

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature to enlighten the concept of job performance, the model of job performance and factor that influence job performance. Then, the chapter explains about the concept of leadership from Western and Islamic perspective, and the three leadership style that include in this study which are Islamic leadership, servant leadership, and participative leadership. Finally, the conceptual framework of this study has been developed.

2.2 The Concept of Job Performance

Sarikit (2017) explain that performance is formally defined as the value of various employee behaviours that contribute, either positively or negatively to achieving organizational goals. According to Plaits, Reklitis et al. (2015), employee performance is one of the most fundamental challenges because performance is a phenomenon that is more closely related to aspects of effectiveness, knowledge, management quality, financing and organizational development than others.

Next, Colquitt, Lepine and Wessone (2015) stated that employee performance is a set of values from employee behaviour that contribute both positively and negatively to the achievement of organisational goals.

According to Meyer & Peng (2006), job performance refers to the output that a person has contributed to the organization concerning his behaviour to engage in, and which the organization may perceive it as productive or counterproductive. Khalid and Irshad (2016) stated the actual output or results of an employee as measured against its intended outputs or goals and objectives is defined as employee performance.

In addition, Afshan et al. (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology and highly motivated workers.

Besides, job performance is a very considerable factor influencing profitability of any organization (Bevan, 2012). Job performance also can be described as the behaviours or activities that are carried out in order to achieve the organization's goals. Performance is the outcome of a person's or a group's work in an organisation at a given time and it indicates how well that individual or group meets the qualifications of a position in achieving the company's goals. Services are intangible due to them being performances instead of physical objects. (Motowidlo, Borman and Schmit, 1999).

Ibrahim (2004) defined job performance as a crucial activity that gives both the goals and methods to attain the organizational objectives and also provide the accomplishment level in terms of product. Jason A et al. (2015) defined job performance as behaviour and the term “results” or “job performance results” to describe the outcome from those behaviours. In sum, job performance is defined as the value of the set of employee behaviours that contribute, either positively or negatively, to the reach the organization goal (Jason A et al., 2015).

In addition, job performance is defined as the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000) while performance may be used to define

what an organization has accomplished with respect to the process, results, relevance and success. Employees who perform in their job in organization will have abilities to meet the demands of environmental change, market fluctuations and competition. Customer will rely and put a trust with companies that can fulfil their demands.

Performance of the organizational can be measured and it can be defined as all aspects of performance that are relevant for the existence of organizational as a whole' and success as the way the organizational carries its objectives into effect (Flapper, Fortuin, & Stoop, 1996). Moreover, high performing individuals get promoted, awarded and honoured. Career opportunities for individuals who perform well are much better than those of moderate or low performing individuals (Van Scotter et al., 2000). Good performance can be achieved when the employees meet the expectation of the employer and are attributable to company's success.

Moreover, performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Performance is the implementation of a job and the completion of the work in accordance with its responsibilities so that it can achieve the expected results (Sinambela, 2016). Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Gultom, 2015; Sosrowidigdo et al., 2011).

Furthermore, Nawawi (2004) stated that performance is the outcome of performing a certain task, both physical/material and non-physical/non-material. According to Simanjutak (2005) proposed that performance is an achievement level of outcome for performing a certain task. Moreover, Foster and Seeker (2001) stated that performance is the outcome achieved by someone based on an applicable measurement for a relevant work. According to Mathis and

Jackson (2002), employee performance is the effect of some contributions against an organization, such as work quantity, work quality, time management, attendance rate and cooperation.

2.2.2 The important of job performance

The important of job performance are better management of employee performance is imperative to enhance organizational performance and effectiveness (Stanton and Nankervis, 2011; Stanton and Pham, 2014).

Performance is important for organizations as employees' performance leads to organizational success. On the other hand, performance is important for individuals, as achieving tasks can be a source of satisfaction (Muchhal, 2014). Organizational should consider the performance of its employees or workers to fulfil mutual interest. In results, its bring a lot of benefits towards organization.

To sum up, there is important to measure the performance in getting better asset management, increased ability to provide customer value, improved measures of organizational knowledge and give an impact on organizational reputation.

2.3 The model/theory of job performance

Theories of performance management are a collection of rules that direct how managers inspire staff members. They often achieve this by utilising research to establish and preserve an environment at work where employees feel valued, appreciated, and empowered by their managers.

2.2.1 Theory Campbell

Furthermore, Later Campbell (1990) defined job performance as the controlled actions of the employees that may lead to goals of the organization and that can be measured on the individual level. This definition extended the previous definition by adding employee controlled behaviour or action leading towards organizational goals. Campbell (1990) suggested determinants of performance components. Individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge and skill, and motivation. Campbell's work performance frame-work proposed eight work performance dimensions. The Campbell model asserts that performance is a multidimensional construct and that it has eight fundamental factors:

1) Technical performance

There is a technological component to every profession or employment capacity. Such performance material is by definition exempt from interpersonal influence with respect to subordinates, superiors, co-workers, or general management responsibilities.

2) Communication

The ability to effectively communicate knowledge that is comprehensible, organised, and clear is referred to. Expertise in the subject field is not relevant. The two main sub factors are written versus spoken communication.

3) Initiative, persistence, and effort

It must consist of substantial, observable action in order to meet the criteria of performance as defined below. As a result, it's usually defined as doing extra work voluntarily, taking on more responsibilities, and working in challenging or unfavourable environments.

4) Counterproductive work behaviour

The specifications typically restrict purposeful actions that contravene or depart from established norms and adversely impact an individual's ability to contribute to the objectives of the unit or organisation. Everyone seems to agree that there are two main sub factors that can be identified: behaviour directed towards the organisation (such as theft, sabotage, lying, and malingering) and behaviour directed towards individuals, including oneself (such as verbal and physical abuse, sexual harassment, drug and alcohol abuse, and physical attacks).

That is, the counterproductive work behaviour dealing with organizational deviance seems to divide between aggressively destroying or misusing resources versus avoiding or withdrawing from the responsibilities of the work role. Similarly, counterproductive work behaviour directed at individuals seem to divide between aggressive actions that are directed at other people and destructive actions directed at the self, such as alcohol and drug abuse and neglect of safety precautions.

5) Supervisory, managerial, executive leadership

This factor refers to leadership (as interpersonal influence) in a hierarchical relationship and the substantive content is most parsimoniously described by the six leadership sub factors. The six sub factors are meant to circumscribe hierarchical leadership performance at all organizational levels. However, the relative emphasis may change at higher organizational levels and the specific actions within each sub factor may also receive differential emphasis.

6) Hierarchical management performance

Within hierarchical organization, this factor includes those actions that deal with obtaining, preserving and allocating the organization's resources to best achieve its goals. The major sub

factors of management performance. As it was for the components of leadership, there may be considerably different emphases on the management performance sub factors across work roles, depending on the context or situational changes. The model does not imply that the management performance requirements of a particular position or work role are static and cannot change.

7) Peer/team member leadership performance

The content of this factor is parallel to the actions that comprise hierarchical leadership. The defining characteristic is that these actions are in the context of peer or team member interrelationships and the peer/team relationships in question can be at any organizational level. (e.g. production teams versus management teams).

