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# Impact of Islamic Leadership, Knowledge Management and Labor Motivation on Labor Innovation in Jokotore Bangkalan Batik UKM

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## abstract

The purpose of this study is to investigate the influence of Islamic leaders . Management and Work Motivation for Work Innovation in Batik SMEs from Jokotore Bangkaran Collection . This study is a quantitative study by distributing questionnaires to obtain primary data. Data processing was performed using the Partial Least Squares (PLS) approach for the 54 respondents used in this study to perform the Srobin equation calculations. However, the sample obtained from this study had 61 respondents from the staff of the UKM Batik Jokotore Bangkaran Collection. Statistical test results for this study showed positive and significant results. Work motivation has a great influence on work innovation, but work motivation does not have a great influence on work innovation. This study used a qualitative research approach to analyze the perceptions of 61 Jokotre Batik SMEs. Bangkaran Collection Staff. Improve the introduction of Islamic leadership culture in the field through knowledge management so that employees can increase innovation activities in Jokotre Batik SMEs . Bangalore collection . Put staff to work through knowledge management and contribute to research that Islamic leadership can drive innovation.

**Keywords:** Islamic leadership, knowledge management, work motivation, work innovation.

## 1.FIRST OF ALL

is one of the pillars of a country's economy and the lifeline of developing countries, so it [1]is a very important part . However, the number of SMEs continues to grow, and the growth of SMEs is uncertain. Moreover, the number of small and medium enterprises (SMEs) is increasing, but it is not separated from a variety of very complex issues such as weak capital , lack of innovative skills and talent (HR) . The shortage of innovative talent affects the creativity of SMEs themselves . Did you know that employee creativity determines the success or failure of your small business [2]?

Industry is a key component of any country, including Indonesia, and its development helps boost the country's economy. The industrial sector is one of the country's key economic drivers. In a developing country like Indonesia, the Indonesian industrial sector is growing from time to time. This is evidenced by the large amount of

agricultural land converted to industrial areas. In Indonesia, not only large companies are developing, but also the middle and lower industries are growing, as evidenced by the rise of small and medium-sized enterprises and self-owned industries [3].

Batik is a sub-sector of clothing and convection industry, and its future development deserves attention. The batik industry is part of the apparel industry sub-sector, and its market share is growing very rapidly as the population increases . When it comes to demand for clothing, as the country's population grows, so does [4]the demand for clothing .

According to an interview with Jokotore Chairman Mr. Willa, the collection of Bangkalan handwritten batik has been around for a long time and Bangkalan batik has its own uniqueness different from the written batik in other regions. Bright colors, flashy or bright batik colors, and batik coloring techniques. Repeating this will make the

color last longer. Bird motifs are definitely present in this batik and the use of red is characteristic of coastal inhabitants, especially those of Madura Island. Various motifs are used for this character, such as ronteron, ramo, percafer and wood fiber motifs.

Jokotole Collection is a UKM engaged in batik production located in Bangkalan District, Madura. Of course, in order for small and medium enterprises involved in batik to be able to produce innovative products, high motivation of employees is necessary.

Organizations and businesses can make improvements to overcome this highly complex problem. One of them is business innovation. The development innovation effort is definitely aimed at producing more unique batiks in terms of designs, models and styles in the face of increasingly difficult regional and global competition. Innovation is the most important factor in increasing the stability of SMEs, especially management.

Innovation as the main source of sustainable competitive advantage can be harnessed by organizations/businesses to overcome the economy and change lives for the better [5]. According to him [6], there are several factors that influence innovation. Leadership, collaborative networks within the organization/company, ability to learn from the organization/company, and a stimulating and creative work environment. Leadership is one of the most important factors that determine the development and innovation of organizations and companies. Based on [7] leadership directly related to human influence (hablum minannas). Interpersonal influence and bond as human relationships between leaders and employees/followers. In this case, the leader should facilitate effective influence among peers/subordinates.

