



The impact of Islamic work ethics and transformational leadership on job performance with mediating role of intrinsic motivation

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ABSTRACT

This research examines and analyzes the impact of Islamic Work Ethics and Transformational Leadership on Job Performance with Mediating Role of Intrinsic Motivation. The method used in this research is the Quantitative method through questionnaire responses. 40 respondents are used as a sample of this research. The data analysis method of this research is Structural Equation Model (SEM) which utilizes Partial Least Square (PLS). The results of the data analytics in this research are: (i) The Islamic Work Ethic does not have any positive significant impact on Job Performance. (ii) Islamic Work Ethic do not have any positive significant impact on the Intrinsic Motivation. (iii) Transformational Leadership has a positive significant impact on Job Performance. (iv) Transformational Leadership has a positive significant impact on Intrinsic Motivation. (v) Intrinsic Motivation has a positive significant impact on Job Performance. (vi) Intrinsic Motivation does not mediate the relations between Islamic Work Ethics and Job Performance. (vii) Intrinsic Motivation mediates the relations between Transformational Leadership and Job Performance.

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Introduction

In achieving the company's objectives, there are several problems faced by employees. Employees certainly must adhere to, carry out, and complete their responsibilities in the company. Employees who work for companies which specifically have Islamic values are obliged to perform Islamic work ethics. However, this is not an easy task. The way employees carry out their job while also performing Islamic work ethics is impacted by leader who shows Islamic manners and values to achieve a high-performance during working, or also known by the term Job Performance (JP).

According to Al-Douri et al. (2020) Job Performance (JP) could be defined as behaviour which involves the employees at work or organizations' goals. The result of the employee's performance is an action to achieve the working target of a work that has been done by the employee as a form of performance achievement in a company. According to Al-Khasawneh et al (2015), explains that Allah SWT has emphasized in several verses in the Al-Qur'an regarding the equal and unbiased remuneration system, in accordance to the performance and the quantity of work done by the employees. To obtain a good working performance, each individual is supported by motivation as a form of success in achieving the company's objectives. According to Raza et al. (2018), intrinsic motivation will inspire its ideal function with optimism. It would also decrease anxiety and depression of the employees. Intrinsic Motivation becomes a background or a reason for an action. This acts as the direction in the beginning and the continuing activities which determines the direction of someone's behaviour (Gheitani et al, 2019). Motivation would direct the employee in regards to the activities they do and understanding the implemented working ethics.

Islamic work ethics (IWE) are values derived from the Al-Qur'an and Hadits. According to Aldulaimi Saeed (2016), ethics refers to manners, social justice, customs, and goodness within a certain society. This is reflected in the social structure which performs ethics in a certain organization. Ethics is viewed as a foundation of a belief and value, which helps the employees to understand the

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difference between the correct truth and the incorrect truth (Khan et al. 2015). The previous research which was conducted by Al-Douri et al (2020) found that the Islamic work ethics contributed a significant positive impact on Job Performance. Further, the research conducted by Hassi et al (2021) found that the role of intrinsic motivation as the mediator between Islamic work ethics and employees' job performance has a significant result. Transformational leadership (TL) style will identify the changes needed in organization. The design of vision and mission that will help the organization towards reformation, and then the execution of the organization plan would happen. According to Masa'deh et al (2016), the popularity of transformational leadership is linked with the effective leadership development ability which results in the employee's commitment and creating a positive relationship in various levels within the organization. The previous research made by Jnaneswar and Ranjit (2020) discovered a positive relationship between transformational leadership and Job Performance. According to Shahhosseini et al, (2013) there are foundational assumptions that the transformational leadership relationship facilitates employee development which generates knowledge and skills to overcome big challenges within the working environment.

