

The Influence of Islamic Leadership on Employee Performance with Intrinsic and Extrinsic Motivation as Intervening Variables : Study at PT. Bank Muamalat Indonesia, Tbk Malang Branch and Batu Sub-Branch

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Abstract

In the years 2020-2021, PT. Bank Muamalat Indonesia, Tbk experienced a decline in employee performance by 0.37%, which potentially has significant implications for the sustainability of the banking institution. To address this issue, the bank needs to implement appropriate strategies to enhance intrinsic and extrinsic motivation among employees. With increased intrinsic and extrinsic motivation, it is anticipated that employees will be more motivated to improve their performance. The importance of building intrinsic and extrinsic motivation among employees aligns with the values of Islamic leadership. Therefore, this research aims to analyze the direct and indirect effects of Islamic leadership on employee performance at PT. Bank Muamalat Indonesia, Tbk in KC Malang and KCP Batu. Using a quantitative approach, the study involves 45 employees as the population from PT. Bank Muamalat Indonesia, Tbk in KC Malang and KCP Batu. Data collection is conducted through questionnaires, and hypothesis analysis employs the Structural Equation Model (SEM) based on Partial Least Squares (PLS) using the SmartPLS 4 application. The research findings indicate that extrinsic motivation significantly influences employee performance. Islamic leadership also has a positive effect on intrinsic and extrinsic motivation. Furthermore, extrinsic motivation plays a mediating role in mediating the influence of Islamic leadership on employee performance. Thus, the application of Islamic leadership values can be an effective strategy in enhancing employee performance in the Islamic banking environment.

Keywords: Islamic Leadership, Intrinsic Motivation, Extrinsic Motivation and Employee Performance

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Introduction

The number of Muslim communities in Indonesia reaches 237.55 million people, this number is equivalent to 86.7% of the total population in Indonesia. This is also proof that Indonesia is a country that has the largest Muslim community in the Association of Southeast Asian Nations (ASEAN) countries, as well as globally. This statement is supported by The Royal Islamic Strategic Studies Centre (RISSC) report entitled *The Muslim 500 2023* edition (Annur, 2023). So that in every activity, especially in the economic field, it should also use transactions that are in accordance with Islamic principles. One of them is by choosing products from Islamic financial institutions, namely Islamic banks (Parastika, Hartini, and Amri, 2021). Islamic banks are banks that operate in accordance with Islamic sharia principles, and refer to the provisions in the Quran and Hadith (Agustin, 2021).

All Islamic banking institutions offer diverse services and products. The advantages of products from each Islamic bank are tailored to customer needs (Parastika, Hartini, and Amri, 2021). In general, principles related to Islamic banking products involve rejection of the practice of usury, gharar (uncertainty or speculation), maisir (gambling), and prohibited products (Abrori, 2022). These principles have a significant impact on the operations and products introduced by Islamic banks. In the context of Islamic finance, practices such as usury, gharar, maisir, and prohibited products are prohibited. A number of countries with a majority Muslim population have begun to encourage the establishment of alternative banking institutions that do not involve riba (Agustin, 2021).

Some of the Islamic banks in Indonesia today are, Bank Syariah Indonesia (BSI), Bank Muamalat Indonesia (BMI), Bank Central Asia (BCA) Syari'ah, Bank Danamon Syariah, Bank Panin Dubai Syari'ah, Bank Mega Syariah, Bank Victoria Syari'ah, Bank Jabar Banten (BJB) Syariah etc (Febriati, 2023). However, one of the banks that is now experiencing a decline in employee performance by 0.37% in 2020-2021 is Bank Muamalat Indonesia (BMI) (Prayoga, Zahro, and Muhardono, 2022). PT. Bank Muamalat Indonesia, Tbk is the first bank in Indonesia to apply the concept of Islamic banking (Muamalat, 2016). Although Bank Muamalat Indonesia became the first Islamic bank in Indonesia, this did not make them satisfied with this achievement. They continue to improve their business performance to compete with other Islamic and conventional financial institutions. One of the strategies they implement is to expand customer access, including through the opening of branch offices in various regions in Indonesia. For example, the presence of PT. Bank Muamalat Indonesia, Tbk KC Malang and KCP Batu are concrete proofs of Bank Muamalat Indonesia's diligence in providing services to customers throughout the country.

Bank Muamalat Indonesia has also won many awards, including Satisfaction Loyalty Engagement 2022 Rank III (Three) Satisfaction (Teller), Satisfaction Loyalty Engagement 2022 Rank I (One) Satisfaction (Customer Service), Satisfaction Loyalty Engagement 2022 Rank I (One) Marketing Engagement, Satisfaction Loyalty Engagement 2022 Rank I (One) Satisfaction (Branch Office), and many more (Muamalat, 2016). The success of Bank Muamalat Indonesia is inseparable from the factors of good and correct employee performance.

According to Sunanda (2020) explained that performance refers to the achievement of an employee's work in carrying out duties in accordance with their

responsibilities, both in terms of quality and quantity. Employee performance is one of the crucial issues in an organization, having a high level of performance is very important to achieve organizational success. Therefore, achieving organizational goals is a goal desired by every organization or company (Mahfudiyanto, 2021). Employee performance is influenced by several factors, including the leadership style carried out (such as Islamic-based leadership) and the level of employee work motivation, both from within (intrinsic motivation) and from outside factors (extrinsic motivation) (Nasution and Mujiatun, 2023).

