sei Mangkei who were actively working in 2025. The population size was 173 people.

A sample is simply defined as a portion of a population that serves as the actual source of data in a study. In other words, a sample is a portion of a population that represents the entire population (Amin *et al.* , 2023) . The sample size in this study was determined using the Slovin formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Information :

n = number of samples

N = population size (173)

e = error tolerance limit (5%)

So :

$$n = \frac{173}{1 + 173(5\%)^2} = 120,78$$

Based on the calculation results above, the sample size was 121 people. This formula resulted in a sample size of 121 people, which is why this study will utilize this sample. This research uses primary data. The primary data was obtained from questionnaires completed by participants.

The primary data was obtained from questionnaires completed by participants. Data collection techniques were carried out by distributing closed-ended questionnaires to participants to measure perceptions of innovation, organizational culture, *burnout* , and employee performance using

a Likert scale of 1–5. Furthermore, company documentation such as organizational structures and HR reports were also used to strengthen the validity of the data.

In addition to using questionnaires, this study also considered internal company documents such as standard operating procedures (SOPs), organizational structures, and work supervision policies as normative contexts that shape organizational culture and employee performance. This approach was used to ensure that the variables studied were not merely perceptual but also rooted in work systems based on formal rules and standards.

The operational definitions of the variables in this research include perception of innovation (I), which indicates the extent to which employees perceive new ideas, changes, and improvements in their work and work systems. Organizational culture (BO) describes the values, beliefs, norms, and work practices that apply in the workplace. *Burnout* (B) is defined as a state of emotional, physical, and mental exhaustion due to prolonged work pressure. Employee performance (KK) is calculated based on effectiveness, efficiency, quality, and timeliness in completing work.

To ensure the quality of the research instrument, a validity test was conducted by examining the correlation between each item and the total score using Pearson Product Moment, where an item is considered valid if its significance value is below 0.05. Reliability was also tested using Cronbach's Alpha, with an α greater than 0.6 as an indicator of good reliability.

In this research, the data analysis process was carried out with the help of the SmartPLS program. The research instrument was tested through validity and reliability before use. Validity testing was carried out by looking at the outer loading value, where the indicator was declared valid if it had a value above 0.50 .

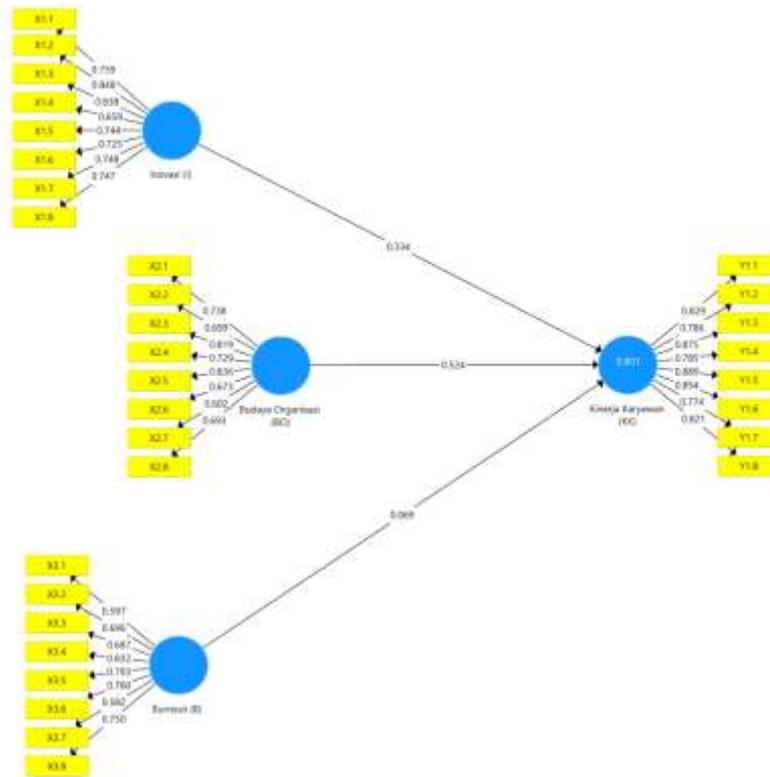
Reliability was tested to ensure the internal consistency of the indicator in measuring latent variables, using Cronbach's Alpha, rho_A, and Composite Reliability (CR), with a value criterion of >0.70 as a sign that the construct was reliable. Furthermore, model testing was carried out through the R Square value of the endogenous latent variable, SRMR, and f^2 . The model was declared feasible if SRMR and f^2 were greater than 0.02 and the endogenous R Square was more than 0.20, with the R^2 strength categories: >0.70 (strong), 0.33–0.67 (moderate), and ≤ 0.19 (weak). The f^2 effect size is categorized as weak (<0.02), moderate (0.02–0.15), strong (0.15–0.35), and very strong (>0.35).

