



**INFLUENCE OF INTRINSIC MOTIVATION AND TRANSFORMATIONAL
LEADERSHIP ON STUDENT ASSOCIATION PERFORMANCE AT
INSTITUT ELKATARIE: THE MODERATING ROLE OF ISLAMIC WORK
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Abstract

The primary goal of management in any organization is to achieve and maintain good performance to meet organizational objectives, which is essential for competitiveness in the global market. This study investigates how intrinsic motivation and transformational leadership influence the performance of the student council at the Institut Elkatarie, with Islamic work ethics as a moderating variable. Using quantitative methods and simple random sampling, data were collected from 90 out of 116 student council members for the 2023-2024 period and analyzed using regression analysis with IBM SPSS Statistics 25.0. The study shows that intrinsic motivation (X1) and transformational leadership (X2) both positively influence performance (Y), with significant T-values of 2.216 and 7.545, respectively. This suggests that enhancing intrinsic motivation and adopting transformational leadership can improve performance. However, the interactions between intrinsic motivation and Islamic work ethics (M), and transformational leadership and Islamic work ethics, were not significant, with significance levels of 0.294 and 0.571, respectively. This indicates that Islamic work ethics may not moderate the relationship between motivation, leadership, and performance in this context.

Keywords: Intrinsic Motivation, Transformational Leadership, Islamic Work Ethics

Influence of Intrinsic ...



INTRODUCTION

Achieving and sustaining optimal performance is the cornerstone of success for both profit and non-profit organizations alike. In today's fiercely competitive landscape, performance serves as the lifeblood of organizational survival. Urgency permeates the management models of businesses and organizations, underlining the criticality of performance enhancement. Amidst escalating competition, neglecting performance is not an option for attaining organizational objectives and navigating through competitive environments. Motivation and leadership emerge as pivotal factors in bolstering organizational and business performance (Zhaoqiang, 2022).

Motivation stands as a linchpin for enhancing organizational performance. Scholars like Jian Zhang et al. (2016) advocate for motivation as a catalyst for individual performance improvement. Intrinsic motivation, characterized by non-monetary incentives, is increasingly recognized for its positive impact on individual work outcomes, fostering engagement, task ownership, and productivity (Baporikar, 2015). Individuals driven by intrinsic motivation tend to exhibit greater initiative, creativity, and problem-solving abilities, all of which contribute to improved performance. This suggests that fostering intrinsic motivation can enhance individual performance across various contexts. Similarly, leadership plays a pivotal role in influencing performance. Transformational leadership, in particular, inspires and motivates individuals to achieve higher levels of performance by promoting a shared vision and encouraging innovation. The combination of intrinsic motivation and effective leadership can thus be a powerful driver of performance improvement.



This is exemplified by the case of the Student Council, where both motivated individuals and strong leadership contributed significantly to the group's success. The positive outcomes highlight the importance of understanding how intrinsic motivation and leadership interact in real-world settings, offering valuable insights for enhancing organizational performance.. Furthermore, leadership emerges as a potent influencer of individual performance. The efficacy of a business or organization hinges significantly on the leadership prowess of managers, who shape the attitudes, behaviors, and emotions of their team members (Isabel Buil, Eva Martínez 2019). Transformational leadership, a prominent leadership style, is lauded for its ability to nurture individual potential by demonstrating individualized consideration and inspiring members to excel. Recognizing the profound impact of leadership styles on organizational performance underscores the indispensable role of leaders in driving performance excellence (Sheik et al., 2023).

