

ANALYSIS OF THE ROLE OF MOTIVATION IN THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND ISLAMIC WORK ETHICS IN INCREASING EMPLOYEE PRODUCTIVITY

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Abstract: This takes a look at a quantitative narrative version of the use of field records to check examples of transformational management and Islamic paintings ethics on worker productivity with motivation as an intervening variable. The studies populace is Kopsha Rabbani personnel. The pattern accumulated amounted to 145 human beings using the random sampling approach and the use of the Slovin device. The research was processed using the WarpPLS eight.0 software. Specific checks display that transformational management does not affect motivation, Islamic painting ethics affects motivation, transformational leadership has an impact on worker productivity, and Islamic paintings ethics has no impact on employee productivity. Motivation is established to affect motivation. Worker. Worker productivity. The impersonal takeaway is that transformational management does not propose employee productivity through motivation, and the Islamic work ethic influences worker productiveness through motivation. In the improvement of human resources (SDI), it is vital to instil Islamic painting ethics systematically to encourage and inspire personnel to grow their productivity.

Keywords: Islamic Work Ethic, Transformational Leadership, Work Motivation, Productivity.

Abstrak: Penelitian ini menggunakan model naratif kuantitatif menggunakan memakai informasi lapangan buat menguji contoh kepemimpinan transformasional serta etika kerja Islam terhadap produktivitas karyawan dengan motivasi sebagai variabel intervening. Populasi penelitian merupakan pegawai Kopsha Rabbani. Sampel yang dikumpulkan berjumlah 145 orang memakai teknik random sampling menggunakan rumus Slovin. Penelitian diolah memakai aplikasi WarpPLS 8.0. Uji eksklusif menunjukkan bahwa kepemimpinan transformasional tak berpengaruh terhadap motivasi, etika kerja Islami berpengaruh terhadap motivasi, kepemimpinan transformasional berpengaruh terhadap produktivitas pegawai dan etika kerja Islami terbukti tidak berpengaruh terhadap produktivitas pegawai serta motivasi terbukti berpengaruh terhadap motivasi. karyawan. Produktivitas terhadap motivasi, kepemimpinan transformasional berpengaruh terhadap produktivitas pegawai, dan etika kerja

Islami terbukti tidak berpengaruh terhadap produktivitas pegawai serta motivasi karyawan. Uji tidak pribadi membagikan bahwa kepemimpinan transformasional tidak mensugesti produktivitas pegawai melalui motivasi, dan etos kerja Islami berpengaruh terhadap produktivitas pegawai melalui motivasi. pada pengembangan asal daya insan (SDI), perlu ditanamkan etika kerja Islami secara sistematis buat memotivasi serta menginspirasi pegawai pada menaikkan produktivitasnya.

Kata Kunci: Etika Kerja Islami, Kepemimpinan Transformasional, Motivasi Kerja, Produktivitas Karyawan.

INTRODUCTION

Productivity is an interesting theme in various scientific disciplines, especially in human resource development (Singh et al., 2022). Productivity plays a vital role in sustainable business success (Singh et al., 2022). To achieve employee productivity, most companies focus on improving employee performance because productivity is considered the main indicator of performance.

Employee productivity is influenced by the adoption of technology to minimize the time required to complete work (Duan and Deng, 2023). The use of digital technology presents new challenges (Venkateshet *al.*,2019), and then leadership is needed to carry out digital transformation to minimize work completion time. Leadership concept by Romance known by the terme-leadership. This leadership implies developing different capabilities to improve organizational functioning in a virtual work environment.

Leaders must be the primary supply of moral guidance for personnel (Brown, Treviño, and Harrison 2005) and contribute to the development of work ethics for the organization. Ethical behaviour is an important factor for companies. Apart from being a place to work, the company is also a centre for ethical learning for employees. Thus, leaders or managers can teach ethics in the workplace directly or indirectly to their employees or followers.

The actualization of work ethics is attached to employee behaviour that can be applied in the workplace. The concept of ethics, combined with leadership, produces ethical leaders (Brown, Treviño, and Harrison 2005)who are able to internalize moral values in the organization. Further, explains that moral leadership has a high-quality effect on worker resilience and moral behaviour. This kind of leadership model can motivate and inspire(Osman 1et al.,2024) employees in increasing productivity.

