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The Influence of Islamic Leadership Style on Job Satisfaction with Islamic Work Environment as a Moderating Variable

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Abstrak

Peneliti berpendapat apabila Gaya Kepemimpinan Partisipatif dapat mempunyai hubungan yang positif dan memberikan pengaruh yang signifikan terhadap Kepuasan Kerja, maka Gaya Kepemimpinan Islami juga dapat mempunyai hubungan yang lebih positif dan memberikan pengaruh yang signifikan terhadap Kepuasan Kerja. Apalagi Gaya Kepemimpinan Islami didukung oleh Lingkungan Kerja Islami. Para peneliti yakin dampaknya akan lebih signifikan. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan eksplanatori. Data yang digunakan dalam penelitian ini adalah data primer yang peneliti sebarakan melalui kuesioner kepada 250 pegawai *office boy* Bank Muamalat dan Bank Syari'ah Indonesia yang tersebar di seluruh Indonesia. Kuesioner berisi 14 item pertanyaan yang terdiri dari 6 item pertanyaan untuk variabel Gaya Kepemimpinan Partisipatif, 4 item pertanyaan untuk variabel Kepuasan Kerja, dan 4 item pertanyaan untuk variabel Lingkungan Kerja Islami. Kuesioner juga berisi pernyataan sangat setuju, setuju, biasa saja, tidak setuju, dan sangat tidak setuju. Pendistribusian kuisisioner memakan waktu selama 1 bulan dengan minggu pertama merupakan pemilihan responden yang memenuhi kriteria telah bekerja minimal 6 bulan/1 semester, minggu kedua penyebaran kuisisioner, minggu ketiga tahap pengumpulan kuisisioner, dan minggu terakhir tahap memasukkan kuisisioner ke dalam excel dan alat analisis. Data yang diperoleh dari alat analisis ini dianalisis menggunakan alat analisis smart PLS 4.0.

Kata Kunci: *Gaya Kepemimpinan Islami, Kepuasan Kerja, Lingkungan Kerja Islami*

Abstract

Researchers believe that if the Participative Leadership Style can have a positive relationship and have a significant influence on Job Satisfaction, then the Islamic Leadership Style can also have a more positive relationship and have a significant influence on Job Satisfaction. Moreover, the Islamic Leadership Style is supported by an Islamic Work Environment. Researchers believe that the effect will be more significant. This research is quantitative research with an explanatory approach. The data used in this research is primary data that researchers distributed through questionnaires to 250 office boy employees of Bank Muamalat and Bank Syariah Indonesia spread throughout Indonesia. The questionnaire contains 14 question items consisting of 6 question items for the Participative Leadership Style variable, 4 question items for the Job Satisfaction variable, and 4 question items for the Islamic Work Environment variable. The questionnaire also contains statements of strongly agree, agree, normal/so-so, disagree, and strongly disagree. Distributing the questionnaire takes 1 month with the first week being the selection of respondents who meet the criteria of having worked for at least 6 months/1 semester, the second week distributing the questionnaire, the third week the questionnaire collection stage, and the last week the stage of entering the questionnaire into Excel and analysis tools. The data obtained from this analysis tool was analyzed using the smart PLS 4.0 analysis tool..

Keywords: Islamic Leadership Style, Job Satisfaction, Islamic Work Environemt

INTRODUCTION

Leader in Indonesian is "leader" or is often called penghulu, leader, pioneer, role model, mentor, driving committee, chairman, head, leader, king and so on. Meanwhile, the term leading is used in the context of the results of a person's use of a role related to their ability to influence other people in various ways. A leader is an act/role in a certain system, therefore someone in a formal role does not necessarily have leadership skills and is not yet able to lead. The term leadership is basically related to skills, skill, and level of influence that a person has, therefore leadership can be possessed by people who are not leaders, in the Qur'an many terms of leadership are found, including: Amir, caliph, Imam and so on. This was Islam first. knew and decided to address the principles of leadership long before western experts discussed them. However, the various theories described by experts regarding leadership often make people not understand the true meaning of leadership in Islam (Fauzi, 2004).

Leadership is a very important issue in Islam because leadership is related to the benefit of the people such as justice, welfare, security and comfort. In the Islamic view, every human being is a leader and every leader will be held accountable. As explained in a Hadith which means: "Everyone of you is a leader and will be asked to take responsibility for his leadership." (HR. Bukhari and Muslim). According to (H.V, 2011) Islamic leadership is a

process or ability of other people to direct and motivate other people's behavior, as well as collaborative efforts in accordance with the Al-Qur'an and Hadith to achieve mutually desired goals. To improve performance, the role of a leader is very necessary to achieve organizational goals.

Islamic leadership is a person's capacity to persuade other people to agree to carry out behavior that is in accordance with Islamic values, so that their authority produces followers among their subordinates or workers (Harjoni, 2002). According to Jumaning et al. (2017), Islamic leadership has a significant and positive effect on employee morale. Islamic leadership has been proven to improve employee performance in the same study. Employee performance is significantly influenced by Islamic leadership (Aswadi, 2016).