Illustrating this nexus between motivation, leadership, and performance is the case of the Student Council at Institut Elkatarie. Comprising dedicated and volunteer students, predominantly graduates of the modern Islamic boarding school Darussalam Gontor, the council serves as the assistant to the rector in organizing student activities. Rooted in the values and educational system of the Islamic boarding school, these graduates embody principles such as sincerity, simplicity, independence, Islamic brotherhood, and freedom. The cultivation of these values fosters intrinsic motivation among individuals, thereby enriching organizational performance (Deepak Jaroliya and Rajni Gyanchandani 2022). Embracing the ethos of "dare to lead and dare to be led," the Student Council espouses a transformational leadership style, widely adopted by graduates of



Darussalam Gontor (panitia pekan perkenalan Khutbatu-l-arsy 2023). Leaders imbued with this style are perceived as charismatic visionaries who garner trust and confidence from their members, catalyzing innovation and creativity. However, despite these efforts, the council's performance remains suboptimal, with declining percentages observed in certain departments over the years. This indicates a potential shortfall in leveraging intrinsic motivation and transformational leadership to bolster performance. However volatility of student council performance at the University of Darussalam Gontor tends to be unoptimal over the three years as described in the following table (Student Council 2023):

Table 1
Student Council Percentage for 2023-2024

Department Name	Performance Percentage of Student Council 2023-2024		
	2021	2022	2023
Secretary	100%	85%	84%
Treasurer	100%	95%	84%
Department of Defense	100%	82%	81%
Spirituality Department	80%	88%	71%
Department of Boarding and Environmental Care	74%	82%	82%
Department of Health	-	88%	93%
Human Resource Development Department	91%	95%	82%
Department of Research and Discussion	97%	88%	71%
Language Department	60%	88%	80%
Student Creativity Department	-	-	85%
Sports Department	67%	80%	86%
Department of Arts	0%	40%	84%



Department of Cooperation and External Relations	94%	80%	71%
Department of Pers and Publications	80%	84%	83%

To address this gap, further research is warranted, focusing on moderation variables such as Islamic work ethic. Grounded in Islamic principles, this ethic encompasses attributes such as diligence, responsibility, and creativity, aligning with Islamic teachings (Lesmana et al. 2022). Individuals guided by an Islamic work ethic exhibit adherence to ethical standards and derive satisfaction from their endeavors within organizational settings. Incorporating Islamic work ethic as a moderating variable holds promise in augmenting the influence of intrinsic motivation and transformational leadership on the student council's performance. In light of these considerations, this study endeavors to explore the interplay of intrinsic motivation, transformational leadership, and Islamic work ethic in shaping the performance of the student council at Institut Elkatarie. By elucidating the nuanced dynamics among these variables, the research aims to provide insights into enhancing organizational effectiveness within the context of Islamic principles and values (Al-Dulaimi & AL_Obaidi, 2022).

LITERATURE REVIEW

The research aims to position itself among similar studies by comparing its focus on intrinsic motivation, transformational leadership, and Islamic work ethics with previous research. For example, Bard Kuvaas et al. found a positive relationship between intrinsic motivation and performance, conducting their study with managers and gas station employees in Norway using quantitative



methods (Kuvaas et al. 2017). Similarly, Osman M. Karatepe and Mehmet Tekinkus demonstrated intrinsic motivation as a significant predictor of job satisfaction and performance in Turkish bank employees (Osman M. Karatepe and Mehmet Tekinkus 2022). Both studies share the focus on intrinsic motivation and quantitative methods but differ in their research subjects and the inclusion of Islamic work ethics as a moderating variable in the current study.

The research also aligns with other studies on transformational leadership, such as those conducted in Iraq's Kurdistan region and Spanish industrial companies, which found significant impacts on employee performance through inspirational motivation and HRM practices, respectively. While these studies also employed quantitative methods to explore transformational leadership, the current study uniquely incorporates intrinsic motivation and Islamic work ethics. Moreover, research by Fong Yi Lai et al. (2020) and Jana Kammerhoff et al. (2019) supports the positive effects of transformational leadership on performance, although differing in their sample populations and additional variables like Islamic work ethics used in the present study (Fong Yi Lai et al 2020)(Jana Kammerhoff, Oliver Lauenstein 2019). Lastly, Talat Islam et al. (2021) and Mohammed Y.A. Rawwas et al. (2018) highlighted the moderating role of Islamic work ethics in various contexts, underscoring its relevance in modifying relationships between leadership styles and employee outcomes (Sheik et al., 2023)

