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The Role of Islamic Autonomous Motivation in Sustainable Employee Innovative Behavior

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Abstract

The batik industry is one of the mainstay sectors in the implementation of Making Indonesia 4.0. Batik is part of the textile and fashion industry which is a cultural identity of the nation that emphasizes the creativity, ability and innovation of each worker so that they are able to create innovative and distinctive products. Sustainable employee innovative behavior has an important influence on the development of organizational innovation. Therefore, it is important to identify the antecedents of sustainable employee innovative behavior. This article discusses a new concept, namely Islamic Autonomous Motivation. This concept is based on the absence of restrictions on freedom in determining choices and the freedom to act which is a dilemma of employee autonomous motivation. This study took data through the distribution of questionnaires with respondents are employees of small and medium batik industry. The results of this study indicate that Islamic Autonomous Motivation mediates the relationship between Leader Autonomy Support (LAS) and Sustainable Employee Innovative Behavior (SEIB). Leader support has an important influence in increasing employee autonomy motivation which will also affect the increase in sustainable employee innovative behavior.

Keywords: Self Determination Theory, Leader Autonomy Support, Islamic Autonomous Motivation, Sustainable Employee Innovative Behavior.

Introduction

Innovation plays an important role in maintaining competitiveness. Fontana (2011), explains that innovation is successful due to the introduction of new ideas or a combination of new ideas and old ideas. Liu et al., (2019) in their research stated that innovative behavior resulting from new ideas of workers is the initial basis for innovation at the company level so it is considered important to examine innovation at the individual employee level. Currently, continuous innovation in terms of products, processes, and routines as well as administrative structures is needed to compete effectively. Bani-melhem et al., (2018) understand that innovative behavior of workers is important for the sustainability of the company, due to factors of economic and environmental change and competitive competition. It can be concluded that innovation and the discovery of new ideas are one of the main determinants in improving company performance in a period of rapid change (Li & Hsu, 2016).

Innovative behavior is an activity carried out based on the desires and initiatives of the organization's employees (Janssen, 2000). Innovative behavior has an important influence on

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the success of a company. In the industrial sector, problems can arise and performance decline if the organization does not develop and workers in the organization do not behave in an innovative way (Ratnaningsih et al., 2016). As much as 80% of new thoughts and ideas and innovations carried out by organizations come from innovative ideas that start from workers (Getz & Robinson, 2003).

Leader Autonomy Support (LAS) plays an important role in allowing employees to have freedom and choice in managing their own work. LAS can bring out innovative behavior from workers because LAS provides freedom and responsibility for control over work and can provide stimulation to workers (Cangialosi et al., 2020). A leader who is supportive of autonomy will provide a sense of choice and opportunity to do so, provide input, encourage more thoughtful behavior and self-initiative, take steps to acknowledge workers' perspectives, communicate informatively and minimize the use of external controls such as rewards to motivate desired work behavior (Slemp et al., 2018) .

Leader autonomy support can trigger employee innovative behavior, this is because leaders give employees freedom, responsibility, control and stimulation in their work. There have been many innovation studies that link leadership with innovation at the organizational level (Khan & Mir, 2019). It is considered important to conduct research on innovation at the individual level because innovative behavior in employees is the basis of innovation in organizations (Liu et al., 2019). Länssalmi et al., (2006) in their research stated that most of the studies that have been conducted, 45%, focus more on researching company-level innovation, and only 13% of studies focus on individual-level innovation. Khan & Mir (2019) stated that many studies on innovation link the leadership style of leaders with innovation at the organizational level. Research on employee innovative behavior is assumed to be very important because employees in the company are the main and fundamental actors in implementing new ideas and ideas and the employees themselves are the first to practice them. Scientists consider that innovation at the individual employee level is very important to study because employee innovative behavior is the initial basis of corporate innovation (Liu et al., 2019) . Leader Autonomy Support has the potential to be a trigger for increasing employee autonomous motivation which can increase employee innovation behavior. From the analysis of the Publish or Perish 7 application, we found that research on the relationship between Leader Autonomy Support and Sustainable Employee Innovative Behavior is still limited.

Small and Medium Industries (SMIs) are of concern to researchers in order to increase the competitiveness of SMEs which have an impact on economic growth. Compared to large industries, SMIs have different qualities and characteristics and therefore require a more comprehensive review. Hanif & Manarvi (2009) in their research stated that SMIs must continuously encourage improvements in the production process and quality of the products produced in order to meet and be competitive with larger industries and not forget that innovation and the discovery of new ideas are the main keys. The Batik Industry is one type of industry that emphasizes the creativity, ability and innovation of each worker so that they are able to create innovative and unique products and improve organizational performance. (Wahidin, 2019). Many batik SMIs see batik work as a hereditary heritage without the need to innovate in product design, only relying on existing traditional patterns. Industry players are less aware of the importance of developing new and modern motifs that attract various segments (Basiroen, 2023).