Researchers believe that implementing Leadership Style in a company can increase employee job satisfaction. Job satisfaction is a classic theory in human resource management. Literature on job satisfaction has emerged since the growth of the industrial era in the 1930s, but is still needed today (Nasution & DR, 2017). Efforts to achieve job satisfaction are very important for both individuals and organizations. Job satisfaction not only encourages positive behavior such as being productive, disciplined, obedient, innovative, helpful, but also controls negative counter-productive behavior such as corruption, theft, vandalism, and leaving work (Maksum, 2020) but is also related to happiness, psychological health class and quality of life of workers (Wakhid, 2021). People's happiness at work is not only related to salary, but how satisfied employees are, which involves material and non-material aspects (Prameswari, 2020). work is not only a return on income, namely how work is fun, good and meaningful (Winda Meidina & Netty Laura, 2022).

There are a number of studies showing Job Satisfaction (Sunarta, 2019); (Dien Sandra Rosuliana et al., 2022); (LPPI, 2021); (P., 2010) & (Iverson & Dervan, 1 C.E.) show a positive relationship and a significant influence on Job Satisfaction. On this basis, researchers believe that Islamic Leadership Style can also have a positive relationship and a significant influence on Job Satisfaction.

Different from a number of studies above, this research adds the Islamic Work Environment variable as a moderating variable. According to (Sedarmayanti, 2009), the company work environment is a condition designed to provide employees with a pleasant workplace and work environment while trying to achieve the goals the company has set for them. An Islamic work environment is a set of working conditions that support each other and provide an Islamic cultural nuance because business is built on the basis of Islam, according to Yuyati (2015). Based on this, this research aims to analyze the influence of

Islamic Leadership Style on Job Satisfaction with an Islamic Work Environment as a moderating variable.

RESEARCH METHOD

Researchers believe that if the Participative Leadership Style can have a positive relationship and have a significant influence on Job Satisfaction, then the Islamic Leadership Style can also have a more positive relationship and have a significant influence on Job Satisfaction (Fiorincia & Widayati, 2020). Moreover, the Islamic Leadership Style is supported by an Islamic Work Environment. Researchers believe that the effect will be more significant. This research is quantitative research with an explanatory approach (Wahyuni & Sulistyanto, 2023). The data used in this research is primary data that researchers distributed through questionnaires to 250 office boy employees of Bank Muamalat and Bank Syari'ah Indonesia spread throughout Indonesia. The questionnaire contains 14 question items consisting of 6 question items for the Participative Leadership Style variable, 4 question items for the Job Satisfaction variable, and 4 question items for the Islamic Work Environment variable (Asdar, 2020). The questionnaire also contains statements of strongly agree, agree, normal/so-so, disagree, and strongly disagree (Rahmi Andini Nasution, 2023). Distributing the questionnaire takes 1 month with the first week being the selection of respondents who meet the criteria of having worked for at least 6 months/1 semester, the second week distributing the questionnaire, the third week the questionnaire collection stage, and the last week the stage of entering the questionnaire into Excel and analysis tools (Iverson & Dervan, 1 C.E.). The data obtained from this analysis tool was analyzed using the smart PLS 4.0 analysis tool with the following research model:

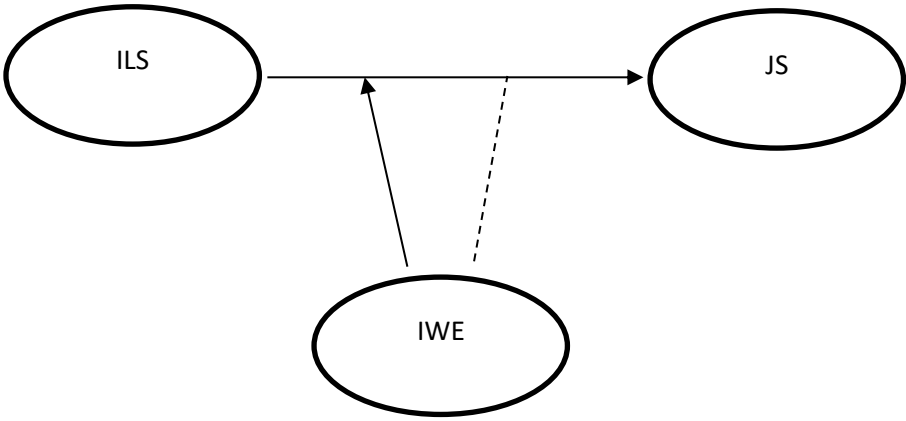


Figure 1. Model

Noted:

ILS : Islamic Leadership Style

JS: Job Satisfaction

Hypothesis:

H1 : The Influence of Islamic Leadership Style on Job Satisfaction

H2 : Islamic Work Environment Can Moderate The Influence of Islamic Leadership Style on Job Satisfaction.

