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From Islamic Leadership to Ethical Climate and Innovative Work

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Abstract *- The information age, which opens up the competition space freely and widely, has challenged every business organization, including the manufacturing industry, to hone its competitive advantage. The main icon of competitive advantage is the innovative behavior of every employee. Therefore, the purpose of this study was to examine the effect of Islamic leadership and ethical climate on employee innovative behavior by taking 126 employees in the manufacturing industry in Tangerang Banten Regency using the Simple Random Sampling technique. The analysis of this study uses SEM (Structural Equation Model) with SmartPLS software version 3.0 as a statistical tool. The results of this study indicate that Islamic leadership has a positive and significant effect on the ethical climate, Islamic leadership has a positive and significant effect on the innovative behavior of employees, either directly or indirectly through the mediation of the ethical climate.*

Keywords*: Ethical climate, Islamic leadership, innovative behavior.*

I. INTRODUCTION

Every manufacturing company needs a track that is following its core business so that it is measurable in every rate of growth and development. This is where cultural urgency or ethical climate is defined, built, and nurtured. In a culture of Indonesian society that has strong patronage, it cannot be denied that the influence of patrons, role models, regulators, or leaders will be a very prominent predictor of organizational success. Many leadership theories have been put forward to catalyze processes and channel human resources. At least, the Islamic leadership theory is one of many leadership theories that are believed to be able to bring fresh air for organizational change. Moreover, in this era of the Industrial Revolution 4.0, every organization needs leaders who have sufficient capabilities to carry out the transformation towards digitizing organizational structures and systems. (Asbari et al., 2021b, 2021a; Fikri et al., 2021; Novitasari et al., 2021; Pramono et al., 2021) conducted research and got the results that Islamic leadership has a significant and positive effect on employee performance. Organizational culture, in this case, the ethical climate, is one of the important factors for building human resources through aspects of changing attitudes and behavior, which are expected to be able to adapt to ongoing and future challenges (Ebtsam, 2015; Nedkovski et al., 2017). The ethical climate is an invisible social force that can move people in an organization to carry out work activities. A strong ethical climate supports the goals of a company or government agency. Ethical climate has an important role in managing an organization because it is the same and intact perception of the true meaning of living together in the organization.

Head of the Fiscal Policy Agency (BKF), Ministry of Finance, Febrio Kacaribu stated that the main weapon for the rise of the business world today cannot only depend on fiscal policy from the government, but also on the ability of the industry to innovate to create products that can meet the needs of the community (Sukarno, 2020). In this digital era, it is increasingly felt that a higher level of innovation and creativity is needed from every member of the organization. Innovation theory often emphasizes that innovation is broader than creativity and includes the implementation of the ideas created. Therefore, De Jong and Den Hartog developed innovative work behavior (IWB), not only to explain the problem of how to generate ideas but also to develop the behaviors needed to implement these ideas. The end of the IWB development process is to improve individual and organizational performance (Jong & Hartog, 2008).

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The word climate has the meaning of inclination and inclination. A term from the management literature, climate means the perception of organizational members of the current state of the organization. The ethical climate is described as company practices and procedures that explain employee behavior (Ebtsam, 2015). Victor and Cullen define ethical climate as a general perception of how to address ethical issues and what is ethically appropriate behavior (Nedkovski et al., 2017). Not only the interests of individuals, groups, and companies but also corporate social responsibility, company procedures, and standards as well as environmental factors, such as laws and regulations have a role in the formation of an ethical climate (Ebtsam, 2015). Among the factors that influence employees' innovative behavior are leader-member relations, job characteristics, and organizational climate (Topcu et al., 2015). The fact that innovative work behavior shows a dynamic structure indicates that employees are more easily influenced by organizational climate (Topcu et al., 2015). In addition, the type of leadership plays an important role in the perception, formation, and sustainability of an employee's ethical perception. The role of leadership in the creation of this ethical climate has been demonstrated by findings (Topcu et al., 2015).

Based on a study of various references carried out until September 2021, not many national researchers have discussed the influence of Islamic leadership and ethical climate on innovative work behavior as a unified research model. In Indonesia, several studies have discussed the influence of Islamic leadership on innovative work behavior (Husti & Mahyarni, 2019). Their findings are that the Islamic leadership variable has an effect on innovative behavior, but does not have a significant effect on performance (Husti & Mahyarni, 2019). Apart from that, several national researchers have discussed and concluded that Islamic leadership has a significant effect on innovative work behavior (Contreras et al., 2020). It's just that not all of them have explained the relationship between the two variables (Islamic leadership and innovative behavior) with the ethical climate.