The measurement of employee productivity in companies, in general, is certainly different from employee productivity in Sharia cooperatives. One of the indicators of

productivity at Kopsyah Rabani is the ability of employees to meet productivity targets, such as profit generation, member acquisition, savings target yield, and distribution target per officer, which is accumulated every year.

Table 1. Employee Productivity

Indicator	Target 2023	Realization Dec 2023	% Achievements
Member	60,000	55,424	92%
Distribution	150,000,000,000	114,965,407,600	77%
Savings	30,000,000,000	29,736,992,378	99%
SHU	1,000,000,000	862.430.428	86%

Source: 2023 RAT Report

Although overall employee productivity has increased, individually, they have not reached the expected targets. Productivity and realization targets have not yet been achieved 100%. From these indicators, distribution productivity is still below 80%, and the PHU indicator reaches 86%, which is below the productivity indicators for member and savings growth.

The productiveness of a method is decided by how efficiently the assets invested are transformed into value for the client (Grönroos and Ojasalo, 2004). Productivity is a measurement of the performance of an worker or institution of personnel and has a direct impact on a company's profits (Gummesson, 1998). Employee productivity is also a key factor in a company's profitability and success.

According to Social Exchange Theory (SET) by Emerson (1976) And Cropanzano and Mitchell (2005), When employees feel emotionally connected to their organization, they are more productive and perform more meaningfully. Productivity is closely related to employee performance (Anakpo, Nqwayibana, and Mishi, 2023). Improving productivity is crucial to support performance. Many factors influence employee productivity, including: (Hoedemakers, Vanderstukken, and Stoffers 2023), (Liet *al.*,2019), Islamic work ethics (Kibriaet *al.*,2021),(Nasution and Rafiki 2020) and motivation (Singh, Solkhe, and Gautam 2022).

Management performs a key function in improving worker productivity, and transformational management, in particular, has been tested to have a effective impact on employees' art work usual performance and progressive paintings behaviour (Hoedemakers, Vanderstukken, and Stoffers 2023) (Liet *al.*,2019).

Transformational leadership has been validated to be undoubtedly associated with assignment overall performance (Walumbwa, Avolio, and Zhu, 2008; Wanget al.,2005) and (Dionne et al., 2004; Zhang, Cao, and Tjosvold, 2011). The advantageous effect of transformational leadership targets to inspire and inspire personnel to achieve a shared imagination and prescient of increasing productivity and business overall performance.

Transformational leadership is considered a really perfect management fashion, which has a high quality effect on worker overall performance and team performance. Apart from the positive aspects, this type of leadership also has negative aspects (Yashuo Chen, Ranran Ning, Tong Yang, 2018). That is a cause for concern. When leaders take too many transformational actions, it can cause a decline in employee activity overall performance. The principle of marginal application states that an excessive amount of an awesome issue can have unintended poor results. Not enough transformational leadership can lead to reduced productivity due to burnout (Teohet al.,2011), stress (Giorgi et al.,2017and Kapetanoset al.,2021) and affective symptoms, as well as decreased employee task performance.

Study Basu and Green (1997) State that Transformational leadership can reduce the innovative behaviour of followers but is good for strategy implementation (Osborn and Marion 2009). Opinion Porter and Bigley (2016), Transformational leadership can have dangerous consequences for organizations: When transformational leaders have competing visions, employee role conflict and role ambiguity negatively impact performance (Osborn and Marion 2009) and efficiency.

Transformational leadership is a management fashion that makes a speciality of enhancing followers' potential by inspiring them to achieve results that are better than they ever imagined (Khan et al., 2020). Al Nuaimi et al. (2022) present the concept of virtual transformational leadership (DTL) as digital leadership that combines innovative leadership styles with digital technologies. Transformational leadership was measured using six measurement points Podsakoff et al., (1996), which collaborated with Digital Transformational Leadership (DTL) from Al Nuaimi et al. (2022).

Ethical leadership is necessary to maintain a balanced and positive work environment, as unethical leadership can lead to negative behaviours in the workplace (Hassan et al., 2023). Unethical management additionally has a negative effect on the employer (Aghaei et al., 2023). As a result, it can reduce employee productivity. Aghaei et al. (2023) stated that leaders in the

workplace carried out 26% of unethical behaviour. The consequences of unethical leadership are also the cause of an unethical organizational culture (Javaid et al., 2020). According to Mohammed et al. (2018), unethical behaviour can damage an organization's reputation and create a bad work environment (Mohammed et al., 2018).