Humans have the freedom to act and make themselves better and to develop themselves or act

towards bad behavior. This freedom to act is not completely free but has limits as a creature who has responsibility for all the things he has done (Bastaman, 2011). Autonomous motivation is an individual's motivation to engage in a behavior according to his own wishes and free choice (Stone et.al., 2008). Freedom to determine choices and the flexibility to act becomes a dilemma of employee autonomous motivation. Islamic values become a limitation in employees exercising freedom to act and make choices which is one of the characteristics of autonomous motivation so that the activities carried out have the aim that autonomous motivation leads to self-development in accordance with the corridor of religious values.

Islamic Autonomous Motivation is a new concept offered to improve the weaknesses of autonomous motivation. The existence of Islamic Autonomous Motivation is expected to improve Sustainable Employee Innovative Behavior where the presence of Islamic values in autonomous motivation becomes a dimension of ukhrowi that perfects employee value. Islamic Autonomous Motivation will be a solution to the research gap and the existing gap phenomenon and a comprehensive model to improve Sustainable Employee Innovative Behavior in Small and Medium Industries. In addition, research on employee innovative behavior in Small and Medium Industries in Indonesia is still rarely found. This challenges employees to engage in business innovation training and develop programs innovation Which in harmony with improvement business sustainability (Cooper, 2014). Employee innovation has become an important factor in ensuring the success of the organization in a dynamic business environment and competitive. Innovative behavior refers to the ability to create an idea new namely creativity and applying these ideas into work practices namely innovation (Bird et al., 2016). The existence of a study controversy between Leader Autonomy Support and employee innovative behavior is the driving force behind the implementation of this research, namely by adding a mediating variable which is a new concept of autonomous motivation integrated with Islamic values which is a novelty in this research.

Literature Review

Self Determination Theory

Maslow and Herzberg have been pioneers in providing a conceptual framework for motivation. However, the concept continues to develop and Self Determination Theory has emerged. SDT proposed by Edward L. Deci and Richard M. Ryan. SDT was first developed in 1985. It is a [motivational theory](#) that comes from the individual himself that drives someone to do the desired [action](#) from himself, where the individual looks for new things or ideas that will be applied in his actions, where this is done according to his own needs. (Deci & Ryan, 1985).

Self-Determination Theory distinguishes two main forms of motivation: Autonomous and controlled. Controlled motivation, which is motivation that comes from external rewards or pressures (Deci et al., 2017). In autonomous motivation, actions are carried out for the pleasure and satisfaction of performing a task or because it allows the achievement of goals that are in line with one's personal values (Deci et al., 2017). Autonomous motivation is considered to lead to good things because it encourages employee efforts (Sheldon et al., 2004). Research by Deci et al., (2017) suggests that when employees are autonomously motivated, either by intrinsic or extrinsic motivation that is internalized, it will result in better performance, creativity, innovative behavior and persistence.

SDT consists of three basic needs, namely the need for competence, the need for autonomy and the need for relatedness. When these basic psychological needs are met, individuals are more

likely to experience autonomous motivation. Autonomous motivation is motivation that comes from the individual himself and is driven by personal interests and pleasures. Conversely, when these needs are not satisfied, individuals can experience controlled motivation, namely motivation that comes from external rewards or pressures (Ryan & Deci, 2017) .

The main difference between SDT and most other motivation theories is that SDT focuses on autonomous versus controlled motivation, not on the sum total of motivations. Although SDT posits basic psychological needs that must be met in order to function optimally, it also describes the regulatory processes that underlie the direction of human behavior. While other theories focus on the energizers of motivated action, SDT addresses both basic motivational questions: how behavior is energized and how it is directed. (Gagne & Deci, 2005). SDT emphasizes that autonomous motivation produces good quality performance and high creativity in carrying out the work (Gagne & Deci, 2005).

Leader Autonomy Support

Leader Autonomy Support (LAS) is a leader behavior that fosters employee autonomous motivation (Ryan & Deci, 2017). A leader who is fully supportive of autonomy will provide workers with a sense of choice and the opportunity to do so, provide input, encourage more thoughtful behavior and self-initiative, take steps to acknowledge workers' perspectives, communicate informatively, and minimize the use of external controls, such as tangible rewards or sanctions, to motivate desired work behavior (Deci & Ryan, 1987 ; Slemp et al., 2018).

LAS is a leadership style of superiors that brings up and supports the growth of motivation from company employees (Slemp et al., 2018). There is an effort from the leader to support the perspective from the employee side, provide opportunities for freedom of choice and provide input and there are efforts to increase employee self-initiative (Baard, et al., 2004). Employees who feel greater autonomy support from leaders feel greater satisfaction of needs in the workplace and behave better at work.