Islamic leadership is leadership rooted in Islamic teachings and values involving active participation, grounded in Islamic moral and ethical principles, and focused on the common good in order to achieve the goals of the Hereafter. Islamic leadership is almost identical to conventional leadership from various sides, apart from religion, morals, and humanity (Mukaromah, 2022). Islamic leadership places more emphasis on the implementation of Islamic principles in decision-making and leadership actions. In the context of a business or organization, Islamic leadership reflects the concept whereby a leader uses Islamic principles to guide his subordinates in professional and spiritual development (Desri *et al.*, 2023). Intrinsic motivation is a drive that arises from within the individual (from one's own will), without any pressure or encouragement from other parties (Triadi, Hidayah, and Fasochah, 2019). The purpose of the above understanding is that intrinsic motivation can be said to be a motivation that arises from oneself, which is done consciously without any coercion from others or outsiders. Extrinsic motivation is the drive to do a job because of the rewards or rewards obtained after the task is completed. Extrinsic motivation includes physical incentives (tangibles) that encourage individuals to do a job, such as pay, benefits, promotions, and work environment conditions (Putra, Herawati, and Kurniawan, 2023). In essence, extrinsic motivation arises from outside the individual and not from one's own will. Based on the discussion above, it can be concluded that Islamic leadership can be used as a criterion in increasing the provision of intrinsic and extrinsic motivation so that good and correct employee performance arises.

There is a research gap, this can be seen in research conducted by Sunanda (2020), Ullah, Mirza, and Jamil (2021), Zaim *et al.* (2022), and Desri *et al.* (2023) which states that Islamic leadership has a significant positive influence on employee performance. Other studies Mukaromah (2022) and Sabila and Firmansyah (2022) actually explain that the Islamic leadership variable does not have a significant effect on employee performance.

In addition to influencing employee performance, Islamic leadership also has an influence on intrinsic and extrinsic motivation. This was explained by researchers, namely Shareef and Atan (2019) and Mukaromah (2022) who showed that Islamic leadership had a significant positive effect on work motivation (intrinsic and extrinsic). Another study Timas, Setyowati, and Susanto (2023) and Fitri *et al.* (2023) actually explained that the Islamic leadership variable did not have a significant effect on work motivation (intrinsic and extrinsic).

Research by Triadi, Hidayah, and Fasochah (2019), Derwana *et al.* (2020), and Mahfudiyanto (2021) shows that intrinsic motivation has a significant positive influence on employee performance. Other studies Jannah and Endratno (2017) dan Putra, Herawati, and Kurniawan (2023) actually explain that the intrinsic

motivation variable does not have a significant effect on employee performance.

Research by Triadi, Hidayah, and Fasochah (2019) which shows that extrinsic motivation has a significant positive influence on employee performance. Other studies Jannah and Endratno (2017), Mahfudiyanto (2021), dan Putra, Herawati, and Kurniawan (2023) actually explain that extrinsic motivation does not have a significant effect on employee performance. Based on the different backgrounds and results of previous research, further research is still needed. Thus, researchers are interested in taking the title "The Influence of Islamic Leadership on Employee Performance with Intrinsic and Extrinsic Motivation as Intervening Variables" which is located at PT. Bank Muamalat Indonesia, Tbk KC Malang and KCP Batu.

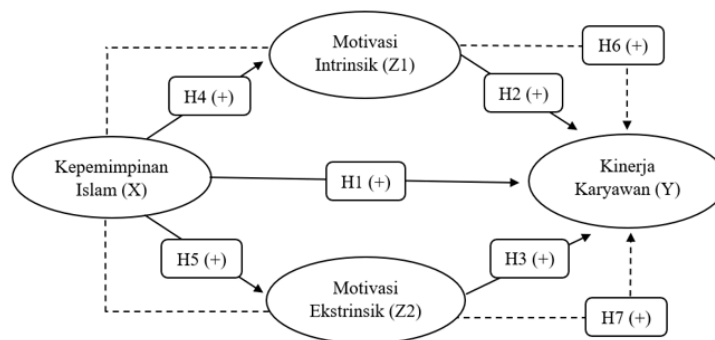
Methodology

This study used a quantitative research approach. According to Abdullah *et al.* (2022:1), quantitative research is a systematic scientific approach to investigate factors, phenomena, and cause-and-effect relationships among these factors. Data is collected using statistical, mathematical, or computational techniques and then analyzed systematically. This approach allows researchers to identify patterns, relationships, and trends that may exist in the data and generate scientific generalizations based on in-depth statistical analysis.

The specific approach used in this study is explanatory research. Explanatory research is designed to explore and explain cause-and-effect relationships between variables. The main purpose of explanatory research is to understand the factors that influence a phenomenon or outcome and to explain why and how such relationships occur (Parastika, Hartini, and Amri, 2021). The location of this research is at PT. Bank Muamalat Indonesia, Tbk KC Malang and KCP Batu. The population used by all employees of PT. Bank Muamalat Indonesia, Tbk KC Malang and KCP Batu. The sample in this study was 45 employees. sampling technique by *means of Saturated Sampling*.

Conceptual Conception

Based on the description of the problem, the conceptual framework used in this study is as follows:



Picture 1. Conceptual wrinkle

Data Collection Techniques

According to Sugiyono (2018:213) explained that data collection techniques can be done through various settings (natural settings), sources (primary and secondary), and methods (interviews, questionnaires, and observations). As for the

data collection technique used in this study, namely the questionnaire technique. The technique of collecting data by questionnaire is a technique carried out by providing a set of questions or written statements to respondents to answer (Sugiyono, 2018:219).

Researchers distributed questionnaires to employees of PT. Bank Muamalat Indonesia, Tbk KC Malang and KCP Batu, who were respondents to this study. The Likert scale is also used in each question item or statement in the questionnaire. According to Abdullah *et al.* (2022:69) The Likert scale is a measurement method used to assess the attitudes, opinions, and perceptions of individuals or groups towards a particular social phenomenon. In general, attitudes on the Likert Scale are expressed in the following format, from the most negative, neutral to the most positive:

1. Strongly agree (most positive) scored (5)
2. Agree (positive) scored (4)
3. Doubtful (neutral) scored (3)
4. Disagree (negative) scored (2)
5. Strongly disagree (most negative) scored (1)

Variable Operational Definition

The various variables to be analyzed in this study are independent variables (*independent* / exogenous), dependent variables (*dependent* / endogenous) and *intervening* variables (mediation).