RESULT AND DISCUSSION

Validity Test

250 Office Boy employees of Bank Muamalat and Bank Syariah Indonesia who have comprehensively answered the researcher's question items have been analyzed, collected and entered into the PLS 4.0 ASAMRT analysis tool. The first step that must be carried out is the validity test of the 14 question items with the following validity test results (Gujarati, 2013):

Table 1. Validity Test

Variable	Question Item	Loading Factor
Islamic Leadership Style (X1)	The Islamic leadership style is a typical leadership style that considers employee welfare	0.878
	Islamic leadership style can make employees comfortable	0.821
	Islamic leadership style can make employees happy at work	0.815
	The Islamic leadership style is realistic about targets so that it does not burden employees too much	0.822
	The Islamic leadership style can be influenced by the Islamic Work Environment	0.819
	Islamic leadership style can influence employee job satisfaction	0.815
Job Satisfaction (Y)	Job Satisfaction can be influenced by Islamic Leadership Style	0.889

	Job satisfaction can be influenced by the Islamic work environment	0.893
	Job satisfaction can arise from a realistic workload	0.899
	Job satisfaction can arise from the feelings of happiness and calm that employees feel	0.912
Islamic Work Environment (Z)	The Islamic Work Environment can be influenced by the Islamic Leadership Style	0.931
	The Islamic Work Environment can influence the Islamic Leadership Style	0.944
	The Islamic Work Environment can be influenced by Job Satisfaction	0.951
	Islamic Work Environment can influence Job Satisfaction	0.978

*Valid > 0.70

Reliability Test

The 14 question items used in this research consisted of 6 question items for the Islamic Leadership Style variable, 4 question items for the Job Satisfaction variable, and 4 question items for the Islamic Work Environment variable were valid. The next stage required by Smart PLS 4.0 in its testing stage, namely after the validity test, is a reliability test with the following reliability test results (Sarstedt et al., 2014):

Table 2. Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Islamic Leadership Style	0.889	0.849	Acceptable
Job Satisfaction	0.945	0.904	Acceptable
Islamic Work Environment	0.954	0.913	Acceptable

*Reliable > 0.70

Path Coefisien

The 14 question items consisting of 6 question items for the Islamic Leadership Style variable, 4 question items for the Job Satisfaction variable, and 4 question items for the Islamic Work Environment variable were valid because the factor loading value was above 0.70. Apart from that, the Composite Reliability and Cronbach Alpha values for each variable are also above 0.70. Smart LS 4.0 which requires both of these things to be fulfilled. The final stage that must be passed is the Path Coefficient to determine the direction of the relationship and whether the relationship is significant or not with the Path Coefficient results as follows (Ghozali, 2016):

Table 3. Path Coefisien

Direct Influence	Variable	P-Values	Noted
	ILS-> JS	0.029	Accepted
Indirect Influence	IWE* ILS-> JS	0.000	Accepted

Signifianct Level < 0.05

Researchers believe that the Islamic Leadership Style which involves employees in making decisions, thinks about realistic targets so that employees do not come under too much pressure, protects employee rights can make employees happy, calm, and ultimately will increase employee job satisfaction. After distributing the questionnaire, validating it, and testing its reliability, all the question items are reliable. The final stage is the Path Coefficient to find out the direction of the relationship between the variables used. Based on the results above, table 3 of the path coefficient shows that the Participative Leadership Style variable has a positive relationship direction and a significant influence on the Job Satisfaction variable because the relationship direction is positive and the p-values are below 0.05, namely 0.029. These results are in line with research(Sunarta, 2019); (Dien Sandra Rosuliana et al., 2022); (LPPI, 2021); (P., 2010) & (Iverson & Dervan, 1 C.E.).

Apart from that, researchers also believe that an Islamic Work Environment can play a role in strengthening the influence of the Islamic Leadership Style on Job Satisfaction because an Islamic Work Environment can bring calm so that it can facilitate the Islamic Leadership Style to be implemented and Job Satisfaction is felt in an employee. In line with this statement, the results of the second row of the third table of the path coefficient show that the Islamic Work Environment variable can moderate the influence of the Islamic Leadership Style variable on Job Satisfaction because the relationship is positive and is below the 0.05 significance level, namely 0.000. Thus the first and second hypotheses in this research can be accepted.

CONCLUSION

Researchers believe that the Islamic Leadership Style which involves employees in making decisions, thinks about realistic targets so that employees do not come under too much pressure, protects employee rights can make employees happy, calm, and ultimately will increase employee job satisfaction. After distributing the questionnaire, validating it, and testing its reliability, all the question items are reliable. The final stage is the Path Coefficient to find out the direction of the relationship between the variables used. Based on the results above, table 3 of the path coefficient shows that the Participative Leadership Style variable has a positive relationship direction and a significant influence on the Job Satisfaction variable because the relationship direction is positive and the p-values are below 0.05, namely 0.029.

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