



The Role of Islamic Leadership on Employee Performance: The Mediation Role of Employee Engagement

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Abstract: Leadership has an important role in improving employee performance in a company. As is the case with the Islamic leadership style that has existed since the time of the Prophet with the four known characteristics, namely Shidiq, Amanah, Fato-nah, and Tabligh. Testing the direct and indirect influence of Islamic leadership traits on employee performance is the aim of this research, by using employee involvement as a mediating variable. Explanatory research with primary data at the Tritya Eye Clinic collected through an online Google Form questionnaire. The research results show that the nature of Islamic leadership has a direct influence on employee performance. And employee involvement is only able to mediate the nature of Islamic leadership (shidiq) on employee performance.

Keyword: Islamic Leadership, Performance, Engagement

INTRODUCTION

Leadership, a crucial element in the structure of companies and organizations, remains an interesting topic to study until today. Its strategic role in achieving organizational goals such as mission and vision, is the main trigger that drives people to continue to explore deeper into the concepts of leadership. To manage an organization, not only a vision and efficient communication of that vision are needed, but also skills related to motivating people (Naser et al., 2018) identified important leadership traits from an Islamic perspective, which also apply to managerial leaders in all types of organizations. Muslim scholars have studied Islamic leadership, and Prophet Muhammad (PBUH) is the best example of true leadership. Muslim leaders must reflect the true beliefs and code of ethics of Islamic behavior. Therefore, Muslim scholars try to highlight the leadership practices of Prophet Muhammad (PBUH) to explore and understand the true traits of a leader, honest (Shidiq), trustworthy (Amanah), affirming (Tabligh), and also wisdom (Fathonah) (Kazmi and Ahmad, 2014).

For starters, strong trust between leaders and employees is essential to improving employee engagement and performance. When employees are engaged in achieving business goals, the organization benefits from improved employee performance (Barik & Kochar, 2017). One effort to realize employee engagement is that leaders can demonstrate their loyalty to the organization and can provide clear and transparent visibility for employee tasks (Scott et al., 2018). For many people, integrity and openness are synonymous with honesty. However,

some leaders do not realize that honesty does not only mean stating the truth but also following up on appropriate concerns (Cakmak et al., 2015). Second, trustworthiness is important for employee engagement and performance in behaving well. One way to describe this relationship is through trustworthy communication, which can help leaders better understand and get to know individuals in the organization.

A leader must be smart because in addition to carrying out the tasks given, the leader must be able to deal with any situation (Taufik, 2023). Kessi et al (2022) stated that Islamic leadership is a good and efficient leadership style in improving employee performance accompanied by intelligence that a leader must have both emotionally and spiritually. Amelia et al (2022) entitled The Islamic Leadership on Employee Performance Mediated by Job Satisfaction. The study was conducted in one of the service industries, namely the Islamic Hospital, which also showed that employee performance at the Hospital was influenced by leaders who applied Islamic values. Likewise, the Tritya Eye Clinic has a leader who strongly adheres to the characteristics of the Islamic leadership of the Prophet Muhammad, namely Shidiq, Amanah, Tabligh, and fatonah. The commitment of an employee to the Tritya Eye Clinic is also undoubtedly proven by the number of employees who have worked for years, one of the reasons stated is that the leader applies Islamic principles.

METHOD

This study aims to determine and measure the influence of Islamic leadership traits on employee performance with employee involvement as a mediating variable. This study uses quantitative with an explanatory approach that will empirically prove the relationship between exogenous and endogenous variables, or determine whether an endogenous variable can be influenced or not by an exogenous variable (Mulyadi et al., 2020). In this study, there are 3 types of variables, namely exogenous, endogenous, and mediation, which can be explained by each operational definition and variable measurement indicator as follows.