Ethical leadership is based on understanding and acting on a good work ethic. Research published in the *Journal of Leadership, Accountability and Ethics* shows that a strong work ethic leads to good performance, while a weak work ethic only improves short-term performance and leads to poorer performance in the future (Osibanjo et al., 2018). A strong Work ethic and ethical leadership are essential to maintaining a productive and positive work environment. Conversely, poor ethics and unethical leadership can lead to negative behaviours and reduce productivity.

Research conducted by Hassi, et al., (2021) shows that Islamic work ethics have a effective and enormous impact on work overall performance. Islamic work ethics become an intrinsic motivation to achieve employee work performance (Al-Douri et al., 2020). Motivation is a fixed of active forces originating from inside and out of doors the person who initiate work-associated behaviour (Pinder, 2014). Work motivation is a source of effective strength that results in individual self-actualization and organizational achievement (Hauser, 2014).

According to Ali and Al-Owaihan (2008), Islamic work ethics is a trigger factor for increasing employee performance towards a higher level, which is distributed for social welfare. Islamic work Ethics is an emanation of values that assist form the man or woman of workers (Beekun and Badawi, 2005) or moral principles that regulate and direct employee behaviour and attitudes in the workplace based on the Al-Qur'an and As-Sunnah (Ali, 1992; Mohammad et al., 2016). Islamic work is measured using the instruments used in the research by Salin et al. (2020) by recommending The four basic moral characteristics of a Director are Siddiq (honest), fatanah (intelligent), tabligh (convey) and amanah (trust).

Nurfaizi and Muafi (2022) show different research results that show that the Islamic work ethic does not affect work performance. The Islamic work ethic also does not provide intrinsic motivation for employees. Intrinsic motivation has a positive and significant effect on work performance. However, intrinsic motivation does not mediate the relationship between Islamic work ethics and work performance.

Transformational Leadership on Motivation

Leaders in an organization must have the qualities to bring about change by providing better information to their personnel due to the truth transformational leaders can inspire employees to attain excellent topics (Khan et al.,2020). Transformational leadership has been tested to impact motivation (Ibrahim et al., 2022; Sun and Leithwood, 2015; Chan et al.. 2019. Charoensukmongkol and Puyod, 2021; Dewi et al., 2022). Transformational leadership has been proven to have a substantial effective impact on intrinsic motivation (Nurfaizi and Muafi, 2022). that is consistent with research by Khan et al. (2020), Transformational leadership has a significant positive relationship with intrinsic motivation.

H1: Transformational leadership influences motivation

Islamic Work Ethics on Motivation

Islamic work ethics promote organizational commitment and employee job satisfaction. The principles and values of Islamic work ethics can generate deep organizational commitment among employees (Nasution and Rafiki, 2020). According to Nithyanandan (2010), humans with excessive work values have excessive intrinsic motivation, and conversely, human beings with low work values reduce the intrinsic motivation of personnel. Study Gheitani et al. (2019) It has been demonstrated that Islamic work ethic has a positive and significant impact on intrinsic motivation.

H2: Islamic work ethics influence motivation

Transformational Leadership on Employee Productivity

Transformational leadership continues to evolve alongside advances in technology and is known by the term Digital Transformational Leadership (DTL) (AlNuaimi et al., 2022). Romance *et al.* (2019) call it electronic leadership (e-leadership). Today, e-leadership offers opportunities as well as challenges. Transformational leadership is considered the ideal leadership style and has a positive effect on employee performance (Yashuo Chen, Ranran Ning, Tong Yang, 2018). Transformational leadership has been proven to have a significant positive effect on job performance (Nurfaizi and Muafi, 2022). Through transformational leadership, team alignment improves, and higher team performance can be achieved (Zhang, Cao and Tjosvold, 2011). Transformational leadership can also stimulate innovative behaviour (Liet *al.*,2019; Osman *et al.*,2024) To improve employee productivity.

H3: Transformational leadership influences employee productivity

Islamic Work Ethics on Employee Productivity

A strong work ethic has a huge impact on employee performance, whereas a weak work ethic hinders employee performance (Osibanjo *et al.*, 2018) or productivity. According to Singh, Solkhe, and Gautam (2022), Employee productivity plays a vital role in the continued success of a company. Business success can only be achieved through ethical work practices and the prevention of all forms of unethical behaviour (Hassan *et al.*, 2023). This could damage the company's image and performance.

