

Ihsan Achievement Oriented Leadership: An Antecedent in Improving Human Resource Performance

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Abstract

The success of a leader in a business organization is determined by the leader ability to guide and to inspire subordinates to be willing to contribute to organizational goals. In addition, in an organization where the majority of its members are Moslems, a suitable leader is a leader who has Islamic values or commonly known as ihsan achievement-oriented leadership (IAOL). From the IAOL leadership model, it can encourage employees to always be involved in ta'awun behavior which can eventually give impact on HR performance in a business organization. From leadership models that have been studied by researchers, only a few have explored the IAOL and ta'awun leadership models, as well as their outputs on HR performance. The objective of this study was to contribute to the development of research on the IAOL leadership model, ta'awun behavior and HR performance. This study examined the mediating role of ta'awun behavior on the influence of IAOL leadership on HR performance. Data were collected from employees who work in a construction service company with a total sample of 141 people, and this study used a quantitative research paradigm with Partial Least Square (PLS) analysis tools. The results of this study indicated that the factor that can improve the performance of human resources is the IAOL leadership model, and its influence can be mediated perfectly by ta'awun behavior. Concisely, ta'awun behavior is able to act as a mediating variable on the influence of IAOL leadership on HR performance.

Keywords

Ta'awun behavior; ihsan achievement oriented leadership; human resource performance



I. Introduction

In accordance with the growing uncertainty and new challenges faced by organizations in a dynamic environment, most of the managers of large organizations have focused on creating an organizational vision that supports changes in the organizational environment. The creation of an organizational vision also encourages the improvement of organizational culture in line with the development of the environment, increases employee motivation which aims to increase the competitive advantage of an organization (Wang et al., 2019). An appropriate approach to increasing competitive advantage in organizations in a changing environment is the ta'awun concept (Sudarti et al., 2021).

Although many researchers are interested in studying the impact of ta'awun on organizational development and transformation, researchers still find a lack of knowledge regarding the effect of ta'awun at the individual level. In this study, the researchers attempt to investigate how the role of ta'awun can directly affect the performance of individual employees. The direct role that occurs in the effect of ta'awun on performance can be

explained in previous researches and it is still possible to find research gaps to be investigated (Sudarti et al., 2021).

The researchers provide *ihsan* achievement-oriented leadership (IAOL) (excellent work motivation, goodness as investment, spirit of spirituality) as a variable that can be associated with *ta'awun* behavior and HR performance. Many researches on leadership that are associated with organizational performance have not yet been explored with Islamic values. Thus, it is necessary to develop a new concept of leadership that is oriented towards Islamic values (Sodikin et al., 2021). Moreover, apart from the lack of research on leadership with Islamic values, many studies have investigated the effect of extra-role behavior on employee performance, but few studies have explored the role of *ta'awun* on performance (Chen & Yang, 2012; Sudarti et al., 2021). Hence, the researchers are interested in investigating the impact of IAOL and *ta'awun* on HR performance.

The research will be conducted in a private sector organization, namely PT. Hidup Indah Berkah (HIB) in Indonesia, due to PT. PT. Hidup Indah Berkah Group is indicated to be in line with the theme of this research. PT. Hidup Indah Berkah is a construction company with experience working on national projects. The phenomenon that exists at PT. Hidup Indah Berkah is the presence of employees who are still not honest in carrying out the responsibilities assigned by the company. Another phenomenon is that there are some employees who are not willing to help their colleagues when they face difficulties in completing the tasks assigned by the company. With this phenomenon in the workplace, the researchers assume that IAOL's leadership can be a solution to direct employees to an Islamic way of working that upholds honesty and mutual help towards colleagues. It is hoped that PT. Hidup Indah Berkah Group can implement leadership that prioritizes Islamic ways of working and promotes honesty, as well as a work culture of helping colleagues who are having difficulties. Employees who work at the organization PT. Hidup Indah Berkah Group is also more performance-oriented, but does not rule out Islamic values to achieve organizational goals. Therefore, the characteristics of respondents taken from the organization of PT. Hidup Indah Berkah Group is more representative if it is used to examine the mediating role of *ta'awun* on the effect of IAOL leadership model on employee performance.