Intrinsic Motivation and Performance

A hypothesis serves as a provisional answer to the problem posed in a study, formulated as a question. It is termed provisional because it relies on relevant theoretical foundations rather than empirical data derived from actual



data collection. Previous research by Bard Kuvaas et al. in the area of intrinsic motivation found a positive correlation between intrinsic motivation and both performance and organizational commitment (Kuvaas et al., 2017). This study involved a sample of 106 managers. Additionally, another study indicated that intrinsic motivation significantly impacts employee performance at PT. Alwi Assegaf. Thus, based on these conceptual insights, the hypotheses proposed in this study are:

H1: Intrinsic motivation is positively associated with performance

Transformational Leadership

In a seminal study conducted by Cemil Top et al. (2020), it was unequivocally established that transformational leadership exerts a profound and undeniable influence on employee performance. Specifically, the evocative potency encapsulated within the inspirational motivation emanating from leaders adept in implementing transformational leadership paradigms serves as a powerful catalyst, markedly enhancing the performance metrics of employees. Furthermore, the dimension of individual consideration inherent within transformational leadership manifests a conspicuous positive correlation with employee performance, thereby underscoring its pivotal role in organizational success. Moreover, complementary research elucidates that leaders espousing transformational leadership styles exhibit behaviors conducive to enhancing the psychological well-being of their team members, thereby fostering heightened work engagement and, consequently, ameliorating overall performance benchmarks.

H2: Transformational leadership is positively associated with performance



Islamic Work Ethic

In the comprehensive investigation undertaken by Adeel Sabir Khan et al. (Salhi et al., 2016)(2015), it was posited that the Islamic work ethic, when introduced as a moderating variable, assumes a pivotal role in mediating the intricate relationship between training, performance appraisal, compensation, and the overarching success of projects. Hence, drawing upon the profound insights gleaned from this study, the hypothesis proposed herein is as follows:

In a succession of preceding research inquiries, the Islamic work ethic variable has been integrated as a moderation variable, serving to validate its capacity to temper the influence of authentic leadership on employee performance, as supported by empirical observations. Consequently, drawing upon the substantial empirical underpinning established by these investigations, the hypotheses posited in the current research endeavor can be delineated as follows:"

H3: Islamic work ethic reinforces the influence of intrinsic motivation on performance

H4: Islamic work ethic reinforces the influence of transformational leadership on performance

RESEARCH METHOD

This study employs quantitative methods, chosen specifically because it deals predominantly with numerical data and statistical analyses. Quantitative research methods adhere to the positivist philosophy, aimed at scrutinizing specific populations and samples through systematic numerical assessments.

Data collection entails the utilization of research instruments, while data analysis predominantly employs quantitative or statistical techniques, directed towards the validation or refutation of predetermined hypotheses.