This study is carried out to examine and analyze the impact of Islamic work ethics and transformational leadership on job performance with the mediating role of intrinsic motivation. The article is organized into several parts. First, the author explains the background that underlies the reason why the study must be carried out. Second, the literature review presents the hypothesis that is developed based on the results from previous studies and applied theory used in this study, specifically about Islamic work ethics, job performance, transformational leadership, and intrinsic motivation. Third, the research design, population and sample, analytical tools, variables, and measurement items are explained. Fourth, the author presents the results of the hypothesis testing and provides the discussion of the results. Finally, the conclusion of this study is drawn, which also contains the implication and suggestion for future research.

Literature Review

Conceptual Background and Hypothesis Development

Islamic Work Ethics Impact on Job Performance

Organization needs employees who are energetic, enthusiastic, and perform highly in reaching the organization's objectives. By fulfilling the consumer's needs and wishes, they elevate their individual skills and obtain prime competitiveness. The individual who has high consciousness to the Islamic work ethic is more willing to work hard to reach the organization's objectives and exceed the requirements of the basic individual workload (Arslan, 2020; Arslan et al., 2021). According to Mohammad et al (2018), the Islamic values are rooted in the workplace environment, which impacts the employee's ethical behaviour positively by motivating them within the organizations to exceed the individual official workload. Ud Din et al (2019) research concludes that Islamic work ethics impacts positively and significantly on working achievements. Different from the research conducted by Aflah et al (2021) which concluded that there are positive insignificant results between work ethic and Job Performance. Same as the other research conducted by Al-Douri (2020); Mohammad et al (2018) which discovered that Islamic work ethic has a positive impact towards Job Performance. Based on the previous discourse and assumption, below is the formed hypothesis:

H1: Islamic Work Ethic impacts positively and significantly towards Job Performance.

The Impact of Islamic Work Ethic on Intrinsic Motivation

Ethic is linked with the procedure and the result related to the work. Such as motivation, commitment, working performance, and working satisfaction. According to Ryan & Tipu (2016), the values and work ethic such as multidimensional working morals could be the main predictor of the working inspiration. The result from a research conducted by Fauzan and Tyasari (2012) found that the Islamic work ethics do not have any significant impact on working motivation. Meanwhile research by Al-Douri (2020) shows that Islamic work ethic impacts intrinsic motivation positively and significantly. The founding is supported by the previous research conducted by Ud Din (2019) and Ghetani et al (2018) which showed Islamic work ethics positively and significantly impact intrinsic motivation. With the aforementioned discourses, below is the second hypothesis:

H2: Islamic Work Ethics impact positively and significantly towards Intrinsic Motivation.

Transformational Leadership Impact on Job Performance

Leadership impacts someone's working performance according to the leader's style. According to Tohardi (2002), a leader is someone who has a duty to direct and mentor their subordinates while also needs their support to lead them to reach the organization's objectives. Jnaneswar & Ranjit (2020) research discovered that there is a positive impact between Transformational Leadership and Job Performance. Same as the research conducted by Laksmna & Riana (2020) which also found that transformational leadership impacts Job Performance positively. Meanwhile, research from Rita et al (2018) discovered that transformational leadership could not directly nor significantly impact the employee's working performance. According to those discourses, the third hypothesis of this research is:

H3: Transformational leadership positively impacts Job Performance.

Transformational Leadership Impact on Intrinsic Motivation

The transformational leadership style supports and motivates the employees to perform higher in the workplace through participation and good performance appreciation for the employees. According to Nguyen et al (2019), leaders with transformational leadership styles are the people who have abilities to determine clear and specific objectives of their subordinates, support the subordinates, inspire the subordinates, and create innovations during working. The employees' motivation is not dependent on external motivation. According to Laksmana & Riana (2020), motivation is a willingness to fulfil high efforts to achieve an organization's objectives, which is conditioned by the abilities to fulfil individual needs. Research conducted by Munh-Duc & Huu-Lam (2019) concluded that transformational leadership has a strong and significant relation with intrinsic motivation. Same as the research from Laksmana & Riana (2020) and Nguyen et al (2019) which discovered that transformational leadership impacts positively and significantly to intrinsic motivation. Therefore, the fourth hypothesis is:

H4: Transformational leadership positively impacts Intrinsic Motivation.