Once the model meets these criteria, hypothesis testing can be conducted to determine the influence between the variables in the study.

RESULT

This research involved 121 participants who completed a questionnaire. Because the instrument did not include demographics, the analysis focused on examining the correlation and influence between the research variables.

Validity Test . Validity tests were conducted to ensure that each question in the questionnaire fully measures what it was supposed to measure. In this research, there were 26 statements that participants had to complete. A question is considered valid if it has a value above 0.5 0 .



Source : SmartPLS Program

Figure 1. Outer Model

The figure shows SmartPLS's predicted measurement model. Convergent validity is present for all latent construct indicators: Innovation (I), Organizational Culture (BO), Burnout (B), and Employee Performance (Y). Most outer loading values exceed 0.70, and all indicators meet 0.50, suggesting that measuring items accurately represent their constructs.

Table 1. Validity test results

VARIABLES	OUTER LOADING	INFORMATION	
Innovation (I)	I.1	0.759	VALID
	I.2	0.848	VALID
	I.3	0.838	VALID

VARIABLES	OUTER LOADING	INFORMATION	
	I.4	0.659	VALID
	I.5	0.744	VALID
	I.6	0.725	VALID
	I.7	0.748	VALID
	I.8	0.747	VALID
Organizational Culture (BO)	BO.1	0.738	VALID
	BO.2	0.699	VALID
	BO.3	0.819	VALID
	BO.4	0.729	VALID
	BO.5	0.836	VALID
	BO.6	0.673	VALID
	BO.7	0.602	VALID
	BO.8	0.693	VALID
Burnout (B)	B.1	0.597	VALID
	B.2	0.696	VALID
	B.3	0.687	VALID
	B.4	0.832	VALID
	B.5	0.793	VALID
	B.6	0.760	VALID
	B.7	0.582	VALID
	B.8	0.750	VALID
Performance (KK)	Y1	0.829	VALID
	Y2	0.786	VALID
	Y3	0.875	VALID
	Y4	0.785	VALID
	Y5	0.889	VALID
	Y6	0.854	VALID
	Y7	0.774	VALID
	Y8	0.821	VALID

Referring to the validity test in Table 1, all statement items indicate an outer loading value above 0.50 , which means the item is valid and can be used in research.

Reliability Testing . Reliability testing ensures that each study questionnaire question yields consistent and stable findings when measured again under the same settings. Researchers can trust that repeating a measurement will not modify participants' answers if the instrument is trustworthy. The reliability testing results are in the table below:

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Budaya Organisasi (BO)	0.874	0.895	0.899	0.529
Burnout (B)	0.862	0.871	0.893	0.514
Inovasi (I)	0.896	0.912	0.916	0.578
Kinerja Karyawan (KK)	0.934	0.937	0.946	0.685

Source : SmartPLS Program

Figure 2. Reliability test results

The figure presents the construct reliability and validity assessment for the measurement model. All latent constructs—Organizational Culture (BO), Burnout (B), Innovation (I), and Employee Performance (KK)—demonstrate strong internal consistency, as indicated by Cronbach's Alpha, rho_A, and Composite Reliability values exceeding the recommended threshold of 0.70. Furthermore, the Average Variance Extracted (AVE) values for all constructs are above 0.50, confirming adequate convergent validity and indicating that each construct explains more than half of the variance of its indicators.