8) Peer/team member management performance

A defining characteristic of the high performance work team is that team members perform many of the management functions such as planning and problem solving, determining within team coordination requirements and workload balance and monitoring team performance. In addition, representing the unit or organization to external stakeholders and exhibiting commitment and compliance to the policies and procedures of the organization are critical performance factor at any organizational level. Consequently, to a greater extent that most researchers realize or acknowledge, there are important elements of management performance in the peer or team context as well as in the hierarchical setting. (Campbell & Wiernik, 2015).

2.2.2 Theory Boyatzis

Furthermore, according to Boyatzis (2008), the founder of the theory of action and job performance define performance in an organization is influenced by three main factors individual, organizational environment and job demand.

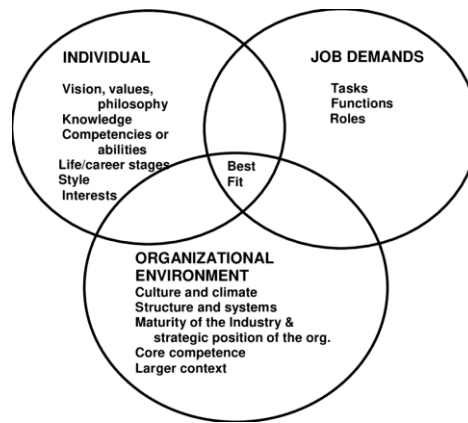


Figure 1: Theory of action and job performance

The first factor is the individual, which consists of the vision, values, philosophy, knowledge, nature, competencies, career path, style, and interests of the workers.

The second factor is the organizational environment, which consists of the culture and climate, structure and systems, industrial maturity, organizational strategic position, core competencies, and the greater context.

The third factor is the job demand, which consists of the duties, functions, and roles of each member of the organization. Individual that have high performance get a higher chance to in term of career opportunities.

2.2.3 Theory Elger

According to Elger. D, (2007) there are six component of performance levels. Among of performance level are level of knowledge, level of skills, level of identity, personal factors and fixed factors and proposed three axioms for effective performance as performer's mind set, immersion in an enriching environment and engagement in workplace.

Component	Description	Exemplars	Classification Rules
Level of Identity	As individuals mature in a discipline, they take on the shared identity of the professional community while elevating their own uniqueness. As an organization matures, it develops its mission, its way doing business, and its uniqueness.	A student uses disciplinary slang to describe engineering design activities. A teacher examines his performance through the lens of student learning. A college dean holds herself accountable for her leadership. A research team evolves its identity as a performance organization.	associated with maturation in a discipline or culture associated with maturation in life internalized by person or organization—the individual or organization takes on the shared identity
Levels of Skills	Skills describe specific actions that are used by individuals, groups, or organizations in multiple types of performances.	making assumptions persisting being humble setting goals observing	describe an action action is relevant in a broad range of performance contexts
Level of Knowledge	Knowledge involves facts, information, concepts, theories, or principles acquired by a person or group through experience or education.	Facts/information—names of states, conversion factor between feet and inches Concepts—democracy, chair, force, Principles/theories—relationships between the tilt of the earth and the seasons; law of conservation of energy	derives from human experiences can be communicated or recognized
Context of Performance	This component includes variables associated with the situation that the individual or organization performs in.	The performance of an academic department is coupled with the organizational effectiveness of the host college. Learning of a student is coupled with the organization of a class.	relates to circumstances associated with the performance applies to multiple performance within the context—not a personal factor.
Personal Factors	This component includes variables associated with the personal situation of an individual.	Performance of a teacher is impacted when he or she is ill Performance of a dean is impacted when his or her spouse dies A student's performance is impacted by the quality of his or her home environment	involves life situation of an individual
Fixed Factors	This component includes variables unique to an individual that cannot be altered.	Performance in basketball is impacted by height Genetic factors influence performance	involves an individual immutable; cannot be altered

Figure 2: Components that Holistically Interact to Establish Level of Performance

Figure 2 shows the component that holistically interact to establish level of performance. In addition, for the conditions for optimal performance and improvements in performance can be synthesize in three axioms. Axiom 1 is engaging the performer in an optimal emotional state (performer's mind set). Next, axiom 2 is immerse the performer in an enriching environment and the lastly is axiom 3 that engage the performer in reflective practice.

2.2.4 Job Characteristic Model

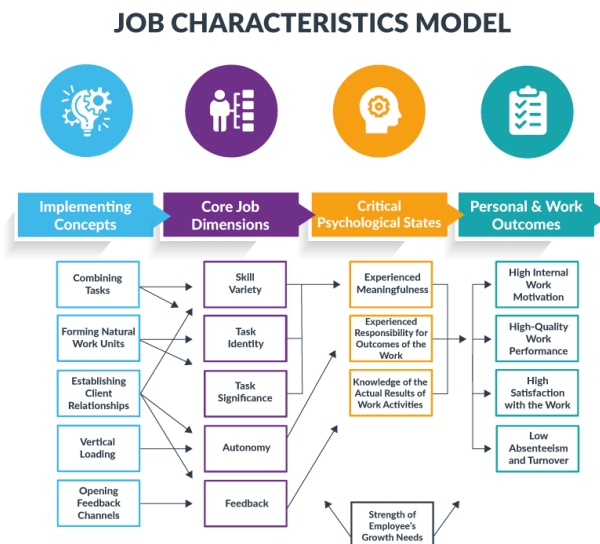


Figure 3: The Job Characteristics Model

The Job Characteristics Model (JCM) is a major approach that deals with workplace factors that enhance performance (Hackman and Oldham, 1976). The JCM describes the relationships between core job characteristics, critical psychological states and personal and work outcomes.

A fresh way of thinking about study objects can be facilitated by framing them as performances, as per performance theory. One way to apply the idea of performance is to look at current performance levels, record accomplishments, analyse strengths and areas for development, analyse how identities are developed, and raise knowledge levels.

In short, performance management ideas can increase productivity by motivating workers to take responsibility for their work and professional growth. These ideas or theories

encourage staff members to define objectives for themselves and their groups, and to monitor their progress towards those objectives.

2.3 The concept of leadership

According to Rost (1991) there are almost 220 definitions of leadership. Van Wart (2003) argues there are limitations on doing scientific leadership research because it is hard to find appropriate definitions of leadership.

First and foremost, term of leader exist in the word leadership can be defined the leader is that respected person by those around her, that willingly followed person, the individual whom to trust, beyond the conferred by the title of the position held or the exercised authority. (Mironescu. R, 2013). Leaders, as described in Islam, need to carry responsibility bestowed by Allah SWT upon them and at the same time carry on their shoulders the trust to serve the organisation and society. (Mahazan et al., 2015).

Moreover, true leader is someone who are fostering the right characteristics such as what has been fostered by Muslim great leader which is shown by the Prophet Muhammad SAW. The Prophet Muhammad SAW have taught Muslim about *siddiq*, *amanah*, *fathonah* and *tabligh*. (Mahadi, 2017). The leader is the driving force for human resources and other natural resources. (Siagian, 2001).

Jayaram and Shawnee (1999) state that leadership is a process of giving meaning to collective efforts and which results in a willingness to make the desired effort to achieve goals. According to Burns (1978) leadership can be categorized into vertical and horizontal leadership theories. Each of the regarded categories is explained below.