Intrinsic Motivation Impact on Job Performance

The employees who have high intrinsic motivation would perform well during work and even exceed the organization's objectives. Intrinsic motivation presents due to personal will-power to do activities for themselves as a form of individual happiness and satisfaction which is attached to the activities they do (Deci, Connell, and Ryan, 1989). Intrinsic motivation in each individual would give the effort to determine the individual decision on achieving happiness and satisfaction. When individual working performance within an organization is based on intrinsic motivation, the employees tend to be involved in their tasks, thus their working performance is improving. According to Grant (2008), a person who is motivated intrinsically is more involved in the process and views their tasks as objectives. Research conducted by Al-Douri et al (2020) explored the Islamic working ethics by analysing its impact on Job Performance and intrinsic motivation. The previous research showed that there is a positive and significant impact between intrinsic motivation and Job Performance. Other research by Ud Din et al (2019), Shin (2019), and Tore (2019) also discovered that intrinsic motivation significantly and positively impacts Job Performance. Based on these previous discourses and assumptions, the fifth hypothesis of this research is:

H5: Intrinsic motivation impacts positively and significantly on Job Performance.

Intrinsic Motivation Mediation on the Relationship Between Islamic Work Ethics and Job Performance

Motivation is the foundation of a reason why someone does certain actions to determine the direction of one's behaviour. Ryan & Deci (2000) stated that it is to do something integrally exciting and attractive. So far, there have been many researches about Islamic work ethic which involved several formulations of constructions from various dimensions. The Islamic work ethic tends to improve the employees' working performance through religious values which are found to impact motivation level. The result from research conducted by Hassi et al (2021) discovered that intrinsic motivation mediates the relationship between Islamic work ethics and Job Performance. Further, in other studies by Al-Douri et al (2020) and Ud Din et al (2019) discovered intrinsic motivation mediating the relationship between Islamic work ethics and Job Performance. Based on the previous discourses and assumptions, the sixth hypothesis is:

H6: Intrinsic motivation mediates the positive impact of Islamic work ethics on Job Performance.

Intrinsic Motivation Mediation Impact on the Relationship Between Transformational Leadership and Job Performance

Leadership is an important factor which impacts the organizational achievements because leading is a main activity which accelerates everything in order and in line with the organization's objectives. According to Bass & Avolio (1990), transformational leadership does not just translate to appreciating subordinates, but making the efforts to meet the needs to the higher level. According to Laksmana & Riana (2020), in a leadership process, motivation is very important because a leader is also a form of motivation to the subordinates. Prasetya (2019) stated that the leadership style reflects the leader's ability in directing the subordinates according to the individual and organizational objectives. The research conducted by Laksmana and Riana (2020) discovered that the intrinsic motivation mediates the impact of transformational leadership on Job Performance. In another research, Siddiqui & Rida (2019) stated that intrinsic motivation impacts positively and significantly on the employee's working performance. It stated that if individual intrinsic motivation improves, it would indirectly improve the employee's working performance as well. From the previous discourse and assumptions, the seventh hypothesis is:

H7: Intrinsic motivation mediates the positive impact of Transformational Leadership on Job Performance.

Research and Methodology

Data and Sampling

This research is using a quantitative approach. The approach of the quantitative method is aimed to examine a certain theory by observing each relationship between variables. These variables are measured through research instruments. Thus, the data that consists of numbers could be analysed through statistical procedures. In this research, the samples are taken from all 100 employees of PT. Karya Adi Kencana. The sampling technique is using questionnaires which have been given to all employees. The variable is

measured by the Likert 1-5. The data analysis technique is using PLS-SEM. The PLS-SEM analysis consists of two sub-models; inner model and outer model. According to Ghazali and Latan (2015), the recommended number of samples is between 30 and 100. Therefore, the sample for this research is 40 employees of PT. Karya Adi Kencana.