It has strong foundations (al-Qur'an and hadith) and is not based solely on transcendental values. Islamic leadership has been practiced since the time of the Prophet Muhammad SAW, Hurafa, arashidin, and colleagues. The Koran explains that humans were created on this earth to be caliphs, leaders of themselves and their families. These are all decrees that must be held accountable to Allah SWT. Not only that, but Islamic leadership is based on the character and morals of the Prophet Muhammad. [8]. Like the word of God in Al-Anbiyah verse 73.

*Wa ja'alnāhum a'immatay yahdūna bi'amrinā wow auḥainā ilaihim fi'lal-khairāti wow iqāmaṣ-ṣalāti wow itā'az-zakāh, wa kānu lanā 'ābidīn.*

We commanded them as leaders, commanded them to do good, pray and pay zakat, and commanded us only to worship them. (RI Religious Affairs Department, 2009)

Influence is direct or indirect. No direct effects have been shown in the research literature [9], [10]; his leadership has a great influence on work innovation. Direct influence between leadership and innovation Knowledge-mediated work [11]\_Management [9];[10]

This is an area of increasing importance as the world moves towards a knowledge-based economy. With its unique capabilities distinct from physical products, knowledge management has brought new perspectives to all areas of management, including the idea of managing new sources of value creation in business. [12]. Besides being mediated by knowledge management, the influence of leadership on work innovation may also be mediated by work motivation. Motivation is the process that occurs when an individual influences and sustains behavior towards a goal. Work motivation is also defined as the level of self-motivation an employee needs to work effectively and efficiently in the workplace [5].

refers to the desire of employees to learn new knowledge and insights so that they can be more creative and innovative in their work. [13] All employees are highly motivated to learn whenever they find a learning opportunity that may allow them to acquire new knowledge and skills [14].

Motivation Because this study seeks to prove the influence of Islamic leadership on knowledge innovation-work management and work motivation, the title of this study is 'Islamic leadership on work innovation, knowledge management and work motivation in Jocotre'. impact". Batik Small Business Collection Bangalore".

## 2. METHOD

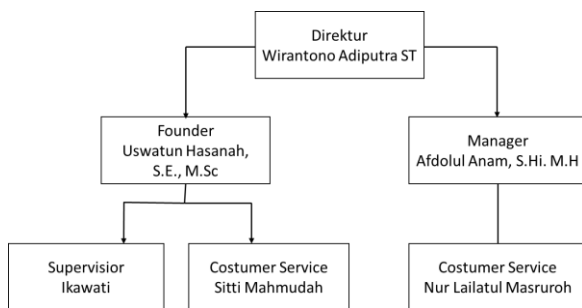
Quantitative research techniques are used in this study. According to Sugiseno (2015: 12), quantitative research involves investigating a specific population or sample, collecting data using research tools, analyzing the data quantitatively or statistically, and establishing It is a research method based on the philosophy of positivism that tests hypotheses that have been made. The analytical method used in this study is PLS (Partial Least Squares) managed by the SMART-PLS software (Ghazali, 2014).

The sampling technique in this study was the non-proportional stratified random sampling method. This is how the population is stratified but unbalanced and the sample is randomly drawn (Sugishirono, 2015). In

research, here's what you should take : The sample references for this study are Jokotole Bangkalan Batik UKM employees . collection. The sample used in this study was 54 respondents. However, the sample drawn from the study had 61 respondents from the batik staff of Batik Djokotre Bangkalan . collection.

### 3. RESULTS

Based on the data processing results in Figure 1, a hypothesis test with estimated path coefficients that can be evaluated based on the T statistic is attached on the next page.



Jokotole Collection Organizational Structure Bangkalan

Estimated Path Efficiency is an estimate that describes the influence of latent variables obtained through bootstrapping. The metric used is significant if the t-statistic is greater than 1.96 and the p-value is less than 0.05 at the 5% significance level . The parameter coefficients, on the other hand, indicate the direction of the influence by looking at the original positive or negative sample, indicating the magnitude of the independent variable's influence on the dependent variable (Ghozali, 2008) . The following table shows the path coefficients for viewing the T statistic.