Table 1.Operational Variables

No	Variable Name	Indicators	Scale
1.	Islamic Leadership (X)	According to Mukaromah (2022) there are several indicators that influence Islamic-based leadership including: Trust/Integrity. 1. Employee orientation. 2. Muhasabah (Retrospect). 3. Patience.	Interval
2.	Employee Performance (Y)	According to Sunanda (2020) there are three main indicators in measuring employee performance: 1. Task performance. 2. Adaptive performance 3. Contextual performance	Interval
3.	Intrinsic Motivation (Z1)	According to Jannah and Endratno (2017) explained that intrinsic motivation variables can be measured through the following indicators: 1. Achievement	Interval

		2. Appreciation	
		3. Responsibility	
		4. Opportunities for advancement and growth	
4.	Extrinsic Motivation (Z2)	According to Maulana, Hamid, and Mayoan (2015) explains that indicators in measuring extrinsic motivation include:	
		1. Policy	Interval
		2. Employment relationship	
		3. Working environment	
		4. Supervise	
		5. Salary	

Data Analysis

Hypothesis testing of this research was carried out with a Structural Equation Model (SEM) approach based on Partial Least Square (PLS), precisely SmartPLS 4. PLS is a structural model based on components or variants. According to Hamid and Anwar (2019:1), SEM has advantages in conducting path analysis (path analytic) with latent variables. Furthermore, SEM is one of the analytical techniques used to test and estimate causal relationships by integrating path analysis and factor analysis.

According to Hamid and Anwar (2019:15) Partial Least Squares (PLS) analysis is a multivariate statistical technique used to compare multiple dependent variables with multiple independent variables. PLS is one of the statistical methods of Structural Equation Modeling (SEM) based on variants. This method is specifically designed to deal with specific problems in data, such as small research sample sizes, missing value data, and multicollinearity problems. By using PLS, researchers can perform multiple regression analysis and overcome obstacles that may arise in the research data, thus enabling a more accurate and valid analysis. The analytical techniques used in this study are PLS techniques carried out in two stages including:

1. The first stage is to conduct a measurement model test to test the validity and reliability of the construct of each indicator.
2. The second stage is to conduct a structural model test with the aim of determining the influence between variables between constructs by measuring using the t test from the PLS itself.
3. The third stage is to conduct a mediation test with the aim of detecting the position of the mediation variable by testing the t value of the ab coefficient.

Measurement Model (Outer Model)

This study used questionnaires in collecting research data. To determine the validity and reliability of the questionnaire results (Hamid and Anwar, 2019:41).

Validity

This test starts from the construct validity test stage consisting of convergent validity, taking into account the loading factor value, AVE value, and discriminant validity indicated by the cross loading value. The value of the loading factor is said to be high when the correlated indicator is greater than or equal to 0.70 with the

measured construct. However, a loading factor of 0.5 to 0.6 is considered sufficient for research in the early stages of development (Hair *et al.*, 2010).

Reliability

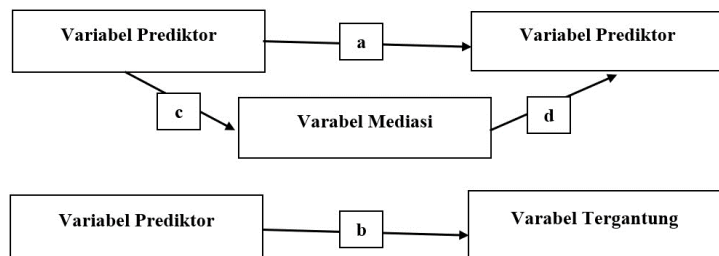
Then, the second stage, namely reliability testing, is indicated by the value of composite reliability. To measure the level of reliability of research variables, alpha coefficients or cronbachs alpha and composite reliability are used. A measurement item is said to be reliable if it has an alpha coefficient value greater than 0.7 (Hamid and Anwar, 2019:42).

Structural Model (Inner Model)

The purpose of the structural model test is to see the correlation between the measured constructs which is the t test of the partial least square itself. Structural or inner model can be measured by looking at the R-Square value of the model which shows how much influence between variables in the model. Then the next step is the estimation of the path coefficient which is the estimated value for the path relationship in the structural model obtained by bootstrapping procedure with a value that is considered significant if the statistical t value is greater than 1.96 (significance level 5%) or greater than 1.65 (significance level 10%) for each path relationship (Hamid and Anwar, 2019:43).

Mediation Test (Intervening)

Mediation testing aims to detect the position of intervening variables. To test the significance of indirect influence, it is necessary to test the t value of the coefficient ab. The calculated t value is compared with the table t value, if the calculated t value > the t t value_{abel} then it can be concluded that there is a mediation influence, then look at the nature of the relationship between variables either as a perfect mediation variable or partial mediation or not as a mediation variable. The method of examining mediation variables is carried out as follows: (1) examining the direct effect of independent variables on related variables in the model by involving intervening variables. (2) examine the direct effect of the independent variable on the related variable without involving the intervening El variab. (3) examine the effect of the independent variable on the intervening variable. (4) examine the effect of intervening variables on related variables (Fernandes and Solimun, 2016:35).