Variables

This research involves four variables consisting of three exogen variables and an endogen variable. Below is the operational definitions of each variable:

Islamic Work Ethics: According to Beekun (1997), the Islamic Work Ethics is a unity of moral principles which differs between the bad and the good within Islamic context. The measure of Islamic work ethic is referred to Ali and Al-Owaihian (2008)

Transformational Leadership: According to Burns (1978) transformational leadership is a process of both the leaders and the employees within a company to improve morality and raise motivation. To measure transformational leadership, this research refers to Carless et al (2000).

Intrinsic Motivation: According to Kasser dan Ryan, (1996) intrinsic motivation inspires optimal functions and increases optimism, it also reduces anxiety and depression. To measure the intrinsic motivation, this research refers to Vallerand (1997).

Job Performance: According to Jex, (2002) Job Performance mainly reflects how an individual acts to accomplish something in their work. Thus, Job Performance could be defined as every behaviours and activities done during working. The measurement of Job Performance refers to Mathis and Jackson (2002). This study uses data collection techniques with the questionnaire method. The questionnaire consists of several statements given to respondents in the hope that they can be filled in according to the instructions that have been given. The measurement of this study uses a Likert Scale designed to explain whether or not someone agrees with the statements listed on the questionnaire with intervals of 1-5. The Likert Scale measurements are as follows; 1. Strongly disagree. 2. Disagree. 3. Neutral. 4. Agree 5. Strongly Agree

Findings and Discussions

Respondent Description

The number of respondents in this research is 40 respondents of PT. Karya Adi Kencana male and female employees. This research is divided into several characteristics which includes gender, age, education, and years of service. The details for each characteristic are shown below on Table 1.

Table 1: Respondent's Characteristics

Genders	Numbers of Respondents	Percentage
Male	26	65%
Female	14	35%
Age	Numbers of Respondents	Percentage
<25 Years Old	6	15%
25-30 Years Old	13	33%
31-40 Years Old	11	28%
41-50 Years Old	8	20%
>50 Years Old	2	5%
Education Level	Numbers of Respondents	Percentage
High School	22	55%
Associate's Degree (D3)	5	13%
Bachelor's Degree (S1)	12	30%
Master's Degree (S2)	1	3%
Years of Service	Numbers of Respondents	Percentage
<5 Years	10	25%
5-10 Years	22	55%
11-15 Years	4	10%
16-20 Years	1	3%
>20 Years	3	8%
Total	40	100%

Source: Authors

Outer Model Test Results

Measurement model testing will be carried out to show the results of the validity and reliability tests. Using convergent validity and discriminant validity. Convergent validity is used to prove that the respondent can understand the statement on each latent variable. The results of this test can be seen from the value of the loading factor for each indicator. The rule of thumb commonly used in measuring convergent validity is that the loading factor value on the hand must be > 0.7. However, the loading factor value of 0.5-0.6 is still considered sufficient for research in the early stages of developing a measurement scale.

The result of relationship between variable testing could be viewed on figure 1 below:

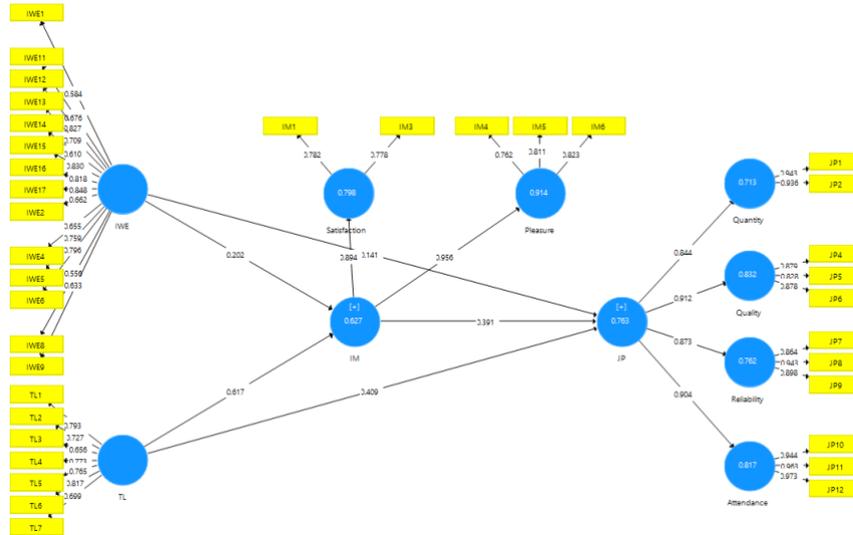


Figure 1: Convergent Validity Measurement Results; Source: Primary Data processed, 2022

Based on Figure 1, all loading factors are above 0,5. This means that all items measurement used in this study are valid, and it can be used for further analysis. The complete results are shown in Table 2.

Table 2: Outer Loadings Indicator Test

Variable Relationship	Loading Factor	Sig	Desc
IWE1 <- Islamic Work Ethics	0,584	0,000	Valid
IWE2 <- Islamic Work Ethics	0,662	0,000	Valid
IWE4 <- Islamic Work Ethics	0,655	0,000	Valid
IWE5 <- Islamic Work Ethics	0,759	0,000	Valid
IWE6 <- Islamic Work Ethics	0,796	0,000	Valid
IWE8 <- Islamic Work Ethics	0,556	0,000	Valid
IWE9 <- Islamic Work Ethics	0,633	0,000	Valid
IWE11 <- Islamic Work Ethics	0,676	0,000	Valid
IWE12 <- Islamic Work Ethics	0,827	0,000	Valid
IWE13 <- Islamic Work Ethics	0,709	0,000	Valid
IWE14 <- Islamic Work Ethics	0,610	0,000	Valid
IWE15 <- Islamic Work Ethics	0,830	0,000	Valid
IWE16 <- Islamic Work Ethics	0,818	0,000	Valid
IWE17 <- Islamic Work Ethics	0,848	0,000	Valid
TL1 <- Transformational Leadership	0,793	0,000	Valid
TL2 <- Transformational Leadership	0,727	0,000	Valid
TL3 <- Transformational Leadership	0,656	0,000	Valid
TL4 <- Transformational Leadership	0,773	0,000	Valid
TL5 <- Transformational Leadership	0,765	0,000	Valid
TL6 <- Transformational Leadership	0,817	0,000	Valid
TL7 <- Transformational Leadership	0,699	0,000	Valid
IM1 <- Intrinsic Motivation	0,782	0,000	Valid
IM3 <- Intrinsic Motivation	0,778	0,000	Valid
IM4 <- Intrinsic Motivation	0,762	0,000	Valid
IM5 <- Intrinsic Motivation	0,811	0,000	Valid
IM6 <- Intrinsic Motivation	0,823	0,000	Valid
JP1 <- Job Performance	0,943	0,000	Valid
JP2 <- Job Performance	0,936	0,000	Valid
JP4 <- Job Performance	0,879	0,000	Valid
JP5 <- Job Performance	0,828	0,000	Valid
JP6 <- Job Performance	0,878	0,000	Valid
JP7 <- Job Performance	0,864	0,000	Valid
JP8 <- Job Performance	0,948	0,000	Valid
JP9 <- Job Performance	0,898	0,000	Valid
JP10 <- Job Performance	0,944	0,000	Valid
JP11 <- Job Performance	0,963	0,000	Valid
JP12 <- Job Performance	0,973	0,000	Valid

Hypothesis Testing

The relationship between the constructs is obtained from the path analysis test. It can be known that the first hypothesis regarding the influence of Islamic work ethics on job performance, and the second hypothesis about the influence of Islamic work ethics on intrinsic motivation are rejected. This is because the p-value of both hypotheses show value that is greater than 0.05, thus the hypotheses are rejected. The detailed results are presented on Table 3 as follows:

Table 3: Results of Testing Relationship Between Construct (Test Hypothesis)

	Original (O)	Sample	T Statistic (O/STDEV)	P Values	Description
Islamic Work Ethic -> Job Performance	0,141		0,892	0,373	H1 Rejected
Islamic Work Ethic -> Intrinsic Motivation	0,202		1,142	0,254	H2 Rejected
Transformational Leadership -> Job Performance	0,409		2,576	0,010*	H3 Accepted
Transformational Leadership -> Intrinsic Motivation	0,617		3,767	0,000*	H4 Accepted
Intrinsic Motivation -> Job Performance	0,391		2,324	0,021*	H5 Accepted

desc = * Sig PValues <0,05

Mediation Effect

The results of the hypothesis testing for hypothesis 6 regarding the mediating role of intrinsic motivation on the relationship between Islamic work ethics and job performance shows that the hypothesis is rejected. This is because the p-value of both hypotheses show value that is greater than 0.05, namely 0,401. On the other hand, the results of the hypothesis testing for hypothesis 7 regarding the mediating role of intrinsic motivation on the relationship between transformational leadership and job performance shows that the hypothesis is accepted.

Table 4: Indirect Influence

	Original (O)	Sample	T Statistic (O/STDEV)	P Values	Description
Islamic Work Ethic -> Intrinsic Motivation -> Job Performance	0,079		0,841	0,401	H6 Rejected
Transformational Leadership -> Intrinsic Motivation -> Job Performance	0,241		1,988	0,047	H7 Accepted

desc = * Sig PValues <0,05

Discussion

Islamic Work Ethic Impact on Job Performance

The research result shows that the Islamic work ethic has an insignificant positive impact on Job Performance of PT. Karya Adi Kencana employees. Proven by the p-value of 0,117 is more than 0,05. Thus, Ho is accepted but Ha is rejected. That means, the impact is positive on this relationship. It also translates that the higher Islamic work ethic is, the higher job performance within a company. The research result is corresponding with the research conducted by Aflah et al (2021) which found that there is an insignificant positive impact between Islamic work ethics on Job Performance. The result, however, is not in accordance with the research conducted by Ud Din et al (2019) and Al-Douri et al (2020) which found that there is significant positive impact between Islamic work ethics on Job Performance. This result also is not in line with the previous research by Mohammad et al (2017) which found that there is significant positive impact from Islamic work ethics on Job Performance. According to the research result, the positive impact in this relationship has a meaning that the higher employee's Islamic work ethics means higher working performance in the company. The employee behaviour that only views Islamic work ethic normatively becomes a crisis of value of ethics that is based on religious norms. This will impact the working performance. The Islamic work ethic is derived from Al-Qur'an and Hadist which explains various things; from behaviours between individuals, creativity, accountability, and teamwork in a workplace (Rokhman, 2016).

The normative behaviour of the employees has not shown any practice in their individual daily habit. During the practice, the employees keep up with the existing ethics, but they have not practiced the Islamic work ethic as a whole while doing their tasks. According to Van der Walt (2016), employee ethics could be considered as a whole framework which affects individual behaviour at the workplace.

Islamic Work Ethics' Impact on Intrinsic Motivation

The research result shows that the Islamic Work Ethic has a positive insignificant impact on intrinsic motivation on the PT. Karya Adi Kencana's employees. Proven by the p-value of 0,254 higher than 0,05. Thus, Ho is accepted and Ha is rejected. The positive impact in this relationship is the higher Islamic work ethics level means higher employee's intrinsic motivation level. This research result is in accordance with Fauzan and Tyasari (2021) who found that the Islamic Work Ethics do not significantly impact the working motivation. The result is not in line with the previous research conducted by Hassi et al (2021) who discovered that the Islamic work ethics impact intrinsic motivation significantly and positively. Further, the present research result is also different from the research conducted by Gheitani et al (2019) who found that Islamic work ethics impact significantly on intrinsic motivation. This research result is also not corresponding to the research conducted by Al-Douri et al (2020) and Ud Din et al (2019) which found that Islamic work ethics positively impact intrinsic motivation.