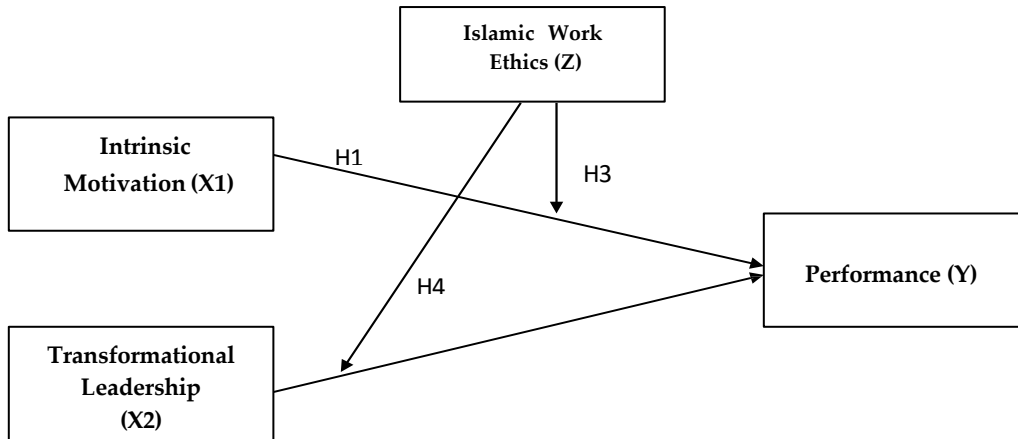


Figure 1
Proposed hypothesized model

RESULTS AND DISCUSSION

Sampling is a crucial aspect of research, as it involves selecting a subset of individuals or elements from a larger population to represent the whole. When the population size is extensive and studying every element is impractical, researchers utilize samples to conclude the population. It's imperative that samples accurately reflect the population they're drawn from. In this study, a simple random sampling technique was employed, wherein individuals were chosen randomly without consideration of population strata. This method is suitable for populations with homogeneous characteristics (a et al., 2019). Calculating sample sizes often involves using formulas like the Slovin formula, particularly for smaller populations. Utilizing this formula, the sample size for this study was determined to be 90 respondents. Data collection was facilitated through the use of questionnaires, which are instrumental in gathering responses



from participants. Closed-ended questions were utilized, offering predetermined response options selected by the researcher. Measurements in this study were conducted using an Interval scale, commonly known as the Likert scale. This scale employs categories ranging from 1 to 5, facilitating respondents in expressing their agreement or disagreement with statements. Each Likert scale item provides a range of responses from very positive to very negative, enabling nuanced evaluation of participant perspectives (Ahmad et al., 2017).

Data Analysis

The validity test assesses whether the questionnaire accurately measures its intended constructs. In this scenario, you're employing a criterion where if the correlation coefficient (r) derived from the collected data exceeds the critical value of r (from the r -table), the questionnaire is deemed valid. The significance level (α) is established at 0.1. The sample size comprises 90 respondents. The critical value of r (r -table) is computed using the formula $df = N - 2$, where N represents the sample size. Thus, for this case, $df = 90 - 2 = 88$. The provided data includes a critical value obtained from the r -table, set at 0.174, with a significance level of 10% ($\alpha = 0.1$). The decision criterion entails comparing the calculated correlation coefficient (r count) from the collected data with the critical value (r -table). If the calculated r exceeds 0.174, given a significance level of 0.1, the questionnaire is regarded as valid.

In summary, to assess the validity of the questionnaire, one must compute the correlation coefficient (r) from the collected data and contrast it with the critical value obtained from the r -table. If the calculated r surpasses 0.174, at a significance level of 0.1, the questionnaire is considered valid.



The reliability tests, conducted to ascertain the consistency of measurements yielded by similar instruments, determine the reliability of a questionnaire by assessing the stability of respondents' answers over time. Upon analyzing Cronbach's Alpha values, if surpassing 0.06, the questionnaire is deemed reliable; contrarily, if falling below 0.06, it is considered unreliable. The evaluation of the research variable questionnaire's reliability unveiled Cronbach's Alpha values of 0.699 for intrinsic motivation (X1), 0.724 for transformational leadership (X2), 0.748 for performance (Y), and 0.763 for Islamic Work Ethics (M), all surpassing the threshold of 0.06, thereby establishing them.

Correlation Analysis

Simultaneous hypothesis testing aims to evaluate the collective impact of independent variables on a dependent variable, facilitating a decision on whether to accept or reject the null hypothesis (Ho) by comparing the calculated F-value (F count) with the critical F-value (F table). If the F count is less than the F table value, Ho is accepted; if the F count exceeds the F table value, Ho is rejected.

The critical F-value (F table) can be determined using a statistical table with degrees of freedom df_1 and df_2 . For this study, df_1 is calculated as the number of data groups minus one, and df_2 is the total number of data points minus the number of data groups. Here, $df_1 = 2$ and $df_2 = 88$ (calculated as $90 - 2$), resulting in an F table value of 2.36. The following are the results of the F test conducted in this study:

$$df_1 = 2$$

$$df_2 = 88$$

$$\text{Critical F-value (F table)} = 2.36$$



Table 2 ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	539.635	2	269.817	58.294	.000 ^b
Residual	402.687	87	4.629		
Total	942.322	89			

Source: Processed data from SPSS version 25.0

Moderate Regression Hypothesis Testing (MRA)

Hypothesis three examines whether intrinsic motivation (X1) significantly affects the performance of the Institut Elkatarie Student Council (Y), with Islamic Work Ethic (M) serving as a moderating variable. This hypothesis is tested using multiple linear regression with an interaction test, often referred to as Moderated Regression Analysis (MRA).