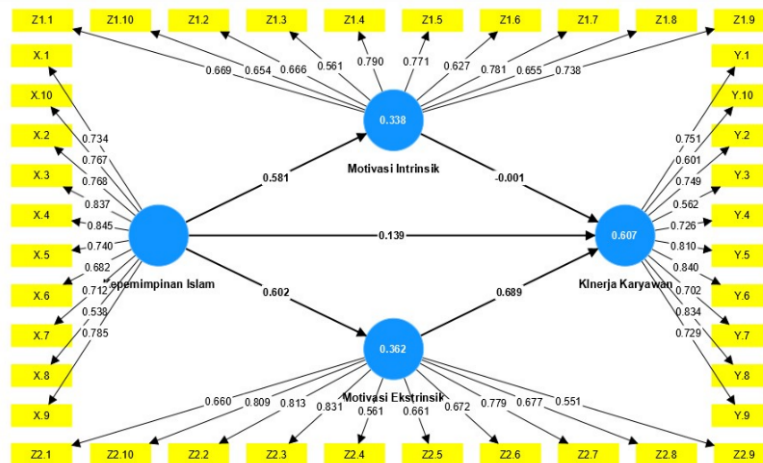
Picture 2. Mediation variable test relationship

If (c) and (d) are significant, and (a) are not significant, then they are said to be complete mediation variables. If (c) and (d) are significant, and (a) are significant, where the coefficient of (a) is less than (b) then it is said to be a partial mediation variable. If (c) and (d) are significant, and (a) are also significant, where the coefficients of (a) are almost equal to (b), then it is not a mediating variable. If (c) and (d) or both are not significant, then it is said not to be a mediating variable (Fernandes and Solimun, 2016:35).

Result and Discussion

1) Convergent Validity

Overgent validity is an indicator that measures the magnitude of the correlation between the construct and the latent variable in the evaluation of covergent validity of the examination of individual item reliability, can be seen from the standardized loading factor which describes the magnitude of the correlation between each measurement item (indicator) and its contract. The expected value > 0.7, but the outer loading value between 0.5 - 0.6 is considered sufficient to meet the requirements for convergent validity (Hair et al., 2010).



Picture 3. Outer model

Table 2. Outer Loading

Test Loading Factor (Outer Loading)	Islamic Leadership (X)	Intrinsic Motivation (Z1)	Extrinsic Motivation (Z2)	Employee Performance (Y)	Inf.
X.1	0.734				Valid
X.2	0.768				Valid
X.3	0.837				Valid
X.4	0.845				Valid
X.5	0.740				Valid
X.6	0.682				Valid
X.7	0.712				Valid

X.8	0.538		Valid
X.9	0.785		Valid
X.10	0.767		Valid
Z1.1		0.669	Valid
Z1.2		0.666	Valid
Z1.3		0.561	Valid
Z1.4		0.790	Valid
Z1.5		0.771	Valid
Z1.6		0.627	Valid
Z1.7		0.781	Valid
Z1.8		0.655	Valid
Z1.9		0.738	Valid
Z1.10		0.654	Valid
Z2.1		0.660	Valid
Z2.2		0.813	Valid
Z2.3		0.831	Valid
Z2.4		0.561	Valid
Z2.5		0.661	Valid
Z2.6		0.672	Valid
Z2.7		0.779	Valid
Z2.8		0.677	Valid
Z2.9		0.551	Valid
Z2.10		0.809	Valid
Y.1		0.751	Valid
Y.2		0.749	Valid
Y.3		0.562	Valid
Y.4		0.726	Valid
Y.5		0.810	Valid
Y.6		0.840	Valid
Y.7		0.702	Valid
Y.8		0.834	Valid
Y.9		0.729	Valid
Y.10		0.601	Valid

The results of the Convergent Validity loading factor test can be seen in figure 3 and table 2 above which show the results that all indicators of the variables used in this study namely Islamic leadership, intrinsic motivation, extrinsic motivation, and employee performance have a loading factor value of > 0.5 , this means that each indicator is valid, which is highly correlated.

a) Average Variance Extracted (AVE) Test

Table 3. AVE

	Average Variance Extracted (AVE)
Islamic Leadership (X)	0.556
Intrinsic Motivation (Z1)	0.483
Extrinsic Motivation (Z2)	0.501
Employee Performance (Y)	0.541

Based on table 2 shows the results that, the validity test of the AVE value of the entire variable, which consists of 4 variables, shows an AVE value of > 0.50 except for the Intrinsic variable, which is $0.483 < 0.50$, but this variable can still be accepted because the Composite Reliability value is higher than 0.7 and Convergent Validity is qualified (Ghozali, 2008). The highest AVE value is the Islamic Leadership variable of 0.556.

b) Discriminant Validity

Discriminant validity test can be seen by comparing the loading value on the intended construct must be greater than the loading value with other constructs. If the cross loading value of each indicator of the variable concerned is greater than the cross loading value of other latent variables, it is said to be valid.

Table 4. Discriminant Validity

	Islamic Leadership (X)	Intrinsic Motivation (Z1)	Extrinsic Motivation (Z2)	Employee Performance (Y)
X.1	0.734	0.569	0.530	0.575
X.2	0.768	0.421	0.562	0.482
X.3	0.837	0.372	0.416	0.493
X.4	0.845	0.409	0.483	0.564
X.5	0.740	0.320	0.404	0.338
X.6	0.682	0.428	0.402	0.288
X.7	0.712	0.543	0.442	0.324
X.8	0.538	0.336	0.202	0.203
X.9	0.785	0.422	0.518	0.382
X.10	0.767	0.449	0.393	0.303
Z1.1	0.329	0.669	0.650	0.594
Z1.2	0.337	0.666	0.545	0.337
Z1.3	0.160	0.561	0.517	0.410
Z1.4	0.289	0.790	0.638	0.433
Z1.5	0.566	0.771	0.685	0.561
Z1.6	0.177	0.627	0.435	0.344
Z1.7	0.591	0.781	0.613	0.534
Z1.8	0.586	0.655	0.521	0.443
Z1.9	0.421	0.738	0.656	0.429
Z1.10	0.221	0.654	0.402	0.270
Z2.1	0.540	0.429	0.660	0.467
Z2.2	0.651	0.653	0.813	0.529
Z2.3	0.465	0.633	0.831	0.597
Z2.4	0.257	0.394	0.561	0.346
Z2.5	0.105	0.548	0.661	0.561
Z2.6	0.125	0.538	0.672	0.539
Z2.7	0.528	0.625	0.779	0.659
Z2.8	0.258	0.588	0.677	0.503
Z2.9	0.339	0.658	0.551	0.431
Z2.10	0.540	0.761	0.809	0.730

