

The Influence of Islamic Work Ethics and Innovative Work Behavior on Adaptive Performance: The Moderating Role of Ethical Leadership and Organizational Commitment

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Abstract

This study aims to provide a better understanding of how Islamic work ethics influence a person's adaptive performance at work, and how innovative work behavior, ethical leadership, and organizational commitment play a role in this relationship. Descriptions and phenomena are observed objectively and systematically with descriptive research. PLS analysis and the SmartPLS application are used in this study. Respondents were randomly selected from the entire population of teachers in the Solo Raya region's Islamic Schools, totaling 164 people. Derived from the outcomes of the investigation, noteworthy revelations emerge, delineating that educators adhering to Islamic work principles exhibit a proclivity towards fostering heightened levels of innovative work conduct within professional contexts. Moreover, the cultivation of innovative work conduct among educators stands poised to foster enhancements in adaptive aptitude when confronted with dynamic environmental exigencies. The espousal of Islamic work ethics by educators emerges as a catalyst in augmenting adaptive proficiencies within the professional milieu. Additionally, innovative work behavior operates as an intermediary mechanism in delineating the nexus between Islamic work ethics and adaptive performance. Ethical leadership assumes a moderating role in elucidating the association between Islamic work ethics and innovative work behavior, while organizational commitment emerges as a pivotal mediating factor in elucidating the interplay between Islamic work ethics and innovative work conduct.

Keywords: *Islamic Work Ethics; Adaptive Performance; Innovative Work Behavior.*

INTRODUCTION

Certainly, a company harbors objectives that necessitate collective realization, one of which hinges on the presence of supportive factors emanating from its workforce or employees (Al-Shamali et al., 2021; Kumar & Che Rose, 2012). Developments in transportation and communication infrastructure, such as the advent of the telegraph and internet technologies, have accelerated interdependence and

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interdependence between individuals and organizations in the work environment. This can affect employee performance because they need to adjust to shifts in the work environment and develop new skills to face new challenges (Ferine et al., 2021; Kurt et al., 2020). This increased dependency also triggers an increased need for collaboration and coordination between employees and departments within the organization, which may influence the overall performance of employees. Therefore, the development of adaptive skills is becoming increasingly important in improving employee performance in an increasingly complex and the evolving work environment and the introduction of new technologies necessitate workers to acclimatize to novel circumstances, making adaptive performance crucial. This underscores the necessity to align performance standards with changing situations (Pulakos et al., 2000).

Within Islam, ethics serves as the primary foundation for conduct and behavior and is an important value in everyday life, including in the work environment. In the context of work, ethics concerns right and proper behavior, including in terms of completing the main tasks and responsibilities of employees (Pandey et al., 2019; Yousaf et al., 2022). Applying good ethics at work can help employees to stay focused and continue to fight for the right values, so that they can complete their jobs well and fulfill their responsibilities properly. This can bring benefits to the organization as well as employees, such as increased productivity, better quality of work, as well as a good reputation and image for the organization in the eyes of society (Aboramadan et al., 2022; Dahiya & Raghuvanshi, 2022). Therefore, it's important to organizations and for pay this attention to the application of ethics in the work environment and provide ethical support and guidance for employees (Aldulaimi, 2016; Ahmad et al., 2021).

Multiple studies have demonstrated that Islamic Work Ethic (IWE) has a significant effect on various outcomes in the work environment (Ahmad, 2011). Islamic Work Ethic (IWE) includes fundamental ethical values in Islam. (Khan et al, 2015). In the work environment, ethical behavior also includes values such as honesty, integrity, and responsibility, where employees demonstrate consistency between personal values and behavior in the work environment. Employees with strong ethical behavior also tend to show a desire to help colleagues, uphold ethical norms in the organization, and behave honestly in all organizational interactions (Schneider, 1990). Innovative work behavior (IWB) and adaptive performance in general involve the ability to explore new opportunities and ideas, introduce changes, find creative solutions, and improve overall organizational processes and performance (Luthans et al., 2007; Hughers et al., 2018).