Individual Parameter Significance Test Results (t-Test) The following are the t-test results for the variables of intrinsic motivation (X1), Islamic Work Ethic (M), and the interaction between intrinsic motivation and Islamic Work Ethic (moderator) on the performance of the Student Council (Y):

From the table above, the statistical calculations reveal an F count of 58.294, compared to an F table value of 2.36. This indicates that the F count (58.294) is significantly greater than the F table (2.36) at a 10% error rate. Furthermore, the significance value (sig) is 0.000, which is less than 0.1. Therefore, it can be concluded that intrinsic motivation and transformational leadership variables collectively have a significant impact on performance variables: 1) Intrinsic Motivation (X1); 2) Islamic Work Ethic (M); 3) Interaction between Intrinsic Motivation and Islamic Work Ethic (moderator).



These results will help determine the individual and combined impact of intrinsic motivation and Islamic Work Ethic on the performance of the Student Council.

Table 3
Moderation Regression Analysis Results

Table with 6 columns: Model, Unstandardized Coefficients (B, Std. Error), Standardized Coefficients Beta, T, and Sig. Rows include Constant, IM, IWE, and X1_M.

The calculated t-value for the interaction between intrinsic motivation and performance is 1.055, with a significance level of 0.294. Since this significance level is above 0.05, it indicates that the result is statistically insignificant. This suggests that the Islamic Work Ethic variable does not significantly amplify the influence of intrinsic motivation on the performance of the Student Council.

Table 4

Table with 6 columns: Model, Unstandardized Coefficients (B, Std. Error), Standardized Coefficients Beta, T, and Sig. Rows include Constant, IM, and IWE.



X1_M	,021	,020	1,198	1,055	,294
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The calculated t value for the interaction between intrinsic motivation and Islamic work ethic on performance is 0.569, with a significance level of 0.571. Since this significance level is above 0.05, it indicates that the result is statistically insignificant. This demonstrates that the Islamic work ethic variable does not significantly strengthen the influence of intrinsic motivation on the performance of the Student Council.

The Effect of Intrinsic Motivation on the Performance of the Student Council

The study reveals a significant influence of intrinsic motivation on the performance of the Student Council at Institut Elkatarie. The statistical analysis shows a significance value of 0.029, which is below the 0.1 threshold. Additionally, the t-value (T count) is 2.216, which exceeds the critical t-value (T table) of 1.662. Consequently, the hypothesis (Ha1) is accepted, and the null hypothesis (Ho1) is rejected.

Intrinsic motivation refers to the internal drive to perform a task for the inherent satisfaction it provides, rather than for an external reward. This type of motivation is characterized by a spontaneous feeling of joy and fulfillment. The study found that members of the Student Council exhibit strong intrinsic motivation, likely stemming from their background at the modern Darussalam Gontor boarding school. This institution instills five core values: sincerity, simplicity, independence, Islamic brotherhood (*Ukhuwah Islamiyah*), and freedom (Daeli, 2023).



The results suggest that high intrinsic motivation among Student Council members leads to enhanced organizational performance. This aligns with Richard Ryan's theory that individuals motivated intrinsically tend to perform better in organizational tasks. The study measures intrinsic motivation through several indicators: interest in work, self-competence, independence, and attachment to work. These indicators demonstrate that individuals who are genuinely interested in their work, feel competent, exhibit independence, and have a strong attachment to their work and colleagues tend to perform better.

According to Self-Determination Theory, intrinsic motivation arises from the joy of being involved in an activity rather than from external rewards. This concept aligns with the Islamic principle of sincerity, which emphasizes performing actions for the pleasure of Allah rather than for personal gain. The Qur'an supports this principle, as seen in the verse: "Follow those who do not ask you for rewards, and they are the ones who are rightly guided" (QS. Yasin: 21).

