Analysis the Impact of Islamic Leadership on the Islamic Work Ethics of Pegadaian Syariah Employees

Ahdi Zidan Laiqkafana, Rozikan*
Universitas Muhammadiyah Yogyakarta, Indonesia

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Abstract
The high work ethic of employees is one of the positive behaviors expected by the company. This is because the work ethic is the key to the company's success in competing with other companies. One of the keys to improving an employee's work ethic is having a leader who has influence in changing the behavior of his employees. The purpose of this study was to find out and analyze the challenges faced by Islamic Pawnshop leaders in improving the Islamic work ethic of employees at Pegadaian Syariah in the Special Region of Yogyakarta (DIY). This research used a descriptive qualitative method. In this study, the interview method was used on the subject (employee) to obtain valid data to detect the effect of using the theory effectively. The results of this study indicate that applying Islamic Leadership can improve the Islamic work ethic in Pegadaian Syariah in the Special Region of Yogyakarta and positively impact creating an Islamic work environment and strengthening employee performance. In its implementation, there are several challenges in lack of understanding and awareness, the environment, and compliance with Sharia principles. For this reason, managers of Pegadaian Syariah should provide regular training and outreach to employees so that the Islamic work ethic can be maintained properly.

Keywords: Work Ethic, Islamic Work Ethic, Islamic Leadership, LKS, Pegadaian Syariah

How to cite:
I. Introduction

The nature of human beings as a leader is in line with the Qur’an statement that humans are khalīfatu fi ‘il ‘ardhi which means leaders on this earth. As the Hadith of the Prophet states, “Each of you is a leader, and you will be held accountable for those he leads” (Al-Bukhari, 1987). From an Islamic perspective, a leader is someone who is able to integrate Islamic values in leading an institution, people, nation, and state (Egel, 2017).

A leader leading and interacting with his subordinates has various ways known as leadership styles. Leadership style includes strategies a leader uses to influence the actions of his subordinates so that they are willing to work together and effectively achieve organizational goals (Ahmad & Ogunsola, 2011). In other words, leadership style can affect a person’s work ethic in increasing the productivity of his performance in accordance with organizational or company goals.

One of the leadership styles that can improve employee performance and can provide a change in the organization is the Islamic leadership style (Hakim, 2012). Broadly speaking, Islamic spiritual-based Leadership or Islamic Leadership has four elements, namely honest (shiddiq), trustworthy (amanah), conveying (tabligh), and intelligent (fathanah) (Wijayanti, 2016). These four elements are in accordance with the characteristics of the prophet Muhammad SAW. When implementing these four elements, a leader will have a positive and significant impact on the company.

One of the positive impacts is the effect on the work ethic of employees. Work ethic is an attitude that arises on its own will and awareness based on a system of cultural value orientation towards work (Rokhman, 2010). In general, the work ethic is the spirit of work that is characteristic and a person’s belief in achieving something desired. The ethos contains a strong passion for doing things optimally and even striving to achieve the best possible quality (Ahmad, 2011). In the view of Islam, the work ethic has its own discussion, which we often call the Islamic work ethic.

According to Oktavia (2021), Islamic work ethics are the values and principles related to the Islamic religion applied in the work environment. The Islamic work ethic includes attitudes that reflect exemplary and value time, discipline, hard work, honesty, responsibility, cooperation, and avoiding negative behavior (Ali, 1988). In implementing an Islamic work ethic in the workplace, it is important to have leaders who understand and are able to practice the values of an Islamic work ethic. Islamic Leadership enables leaders to understand and apply Islamic principles in leading and motivating employees. A leader who practices Islamic Leadership will tend to build a positive, harmonious, and productive work culture in accordance with the values of the Islamic work ethic (Dwita & Rozikan, 2022). This can help improve the competence and professionalism of employees and the company (Kalimah & Zakiy, 2021).

Problems that arise are related to the performance of an employee that often occurs, such as a lack of responsibility in carrying out tasks, always waiting for orders from the Leadership, being passive in participating in training, the lack of interaction between fellow employees and the Leadership, determines the progress of performance in achieving organizational goals. The things that can underlie the above problems can be caused by many factors, including the Islamic leadership style and work ethic, especially in Sharia Pawnshops. This problem requires the role of a leader to provide positive examples that employees can emulate (Zakiy, 2019).
One of the Islamic financial institutions is Pegadaian Syariah, a subsidiary of a State-Owned Enterprise (BUMN) that has officially obtained permission to carry out financial institution activities. The main tasks of Pegadaian are to provide loans to the public and carry out their operations in accordance with Sharia principles. DSN-MUI Fatwa No25/DSN-MUI/III/2002 officially legalizes the principles of Islamic Pawnshops, and this is the same as what is legalized for Islamic banks in Indonesia. However, Pegadaian Syariah is not as popular as banking, a major intermediate financial institution. This also causes the development of Islamic pawnshops to seem slow compared to other LKS. One of the backbones of Islamic pawnshops to be able to develop and compete can be through the presence of employees in the organization, as explained before.