According to the result of the research, the positive in this relationship shows that the higher employee's Islamic work ethic level means higher employee's intrinsic motivation. The employee's apparent raise on the happiness level and working commitment along with optimistic behaviours towards the workload at the company leads to the efforts of understanding the company's objectives and strong aspiration to stay working in the company (Rokhman, 2010).

Transformational Leadership Impact on Job Performance

The research shows that transformational leadership has a positive significant impact on PT. Karya Adi Kencana employee's Job Performance. Proven by the p-value of 0,000 lower than 0,050. Which means Ho is rejected and Ha is accepted. Thus, transformational leadership partially impacts Job Performance significantly.

The research result is in accordance with the research of Jnaneswar, K., & Ranjit, G. (2020) who discovered that there is a significant positive impact of Transformational Leadership on Job Performance. Other research by Rita et al (2018) Laksana & Riana (2020) found that transformational leadership has a positive significant effect on Job Performance. Same as the research conducted by Eliyana et al (2019) who discovered that there is a significant positive relationship between transformational leadership and Job Performance. The leaders' role of the company is very impactful in determining the employee's working performance. The leaders who give effective direction in the company will deliver positive impacts and generate a good working performance in the company as a form of achieving the company's objectives. According to Prasetya (2019) Effective leadership will motivate employees to act in achieving maximum performance. The transformational leaders will raise the efficacy between the leaders and the subordinates which improves the employee's working performance. This makes leaders a mentor and motivator for all the employees according to their needs and the appropriate resources to accomplish their tasks (Howell dan Hall-Merenda, 1999).

Transformational Leadership Impact on Intrinsic Motivation

The research result shows that transformational leadership has a positive and significant impact on intrinsic motivation to the employees at the PT. Karya Adi Kencana. Proven by the p-value of 0,000 lower than 0,005. Thus, Ho is rejected and Ha is accepted. Which means that transformational leadership partially impacts intrinsic motivation positively. This result is in line with the research conducted by Minh-Duc & Huu-Lam (2019), it stated that transformational leadership impacts intrinsic motivation significantly and positively. This is supported by research conducted by Laksana & Riana (2020) which discovered that transformational leadership impacts positively and significantly on intrinsic motivation. The same goes with research by Lee & Hidayat (2018) and Nguyen et al (2019), they found that transformational leadership positively and significantly impacts intrinsic motivation. Leaders in the company show good examples by doing their own assignments and direct the employees to do their tasks as well as possible according to the company's objectives. The employees who receive instructions from the leaders with transformational style will give stimulation and intellectual individual stimulation (Robbins, 2003). In the professional world, leaders with transformational style will give motivation and support to their employees as a form of psychological improvement from the employees. That is a form of the employees' trust when working on their assignments. Thus, employees' needs could be delivered to the leaders. Leaders with transformational leadership styles will make their employees perform better in their jobs. Transformational leaders will create visions and environments which motivates the employees to accomplish achievements.

Intrinsic Motivation Impact on Job Performance

The research result shows that intrinsic motivation has a positive significant impact on PT. Karya Adi Kencana employee's Job Performance. Proven by the p-value of 0,021 lower than 0,05. Thus, Ho is rejected and Ha is accepted. That means, intrinsic motivation partially impacts Job Performance significantly. The research result is in line with research conducted by Ud Din et al (2019), which discovered that intrinsic motivation impacts Job Performance significantly and positively. The discovery is also supported by the research conducted by Al-Douri et al (2020), it found that intrinsic motivation has significant positive impact on Job Performance. The result of this research is corresponding with research by Siddiqui & Rida (2019), they discovered that intrinsic motivation impacts employee's performance significantly. Another research by Tore (2019) found that intrinsic motivation impacts positively on Job Performance. Same as research by Shin et al (2019), it also found that intrinsic motivation has a positive impact on Job Performance. According to Deci & Rian (1985), the component of intrinsic motivation is a form of self-determination theory, in which an individual who is motivated intrinsically tends to be supported by a passion and happiness towards their job. Therefore, naturally they will be interested in doing their assignments. The employee's working performance's result is strongly related to

motivation. Within an organization, employees are given certain tasks and targets they have to fulfil, in which the employee's performance could be considered as good or bad (Siddiqui & Rida, 2019).