Therefore, the researcher considers it necessary to ensure the practice of Islamic leadership in its influence on the ethical climate and innovative behavior of employees in the manufacturing industry. This research is the first, or at least very rarely done on the unit of analysis of the manufacturing industry. In addition, there have been many studies that discuss the direct influence of Islamic leadership on employee innovative behavior, but this study discusses the direct relationship as well as the indirect effect of Islamic leadership on employee innovative behavior in the manufacturing industry through an ethical climate, which is still very rarely studied.

II. RESEARCH METHOD

If the purpose of this study is to determine the relationship between the variables studied, the quantitative approach may be the best method (Purwanto et al., 2019, 2020; Purwanto, Asbari, & Santoso, 2021d, 2021a, 2021b, 2021c; Purwanto, Asbari, Santoso, et al., 2021). Quantitative research methods are suitable for testing theories and hypotheses through the use of a set of statistical tools (Creswell & Creswell, 2017). Therefore, this study uses a survey method to test the formulated hypothesis. Additionally, a questionnaire was adopted as an instrument to collect the required data. The study population consisted of 205 employees of the manufacturing industry in Tangerang. Using simple random sampling, 205 questionnaires were sent online to the population. 126 questionnaires were returned and valid, which makes up a response rate of 61.5%. So, according to Roscoe et al. (1975), the number of samples obtained is sufficient.

The nature of this study involves a dependent effect between latent constructs and manifest variables, therefore, the reflective measurement model is suitable for this study (Hair Jr et al., 2017). All adopted items were rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Islamic leadership instrument, fifteen items (IL1-IL15) adapted from Yusof (2016). Instrument to measure ethical climate, six items (EC1-EC6) adopted from Schwepker (2001) which has been validated by Briggs et al. (2012). Meanwhile, to measure innovative work behavior, five items (IW1-IW5) were adapted from Jong & Hartog (2008).

The most popular statistical techniques under the Structural Equation Model SEM are the covariance-based approach (CB-SEM) and the variance-based partial least squares technique (PLS-SEM) (Sarstedt et al., 2014). However, PLS-SEM has recently received wide attention in many disciplines such as marketing, strategic management, management information systems, and other disciplines (Hair et al., 2012). The ability of PLS-SEM to deal with problematic modeling problems that commonly occur in the social science environment such

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as unusual data characteristics (e.g. non-normal data) and highly complex models is an important reason behind the increased use of this approach. Considering the advantages of this approach, this study uses PLS-SEM to fully test the proposed hypothesis. SmartPLS 3.0 software was performed to evaluate each outer model and inner model. Testing of the outer model is carried out to ensure the reliability and validity of the measurements, while the hypotheses introduced are checked through the inner model. Furthermore, the final results of the questionnaire which were then used in this study are mentioned in Table 1.

Table 1. Research Items List

Notes	Item
Islamic Leadership (IL)	
IL1	Leaders and management are actively participating in efforts related to quality.
IL2	Leader met the Islamic leadership principles such as siddiq (true), amanah (trust), fathonah (intelligent), and tabligh (deliver).
IL3	Leaders make wise decisions according to the task.
IL4	The leader is very supportive of our department's involvement in quality management activities.
IL5	The management does not allocate sufficient resources for our department for training and education related to quality
IL6	Leaders practice the syura (meeting) process in our department when solving problems related to quality.
IL7	Leaders who have Insaniyyah principles (humanity true), must perform all trust and assignments perfectly because they are so confident in the will and decree of Allah SWT.
IL8	Leaders give responsibility to people that can do so (quwwah).
IL9	Leader is transparent in channeling all relevant information through various means appropriate (tabligh).
IL10	Leaders ensure quality objectives are measurable and consistent with the policy.
IL11	Leaders only focus on customer satisfaction without a consigned element of sincerity in doing the job.
IL12	The leader creates an activity that makes the recipient of the information continue to understand and remember what is delivered (tazkirah).
IL13	The leader is always istiqamah to do the tasks related to management quality.
IL14	Leaders always advocated the attitude of cooperation (ta'awun) among subordinates
IL15	Leaders do not take care and support tasks directed to subordinates
Ethical Climate (EC)	
EC1	[The company] strictly enforces the code of ethics.
EC2	[The Company] has a policy regarding ethical behavior.
EC3	[The Company] strictly enforces policies regarding ethical behavior.
EC4	Top management at [the Company] has made it clear that unethical behavior will not be tolerated.
EC5	If an employee at [Company] is found to have engaged in unethical behavior that primarily results in personal gain (not company profit), he or she will be promptly reprimanded.
EC6	If an employee at [Company] is found to have engaged in unethical behavior that primarily results in company profit (not personal gain), he or she will be promptly reprimanded.
Innovative Work (IW)	
IW1	I try to come up with creative ideas to improve performance
IW2	I try to find new technologies, processes, techniques, and/or ideas
IW3	I develop adequate plans and schedules for the implementation of new ideas
IW4	I promote ideas to others
IW5	I am an innovative person