For this reason, this research aims to look at the role of Islamic Leadership in improving the Islamic work ethic of Sharia Pawnshop Employees. The author chose the DIY Sharia Pawnshop as the object of research because the Sharia Pawnshop is a Sharia-based financial institution and upholds the AKHLAK (Trustful, Competent, Harmonious, Loyal, Adaptive, and Collaborative) work culture, so the Islamic work ethic is crucial. The Special Region of Yogyakarta is chosen because this province is known as a city that is rich in culture and has a strong Islamic tradition marked by the existence of the Keraton as a symbol of Javanese culture and strong Islamic traditions in Yogyakarta. This is in line with religious values, which are the research focus on Islamic Leadership and Islamic work ethics. In the sector of Islamic financial institutions, the Special Region of Yogyakarta Islamic Pawnshop has a very strategic location, namely in the city center and surrounded by several campuses, so it has a big impact on students and the surrounding community. This is evidenced by the many students who pawn their laptops or people who pawn their valuables in order to make solutions to their life problems. Pegadaian Syariah Special Region of Yogyakarta also has a leader who has an Islamic character, as evidenced by reading a prayer together and reading Asmaulhusna (Names of Allah) every morning to make it easier for him to do his work. Pegadaian Syariah Special Region of Yogyakarta has been operating for quite a long time (since 2004), so it is expected to have sufficiently complete and representative data for analysis. Choosing the Special Region of Yogyakarta Islamic Pawnshop as the research location is expected to obtain accurate and relevant data and information to strengthen the analysis and conclusions in this study.

II. Literature Review

2.1. Combined Leadership Model Based on Behavioral Theory (Behavior Model) and Trait Theory (Trait Model)

According to Bolden (2004), Leadership comes from the word "lead," which means direction or guidance. The term leadership in the corporate context refers to the concept of "leadership," which is often discussed in meetings, speeches, and the mass media. The term leadership comes from the word "Leader," which means someone who leads (Sadler, 2003). Leaders can be interpreted as individuals who have the ability to influence the organization they lead to achieve common goals (Daswati, 2012). The role of leaders is not only to achieve organizational goals, but leaders also play an important role in achieving employee goals in the form of increased performance (Candra et al., 2022), positive employee behavior (Daffa et al., 2022), and also in job insecurity (Zakiy & Aini, 2022).
2.2. Islamic Leadership

According to Adiba (2018), a leader who applies an Islamic spiritual-based leadership style views that life in the world is only temporary in planting seeds of goodness and benefit for others that will be harvested in the afterlife. This leadership style is based on Islamic religious teachings, which emphasize the importance of Leadership that follows the Al-Qur’an and Hadith with the aim of guiding, guiding, and showing the path of truth that is blessed by Allah SWT. Islam teaches that good Leadership always adheres to the Al-Qur’an and Hadith. According to Wijayanti dan Meftahudin (2016), indicators for measuring Islamic Leadership are: Shiddiq/Honest, Amanah, Fathonah/intelligent, and Tabligh. Islamic Leadership has interrelated elements of behavior and traits that cannot be separated. In general, Islamic Leadership focuses on developing character and morality, which then reflects in the behavior of the leader. However, in Islamic Leadership, there are also several important characteristics or characteristics such as honesty, fairness, courage, humility, and responsibility.

2.3. Islamic Work Ethic

Referring to the word "ethics," the word "ethos" means high enthusiasm or attitude to do something as well as possible and avoid mistakes so that the results are better. In Islam, it is referred to as ihsan (Tasmara, 2004). Accordingly, Islamic work ethic refers to attitudes and work behavior that are in accordance with Islamic principles in the world of work (Nurfahmiyati et al., 2021). The Islamic work ethic involves integrity, honesty, responsibility, discipline, cooperation, and a commitment to achieve organizational goals in a way that is in accordance with Islamic religious values. In this context, the Islamic work ethic also includes respect for the rights of others, justice, and community empowerment.

