



THE IMPACT OF VIRTUAL TEAM DYNAMICS ON ORGANIZATIONAL PERFORMANCE IN SHARIA WITH REMOTE WORK OPTIMIZATION STRATEGIES AS MEDIATION AT BANK MUAMALAT, PADANG

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Abstract

This study aims to analyze the impact of virtual team dynamics on organizational performance in sharia, with a remote work optimization strategy as a mediating variable at Bank Muamalat Padang City. This study uses a quantitative approach by collecting data through a survey of employees who work in virtual teams in sharia economy-based organizations with a sample of 85 respondents. The analysis model used is structural equation modeling (SEM) to test the relationship between virtual team dynamics, organizational performance, and the moderation role of remote work optimization strategies. The results showed that collaboration and communication have a significant influence on Optimizing Remote Work Strategies, while trust has no significant effect on Optimizing Remote Work Strategies. Collaboration and communication have a significant influence on Organization Performance, while trust has no significant effect on Organization Performance. In addition, Optimizing Remote Work Strategies has not been shown to have a significant effect on Organization Performance. The results of the study show that Optimizing Remote Work Strategies does not mediate the influence of organizational performance trust, The results of the study show that Optimizing Remote Work Strategies can mediate the influence of Collaboration on Organization Performance and the results of the study show that Optimizing Remote Work Strategies cannot mediate the influence of Communication on Organization Performance.

Keywords: Virtual Team Dynamics, Organization Performance, Optimizing Remote Work Strategies.

Abstrak

Penelitian ini bertujuan untuk menganalisis dampak dinamika tim virtual terhadap kinerja organisasi di syariah, dengan strategi optimalisasi kerja jarak jauh sebagai variabel mediasi di Bank Muamalat Kota Padang. Penelitian ini menggunakan pendekatan kuantitatif dengan mengumpulkan data melalui survei terhadap karyawan yang bekerja dalam tim virtual pada organisasi berbasis ekonomi syariah dengan sampel 85 responden. Model analisis yang digunakan adalah structural equation modeling (SEM) untuk menguji



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hubungan antara dinamika tim virtual, kinerja organisasi, dan peran moderasi strategi optimasi kerja jarak jauh. Hasil penelitian menunjukkan bahwa kolaborasi dan komunikasi memiliki pengaruh yang signifikan terhadap Optimalisasi Strategi Kerja Jarak Jauh, sedangkan kepercayaan tidak berpengaruh signifikan terhadap Mengoptimalkan Strategi Kerja Jarak Jauh. Kolaborasi dan komunikasi memiliki pengaruh yang signifikan terhadap Kinerja Organisasi, sedangkan kepercayaan tidak berpengaruh signifikan pada Kinerja Organisasi. Selain itu, Mengoptimalkan Strategi Kerja Jarak Jauh belum terbukti memiliki efek yang signifikan pada Kinerja Organisasi. Hasil penelitian menunjukkan bahwa Mengoptimalkan Strategi Kerja Jarak Jauh tidak memediasi pengaruh kepercayaan kinerja organisasi, Hasil penelitian menunjukkan bahwa Mengoptimalkan Strategi Kerja Jarak Jauh dapat memediasi pengaruh Kolaborasi terhadap Kinerja Organisasi dan hasil penelitian menunjukkan bahwa Mengoptimalkan Strategi Kerja Jarak Jauh tidak dapat memediasi pengaruh Komunikasi terhadap Kinerja Organisasi.