**Table 1. Path calculation results**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	K.et.
Islamic Leadership → Knowledge Management	0,293	3,146	0,002	Significant
Islamic Leadership → Motivasi Kerja	0,469	5,200	0,000	Significant
Islamic Leadership → Work Innovation	0,241	2,295	0,022	Significant
Knowledge Management → Work Innovation	-0,080	4,581	0,000	Significant

Work Motivation → Work Innovation	Original Sample (O)	T Statistics ( O/STDEV )	P Values	K.et.
Work Motivation → Work Innovation	-0,080	0,559	0,576	Not Significant

Source: Researcher Processing, 2020

Based on Table 1, the following coefficients can be identified through the impact pathway results among the latent variables of the five survey variables.

- 1) The influential Islamic leader is calculated to be  $3.146 > t$ -statistic (1.96) with a p-value of 0.002 . while the original value for the sample was 0.293 . Based on these statistical calculations, we can conclude that Islamic leaders have a significant and positive impact on knowledge management.
- 2) The t-value for Islamic leaders on work motivation is  $5.200 > t$ -statistic (1.96) and the p -value is (0.000) . The sample size for the original values is 0.469 . In this case, the t-statistic is greater than 1.96, and we can conclude that Islamic leadership has a significant positive impact on work motivation.
- 3) The t-value for leadership at is  $2.295 > t$ -statistic (1.96) and the p-value is (0.022) . The original value sample is 0.241 . In this case, the t-statistic is greater than 1.96, so we can conclude that Islamic leadership has a positive impact on job innovation.
- 4) The t-count value for knowledge management of business innovation is  $4.581 > t$ -statistic (1.96) , p-value ( 0.000) . The original value obtained from the sample is 0.566. In this case, the t-statistic is greater than 1.96 and we can conclude that knowledge management has a significant positive (+) effect on work innovation .
- 5) The t-value of work motivation for job innovation is  $0.559 < t$ -statistic (1.96) and the p -value is ( 0.576) . The original value obtained from the sample is - 0. 080 .In this case, the value of the t-statistic is less than 1.96 , so we can conclude that the effect of job motivation on job innovation is not significant.

**Table 2. Moderation test results**

	Original Sample (o)	Sample Mean (M)	Standard Deviation (STDEV)	P Values
Islamic Leadership → Knowledge Management → Work Innovation	0,166	0,173	2,562	0,011
Islamic Leadership → Work Motivation → Work Innovation	-0,038	-0,034	0,538	0,591

Source: Researcher Processing, 2020

Based on the mediation test results in Table 2 above, we can conclude that knowledge management can significantly mediate the impact between Islamic leadership and work innovation. On the other hand, the willingness to work variable does not have a significant impact on the influence of Islamic leaders and labor innovation, so it cannot be used as a parameter.

### 3.1. Hypothesis verification

This section describes the results of hypothesis testing using measurement levels that are considered significant if the t-statistic is greater than 1.96 and the p-value is less than 0.05 at the 5% significance level.

**Table 3. What-if analysis**

hypothesis	Statement	P value	Information
H1	Influential Islamic leadership to Knowledge Management	0.002	Significant
H2	Influential Islamic leadership to Work motivation	0.000	Significant
H3	Islamic Leadership influential to Work Innovation	0.0	Significant
H4	Knowledge management influential to Work Innovation	0.00	Significant
H5	Work Motivation Has no effect to Work innovation	0.576	Not Significant
H6	Islamic Leadership influential to Work Innovation by Intervening Knowledge Management	0.011	Significant
H7	Islamic Leadership influential to Work Innovation by Intervening Work Motivation	0.591	Not Significant

Source: 2020 study results (fictitious)

### 3.2. Impact of Islamic leaders on knowledge management

(original sample) is 0.293, which has a significant positive effect on knowledge management. This indicates that as Islamic leadership increases, so does knowledge management. The coefficient representing the t-statistic is 3.146 > t-table (1.96), and the significant effect on the pass result of 3.146 indicates that Islamic leadership influences knowledge management. can conclude.