II. Review of Literature

2.1 Social Exchange Theory

This study uses social exchange theory as a basic theory to describe the phenomenon of social exchange that occurs between a leader (Sodikin et al., 2021) with a high level of non-transactional work orientation and their followers, and also describes the phenomenon between employees who are involved in *ta'awun* (Sudarti et al., 2021). The social exchange theory developed by Blau (1964) states that an employee will be more inclined to exchange socially than economically, to motivate and inspire co-workers in inculcating extra role behavior, thus enabling employees to be more likely to be loyal to their organization. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). In addition, improvement in HR performance and organizational performance can be achieved.

In the context of *ta'awun*, employees who have a high level of *ta'awun* can show performance more positively and sustainably about social exchange activities when

compared to employees who have a lower level of *ta'awun* (Bolino et al., 2013; Sudarti et al., 2021). In other words, *ta'awun* norms cannot be found completely in employees who have low levels of social exchange. In short, the social exchange that occurs between employees aims to create a stimulus for each employee in an organization to involve themselves in *ta'awun* behavior or extra role behavior based on sincerity in helping others and for worship purposes. Eventually, for employees who have low social exchange, it is difficult to trigger *ta'awun* behavior (Sudarti et al., 2021).

2.2 Ihsan Achievement Oriented Leadership (IAOL) dan Kinerja Sumber Daya Manusia

As referring to the understanding of the IAOL leadership model concept proposed by Sodikin et al. (2021) which states that Ihsan Achievement Oriented Leadership (IAOL) is a type of leadership that is oriented towards superior performance based on the involvement of Ihsan's spiritual values. A leadership model based on ethical values will encourage the welfare and performance of organization members as a whole. Correspondingly, Sarwar et al. (2020) ensured that leadership with ethical values has a relatively strong relation with well-being and performance. They further state that the behavior of leaders who blame members for their weaknesses and praise the work of others is a form of failure (Sarwar et al., 2020). Leaders who have reflexivity and ethical foundation will engage in full awareness of behavior and situations to achieve organizational goals. This process involves values, relationships, identities, motives, and goals (Sodikin et al., 2021). Leaders in an organization can develop processes to overcome resistance to knowledge sharing and establish collaborative contexts. Leaders who have a solid ethical foundation can develop and facilitate organizational contexts with new meaning, trust, and cooperative relationships between leaders and followers.

H1a: *Excellent Work Motivation* has a positive effect on human resource performance.

H1b: *Goodness as Investment* has a positive effect on human resource performance.

H1c: *Spirit of Spirituality* has a positive effect on human resource performance.

2.3 Ihsan Achievement Oriented Leadership (IAOL) and Ta'awun Behavior

In general, *ta'awun* behavior can involve several behaviors, including helping others, volunteering for additional tasks assigned by superiors, complying with workplace rules and procedures. *Ta'awun* in an Islamic perspective is used to describe individual actions following Sharia, where each individual does goodness in helping colleagues solely to gain the pleasure of Allah (Sudarti et al., 2021). *Ta'awun* in Islam is a form of self-awareness of Moslems who work in an organization. Work is not only about doing work according to the job description but it is about lightening the burden on the organization by doing useful activities and preventing the organization from voluntarily losing. This behavior is characterized by helping others voluntarily. Islam has emphasized this behavior with a view to the welfare of individuals and society (Fard et al., 2020).

H2a: *Excellent Work Motivation* has a positive effect on *ta'awun* behavior.

H2b: *Goodness as Investment* has a positive effect on *ta'awun* behavior.

H2c: *Spirit of Spirituality* has a positive effect on *ta'awun* behavior.