Islamic work ethics have been proven to have a positive and significant impact on job performance (Hassi, Balambo, and Aboramadan, 2021). In line with research by Kibria *et al.* (2021), Islamic work ethics are the most important indicators of employee satisfaction, commitment, and performance (Kibria *et al.*, 2021). It is expected that Islamic work ethics will enhance the spirituality of employees and have a positive, beneficial impact on employees, making them more productive, adaptable and innovative (Omar Khalid Bhatti *et al.*, 2015). Islamic spirituality is expected to motivate employees (Omar K. Bhatti *et al.*, 2016). This allows us to make the following hypothesis:

H4: Islamic work ethics influence employee productivity

Motivation on Employee Productivity

Work motivation plays a vital role in organizational development as it increases employee productivity and efficiency (Vo, Tuliao, and Chen, 2022). Motivated employees help the company achieve its goals (Ibrahim *et al.*, 2022), resulting in better organizational performance (MT Lee and Raschke, 2016; Nohria, Groysberg, and Lee, 2008). Work morale determines the success of an organization as it promotes the effective performance of employees. (Wiley, 1997). Less motivated employees will perform poorly even if they are skilled (Germany, 2004).

Inspirational motivation, intellectual stimulation, and personal attention lead to a shared vision and commitment to the team and the team environment (Dionne *et al.*, 2004). Intrinsic motivation has been validated to have a big quality impact on overall job performance (Nurfaizi and Muafi, 2022). It increases painting motivation as a supply of high-quality power and leads to employees' self-cognizance and self-actualization. Therefore, work motivation is a prerequisite for the man or woman's self-actualization and organizational fulfilment (Hauser, 2014). From this description, the following hypothesis can be formulated:

H5: Motivation influences employee productivity

Transformational Leadership on Employee Productivity with Motivation as an Intervening Variable

Transformational leadership continues to evolve with advancements in technology. We understand the concept of leadership in today's era of Digital Transformation Leadership (DTL) (AlNuaimi et al., 2022) and electronic leadership (e-leadership) (Romance *et al.*, (2019). An interesting concept of leadership that shows the importance of e-leadership as a competency in virtual communication. Electronic leadership (e-leadership) opens up opportunities but also challenges (Romance *et al.*, 2019). To face challenges in the digital era, employee readiness for change is needed (Metwally *et al.*, 2019). To increase adaptability (Hoedemakers, Vanderstukken, and Stoffers, 2023), Training and improvement of technical and information technology (IT) capabilities are required (Anakpo, Nqwayibana, and Mishi, 2023).

Studies by Khan et al. (2020) and (2013) show that transformational leadership has a significant positive relationship with intrinsic motivation. High intrinsic motivation leads to higher performance, job satisfaction, and affective commitment to the organization (Karatepe and Tekinkus, 2006). It has been proven that transformational leadership has a positive and significant impact on job performance. Intrinsic motivation plays a mediating role in the relationship between transformational leadership and job performance (Nurfaizi and Muafi, 2022). Research has also shown that intrinsic motivation is a mediating variable (Dysvik and Kuvaas, 2008; Ibrahim *et al.*, 2022). Employees with good motivation are the key to improving quality and productivity (Mohsanet *et al.*, 2011).

H6: Transformational leadership affects employee productivity motivation as an intervening variable

Islamic Work Ethics on Employee Productivity with Motivation as an Intervening Variable

Leaders should be the primary source of ethical guidance for employees. Ethical leadership relates to the aspects of behaviour, integrity, trust in the leader, justice in interactions, and charismatic leadership and supervision (Brown, Treviño, and Harrison, 2005). Islamic work ethics is a multidimensional concept (economic, moral and social) (Ali and Al-Owaihian, 2008). According to Gheitani et al. (2019), the Islamic work ethic directly affects intrinsic motivation. Islamic work ethic indirectly affects job performance through intrinsic

motivation Al-Douri et al. (2020). Intrinsic motivation as a mediating variable was also found in the research (Dysvik and Kuvaas, 2008; Gheitani *et al.*, 2019).

H7: Islamic work ethics influence employee productivity with motivation as intervening variable

METHOD

This study uses a quantitative approach to test the effect of transformational leadership and Islamic work ethics on employee productivity, with motivation as the intervening variable. The subjects of this study are employees of Banda Madani Shariah Cooperative. A random sampling technique using the Slovin formula was used to select 145 employees. The data analysis technique in this study utilizes multivariate analysis using WarpPLS 8.0. All variables were measured using a questionnaire with a Likert scale of 1-5.