According to Islam, leaders have two main roles. leader and guardian. A leader is a servant of his followers (sayyid al qawn) Kadim Hum ). He must look after their welfare and get them to good places. As a Wali leader, he defended the community from oppression and oppression, promoted awareness and reverence for God, and promoted justice [15]. Knowledge Management (KM) to improve organizational effectiveness in all industry sectors in both developing and developed countries [16]. Leadership actions may therefore be aimed at encouraging the use of knowledge for the benefit of the organization rather than for personal gain. The goal is to create a knowledge-sharing environment that requires a change in employee mindset. Therefore, it is important to investigate the impact of senior management's cognitive style on KM practices [16].

Based on statistical results, Islamic leadership variables influencing knowledge management are known to have significant positive effects. This is based on the empirical finding that leadership in the Jokotre Batik

UKM Association can be a role model for all employees because they are leaders. Proven Results of Knowledge Variable Management UKM Batik Jokotole Collection leaders provide batik knowledge to all employees, this knowledge is captured in every training session and shared with colleagues.

The results of this study are strengthened by [17]: [18]This [16]indicates a significant positive impact between Islamic leaders and knowledge management.

### 3.3. Impact on Islamic leaders' willingness to work

We find that Islamic leadership variables and parameter coefficient values have a significant positive impact on job motivation (original sample). 0.469. In this case, we can see that the higher the status of the Islamic leader, the higher the willingness to work. A coefficient with a t-stat of 5.200 implies that t-stat (5.200) > t-table (1.96) has a large impact on the pass results, and we can conclude that: Islamic leadership influences performance. motivation.ada This follows the hypothesis that the effect is positive and significant.

Spiritual leadership, creating an environment that encourages and motivates subordinates, or expresses concerns with love. Spiritual leaders demonstrate transformative values such as humility and integrity in motivating themselves and their followers. Leaders who put spiritual concepts into practice show better attitudes and behaviors towards their employees, which motivates them [19]. Motivation is a state of mind, desire, energy, or interest that [20]translates into action. Energetic forces arise both inside and outside the individual to initiate work and work-related actions and to determine the form, direction, intensity and duration of work [21]. Research [22]findings; [15]should be more generalizable than relative theory based on industry organizations in guiding leadership practices to enhance intrinsic motivation for creative work.

Statistics show that Islamic leadership has a significant positive impact on work motivation. This is an empirical result of Islamic leadership variables that a leader of UKM Batik Jokotol Bangkaran Collection can be fair to all employees and a leader can be an example or role model for all employees can be seen from These demonstrable results give UKM Batik Jokotole Collection Bangkalan staff various motivations to receive support in learning the art of batik.

are [24]strengthened by [15]: [23]; [25]; [26]; [22]; This [20]shows that Islamic leaders have a positive and significant impact on willingness to work.

### 3.4. Influence of Islamic Leaders on Work Style Reform

Noticeable positive effect on task innovation by (original sample). 0.241. This shows that as the number of Islamic leaders increases, so does job innovation. A factor of 2.295 for the t-statistic has a large impact on the pass results. This means that the t-statistic (2.295) > t-table (1.96), so we can conclude that Islamic leaders influence the outcome of the pass. Work style reform. Research is consistent with research [27]. [11]; [28];

Islamic leadership has a positive and significant impact on work innovation [29].

A process or ability that exists within an individual to achieve a collaborative effort according to the Quran and Hadith to achieve a desired goal [30] together. Employee innovation is defined as the deliberate creation, promotion and implementation of new and useful ideas that benefit the performance of a role, group or organization [31].

It is based on empirical findings that a leader's behavior may be fair to all employees of the Jokotre Batik UKM Association. Work innovation variable means employees can come up with new ideas to solve batik problems. In this case, the problem can be overcome in terms of matching patterns and motifs.

### **3.5. Knowledge management influences business innovation**

Parameter coefficient values show that knowledge management has a large positive effect on business innovation (original sample) 0.566. This indicates that operational innovation is increasing as knowledge management is strengthened. A coefficient with a t-statistic of 4.581 means that the t-statistic is  $(4.581) > t\text{-table} (1.96)$ , and we can conclude that knowledge management has a significant impact on business innovation.