Inner Model Analysis : After conducting validity and reliability tests, the next step is to test the structural model, or inner model. Inner model analysis can be assessed using the R-square test. The R-square values from this study are as follows:

R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjusted
Kinerja Karyawan (KK)	0.801	0.795

Figure 3. Coefficient of Determination (R^2 /R-Square) Results

This figure displays the R-square (R^2) coefficient of determination for the endogenous construct. The R-square (R^2) value for Employee Performance (KK) is 0.801, showing that Innovation, Organizational Culture, and Burnout explain 80.1% of the variance in employee performance. The structural model's good explanatory power and robustness are confirmed by the corrected R-square (R^2) value of 0.795.

Hypothesis Analysis : to determine the extent to which the influence between variables in the research model could be declared statistically significant. The testing was conducted using the bootstrapping method using the Partial Least Squares (PLS) approach. Significance test results were measured using the T-statistics and P-values.

Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Budaya Organisasi (BO) -> Kinerja Karyawan (KK)	0.524	0.510	0.082	6.373	0.000
Burnout (B) -> Kinerja Karyawan (KK)	0.069	0.047	0.127	0.542	0.588
Inovasi (I) -> Kinerja Karyawan (KK)	0.334	0.370	0.167	2.005	0.046

Figure 4. Path Coefficients and Hypothesis Testing Results

The figure shows the structural path coefficients from the PLS-SEM analysis. Results show that Organizational Culture (BO) positively and significantly affects Employee Performance (KK) ($\beta = 0.524$, $t = 6.373$, $p < 0.001$). Innovation (I) also positively influences Employee Performance (KK) ($\beta = 0.334$, $t = 2.005$, $p < 0.05$). Burnout (B) does not significantly affect Employee Performance (KK) ($\beta = 0.069$, $t = 0.542$, $p > 0.05$). These findings show that organizational culture and innovation are essential predictors of employee performance in the proposed model.

DISCUSSION

Analysis of the Influence of Innovation on Employee Performance .

The research results show that innovation has a positive and significant impact on employee performance. This finding aligns with Islamic values, which encourage its followers to continually strive, endeavor, and pursue continuous improvement (*islāh*). In Islam, innovation can be understood as a form of human *ijtihad* (*intellectual endeavor*) in maximizing the intellectual potential and resources bestowed by Allah SWT. The Qur'an emphasizes that humans are commanded to think, manage, and utilize resources optimally for the common good.

In the context of Islamic work ethics, innovation is closely linked to the principle of *itqān* , which refers to working diligently, professionally, and with quality. The Prophet Muhammad (peace be upon him) said that Allah loves His servants who, when they work, perfect their work. This principle emphasizes that good performance is measured not only by achieving targets but also by the sincerity and quality of the effort put forth. Therefore, innovation in work

processes, production methods, and the use of technology are examples of implementing the value of *itqān* in the modern workplace.

From the perspective of Islamic Work Ethics, this study positions employee performance not merely as a result of innovation-driven efficiency, but as an ethical outcome shaped by responsible and meaningful work practices. Innovation supports employee performance when it encourages creativity, diligence, and professionalism as ethical virtues. Within the framework of *maqāṣid al-sharī'ah*, such innovation contributes to the preservation of welfare and productivity by enabling employees to perform their duties effectively while maintaining moral integrity and balance in the workplace.

From the perspective of *maqāṣid al-sharī'ah (Islamic principles)*, innovation that increases work efficiency and productivity contributes to the protection of assets (*ḥifẓ al-māl*). Improved employee performance through innovation will impact the company's sustainability and the well-being of all stakeholders. Thus, innovation not only has economic value but also has ethical and religious dimensions as long as it is implemented within the framework of sharia and does not harm employees.

Beyond its impact on performance output, innovation also plays a crucial role in enhancing employees' adaptability to changes in the work environment. In the increasingly digitalized plantation industry, various technologies such as land sensors, digital reporting systems, and production management applications have begun to be widely implemented.

The findings of this study indicate that employees with positive perceptions of innovation tend to be more prepared to embrace these operational changes. This aligns with the concept of innovation readiness, which states that an open attitude toward innovation will facilitate individuals' adoption of new work processes.