Y.1	0.413	0.469	0.613	0.751
Y.2	0.460	0.439	0.545	0.749
Y.3	0.311	0.498	0.532	0.562
Y.4	0.289	0.447	0.488	0.726
Y.5	0.327	0.443	0.535	0.810
Y.6	0.404	0.448	0.579	0.840
Y.7	0.222	0.484	0.604	0.702
Y.8	0.448	0.529	0.618	0.834
Y.9	0.611	0.593	0.608	0.729
Y.10	0.518	0.406	0.499	0.601

Based on table 4, it is known that the cross loading value of the indicator that measures the variable concerned is greater than that of the indicator measuring other variables. All values > 0.5 , it can be concluded that the results of this research instrument meet discriminant validity.

1. Reliability

Composite Reliability Test and Cronbach's Alpha

Composite Reliability is an index that shows the extent to which a measuring device can be trusted to be reliable. The composite reliability value (ρ_c) of the latent variable is a value that measures the stability and consistency of the combined reliability measurement. Data that has composite reliability > 0.70 . has high reliability. Cronbach's alpha is a reliability test that reinforces the results of composite reliability. A variable can be declared reliable or meet cronbach's alpha if it has a cronbach's alpha value of >0.70 (Hamid and Anwar, 2019:42).

Table 5. Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability (ρ_a)	Composite Reliability (ρ_c)
Islamic Leadership (X)	0.910	0.920	0.925
Intrinsic Motivation (Z1)	0.882	0.897	0.902
Extrinsic Motivation (Z2)	0.888	0.910	0.908
Employee Performance (Y)	0.910	0.920	0.925

Table 5 shows that the result of Composite Reliability and Cronbach's Alpha output of all constructs is >0.7 . So it shows that each construct or variable has good reliability.

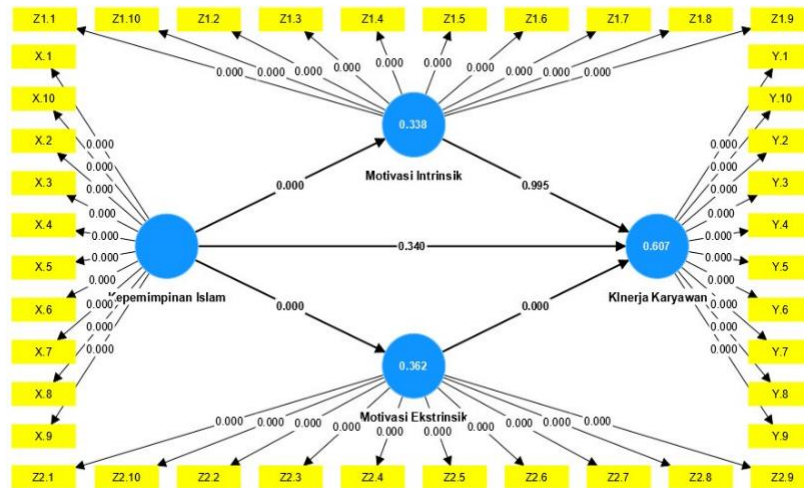
Analystis Structural Model (Inner Model)

Structural model testing (inner model) serves to determine the relationship between constructs, R-Square value and significance value of the research model. Model feasibility testing is measured using R-Square on each latent variable independent of the dependent variable. The results of testing the R-Square value using SmartPLS can be seen in the following table:

Table 6. R square

	R Square	Percentage
Intrinsic Motivation (Z1)	0.338	34 %
Extrinsic Motivation (Z2)	0.362	36 %
Employee Performance (Y)	0.607	61 %

Table 6 shows that the R-Square value of the intrinsic motivation variable 0.338 or 34% is influenced by the Islamic leadership variable, the extrinsic motivation variable 0.362 or 36% is influenced by the Islamic leadership variable. While the employee performance variable is influenced by Islamic leadership variables, intrinsic and extrinsic motivation is 0.607 or 61%. The rest is explained by other variables.



Picture 4. inner model

Based on the figure, there are variables that do not have a direct influence, namely Islamic leadership variables, where these variables do not directly affect employee performance. There is a variable influence that can mediate Islamic leadership, namely intrinsic and extrinsic motivational variables. The model above is called the path coefficient which indicates the magnitude of the direct influence of a variable that affects the variable that is influenced or can be said from an exogenous variable to the endogenous variable. The path coefficient is a standard regression coefficient (standard z) that shows the influence of exogenous variables on endogenous that has been arranged path diagram.

Hypothesis Testing

Based on the data that has been done, the results can be used to answer the hypothesis in this study. The hypothesis test in this study was carried out with a combination of t-statistics values and p-values. The effect between variables is significant if the calculated t-value is greater than (t-table significant 5%) 1.96. The hypothesis can be declared accepted if the P-Value value <0.05.