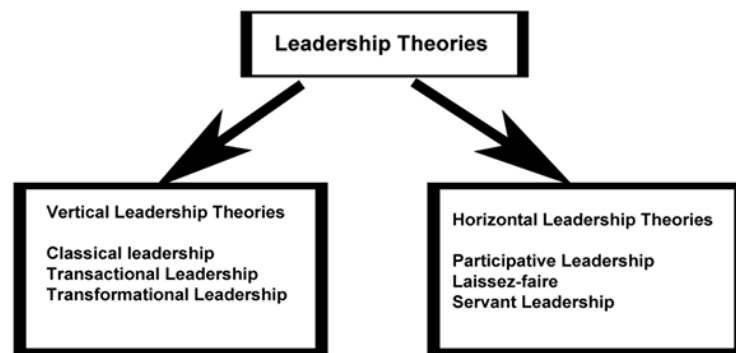


Figure 4: Leadership Theories

Salmani et al., (2010), elucidates leadership as a way to achieve the organizational objectives when the managers motivate their co-workers to accrue superior performance. Managers having the leadership styles such as transformational and transactional styles of leadership must be familiar to adopt flexible attitude in order to appreciate the enthusiasm of the subordinates, consider the motivational urges, and choose appropriate way of leadership in line with the prevailing situation and then assume the desirable actions concerning the workers to realize the organizational goals.

An effective leadership style is indispensable for improved organization performance that meant to attain the goals and strategies for survival in competitive environment (Rowe, 2001). Accordingly, Zhu et al. (2005) asserted that leadership with a definite vision will assist accumulate commitment, dedication, cohesion, faith and improved organizational performance.

According to Yukl (2009) in vertical leadership, leaders take actions without considering follower characteristics and the relationship between the leaders and subordinates are organized from top to down (vertical). Unlike vertical leadership theories, in horizontal leadership theories leadership is broadly distributed among members of the organizations and leaders make decisions only after consulting with group members (Kim, 2011).

Besides, Nowack, (2004), view that every individual who judges his boss who has bad leadership practices causes the individual to have a higher tendency to leave the organization. The influence of Islamic leadership or leadership style on performance is considered an essential factor and greatly determines the success of a performance. Hence, the type of leadership style has positive or negative impact on how organizations cope with improving productivity by strategic vision of the organization (Sougui et al, 2015).

In short, leadership is elaborated as the process of holding authority on group operations to accomplish the set objectives. Managers, in order to accomplish any specific task, endeavour to influence the people and encourage the subordinates and colleagues to gain the organizational goal successfully. The sole purpose of a leader is to augment motivation and enthusiasm in staff that can enhance their activities to accomplish the goals. So, the leadership style will be one of the factors that influence job performance.

2.3.1 Leadership from Western perspective

The leadership in conventional view perceived that a leader is associated as a social person who always interacts with his community, while in Islamic approach, the leader is a person with a reflection of his success which starts from himself before leading others. The ideal character of a leader from a conventional perspective goes through a pure training process without any other factors in it, while Islam believes that certain characteristics of a person are the unique characteristics as a gift from Allah SWT (God).

Several options of Western leadership's concepts are debatable and still not proven which one is the best and sustainable leadership's construct. Some countries were adopted certain leadership's approach because they were forced to follow or they were still trying to find the suitable one.

It starts with Great Man Theory (1840s), Trait Theory (1930's–1940's), Behavioural Theories (1940's 1950's) which has related theories of The Managerial Grid Model/Leadership Grid and Role Theory, Contingency Theories (1960's), Transactional leadership Theories (1970's) which has related theories of Leader-member Exchange (LMX), Transformational Leadership Theories (1970s) which has related theories of Burns Transformational Leadership Theory, Bass Transformational Leadership Theory, and Kouzes and Posner's Leadership Participation Inventory.

Next, Kotter, 1988 addressed that in the West, leaders are expected to have a visible role, in other words leading from the front, which can express their intention in doing everything as well as their expectation to employees' works.

One of the most crucial aspects of Western leaders' jobs is the ability to effectively communicate and encourage an organization's desired attitudes, values, and beliefs, such as equality, trust, honesty, recognition of and willingness to admit mistakes, obligation to the organisation, efficiency, quality, customer service, and to personnel. (Vries, 1994).

Last but not least, leadership according to conventional leadership approaches is similar to Islam, which also serves as a bridge used by leaders to influence their followers' attitudes and behaviours to achieve organizational objectives except its religious, moral and human roots (Ahmad and Ogunsola, 2011; Ahmad et al., 2019).

However, Jūratė Kuklytė stated that Islamic leadership differs from Western and Eastern leadership approach because Islam does not allow any Muslim to live without having a leader in any situation.

2.3.2 Leadership from Islamic perspective

According to Kazmi and Ahmad (2013), Islamic leadership in terms of managerial knowledge acquired from revealed and other Islamic sources of knowledge and results in applications compatible with Islamic beliefs and practices.

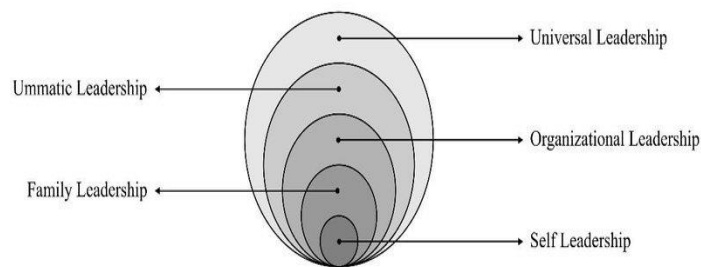


Figure 5: The growth of leadership responsibility (Rizaldy, 2021).

From figure above, leadership responsibility started from self-leadership. So, the aspect of spiritual and internal aspect is crucial to take care off in every individual. Spirituality is described as the existence of a relationship with God that influences a person's feeling of self-worth, purpose, and connection to other people and the natural world.

Islamic leadership aims to integrate rational excellence as vicegerent of God and emotional and spiritual balance (slave of God) through possession of spiritual and rational awareness of leaders (Husti and Mahyarni, 2019). Moreover, the concept of Islamic leadership is believed to be a solution to the current leadership crisis due to the decline in human values as a result of ethical malaise and ethical crisis (Tobroni, 2015).

Early Muslim scholars used words such as '*wilaya*', '*Imamah*' and '*Khilafah*' to mean leadership. Ibn Taymiya (661-728 AH) defined *wilaya* as "maintaining the religion of the

people such that, if it is lost, they will be the losers, and maintaining a life that will assist people to understand their religion” (1992: 11). However, Mir (2010) defines leadership as the worldly mission that a Muslim must fulfil. Islam has a comprehensive perspective, which encompasses everything in one’s life.

A Muslim leader will understand that his or her role is to guide people, not only to achieve the mission of the organization, but also to raise them higher than that and connect them with the highest goal of existence as a human being. It should be clear to everybody that worshipping Allah (s.w.t) is the main goal for all Muslims. Leadership in this way, should be understood as “a kind of worship” (alNahwi, 1999: 36).

The Islamic concept explains that the task of humans on earth as leaders is to prosper nature as a manifestation of human gratitude to Allah and devotion to him. Leaders must be helpers, movers, motivators, directing and guiding members of the organization to obey God's will (Mela, 2021). According to Jubran (2015) the primary duties of a leader are to lead the people in offering prayers, to look after their interest with justice and run their activities in a disciplined and systematic way.