Leader Autonomy Support is theorized to facilitate self-determination motivation in employees, which has the potential to improve well-being and performance (Ryan & Deci, 2017). The results showed that LAS was strongly and positively correlated with autonomous work motivation, and was unrelated to controlled work motivation.

Overall, Slemp et al., (2018) research supports autonomy support as a leadership approach that is consistent with self-determination and optimal functioning in the work environment. When employees feel that they are free to make choices about their work in their own way, they will find the work interesting, have better assessments of job satisfaction and proactively engage with their environment (Ryan & Deci, 2017).

Jungert et al., (2020) showed that coworker autonomy-supportive behaviors increase employee autonomous motivation in the work context. The impact of leader autonomy is more effective in the conventional work context while coworker autonomy support is more effective in the social work context. As a leadership style, autonomy support should result in more job-creating behaviors, freeing employees from cognitive constraints on what can or should be done in the workplace, thereby encouraging more exploratory, imaginative, and potentially creative work behaviors that push the boundaries of the work (Slemp et al., 2015). Such statements are consistent with research showing that job-creating behaviors increase when employees have the autonomy to do so, (Demerouti et al., 2015). One way to foster autonomous motivation is autonomy support. Being an autonomy-supportive leader means considering employee

perspectives and giving employees the opportunity to choose and initiate themselves (Baard, et al., 2004)

Islamic Autonomous Motivation

Autonomous motivation is defined as someone who pursues a goal for reasons that are personally meaningful, consistent with one's values and goals or because the goal is enjoyable and satisfying (Sheldon & Elliot, 1999). Autonomous motivation describes an individual's motivation to engage in a behavior according to their own desires and free choices (Stone et al., 2008). Research by Deci et al., (2017) suggests that autonomous motivation consists of willingness, volition and choice.

In motivation autonomous, effort done For pleasure And satisfaction in carrying out tasks or because it allows the achievement of aligned goals with one's personal values (Deci et al., 2017). Autonomous motivation is assessed heading in a good direction because it encourages employee efforts (Sheldon et al., 2004). Study Which done Deci et al., (2017) suggests that when employees are autonomously motivated, either by intrinsic motivation or by external motivation, extrinsic internalized, will generate performance, creativity, innovative behavior And better persistence.

Freedom in determining choices and the flexibility to act becomes a dilemma of employee autonomous motivation. Islamic values in self-development become a limitation in employees exercising freedom in acting and making choices which is one of the characteristics of autonomous motivation so that the activities carried out have the aim that autonomous motivation leads to self-development in accordance with the corridor of religious values.

Man own freedom For to wish (freedom of will) For trying to direct himself to be better and to develop himself or act towards bad behavior. This freedom is not absolute but is limited by his condition as a creature who is required to be responsible for what he does done (Bastaman, 2011). The main aspect in the life of an individual as a creature is one of them is self-development. Utilizing all of one's potential is the first step in the process of self-development. Humans have authority over their own lives. Where humans are consciously and able to determine the life goals they want and understand what steps are taken to achieve them (Bastaman, 2011). Most humans are not aware of their own potential, this causes a lack of significant self-change.

In the Qur'an, Surah At-Tin verse 4, it is stated that humans were created by Allah SWT in the best form and shape with various potentials that exist in humans. This potential must be developed as a form of gratitude to the Creator. The instinct of every human being as a creature is to develop to advance in their lives. However, many do not try optimally to realize this. As a creature that was created perfectly (Hanafi et al., 2018), humans were created with perfect minds to become better people. This is realized as a form of self-development.

Islamic Autonomous Motivation is a new concept offered to improve the weaknesses of autonomous motivation. The existence of Islamic Autonomous Motivation is expected to improve Sustainable Employee Innovative Behavior where the presence of Islamic values in autonomous motivation becomes a dimension of ukhrowi that perfects employee value. Islamic Autonomous Motivation will be a solution to the research gap and the existing gap phenomenon and a comprehensive model to improve ' Sustainable Employee Innovative Behavior' in Small and Medium Industries. The norms that exist in the Islamic religion become a limitation in employees carrying out autonomous motivation so that the activities carried out are in

Self Determination Theory indicators and Islamic values can be formulated into the concept of Islamic Autonomous Motivation , which can be interpreted as the involvement of individuals in an activity with full desire, will and personal choice based on a strong desire to recognize self-potential, develop themselves and change themselves into better beings in accordance with human nature as caliphs on earth to develop self-potentials that have been bestowed by Allah SWT. In this study, Islamic values related to self-development have three main indicators, namely recognition of self-potential, desire for self-development and willingness to change for the better.