According to research, this is [32]; [33]; [34][35]; [36]; [37]; [38] That is, various [39] knowledge management processes for innovation. next study [40] In other words, knowledge management contributes to innovation.

Knowledge management is the identification and use of collective knowledge within an organization to support it. [41] Innovation is defined as useful knowledge that is updateable and has new value. Knowledge management that supports innovation. [42] Knowledge management is an information technology capability that must be developed to accelerate innovation [43]. This perspective is consistent with research findings highlighting the value of knowledge and knowledge management strategies in fostering innovation [44]. Comments [45]; [46]; [47] By sharing knowledge among employees, more knowledge resources are available to the organization and it is expected to generate new ideas that influence the innovation of the organization.

The empirical result that employees can share their batik ideas with their colleagues keeps them in touch and share all the time. Leaders can also teach batik knowledge to the staff of Jokotre Batik UKM Collection Bangkalan. Employees can also easily discuss batik with their leaders. In addition, employees can enhance their knowledge of batik through training. However, the fact that UKM Batik Jokotole Bangkalan Collection does not conduct regular training shows the need to increase training activities to foster innovation in future operations.

### **3.6. Impact on work style reform**

sample) when job motivation negatively affects job innovation -0.080. Conversely, the lower the job motivation variable, the less innovative the job. An important effect is seen in the pathway results. The coefficient gives a t-statistic value of 0.559. This means

that t-statistic  $(0.559) < t\text{-table} (1.96)$ , so we can conclude that task motivation does not affect the task. innovation.

It is a psychological process that motivates and directs actions to achieve goals. [48] Work motivation is an individual's willingness to pursue work-related goals [49]. The effect of job motivation variables on job innovation does not have a significant effect. This is inconsistent with research hypotheses that job motivation has a significant impact on job innovation. Therefore, this study contrasts with this study [50]. [5]; [14] In order to pursue specialization in each field, it is necessary to find job satisfaction and ingenuity to improve the quality of employees.

According to the empirical results of the work motivation variables, the motivation to make batik for skill improvement is weak because the average value is the lowest, but it was found that the employees did not receive sufficient support and motivation. Colleagues employees and field impact due to lack of motivation to promote work innovation in batik.

### **3.7. Intervention Business Innovation Knowledge Management**

From the results of estimating Islamic leadership variables, it is known that the management knowledge variable has a positive and significant effect on agency work innovation, and the parameter coefficient value (original sample) was 0.166. This shows that as the number of Islamic leaders increases, so does job innovation. A factor of 2.562 for the t-statistic has a large impact on the pass results. This means t-statistic  $(2.562) > t\text{-table} (1.96)$ , so we can conclude that there is influence of Islamic leaders. About work style reform. This is hypothesized to have positive and significant effects.

The focus of Islam's spiritual leadership is to do good and carry out God's commands and prohibitions. In fact, Islam calls for the cultivation of professional morals such as worship, self-discipline, responsibility and accountability in order to create a man of noble character [51].

Implement knowledge management to manage all the knowledge you have. We also need innovative leaders to set the course for knowledge management to foster innovation [52]. It was previously [53] stated that leadership with a transformative style is the best kind of leadership that can create an environment conducive for leaders to develop innovation. Transformational leadership therefore plays a key role in managing the knowledge that individual employees possess, which is ultimately used to generate innovation.

Leadership in this case provides knowledge management through training, sharing with leaders and colleagues, and discussion to create innovative batik works based on experiential results. Judging from the facts on the ground, UKM Batik Jokotole Collection does not conduct regular training and training activities need to be strengthened to encourage innovation in future works.

The impact of Islamic leadership variables on job innovation through knowledge management media variables has positive and significant effects. What is discussed in the [9] study; [10]; [11]

### 3.8. Work Motivation Intervention Labor Innovation

Estimation of the Islamic leadership variable resulted in a parameter coefficient value (original sample) of -0.38, which was found to have a negative impact on labor innovation mediated by the work motivation variable and was not significant. Conversely, the lower the job motivation variable, the less innovative the job. The coefficient gives a t-statistic of 0.538, which means t-statistic (0.538) < t-table (1.96), so we can conclude that Islamic leaders have no impact on performance. Innovation mediated by willingness to work. Therefore, the research hypothesis cannot be accepted as accurate.