The basis for testing the hypothesis directly is the output or value contained in the output path coefficients and indirect effects. The structural model testing is used to explain the relationship between research variables.

a. Live testing

Table 7. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Islamic Leadership => Employee Performance	0.139	0.118	0.146	0.954	0.340
Islamic Leadership => Extrinsic Motivation	0.602	0.638	0.095	6.363	0.000
Islamic Leadership => Intrinsic Motivation	0.581	0.637	0.088	6.574	0.000
Extrinsic Motivation => Employee Performance	0.689	0.710	0.192	3.591	0.000
Intrinsic Motivation => Employee Performance	-0.001	0.008	0.204	0.006	0.995

Based on Table 7 above shows the results of testing directly between variables, which are as follows:

- 1) Islamic Leadership has a T-statistic value of $0.954 < 1.96$, this shows that Islamic Leadership does not directly affect Employee Performance.
- 2) Islamic Leadership has a T-statistic value of $6.363 > 1.96$, this shows that Islamic Leadership has a direct effect on Extrinsic Motivation.
- 3) Islamic leadership has a T-statistic value of $6.574 > 1.96$, this shows that Islamic leadership has a direct effect on intrinsic motivation.
- 4) Extrinsic Motivation has a T-statistic value of $3.591 > 1.96$, this shows that Extrinsic Motivation has a direct effect on Employee Performance.
- 5) Intrinsic Motivation has a T-statistic value of $0.006 < 1.96$, this shows that Intrinsic Motivation does not directly affect Employee Performance.

b. Indirect testing

Table 8. Specific indirect effect (Mediation Effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Islamic Leadership => Extrinsic Motivation => Employee Performance	0.414	0.453	0.146	2.838	0.005
Islamic Leadership => Intrinsic Motivation => Employee Performance	-0.001	0.007	0.135	0.006	0.995

Based on Table 8 above shows that there is a mediating effect between Islamic Leadership on Employee Performance through Extrinsic Motivation mediation variables. This is indicated by the T-statistic value of $2.838 > 1.96$ and the P value of $0.005 < 0.05$. This shows an indirect influence where in direct testing in table 8 there is no influence. The variables of Islamic Leadership on Employee Performance through Intrinsic Motivation showed T-statistic values of $0.006 < 1.96$, and P values of $0.995 > 0.05$. This means that there is no indirect influence between these variables.

c. Hypothesis

Based on tables 7 and 8, conclusions can be drawn from the analysis of the influence of Islamic leadership on employee performance with intrinsic and extrinsic motivation as intervening variables, as follows:

1) H1: The influence of Islamic leadership on employee performance

The result of the parameter coefficient is 0.139, the t-statistic value is 0.954 or < 1.96 , and the p-value is 0.340 or > 0.05 . **H1 rejected**, so it can be concluded that Islamic leadership does not have a significant effect on employee performance.

2) H2: The effect of intrinsic motivation on employee performance

The result of the parameter coefficient is -0.001, the t-statistic value is 0.006 or < 1.96 , and the p-value is 0.995 or > 0.05 . **H2 is rejected**, so it can be concluded that intrinsic motivation has no significant effect on employee performance.

3) H3: The effect of extrinsic motivation on employee performance

The result of the parameter coefficient is 0.689, the t-statistic value is 3.591 or > 1.96 , and the p-value is 0.000 or < 0.05 . **H3 is accepted**, so it can be concluded that extrinsic motivation has a significant effect on employee performance.

4) H4: The influence of Islamic leadership on intrinsic motivation

The result of the parameter coefficient is 0.581, the t-statistic value is 6.574 or > 1.96 , and the p-value is 0.000 or < 0.05 . **H4 is accepted**, so it can be concluded that Islamic leadership has a significant effect on intrinsic motivation.

5) H4: The influence of Islamic leadership on extrinsic motivation

The result of the parameter coefficient is 0.602, the t-statistic value is 6.363 or > 1.96 , and the p-value is 0.000 or < 0.05 . **H5 is accepted**, so it can be concluded that Islamic leadership has a significant effect on extrinsic motivation.

6) H6: The influence of Islamic leadership on employee performance with intrinsic motivation as an *intervening* variable

The result of the parameter coefficient is -0.001, the t-statistic value is 0.006 or < 1.96 , and the p-value is 0.995 or > 0.05 . **H6 was rejected**, so it can be concluded that the indirect relationship (through mediation) of intrinsic motivation variables between Islamic leadership and employee performance, there is no mediation effect.

7) H7: The influence of Islamic leadership on employee performance with extrinsic motivation as an *intervening* variable

The result of the parameter coefficient is 0.414, the t-statistic value is 2.838 or > 1.96 , and the p-value is 0.005 or < 0.05 . **H7 is accepted**, so it can be concluded that the relationship indirectly (through mediation) extrinsic motivation variables between Islamic leadership and employee performance, there is a full mediation effect. This is because in direct testing there is no influence between Islamic leadership on employee performance.

Discussion

Based on tables 7 and 8, conclusions can be drawn from the analysis of the influence of Islamic leadership on employee performance with intrinsic and extrinsic motivation as *intervening* variables, as follows:

The influence of Islamic leadership on employee performance.

Based on the results of the study showed that Islamic leadership did not significantly affect employee performance. This is evidenced by the results of the parameter coefficient 0.139, t-statistic value 0.954 or < 1.96 , and p-value 0.340 or > 0.05 . This means that if the Islamic leadership owned by the branch head increases, it may not affect the performance of employees at Bank Muamalat, KC Malang and KCP Batu.

This research is in line with Mukaromah (2022) and Sabila & Firmansyah (2022) which show that Islamic leadership variables do not have a significant effect on employee performance. But this research is not in line with what Sunanda (2020), Ullah, Mirza, and Jamil (2021), Zaim *et al.* (2022), dan Desri *et al.* (2023) which shows Islamic leadership has a significant positive influence on employee performance. In addition, the reason why Islamic leadership does not affect employee performance directly is because in shari'ah banking there is already such a thing as SOP (Standard Operating Procedure) of each position, where the role of this leader does not really affect

his employees. Islamic leadership theory Mukaromah (2022) suggests that Islamic leadership rooted in Islamic teachings and values involves active participation, is based on Islamic moral and ethical principles, and focuses on the general good in order to achieve the goals of the hereafter. Strong Islamic leadership in several aspects of employee interests that strengthen employees improves their performance at Bank Muamalat KC Malang and KCP Batu (Mukaromah, 2022).