Sustainable Employee Innovative Behavior

Employee innovative behavior refers to the creation of new ideas or methods by employees and their implementation in practice in the work process. Employee innovative behavior involves three stages: generating innovative ideas, seeking a coalition of supporters, and implementing innovative ideas in practice (Scott and Bruce, 1994). Employees who have innovative behavior always try to solve problems in new ways that are more effective and efficient than existing methods or solutions. Employee innovative behavior refers to the creation of new ideas or methods by employees and their implementation in practice in the work process. Janssen (2000) suggests that innovative behavior in the workplace has three dimensions :

a. Idea Generation (Ceating ideas)

Employees can explore the problems that exist in the company. After that, employees are able to create new ideas or ideas. The idea can be original from the employee concerned or a modification of a previously existing product or work process.

b. Idea Promotion (Sharing ideas)

Employees are willing to share new ideas and ideas that have been found to their colleagues, so that the idea can be accepted. In addition, there is also a collection of new ideas so that they can be implemented and realized within the company.

c. Idea Realization

Employees realize the new ideas and concepts they get into real products and work processes so they can be implemented so as to improve organizational performance.

George & Zhou (2001) stated that the characteristics of individuals who have innovative behavior are:

1. Looking for information about the latest technology, and new ideas.
2. Create creative ideas.
3. channel the ideas generated to colleagues.
4. Develop and implement new ideas.
5. Build a plan to realize the idea.

Innovation sustainable allow business actors to continue their business because sustainable innovation has a direct impact on competitive ability (Steiber, 2014). Sustainable innovation is defined as ability in increase effectiveness And strategy , namely exploitation and exploration

of employee and company capabilities (Boer et al., 2006). In other words, innovation is one of the important factors to pay attention to for Industry Small And Intermediate in order to develop. With do innovation Which Keep going continuously , Industry Small And Intermediate able to compete and his efforts continue production (sustainability).

Based on a comprehensive and in-depth literature review, the empirical model of this study can be seen in Figure 1.

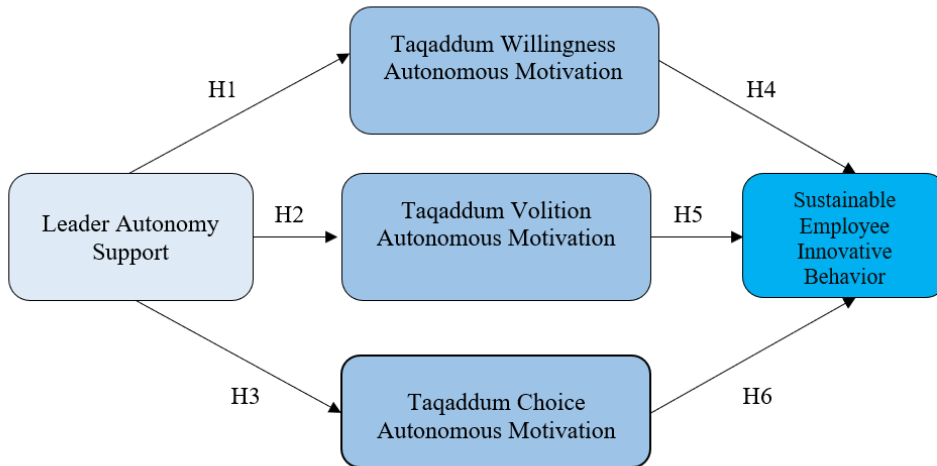


Figure 1: Empirical Research Model

Research Methods

This research is an explanatory research, which aims to explain the relationship between the studied variables and to elaborate on the studied objects through the collected data. This study falls under explanatory research at the associative level with a causal relationship type, meaning there are independent (influencing) and dependent (influenced) variables.

The researchers validated the measurement model by distributing questionnaires to respondents, specifically motif designer employees at Batik SMiS across Central Java Province, to test the relationship between antecedents and consequences of Islamic Autonomous Motivation using the Structural Equation Modeling (SEM) analysis tool. The sampling was conducted using a combination of online and offline methods: online through Google Forms and offline by directly distributing printed questionnaires. The sampling technique used was purposive sampling, considering that the respondents had to meet specific criteria, namely being actively employed as motif designer employees at Batik SMiS. This approach was chosen to ensure the data collected was relevant and accurate for the objectives of the study.

The data collection instrument was a structured questionnaire using a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) to measure the level of agreement with the statements related to Islamic Autonomous Motivation and its influencing factors.

Results and Discussion

Results

In this process, the researcher tested the six hypotheses by analyzing the critical ratio (CR) and probability of a causal relationship as in Figure 2 and Table 1.