2.4 Ta'awun Behavior and Human Resource Performance

Sudarti et al. (2021) emphasized that the concept of *ta'awun* behavior is included in Islamic teachings which play an important role in everyday life. Beekun (1997) stated that

Islamic teachings have formed a very comprehensive life system that is based on ethics and is also able to guide its followers in all areas related to life, including social and economic factors. Islamic teachings play a vital role in human life, either at the individual, family or organizational levels. A good Moslem is one who can carry out his work not only by seeking rewards but especially by worshipping Allah (Zahrah et al., 2016). For a Moslem, work is worship (Pfeffer and Veiga, 2009). This is stated in the Qur'an in Ad-Dhariyat verse 56: "I did not create jinn and humans except to worship Me." Islam teaches its adherents to work solely for the pleasure of Allah (Sharabi, 2014). This understanding implies that a Moslem will apply Islamic values in the life of his organization (Sudarti et al., 2021).

H3: *Ta'awun* behavior affects the performance of human resources

2.5 Mediating *Ta'awun* Behavior on the IAOL Leadership Model on Human Resource Performance

In general, Sodikin et al. (2021) stated that the IAOL leadership model has a very significant difference with other leadership models. IAOL leadership model is unique in its spirit to achieve superior achievements based on values that are pleasing to God, which is often called *ihsan*. *Ihsan* values are the main values that emphasize more on the values taught by God to maintain the harmonization of groups and the environment, so that these values are not transactional and individual values. IAOL leadership also has the spirit that human beings must have high optimism to achieve the best work results, but the best results do not only lead to material things, but it can also be oriented towards long-term happiness in the next life (Sodikin et al., 2021).

H4: *Ta'awun* behavior mediates the influence of IAOL leadership on human resource performance

Based on the logic of thinking and the development of research hypotheses that have been compiled, researchers can describe a conceptual framework to capture the phenomenon under study and to make it easier to understand the influence between the constructs involved in the present research.