Islamic leadership is also regulated in the Qur'an (QS. Al-Baqarah: 30) which reads:

وَإِذْ قَالَ رَبُّكَ لِلْمَلِكَةِ إِنِّي جَاعِلٌ فِي الْأَرْضِ خَلِيفَةً قَالُوا أَتَجْعَلُ فِيهَا مَنْ يُفْسِدُ فِيهَا وَيَسْفِكُ الدِّمَاءَ وَنَحْنُ نُسَبِّحُ بِحَمْدِكَ وَنُقَدِّسُ لَكَ قَالَ إِنِّي أَعْلَمُ مَا لَا تَعْلَمُونَ

It means: "And (remember) when your Lord said to the angels, "I will make a caliph on earth." They said, "Are You going to make people corrupt and shed blood there, while we pray to praise You and purify Your name?" He said, "Truly, I know what ye know not."

The purpose of the above verse explains that Allah created man on this earth to be a caliph or leader, both leading organizations, institutions, and himself, because God knows the ability of humans compared to other creatures is very noble.

The influence of Intrinsic motivation to employee performance.

Based on the results of the study showed that intrinsic motivation did not have a significant effect on employee performance. This is evidenced by the results of the parameter coefficient -0.001, t-statistic value 0.006 or < 1.96, and p-value 0.995 or > 0.05. This means that if the intrinsic motivation possessed by the employee increases, it may not affect the performance of employees at Bank Muamalat, KC Malang and KCP Batu.

This research is in line with Putra, Herawati, and Kurniawan (2023), Jannah and Endratno (2017) which shows the results of the intrinsic motivation variable variable does not have a significant effect on employee performance. But this study is not in line with that conducted by Triadi, Hidayah, and Fasochah (2019), Derwana *et al.* (2020), and Mahfudiyanto (2021), which showed the results of intrinsic motivation variables had a significant positive influence on employee performance. The theory of intrinsic motivation according to Triadi, Hidayah, and Fasochah (2019) is a drive that arises from within the individual (from one's own will), without any pressure or encouragement from other parties. Strong intrinsic motivation from several aspects of employee interests that strengthen employees improves employee performance at Bank Muamalat KC Malang and KCP Batu.

From Zaid Bin Thabit Radhiyallahu anhu, he heard the Prophet (peace be upon him) say:

مَنْ كَانَتْ الدُّنْيَا هَمَّهُ ، فَرَقَّ اللَّهُ عَلَيْهِ أَمْرَهُ ، وَجَعَلَ فَقْرَهُ بَيْنَ عَيْنَيْهِ ، وَلَمْ يَأْتِهِ مِنَ الدُّنْيَا إِلَّا مَا كُتِبَ لَهُ ، وَمَنْ كَانَتْ الْآخِرَةُ نِيَّتَهُ ، جَمَعَهُ اللَّهُ أَمْرَهُ ، وَجَعَلَ غِنَاهُ فِي قَلْبِهِ ، وَأَتَتْهُ الدُّنْيَا وَهِيَ رَاغِمَةٌ

It means: *"Whosoever shall the purpose of his life be the world, God shall scatter his affairs, make thought in his eyes, and he shall have no world except according to the conditions which have been ordained for him. Whoever has the intention (purpose) of his life is the land of the Hereafter, Allah will gather his affairs, make wealth in his heart, and the world will come to him in a state of humiliation"*.

The meaning of the above hadith explains that if you intend to do whatever you do for the next life, you do not have to wait for what you want in the world to come to you because the world itself will come to you. When individuals are motivated to work diligently in Islamic banks in the hope of obtaining Allah's blessings in a muamalah manner or working in accordance with the principles of sharia.

The influence of Extrinsic motivation to employee performance.

Based on the results of the study showed that extrinsic motivation has a significant effect on employee performance. This is evidenced by the results of the parameter coefficient of 0.689, the t-statistic value of 3.591 or > 1.96 , and the p-value of 0.000 or < 0.05 . This means that if the stronger the extrinsic motivation possessed by employees, the possibility of employee performance at Bank Muamalat KC Malang and KCP Batu will also increase.

This research is in line with Triadi, Hidayah, and Fasochah (2019) which shows that extrinsic motivation has a significant positive influence on employee performance. But this research is not in line with those conducted Jannah and Endratno (2017), Mahfudiyanto (2021), and Putra, Herawati, and Kurniawan (2023), which shows that extrinsic motivation has no significant effect on employee performance. The theory of extrinsic motivation according to Triadi, Hidayah, and Fasochah (2019) is the drive to work that comes from external factors, outside the individual's self, such as certain conditions or incentives that encourage them to do their work to the maximum. Strong extrinsic motivation in several aspects of employee interests that strengthen employees in improving employee performance at Bank Muamalat KC Malang and KCP Batu.

From Zaid Bin Thabit Radhiyallahu anhu, he heard the Prophet (peace be upon him) say:

مَنْ كَانَتْ الدُّنْيَا هَمَّهُ ، فَرَّقَ اللَّهُ عَلَيْهِ أَمْرَهُ ، وَجَعَلَ فَقْرَهُ بَيْنَ عَيْنَيْهِ ، وَلَمْ يَأْتِهِ مِنَ الدُّنْيَا إِلَّا مَا كُتِبَ لَهُ ،
وَمَنْ كَانَتْ الْآخِرَةُ نِيَّتَهُ ، جَمَعَ اللَّهُ أَمْرَهُ ، وَجَعَلَ غِنَاهُ فِي قَلْبِهِ ، وَأَتَتْهُ الدُّنْيَا وَهِيَ رَاغِمَةٌ

It means: *"Whosoever shall the purpose of his life be the world, God shall scatter his affairs, make thought in his eyes, and he shall have no world except according to the conditions which have been ordained for him. Whoever has the intention (purpose) of his life is the land of the Hereafter, Allah will gather his affairs, make wealth in his heart, and the world will come to him in a state of humiliation"*.