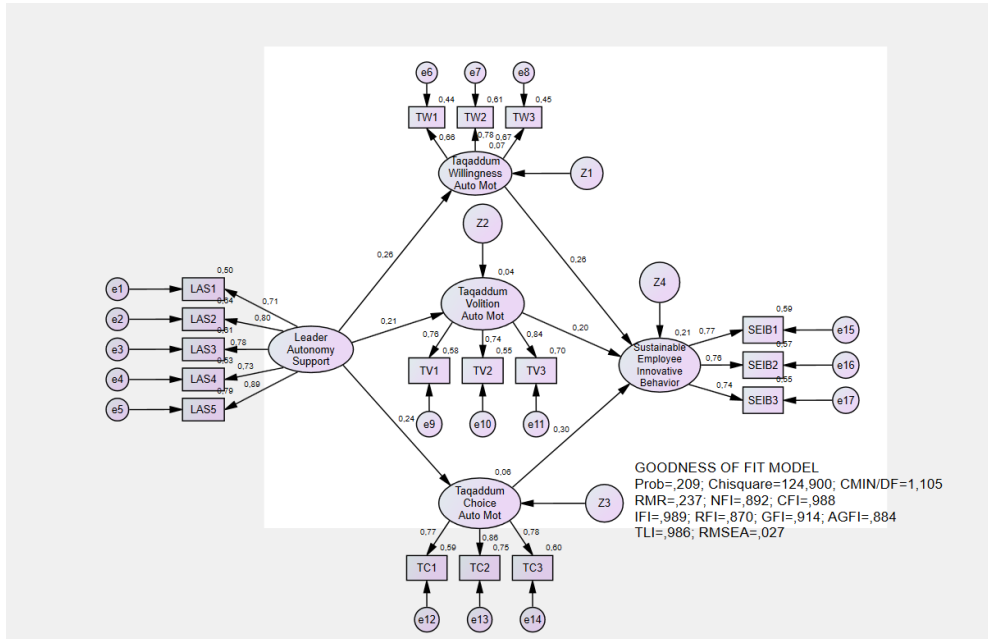


Figure 2: Structural Equation Model

Parameter	Cut Value	Results	Conclusion
Probability	≥ 0.05	0.209	Good Fit
CMIN/DF	>2.00	1,105	Marginal Fit
GFI	>0.90	0.914	Good Fit
RMSEA	<0.08	0.027	Good Fit
ECVI	$<8,226$	1,375	Good Fit
AGFI	>0.90	0.884	Marginal fit
NFI	>0.90	0.892	Marginal Fit
CFI	>0.95	0.988	Good Fit
RFI	>0.90	0.870	Marginal Fit
IFI	>0.95	0.989	Good Fit
TLI	>0.95	0.986	Good Fit
PNFI	>0.90	0.931	Good Fit

Table 1 Goodness of Fit Model

the Goodness of Fit Model analysis show that some parameters meet the expected criteria, while others only achieve marginal values. The Probability, GFI, RMSEA, ECVI, CFI, IFI, TLI and PNFI values indicate that the model has a good fit. However, there are several parameters that indicate that they only have a marginal fit. Overall, the model can be considered good enough

for further analysis.

	Relationship between variables	Estimate	CR	P
H1	<i>Leader Autonomy Support → Islamic Willingness Autonomous Motivation</i>	0.261	2,472	0.013
H2	<i>Leader Autonomy Support → Islamic Volition Autonomous Motivation</i>	0.210	2,231	0.026
H3	<i>Leader Autonomy Support → Islamic Choice Autonomous Motivation</i>	0.243	2,607	0.009
H4	<i>Islamic Willingness Autonomous Motivation → Sustainable Employee Innovative Behavior</i>	0.257	2,335	0,000
H5	<i>Islamic Volition Autonomous Motivation → Sustainable Employee Innovative Behavior</i>	0.196	2,060	0.020
H6	<i>Islamic Choice Autonomous Motivation → Sustainable Employee Innovative Behavior</i>	0.297	3,092	0.002

Table 2. Hypothesis Testing Results

Based on Table 2, it can be seen that all research hypotheses can be accepted or proven. A more detailed explanation of the causal relationship of each hypothesis testing result will be described as follows:

1. The Influence of Leader Autonomy Support on Islamic Willingness Autonomous Motivation

The first hypothesis proposed in this study is that if Leader Autonomy Support is higher, then Islamic Willingness Autonomous Motivation is higher. The Leader Autonomy Support variable is built by five indicators, including: (1) recognizing employee perspectives, (2) encouraging employee self-initiation, (3) offering opportunities to choose and provide input, (4) communicating in an informative rather than controlling manner, and (5) avoiding the use of rewards or sanctions to motivate behavior. Meanwhile, Islamic Willingness Autonomous Motivation is built by indicators (1) the desire to recognize one's potential, (2) the desire to develop oneself, and (3) the desire to change for the better as an individual. The estimated parameters between Leader Autonomy Support and Islamic Willingness Autonomous Motivation show significant results with a value of $Cr = 2.472$ or $CR \geq \pm 2.00$ with a significance level of 0.05. Thus, the first hypothesis is accepted, meaning that if Leader Autonomy Support is higher, then Islamic Willingness Autonomous Motivation is better. These results indicate that to increase Islamic Willingness Autonomous Motivation is built by Leader Autonomy Support.