The Islamic work ethic emphasizes the importance of balance between the activities of the material and spiritual worlds and prioritizes positive service and contribution to humanity. By implementing an Islamic work ethic, individuals are expected to be able to create a work environment that is ethical and moral and provides good benefits for all involved parties.

The Islamic work ethic is explored and formulated based on the concept of faith and good deeds (Kholis, 2008). An Islamic work ethic will not be formed without a foundation of faith and good deeds because the two are interrelated and cannot be separated. Good deeds cannot exist without faith, as well as faith that is not accompanied by good deeds will be meaningless. This shows that faith and good deeds are interrelated and form a close whole (Ahmad, 2011). In carrying out work, a person has three responsibilities that must be carried out, namely, responsibility to Allah SWT, responsibility to oneself, and responsibility to others (Rozikan & Zakiy, 2019).

III. Methodology

This study used a qualitative method with a case study approach. In this study, the types and sources of data were primary data. Primary data was obtained directly by researchers from the main source through the research object (Pegadaian Syariah) without any intermediaries. Data was obtained through interviews with Pegadaian leaders, employees,
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and consumers of the Special Region of Yogyakarta Islamic Pawnshop and their employees. This study involved 15 informants with details of 12 informants from various levels of positions in the Islamic Pawnshops of the Special Region of Yogyakarta and 3 customers. The method used in this study is the interview method because the writer wants to know in-depth information through informants. The type of interview that will be used is a semi-structured interview. This means that the interview still follows the question framework but is not tied to questions prepared beforehand. After the data is collected, the authors will analyze the data using the Miles and Huberman model (1992, p. 16) with the stages of data reduction, data presentation, and drawing conclusions. The data analysis process in this study was carried out during and after data collection within a certain period.

IV. Results and Analysis

The application of Islamic Leadership and an Islamic work ethic at the Special Region of Yogyakarta Islamic Pawnshop is an important step in creating a work environment that is in accordance with Islamic principles. According to Panyiwi et al. (2022), Islamic Leadership focuses on implementing the values of justice, exemplary, involvement, coaching, and work-life balance to form an Islamic organizational culture. In this case, the leader of Pegadaian Syariah in the Special Region of Yogyakarta makes Islamic values the foundation of his Leadership. By prioritizing Islamic values in Leadership, Pegadaian Syariah can become a model company with integrity, is inclusive, and oriented towards employee welfare and business success based on Sharia principles. As explained by the first informant:

God willing, Leadership here is based on Islamic values. An example is how all elements can work honestly, discipline, starting work by reading Asmaul Husna and praying together. Besides that, I always say that the intention is to work for worship because we are at a Pawnshop whose basis is Sharia, so besides getting a salary, we will also get a reward. When we work honestly, disciplined, optimistic, and accompanied by prayer, Pegadaian Syariah is expected to become the community's first choice of Sharia financial inclusion agent in accordance with our vision and mission.

The Islamic Leadership implemented at the Special Region of Yogyakarta Islamic Pawnshop is based on Islamic values. One of the main indicators is honesty (shiddiq). Leaders at this company communicate openly, honestly, and transparently regarding work. This builds trust and employee morale. Employees are also taught to start work by reciting Asmaul Husna and praying together, as well as integrating work intentions into worship. Honesty is important in forming a solid work environment and increasing employee morale (Annisa et al., 2022). This was explained by the fourth informant, who said:

I have worked at Pegadaian Syariah for 25 years. Feeling the succession of Leadership and honesty should be highlighted in our work, especially Sharia. Branch leaders are now different from previous leaders, who are more gentle, transparent and motivating so that they feel comfortable at work.

The indicator of trustworthiness is also emphasized in Islamic Leadership at Pegadaian Syariah. The company's leaders are committed to maintaining the trust of both employees
and customers. They provide optimal service, are transparent, and are in accordance with Sharia principles. The principle of trust is the basis for providing high-quality services and maintaining the company's reputation and integrity as a trustworthy Islamic financial institution. This makes employees and customers feel safe, trust, and believe in Pegadaian Syariah. This is in accordance with the statement of the first informant, who explained:

Responsible people will gain trust. Therefore, all of us need to maintain the trust of employees and customers. This mandate includes the work culture here, so we must maintain their trust with optimal service. We even have a product called Amanah.