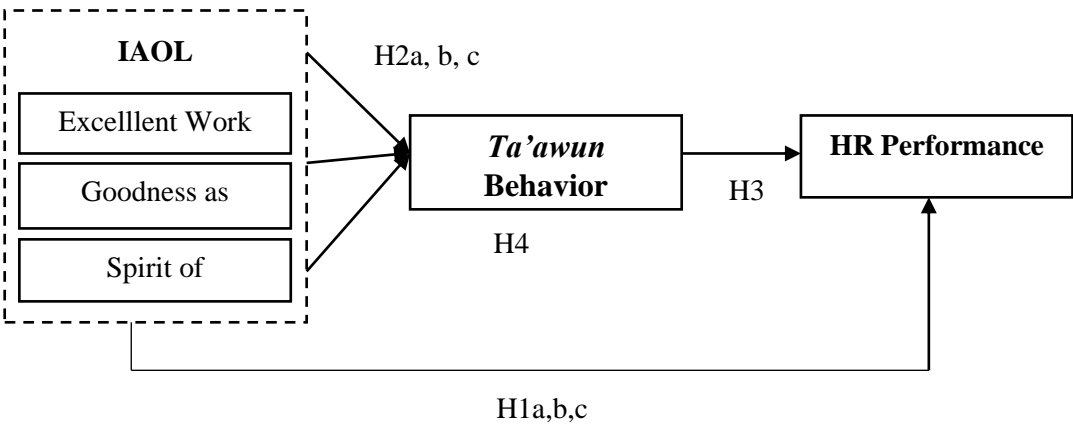


Figure 1. Conceptual Framework

III. Research Method

This study uses primary data in the form of respondents' perceptions of the research construct as outlined in the form of questions arranged in the research questionnaire. The research constructs involved in this study are IAOL leadership, ta'awun, and HR performance. Some of the constructs involved have been conceptualized to influence each other. The criterion determined by the researchers is someone who works at the company PT. Hidup Indah Berkah Group. Furthermore, the whole description of research sampling techniques uses non-probability techniques, which means that researchers do not provide equal opportunities for each element or member of the population to be selected as samples (Cooper & Schindler, 2014). In addition, this study uses a unit of analysis based on individual level analysis, with purposive sampling method of sample collection. The number of samples set by the researcher is based on the ten times rule of thumb (Hair et al., 2014). Based on these rules, the researchers determined that the minimum sample used in testing the research hypothesis using SEM-PLS was 125 respondents for the research model involving two research variables. At the data collection phase, the researchers used a self-administered survey by distributing online questionnaires to respondents through the Google Form application which would later be distributed and filled out independently by the targeted respondents (Cooper & Schindler, 2014).

IV. Discussion

4.1 Research Respondents

This study involved 141 respondents, where all respondents are permanent employees of PT. HIB Group, a company engaged in the construction sector. The following is a description of the characteristics of the respondents in terms of gender, age, position, years of service, education and department. The results of the acquisition of respondent data can be shown in table 1 about the distribution of respondents.

Table 1. Distribution of Research Respondents

Sex	Total	Percentage
Male	93	66 %
Female	48	34 %
Total	141	100 %

Level of education	Total	Percentage
Junior High School/Equivalent	2	1.4 %
Senior High School/Equivalent	21	14.9 %
Diploma 1	1	0.7 %
Diploma 3	4	2.8 %
Diploma 4	1	0.7 %
Bachelor	101	71.6 %
Master	10	7.1 %
Total	141	100 %

Working Experience	Number	Percentage
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Less than 1 year	22	15.6 %
1-3 years	40	28.4 %
3-5 years	39	27.7 %
More than 5 years	40	28.4 %
Total	141	100 %

Source: Primary data that has been processed, 2022

4.2 Construct Validity Test

The validity test is carried out in two stages; the first is the convergent validity test and the second is the discriminant validity test. Hair et al., (2014) stated that the convergent validity test criteria were said to be valid if the Factor Loading indicator value was more than 0.7 but values below 0.7 (still between 0.41 to 0.69) must still be considered, while for indicators that have a Loading Factor of less than 0.4, the indicator must be deleted. Table 2. shows the factor loading value for the construct.

Table 2. Convergent Validity Test						
Variables	Indicators	EWM	GaI	KINERJA	SoS	TWN
<i>Excellent Work Motivation</i>	EWM1	0,792				
	EWM2	0,820				
	EWM3	0,822				
	EWM4	0,820				
<i>Goodness as Investment</i>	GaI1		0,787			
	GaI2		0,785			
	GaI3		0,796			
	GaI4		0,805			
<i>HR Performance</i>	K1			0,774		
	K2			0,767		
	K3			0,778		
	K4			0,707		
	K5			0,805		
	K6			0,746		
	K7			0,753		
<i>Spirit of Spirituality</i>	SoS1				0,795	
	SoS2				0,901	
	SoS3				0,881	
	SoS4				0,883	
	SoS5				0,868	
<i>Ta'awun Behavior</i>	TWN1					0,786
	TWN2					0,726
	TWN3					0,815
	TWN4					0,817
	TWN5					0,761
	TWN6					0,853
	TWN7					0,787
	TWN8					0,838
	TWN9					0,764