Transformational leadership was measured using six measurement items by Podsakoff et al. (1996), which collaborated with Digital Transformational Leadership (DTL) from AlNuaimi et al. (2022). Islamic work is measured using the instruments used in the research by Salin et al. (2020). The four basic moral qualities of a director through recommendation are Siddiq (honesty), fatana (intelligence), tabliq (communication) and amanah (trust). To measure motivation, a research-based tool is used by Karatepe and Tekinkus (2006) and Vallerand (1997) about intrinsic motivation, and research by Omar Khalid Bhatti et al. (2015) and Omar K. Bhatti et al. (2016) combines Islamic motivation. Measuring employee productivity uses research instruments Hanaysha, (2016) as well as the instruments used in the research by Chen and Tjosvold (2008) and Lee and Brand (2010).

RESULTS AND DISCUSSION

Convergent Validity and Discriminant Validity

The scales measuring the constructs in this article have been tested for construct validity. A size is stated to have construct validity if the hypothesized assemble or characteristic can be examined as a layout (Hair, Ringle, and Sarstedt, 2011). To check convergent validity, we examined Cronbach's alpha, common variance extracted (AVE), and composite reliability (CR). The suited thresholds for Cronbach's alpha, AVE, and CR are 0.6, 0.5, and 0.7, respectively (Hair, Ringle, and Sarstedt, 2011; Bagozzi, Yi, and Phillips, 1991). All values exceed the required value as Cronbach's alpha is extra than 0.8. The AVE value is more than 0.5, that means it meets the convergent validity of the examined constructs. furthermore, the

composite reliability value is extra than 0.7, indicating excessive internal consistency (Hair, Ringle, and Sarstedt, 2011). moreover, the reality that each one variables have external loadings above 0.6 fulfils the theoretical requirements (Henseler, Ringle, and Sarstedt, 2012) and checks the content validity of the scales. For KT1-2, KT9, EK11-12, EK116, EK122, EK124, MOT6-7, and PROK1, the requirements for convergent validity are not met, so these outlier data are not included in the data processing.

Table 3. Convergent Validity and Discriminant Validity

Latent Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
	Thresholds	≥ 0.6	≥ 0.6	≥ 0.7	≥ 0.5
KT	KT4	0.724	0.913	0.930	0.624
	KT5	0.792			
	KT6	0.822			
	KT7	0.744			
	KT8	0.853			
	KT10	0.759			
	KT11	0.826			
EK11	KT12	0.790	0.928	0.940	0.636
	EK113	0.729			
	EK114	0.795			
	EK115	0.816			
	EK117	0.834			
	EK118	0.789			
	EK119	0.808			
	EK120	0.795			
MOT	EK121	0.820	0.920	0.936	0.679
	EK123	0.786			
	MOT1	0.867			
	MOT2	0.869			
	MOT3	0.866			
	MOT4	0.813			
PROC	MOT5	0.751	0.883	0.915	0.682
	MOT8	0.831			
	MOT9	0.761			
	PROC2	0.805			
	PROC3	0.792			
	PROK4	0.865			
	PROC5	0.849			
	PROK6	0.816			

Source: processed research data

The subsequent are the effects of testing the studies version the use of WarpPLS:

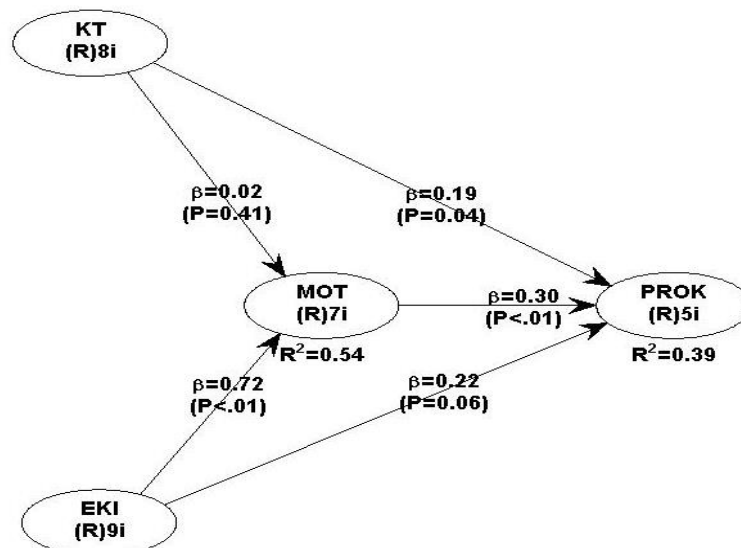


Figure 2. Model Test Results (WarpPLS)