Table 1 Operational Definitions and Measurement Indicators of Variables

Variable	Operational Definition	Indiqator	Question
The Characteristics Islamic Leadership: Shidiq (X1)	Shidiq is a characteristic of Islamic leadership with the characteristics of honesty/truth that a leader has, and always bases his words, beliefs, and actions on Islamic teachings without any deliberate contradiction between words and actions.	1. Honest 2. Transparant 3. Open (Taufik, 2023)	My leader demonstrates high integrity and honesty. My leaders say what they mean and mean what they say My leader is open to receiving criticism and challenges from others.
The Characteristics Islamic Leadership: Amanah (X2)	Amanah is a feeling of hope in employees that makes them trust their employers to act in certain ways that implement justice.	1. Trustworthy 2. Fair 3. Compliance Authority (Tigre et al., 2022)	My leader is trustworthy My leader is always fair to every employee My leader uses authority according to his duties
The Characteristics Islamic Leadership: Fatanah (X3)	The characteristic of Fatanah in Islamic leadership is a person's ability, takes the lead in solving problems, finding solutions, and has insight	1. Intelligence 2. Problem Solver 3. Visioner (Al Eid et al., 2021)	My leader views conflict as an opportunity to learn and grow My leader is able to resolve any conflict that

			occurs
			My leader knows the direction of the organization in the future
The Characteristics Islamic Leadership: Tabligh (X4)	Tabligh in leadership is the ability to communicate, be accountable and transparent, be able to face pressure and be able to work together harmoniously.	1. Communciation 2. Support 3. Cooperation (Iffa & Herianingrum, 2015)	My leader communicates and listens well and also provides feedback. My leader provides guidance and support so that employees can reach their full potential when working. My leader is able to work well in a team
Employee Performance (Y)	Performance refers to the achievements, accomplishments, and outputs produced both qualitatively and quantitatively by an individual or group in a job.	1. Quantity of Work Results 2. Timeliness of work 3. Quality of Work Results (Panyiwi Kessi et al., 2022)	On my own initiative, I start a new task when my old one is finished I manage to plan my work so that I can finish it on time I complete work according to company standards
Employee Engagement (Z)	Employee engagement is the utilization of employee self, involvement in the organization, and expressing themselves physically, cognitively, and emotionally while performing their work.	1. Physical Engagement 2. Emotional Engagement 3. Cognitive Engagement (Jiang & Shen (2023)	I am involved in activities held by the company I am enthusiastic about my job I have high concentration in doing work

The data source used in this study is primary data, namely data collected directly by researchers using saturated samples, namely a sample selection technique by making all members of the population into research data samples (Sugiyono, 2016). In this study, the population and saturated samples to be taken are all employees of the Tritya Eye Clinic. The data obtained in this study were obtained by distributing questionnaires with Google Form. The data analysis technique in this study is the PLS-SEM method. PLS-SEM is a predictive causal SEM approach that emphasizes predictions in estimating statistical models, the structure of which is designed to provide causal explanations (Hair, J.F., Sarstedt, 2019).

RESULTS AND DISCUSSION

Outer Model Measurement

The purpose of measuring the suitability of the measurement model is to study the reliability and validity of the instrument.

Table 2 Outer Model

Variable	Variable Indicator	Factor Loading	Cronbachs' Alpha	Composite Reliability	AVE
The Characteristics Islamic Leadership: Shidiq (X1)	X1.1	0.939	0.874	0.901	0.802
	X1.2	0.946			
	X1.3	0.793			
The Characteristics Islamic Leadership:	X2.1	0.908			
	X2.2	0.926			

Amanah (X2)	X2.3	0.924	0.909	0.914	0.845
The Characteristics	X3.1	0.927			
Islamic Leadership:	X3.2	0.907	0.905	0.906	0.840
Fatanah (X3)	X3.3	0.916			
The Characteristics	X4.1	0.906	0.922	0.928	0.865
Islamic Leadership:	X4.2	0.945			
Fatanah (X4)	X4.3	0.938			
Employee	Y1	0.900			
Performance (Y)	Y2	0.921	0.878	0.881	0.804
	Y3	0.867			
Employee	Z1	0.833			
Engagement (Z)			0.836	0.843	0.753

Composite Reliability

Variable reliability can be measured by composite reliability with the provision that values above 0.7 are considered reliable. In table 2, all values are above the threshold value of 0.7, meaning that all variables tested in this study are reliable.

Factor Loading Significant

Model feasibility can be stated if the factor loading of all predictors in each variable is > 0.7 (Candra et al., 2022). If the value is below 0.7, it should be removed from the model. In the results of SEM-PLS management, all factor loading values on all indicators in each variable have values above 0.7. This means that all variable indicators can be used in this study.