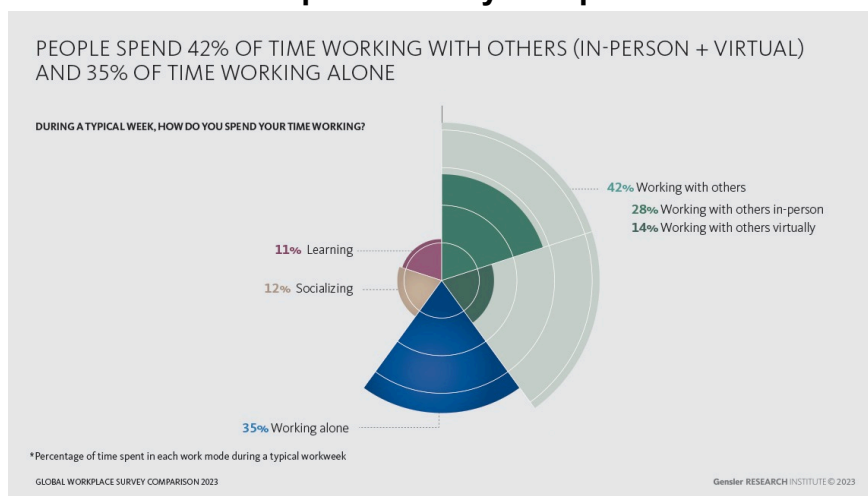
Kata Kunci: Dinamika Tim Virtual, Kinerja Organisasi, Optimalisasi Strategi Kerja Jarak Jauh.

Introduction

Technological changes and globalization have prompted many organizations to switch to remote work models, including the use of virtual teams. This model allows for collaboration without geographical boundaries and offers flexibility, but it also presents challenges such as building trust, maintaining effective communication, and managing conflicts within teams. In the context of the sharia economy, organizations must not only improve efficiency, but also uphold sharia values such as fairness, transparency, and responsibility, which makes virtual team management more complex.

Based on the results of the Global Workplace Survey Comparison 2023, it finds remarkable similarities in the way employees work around the world. Office workers in the nine countries surveyed spend an average of 42% of their time working with others, consisting of virtual (14%) and in-person (28%) jobs. They spend the second largest amount of time working on their own, this percentage varies between countries, reaching the highest figure of 41% in Canada and the lowest of 28% in Saudi Arabia and the Philippines, as shown in the image below:

Figure 1
Global Workplace Survey Comparison



Source: Global Workplace Survey Comparison (2023)

Other surveys conducted Clockify 2023 Finding that workers who have the flexibility to be virtual where, when, and how they work will feel more productive and engaged. In fact, 75% of employees believe that flexibility improves work engagement and productivity, influenced by virtual leadership, role clarity, and supporting technology (Eseryel et al., 2021)(Brown et al., 2021)(Moorhead & Griffin, 2015). In addition, there are several optimized remote work strategies that can serve as mediation in the relationship between virtual team dynamics and organizational performance. The strategy includes aspects such as policy adaptation, Utilization of communication technology, and flexible management approach (Vafin, 2021); (Pap et al., 2022).

To explore how optimizing remote work strategies can amplify or even weaken the effects of virtual team dynamics on organizational performance, it will not only provide valuable theoretical insights into virtual teamwork dynamics but also generate practical recommendations for leaders and managers on how to optimize remote work strategies to improve organizational performance (Mulyadi, 2015) (Anwar & Abdullah, 2021). Therefore, research on the impact of virtual team dynamics on organizational performance by optimizing remote work strategies as mediation becomes very relevant and timely.

Previous research has largely discussed the influence of virtual team dynamics on organizational performance, but most of the focus has been on conventional sectors. Studies such as (Maynard & Gilson, 2021);(Amri, 2022); (Amri & Ramadhi, 2021) highlighting the importance of communication and trust in virtual teams. However, there have not been many studies that integrate this concept with the principles of sharia economics. In addition, the role of moderation of remote work optimization strategies in strengthening the relationship between

virtual team dynamics and organizational performance has also not been studied in depth.

This study aims to fill this gap by examining the impact of virtual team dynamics on organizational performance in the Islamic economy, as well as analyzing how remote work optimization strategies can strengthen these relationships. The results of this research are expected to make a theoretical contribution to the development of literature related to virtual teams and sharia economics, as well as provide practical guidance for sharia-based organizations in managing virtual teams effectively.