In summary, intrinsic motivation significantly enhances the performance of the Student Council at Institut Elkatarie, supported by the values instilled in its members and the theoretical framework of Self-Determination Theory. The indicators of intrinsic motivation—interest in work, self-competence, independence, and attachment to work—are crucial factors in achieving optimal performance (Baskoro et al., 2021).



The Effect of Transformational Leadership on the Performance of the Student Council of Institut Elkatarie

This research demonstrates the significant influence of transformational leadership on the performance of the Student Council at Institut Elkatarie. The statistical analysis yields a significance value of 0.000, well below the 0.1 threshold. Furthermore, the t-value (T count) is 7.545, which is significantly greater than the critical t-value (T table) of 1.668. These results indicate that the hypothesis (Ha2) is accepted, and the null hypothesis (Ho2) is rejected.

Transformational leadership is characterized by a range of behaviors that can transform organizational members and positively influence their work engagement. Leaders who practice transformational leadership typically exhibit four key behaviors: charisma or idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

In this study, the transformational leadership style is analyzed based on these four dimensions. Leaders who exhibit high levels of charisma or idealized influence, provide inspirational motivation, stimulate intellectual growth, and show individualized consideration are more likely to enhance the performance of their members.

The findings suggest that the transformational leadership style practiced by the leaders of the Student Council at Institut Elkatarie is well-implemented and effective. The Student Council leaders serve as exemplary role models, provide fair and consistent attention to all members, and encourage innovation and creativity within the organization (Ahmad et al., 2017).



These results support the theory proposed by John C. Maxwell, which states that effective leadership hinges on three key qualities: trust, respect, and genuine concern for colleagues. Therefore, the application of a transformational leadership style within an organization leads to improved performance among its members.

Transformational leadership aligns with many principles taught in Islam. For instance, charismatic leadership, as exemplified by the Prophet Muhammad (SAW), emphasizes eloquence in communication to effectively convey visions to followers. This approach is supported by the Quranic directive to speak gently, even to the arrogant, underscoring the importance of clear and compassionate communication for leaders.

In practice, the leader of the Institut Elkatarie Student Council communicates the organization's vision clearly and gently, making it easier for members to understand and work towards common goals. Additionally, transformational leadership involves showing concern for individual team members, making them feel valued and supported. This approach allows for creativity and expression, fostering a comfortable and productive work environment (Hayati & Caniogo, 2012).



The principle of individual consideration is reflected in Islamic teachings, as seen in the story of the Prophet Muhammad (SAW) during the Battle of Khandaq, where he accepted strategic advice from Salman Al-Farisi, leading to victory. Similarly, in the Battle of Badr, the Prophet respected the freedom of expression of his followers, contributing to their trust and success. The leader of the Institut Elkatarie Student Council mirrors this approach by holding regular coordination meetings, ensuring all members are heard and respected. These findings are consistent with previous research by Cemil Top et al., which found that transformational leadership positively impacts employee performance in the Kurdistan area of Iraq. Additionally, research by Fong Yi Lai et al. indicates that transformational leaders can enhance the psychological well-being of their members, leading to greater work engagement and improved organizational performance (Abubakar et al., 2024).

Islamic Work Ethic Strengthens the Influence of Intrinsic Motivation and Transformational Leadership on the Performance of the Student Council of Institut Elkatarie

The results of the interaction test between the intrinsic motivation variable (X1) and the Islamic work ethic (M) showed a t-value of 1.055 at a significance level of 0.294, indicating insignificance since it is above 0.05. This demonstrates that the Islamic work ethic variable does not amplify the influence of intrinsic motivation on the performance of the Student Council at Institut Elkatarie. Similarly, the interaction test between the transformational leadership variable (X2) and the Islamic work ethic (M) yielded a t-value of 0.569 at a significance level of 0.571, which is also insignificant. This implies that the Islamic work ethic



variable does not strengthen the influence of transformational leadership on the performance of the Student Council.

