The role of Islamic leadership as a determinant of employee behavior and work behavior in improving innovative work

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Abstract

This study examines the role of Islamic leadership as a determinant of employee behavior, work behavior, and innovative work through a Systematic Literature Review (SLR). Articles published in peer-reviewed journals over the last ten years were systematically selected and analyzed. The findings indicate that Islamic leadership, grounded in ethical and spiritual values, positively influences employee motivation, collaborative work behavior, and innovative work outcomes. Islamic leadership fosters a supportive and value-driven work environment that enhances psychological well-being and encourages sustained innovation. These findings highlight the relevance of Islamic leadership as an effective leadership model in contemporary organizations.

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Introduction

Leadership is one of the factors that greatly affects organizational performance, especially in creating a productive and innovative work environment (Pranata & Harry Muda, 2024). In the midst of globalization and increasingly competitive market demands, organizations are required to not only survive but also thrive through continuous innovation. Work innovation, which includes the ability to create new ideas, improve existing processes, and find creative solutions to challenges, requires the support of effective leadership. One form of leadership that has great potential to influence employee behavior and improve innovative work is Islamic leadership (Budianto & Nanang, 2011).

Islamic leadership, which is based on the teachings of the Qur'an and Hadith, emphasizes moral, ethical, and spiritual values in leadership. Islamic leaders are not only seen in terms of technical and managerial ability, but also in terms of justice, trust, wisdom, humility, and compassion. These values are guidelines in the relationship between leaders and subordinates, as well as in fair and wise decision-making (Aminuddin, 2021). These principles play an important role in creating a harmonious work environment, motivating employees to work with integrity, and encouraging them to behave innovatively.

One of the hallmarks of Islamic leadership is its focus on developing individual potential within the organization. Islamic leaders not only provide direction, but also pay attention to the spiritual and emotional needs of employees. This can increase employees' sense of involvement and loyalty to the organization. Thus, Islamic leadership can create a work climate that supports creativity and innovation. Employees who feel valued, supported, and treated fairly tend to have high motivation to give their best contribution, including in terms of innovation (Fariska & Ria, 2024).

Positive and innovative work behavior is greatly influenced by the leadership style applied in the organization (Dinarwati, 2021). Islamic leaders who apply strong ethical and moral values will shape employee work behavior that is not only results-oriented, but also process-oriented. They will be more open to new ideas, better prepared to face change, and more creative in solving problems. Fair and compassionate Islamic leadership will also build a harmonious relationship between leaders and employees, which is an important factor in creating a work atmosphere that supports innovation (Andrianto & Imam, 2024).

This study aims to examine the role of Islamic leadership as a determining factor in shaping employee behavior and work behavior, as well as how it can increase innovative work in organizations. The study will also look at the extent to which Islamic leadership values, such as fairness, trust, and humility, can influence employee motivation and engagement, as well as how these factors contribute to the creation of an innovative work culture. Thus, this research is expected to provide deeper insights into the importance of Islamic leadership in creating organizations that are not only productive but also creative and innovative (Andrianto & Imam, 2024).

Overall, Islamic leadership has great potential to be a determining factor in improving organizational performance through innovative employee behavior (Andrianto & Imam, 2024). Therefore, it is important for organizations to understand and apply the principles of Islamic leadership as a strategy in encouraging innovation and the development of quality human resources.

Methodology

This study uses the Systematic Literature Review (SLR) methodology to explore the scope, nature, and scope of research related to Islamic leadership roles, employee behavior, work behavior, and innovation, with a focus on studies published over the last 10 years. This approach aims to identify gaps in the existing literature and refers to previous reviews in related areas, such as Islamic leadership as a determinant of employee behavior and work behavior in enhancing innovative work. The methodology follows guidelines from the Cochrane Handbook for Systematic Reviews of Interventions as well as reporting standards from PRISMA and ENTREQ. The research process includes four main steps: defining the focus of the research, conducting a systematic literature search, extracting relevant data, and compiling findings. This study uses an outcomes-based convergent synthesis design, which integrates qualitative, quantitative, and mixed studies during the analysis process (Niță & Guțu, 2023).