Adaptive performance is very important in a work environment that is always changing and requires employees who can adapt quickly (Joung et al., 2006). Hambrick (1987) states that strong work ethics tend to have higher motivation to work, disciplined into the tasks, and are inclined to demonstrate favorable professional conduct. Good

ethical standards can encourage workers to be more innovative and open to new ideas that can improve performance and productivity in the workplace (Riggs, 2010; Singh et al., 2019). Based on previous research that having organizational success related to positive adaptive performance results is important (Park & Park 2019; Asytuti & Maghfiroh, 2021).

Hence, managers must emphasize their ethical role to accomplish Innovation Work Behavior (IWB) leaders. Thus it can be explained that innovative workers have a positive inclination and readiness to acquire knowledge, explore, and generate innovative ideas in solving crucial issues that can improve performance (Usman & Mat, 2017; Tuan, 2022). The willingness of workers to learn is very important in improving performance, because it can encourage workers to gather new information that will help their work. Several previous studies related to Islamic work ethics, such as Zia et al (2022) stated that IWE can affect adaptive performance through its influence on the interconnection among leaders and team members (LME). This suggests that individuals who have IWE tend to get better support and direction from their leaders, which in turn can help them adapt to shifts in the work environment and achieve better performance.

Research on education workers in Indonesian populations seems important and deserves investigation in the context of IWE's investigation of adaptive performance. Siswanto's research (2013) states that in the face of severe and complex challenges in the educational process efforts are needed to encourage and empower teachers, in the context of Siswanto's research the development of professionalism and teacher quality in IWE Islamic schools can be an important factor in improving the adaptive performance of teachers in dealing with change increasingly complex work environment and demands. In this case, teachers who have better adaptive performance. so that it has a beneficial effect on the quality of education and the formation of the character of students.

In this study, aims to investigate the intricate interrelations among Islamic work ethics, innovative work behavior, adaptive performance, ethical leadership, and organizational commitment. Furthermore, this study aims to examine the influence of innovative work behavior as a mediator, along with organizational commitment serving as both a mediator and moderator, within the context of the association between Islamic work ethics and adaptive performance.

LITERATURE REVIEW

Theory of Planned Behavior

The theory posits that individuals tend to act in accordance with their beliefs or perceptions about a specific situation or object. These beliefs are shaped by various characteristics, qualities, and attributes of the information they receive (Yuliana, 2004). Intention, or the decision to engage in certain actions or behaviors, can be seen as a reflection of an individual's conscious or subconscious choices (Corsini, 2002). The

Theory of Planned Behavior (TPB) stands out as a valuable framework for forecasting behaviors necessitating planning, positing that an individual's behavioral manifestations are contingent upon three fundamental determinants: In the Theory of Planned Behavior (TPB), the determinants include attitudes, subjective norms, and perceived behavioral control, intention serves as the key determinant of an individual's behavior (Ajzen, 1985).

Islamic Work Ethic (IWE)

Islamic work ethics stem from the principles and doctrines inherent in the Islamic faith and its teachings which demand the practice of the values of virtue and justice in work. Islamic work ethic refers to Islamic principles governing work procedures and behavior at work, including in terms of hard work, honesty, patience, responsibility, mutual respect, and attention to the public interest. Ali & Al Owaihan (2008) explain competition in ethical standards observed within Islamic contexts refers to healthy and fair competition in achieving goals. Business in Islamic work ethics emphasizes the importance of hard work and perseverance. Morally responsible behavior emphasizes the importance of integrity, honesty and responsibility in carrying out work. Finally, transparency in the Islamic work ethic emphasizes the importance of disclosing information and acting honestly and openly in all aspects of work. In addition, Chanzanagh and Akhbarnejad (2011) explain that there are 7 dimensions of Islamic work ethics, as follows: 1) Work Intention; 2) Stewardship; 3) Nature of Work; 4) Contribution to the Community; 5) Equity and Integrity; 6) Collaboration and Partnership; and 7) Work as Sole Ownership.