Literature Review

Virtual Team Dynamics in Sharia

Virtual Team Dynamics in the sharia economy refers to the interaction of team members based on sharia principles, such as: Transparency (Shiddiq) which is honest and open communication between team members, Trust (Amanah) which is team members who maintain their responsibilities in accordance with sharia, Islamic Collaboration (Ta'awun) which is Cooperation in a team to achieve organizational goals in accordance with sharia maqashid, Islamic Leadership which is the Leader who gives direction based on morals Islamic, such as fair and full of wisdom (Amri & Ramdani, 2020).

Sharia Principles in Virtual Team Dynamics

1. Honesty and Transparency (Ash-Shidq), honesty is the basis of working relationships in Islam. In the context of a virtual team, this includes accurate work reports, honest communication, and transparency in Decision making, as daily work reports should reflect actual activities, without data manipulation.
2. Justice (Al-'Adl), Islam emphasizes fair treatment of all team members. In virtual teams, it is important to ensure a fair distribution of work and the absence of discrimination, such as providing rewards or incentives based on contribution, rather than personal proximity.
3. Trust (Trust and Responsibility), each member of the virtual team must be trustworthy and able to take responsibility for the assigned tasks, such as completing tasks on time as agreed.
4. Cooperation and Ukhuwah Islamiyah (Islamic Solidarity), teamwork must be based on a sense of brotherhood and the intention to achieve a common goal, such as helping other team members who are struggling without expecting personal rewards.

5. Gharar Avoidance (Uncertainty), in team interactions, employment contracts and expectations should be clear and there should be no element of uncertainty that could lead to disputes, such as drafting a clear job description in the contract

Challenges in Virtual Team Dynamics

1. Limited Communication, in virtual teams, communication is often done through digital platforms, which can make it difficult to form emotional and ukhuwah relationships.
2. Difficult Supervision, leaders find it difficult to directly supervise the performance of team members.
3. Time Zone and Culture Differences, virtual teams often consist of members in different locations with different cultures.

Benefits of Sharia in Virtual Team Dynamics

1. Efficiency and Productivity: Sharia principles create a harmonious work environment, increasing focus on common goals.
2. Balance of the World and the Hereafter: Instilling spiritual values in work ensures a balance between earthly needs and responsibilities of the hereafter.
3. Work Blessings: The application of sharia in team dynamics can bring blessings in every effort made.

With the application of sharia values, the virtual team can not only achieve worldly success but also fulfill the spiritual goal of Islam, which is to get the pleasure of Allah SWT.

Communication

(Fransiska & Tupti, 2020) defines communication in a group as the process of conveying ideas and information in the form of orders, directions, and instructions from a leader to members to carry out the duties of each member properly. And the meaning of the message can be received and interpreted even there is an exchange of messages and the results of the delivery process carried out. The existence of communication makes it easier for individuals to do what they have to do, the extent to which individuals perform tasks and improve the results obtained if they are below the standards that have been set (Ardiansyah, 2018) Effective communication is the cornerstone of successful team collaboration dynamics. A team that is able to communicate clearly and openly can overcome informational barriers and ensure a common understanding among all team members. It involves the exchange of ideas, feedback, and open dialogue (Feriandy & Wahyu, 2023); (Ramdani et al., 2021).



Trust

(Mahdikhani, M. & Yazdani, 2020) defines trust as a person's willingness to act to do something over the actions of others. Trust is one of the most important factors that affect organizational interaction and organizational success. Trust can also be interpreted as the expectation created by individuals or groups that words, oral or written statements are considered true. Trust occurs when one party has trust in the other party and is willing to rely on the other party by accepting possible losses.

Collaboration

Through collaboration, information can be conveyed more effectively, resources can be used optimally, and decisions can be made together. Thus, collaboration not only creates better results in communication, but also strengthens the foundation of sustainable trust in the midst of disruptive or disruptive communication dynamics (Liman & Idulfilastri, 2022) Collaboration in a virtual team is a form of cooperation in which individuals or groups located in different geographical locations work together using digital technology to achieve a common goal. This process involves using communication tools such as email, video conferencing, online collaboration platforms, and project management software to overcome physical and time constraints (Duarte & Snyder, 2006).