Therefore, companies need to ensure that innovation is not simply delivered through technology, but also accompanied by good communication, ongoing training, and providing space for employees to experiment. When the innovation process is not carried out comprehensively, employees tend to perceive it as a burden rather than an opportunity, ultimately hindering performance improvement.

From an Islamic perspective, innovation is part of *ijtihād efforts* to improve the welfare of the workplace. As long as innovation does not conflict with sharia principles, it is seen as a means of achieving *goodness of purpose* and *goodness of purpose* in work. Therefore, the findings of this

study confirm that innovation not only has economic impact but also ethical and religious value.

The significant influence of organizational culture on employee performance demonstrates that a company's work values are effective when supported by a clear system of rules. Work culture is built not only through values and habits, but also through standard operating procedures (SOPs) and oversight mechanisms that provide legal certainty for employees in carrying out their duties. With written work standards and consistent oversight, organizational culture can be implemented uniformly and sustainably.

Analysis of the Influence of Organizational Culture on Employee Performance

Organizational culture has been shown to have a positive and significant impact on employee performance. From an Islamic perspective, organizational culture can be understood as a collection of work values and norms that align with Islamic moral principles, such as trustworthiness, honesty (*ṣidq*), justice (*'adl*), responsibility, and cooperation (*ta'āwun*). A work culture built on these values will create a conducive, harmonious, and productive work environment.

Islam places trustworthiness as a primary principle in work. Every task an employee undertakes is a trust for which they must be accounted, not only to their superiors and the organization, but also to Allah SWT. An organizational culture that instills the values of trustworthiness and integrity will encourage employees to work with full responsibility, discipline, and high commitment. This directly impacts both individual and organizational performance.

Consistent with the perspective of Islamic Work Ethics, organizational culture functions as a moral environment that internalizes values such as trust, fairness, mutual respect, and responsibility. Employee performance, therefore, is not only influenced by shared norms, but also reflects ethical commitment to work as a form of responsibility and service. Viewed through *maqāṣid al-sharī'ah*, a supportive organizational culture contributes to the realization of human dignity, social harmony, and sustainable performance, aligning organizational goals with ethical and moral objectives.

Within the framework of *maqāṣid al-sharī'ah*, a healthy organizational culture contributes to the protection of the soul (*ḥifẓ al-nafs*) and reason (*ḥifẓ al-'aql*). A fair, communicative, and respectful work environment can reduce conflict, psychological stress, and increase work motivation.

Therefore, the findings of this study confirm that organizational culture is not merely a managerial instrument, but also a means of achieving work welfare in accordance with the goals of Islamic law.

Organizational culture has also been shown to have a positive and significant impact on employee performance. These findings indicate that the stronger the company's values, such as discipline, cooperation, effective communication, and shared commitment, the higher the employee's performance in carrying out their duties. A strong organizational culture can create a conducive work environment, minimize conflict, increase loyalty, and encourage employee engagement in achieving company goals. These results are consistent with the theories of Robbins & Judge (2021) and Schein (2010), which emphasize that organizational culture is the foundation of work behavior and motivation. In the case of PT. Perkebunan Nusantara IV Sei Mangkei, it is crucial for the company to ensure that organizational values are well-socialized down to the operational level, as a solid work culture has been shown to be the most decisive factor in improving performance.

The significant influence of organizational culture on employee performance indicates that this factor operates more deeply and stably than other variables. A good organizational culture creates a shared value system, resulting in more focused and consistent work behavior. In the context of PT. Perkebunan Nusantara IV Sei Mangkei, a culture of discipline, professionalism, cross-departmental coordination, and integrity are crucial values because the palm oil production process relies heavily on punctuality, teamwork, and adherence to standards. These findings imply that the company needs to strengthen mechanisms for internalizing organizational values, such as through work culture training, strengthening role models from supervisors, and consistency in reward and punishment. Thus, organizational culture becomes more than just a company slogan, but truly ingrained in employees' daily practices.

Organizational culture not only plays a role in regulating work behavior but also influences employees' intrinsic motivation. Intrinsic motivation arises when individuals perceive that values, norms, and the work environment align with their personal goals, so that work is not merely viewed as an obligation but as part of their professional identity.