The \textit{fathanah} indicator is also seen in the Islamic Leadership at the Pegadaian Syariah. Leaders in this company have the ability to solve problems, find solutions, and have broad insights. They are able to face challenges and difficulties with good analytical skills. Smart leaders can provide clear directions, listen to ideas from the team, and make informed decisions based on a broad understanding of the Islamic finance industry. This was explained by the second informant, who said:

When there is a problem in the unit, we will always consult with the head of the branch. He has an extraordinary ability to solve problems. Whenever we faced challenges or difficulties at work, he was always able to find a solution. Solving problems and having broad insight really inspire us as a team. He is also very open to listening to our ideas and provides clear direction.

Finally, \textit{tabligh} indicators are also adopted in Islamic Leadership at Pegadaian Syariah. Leaders in this company have the ability to convey religious values with enthusiasm and invite team members to practice them. They also socialize with co-workers and adhere to the provisions of the organization they lead. Leaders who convey and invite team members to practice religious values provide inspiration and luck for employees. This was explained by the tenth informant, who said:

Having a leader who conveys religious values, in my opinion, is a blessing, especially besides conveying it also invites and practices it. What I have never encountered in my previous work is reading the asmaul husna, praying together, and after that, we are given time to talk about our stories from which we can learn lessons. Those are things that, in my opinion, do not exist anywhere else.

By implementing Islamic Leadership based on the values of honesty (\textit{shiddiq}), trust and responsibility (\textit{amanah}), intelligence in solving problems (\textit{fathanah}), as well as the ability to convey and invite team members (\textit{tabligh}), Pegadaian Syariah Special Region of Yogyakarta has succeeded in building a culture of solid Islamic work and produce a significant positive impact. Employees experience a work environment that is transparent, fair, and mutually supportive, which boosts their morale and performance. Meanwhile, customers feel trusted, safe, and confident in the services provided by the company, thanks to the principle of trust that is upheld. Thus, this Islamic Leadership has created a harmonious, productive environment and made a real contribution to building an Islamic work culture in the company. This side of justice in Islamic Leadership can also shape employee commitment and minimize counterproductive behavior by employees (Zakiy & Hariyanto, 2022).
In implementing Islamic Leadership, the leader of Pegadaian Syariah in the Special Region of Yogyakarta is faced with various challenges and dynamics in improving the Islamic work ethic of employees, which will ultimately affect the performance and image of the company. An example is the emergence of attitudes that are not expected and can hinder the sustainability of the organization and the employees in it (Daulay & Marlina, 2019). In leading Pegadaian Syariah, of course, many challenges must be faced.

The first challenge is the lack of understanding and awareness. Subhan (2013) said that in a work environment based on Islamic principles, it is important for every employee to have a strong understanding of the concept of an Islamic work ethic. However, we often encounter situations where this understanding is still minimal among employees. A lack of understanding of Islamic values at work can hinder the achievement of organizational goals based on Sharia principles. The lack of employee understanding of the concept of Islamic work ethic, so efforts are needed to increase understanding and awareness of Islamic values. This was explained by the first informant, who said:

Here, not all employees have a sufficient understanding of Islamic values. We always try to create an Islamic work environment and provide our employees with intensive training and teaching about Islam. We work in Sharia-based institutions, so we must be different from those in conventional institutions.

The second challenge is the environment. A work environment that supports Islamic values has a significant role in enhancing the Islamic work ethic of employees. Research conducted by Septianto (2010) shows that a work environment that encourages practices in accordance with Islamic values can influence the behavior and attitudes of employees in carrying out their duties. This was explained by the first informant, who said:

Sometimes environmental factors also become a challenge in creating an Islamic work environment. As a leader, I am determined to create an environment that supports ethical practices and religious values. Let’s learn and educate each other about the importance of applying an Islamic work ethic in every action and decision to create an Islamic work culture.

Creating a work environment that complies with Islamic values can be challenging for a leader. Leaders need to ensure that Islamic norms and ethics are promoted and implemented consistently in all aspects of the organization. This involves establishing policies, practices, and procedures that align with Islamic principles and ensuring adherence to these principles.

In facing this challenge, leaders need to actively build an Islamic work environment, such as creating spaces for worship, adopting fair and transparent policies, and facilitating harmonious interactions between employees (Prayogi et al., 2021). Thus, leaders can create a work environment that supports and encourages employees to apply an Islamic work ethic in every aspect of their work.