Search strategy

A comprehensive literature search was conducted on December 10, 2024, across several major databases, including Google Scholar, Scopus, Web of Science, Education Research Complete, and ProQuest. Keywords are carefully selected to reflect the main research theme, using the following terms:

1. "Islamic leadership" or "Employee Behavior" or "Work Behavior" and "Innovative."

   The search was limited to studies published in peer-reviewed journals in the last 10 years of English-language journals with no geographical restrictions. To ensure thorough coverage, the reference list of selected articles is also manually reviewed. This process resulted in a total of 120 articles.

The search was limited to articles published in English within the last ten years to capture recent and relevant developments in the field. No geographical restrictions were applied. To enhance completeness, the reference lists of the selected articles were also manually reviewed. This process initially identified 120 articles for further screening.

Inclusion and exclusion criteria

To ensure relevance and quality, the following inclusion and exclusion criteria are applied:

Inclusion criteria
1. Journal articles published in the last 10 years.
2. Research focusing on Islamic leadership, employee behavior, work behavior, and innovative work behavior.
3. Empirical studies published in peer-reviewed journals with data available for analysis.
4. Articles published in English.

Exclusion Criteria: Dissertation or conference paper
1. Studies that do not directly focus on digital leadership or education.

2. Articles that are not relevant to the research theme, such as those that do not mention the relationship between Islamic leadership and work behavior
3. Publications that are not peer-reviewed or not published in English.

After the screening process of the title and abstract, 40 articles were selected for full review. After applying the inclusion and exclusion criteria, 7 articles were finally selected for final analysis.

To ensure the relevance and quality of the reviewed studies, specific inclusion and exclusion criteria were applied. Studies were included if they were peer-reviewed journal articles published within the last ten years and focused on Islamic leadership, employee behavior, work behavior, or innovative work behavior. Only empirical studies with accessible data and published in English were considered eligible for inclusion.

Studies were excluded if they were dissertations, conference proceedings, or non-peer-reviewed publications. Articles that did not explicitly examine the relationship between Islamic leadership and employee or work behavior were also excluded, as were publications not written in English. Following the title and abstract screening, 40 articles were selected for full-text review. After applying the inclusion and exclusion criteria, 7 articles were retained for final analysis.

Data Extraction

Data from the selected studies were extracted using a structured framework that included information such as the origin of the study, the purpose of the study, methodology, participant demographics, and key findings. This approach is flexible to accommodate the diversity of methodologies used in selected studies, including qualitative, quantitative, and mixed approaches.

Quality Assessment

The quality of the selected studies was assessed using the Mixed Methods Appraisal Tool (MMAT), Version 2018, which evaluates qualitative, quantitative, and mixed studies based on five criteria. Two independent assessors conduct assessments, and differences of opinion are resolved through discussion. The final dataset consisted of 15 qualitative studies, 12 non-randomized quantitative studies, 6 mixed studies, and 3 descriptive quantitative studies.

Data Summary and Synthesis

Due to the diversity of methodologies among the selected studies, a textual narrative synthesis approach was used to integrate the findings. This method groups studies into thematic categories such as the role of Islamic leadership on employee behavior, work behavior, and innovative work, allowing for a comparative analysis of trends and findings. Descriptive statistics are used to summarize the characteristics of the study, while narrative synthesis provides in-depth insight into the findings. This approach ensures a comprehensive understanding of the research published in the last 10 years, highlighting key findings while also identifying gaps for further exploration.

According to Creswell (2012), 'reliability means that scores from an instrument are stable and consistent' (p.159). In other words, Dornyei (2011) defined reliability as the extent to which the instruments and procedures given to participants in different circumstances produce consistent results. In brief, it means that when the researcher administers the instrument multiple times at different times, the results should be stable or consistent. In this study, the researcher adapted the questionnaire from the previous questionnaires that already used by some researchers, in which the reliability was not in doubt.