Organizational Performance in Sharia

Organizational performance in sharia is measured by considering the balance between financial goals and sharia values such as the productivity of the virtual team in accordance with halal principles, the impact of organizational performance on community empowerment, the alignment between the success of the organization and sharia goals such as the alignment between the success of the organization and sharia goals (maqashid al-shariah) reflects how Islamic principles can be applied in managing organization to achieve worldly success in line with spiritual and moral values (Al-Buraey, 2019); (Amri & Gultom, 2022). In the context of the organization, these five aspects can be integrated as follows:

1. Hifz al-Din (Safeguarding Religion), Organizations need to ensure that policies, actions, and products or services produced do not contradict sharia principles. Such as conducting business in a halal manner, avoiding riba, gharar (uncertainty), and maysir (speculation) and Providing space for employees to practice their beliefs and worship.

2. Hifz al-Nafs (Safeguarding Souls), Organizations must prioritize the well-being of employees, customers and other stakeholders: creating a safe and healthy work environment, Providing health facilities and supporting work-life balance and developing products or services that do not endanger human lives.
3. Hifz al-Aql (Safeguarding Reason), the preservation of reason includes intellectual development and avoiding things that can damage it, such as the spread of misinformation: innovating based on research and ethics, providing training and education to employees to improve their competence and avoiding business practices that support the use of dangerous substances such as narcotics.
4. Hifz al-Nasl (Protecting Offspring), The organization needs to safeguard the sustainability of society and the environment for future generations: support family-friendly policies, such as maternity leave and work flexibility, protect the environment by implementing sustainable business practices.
5. Hifz al-Mal (Safeguarding Property), This aspect emphasizes the importance of responsible management of resources and wealth: managing finances transparently and trustfully, avoiding waste and fraud and providing economic benefits to society through the creation of jobs and useful products

Optimizing Remote Work Strategies as Moderation

Remote work strategies in the sharia economy must implement Islamic Digital Ethics, The use of technology with Islamic values, such as staying away from haram things (for example, avoiding platforms that are not in accordance with sharia), Strengthening Spirituality such as integrating worship time in work schedules to increase motivation, Sharia-Based Training includes training for teams in integrating technology with Islamic principles, for example halal financial governance (Khan, 2020).

Methods

The object of research in this study is Bank Muamalat Padang which is located on Jl. Rasuna Said No. 107, Rimbo Kaluang, West Padang. This type of research is Quantitative research. A quantitative approach is used to examine the population and samples, the sample collection technique is generally carried out randomly, the collection data uses research instruments, and the data analysis is quantitative/statistical to test predetermined hypotheses (Sugiyono, 2015). The population of this study is all employees of Bank Muamalat Padang. and all respondents in the population were made subjects because the number was small so that all respondents were involved. In this case, the sampling technique used was saturated, taking all respondents in the population as subjects (Prasetyo, 2010). The data used as a sample is Virtual team Dynamic,



Organizational Performance and optimizing Strategic remote work data at Bank Muamalat Padang. The data was obtained directly from respondents at Bank Muamalat Padang based on a questionnaire.

Results and Discussions

Convergen Validity Testing

The results of data processing with SmartPLS 4.0 show the loading factor value, as seen in the table:

Table 1
Loading Factor

	Trust (X2)	Collaboration (X3)	Communication (X1)	Optimizing Remote Work Strategies (Z)	Organization Performance (Y)
X1.2			0.622		
X1.3			0.802		
X1.4			0.705		
X1.6			0.758		
X1.7			0.690		
X1.8			0.725		
X1.9			0.645		
X2.1	0.652				
X2.2	0.652				
X2.4	0.666				
X2.7	0.688				
X3.10		0.734			
X3.2		0.798			
X3.3		0.737			
X3.7		0.631			
Y.1					0.703
Y.10					0.739
Y.2					0.703
Y.3					0.695
Y.5					0.672
Y.7					0.743
Y.8					0.725
Y.9					0.704