In addition, a leader from Islamic perspective is he who is able to integrate the values of Islamic teachings in leading an institution, people, nation and state (Hifza et al., 2020). A leader in Islam has a mandate given by God Almighty to take care of his followers as well as will be accountable for any actions to Allah SWT (God) in the hereafter, while in the Western perspective suffices the mandate of leadership as only formal legal responsibility. Islam has an excellent role in the Prophet Muhammad (PBUH) which witnessed and written by His companion on His noble examples. Rafiki, A (n.d).

Leadership in Islam also is the foundation that strengthens religious principles and regulates public interests so that people's affairs run normally. Other than that, the conceptual

Islamic leadership and its relationships between individuals or between groups in a practical context consist of eight principles. Firstly, the principle of mutual respect and honour. Secondly, the principle of spreading love. Thirdly, the principle of justice. Fourthly, the principle of equality. Fifthly, the principle of the same treatment. Sixthly, the principle of holding on to the main character. Next, the principle of freedom. Lastly, the principle of keeping promises (Anggraini, 2020).

In addition, Abbasi et al. (2010) stated that leadership in Islamic countries can be defined as servant leadership because of teaching of Prophet Muhammad that leader is a servant of the God and people. It is based by trust, sacrifice and sacrificial love. It leads to moral superiority and righteousness when Muslims avoid sins and respect themselves and others. (Q)

An example of prophet's character for a leader is *Siddiq*, which is being honest or telling the truth. Leaders who have *Siddiq* traits feel that Allah is always watching over them. *Amanah* (trusted) is the basis of responsibility, trust and honour as well as the principles attached to those who are spiritually intelligent. *Fathanah* (Intelligence) is an intelligence, skill or mastery of certain fields. Intelligent is not only intellectually, but also emotionally and spiritually intelligent. Next, being *Istiqamah*, the *istiqamah* attitude shows the power of faith that permeates the whole soul, so it is not easy to shake or give up quickly to challenges or pressures (Sani & Kadri, 2016).

The concept of Islamic leadership is believed to be a solution to the current leadership crisis due to the decline in human values as a result of ethical malaise and ethical crisis (Tobroni, 2015). And also disclosed by (Al-Sakinah et al., 2020), the better or the effective use of spiritual leadership that reinforces organizational commitment affects the performance of lecturers spiritually. Found a positive and significant correlation between Islamic leadership and organizational performance.

Furthermore, from research finding by (Ali et al., 2013) found that Islamic leadership can improve employee performance, which translates into job satisfaction, organizational commitment, and productivity. Individual performance is also influenced by the Islamic leadership, that the Islamic leadership is a positive and significant effect on individual performance (Tone et al., 2015).

Islamic leadership practices are well demonstrated by a trustworthy leader and carry out leadership to enable employees to complete their jobs truly. It also shows more optimal work results.

Jayaram and Shawnee (1999) state that leadership is a process of giving meaning (meaningful direction) to collective efforts and which results in a willingness to make the desired effort to achieve goals. Allah s.w.t has mentioned in the Quran in Surah Al-Hajj about leadership, which are:

الَّذِينَ إِنْ مَكَّنَّاهُمْ فِي الْأَرْضِ أَقَامُوا الصَّلَاةَ وَآتَوُا الزَّكَاةَ وَأَمَرُوا بِالْمَعْرُوفِ وَنَهَوْا عَنِ الْمُنْكَرِ وَلِلَّهِ عَاقِبَةُ الْأُمُورِ ﴿٦٧﴾

[And they are] those who, if We give them authority in the land, establish prayer and give zakah and enjoin what is right and forbid what is wrong. And to Allah belongs the outcome of all matters.

Allah s.w.t also has mentioned in the Quran in Surah Al-Anbiya' verse 73:

وَجَعَلْنَاهُمْ أئِمَّةً يَهْدُونَ بِأَمْرِنَا وَأَوْحَيْنَا إِلَيْهِمْ فِعْلَ الْخَيْرَاتِ وَإِقَامَ الصَّلَاةِ وَإِيتَاءَ الزَّكَاةِ وَكَانُوا لَنَا عَابِدِينَ ﴿٧٣﴾

This verse means “And We made them leaders guiding by Our command. And We inspired to them the doing of good deeds, establishment of prayer, and giving of zakah; and they were worshippers of Us”.

Qur'an also indicates the leadership concept in Surah Az- Zukhruf verses 32 such as:

أَهُمْ يَقْسِمُونَ رَحْمَتَ رَبِّكَ نَحْنُ قَسَمْنَا بَيْنَهُمْ مَعِيشَتَهُمْ فِي الْحَيَاةِ الدُّنْيَا وَرَفَعْنَا بَعْضَهُمْ فَوْقَ بَعْضٍ دَرَجَاتٍ لِيَتَّخِذَ بَعْضُهُمْ
بَعْضًا سَخِرِيًّا وَرَحِمَتْ رَبِّكَ خَيْرٌ مِمَّا يَجْمَعُونَ ﴿٥٦﴾

This verse means “Do they distribute the mercy of your Lord? It is We who have apportioned among them their livelihood in the life of this world and have raised some of them above others in degrees of rank that they may make use of one another for service. But the mercy of your Lord is better than whatever they accumulate”.

One example of the hadith is: Abu Dhār (May Allah forgive him) said, "I asked the Prophet (peace be upon him) to make me a leader over a group of people. He said, ' O Abu Dhār, you are weak, and leadership is an amanah; on Judgment Day, it is said that it is a shame and regret except for those who rightly claim it and fulfil their duty" (Sahih Muslim).

Many Hadiths of Prophet Mohamed (pbuh) has directly and indirectly explained the leadership qualities and its importance. In one of his Hadiths, Ibn ‘Umar said, I heard the Messenger of Allah, (pbuh) say: “Each of you is a shepherd, and all of you are responsible for your flocks.” (Saheeh Al-Bukhari :212).

Aabed (2006) identified ten personal qualities of a Muslim leader namely, conviction (*yaqin*), mutual consultation (*shura*), knowledge (*ilm*), justice (*adl*), self-sacrifice (*tadhiyyah*), humility (*tawadhu*), eloquence (*falah*), patience (*sabr*), leniency (*lin*) and enterprise (*iqdam*). Furthermore, according to Lukman (1995) identified six general principles which are sovereignty (*siyadah*), mutual consultation (*shura*), justice (*adalah*), equality (*musawah*), freedom (*hurriyyah*) and enjoining the right and forbidding the evil (‘*amr bi al-ma’ruf wa nahi munkar*’).

The basic principles of Islamic leadership like consultation, justice, honesty and trust it has influence on the organizations enactment in term of attaining goal, the focus of leadership in Islam is on integrity and justice (Shuvro et al., 2020). Bhatti et al., (2016) agreed that Islam

encourages good morals like freedom of Thoughts, sources of Islamic Jurisprudence, justice, dependence on the Almighty Allah, accountability, sincerity and dignity of labour.

Marbun (2013) claims that a capable Islamic leader must possess spiritual awareness and rational awareness and lists the requirements of Islamic leadership as intention (*niyya*), piety (*taqwa*), kindness (*ihsan*), trustworthiness (*sidq*), justice (*adl*), sincerity (*ikhlas*), self-improvement (*Itqan*), trust (*amanah*), consultation (*shura*) and patience (*sabar*).