According to Sekaran & Bougie (2003), the theoretical framework is the foundation on which all research projects are based. From the theoretical framework, hypotheses can be developed that can be tested to determine whether the formulated theory is valid or not. Then later it will be measured by appropriate statistical analysis. For this reason, the authors build a research model as shown in Figure 1 below:

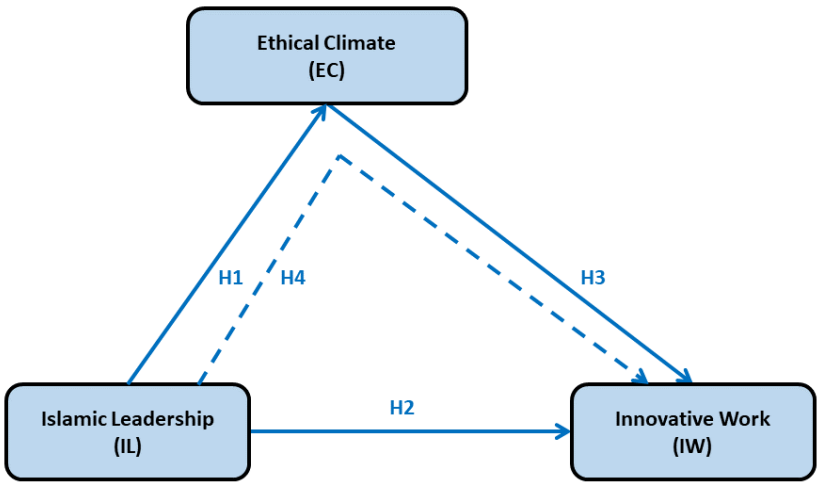

Figure 1. Research Model

So based on the previous literature review, the following hypotheses were formulated:

H1: Islamic leadership has a positive and significant effect on the ethical climate
H2: Islamic leadership has a positive and significant effect on employee innovative behavior
H3: Ethical climate has a positive and significant effect on employee innovative behavior
H4: Islamic leadership has a positive and significant effect on employee innovative behavior through the mediation of an ethical climate

III. RESULTS AND DISCUSSION

Result

A total of 126 employees participated, consisting of men (78.6%) and women (21.4%). Respondents have different age groups, ranging from under the age of 29 years (47.6%), 30-49 years (44.5%), and over 50 years (7.9%). Their length of employment also varies, 34% of them are under 5 years, 50% have worked between 5-10 years, and the remaining 16% have worked more than 10 years. The highest education level of respondents is the majority of senior high school (SMA/SMK) which is 75%, and the remaining 25% are undergraduate graduates.

The measurement model testing phase includes testing of convergent validity and discriminant validity. Meanwhile, to test construct reliability, Cronbach's alpha and composite reliability values were used. The results of the PLS analysis can be used to test research hypotheses if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity, and reliability testing. A convergent validity test is done by looking at the loading factor value of each indicator to the construct. In most references, a factor weight of 0.7 or more is considered to have strong enough validation to explain the latent construct (Chin, 1998; Ghozali, 2014; J. F. Hair et al., 2010). In this study, the minimum accepted loading factor is 0.7 and provided that the AVE value of each construct is > 0.5 (Ghozali, 2014). After going through SmartPLS 3.0 processing, all indicators have a loading factor value above 0.7 and an AVE value above 0.5. The fit or valid model of this study can be seen in Figure 2. Thus, the convergent validity of this research model has met the requirements

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(Purwanto et al., 2019, 2020; Purwanto, Asbari, & Santoso, 2021d, 2021a; Purwanto, Asbari, Santoso, et al., 2021). The value of loadings, Cronbach's alpha, composite reliability, and AVE for each construct can be seen in Table 2.

Discriminant validity is carried out to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (the value on the diagonal) exceeds the correlation between the construct and other constructs (the value below the diagonal) (Ghozali, 2014). The results of the discriminant validity test are using the AVE squared value, namely by looking at the Fornell-Larcker Criterion Value obtained as shown in Table 3. The results of the discriminant validity test in table 3 show that all constructs have the AVE square root value above the correlation value with other latent constructs (through the Fornell-Larcker criteria). Likewise, the cross-loading value of all items from one indicator is greater than the other indicator items as mentioned in Table 3, so it can be concluded that the model has met discriminant validity (Fornell & Larcker, 1981).