Inner Model

a. Adjusted R-Squared and Q-Squared

Table 4. Adjusted R-square and Q-squared table

	Adjusted R-Squared Coefficients	Q-Squared Coefficients
Motivation	0.537	0.546
Employee Productivity	0.378	0.396

Source : processed research data

Mark Adjusted R-Squared the incentive variable of zero.537 shows that variations in motivation may be described with the aid of variations in transformational control, Islamic work ethics, worker productiveness of 53.7%, and the last forty-six. 3% is motivated by other variables. The Adjusted R-squared rate of the employee productivity variable is zero.378, indicating that variations in transformational management may explain variations in employee productivity, Islamic painting ethics and motivation of 37.eight% and the last 62.2% is prompted with the aid of various variables. The R square price is 0.75 (strong), 0.5 (medium) and 0.25 susceptible. The Adjusted R-squared price for the motivation variable of 0.537 is taken into consideration as mild as it is not a long way from 0.5, and employee productiveness of 0.378 is taken into consideration as susceptible. Furthermore, a research model with predictive validity ought to have a Q-squared price of more than

zero. The estimation consequences of the research model display exact predictive validity, specifically motivation of 0.546 and employee productivity of 0.396.

b. Effect Size

The following take a look at is to peer which exogenous latent factors have the best impact at the endogenous variables. in keeping with Hair et al. (2014) And Cohen (1988),

Table 5. Effect Size

Item	Effect Size	Results
Transformational leadership>Motivation	0.010	Weak
Islamic Work Ethics>Motivation	0.534	Strong
leadership Transformational>Employee Productivity	0.095	Weak
Islamic Work Ethics>Employee Productivity	0.126	Currently
Motivation>Employee Productivity	0.171	Currently

Source : processed research data

impact period, which is classified as robust, specially the have an impact on of Islamic work ethics motivation, is 0.534. The impact length is classed as moderate. namely, the impact of Islamic work ethics on employee productiveness is 0.126, and the influence of motivation on employee productiveness is 0.171. The impact size is classed as susceptible, namely the affect of transformational management on the motivation of 0.010 and the have an impact on of transformational management on employee productivity of 0.095.

c. Fit Modelsand Quality Indices

OutputsThe fit index suggests the goodness of healthy criteria for a terrific model. where the APC value = 0.291, ARS = 0.467, AARS = 0.458 with an importance cost of $p < 0.001$ (< 0.05). Likewise, the value of average block VIF (AVIF) = 2.213 and Average full collinearity VIF (AFVIF) = 2.283, which is less than 3.3 (meets ideal standards). because of this there may be no multicollinearity among signs and between latent variables. The resulting GoF is $0.553 > 0.36$; due to this, the version healthy is terrific. For the Sympson's paradox ratio (SPR) index = 1,000, R-squared contribution ratio (RSCR) = 1,000, statistical suppression ratio (SSR) = 1,000 and nonlinear bivariate causality course ratio (NLBCDR) = 1,000. Each has a value ≥ 0.7 ; this means that there may be no causality problem within the version. This study was completed in iterations of the usage of the resampling (bootstrapping) approach with 200 samples.

Significance Test

a. Path Coefficients Direct Influence

Table 6. Results of the Direct Effect Test

<i>Direct Influence</i>	B	P Values	Results
Transformational leadership>Motivation	0.019	0.412	Reject
Islamic Work Ethics>Motivation	0.724	< 0.001	Accepted
leadership Transformational>Employee Productivity	0.189	0.037	Accepted
Islamic Work Ethics>Employee Productivity	0.219	0.063	Reject
Motivation>Employee Productivity	0.303	0.005	Accepted