In short, Islam provide guideline in Quran and hadith in term of leadership. Muslim should apply the Islamic value when get an opportunity to be a leader either in small scope or huge. A leader need to fulfil the spiritually and physical way as Islam is a way of life.

2.4 Leadership style

The literature suggests that there are three main categories of the initiating structure leaders which are Islamic leadership, servant leadership and participative leadership.

2.4.1 Islamic Leadership Style

Brotherhood, collaborative, shuratic or consultative, and supporting leadership styles could all be identified. Muslim leaders, however, are able to relate to one another in a variety of ways. People will work together and support the leader's followers if there is a sense of brotherhood among the members of the group. However, using the *shura* system to make decisions will unite the leader and the followers since everyone will have a feeling of devotion and belonging to the group. Jubran, (2015).

1. Brotherhood Leadership

It is a leadership style in which the leader and every member of the organisation are viewed as one big family. Before having any form of organisational structure or status, followers believe that they are nothing more than brothers and sisters to one another. Leaders typically believe that they are no better than any other member of the organisation in order to have the true spirit of brotherhood. Additionally, they have a propensity to treat people how they would like to be treated. In an Islamic organisation, having this sentiment will make everyone feel like a single family. Such a milestone will contribute to the development of a socially positive environment that will support the organization's excellence.

2. Collaborative Leadership

It is an internal awareness that a person has while they are functioning as a team. Even if they are professionals, leaders will believe that they cannot work independently unless everyone in the organisation works together. Then, leaders think that building the members' ties will lead to success. Such solid connections and teamwork will bring harmony to the workplace, fostering a favourable and healthy environment. Leaders frequently encourage their followers to collaborate in groups in order to accomplish this. Additionally, they frequently offer social events to all members. As a result, similar members would think that they can't accomplish their goals unless they join forces and work in one team.

3. Shuratic or Consultative Leadership

The decision of the leader will depend on the viewpoint of one individual, regardless of expertise. Before making any important decisions that might have an impact on the organization's members, he or she will likely feel the need to seek out the thoughts and ideas of others. Therefore, leaders use the shura (consultation) method in any way that enables them

to listen to others and give members the opportunity to voice their opinions on some crucial issues that affect the organisation. Leaders then have a tendency to seek feedback on any issue that affects the school and its students. Members will feel free to approach the leader and offer any essential recommendations or counsel as a result. An environment like this will foster a high level of trust and spirit among members in organization.

Allah (s.w.t) said in the Qur'an about Muslims:

وَالَّذِينَ اسْتَجَابُوا لِرَبِّهِمْ وَأَقَامُوا الصَّلَاةَ وَأَمْرُهُمْ شُورَى بَيْنَهُمْ وَمِمَّا رَزَقْنَاهُمْ يُنْفِقُونَ ﴿٣٨﴾

“Those who respond to their Lord, and establish regular prayer who (conduct) their affairs by mutual consultation; who spend out of what We bestow on them for sustenance” (Qur'an 42: 38).

4. Supportive Leadership

Islamic leadership is a firm believer in the support of the group's employees. Leaders make an effort to support their followers. The group's members are constantly in need of their leaders' inspiration and support. The spiritual drive is the most important one for them. They also require training courses that will broaden their knowledge and expertise in many industries. As a result, leaders with this style will seize every chance to inspire and motivate their followers by using various methods and contexts. A continual professional development programme for the members is of the utmost importance to leaders since they believe in educating and empowering the team members with the essential abilities.

2.4.2 Servant leadership

According to Chan (2016) a servant leader is essentially a lifelong learner with a growth mindset, continuously developing various aspects of servant leadership such as emotional

healing, empathy, persuasion, community building, awareness, foresight, and more. This process requires long-term commitment and perseverance, and grit plays a crucial role in acquiring these behaviors. As a servant leader can be define as serving one's people is one of the main roles of a Muslim leader. Leadership in this context, is not a matter of privilege or position. It is rather a huge responsibility. Leaders need therefore, to feel as if they are servants in order to be able to fulfil their duties in the best way possible. This feeling will help leaders to make great efforts towards protecting the members of the organization and do whatever necessary to achieve its objectives. The Prophet (p.b.u.h.) said: "A ruler who has been entrusted with the affairs of the Muslims but makes no endeavour (for the material and moral up liftman) and is not sincerely concerned (for their welfare) will not enter Paradise along with them" (Muslim, n.d).

For Islamic perspective, based on the work of Othman and Rashidah (2014), Beekun (2012) and Mahazan et.al (2015) identified 10 characteristics of servant leadership that was extracted from the 19 characteristics of Islamic leadership concept. They are; listening, empathy, healing, awareness, perception, conceptualization.

The focus of servant leadership is meeting the needs of others (Sendjaya & Sarros, 2002). Meanwhile, according to Van Dierendonck (2011), view that it is a concept and set of practices that enhances the manners of individuals in their lives, makes better organizations and certainly introduces a more just and care of working places or environment. According to Greenleaf & Spears (2002), servant leadership is demonstrated in a leader's desire to motivate and guide followers, offer hope, and provide a more caring experience through established quality relationships. Whetstone (2002) added that the imperative servant leaders desire to serve the needs and desires of followers must supersede the leader's personal interests. Servant leaders demonstrate a sense of moral responsibility and respect for followers as they inspire followers to grow and to develop (Greenleaf, 1997).

Zhang et al. (2016) by laying foundation on this argued that servant leader can be defined as he is enthusiastic to serve the organization and the members, rewarding the workers with good performance by employing the position and forming an environment for staff members' personal development Influencing instead of coercing.

According to Smolenyak and Majumdar (1992), servant leadership's primary focus is to improve the ability of people (enabler). A servant leader is a person who goes far beyond and out 40 of their way to make others feel worthy and good about themselves. A servant leader, as in the case of Mother Theresa, is someone who leads in a manner that gains the admiration and attention of others. It is not leadership based on popularity or fame (Smolenyak & Majumdar, 1992).

Servant leaders tend to believe in personal sacrifice for goal achievement. For example, Mother Theresa lived in under-developed countries and cared for the poor when she could have lived in a more developed country and looked after her own self. Another example of a person who relied on servant leadership and utilized the framework to help others was Princess Diana. She did not care what it took to help others. She was always reaching out to the less fortunate people, even risking her well-being and health to reach out to those in places plagued by poverty and disease. Her actions and behaviours were not an effort to get attention, prestige, power, or gain charisma. The things she did and her reaching out to people in need was simply a calling, an inner strength, and a compelling desire to help others.

According to Dering (1998), over the past 10 years two branches of leadership were formed: the relationship leadership model, which focuses on caring, empathy and love; and the contemporary leadership model, which focuses on meeting organizational objectives. Servant leadership represents the relationship model and transformational leadership represents the

contemporary model. Organizations can use these models to drive continuous change, guide practice outcomes and ensure quality (Dering, 1988).