The meaning of the above hadith explains that if you intend to do whatever you do for the next life, you do not have to wait for what you want in the world to come to you because the world itself will come to you. When individuals are motivated to work diligently in Islamic banks in the hope of

obtaining Allah's blessings in a muamalah manner or working in accordance with the principles of sharia.

The influence of Islamic leadership on intrinsic motivation

Based on the results of the study showed that Islamic leadership has a significant effect on intrinsic motivation. This is evidenced by the results of the parameter coefficient 0.581, t-statistic value 6.574 or > 1.96 , and p-value 0.000 or < 0.05 . This means that if the Islamic leadership of the branch head increases, it may affect the intrinsic motivation at Bank Muamalat, KC Malang and KCP Batu.

This research is in line with Shareef and Atan (2019) and Mukaromah (2022) which show that Islamic leadership variables have a significant positive effect on intrinsic motivation. But this study is not in line with that of Timas, Setyowati, and Susanto (2023) and Fitri *et al.* (2023) which actually shows Islamic leadership has no influence on extrinsic motivation.

The influence of Islamic leadership on extrinsic motivation

Based on the results of research shows that Islamic leadership has a significant effect on extrinsic motivation. This is evidenced by the results of the parameter coefficient 0.602, t-statistic value 6.363 or > 1.96 , and p-value 0.000 or < 0.05 . This means that if the Islamic leadership owned by the branch head increases, it may affect extrinsic motivation at Bank Muamalat, KC Malang and KCP Batu.

This research is in line with Shareef and Atan (2019) and Mukaromah (2022) which show that Islamic leadership variables have a significant positive effect on extrinsic motivation. But this study is not in line with that of Timas, Setyowati, and Susanto (2023) and Fitri *et al.* (2023) which actually shows Islamic leadership has no influence on extrinsic motivation.

The influence of Islamic leadership towards employee performance with intrinsic motivation as an *intervening variable*.

Based on the results of the study showed that the indirect relationship (through mediation) of intrinsic motivation variables between Islamic leadership and employee performance, there was no mediation effect. This is evidenced by the results of the parameter coefficient -0.001, t-statistic value 0.006 or < 1.96 , and p-value 0.995 or > 0.05 . This means that if the stronger Islamic leadership possessed by the branch head with the presence or absence of intrinsic motivation, it is likely that the performance of employees at Bank Muamalat KC Malang and KCP Batu will not increase. Intrinsic motivation cannot mediate the influence of Islamic leadership on employee performance.

This research is in line with that conducted by Timas, Setyowati, and Susanto (2023) and Fitri *et al.* (2023) which shows that the Islamic leadership variable has no significant effect on intrinsic motivation.

The influence of Islamic leadership towards employee performance with extrinsic motivation as an *intervening variable*.

Based on the results of the study showed that the indirect relationship (through mediation) extrinsic motivation variables between Islamic

leadership and employee performance, there is a full mediation effect. This is because in direct testing there is no influence between Islamic leadership on employee performance. This is evidenced by the results of the parameter coefficient 0.414, the t-statistic value of 2.838 or > 1.96 , and the p-value of 0.005 or < 0.05 . This means that if the Islamic leadership carried out by the branch head is low but with extrinsic motivation, the possibility of employee performance at Bank Muamalat, KC Malang and KCP Batu increases. Extrinsic motivation mediates the influence of Islamic leadership on employee performance.

This research is in line with those conducted by Shareef and Atan (2019) dan Mukaromah (2022) which show that Islamic leadership has a significant positive effect on extrinsic motivation. Islamic leadership has the potential to make a significant contribution to performance in various areas, including branches and sub-districts. Several principles of leadership in Islam include justice, sincerity, responsibility, and adhering to Islamic law and morals. In addition, leadership in Islamic education is considered a key factor in ensuring that the educational process is committed to character formation, developing the quality of education, and understanding individual needs (Sunanda, 2020). Therefore, if Islamic leadership does not make a significant contribution, it may be caused by various factors, including a lack of application of Islamic leadership principles, a lack of understanding of Islamic teachings, or a lack of conformity between Islamic leadership principles and existing leadership practices.

Conclusion

Based on the results of data analysis with a Structural Equation Model (SEM) approach based on Partial Least Square (PLS) on the influence of Islamic leadership on employee performance with intrinsic and extrinsic motivation as intervening variables in PT. Bank Muamalat Indonesia, Tbk KC Malang and KCP Batu, found several significant findings. First, it was revealed that the Islamic leadership possessed by the branch head did not have a significant impact on employee performance in the two locations. These results show that aspects of Islamic leadership in the context of this study do not directly affect the level of employee performance at Bank Muamalat.

Furthermore, the findings showed that intrinsic motivation, although positively influenced by Islamic leadership, did not contribute significantly to employee performance at Bank Muamalat KC Malang and KCP Batu. In contrast, extrinsic motivation has been shown to positively affect employee performance. These findings highlight the importance of extrinsic motivation factors in driving performance improvement, which can be interpreted as the need for recognition, reward, or other external factors in motivating employees. The novelty of the study's findings lies in the confirmation that extrinsic motivational factors mediate the positive relationship between Islamic leadership and employee performance. This can be interpreted as a new contribution to theoretical understanding in this field, affirming that in the context of Islamic banks, extrinsic motivation can be the key to success in improving the performance of employees influenced by Islamic leadership. The implication of these findings is that Bank Muamalat Indonesia KC Malang and KCP Batu can strengthen extrinsic motivation management strategies

to ensure improved employee performance. In addition, this study provides a new look at the concept of Islamic leadership in the context of Islamic banking, emphasizing the importance of extrinsic motivational factors as significant mediators. These implications can provide guidance for similar organizations in improving leadership effectiveness and employee motivation.

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