Convergent Validity

Convergent Validity is the extent to which constructs converge to explain item variance. The metric used to evaluate the construct of convergent validity is the average variance extraction (AVE) for all items in each construct. According to Hair et al (2019) To calculate AVE, we must square the loading of each indicator on a construct and calculate its mean value with an acceptable AVE value of 0.50. All variables tested in the study are acceptable because they show AVE results above 0.50.

Innder Model and Hypothesis Testing

The structural model helps to understand and analyze the complex relationships of variables (Hair, J.F., Sarstedt, 2019). The structural model is also tested and run on Smart PLS. The structural model is run through bootstrapping. A snippet of the results after running the test is attached below along with the interpretation of the results. In this process, a large number of sub-samples are taken from the original sample with replacement (Hair Jr et al., 2017). After running the bootstrap routine, Smart PLS shows the t value for the structural model estimate obtained from the bootstrap procedure. The path coefficient results for all hypotheses are shown in the following table.

Table 3 P-Value Table

Hypothesis	T- Statisk	P- Value	Result
H1: The Islamic Leadership Trait of Shidiq has a positive influence on employee performance.	3.228	0.001	Accepted
H2: The nature of Islamic Leadership Amanah has a positive effect on employee performance	0.512	0.304	Rejected
H3: The nature of Islamic Leadership Fatonah has a positive effect on employee performance	2.447	0.007	Accepted
H4: The nature of Islamic Leadership Tabligh has a positive effect on employee performance	2.805	0.003	Accepted
H5: Shidiq's Islamic Leadership Traits have a positive effect on employee engagement	2.318	0.010	Accepted

H6: Amanah’s Islamic Leadership Traits have a positive effect on employee engagement	0.128	0.449	Rejected
H7: Fatonah’s Islamic Leadership Traits have a positive effect on employee engagement	0.700	0.242	Rejected
H8: Tabligh’s Islamic Leadership Traits have a positive effect on employee engagement	1.334	0.091	Rejected
H9: Employee Engagement has a positive effect on employee performance	4.883	0.000	Accepted
H10: Islamic Leadership Traits Shidiq has an indirect effect on employee performance through employee involvement	2.032	0.021	Accepted
H11: Islamic Leadership Traits Amanah has an indirect effect on employee performance through employee involvement	0.121	0.452	Rejected
H12: Islamic Leadership Traits Fatonah has an indirect effect on employee performance through employee involvement	0.673	0.251	Rejected
H13: Islamic Leadership Traits Tabligh has an indirect effect on employee performance through employee involvement	1.214	0.112	Rejected

The table shows that there is a direct influence of Islamic Leadership Traits: Shidiq on employee performance and employee engagement because the t value is above 2. Likewise, if you look at the p-value with both relationships, it is also less than 0.05. Therefore, both hypotheses H1 ($0.001 < 0.05$) and H5 ($0.010 < 0.05$) can be accepted. Likewise, if you look at the p-value of Islamic Leadership Traits: Shidiq on employee performance through employee engagement as a mediating variable, it also has a value of less than 0.05, and employee engagement can affect employee performance with a p-value of $0.000 < 0.05$. So H9 and H10 are also accepted with a p-value of H10 of $0.021 < 0.05$.

The results of the study on the other hand indicate that there is no influence of Islamic leadership traits: Amanah directly on employee performance and employee engagement because the t value of both relationships is below 2 and the p-value of H2 is $0.304 > 0.05$ and H6 $0.449 > 0.05$. Therefore, H2 and H6 in this study are rejected because they do not meet the criteria. Employee engagement as a mediating variable also cannot indirectly influence the Islamic leadership trait: Amanah on employee performance with a p-value of $0.452 > 0.05$ meaning that H11 is also rejected in this study. Likewise, table 2 also shows that Islamic Leadership Traits: Fathonah have a positive effect on employee performance because the t standard is above 2 and the p-value is 0.007 meaning that H3 is accepted because the p-value is below 0.05. However, the nature of Islamic leadership: Fathonah cannot affect employee engagement because the resulting p-value is $0.242 > 0.05$ and cannot affect performance indirectly through employee engagement with a p-value of $0.251 > 0.05$. So, in this study it is said that H7 and H12 are not accepted. The nature of Islamic leadership: Tabligh as the last exogenous variable also shows that it can affect employee performance directly with a p-value of $0.003 < 0.05$. While employee engagement cannot be influenced by the nature of Islamic leadership: Tabligh because the resulting p-value is $0.091 > 0.05$. Table 2 also shows that the nature of Islamic leadership: Tabligh cannot affect employee performance indirectly through employee engagement with a p-value of $0.112 > 0.05$. So the accepted hypothesis is H4, while H8 and H13 are rejected.