According to Russell (2001), servant leadership facilitates relationship building, developing and fostering trust with subordinates, and empowering others to be self-sufficient and independent. The ultimate goal of the leader in this model is lead the way for others by showing, providing, guiding, supporting, comforting, praising, and developing others so that they can pursue opportunities that will help them develop them as a person. The satisfaction servant leaders achieve is in seeing and knowing that others benefit from their actions and behaviours, and observing the growth, development, and progression of others.

The actions and behaviours of the leader changes the outcome of others, increases self-worth, and improves self-esteem. The focus of servant leadership is meeting the needs of others (Sendjaya & Sarros, 2002). The leader serves others who are in need, uplifting them so that they can achieve their personal, psychological, emotional, spiritual, and professional needs (Russell, 2002).

The interest of the leader is self-betterment of followers, and every interaction and transaction is to improve life for the person or persons they serve. The mission of the leader is to serve others first in ways that might have not been available using other forms of leadership. A leader within this framework can improve organizational outcomes by addressing the weakness and strengths of followers capitalizing on their strengths, while at the same time improving their weaknesses to increase the value and contribution of followers in the organization.

2.4.3 Participative leadership

Participative leadership is a unique leadership style, also known as democratic leadership. While guiding them and encouraging feedback and decision-making from their team members, participatory leaders engage their workforce. Participative leaders also understand the importance of the workforce to the success of their business.

The concept of participative leadership is understood as leaders who encourage and motivate their followers to take part in the discussion to make a joint influence on the decision making process, based on everybody's opinion, not just the leader's solely. (P. L. Koopman and A. F. M. Wierdsma, 1998). Participative leadership is defined as the process of making joint decisions or at least sharing influence in decision making by the superior and his or her subordinates (Puni & Okoe, 2014). Participative leadership is a style encompassing participative-decision making, which empowers employees to be strong organizational managers (DuBrin, 2015).

Participative leadership involves consulting with subordinates and the evaluation of their opinions and suggestions before the manager makes the decision (Mullins, 2005). Participative leadership is associated with consensus, consultation, delegation, and involvement (Bass 1981). Results revealed that employees who perceive their managers as adopting consultative or participative leadership behaviour are more committed to their organizations, more satisfied with their jobs and higher in their performance. (Yousef, 2000). Because of the consultative nature of participative leadership, it has the potential to enhance the dissemination of organizational and managerial values to employees. Employees who work for a participative leader tend to exhibit greater involvement, commitment, and loyalty than employees who work under a directive leader (Bass 1981).

Consequently, employees who are allowed to participate in the decision-making process are likely to be more committed to those decisions. Since, employees in religious institution are often more cognizant of customer needs than are managers, given the employees' direct contact with customer. Therefore, management must be allowed employees to participate in the decision-making process. Participative leadership's ability to raise the commitment, involvement, and loyalty among employees should be attractive to a manager wishing to promulgate his or her commitment to service quality to employees.

There are numerous definitions available for participative leadership. Kahai et al. (1997) described participative leadership as: "when team members are consulted during decision making and problem-solving processes". Additionally, Bass (1990) had previously defined participative leadership as: "the equalization of power and sharing of problem-solving with followers by consulting them before making a decision". The participative style of leadership is where individuals take greater responsibility in the process of making decisions (Vroom, 2019).

Basically, participative leadership reflects a leader's capacity to establish a cooperative, supportive, empowering, and democratic working environment. The style can apply to any organization where all individuals are given the responsibility to participate and exchange their opinions. Participative leadership, also known as shared leadership or democratic leadership, refers to a leadership style whereby members of a group or team take more participatory roles in the process of decision making. It is a type of leadership that can be applied to any organization, from private businesses to government. Gipson et al. 2017, stated that participative leadership style is accommodative, inclusive and empowering. It is a style of leadership that requires the leader to build on a general agreement with team participation. It constantly allows for an opinion from involved group members.

According to Northouse (2018), participative leadership is also emphasized when leaders remain uncertain and are in need of further ideas to perform a task. Welcoming ideas leads to free and open discussions amongst the group members. The ideas are then shared openly with a high degree of harmony, possibilities, and suggestions. Contributions from all group members make it interactive (Northouse, 2018). At times, it can be intense and difficult to commit. In such instances, the group leader or manager will be required to come up with the best decision. The group will entirely depend on the leader to choose and do so with conviction (Gipson et al., 2017).

Belias and Koustelios (2014) assert that employees' morale is boosted when they feel that they are part of the organization's growth and development. They are consulted for their opinions in the decision-making process. Using the Saudi public sector organizations as reference, a study by Basit et al. (2017) indicates that when employees are conferred on organizational decisions, they are likely to accept changes easily within the structural setup as the participative leader helps them adapt to the changes. In this case, therefore, leaving out employees in the decision-making process may result in several unwarranted delays in implementing change, especially when there is need to respond very fast to changes and adapt to the situation at hand for an organization to continue with its normal operations (Belias & Koustelios, 2014).

Daft (2008) believes that participative leaders delegate authority to their followers and encourage participation. Participative leadership are dependent on the knowledge of subordinates for the execution of tasks, which is not always the case in Saudi Arabia. Most public sector organizations are characterized by other styles of leadership like autocratic leadership, bureaucratic leadership, and transformational leadership styles (Iqbal et al., 2015). Participative leaders value respect for influence from their followers because it is what keeps them influential.

According to DuBrin (2006), today's global business environment is complex and leaders are not required to generate all answers on their own without further consultation from their followers. According to recent research, it suggests that leadership can be shared among leaders and their teams. Sharing leadership functions makes a group more responsive, inclusive, and effective. It has been noted that group members are very resourceful and attentive when it comes to decision making, policy determination, and systems and procedure implementation (Mullins, 2007).

According to Jooste (2009), a participative leader is characterized by job satisfaction and increased productivity. In summary, the participative leadership style, although not explored extensively in Saudi Arabia, allows for collaboration in the decision-making process between leaders and their followers in some of the Saudi public sector organizations (Lane et al., 2017). It allows for praises and criticism as well as the feeling of responsibility. A leader is required to discuss with his/her employees before issuing board or general orders. The employees are free to contribute to the final decision. Support will always be offered to the employees by the leaders so that they can complete tasks effectively and promptly (Belias & Koustelios, 2014).

There are four potential benefits include higher decision quality, higher decision acceptance by participants, more satisfaction with the decision process, and more development of decision-making skills. (Yukl, G, 1998). As stated by S. Kim (2002), The purpose of this type of leadership is let employee to be self-directed, self-motivated, be independent and develop their spontaneous effort. It is proved that this may yield higher job satisfaction of employee.

Participative leadership style is that involves all members of a team in identifying essential goals and developing procedures or strategies for reach those goals. From this

perspective, participative leadership can be seen as a leadership styles that relies heavily on the leader functioning as a facilitator rather than simply issuing orders or making assignments. his type of involved leadership style can be utilized in business settings, volunteer organizations and even in the function of the home.

To sum up, among the participative leadership primary advantages is that it fosters the growth of new leaders who can go on to work for the organization in the future. People frequently express their creativity, exhibit skills and talent that would not otherwise be obvious and ultimately increase employee performance because leaders who support this style encourage active participation on the part of everyone on the team. In addition, it also benefits the work of the current team, but it also makes the organisation aware of team members who ought to be given opportunity to further develop certain abilities or skills for later use.