The findings of this study indicate that the organizational culture at PT. Perkebunan Nusantara IV Sei Mangkei has been quite strong in shaping employee behavior, but its implementation still varies between departments. Therefore, the company needs to expand its approach to personalizing organizational culture, for example through culture-based coaching programs, leaders as role models, and cultural integration into KPIs.

Thus, work culture does not stop at the declarative level, but is genuinely implemented in daily social interactions and decision-making. If the consistency of cultural implementation can be maintained, employee productivity and performance are guaranteed to increase more steadily and evenly.

From an employment law perspective, work culture and employee performance are understood not only as managerial practices but also as part of a work system that must comply with binding rules and standards. An effective work culture requires a clear legal framework through the implementation of Standard Operating Procedures (SOPs), an internal oversight system, and compliance with applicable laws and regulations.

Law Number 13 of 2003 concerning Manpower, as amended by Law Number 6 of 2023 concerning Job Creation, affirms the company's obligation to create fair, safe, and productive employment relationships. In this context, SOPs serve as an internal legal instrument that regulates work procedures, discipline, and employee responsibilities, while oversight mechanisms ensure that work culture is implemented in accordance with established standards. Thus, organizational culture and work innovation not only have economic value but also have legal legitimacy as part of good corporate governance.

Analysis of the Influence of *Burnout* on Employee Performance

The research results show that burnout does not significantly impact employee performance. However, from an Islamic perspective, burnout remains a condition that requires serious attention. Islam teaches the principle of balance (*wasatiyyah*) between work, worship, and personal life. Excessive workloads that lead to physical and mental exhaustion contradict this balance.

From the standpoint of Islamic Work Ethics, burnout remains an important ethical concern even when it does not show a direct statistical effect on employee performance. Islamic ethics emphasize moderation, balance, and the avoidance of excessive burden in work activities. Within the *maqāsid al-sharī'ah* framework, maintaining physical and psychological well-being supports the preservation of human dignity and intellect. Therefore, managing burnout reflects an ethical commitment to balanced work practices rather than merely a productivity issue

In the *maqāsid al-sharī'ah* (*the principles of Islamic law*), burnout is closely related to the protection of the soul (*ḥifẓ al-nafs*). Although employees are still able to maintain performance in the short term,

unchecked work burnout has the potential to damage physical and mental health in the long term. Islam prohibits any form of action that could harm oneself, including exploitative work practices and disregard for the welfare of workers.

Even though burnout was not statistically significant in this study, firms must manage workloads equitably morally and ethically. Islamic jurisprudence (fiqh muamalah) requires that work relationships balance corporate and employee rights and responsibilities, which is supported by burnout management. Islamic business ethics in HR management includes burnout management.

Burnout did not affect employee performance like the other two factors. Job expectations lead to employee burnout, but this fatigue hasn't directly impacted performance. Employees may still perform well despite job responsibilities or high operating requirements. Burnout may not be statistically significant, yet it can negatively impact employee mental and physical health and productivity in the long run. This finding aligns with Maslach (2016), who stated that burnout develops gradually and its effects may not be immediately visible on performance, but can become a serious threat if left untreated.

The study's results indicate that burnout does not significantly impact performance, an interesting finding because it contradicts the majority of literature that suggests burnout tends to decrease productivity. This phenomenon can be explained through the concept of hidden resilience, namely work resilience that arises from system demands, work habits, and a long-established culture of discipline.

Employees may still be able to complete tasks according to standards despite experiencing emotional and physical exhaustion, because they are accustomed to working according to strict Standard Operational Procedure (SOP)'s or feel a moral responsibility to their work. However, this condition cannot be ignored. Burnout, even though its impact on short-term performance is not visible, still has the potential to cause long-term risks such as loss of work motivation, increased turnover, decreased job satisfaction, and potential interpersonal conflict. Therefore, even though it is not statistically significant, burnout still needs to be addressed seriously through workload management, fair work scheduling, and psychological support and employee well-being facilities.

Although burnout does not have a statistically significant effect on performance, from an employment law perspective, this condition remains relevant to consider. Managing workload and working hours is a company's normative obligation to protect the health and safety of workers. Therefore, burnout prevention needs to be integrated into a framework of work supervision and legally regulated working hours, not simply as a managerial policy .