Source: Processed Primary Data, 2022

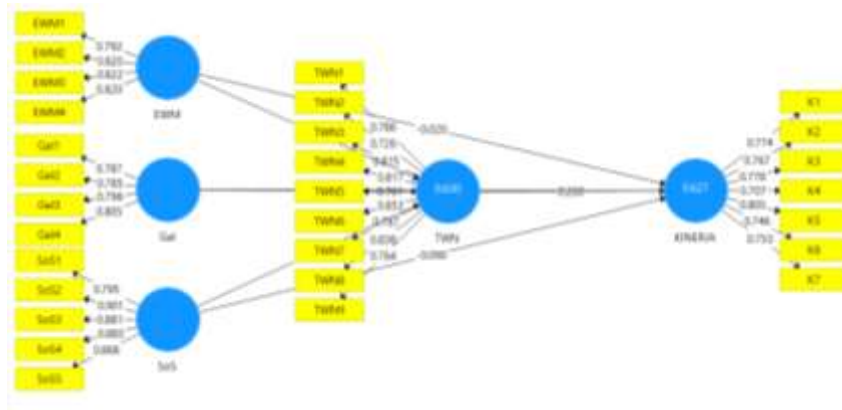


Figure 7. Path Diagram

Based on the results of the measurement model testing shown in Table 2, it reveals that the validity of measuring instruments that uses many indicators is convergently based on the logic that the indicators in one construct will have similar and clustered movements and have reached the loading factor above. 0.5. The model of the convergent validity test results can be seen in Figure 7.

4.3 Discriminant Validity Test

The second validity test is to test the discriminant validity aspect. This test is based on the logic that the indicators of a construct differ (diverge) with other constructs. According to Hair et al. (2014) a construct has discriminant validity if the construct indicator has the highest Loading value (AVE root value) in its own construct group (Hair et al., 2014). Therefore, a construct is said to be discriminantly validated when the AVE root value can explain the construct itself. Discriminant Validity shows that the latent construct predicts whether the value of the construct is better than the value of other constructs by looking at the correlation value of the construct in Cross Loadings.

Table 3. Cross Loadings

Variables	Indicator	EWM	GaI	KINERJA	SoS	TWN
<i>Excelllent Work Motivation</i>	EWM1	0,792	0,568	0,440	0,098	0,540
	EWM2	0,820	0,596	0,515	0,005	0,570
	EWM3	0,822	0,669	0,571	-0,085	0,592
	EWM4	0,820	0,559	0,446	0,051	0,652
<i>Goodness as Investment</i>	GaI1	0,512	0,787	0,539	-0,027	0,565
	GaI2	0,557	0,785	0,687	-0,065	0,469
	GaI3	0,611	0,796	0,556	0,002	0,631
	GaI4	0,647	0,805	0,661	0,099	0,628
HR Performance	K1	0,408	0,581	0,774	-0,053	0,384
	K2	0,368	0,538	0,767	-0,093	0,459
	K3	0,494	0,690	0,778	0,037	0,491
	K4	0,406	0,477	0,707	0,040	0,529
	K5	0,572	0,683	0,805	-0,067	0,583
	K6	0,374	0,491	0,746	-0,145	0,447
	K7	0,572	0,611	0,753	0,040	0,625

<i>Spirit of Spirituality</i>	SoS1	-0,065	-0,019	-0,039	0,795	0,051
	SoS2	0,015	0,002	-0,036	0,901	0,207
	SoS3	-0,009	-0,019	-0,086	0,881	0,105
	SoS4	0,069	0,089	0,029	0,883	0,154
	SoS5	0,014	-0,039	-0,060	0,868	0,136
<i>Ta'awun Behavior</i>	TWN1	0,673	0,606	0,571	0,188	0,786
	TWN2	0,529	0,505	0,338	0,081	0,726
	TWN3	0,538	0,530	0,500	0,181	0,815
	TWN4	0,500	0,594	0,609	0,155	0,817
	TWN5	0,583	0,604	0,593	0,018	0,761
	TWN6	0,593	0,602	0,590	0,136	0,853
	TWN7	0,564	0,598	0,487	0,106	0,787
	TWN8	0,595	0,594	0,489	0,135	0,838
	TWN9	0,592	0,537	0,527	0,204	0,764

Source: Processed Primary Data, 2022

From the results of the Cross Loadings measurement shown in the table above, it can be seen that all indicators have a greater correlation coefficient with each of their own variables compared to the correlation coefficient of the indicator with other variables, so that it can be concluded that each indicator in the block is a constituent variable or the construct in the column.