2.5 The relationship of leadership style and job performance

From previous finding there are have positive and negative relationship between these three leadership style and its effect on job performance. The finding as stated below that conducted on various background of organization that focus discuss on the relationship of Islamic leadership style, servant leadership, participative leadership on job performance.

2.5.1 The relationship of Islamic leadership style and job performance

The discussion can be strongly proof with research by Jumaing (2020), which shows that there is a positive influence between Islamic leadership on employee performance that tested among 91 employees at the Faculty of Education & Teacher Training and Faculty of Science & Technology of the Alauddin State Islamic University of Makassar.

And also disclosed by (Al-Sakinah et al., 2020), the better or the effective use of spiritual leadership that reinforces organizational commitment affects the performance of lecturers spiritually. This research tested among 150 lecturers Universitas Pesantren Tinggi Darul Ulum Jombang and the result found a positive and significant correlation between Islamic leadership and organizational performance.

According to (Nowack, 2004), every individual who judges his boss who has bad leadership practices causes the individual to have a higher tendency to leave the organization. The influence of Islamic leadership on performance is considered an essential factor and greatly determines the success of a performance.

Research conducted by Faizzuddin, M. et al (2020) said that Islamic leadership has a positive and significant effect on performance. This research shows how important Islamic leadership's value is in improving performance.

However, research conducted by Astuti (2020) also shows the results uncovered that, out of the eight hypotheses proposed, six hypotheses were accepted. Islamic leadership and Islamic work culture were found to have no direct effect on employee performance. Besides, work motivation and job satisfaction became essential factors mediating Islamic leadership and Islamic work culture on employee performance. 127 people were involved in this study from Universitas Islam Negeri (UIN) Walisongo Semarang, Indonesia.

Moreover, the result from finding from Widayati, W et al (2021) that conducted only in Post Graduate Management Study Program in Private Universities in Jakarta with staff and leaders from the academic and non-academic unit 150 in total involved proposed that Islamic leadership has no significant impact on human performance.

Research that contradicts these results is the research conducted by Supriyanto (2020) which states that there is no direct influence between Islamic leadership on employee performance. However, he found an indirect effect through job satisfaction and organisational culture. Leadership is a key element in organisations to move people. As a key element in the organisation, leadership attitudes and behaviours will affect employee performance.

It is the same result found by Juliansyah, Ridwan, Muhtadi & Wahidmurni, (2022). From the results of the study, it was found that there is no significant effect of Islamic Leadership on performance where this research was conducted on 202 lecturers at an Islamic religious university in West Kalimantan, Indonesia.

Islamic leadership positively and significantly influences the employee performance of Islamic banks in Riau province that involved 275 respondents. (Hamzah, Z., Basri, Y. Z, & Zulhelmy, 2021). Furthermore, Islamic leadership has a significant effect on performance based on the research conducted by Amaliyah, H & Fahrullah, A (2020) among 50 employees of Bank Jatim Syariah Surabaya branch office.

On the other hand, Jumaing (2017) provides empirical evidence proving that Islamic leadership has a positive and significant effect on employees' job performance through employee morale. The sample are 91 employees at the faculty of education & teacher training and faculty of science and technology in state Islamic university of Makassar. Husti and Mahyarni (2019) investigated the effects of Islamic leadership on small and medium-sized enterprises performance and found positive relationship mediated by innovation and competitive advantage.

Meanwhile, Aini. Q (2020) found that, indirectly the influence of Islamic leadership on employee motivation and performance is very weak, this shows that Islamic leadership tends

to have a stronger influence directly on employee motivation and performance. The study population is the 349 respondents who were employees of PKU Muhammadiyah Hospital.

Moreover, research that conducted by Ibrahim et. al (2022) also found that Islamic leadership had a positive and significant influence on performance. Accordingly, Islamic leadership theoretically results in high ethical standards and expected to be an effective leadership style pursuing success, happiness and peace for the followers and the organizations (Saeed et al., 2014).

Additionally, Ahmed et al. (2021) found that the spiritual values could add value to the performance of the organization. Hassan et al. (2022) investigated the culture of spirituality in the workplace that significantly affects the public service motivation of employees. The relationship between Islamic leadership and employee performance is well documented in theory.

Zaim et al. (2021) also found a positive relationship between leadership according to Islamic values and performance at team level based on data collected from North Iraq. Nonetheless, these limited research findings are not sufficient for proving the so-called relationship between Islamic leadership and employees' performance. The research findings by Zaim et al. (2022) indicate that there is a positive relationship between Islamic leadership and job performance involve 229 employees working in the services sector in Turkey.

In addition, Maritasari, A., & Widodo, W. (2022) present the results of the study indicate that an increase in Islamic leadership style can improve human resources performance, which is supported by empirical data. The finding of Islamic leadership related into this research too as the institution involved mostly are Muslims that must apply the element of Islamic values include leadership style in the institution where the population involved 150 staff at Pt. Indonesian in Health Life Insurance in Semarang.

In a nutshell, Islamic leadership theory suggests that the quality of Islamic leadership can foster organizational development by conducting different managerial activities on basement of ethical standard (Gazi, 2020) and can positively influence the attitudes of followers by bringing higher levels of satisfaction, motivation, performance, positive energy and organizational loyalty (Daud et al., 2014; Iqbal et al., 2020). So, from previous research it can be concluded that Islamic leadership can influence job performance. Therefore, the following hypothesis is proposed:

H1: Islamic leadership style is positively related to job performance

2.5.2 The relationship of servant leadership style and job performance

Next, leadership style that discuss deeply in this study are servant leadership. Firstly, James A. Ragaisis (2018) indicated a strong positive correlation on his research regarding the topics on the influence of servant leadership and transformational leadership on faculty job satisfaction and performance in higher education which is private southern California Christian university, California.

Secondly, the research conducted by Harwiki, W (2015) on the title the impact of servant leadership on organization culture, organizational commitment, organizational citizenship, behaviour (OCB) and employee performance in women cooperatives that involved 40 respondent managers and employees of women cooperatives in east java, Indonesia. The results showed that servant leadership impacted significantly on employee performance.

Moreover, Sihombing, S., Astuti, E. S., Al Musadieq, M., Hamied, D., & Rahardjo, K. (2018) studied on the title the effect of servant leadership on rewards, organizational culture and its implication for employee's performance. In this study, 60 per cent of employees of BTN

involved that resided in the Jabodetabek areas, Indonesia. The results of the analysis suggested that the structural model showed that the servant leadership had no significant effect on employee performance.

In addition, a sample size of 250 pairs of leaders and followers from five institutions in Quetta, Pakistan included in the research conducted by Ullah, S., Bano, S., & Baloch, M. S. (2023) on the topic exploring the Relationship Between Servant Leadership and Job Performance with Mediating Role of Emotional Intelligence and Moderating Role of Grit and Compassion.

Other than that, Otero-Neira, C., Varela-Neira, C., & Bande, B. (2016) conducted study on the title supervisory servant leadership and employee's work role performance. The sample used in this study consists of 181 salespeople and 83 sales managers in Spain. Findings show that sales managers' servant leadership is directly and positively related to salespeople's organization member performance.

The title of the article the effect of nurse managers' servant leadership on nurses' innovative behaviours and job performances by Kül, S., & Sönmez, B. (2021) where 885 nurses selected from three public hospitals in Istanbul. The findings showed the nurse managers' servant leadership behaviors were statistically significantly related with the nurses' innovative behaviors and job performances.