The study revealed no significant correlation between burnout and performance; however, it is crucial to recognize burnout as a complex disorder with underlying consequences. Research indicates that burnout first impacts emotions, subsequently influencing productivity, thereby illustrating a delayed effect. Plantation employment necessitates individuals to perform physical and operational duties, even in the face of fatigue.

Employees might meet short-term goals, but they risk losing creativity, communication quality, making errors, and facing resignation. The minor burnout identified in this study may not fully reflect the long-term effects. Organizations must adopt stress management, job rotation, rest breaks, and mental health tools to address this potential. According to maqāṣid al-sharī'ah, burnout is linked to soul protection (ḥifẓ al-nafs). Despite its statistical insignificance, Islam prohibits excessive labor tiredness to maintain life balance (wasatiyyah).

Simultaneous Influence of Innovation, Organizational Culture, and Burnout on Employee Performance

The R-Square value of 0.801 reveals that Innovation, Organizational Culture, and Burnout combined strongly affect employee performance. This means these three variables explain 80.1% of employee performance variation. These data show that innovation and organizational culture dominate and burnout is not significant, but the three are interconnected and influence performance. A good workplace culture can boost innovation and reduce stress. Managing burnout helps a company's innovation and culture. Therefore, firms must optimize work culture, promote creativity, and manage workload and employee mental well-being when developing human resources.

Innovation, organizational culture, and burnout are integrated into work environments that affect performance, as shown by the simultaneous analysis' 80.1% contribution. Innovation is easier if the company culture embraces change. A rigid corporate culture can hinder innovation and damage the company's technology and work methods. Burnout may hinder innovation and workplace culture, however it did not affect performance in

this study. These findings highlight the need for multidimensional HR management. Innovation must be combined with corporate culture and employee well-being to succeed.

Innovation and corporate culture reinforce each other, according to this study. Innovative organizations need an adaptable, transparent, and change-friendly culture. Employees typically oppose innovation without a supportive culture. Without innovation, work culture can stagnate and become outdated in the face of industrial developments, making it hard to preserve. As illustrated by the high R-Square value, these two variables synergize to boost performance at PT. Perkebunan Nusantara IV Sei Mangkei. The company's development strategy should consider these two issues as one policy. For instance, innovation programs must promote organizational values like openness, creativity, and collaboration.

The study has many implications for PT. Perkebunan Nusantara IV Sei Mangkei management. First, the company needs a more structured training program to stimulate innovation, especially digital technology that improves production efficiency.

Second, organizational culture must be internalized through regular briefings, superior mentoring, and performance appraisal system integration of company values.

Third, while burnout has not been demonstrated to be severe, the organization should establish well-being policies such work counseling, team recreation, workload modifications, and workplace quality improvements.

Fourth, to prevent long-term burnout, staff performance and mental health must be monitored regularly. These measures are expected to boost staff performance and company sustainability in the increasingly competitive plantation industry.

This study supports earlier findings that innovation and organizational culture affect employee success (Aman, 2019; Faturrahman & Yuniawan, 2023; Nilasari, 2024). This study finds that burnout does not impair plantation firm performance, which is unusual. This raises the possibility that field work requires great work discipline to maintain performance under pressure.

The plantation work environment has its own complexities that differentiate employee performance dynamics from those of other industrial sectors. Employees often work in the field under extreme weather conditions, long distances, and relatively higher job risks. These conditions demand high work discipline and strict operational standards. Company innovations aim to streamline work processes, such as the use of modern harvesting equipment or improved reporting processes. Organizational culture is also shaped by values that prioritize punctuality, safety, and teamwork. However, burnout is often considered a consequence of the job rather than a problem that needs to

be seriously managed. This research finding provides a new perspective: even though burnout has not significantly impacted performance, companies still need to pay close attention to this demanding physical and psychological work environment to ensure employee well-being is not neglected.

Plantation job is complex, affecting employee performance differently than other industries. Field workers face harsh weather, huge distances, and higher employment risks. Working under these conditions requires discipline and tight operating standards. Companies employ sophisticated harvesting equipment and better reporting to expedite work procedures. Organizational culture emphasizes punctuality, safety, and teamwork. Burnout is generally seen as a job hazard rather than a significant issue. This study suggests that even while burnout has not significantly affected performance, employers must nonetheless pay attention to this demanding physical and psychological work environment to protect employee well-being.