Source : processed research data

The check outcomes at once show that transformational leadership has no impact on motivation, as evidenced by way of the β of 0.019 and the p-value of 0.412 (more than 0.05); this means that hypothesis 1 is rejected. Speculation 2 is prevalent, which states that Islamic paintings ethics have a advantageous and huge effect on motivation as evidenced by β of 0.724 and p value < 0.001(under 0.05). Transformational leadership has an effective and big impact on worker productivity with a β value of 0.189 and an importance of 0.037 (under 0.05), so speculation 3 is regular. hypothesis 4 is rejected, confirmed through way of a β value of 0.219 and a p value of 0.063 (greater than 0.05), simply so Islamic work ethics don't have any impact on worker productivity. Motivation has a tremendous effect on worker productivity with a β of 0.303 and a p value< 0.001(beneath 0.05), so hypothesis five is time-honoured.

b. Indirect Effects

Table 7. Indirect Effect Test Results

Indirect Influence	Indirect Effects	P Values	Results
Transformational leadership -> Motivation -> Employee productivity	0.006	0.419	Reject
Islamic Work Ethics-> Motivation -> Employee productivity	0.219	0.006	Accepted

Source : processed research data

The consequences of testing the oblique impact of transformational leadership on worker productiveness through motivation acquired an oblique impact of 0.006 and a P price of 0.0060.419 (above 0.05); because of this, there is no indirect effect so that motivation can not intrude in the have an impact on of transformational leadership on worker productiveness (speculation 6 is rejected). The second oblique impact is Islamic work ethics on worker productiveness through motivation, which has an oblique effect

price of 0.219 and a P value of 0.006 (under 0.05); because of this, there is an oblique influence so that motivation can interfere with the influence of Islamic work ethics on worker productiveness (hypothesis 7 is standard). to test the mediation effect of motivation, using WarpPLS through looking at the indirect effect of 0.006 (0.6%) < 20%, it has a long way said to have nearly no mediation effect and 0.219 (21.9%) is at 20% -80%, it has a long way said to have a partial mediation effect.

CONCLUSION

speculation 1 is rejected, particularly transformational leadership, which has no impact on motivation. Some of the motives why transformational leadership may also not have any effect on motivation, include management effectiveness, resistance to exchange, less powerful communicate, specific motivations, loss of resources, lack of consistency, age and reveal in, and outside conditions that affect motivation. Limitations (economic situations, market opposition, and regulatory adjustments). Hypothesis 2 is that traditional Islamic paintings ethics have a nice and huge impact on motivation. Islamic work ethics which have been internalized and institutionalized in corporations can grow to be a robust framework for developing employee motivation through a more holistic method by way of the use of methods of integrating non-secular and moral values in art work. So, Islamic work ethics are not only ethical and spiritual ideas but also reflect the attitudes and behaviour required in the work environment. For that reason, Islamic painting ethics have grown to be an inspiration and motivation for employees to boost their productivity. Hypothesis 3 regularly occurs; transformational management has an advantageous and massive effect on employee productivity. Transformational management is a management style that conjures up and motivates employees to maximize their capacity. Transformational management is able to create high-quality changes in a company, thereby growing work surroundings that support, motivate and develop personnel, which in the end can boost their productivity. Speculation 4 is likewise rejected, where Islamic painting ethics has no impact on worker productiveness. Weak work ethics emerge as an obstacle to productiveness. This means that Islamic work ethics are no longer fully implemented, and efforts are needed to boost institutional internalization. The final direct dating, namely hypothesis five, is standard, wherein motivation is verified to have a fantastic and giant effect on worker productivity. Motivation is crucial in encouraging a worker's overall performance and productivity. Corporations with a piece environment that motivates employees can grow

productivity, performance, and activity satisfaction. Motivation also can encourage personnel to perform obligations correctly and efficaciously in order that productivity is performed because the output or outcomes are completed by means of employees at a positive period. hypothesis 6 is rejected; transformational leadership does now not have an impact on worker productivity, this is mediated through the usage of motivation. This means transformational leadership has an immediate effect on worker productivity while not having to undergo motivation. Even though transformational leadership has a wonderful capacity to grow motivation and productiveness, various factors can impact it, along with retention of alternatives due to monetary conditions, market pressure, non-public issues, an organizational culture that does not assist trade and innovation, limited sources, and less powerful communication. , as well as variations in employee responses to their leaders. Hypothesis 7 is popular, in which Islamic paintings ethics have an effective and splendid impact on worker productivity that is mediated via motivation. This means that Islamic paintings ethics do not have a right away effect on worker productivity; however, as a substitute, they have an indirect impact through motivation. Islamic work ethics also can provide a sturdy foundation for the formation of intrinsic and extrinsic motivation in growing worker productiveness.

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