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Z.3				0.763	
Z.4				0.813	
Z.5				0.767	
Z.6				0.797	
Z.7				0.683	

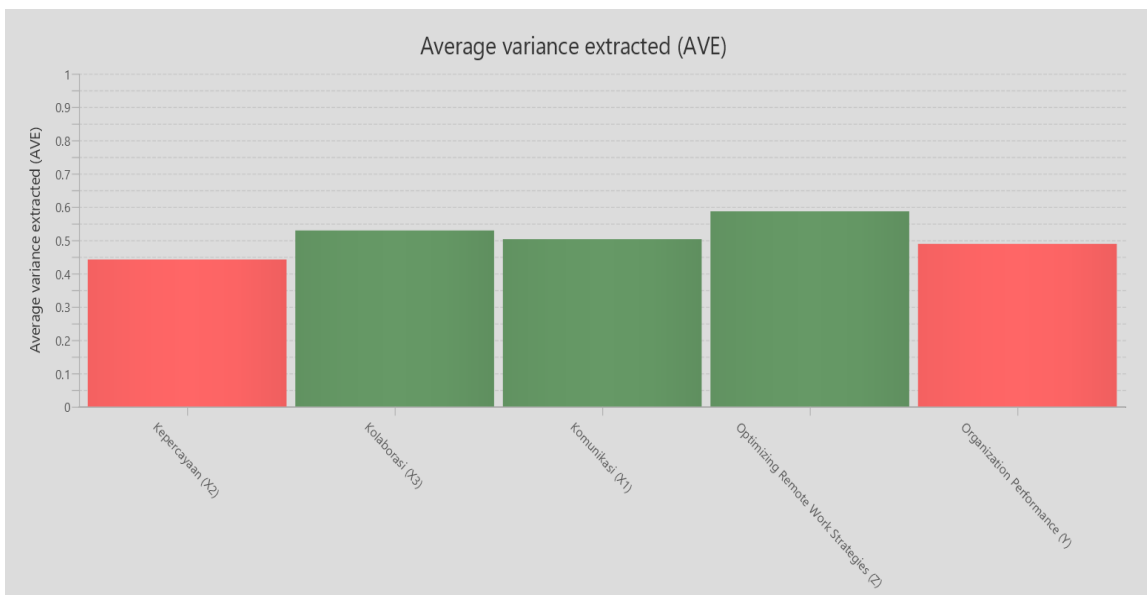
Source : Primary Processed (2024)

Based on the table above, it can be seen that each indicator of the research variable has an outer loading value of > 0.60, so it can be concluded that the above statement is declared appropriate or valid for use in research.

Average Variance Extrated (AVE) Testing

AVE is calculated based on the variance captured by the indicators for a construct compared to the total variance, which includes measurement error. The result is expressed as a value between 0 and 1.

Figure 2



Average Variant Extrated (AVE) Results

Source : Primary Data Processed (2024)

Based on the table above, it can be seen that the average Variance



Extracted (AVE) is above 0.50. This means that all variables meet the recommended criteria.

Reliability Testing

The ideal alpha or *Composite Reliability* value is more than 0.7, although a value above 0.5 is still acceptable. The results of the *Composite Reliability* value can be seen in Table 2 in the SmartPLS output.

Table 2
Composte Reability Results

	Cronbach's Alpha	rho_A	Composite Reliability	Information
Trust (X2)	0.598	0.580	0.760	Reliable
Collaboration (X3)	0.715	0.749	0.817	Reliable
Communication (X1)	0.836	0.846	0.876	Reliable
Optimizing Remote Work Strategies (Z)	0.823	0.835	0.876	Reliable
Organization Performance (Y)	0.850	0.953	0.884	Reliable

Source : Primary Data Processed (2024)

Based on the table above, it can be seen that the *composite reliability* and *Cronbach's alpha* values are above 0.71, so it can be concluded that the construct has good reliability and has a high level of reliability so that it is in accordance with the required drinking value limit.