Table 4. Root Value of *Average Variant Extracted* (AVE)

	EWM	GaI	KINERJA	SoS	TWN
EWM	0.814				
GaI	0.737	0.793			
KINERJA	0.608	0.772	0.762		
SoS	0.017	0.007	-0.042	0.867	
TWN	0.724	0.725	0.665	0.169	0.795

Source: Processed primary data, 2022. EWM = *Excelllent Work Motivation*, GaI = *Goodness as Investment*, SoS = *Spirit of Spirituality*, TWN = *Ta'awun Behavior*

Based on the results above, it can be seen that the root value of the Average Variance Extracted (AVE) of each variable has a higher score when compared to the correlation value between that variable and other variables in the model. With this, it can be stated that according to the test with the roots of Average Variance Extracted (AVE), the model has a good Discriminant Validity. Thus, based on the Convergent Validity test and the reliability test, the items and variables that are feasible have been obtained.

4.4 Reliability Test

The rule that is commonly used is the value of Cronbach's alpha and Composite reliability 0.70 (Hair et al., 2014). The reliability of a research instrument can be seen in the value of Cronbach's Alpha which assesses a positive relation to the number of items on the scale (Hair et al., 2014). Acceptable Cronbach's Alpha scores range from 0.60 to 0.70 (Hair et al., 2014). Table 4.10 provides the value of the results of the reliability test on the research construct.

Table 5. Reliability Test

Variable	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	AVE
EWM	0.830	0.887	0.662
GaI	0.804	0.872	0.629
Kinerja	0.880	0.906	0.581
SoS	0.920	0.938	0.751
TWN	0.927	0.939	0.632

Source: Processed primary data, 2022. EWM = *Excelllent Work Motivation*, GaI = *Goodness as Investment*, SoS = *Spirit of Spirituality*, TWN = *Ta'awun Behavior*

The test results based on the output above show that the results of Composite Reliability and Cronbach's Alpha reveal a satisfactory value, namely the value of each variable is above the value of 0.7. This shows the consistency and stability of the instrument used is high. In other words, all the constructs or variables of this study have become a fit measuring tool, and all the questions used to measure each construct have good reliability. In addition, according to Hair et al. (2014) the tolerance limit of Cronbach's Alpha value of more than 0.60 is still acceptable. Furthermore, the value of Composite Reliability for each construct is in the threshold of more than 0.70. Therefore, it can be concluded that all constructs are said to be reliable.

4.5 Inner Model Test

The inner model test in this study refers to the analysis of the R Square value. This analysis is to determine the percentage of endogenous construct variability that can be explained by exogenous construct variability. This analysis is also to find out the goodness of the structural equation model.

Table 6. *R Square Value*

Variable	<i>R Square</i>
KINERJA	0.627
TWN	0.630

Source: Processed primary data, 2022. TWN = *Ta'awun Behavior*

The output results above show that the value of R Square means the percentage contribution of the influence of exogenous variables to endogenous variables. The R Square of the TWN variable is 0.630 (63%) meaning that the contribution of the IAOL variable to TWN is 63% while the rest is explained by other variables outside the model studied. The R Square of the PERFORMANCE variable is 0.627 (62.7%) meaning that the contribution of the IAOL and TWN variables to KINERJA is 62.7% while the remaining is explained by other variables outside the model studied.

4.6 Direct Effect Significance Test (Direct Effect)

Afterwards, the researchers tested the research hypotheses by following the testing mechanism carried out by Baron & Kenny (1986) related to the mediation-moderation test.