Innovation Work Behaviour (IWB)

Work behavior innovation (IWB) is a deliberate action aimed at generating new ideas in the work environment. IWB involves introducing new ideas, promoting ideas, and realizing ideas that can bring benefits to individual, group or organizational performance. IWB is not always expected of employees in their formal role, but can come from anyone who has new ideas for improving performance and effectiveness in the work environment (Janssen, 2000; Eluwole et al., 2022).

Adaptive Performance

In their study, Jundt et al. (2014) delineate adaptive performance in several dimensions. Firstly, it encompasses employees taking on new roles, acquiring fresh skills, or adjusting their existing work practices. Secondly, adaptive performance is often described as a repertoire of behaviors aimed at sustaining performance levels or mitigating performance decline resulting from changes. Thirdly, adaptive performance includes both proactive elements, such as learning and implementing new behaviors and strategies in anticipation of change, and reactive elements, where employees respond to unexpected

performance-related declines by adapting behaviors and strategies (Rawwas et al., 2018).

Moreover, job transitions may involve tasks necessitating cognitive or skill-based adjustments, such as when tasks become more intellectually demanding. However, given the interconnectedness within organizations, employees may also need to adapt to broader interpersonal and organizational relationship changes, which affect how they accomplish performance objectives. Consequently, some research streams focus on predictors of performance following changes in specific tasks, while others take a broader conceptualization of change.

Ethical Leadership

Ethical Leadership it's a style that focuses on the values and norms held by leaders in making decisions and leading organizations. Leaders who apply this leadership style have a firm attitude in holding ethical principles and provide clear standards for followers in ethical behavior (Brown et al, 2005). Ethical Leadership is a way for leaders to lead an organization in accordance with ethical norms and values, by setting an example of ethical behavior, communicating clear ethical standards, and encouraging followers to behave ethically in decision-making and actions within the organization.

Organizational Commitment

Meyer & Allen defines organizational commitment as a psychological condition or mindset, organizational commitment enhances the probability that an employee will remain affiliated with an organization. (Meyer & Allen, 1997) defines it as "Three-Component Model of Organizational Commitment". Affective commitment (emotional commitment) is related to employees' feelings towards the organization, such as a sense of pride and satisfaction in working there. Continuance commitment, such as the cost of time or money invested. Normative commitment relates to employees' perceptions of a moral or social obligation to remain with the organization, for example, the organization provides great opportunities or support.

Research Design

The research design in this study is presented in the following figure:

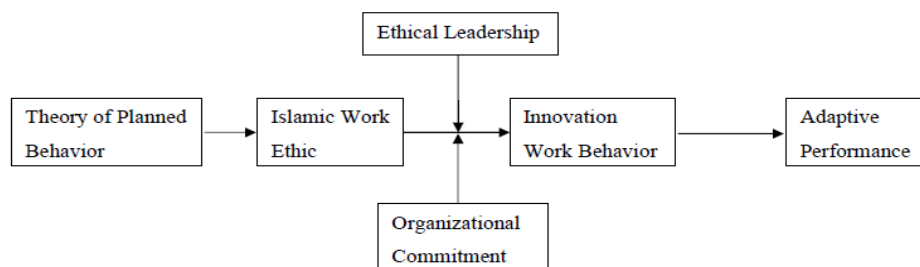


Figure. 1. Research Design

The study suggests the following hypotheses:

H1: Islamic work ethics positively influence the encouragement of innovative work behavior

H2: Innovative work behavior has a beneficial effect on adaptive performance

H3: Islamic work ethics have a positive effect on adaptive performance

H4: In the correlation between Islamic work ethics and adaptive performance, innovative work behavior acts as a mediator

H5: Ethical leadership moderates the relationship between Islamic work ethics and innovative work behavior

H6: Organizational commitment serves as a mediator between the ethical principles of Islam and the inclination towards innovative behavior in work environments

METHOD

The data gathering technique utilized in this study involved conducting a survey. Primary data collected through surveys is data collected directly from respondents through distributed questionnaires. While secondary data is data that has existed before and is taken from existing sources, such as scientific journals, books, or official documents related to the research topic. Both types of data will be used in this study to test hypotheses and address research inquiries. The object of analysis in this study are individuals, namely teachers in Islamic schools in the Solo Raya area. SEM (Structural Equation Modeling) is a statistical the analytical methodology employed in this study to model the relationship between variables through theoretical concepts. SEM is used to test and validate hypothetical models that have been designed previously. Partial Least Squares (PLS) is utilized to examine the relationship between variables assessed through directly measured indicators. as well as using Cross Sectional in data collection that is carried out only in one time period to answer a research (Sekaran & Bougie, 2016).