Intrinsic Motivation Mediation on Islamic Work Ethics and Job Performance

The research result shows that the Islamic work ethic has an insignificant positive effect on Job Performance through intrinsic motivation of the PT. Karya Adi Kencana employees. This result is proven by the indirect effect's coefficient of 0,079, t-statistic of 0,841, and probability of 0,401 in which the value is higher from 0,05. Therefore, there is no positive significant relationship between Islamic work ethics and Job Performance that is mediated by intrinsic motivation. Thus, H_0 is accepted and H_a is rejected. The research result is not in line with research conducted by Hassi et al (2021) who discovered significantly that intrinsic motivation mediates the relationship of Islamic work ethics and Job Performance. The result is also different from research conducted by Al-Douri et al (2020) & Ud Din et al (2019) where they discovered that intrinsic motivation mediates the relationship between Islamic work ethics and Job Performance. The research's result explained that intrinsic motivation could not mediate Islamic work ethics on Job Performance. Therefore, it is concluded that the implementation of high Islamic work ethic on PT Karya Adi Kencana employees is not giving a significant impact on their Job Performance. Thus, a development regarding Islamic work ethic implementation to the employee is needed. Whether the Islamic work ethic is getting higher or lower, it would not impact the employee's working result through intrinsic motivation.

Intrinsic Motivation Mediation on the Relationship Between Transformational Leadership and Job Performance

The research result shows that transformational leadership has a significant positive impact on Job Performance through intrinsic motivation of PT. Karya Adi Kencana employees. The result is proven by the indirect effect coefficient of 0,241, t-statistic of 1,988, and probability value of 0,047 which equals to 0,05. It shows that if transformational leadership performed well, the employee's intrinsic motivation would increase as well and support the improvement of Job Performance. This research's result is corresponding to the previous research conducted by Laksmana and Riana (2020) which discovered that intrinsic motivation is proven to be significant and positive in mediating the impact of transformational leadership positively and significantly on Job Performance. Leaders with transformational leadership style will motivate and support their employees to work more and give more support so the employees could exceed the productivity target. According to Bass (1985), transformational leadership is an ability of a leader to improve the employee's working performance beyond the limitations. Transformational leaders could transform the employees' behaviour and support them to exceed the organization's expectations through inspirational motivation, personal reasoning, ideal influence, and intellectual stimulus (Longshore and Bass, 1987).

Conclusion

This research aims to examine and analyse the impact of Islamic work ethics variable and transformational leadership on Job Performance which is mediated by intrinsic motivation. The result of this research showed four accepted hypotheses: there is a significant positive impact of transformational leadership on job performance; there is a significant positive impact of transformational leadership on intrinsic motivation; there is a positive and significant impact of intrinsic motivation on job performance; intrinsic motivation mediates the relationship between transformational leadership and job performance. Further, there are three rejected hypotheses: there is an insignificant positive impact of Islamic work ethics on job performance, there is an insignificant positive impact of Islamic work ethics on intrinsic motivation; intrinsic motivation does not mediate the relationship between Islamic work ethics and job performance. The author is aware that this research has several limitations, one of them being the sample is only limited to one construction service company in the Kebumen Regency. Therefore, the next research hopefully covers a broader and a higher scope. Moreover, this research is only limited to a construction service company, it is advised for the next research to target companies with other fields of service and further explore the impact of Islamic work ethics on other organizational behaviours.

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