Discussion

This study shows that Islamic leadership traits can significantly influence employee performance directly without employee involvement as a mediating variable. There are four Islamic Leadership Traits: Shidiq, Trustworthy (Amanah), Fathonah and Tabligh. When we will discuss its direct influence on employee performance, Shidiq, Fathonah and Tabligh have a positive impact except Amanah. This was also found in the study (Chaman and Shidiqui, 2023) that only Amanah cannot influence employee performance because trust is sometimes not reflected in the behavior of the leader so that it can confuse respondents. This shows that Islamic leadership traits are important and essential for employee performance. As stated by several previous studies, Amaliyah and Fahrullah, (2020) revealed that Islamic Leadership has a significant influence on employee performance. The leadership applied is based on the four exemplary traits of the Prophet Muhammad, namely Shidiq, Amanah, Tabligh, and Fatanah. Zaim et al (2022) also found a positive relationship between leadership according to Islamic values and performance at the team level based on data collected from Northern Iraq. In addition, (Ahmed, 2021) found that spiritual values can provide added value to organizational performance. On the other hand, based on these findings, there is a difference in the influence of Islamic leadership traits on employee engagement, only Islamic Leadership Traits: Shidiq can influence employee engagement. These results differ from previous studies which revealed that all Islamic leadership traits can increase employee engagement (Milhem et al., 2019) (Meiyani and Putra, 2019) (Azhar and Farooq, 2017). Research (Naser et al., 2018) also shows the results of structural equation modeling of Islamic leadership style, measured by honesty (Shidiq), trustworthiness (Amanah), advocacy (Tabligh) and wisdom (Fathonah) have a significant effect on employee engagement.

In addition to Islamic leadership that can improve employee performance, there is another factor, namely employee engagement. The results of the study show that employee engagement has a positive effect on employee performance in accordance with several previous studies (Satata, 2021), (Chaman and Shidiqui, 2023). Employee Engagement can improve employee performance (Supriyanto et al., 2021) which is manifested by employee behavior with positive emotions, such as happiness and joy. Employees who are happy with their work will work better. This has also been stated by several researchers (Top et al., 2020) (Abdullahi et al., 2022) (Ngwenya and Pelsler, 2020) who revealed that employee engagement affects employee performance. Employees who have a positive, meaningful, and motivated attitude, which is shown by high enthusiasm, loyalty, and enjoyment will make employees have high performance, a willingness to devote themselves to the organization, and a willingness to strive to achieve high performance in the organization. In the study (Chaman and Shidiqui, 2023) showed that Islamic leadership traits can indirectly influence employee performance through employee engagement as a mediating variable. The results of the study (Chaman and Shidiqui, 2023) differ from this study because only Shidiq's traits can indirectly influence employee performance, while the other three exogenous variables show that Amanah, Fathonah and Tabligh cannot influence employee performance through employee involvement.

CONCLUSION

Leadership is important in a company to achieve company goals by increasing employee productivity at work. Several abilities must be possessed by an Islamic leader, namely as a role model, he must provide the right example for company or individual followers honestly through his actions, role performance, and words. Providing clear directions while listening and accepting input from employees is very important to improve employee performance.

Leaders must also have intelligence in solving all problems that occur in the company. In summary, the attributes of Islamic leadership in the form of honesty (Siddiq), trustworthiness (Amanah), wisdom (Fathonah) and Tabligh are important factors in increasing employee engagement and employee performance in the company. Involved employees have a deeper sense of responsibility towards organizational leadership and direction so that they provide productive performance. Employees who have high engagement not only show strong commitment and make extra contributions, but also show great loyalty to their company, reducing their tendency to leave the company voluntarily. Meanwhile, the role of leaders has the greatest impact on the level of engagement and performance of their staff. It is important for them to inspire and help build responsible and meaningful relationships with their teams, by appreciating and recognizing worthy achievements. Providing competitive work with clear goals and objectives and enthusiasm is also important.

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