The population is aimed at employees who work in the education sector of Islamic schools in Solo Raya. Data in 2022 the total number of teachers across all levels in Islamic schools, including kindergarten, elementary, junior high, and high school, amounts to 10,910. This study uses Simple Random Sampling as a random sampling method from the population. This method is generally used in quantitative research and can produce a representative sample of the population. In this study, samples that met the criteria to be used as respondents were: 1). Working in an educational organization that implements Islamic Work Ethics. 2). Individuals who work as teachers. Determining the study utilized a sample size of numbers participants, according to Hair et al, a minimum sample size of 100 respondents provided that the model contains five or at least five constructs. This research has a target of 150 respondents.

RESULT AND DISCUSSION

Descriptive Analysis

Descriptive statistical analysis encompasses computations of metrics such as the mean, median, maximum, minimum, and standard deviation values. Its primary objective is to elucidate and characterize data based on the responses garnered from respondents across various variables. The findings of the descriptive analysis are meticulously illustrated in the ensuing table:

Table 1. Attributes of participants categorized by Age

No	Age	Amount	Percentage (%)
1	18-28	84	51.2%
2	29-39	52	31.7%
3	40-49	22	13.4%
4	>50 year	6	3.7%
Total		164	100%

Source: processed primary data, 2022

A predominant portion of respondents consisted of teachers aged between 18 and 28, comprising 84 individuals, approximately accounting for 51.2% of the total respondents. Conversely, respondents aged over 50 years constituted the smallest demographic group, only 6 people or around 3.7% of the total respondents.

Table 2. Attributes of respondents categorized by gender

No	Gender	Amount	Percentage (%)
1	Male	35	21,3%
2	Female	129	78,7%
Total		164	100%

Source: processed primary data, 2022

The predominant portion of respondents in this study were women with a proportion of 78.7%, while men were only 21.3%. This shows that this research tends to be filled by female respondents who work in various sectors.

Table 3. Characteristics of Respondents Based on Education Level

No	Gender	Amount	Percentage (%)
1	High School	14	8.5%
2	Diploma	3	1.8%
3	Bachelor	133	81.1%
4	Master	14	8.5%
Total		164	100%

Source: processed primary data, 2022

From these data, it can be concluded that most of the respondents have a bachelor's level of education and only a few have a high school, diploma and master's level of education.

Table 4. Characteristics of Respondents Based on School Locations

No	School Location	Amount	Percentage (%)
1	Surakarta	75	45.7%
2	Sukoharjo	58	35.4%
3	Karanganyar	7	4.3%
4	Wonogiri	2	1.2%
5	Boyolali	9	5.5%
6	Klaten	10	6.1%
7	Sragen	3	1.8%
	Total	164	100%

Source: processed primary data, 2022

From the data presented, there are variations in the distribution of respondents based on school location, with most of the respondents coming from the city of Surakarta and Sukoharjo Regency. This can be considered in the analysis of research results, because there is a possibility that there are differences in characteristics or work experience between respondents who come from different locations.

Data Analysis

In this study, an outer loading value exceeding 0.7 for half of the indicators suggests classification validity in the research instrument, indicating its capacity to differentiate between distinct constructs. Moreover, an Average Variance Extracted (AVE) value surpassing 0.5 suggests convergent validity, affirming the instrument's ability to measure the same construct consistently. Consequently, it is deduced that the research instrument utilized in this study exhibits robust validity.

Table 5. Classification Validity Test Results

	AP	EL	IWB	IWE	OC
AP	0.908				
EL	0.590	0.844			
IWB	0.894	0.567	0.910		
IWE	0.843	0.651	0.788	0.846	
OC	0.820	0.627	0.761	0.861	0.893

Source: Researcher (2022)

The outcomes of the Fornell-Larcker criterion are depicted in the table show all values: 0.908; 0.844; 0.910; 0.846; 0.893 are all greater than the construct correlation values. The outcomes regarding the reliability of the instrument are apparent from the CR values which all show numbers more than 0.7.