Furthermore, collinearity evaluation is carried out to determine whether there is a collinearity problem in the model. To find the collinearity, we need the VIF collinearity statistics of each construct. If the VIF is more than 5, then the model has collinearity (Hair et al., 2014). As shown in Table 4, all VIF scores are less than 5, i.e. the results of the collinearity structural model reveal VIF values below 2. This shows that this research model does not have multicollinearity problems.

Construct reliability can be assessed from the value of Cronbach's alpha and composite reliability of each construct. The recommended value of composite reliability and Cronbach's alpha is more than 0.7 (Ghozali, 2014). The results of the reliability test in table 2 show that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability.

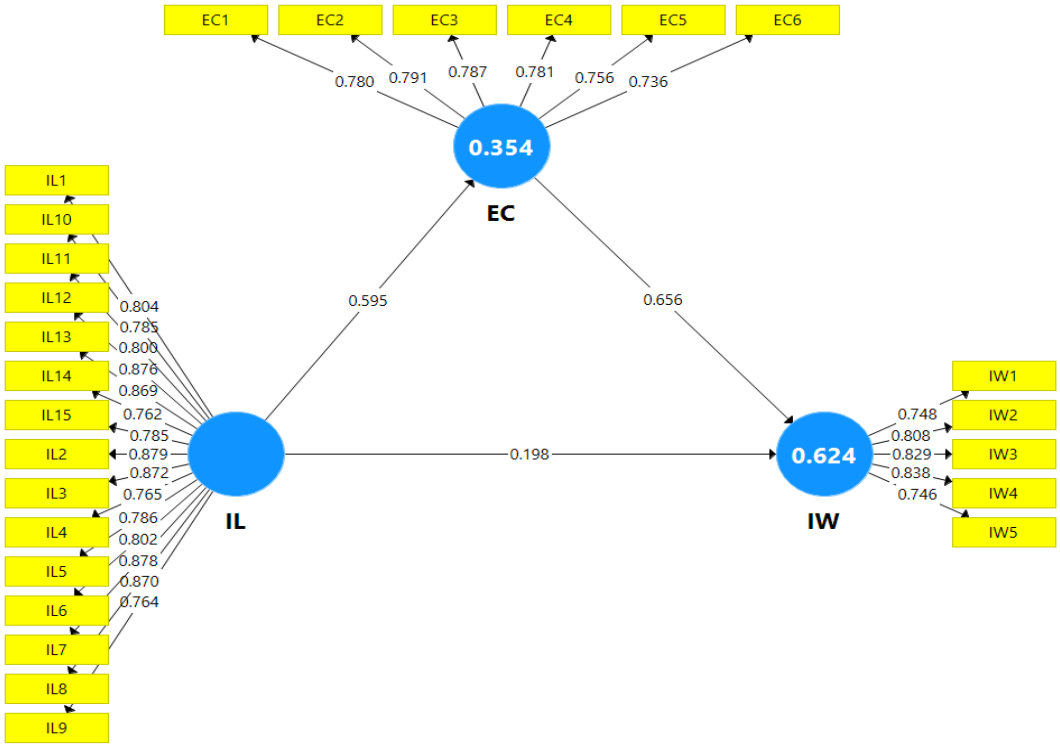

Figure 2. Valid Research Model
Source: SmartPLS 3.0 Processing Results (2022)

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Table 2. Items Loadings

	EC	IL	IW
EC1	0,780		
EC2	0,791		
EC3	0,787		
EC4	0,781		
EC5	0,756		
EC6	0,736		
IL1		0,804	
IL10		0,785	
IL11		0,800	
IL12		0,876	
IL13		0,869	
IL14		0,762	
IL15		0,785	
IL2		0,879	
IL3		0,872	
IL4		0,765	
IL5		0,786	
IL6		0,802	
IL7		0,878	
IL8		0,870	
IL9		0,764	
IW1			*0,748*
IW2			*0,808*
IW3			*0,829*
IW4			*0,838*
IW5			*0,746*

Source: SmartPLS 3.0 Processing Results (2022)

Table 3. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EC	0,864	0,866	0,898	0,596
IL	0,965	0,968	0,969	0,674
IW	0,853	0,854	0,895	0,632

Source: SmartPLS 3.0 Processing Results (2022)

Table 4. Discriminant Validity

	EC	IL	IW

EC	0,772		
IL	0,595	0,821	
IW	0,774	0,588	0,795

Source: SmartPLS 3.0 Processing Results (2022)

Table 5. Collinearity (VIF)

	EC	IL	IW
EC			1,548
IL	1,000		1,548
IW			

Source: SmartPLS 3.0 Processing Results (2022)