2. The Influence of Leader Autonomy Support on Islamic Volition Autonomous Motivation

The second hypothesis is that if Leader Autonomy Support is higher, then Islamic Volition Autonomous Motivation is higher. The Leader Autonomy Support variable is built by five indicators, including: (1) recognizing employee perspectives, (2) encouraging employee self-initiation, (3) offering opportunities to choose and provide input, (4) communicating in an

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informative rather than controlling manner, and (5) avoiding the use of rewards or sanctions to motivate behavior. Meanwhile, Islamic Volition Autonomous Motivation is built by indicators (1) willingness to recognize self-potential, (2) willingness to develop oneself, and (3) willingness to change for the better as an individual. The estimation parameters between Leader Autonomy Support and Islamic Volition Autonomous Motivation show significant results with a value of $Cr = 2.231$ or $CR \geq \pm 2.00$ with a significance level of 0.05. Thus, the first hypothesis is accepted, meaning that if Leader Autonomy Support is higher, then Islamic Volition Autonomous Motivation is better. These results indicate that to increase Islamic Volition Autonomous Motivation is built by Leader Autonomy Support.

3. The Influence of Leader Autonomy Support on Islamic Choice Autonomous Motivation

The third hypothesis is that if Leader Autonomy Support is higher, then Islamic Choice Autonomous Motivation is higher. The Leader Autonomy Support variable is built by five indicators, including: (1) recognizing employee perspectives, (2) encouraging employee self-initiation, (3) offering opportunities to choose and provide input, (4) communicating in an informative rather than controlling manner, and (5) avoiding the use of rewards or sanctions to motivate behavior. Meanwhile, Islamic Choice Autonomous Motivation is built by indicators (1) making choices that support self-potential recognition, (2) making choices that support self-development, and (3) making choices that support changes to be better individually. The estimation parameters between Leader Autonomy Support and Islamic Choice Autonomous Motivation show significant results with a value of $Cr = 2.607$ or $CR \geq \pm 2.00$ with a significance level of 0.05. Thus, the first hypothesis is accepted, meaning that if Leader Autonomy Support is higher, then Islamic Choice Autonomous Motivation is better. These results indicate that to improve Islamic Choice Autonomous Motivation is built by Leader Autonomy Support.

4. The Influence of Islamic Willingness Autonomous Motivation on Sustainable Employee Innovative Behavior

The fourth hypothesis is that if Islamic Willingness Autonomous Motivation is higher, then Sustainable Employee Innovative Behavior is higher. The Islamic Willingness Autonomous Motivation variable is built by indicators (1) the desire to recognize self-potential, (2) the desire to develop oneself, and (3) the desire to change for the better as an individual. Meanwhile, Sustainable Employee Innovative Behavior is built by indicators (1) Creating new ideas continuously, (2) Sharing new ideas and concepts that have been found with colleagues continuously, and (3) Realizing new ideas and concepts continuously. The estimated parameters between Islamic Willingness Autonomous Motivation and Sustainable Employee Innovative Behavior show significant results with a value of $Cr = 2.335$ or $CR \geq \pm 2.00$ with a significance level of 0.05. Thus, the first hypothesis is accepted, meaning that if Islamic Willingness Autonomous Motivation is higher, then Sustainable Employee Innovative Behavior is higher. Behavior is getting better. The results indicate that to improve Sustainable Employee Innovative Behavior is built by Islamic Willingness Autonomous Motivation.

5. The Influence of Islamic Volition Autonomous Motivation on Sustainable Employee Innovative Behavior

The fifth hypothesis is that if Islamic Volition Autonomous Motivation is higher, then Sustainable Employee Innovative Behavior is higher. The Islamic Volition Autonomous

Motivation variable is built by indicators (1) Willingness to recognize self-potential, (2) Willingness to develop oneself, and (3) Willingness to change for the better as an individual. While Sustainable Employee Innovative Behavior is built by indicators 1) Creating new ideas continuously, (2) Sharing new ideas and concepts that have been found with colleagues continuously, and (3) Realizing new ideas and concepts continuously. The estimation parameters between Islamic Volition Autonomous Motivation and Sustainable Employee Innovative Behavior show significant results with a Cr value = 2,060 or $CR \geq \pm 2.00$ with a significance level of 0.05. Thus, the first hypothesis is accepted, meaning that if Islamic Volition Autonomous Motivation is higher, then Sustainable Employee Innovative Behavior is getting better. The results indicate that to improve Sustainable Employee Innovative Behavior is built by Islamic Volition Autonomous Motivation.