Table 6. Research Hypothesis Test Results

Relations between Variables	Path Coefficient	Standard Deviation	T Statistics	P Values	Information
IWE -> IWB	0.186	0.045	4.120	0.000	Accepted
IWB -> AP	1.055	0.049	21.548	0.000	Accepted
IWE-> AP	0.233	0.059	3.945	0.000	Accepted
EL Moderasi -> IWB	0.042	0.019	2.161	0.031	Accepted

Notes: IWB = *Innovation Work Behavior*; IWE = *Islamic Work Ethic*; AP = *Adaptive Performance* EL = *Ethical Leadership*

Source: processed primary data, 2022

Table 7. Mediation Test Results

Relations between Variables	Path Coefficient	Standard Deviation	T Statistics	P Values	Information
IWE -> IWB -> AP	0.196	0.048	4.075	0.000	Accepted
IWE -> OC -> IWB	0.205	0.091	2.260	0.024	Accepted

Notes: IWB = *Innovation Work Behavior*; IWE = *Islamic Work Ethic*; AP = *Adaptive Performance* OC = *Organizational Commitment*

Source: processed primary data, 2022

The test results directly show that:

1. H1: The impact of Islamic work ethics on innovation work behavior is positive. Results from hypothesis testing indicate a statistically significant and favorable association between the predictor and outcome variables. This is evidenced by a path coefficient of 0.186, signifying a beneficial relationship. The corresponding t-statistic of 4.120 exceeds the critical value of 1.96, and the p-value of 0.000 is lower than the alpha level of 0.05. Therefore, it can be concluded that the initial hypothesis of this study is upheld.
2. H2: The correlation between innovative work behavior and adaptive execution is affirmative. Analysis of the hypothesis test reveals a statistically significant positive association between these variables. This is evident from the path coefficient value of 1.055, indicating a positive correlation. The t-statistic of 21.548 exceeds the critical with the t-statistic exceeding the threshold of 1.96 and a p-value of 0.000 falling below the significance level of 0.05, it can be inferred from the collected data in this study that Hypothesis 2 is supported.
3. H3: The research demonstrates the positive influence of Islamic work ethics on adaptive performance. Through hypothesis testing, a statistically significant and advantageous association between Islamic work ethics and adaptive performance is revealed. This is supported by a path coefficient of 0.233 and a t-statistic of 3.945, both surpassing the critical threshold of 1.96. Moreover, the p-value of 0.000 is lower than the alpha level of 0.05, further confirming the significance of the relationship. Consequently, it is concluded that Hypothesis 3 receives support from the data.
4. H4: In the correlation in the relationship between Islamic work ethic and adaptive performance, innovative work behavior acts as a mediator.

In this study, a deliberate investigation was conducted to examine the relationship between Islamic work ethic and innovative behavior. The findings unveiled a statistically significant and positive correlation, indicated by a path coefficient of 0.186, a t-statistic of 4.120 (≥ 1.96), and a p-value of 0.000 (≤ 0.05). Similarly, the correlation between innovation work behavior and adaptive performance also yielded positive and significant outcomes, with a path coefficient of 1.055, a t-statistic of 21.548 (≥ 1.96), and a p-value of 0.000 (≤ 0.05).

Furthermore, Hypothesis 3 demonstrated a direct correlation exists between Islamic work ethic and adaptive performance, supported by a path coefficient of 0.233.

Moreover, the study investigated the indirect effect of innovation work behavior as a mediator in the relationship between Islamic work ethic and adaptive performance. The findings indicated a significant indirect effect, with a t-statistic value of 4.075 (≥ 1.96) and a p-value of 0.000 (≤ 0.05). This suggests that innovation work behavior partially mediates the relationship between the two variables, thereby supporting Hypothesis 4. Consequently, it can be inferred that Islamic work ethic, innovation work behavior, and adaptive performance are interlinked and exhibit a significant positive influence.