Table 6. Nilai *R Square*

	R SQUARE	R SQUARE ADJUSTED
EC	0,354	0,353
IW	0,624	0,623

Source: SmartPLS 3.0 Processing Results (2022)

Table 7. Hypotheses Testing

H	RELATIONS	ORIGINAL SAMPLE (O)	SAMPLE MEAN (M)	STANDARD DEVIATION (STDEV)	T STATISTICS (|O/STDEV|)	P VALUES	DECISON
H3	EC -> IW	0,656	0,656	0,022	29,661	0,000	Supported
H1	IL -> EC	0,595	0,595	0,026	22,963	0,000	Supported
H2	IL -> IW	0,198	0,198	0,025	7,807	0,000	Supported
H4	IL -> EC -> IW	0,390	0,391	0,024	16,528	0,000	Supported

Source: SmartPLS 3.0 Processing Results (2022)

Hypothesis testing in PLS is also known as the inner model test. This test includes a test of the significance of direct and indirect effects as well as measuring the magnitude of the effect of exogenous variables on endogenous variables. To find out the influence of Islamic leadership on employee innovative behavior through ethical climate as a mediating variable, a direct and indirect influence test is needed. The effect test was carried out using the t-statistical test in the partial least squared (PLS) analysis model using the SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and the significance test value were obtained in Table 6 and Table 7. The results are that all hypotheses **(H1, H2, H3, H4)** are supported.

Discussion

Based on Table 6, the R Square value of ethical climate (EC) is 0.353, which means that the ethical climate (EC) variable can be explained by the Islamic leadership (IL) variable of 35.5%, while the remaining 64.5% is explained by other variables that are not discussed in this study. Meanwhile, the R Square value of employee innovative behavior (IW) is 0.623, which means that the variable employee innovative behavior (IW)

can be explained by Islamic leadership (IL) and ethical climate (EC) variables of 62.3%, while the remaining 37,7% is explained by other variables not discussed in this study. Lastly, Table 7 displays the t-statistics and p-values that show the influence of the research variables that have been mentioned.

According to the results of this study, Islamic leadership has a significant positive effect on the ethical climate and innovative behavior of employees. The ethical climate has a significant positive effect on the innovative behavior of employees. The influence of the ethical climate variable on employee innovative behavior is higher than the Islamic leadership variable, which is more than three times. This means that in this manufacturing industry, a positive ethical climate is needed to encourage employee innovation behavior. In addition, the findings show that the ethical climate partially mediates the relationship between the influence of Islamic leadership on employee innovative behavior. Furthermore, the influence of Islamic leadership on employees' innovative behavior also increases when an ethical climate is included in the model, which partially implies that Islamic leadership improves the ethical climate, which in turn increases employees' innovative behavior.

The main objective of this study is to assess the effect of several perceptions and attitudes related to employees' work on their innovative behavior which mostly has consequences for the company's organization. Leadership is an important factor in increasing innovative behavior, and an ethical climate is another factor that enhances it. Specifically in this study, the author concentrates on the influence of Islamic leadership on the innovative behavior of manufacturing industry employees. Therefore, management and leaders in corporate organizations need to improve the quality of Islamic leadership practices in the work environment, so that all employees feel it is true. Leader behavior has an important influence on employee behavior (Asbari et al., 2021b; Asbari & Novitasari, 2021; Asbari & Prasetya, 2021; Kamar et al., 2019; Suroso et al., 2021; Yuwono et al., 2020; Zaman et al., 2020a, 2020b). Leaders need to earn the trust and loyalty of their subordinates (Nuryanti et al., 2020). All these expectations can be realized by the effectiveness of Islamic leadership practices by organizational leaders. Islamic leadership provides employee commitment and loyalty. When employees trust and are loyal to their leaders, an ethical climate grows conducive which in turn can increase employees' innovative behavior.

IV. CONCLUSION

Finally, the findings of this study confirm that Islamic leadership positively and significantly influences the ethical climate and innovative behavior of employees. This implies that an Islamic type of leadership helps foster innovation and an ethical climate. Likewise, the ethical climate can positively mediate the relationship between the influence of Islamic leadership on the innovative behavior of employees in the manufacturing industry. These findings and implications are largely in line with the existing literature. However, this research is also not without limitations. Without the use of longitudinal studies, the relationship between ethical climate and innovative behavior cannot be understood properly and thoroughly. Further research on this topic is recommended and indeed needs to be developed longitudinally. It is also possible to extend the theoretical model to include additional dependent variables such as organizational commitment, OCB, organizational culture, and/or other leadership styles.

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