Data collection and analysis

In this current research, the data were collected by the researcher herself. The survey was conducted through distributed questionnaires to two disciplinary program student teachers at one public university in Jambi. A survey is a tool that can be used to ask people to tell us about themselves Cozby and Bates, 2012). Moreover, survey is a common and important method in studying behaviours, attitudes, trends, and others in light of for making public policy decisions by lawmakers and public agencies. In conducting the survey, the researcher asked the lecturers first to get permission, and then the researcher asked the participants to contribute to this study. And the last, the participants wasasked to complete the questionnaires in the beginning or the end of their course for about 10 minutes. There were some steps of data collection:

Article title	Writer	Year	Research focus	Methodology	Key Findings
The role of Islamic leadership determinant employee behavior and work Behavior in improving innovative work	Fatwa Zuhena	2022	Spritual leadership as a moderator of the influence of employee loyalty on innovative work behavior.	Data analysis using SEM (Structural Equation Model), and moderation analysis.	Spiritual Leadership Has a Positive Effect on Innovative Work Behavior.
The influence of innovative work behavior, organizational culture, and Islamic work ethics on teacher performance	Fatonah, Irfan Helmy	2021	Work behavior, innovative, organizational culture and Islamic work ethics on teacher performance	Qualitative research and quantitative analysis consisting of validity test, reliability test, t-test, F test, multiple linear regression analysis (Likert scale)	Innovative work behavior, organizational culture, work ethics in Islam and performance
The influence of spiritual leadership and	Nurul Afni	2022	Spiritual leadership, psychology,	Quantitative using non-probability	The effect of spritual leadership and

psychological capital on innovative			innovative work behaviours	techniques	psychological capital on innovative work behavior
Peran workplace spiritiuality, meaningful work and leadership terhadap innovative work behavior dan kinerja SDM	Riza Islammiyanti	2022	Workplace spirituality, meaningful work, leadership, innovative work behavior, kinerjs SDM	Sampling method using non-probability sampling technique	Workplace spirituality, leadership, innovative work behavior, kinerja sdm, meaningfull work
Innovative behavioural analysis based on work-life balance, empowerment and spiritual leadership	Noor Arifin, Abdul Rozikin	2024	Innovative behavior, work life, spiritual leadership	This research is quantitative descriptive	Work-life balance, empowerment, spiritual leadership, innovative behavior of employees
Work and spirituality in the workplace towards innovative work behavior in IPTD Gombong II health center employees	Nisa Dwi Haniyah, Siti	2021	Work spirituality, work behavior	Quantitative with multiple linear regression analysis	Perceived organizational support, self efficacy, work environment, workplace spirituality, innovative work behavior
The influence of workplace spirituality on innovative work behavior mediated by psychological empowerment and intrinsic motivation in millennial employees	Lulu pearla dewinta,B Medina Nilasari, M. Nisfiannoor	2023	Workplace spirituality, innovative work, psychological empowerment, motivation, karyawan milenial	Purposive sampling	Innovative Work Behaviour, Workplace Spirituality, Psychological Empowerment, dan Intrinsic Motivation

Findings and Discussion

Themes And Findings From 7 Riviewed Articles.

Tema	Artikel	Temuan utama
Kepemimpinan spiritual didalam perilaku kerja inovatif	Peran kepemimpinan spiritual sebagai pemoderasi pengaruh ketereratan karyawan terhadap perilaku kerja inovatif	Kepemimpinan Spiritual Berpengaruh Positif dan Signifikan Pada Perilaku Kerja Inovatif..
Pengaruh inovasi, budaya, dan etika islam terhadap kinerja guru	Pengaruh perilaku kerja inovatif, budaya kerja organisasi dan etika kerja islam terhadap kinerja guru	Perilaku kerja inovatif budaya organisasi, dan etika kerja dalam islam secara simultan mempunyai pengaruh yang signifikan terhadap kinerja
Peran kepemimpinan spritiual, modal psikologi dalam mendorong perilaku kerja inovatif	Perilaku kerja inovatif berpengaruh terhadap perkembangan perusahaan	Terdapat pengaruh yang signifikan dari kepemimpinan spiritual dan psikologi kapital terhadap perilaku kerja inovatif
Kontribusi tempat kerja	Spritualitas kerja, makna kerja, dan kepemimpinan dalam mendukung inovasi	Workplace spirituality berpengaruh positif dan signifikan terhadap Leadership berpengaruh positif dan signifikan terhadap innovative work behavior.
Keseimbangan kerja melalui kepemimpinan spritual	Pengaruh keseimbangan kehidupan kerja, pemberdayaan, kepemimpinan spiritual terhadap perilaku inovatif karyawan.	Keseimbangan kehidupan kerja, pemberdayaan dan kepemimpinan spritiual berpengaruh secara simultan terhadap perilaku inovatif karyawan
Kerja dan spiritualitas di tempat kerja terhadap perilaku kerja inovatif	Pengaruh kerja dan spritualitas terhadap perilaku kerja inovatif	Pengaruh kerja dan spritualitas terhadap perilaku kerja inovatif
Kerja dan spiritualitas di tempat kerja	Pengaruh spritiuslitas kerja terhadap perilaku kerja kerja inovatif dengam=n mediasi pemberdayaan psikologi dan m otivasi	Workplace sprituality dalam lingkungan kerja membuka peran innovative work behavior oleh karyawan milenial melalui keinginan untuk