The third challenge is compliance with Sharia principles. Compliance with Sharia principles is the main foundation in carrying out an Islamic life. This involves awareness, commitment, and adherence to Sharia principles in all aspects of life (Nurhisam, 2016). Compliance with
Sharia principles is an important challenge in improving the Islamic work ethic of Pegadaian Syariah employees. This involves an in-depth understanding of Sharia principles, difficulties in implementation, conformity of products and services, strong Sharia supervision and auditing, and individual awareness and responsibility. This is as explained by the eighth informant, who said:

Compliance with Sharia principles is often a challenge in improving an Islamic work ethic in the work environment. Plus, my lack of understanding of the Islamic work ethic makes it a challenge for me to implement it.

Thus, through strong Islamic Leadership, leaders of Pegadaian Syariah in the Special Region of Yogyakarta can overcome compliance challenges with Sharia principles and improve the Islamic work ethic of employees. Leaders can establish a work environment that facilitates deep understanding, proper implementation, strong oversight, and individual awareness and responsibility in maintaining compliance with Sharia principles. This will help the company grow as an Islamic financial institution that is consistent and trusted by its customers.

Pegadaian Syariah in Yogyakarta is a company engaged in the field of Islamic finance, and has a great responsibility to ensure their employees have a high Islamic work ethic. In this case, Islamic Leadership has an important role in improving the Islamic work ethic of employees. By applying the principles of Islamic Leadership, leaders can form a work environment that is more productive and has integrity, and makes a positive contribution to company growth (Wijayati & Rahman, 2022). Leaders who apply Islamic Leadership can improve the Islamic work ethic of Pawnshop Syariah Special Region of Yogyakarta employees in several ways:

**Integrity and Honesty**

Integrity and honesty are important aspects of Islamic Leadership at Pegadaian Syariah Special Region of Yogyakarta. Leaders with high integrity will be able to set an example in their behavior and decisions, by upholding Islamic principles, which include honesty, transparency, and fairness (Wasehudin, 2018). By adhering to these values, leaders can build trust and inspire employees to adopt an Islamic work ethic that reflects integrity and honesty in every aspect of their work. As explained by the second informant who said that:

Honesty is an important aspect of work. When we are honest in our work, the result is trust from various parties. Therefore I always emphasize to all elements the importance of honesty because it greatly impacts work and the company. This is also embedded in the work culture of Pegadaian Syariah in the first point, Amanah.

**Becoming an Excellent Example**

Leaders who apply Islamic Leadership have an important role in being role models for employees. Research conducted by Subhan (2013) revealed that leaders who practice Islamic values in their actions and behavior could strongly influence employees to adopt and implement these values in their work. By setting a good example, leaders can build trusting relationships and inspire employees to improve their Islamic work ethic (Supriani
A good example of Islamic Leadership will motivate employees to enhance their Islamic work ethic. As explained by the fourth informant who said that:

My actions and behavior will greatly impact employees and the organization as a whole. When we model something, then others will follow us. It means being a good example is important.

**Communication and Engagement**

Effective communication is an important part of the organization in achieving goals. Often organizations fail to achieve their goals due to ineffective communication factors. For example, orders from a leader, which are essentially part of communication activities, are often unclear and difficult to implement because communication is ineffective (Tisnawati, E., & Saefullah, 2005). This was explained by the fifth informant, who said that:

As an employee, I believe effective communication between leaders and employees is essential in creating an inclusive and empowering work environment. When leaders take the initiative to listen to input and ideas from employees, it shows appreciation for their contributions and gives them a sense of ownership of the work being done, and that's what makes me happy working here.

**Attention to Employee Welfare**

According to Siagian (2000), the determinants of job satisfaction include satisfaction with the work itself, the extent to which workers provide opportunities, learning, and opportunities to accept responsibility, then satisfaction with supervisors or supervisors, the extent to which technical abilities in managerial supervisors can provide direction and attention to his employees. Islamic leaders must pay attention to the welfare of employees as a whole, including in material, spiritual and social aspects. They must ensure employees have a healthy balance between work and personal life. Leaders must create an environment that supports employee worship practices. By paying attention to employee welfare, leaders can build strong commitment and motivation to carry out an Islamic work ethic (Alfaris & Zakiy, 2021). This was explained by the first informant, who said:

I believe that happy and prosperous employees will make a better contribution to their jobs. They will be comfortable at work if we pay attention to them.

**Employee Coaching and Development**

Wexley and Yukl (1977) argued that training and development are terms related to planned efforts, which are held to achieve mastery of skills, knowledge, and attitudes of employees or members of the organization. The organization implements training and development in the form of planned programs. Organizations can ensure that employees have the right skills by choosing the right type of training and development. It will be a constant need for organizations to be constantly updated on the follow-up of human resource practices.