The research suggests that organizations should combine HR management to address innovation, organizational culture, and fatigue. This methodology can build training, recruitment, performance appraisal, and employee welfare programs. Staff performance improves over time in companies that utilize this strategy. Improving business culture and reducing burnout will help ideas circulate quickly and keep workers stable. Companies boost productivity and create a competitive workplace.

This research enhances plantation and manufacturing management. Innovation and organizational culture impact performance, but exhaustion doesn't always hinder it. Burnout consequences differ by industry, work culture, and operational techniques. This research aids organizations in refining HR management strategy.

This discussion considers employee performance as a manifestation of Islamic Work Ethics associated with maqāṣid al-sharī'ah aims, rather than solely a management consequence. Innovation, culture, and burnout management affect workplace ethics. Organizational success follows Islamic morality by promoting balance, dignity, and collective welfare through employee performance.

This study uniquely shows that burnout doesn't always result in lower employee performance when Islamic Work Ethics are integrated into daily practices. This finding challenges key assumptions in traditional organizational studies. This study extends maqāṣid al-sharī'ah to include plantation workers, expanding its focus to labor-intensive industries. Integrating Islamic Work Ethics into employment practices emphasizes the need of maqāṣid al-sharī'ah in modern organizations, as it promotes accountability, balance, and trustworthiness for sustainable performance.

CLOSING

This study of 121 PT. Perkebunan Nusantara IV Sei Mangkei employees found that innovation and organizational culture significantly enhance employee performance. The company's innovation, process enhancement, and positive work environment boost employee productivity and quality. Burnout did not significantly impact employee performance, though some employees showed a tendency towards it. This condition shows that employees can maintain performance despite pressure and fatigue. Long-term effects of burnout must be considered. This study indicates that legal frameworks, management, and Islamic work principles enhance employee performance. Innovation and organizational culture need SOPs, monitoring, and labor compliance for legal clarity and sustainable standards. Protected and profitable employee performance.

Innovation, organizational culture, and burnout greatly impact employee performance, with an R-Square value of 0.935. Most variation in employee performance is explained by these three variables. This finding shows that optimal performance improvement needs a comprehensive approach: strong organizational culture, innovation encouragement, and effective burnout management. Companies must socialize organizational values, offer innovation training, and provide psychological support to ensure employee well-being.

This paper explores employee performance in Sharia Economic Law, emphasizing work ethics, justice, and legal certainty as essential parts of *maqāṣid al-sharī'ah*. Worker performance depends on legal employment relations, which link innovation and organizational culture beyond managerial preferences. Innovation and culture increase contract fairness and legal certainty, while burnout management protects workers. This study demonstrates that Sharia Economic Law improves employee performance by promoting fairness, lawful governance, and human dignity (*maqāṣid al-sharī'ah*).

This study contributes that employee performance is influenced by both workload issues like burnout and ethical ideals like accountability and balance in Islamic Work Ethics and *maqāṣid al-sharī'ah*. The study highlights the significance of *maqāṣid al-sharī'ah* in analyzing employee wellbeing and performance in the plantation sector, a neglected field of research. Islamic ethical ideals are integrated with employment practices in this study, providing a framework for understanding employee performance that goes beyond economic and management strategies.

Mandatory Statement

Authors are required to include a *Conflict of Interest Declaration* and an *Author Contributions (CRediT Author Statement)* in the manuscript. Submissions that do not contain these statements will not be considered for review.

Declaration of Conflict Interest

The authors declare that no competing interests exist with respect to the research, authorship, and publication of this article.

Author Contributions (CRediT Author Statement)

Ridha Tri Handayani: Conceptualization, Methodology, Data Collection, Data Analysis, Writing – Original Draft.

Suhairi: Conceptualization, Legal Analysis, Supervision, Validation, Writing – Review & Editing.

Purnama Ramadani Silalahi: Theoretical Framework Development (Islamic Economic Law and Maqāṣid al-Sharī'ah), Formal Analysis, Writing – Review & Editing.

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