Asih, W. P. (2024) conducting research on the Effect of Servant Leadership, Work Ethics, Organizational Culture, and Organizational Commitment on Teacher Performance in State Vocational High School in Denpasar involving 181 the teachers of state vocational schools in Denpasar. The results showed that servant leadership had a positive and significant influence on teachers' performance.

A study of Servant Leadership and Job Performance: Evidence from Airline Companies in Jordan by Yahia S. Bani Melhem, Raed I. Ababneh, & Hadeel Bassam Alsukkar. (2023) that include sample of 201 service employees. Results revealed a positive aggregate impact of servant leadership on job performance.

Next, 230 employees of University of Sargodha, Pakistan involved in the research by Sarwar, G., Cavaliere, L. P. L., Ammar, K., & Afzal, F. U. (2021) on the topic the impact of servant leadership on employee performance. The results report that servant leadership love shows a positive significant contribution to improve employees' performance.

In the article "The Effect of Career Development and Servant Leadership on Employee Performance with Work Motivation as an Intervening Variable in the Employment Agency and Human Resources Development Denpasar City" by Faizah, A. A. P., & Widnyana, I. W. (2020) sample of 48 people is obtained in the Human Resources Development and Human Resources Agency in Denpasar, Indonesia. The result showed the servant leadership has a positive and significant effect on employee performance.

Furthermore, in the article with the title servant leadership in Malaysian da'wah NGOS: western and Islamic perspectives found that it is argued that servant leadership is displayed by leaders who combine their motivation approaches and voluntary action to lead with a need to serve. Through observation and thematic analysis, it was found that both Da'wah NGOs represented by ABIM and IKRAM are practicing mixed-servant leadership characteristics from Western based on Van Dierendonck framework and Islamic perspectives. (Mhd Omar, M, F, H & Syed Ismail, S, H, 2022).

As a conclusion, many results shows a positive relationship between servant leadership on job performance. Thus, the following hypothesis is proposed:

H2: Servant leadership style is positively related to job performance.

2.5.3 The relationship of participative leadership style and job performance

Among the research that found a relationship of participative leadership style and job performance is by Thamer Alsubaie (2021), he found that workers who experience or perceive to experience participative leadership in the Saudi Arabia public sector perform better than other workers by completing more organizational goals through quality work and teamwork within a supportive workplace environment.

Secondly, An article” Influence of supportive and participative path-goal leadership styles and the moderating role of task structure on employee performance” by Rana, R., K'aol, G., & Kirubi, M. (2019). The population comprised 180 senior managers of coffee trading companies in Kenya, and a sample size of 139 was determined among senior manager of coffee trading companies in Kenya, East Africa. The result was participative leadership style significantly predicted employee performance.

In addition, the research by Akpoviroro, K, S, Bolarinwa, K, I & Owotutu, S, O (2018) that discuss on the effect of Participative Leadership Style On Employee's Productivity. The sample for the study comprised 114 staff of Midland Galvanizing Product Limited (MIDGAL) Abeokuta, Ogun State Nigeria. The result of the findings shows that there is positive and significant relationship between participating leadership style and employee's productivity.

Other than that, an article “Effect of Participative Leadership and Employees Training On Organizational Productivity: A Study of E&E Sector in Malaysia” by Zandi, G, Aslam, A, Sekamat, M, H & Nasir, M, U (2019). The numbers of samples are 220. The result shown most significant and effective variable is participative leadership which affects the organizational productivity more.

Next, Influence of Instrumental and Participative Leadership Styles on Job Performance by Tahir, A. H., Tanveer, A., Faheem, F., Rahman, A., & Saeed, Z. (2018). This study involved 200 peoples who are working under both types of mangers in sales and manufacturing sector in District Multan Pakistan. This study concluded results through correlations and regression analysis and found that “Participative Leadership” style is more effective than “Instrumental Leadership” style.

And, an article on the topic “The Influence of Participative Leadership and Teamwork On Employee Job Satisfaction and Its Impact On Organizational Performance at The University of Muhammadiyah Aceh, Province of Aceh, Indonesia” by Mimiasri, F., & Idris, S. (2019). The sample in this study amounted to 257 respondents who were employees of Muhammadiyah University of Aceh, Indonesia. The results showed that the influence of participatory leadership on employee job satisfaction was positive which means that the better employee job satisfaction will improve organizational performance.

On the other hand, “Analysis of Emotional Intelligence, Stress, And Styles of Participative Leadership Effect to Work Satisfaction in Improving Performance of Employees Pt. Waskita Beton Precast” by Kusumo, R. R. (2019). Population and sample in this research is all employees of marketing department of PT. Waskita Beton Precast totalling 112. The finding shows that participative leadership style has effect positive and significant on employee performance.

Besides, “the impact of participative leadership and competencies on performance of village fund management” by Putri, A. P., & Yadiati, W. (2020). The study involves 73 villages selected, village head and village apparatus on village governments in the Bandung Regency, Indonesia. The result indicates that participative leadership style of the village head

and competencies of village apparatus is positively and significantly associated with the performance of village fund management.

Lastly, The effect of participative leadership, work discipline, and Training on employee performance and organizational performance: Study at BKPSDM Pidie Jaya by Junaidi, S. M., & Shabri, M. (2020). This study uses a sample of 40 people taken by census method, and they all are civil servants from The Human Resources Development Institution (BKPSDM) Pidie Jaya, Indonesia. The results showed the participative leadership effects organizational performance significantly. Thus, the following hypothesis is proposed:

H3: Participative leadership style is positively related to job performance.

2.6 Theoretical Framework

The following theoretical framework (Figure 6) is developed based on three hypotheses below:

H1: Islamic leadership will positively have related to job performance

H2: Servant leadership will positively have related to job performance.

H3: Participative leadership will positively have related to job performance.

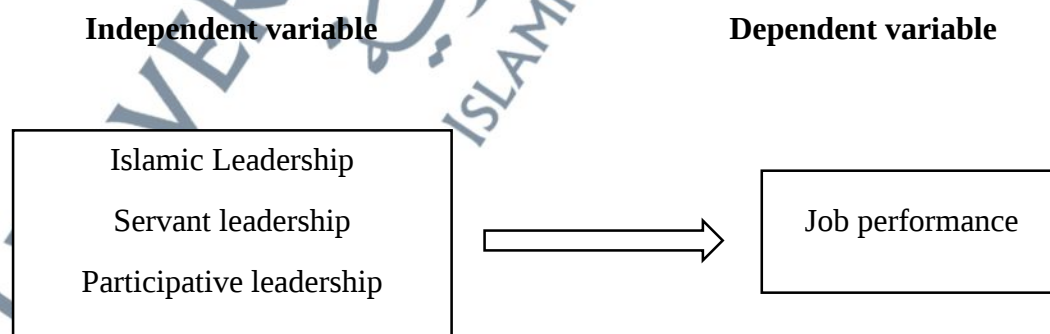


Figure 6: Theoretical Framework

2.7 Chapter summary

In a nutshell, the whole detail of this chapter are about literature review from the item of independent variable and dependent variable. The next chapter 3 will provide detail explanation about the methodological aspect of this study.