Islamic leaders must pay attention to the holistic development of employees (Mirzal & Ninglasari, 2021). They must provide relevant training and development in terms of business skills and understanding of religion. By providing opportunities to enhance employees' knowledge and skills, leaders can help them develop a better Islamic work ethic.
This training and development will also strengthen employee commitment to Sharia principles in company operations. As explained by the eighth informant who said:

Once a month, there is a routine preaching to add insight into religion, and there is also training from the center for employee development.

We found some interesting findings in our research on the application of Islamic Leadership in Islamic Pawnshops in the Special Region of Yogyakarta. First, Pegadaian Syariah in the Special Region of Yogyakarta is strongly committed to implementing Islamic principles in the company's operations. They maintain conformity of their products and services with Islamic economic principles, such as avoiding usury and clear and fair transactions. This shows the novelty in their business approach by incorporating Islamic values into modern business practices.

However, it is important to note that the results of this study are still limited to the case of Islamic Pawnshops in the Special Region of Yogyakarta. Therefore, the justification of the results needs to be considered carefully. These findings may not be widely generalizable to cover all Islamic financial institutions. Differences in context, company size, and internal policies can affect the implementation of Islamic Leadership in other financial institutions.

In the context of related research, it was found that several previous studies also explored the application of Islamic Leadership in financial institutions. However, our results show some significant differences. For example, several previous studies have highlighted the importance of Islamic Leadership in promoting integrity, fairness, and honesty in the workplace (Candra et al., 2022; Hakim, 2012; Panyiwi Kessi et al., 2022; Sani & Ekowati, 2019). Consequently, the work culture in Pegadaian Syariah supports each other and promotes Islamic values. However, differences are also seen in the focus of previous studies. Several studies have emphasized the effect of Islamic Leadership on financial performance, while our research has focused more on its impact on employee engagement and motivation. This indicates that there is room for further research to explore different aspects of implementing Islamic Leadership in the financial sector.

V. Conclusion and Recommendation

5.1. Conclusion

Based on the results of the research and discussion conducted in the chapters above, it can be concluded that the application of Islamic Leadership can improve the Islamic work ethic in the Islamic Pawnshops of the Special Region of Yogyakarta, which can have a positive impact on creating an Islamic work environment and strengthening employee performance. Leaders with honesty, trustworthiness, intelligence, and tabligh values can establish strong relationships with employees and customers, maintain the company's reputation, and provide quality services according to Sharia principles. This creates a solid work environment and high morale and strengthens the position of Pegadaian Syariah as a trustworthy Islamic financial institution. Leaders also face challenges in improving employee Islamic work ethics, such as the lack of understanding of Islamic work ethics and
adherence to Sharia principles. To overcome this, leaders must focus on educating, training, and understanding employees about Islamic values, creating a work environment supporting Islamic practices, and ensuring compliance with Sharia principles. These steps will improve the employee's Islamic work ethic, strengthen the company's image in the Islamic finance industry, and strengthen the position of Pegadaian Syariah as an excellent and trusted Islamic financial institution.

5.2. Recommendation for Future Research
We found some interesting findings in our research on the application of Islamic Leadership in Pegadaian Syariah in the Special Region of Yogyakarta. First, Pegadaian Syariah in the Special Region of Yogyakarta has a strong commitment to implementing Islamic principles in the company's operations. They maintain conformity of their products and services with Islamic economic principles, such as avoiding usury and conducting clear and fair transactions. This is empirical evidence that Pegadaian Syariah, part of LKS, has implemented Sharia principles in its operations. In interpreting the results of this study, it is important to be aware of our limitations. The research methods used, such as interviews and qualitative analysis, can affect the validity and generalizability of the findings. Therefore, further research with different methodological approaches, including broader case studies and quantitative measurements, can provide a more comprehensive understanding of the application of Islamic Leadership. Further research is suggested to use different research methods, wider sample sizes, and replace variables or objects.

5.3. Managerial Implication
The practical implication of this research is to guide practitioners and organizational leaders in applying the principles of Islamic Leadership. By practicing integrity, honesty, setting a good example, effective communication, concern for employee welfare, and coaching and developing employees, leaders can create a work environment that is productive, moral, and with integrity. This will increase employee motivation, commitment, and performance and strengthen the Islamic work culture within the organization. These practical implications also help create an inclusive, efficient, and sustainable work atmosphere, which positively impacts the company's overall success and growth.

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