Testing the Inner Model (Structural Model)

Variant Analysis Test Results (R^2) or *R Square*

Variant analysis (R^2) is to determine the influence of independent variables on the dependent variable, the value of the determination coefficient can be shown in table 3:

Table 3
R Square Test Results

	R Square	R Square Adjusted
Optimizing Remote Work Strategies (Z)	0,410	0,388
Organization Performance (Y)	0,497	0,478

Source : Primary Data Processed (2024)

Based on the table above, it can be seen that the R-square value for the Organization Performance variable is 0.497 which can be interpreted that the magnitude of the influence of communication, trust and collaboration variables on Organization Performance is 49.7% while the remaining 50.3% is explained by other variables outside this study. Then the R-square value for the Optimizing Remote Work Strategies variable is 0.410 which means that 41% of the Optimizing Remote Work Strategies variable is influenced by communication, trust and collaboration variables while the remaining 59% is influenced by other.

Hypothesis

Direct Impact Testing

The hypothesis test in this study was carried out by looking at *T-Statistics* values and *P-Values* values. The research hypothesis can be declared accepted if the *P-Values* value < 0.05 . The following are the results of hypothesis testing in this study.

Table 4
Direct Influence

Direct Influence	Original Sample (O)	T Statistics (O/STDEV)	P Values	Remarks
Trust (X2) -> Optimizing Remote Work Strategies (Z)	0.170	1.499	0.134	Rejected
Trust (X2) -> Organization Performance (Y)	0.050	0.592	0.554	Rejected
Collaboration (X3) -> Optimizing Remote Work Strategies (Z)	0.592	9.134	0.000	Accepted
Collaboration (X3) -> Organization Performance (Y)	0.362	5.374	0.000	Accepted

Communication (X1) -> Optimizing Remote Work Strategies (Z)	-0.296	2.982	0.003	Accepted
Communication (X1) -> Organization Performance (Y)	0.572	6.841	0.000	Accepted
Optimizing Remote Work Strategies (Z) -> Organization Performance (Y)	0.108	1.301	0.301	Rejected

Source : Primary Data Processed (2024)

Based on the table above, the following hypotheses can be drawn:

1. The Effect of Communication (X1) on Optimizing Remote Work Strategies
 From table 4 above, it can be seen that the original sample value is -0.296 with a t-statistical value greater than 1.96 with a pvalue value smaller than alpha, then H0 can be rejected, H a is accepted. The results of the study show that communication has a significant effect on Optimizing Remote Work Strategies
2. The Effect of Trust (X2) on Optimizing Remote Work Strategies (Z)
 From table 4 above, it can be seen that the original sample value is 0.170 with a t-statistically value less than 1.499 with a p value greater than alpha, then H0 can be obtained, Ha is rejected. The results of the study showed that trust did not have a significant effect on Optimizing Remote Work Strategies
3. The Effect of Collaboration (X2) on Optimizing Remote Work Strategies (Z)
 From table 4 above, it can be seen that the original sample value is 0.592 with a t-statistical value greater than 1.96 with a pvalue value smaller than from then H0 can be obtained rejected Ha accepted. The results of the study show that collaboration has a significant effect on Optimizing Remote Work Strategies
4. The Influence of Communication (X1) on Organization Performance (Y),
 From table 4 above, it can be seen that the original sample value is 0.572 with a t-statistical value greater than 1.96 with a pvalue value smaller than alpha, then H0 can be rejected, Ha accepted. The results of the study show that communication has a significant effect on Organization Performance
5. The Effect of Trust (X2) on Organization Performance (Y)
 From table 4 above, it can be seen that the original sample value is 0.050 with a t-statistical value less than 1.96 with a pvalue value greater than that,