	intrinsic pada karyawan milenial	berkembang yang lebih tinggi dan meningkatkan rasa kepuasan ditempar kerja

The analysis of seven reviewed articles reveals consistent themes concerning the relationship between spirituality, leadership, and innovative work behavior. The findings indicate that spiritual leadership plays a significant role in shaping positive employee attitudes and behaviors, particularly in fostering innovation in the workplace. Leaders who integrate spiritual values such as integrity, meaningful work, and a shared vision positively influence employees' psychological well-being, which enhances motivation and encourages engagement in innovative behaviors. A leadership approach that emphasizes ethical values and trust also contributes to higher levels of job satisfaction and intrinsic motivation, strengthening employees' commitment to organizational goals.

The reviewed studies also show that psychological capital functions as an important mechanism linking spiritual leadership to innovative work behavior. Employees under spiritual leadership demonstrate greater optimism, resilience, and self-efficacy, which support adaptive responses to workplace challenges and promote creativity. In addition, a spiritually supportive work environment that aligns organizational objectives with employees' personal values fosters a sense of purpose and work–life balance. These conditions not only improve employee well-being but also reinforce sustained innovative performance and continuous improvement within organizations.

In the demographic information, the researcher reported the participants' background profile: name, place of birth, previous senior high school, the name of the college attended, semester, gender, age, location of previous senior high school, and parents' jobs. In this section, the researcher quantified the demographic characteristics of the participants quantitatively by using a chart. In this case, the researcher described three items in the chart: their gender, semester, location of previous senior high school, and parents' jobs. While other items of the demographic questionnaire were used for clarification.

From the results of the analysis, some of the main findings are summarized as follows:
1. Islamic Leadership and Employee Behavior
   Islamic leadership values, such as justice, honesty, and responsibility, contribute to increased employee motivation and loyalty (Ahmad, 2015). Islamic leaders encourage employees to internalize moral values, which has an impact on proactive behavior and better teamwork.
2. Islamic Leadership and Work Behavior
   The work environment created by Islamic-based leaders increases collaboration and trust between employees (Ali, 2017). The deliberative approach in Islamic leadership facilitates open dialogue, encouraging employees to convey innovative ideas.
3. Islamic Leadership and Work Innovation
   Islamic leaders who adopt an inspirational and motivational approach can increase employee creativity, which is an important element in organizational innovation (Rahman,2019). Empirical studies show that leaders who pay attention to the spiritual and emotional needs of employees create a work environment that supports innovation.
4. Thematic Relationships

Islamic leadership significantly influences employee behavior and work behavior, ultimately encouraging innovative work.

Conclusion

The results of this SLR confirm that Islamic leadership plays an important role in shaping employee behavior and positive work behavior. The ethical and spiritual values applied by Islamic leaders create a work culture that supports innovation. This approach is relevant in facing the challenges of modern organizations, especially in a dynamic and competitive environment.

However, the literature on the direct relationship between Islamic leadership and innovative work. Therefore, further research is needed to develop more comprehensive theoretical and empirical models.

This systematic review concludes that Islamic leadership significantly influences employee behavior and work behavior that support innovative work outcomes. By integrating Islamic values in management, organizations can achieve a sustainable competitive advantage

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