1. H5: This research reveals a positive and statistically significant correlation between Islamic work ethic and innovation work behavior, demonstrated by a t-statistic value of 4.120 (≥ 1.96), a p-value of 0.000 (≤ 0.05), and a path coefficient of 0.186. Furthermore, the study explores the moderating influence of ethical leadership on this relationship. The results indicate that ethical leadership partially moderates the association between Islamic work ethic and innovation work behavior, as indicated by a t-statistic value of 2.161 (≥ 1.96) and a p-value of 0.031 (≤ 0.05). Thus, it can be inferred that ethical leadership exerts a partial moderating effect on the relationship between these two variables, thus supporting Hypothesis 5.
2. H6: In this study, direct testing revealed positive and statistically significant outcomes the relationship between Islamic work ethic and innovation work behavior was examined, revealing a significant association, as indicated by a t-statistic value of 4.120 (≥ 1.96), a p-value of 0.000 (≤ 0.05), and a path coefficient of 0.186. Furthermore, an indirect effect analysis was performed, demonstrating that the influence of Islamic work ethics on adaptive performance was partially mediated by organizational commitment. This was confirmed by a t-statistic value of 2.260 (≥ 1.96) and a p-value of 0.024 (≤ 0.05). Consequently, it can be inferred that organizational commitment plays a partial mediating role in the relationship between Islamic work ethics and adaptive performance, thereby supporting Hypothesis 6.

The findings pertaining to the coefficient of determination (R^2) derived from the study elucidate that the independent variables, encompassing Islamic work ethics and organizational commitment, innovation work behavior, and ethical leadership, collectively account for 79.80% of the variance observed in the dependent variable, adaptive performance. The remaining 20.20% of the variance is attributed to factors not encompassed within this model. Moreover, the R Square value of 0.649 suggests that Islamic work ethics, organizational commitment, and ethical leadership together elucidate 64.9% of the variance in innovation work behavior, leaving 35.1% of the variance to be influenced by external factors. In conclusion, with an R Square value

of 0.500, Islamic work ethics explain 50% of the variance in organizational commitment. However, the remaining variance is influenced by factors not accounted for within the model's framework.

The model's fit is evaluated using the Normed Fit Index (NFI), yielding a result of 0.47 in this study. This value indicates a high level of fit for the model, given that it exceeds the threshold of 0.36.

Islamic Work Ethic Has a Positive Influence on Innovation Work Behavior

This study demonstrates a strong positive relationship between Islamic Work Ethic (IWE) and Innovation Work Behavior among teachers in Islamic schools, indicating statistically significant variables. Therefore, Hypothesis 1 is supported. That is, the better the implementation of IWE, the more positive or significant the effect on IWB. This discovery aligns with Kumar's & Che Rose (2010) research findings which showed a significant the correlation between IWE and the capacity for innovation, and research by Javed et al (2017) who found a positive The association between Islamic Work Ethic (IWE) and Innovative Work Behavior (IWB). Research by Elinawati et al. also found a positive contribution between innovative behavior and work ethic together with professional competence.

Teachers who have IWE tend to show more Innovation Work Behavior (IWB). However, IWB is a non-routine behavior that requires support and a new perspective from the leadership. Ethical leadership characterized by honesty, integrity, and altruism can provide the support and feedback that supports teachers to talk about new ideas independently. Teachers are more interested in work and feel cared for by each other in helpful leadership. This observation finds support in studies indicating that ethical leadership can influence both the innovative performance and ethical behavior of employees.

Innovation Work Behavior Has a Positive Influence on Adaptive Performance

From based on the examination of the relationship between Innovative Work Behavior (IWB) and Adaptive Performance (AP) among teachers in the Solo Raya area, it was observed that a positive and statistically significant correlation existed between the two, thus confirming the support for Hypothesis 2. Proficiency in applying IWB and attaining a high level of IWB were found to significantly enhance teachers' adaptive capabilities. This finding is consistent with the results of the study conducted by Javed et al. (2017), which demonstrated that IWB positively influences AP. Additionally, as stated by Fatonah & Hilmy, IWB also influences performance in a positive way. Thus, several studies explain that IWB has an important role as a supporter of adaptive abilities.