Although the Islamic Work Ethic (IWE) is an important variable in this study, its integration into both the analysis and discussion requires further clarity. The IWE was assessed using indicators such as dedication, fairness, generosity, responsibility, and commitment to working to the best of one's ability. These values are significant within the cultural context, where ethical behavior is deeply valued. However, the statistical analysis reveals that IWE did not significantly moderate the relationship between intrinsic motivation or transformational leadership and performance. With significance levels of 0.294 and 0.571, respectively, these findings suggest that while the Islamic work ethic may hold cultural significance, it does not appear to have a direct or moderating effect on performance in this context.

These results point to the need for a more nuanced understanding of how IWE interacts with motivation and leadership in driving performance. Future research could explore other factors, such as organizational culture or specific leadership styles, that might better illuminate the role of IWE in enhancing performance. In practice, while IWE remains an important cultural value, its direct application as a performance-enhancing factor may require deeper exploration or a more specific organizational context to see its true impact.

The results from the interaction tests indicate that the hypotheses Ha3 and Ha4 are rejected, and Ho3 and Ho4 are accepted. Consequently, it can be concluded that the Islamic work ethic cannot serve as a moderating variable that enhances the influence of intrinsic motivation and transformational leadership on the performance of the Student Council. The Islamic work ethic is deeply



ingrained in the culture and environment at Institut Elkatarie, having a significant impact on each member's work ethic. This is because the members of the Institut Elkatarie Student Council are a homogeneous group with shared customs, cultures, and beliefs, creating a high level of social cohesion. Homogeneous groups with the same culture often exhibit strong social cohesion due to shared ideals and values.

The environment and culture at Gontor are based on Islamic principles derived from the Quran and Hadith, fostering a religiously supportive atmosphere. This Islamic culture promotes moral support, motivation, and facilities for practicing faith, influencing every aspect of the community's life and activities. The culture of sincerity is particularly emphasized, with Gontor teaching that sincerity is crucial for success in both personal and organizational endeavors, as reflected in Quranic teachings. The modern Islamic boarding school of Darussalam Gontor provides a comprehensive environment for cultivating Islamic values, which are reinforced through various educational and practical activities. This continuous process ensures that all community members, from students to teachers, uphold and embody these values in their daily lives. The strong Islamic culture at Gontor significantly enhances the work ethic of its members. Culture is a major determinant of ethical ideology and work behavior, and the Islamic culture at Gontor instills a robust work ethic in its members. Consequently, the Islamic work ethic is inherent in the work practices of the Student Council members, making it an ineffective moderating variable in this study.

Supporting this finding, research by Musalim Ridlo et al. and King Nabeel-Ud-Din et al. indicates that the Islamic work ethic cannot moderate the



relationship between independent and dependent variables. This suggests that the varying levels of Islamic work ethic among Student Council members do not significantly impact the influence of intrinsic motivation and transformational leadership on their performance. In summary, while the Islamic work ethic is a crucial aspect of the culture at Institut Elkatarie, it does not serve as a moderating variable in this context. The intrinsic motivation and transformational leadership influence the performance of the Student Council independently of the Islamic work ethic, as this ethic is already deeply embedded in the members' behavior and organizational practices.

CONCLUSION

This research investigated the influence of intrinsic motivation and transformational leadership on the performance of the Student Council at Institut Elkatarie, with the Islamic work ethic considered as a moderating variable. The findings revealed significant insights into the dynamics shaping organizational effectiveness within this context.

The study demonstrated that intrinsic motivation plays a crucial role in driving the performance of Student Council members. Individuals motivated by internal satisfaction and personal fulfillment exhibited better engagement and effectiveness in their roles, as evidenced by a significance value of 0.029. Similarly, transformational leadership emerged as a powerful determinant of performance, with leaders displaying charisma, inspiration, intellectual stimulation, and individual consideration significantly enhancing organizational outcomes, as indicated by a significance value of 0.000.



Despite the importance of the Islamic work ethic in shaping the organizational culture at Institut Elkatarie, the study found that it does not significantly moderate the relationship between intrinsic motivation or transformational leadership and performance. While intrinsic motivation and transformational leadership remain crucial drivers of performance, the deeply embedded Islamic work ethic did not amplify their effects, suggesting a need for a nuanced understanding of organizational dynamics within this cultural and religious context.

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