6. The Influence of Islamic Choice Autonomous Motivation on Sustainable Employee Innovative Behavior

The sixth hypothesis is that if Islamic Choice Autonomous Motivation is higher, then Sustainable Employee Innovative Behavior is higher. The Islamic Choice Autonomous Motivation variable is built by indicators (1) making choices that support self-potential recognition, (2) making choices that support self-development, and (3) making choices that support changes to be better as an individual. Meanwhile, Sustainable Employee Innovative Behavior is built by indicators 1) Creating new ideas continuously, (2) Sharing new ideas and concepts that have been found with colleagues continuously, and (3) Realizing new ideas and concepts continuously. The estimation parameters between Islamic Choice Autonomous Motivation and Sustainable Employee Innovative Behavior show significant results with a value of Cr = 3,092 or $CR \geq \pm 2.00$ with a significance level of 0.05. Thus, the first hypothesis is accepted, meaning that if Islamic Choice Autonomous Motivation is higher, then Sustainable Employee Innovative Behavior is higher. Behavior is getting better. The results indicate that to improve Sustainable Employee Innovative Behavior is built by Islamic Choice Autonomous Motivation

Discussion

1. The Influence of Leader Autonomy Support on Islamic Willingness Autonomous Motivation

Within the framework of *Self-Determination Theory* (SDT), leader autonomy support plays a vital role in fostering autonomous motivation, including Islamic Willingness Autonomous Motivation. SDT posits that the fulfillment of basic psychological needs—autonomy, competence, and relatedness—forms the foundation of intrinsic motivation. When leaders acknowledge employees' perspectives, encourage self-initiative, and avoid excessive control, individuals are more likely to feel free to act in accordance with their internalized values, such as Islamic teachings. This leads to motivation driven not by obligation, but by a genuine desire to grow and perform based on spiritual values. Thus, the results of this hypothesis reinforce the idea that an autonomy-supportive work environment can foster spiritually driven motivation such as Islamic Willingness Autonomous Motivation.

In real-life settings, this is evident among employees at SMiS Batik, who show greater enthusiasm to work with Islamic values when they are given space to express ideas, make decisions, and carry out roles according to their potential. In some departments, they show willingness to improve their skills without being asked or pressured by their superiors. This

phenomenon illustrates that autonomy at work aligns with individuals' inner drive to become better both spiritually and professionally. This is also reflected in the high level of participation in internal training and personal development activities based on Islamic values. It shows that an autonomy-supportive environment not only nurtures competent employees but also spiritually independent ones.

2. The Influence of Leader Autonomy Support on Islamic Volition Autonomous Motivation

SDT emphasizes the importance of internalizing values in the development of autonomous motivation. Islamic Volition Autonomous Motivation reflects motivation that arises from the conscious and willing acceptance of values. When leaders provide autonomy support, employees do not just perform tasks out of obligation, but because they voluntarily choose to act based on internalized Islamic values. This indicates that a work environment that respects independent thinking and behavior contributes to the development of motivation based on strong volition. Thus, this hypothesis aligns with SDT, which asserts that autonomy is a key psychological condition for fostering volition-based motivation.

This is evident in situations where employees perform their duties sincerely—for instance, completing tasks responsibly even without supervision. They are also willing to go beyond their formal responsibilities because they see it as part of their moral and spiritual commitment. In some cases, employees even initiate social activities that promote Islamic values in the workplace. Their willingness to change and act positively does not come from external pressure but from faith and self-awareness. This confirms that autonomy-supportive leadership can spark spiritual motivation rooted in inner volition.

3. The Influence of Leader Autonomy Support on Islamic Choice Autonomous Motivation

In SDT, choices based on internal values reflect the highest level of motivation, known as integrated regulation. Islamic Choice Autonomous Motivation arises when individuals make decisions aligned with deeply held Islamic values. With leader autonomy support, employees have the freedom to make work-related choices that are not only effective but also reflect their spiritual principles. This demonstrates that when leaders avoid excessive control and instead offer trust, employees are more likely to self-direct their behavior in alignment with their internalized Islamic values. Therefore, this finding is consistent with SDT's premise that autonomy is a key psychological need for fostering value-driven choice motivation.

This phenomenon can be seen in employees' day-to-day decisions that take into account moral and spiritual aspects. For example, when choosing how to complete tasks, they tend to prefer methods that are not only efficient but also ethical and spiritually meaningful. Employees also commonly reject bribery or unethical actions even when unsupervised. In their work process, they prefer sharing knowledge with peers, seeing it as a form of social contribution in line with Islamic teachings. These choices show that the autonomy provided by leaders influences decision-making aligned with internalized Islamic values.

4. The Influence of Islamic Willingness Autonomous Motivation on Sustainable Employee Innovative Behavior

In SDT, autonomous motivation encourages individuals to pursue personally meaningful and intrinsically valuable goals. Islamic Willingness Autonomous Motivation is a manifestation of

spiritual drive to grow and become a better person. When this motivation is strong, employees tend to take initiative to innovate because they view it as a form of self-actualization and moral responsibility. Innovation is not just a job requirement but a way to serve higher values. Therefore, spiritually driven motivation based on willingness strengthens sustainable innovative behavior.