Leadership is order with a psychological contract between leader and follower to do good. Therefore, leaders must have strong moral character in the four stages of spiritual development: Islam, Faith, Taqwah and Isan. [15]. Work motivation is defined as the level of self-motivation an employee needs to perform effectively and efficiently at work. Innovation is increasingly recognized as a key source of sustainable competitive advantage that organizations can leverage to respond to the rapidly changing economic environment [5].

Although the effect of Islamic leadership variables on labor innovation mediated by labor motivation variables does not have a significant effect, this research hypothesizes that Islamic leadership variables have a significant impact on labor innovation mediated by labor motivation variables. isn't it. Therefore, this study contrasts with this study [5]. The influence of the Islamic leadership variable included in the job motivation variables on job innovation does not have a significant effect. This is inconsistent with our hypothesis that the Islamic leadership variable, which is included in the work motivation variables, influences work innovation. This has a big effect. Therefore, this study contrasts with this study [5].

Motivation for work is said to have the weakest R-squared value because it has the lowest mean. Having said that, employees are often looking for opportunities to develop new skills and knowledge about batik, but in the field, the leaders and employees are not in the same office, so the employees are not getting enough from their leaders. Lack of support and motivation. By empirically discovering the innovation parameters of work, employees can find new working methods, techniques or tools for batik innovation. Fields show that even though employees are trained by their leaders, they are unable to develop new ideas and create new styles because they do not want to lose the attributes of their ancestors.

## FOUR. DISCUSSION

Based on statistical results, it is known that the effects of job motivation variables on job innovation are not significant. This indicates that the R-squared value of the empirical outcome of the work motivation variable is weak. This is because it has the lowest average value. So the employees have enough support and motivation even though they are trying to make batik to improve their

skills. Criticism from fellow employees and lack of willingness to promote work innovation in batik.

Based on empirical results, the work motivation variable was explained as weak because the mean with the lowest R-squared value was found. In other words, employees often look for opportunities to develop new skills and knowledge of batik, but employees in the field do not get enough support and motivation from their leaders. By experientially discovering work innovation, employees can discover new working methods, techniques and tools for batik innovation. Fields show that even though employees are trained by their leaders, they are unable to develop new ideas and create new styles because they do not want to lose the attributes of their ancestors.

## FIVE. CONCLUSION

Based on the analysis and discussion of the results performed, the conclusions of this study are:

- a. Islamic leadership has a significant positive impact on knowledge management. This shows that the collection of Islamic leaders of Jokotlevatic UKM is increasing and knowledge management of Jokotlevatik UKM staff is being strengthened.
- b. Islamic leadership has a significant positive impact on work motivation. This confirms the growing Islamic leadership in the leadership of the Jokotore Batik UKM Association and will also increase the motivation of staff in batik production.
- c. Islamic leadership has a significant positive impact on work innovation. This confirms the increasing adoption of Islamic leadership by the Jokotore Batik UKM Leadership Group, and there will also be an increase in innovation in work on new ideas on batik.
- d. Knowledge management has a significant positive effect on business innovation. It was confirmed that training at the Jokotore Bangkalan Batik UKM Staff Association improves the knowledge management carried out by the instructors and also promotes innovation in the staff's work when it comes to batik pattern making.
- e. Work motivation does not have a significant impact on work innovation. This is because, according to the results of the field survey, the employees do not get enough support and motivation from their colleagues, and lack motivation to enhance work innovation with batik.
- f. The intervention review found that the direct effects of using knowledge management variables on innovation in the work of Islamic leaders had significant positive effects. On the other hand, the effect of intervention testing using task motivation variables is marginal.

### Limitations and further research

This study has limitations in examining the effects of work motivation on work management and innovation. A limited number of responses were conducted only in small business units with a large number of employees. Further studies are expected to target large companies/organizations. In addition, work commitment and organizational culture variables were added as work innovation intervention variables to strengthen the findings.

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