IWE Has a Positive Influence on Adaptive Performance

The IWE and AP variables for teachers in the Solo Raya region show a positive and statistically significant relationship between the two variables was identified, affirming the validity of Hypothesis 3. Essentially, effective implementation of IWE can enhance teachers' adaptive capabilities. This finding is consistent with the research conducted by Javed et al. (2017), which reported a positive and significant association between IWE and AP. Additionally, research by Qasim et al. also supports the notion that IWE positively impacts AP as part of task performance.

Innovation Work Behavior Mediates the Relationship between Islamic Work Ethics and Adaptive Performance

From the results of research on teachers in Islamic schools in the Solo Raya area, it was found that there was a relationship significant and positive between the variables IWB and IWE, as well as IWB and AP. These findings support Hypothesis 4. It was found that Innovative Work Behavior (IWB) serves as a mediator in the relationship between Islamic Work Ethic (IWE) and Adaptive Performance (AP). This implies that the proper implementation of IWE can impact AP through the facilitation of high IWB. This result aligns with the findings of Javed et al. (2017), who similarly concluded that IWB acts as a mediator between IWE and AP. As a result, the adaptive performance expected from teachers by the organization is likely to manifest, and IWE can enhance teachers' IWB. Consequently, IWE plays a crucial role in enhancing teachers' adaptive performance in coping with new changes.

Ethical Leadership Moderates the Relationship Between Islamic Work Ethic Relations in Innovation Work Behavior

This test results of the EL variable in moderating the examination of the relationship between Islamic Work Ethic (IWE) and Innovative Work Behavior (IWB) among teachers in Islamic schools in the Solo Raya region confirmed a positive and statistically significant association between these variables which indicated that Hypothesis 5 was supported, meaning that the application of good IWE could affect IWB and the influence of EL in very high relationship. Jia et al (2022), showed that EL had a significantly positive effect on IWB. Samma et al (2022) Supportive leaders play a pivotal role in motivating employees, thereby sustaining employee morale and fostering creativity in their work behavior. This shows that EL increases the IWB of teachers.

Organizational Behavior Mediates the Relationship Between Islamic Work Ethic Relations in Innovation Work Behavior

The test results of the OC variable in mediating the IWE and IWB relationships of teachers in Islamic schools in the Solo Raya region proved. It was observed that there existed a positive and statistically significant relationship between these variables which indicated that Hypothesis 6 was supported, meaning that teachers' commitment to

change is an intention that resides in the organization this, thereby affecting the relationship between IWE and IWB. Sani & Ekowati (2019), stated that OC can mediate the relationship between work spirituality and citizenship behavior in an Islamic perspective, the results of which are positive. It can be understood that in the context of new changes, organizational commitment is highly expected in dealing with them. This shows that IWE increases the IWB of teachers with the support of loyalty from an attitude of organizational commitment.

CONCLUSION

This study reveals that the Islamic work ethic (IWE) variable exerts both direct and indirect effects on adaptive performance. Specifically, IWE directly impacts adaptive performance and also influences it through the mediation of innovation work behavior (IWB). Moreover, ethical leadership plays a moderating role in the significant relationship between Islamic work ethics and innovation work behavior. Additionally, organizational commitment affects the indirect relationship between Islamic work ethics and innovation work behavior. These findings suggest that teachers in Islamic schools in the Solo Raya region can effectively enhance their adaptive performance by adhering to Islamic work ethics in the workplace. This enables teachers to adapt to changes by effectively handling emergencies, managing workplace stress, adjusting to colleagues and workplace culture, and acclimating themselves physically. Furthermore, the implementation of Islamic work ethics fosters innovation work behavior among teachers. It encourages them to generate creative ideas to enhance their work, including discovering new technologies, processes, techniques, or concepts. The role of ethical leadership in the correlation between Islamic work ethics and innovation work behavior among teachers is considered pivotal. Moreover, teachers' commitment to organizational change is also regarded as significant in the context of the relationship between Islamic work ethics and innovation work behavior.

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