This is observable through the emergence of new ideas in designing batik patterns with Islamic values and the collaboration among employees to create more efficient and environmentally friendly production processes. Some employees actively propose new work methods even without being asked. They view innovation not only for business purposes but also as a contribution to society and religion. This shows that the desire to become a better person can drive innovative behavior that is realized through consistent and meaningful actions.

5. The Influence of Islamic Volition Autonomous Motivation on Sustainable Employee Innovative Behavior

SDT holds that volitional motivation reflects an individual's conscious acceptance and internalization of values. In the context of Islamic Volition Autonomous Motivation, innovation arises from a sincere desire to contribute and improve oneself according to Islamic principles. Employees who are motivated volitionally do not merely carry out tasks but strive to create new and better solutions because they feel it is a spiritual responsibility. Therefore, this finding supports SDT's claim that autonomous motivation enhances creative engagement at work.

In practice, employees with high volitional motivation are consistently driven to innovate. They tend not to be easily satisfied with existing achievements and actively seek ways to improve their work outcomes. Some even become change agents within their teams, whether in terms of technology or work procedures. Their sincerity and willingness to innovate—even without direct rewards—demonstrate a strong internal drive. This proves that volitional motivation can be a key driver of sustainable innovation.

6. The Influence of Islamic Choice Autonomous Motivation on Sustainable Employee Innovative Behavior

Autonomous choice-based motivation, according to SDT, represents the most deeply integrated form of motivation, where individuals not only accept values but also actively choose to live by them. Islamic Choice Autonomous Motivation reflects a deliberate and conscious commitment to innovation aligned with Islamic values and personal life goals. When this motivation is strong, employees consistently generate ideas and solutions because they feel it is part of their personal and spiritual responsibility. This finding shows that when individual choices align with Islamic values, innovative behavior becomes more sustainable and meaningful.

This is evident in how employees consistently pursue innovative ideas despite challenges such as limited resources or technical barriers. They choose to continue innovating because they believe it is morally and spiritually the right thing to do. For instance, some employees opt to use environmentally friendly materials in the batik process because they believe in the importance of preserving God's creation. Others choose to share their innovations with colleagues, viewing it as a form of dawah through work. This shows that sustainable innovation is not only motivated by business logic but also by spiritually grounded life choices.

Conclusion

This study found a new concept, namely Islamic Autonomous Motivation (IAM) which is interpreted as the involvement of individuals in an activity with full desire, will and personal choice based on a strong desire to recognize self-potential, self-development and change oneself into a better creature in accordance with human nature as a caliph on earth to develop self-potentials that have been bestowed by Allah SWT. In this study there are three dimensions of Islamic Autonomous Motivation, namely Islamic Willingness Autonomous Motivation, Islamic Volition Autonomous Motivation and Islamic Choice Autonomous Motivation.

The findings of this study provide strong evidence that Leader Autonomy Support is very important in forming high autonomous motivation among employees. This support not only increases willingness, but also volition and choice, all of which contribute to achieving better work performance in the small and medium batik industry in Central Java. The results of the analysis also show that Islamic Autonomous Motivation has a positive and significant influence on the creation of Sustainable Employee Innovative Behavior in the small and medium batik industry in Central Java. The three dimensions of Islamic Autonomous Motivation have been shown to play an important role in encouraging employees to demonstrate sustainable innovative behavior in their work. High autonomous motivation can be the main driver for employees to continue to innovate and contribute to the development of the batik industry.

Future Research Agenda

Future research agendas can focus on several areas to broaden the understanding of the influence of Leader Autonomy Support and autonomy motivation factors on employee innovative behavior. Future research can expand the scope of the sample by involving more sectors or organizations outside of Batik SMEs in Central Java Province, including the private sector and government in different regions, to test whether the results of this study are universal or more limited to certain contexts. In addition, longitudinal research that observes changes in the influence of Leader Autonomy Support on employee autonomy motivation and innovation over time will provide insight into the long-term impact of autonomy support and how the relationship evolves with changes in the organization.

Future research could also explore other variables that influence motivation and innovation, such as organizational culture, job satisfaction, and transformational leadership, to provide a more holistic understanding of the factors that drive employees to innovate and take initiative. By introducing more diverse measurement instruments, such as direct observation, in-depth interviews, or case studies, this research can reduce subjective bias and provide a broader perspective on the phenomenon being studied. In addition, future research could also examine individual differences, such as the influence of personal characteristics, work experience, or education level on individual responses to Leader Autonomy Support and the resulting level of innovation, so that organizations can tailor their approaches to maximize employees' innovation potential. Finally, research that examines the relationship between autonomy support and long-term organizational outcomes, such as productivity and overall performance, can identify whether the intrinsic motivation that develops from autonomy directly contributes to better performance outcomes for organizations.

Based on the limitations of the research, the research agenda to be implemented in the future is expected to add independent variables that influence sustainable employee innovative behavior such as organizational commitment, psychological capital, corporate innovation, leadership,

social capital and job characteristics.

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