H0 can be obtained, H a is rejected. The results of the study show that trust does not have a significant effect on Organization Performance

6. The effect of collaboration (X3) on Organization Performance (Y)

From table 4 above, it can be seen that the original sample value is 0.362 with a t-statistical value less than 1.96 with a pvalue value greater than alpha, then H0 can be obtained, rejected Ha accepted. The results of the study show that collaboration has a significant effect on Organization Performance

7. The Effect Of Optimizing Remote Work Strategies (Z) terhadap Organization Performance (Y)

From table 4 above, it can be seen that the original sample value is 0.108 with a t-statistical value smaller than 1.96 with a pvalue value greater than alpha (so it can be obtained that H0 is accepted, H a is rejected. The results of the study show that Optimizing Remote Work Strategies does not have a significant effect on Organization Performance

Indirect Influence

The indirect influence in this study is

Table 5
Indirect Influence

Direct Influence	Original Sample (O)	T Statistics (O/STDEV)	P Values	Remarks
Trust (X3) -> Optimizing Remote work Strategies (Z) -> Organization Performance (Y)	0,018	0.756	0,444	No Mediation
collaboration (X2) -> Optimizing Remote work Strategies (Z) -> Organization Performance (Y)	0,325	2,532	0,052	Mediation
Communication (X1) -> Optimizing Remote work Strategies (Z) -> Organization Performance (Y)	0,120	1,256	0,214	No Mediation

Source: Primary Data Processed (2024)

Based on the table above, the following hypotheses can be drawn:

1. The Effect of Trust on Organization Performance through Optimizing Remote Work Strategies as an Intervening Variable

From table 5 above, it can be seen that the original sample value is



0.018 with a t-statistical value less than 1.96 with a pvalue value greater than alpha, then H0 can be obtained, Ha is rejected. The results of the study show that Optimizing Remote Work Strategies does not mediate the influence of organizational performance trust

2. The Effect of Collaboration on Organizational Performance through Optimizing Remote Work Strategies as an Intervening Variable

From table 5 above, it can be seen that the original sample value is 0.325 with a t-statistical value greater than 1.96 with a pvalue value smaller than alpha, then H0 can be obtained rejected Ha accepted. The results of the study show that Optimizing Remote Work Strategies can mediate the influence of Collaboration on Organization Performance

3. The Influence of Communication on Organizational Performance through Optimizing Remote Work Strategies as an Intervening Variable

From table 5 above, it can be seen that the original sample value is 0.120 with a t-statistical value less than 1.96 with a pvalue value greater than alpha, then H0 can be obtained accepted Ha rejected. The results of the study show that Optimizing Remote Work Strategies cannot mediate the influence of Communication on Organization Performance

Conclusion

Research at Bank Muamalat Kota Padang shows that collaboration and communication have a significant influence on Optimizing Remote Work Strategies, while trust has no significant effect on Optimizing Remote Work Strategies. Collaboration and communication have a significant influence on Organization Performance, while trust has no significant effect on Organization Performance. In addition, Optimizing Remote Work Strategies has not been shown to have a significant effect on Organization Performance. The results of the study show that Optimizing Remote Work Strategies does not mediate the influence of organizational performance trust, The results of the study show that Optimizing Remote Work Strategies can mediate the influence of Collaboration on Organization Performance and the results of the study show that Optimizing Remote Work Strategies cannot mediate the influence of Communication on Organization Performance.

Based on the results of the research, Bank Muamalat is advised to strengthen collaboration by providing digital tools that support teamwork, such as a project management platform, as well as encouraging a team-based work culture through training and joint work programs. In addition, the focus on effective communication needs to be improved by setting communication

standards, such as regular meeting schedules and transparent reporting, as well as providing communication skills training to employees. Given that remote work strategies have not been proven to directly improve organizational performance, companies should ensure optimal collaboration as a key element to connect those strategies to improving organizational performance.

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