Table 7. Specific Direct Effect Hypothesis Test
Total Effects Mean, STDEV, T-Values, P-Values

Hypotheses	<i>Original Sample</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation</i>	<i>T-Statistics (IO/STDEVI)</i>	<i>P-Value</i>	<i>Conclusion</i>
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	(O)	(STDEV)				
EWM → KINERJA	-0.020	-0.023	0.103	0.192	0.848	Rejected
EWM → TWN	0.412	0.410	0.091	4.521	0.000	Accepted
GaI → KINERJA	0.599	0.600	0.075	8.026	0.000	Accepted
GaI → TWN	0.420	0.424	0.094	4.449	0.000	Accepted
SoS → KINERJA	-0.090	-0.092	0.068	1.322	0.187	Rejected
SoS → TWN	0.160	0.163	0.054	2.975	0.000	Accepted
TWN → KINERJA	0.260	0.262	0.079	3.298	0.000	Accepted

Source: Processed primary data, 2022 Source: Processed primary data, 2022. EWM = Excelllent Work Motivation, GaI = Goodness as Investment, SoS = Spirit of Spirituality, TWN = Ta'awun Behavior

The basis for decision making in hypothesis testing is based on the value of t statistics with a significance level of 0.05 (Hair et al., 2014) it can be stated that Ho is accepted if t statistics < 1.96 (no effect) and Ho is rejected if t statistics 1.96 (influential). Not only that, the basis for decision making in hypothesis testing is also based on the significance value (Hair et al., 2014) which states that if the P Value > 0.05 then Ho is accepted (no effect) and if the P Value 0.05 then Ho is rejected (influential).

4.7 Indirect Effect Significance Test

The results of the path analysis or mediation effect test can be seen in the output of the Specific Indirect Effect, if the P Value is less than 0.05 then there is a mediation effect. The results of the indirect effect measurement can be seen in Table 8 regarding the specific indirect effect hypothesis test.

Table 8. Specific Indirect Effect Hypothesis Test
Total Effects Mean, STDEV, T-Values, P-Values

Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (IO/STDEVI)	P-Value	Conclusion
EWM → TWN → KINERJA	0.107	0.109	0.043	2.502	0.013	Accepted
GaI → TWN → KINERJA	0.109	0.110	0.039	2.809	0.005	Accepted
SoS → TWN → KINERJA	0.042	0.042	0.018	2.334	0.020	Accepted

Source: Processed primary data, 2022. Source: Processed primary data, 2022. EWM = Excelllent Work Motivation, GaI = Goodness as Investment, SoS = Spirit of Spirituality, TWN = Ta'awun Behavior

TWN significantly mediates the effect of EWM on HR performance. This is based on the Indirect Effect analysis, which obtained the P Value of the indirect effect of EWM on HR performance through TWN of 0.013, less than 0.05. This means that if the quality of EWM of leaders and subordinates is high, it will increase TWN which will further improve the performance of human resources. Furthermore, TWN significantly mediates the effect of GaI on HR performance. This is based on the analysis of Indirect Effects obtained by the P Value of the indirect effect of GaI on HR performance through TWN of

0.005 less than 0.05. This means that if the GaI of leaders and subordinates is high, it will increase TWN which will further improve the performance of human resources. Finally, TWN significantly mediates the effect of SoS on HR performance. This is based on the analysis of Indirect Effects obtained by the P Value of the indirect effect of SoS on HR performance through TWN of 0.020, less than 0.05. This means that if the SoS of leaders and subordinates is high, it will increase TWN which will further improve the performance of human resources.

4.8 The Influence of Ihsan Achievement Oriented Leadership (IAOL) on HR Performance

The results of hypothesis testing indicate that HR performance can be influenced by the IAOL leadership model. A positive influence value indicates a aligned direction of influence. Logically, if IAOL leadership increases, HR performance will also increase. Referring to the concept of the IAOL leadership model proposed by Sodikin et al. (2021) who explained that *Ihsan* Achievement Oriented Leadership (IAOL) is a superior performance-oriented leadership model based on the involvement of *Ihsan's* spiritual values. IAOL leadership can affect performance both individually and organizationally, through channeling energy that focuses on colleagues to be able to achieve goals based on *Ihsan* values.

4.9 Ihsan Achievement Oriented Leadership (IAOL) and Ta'awun Behavior

The second hypothesis states that IAOL leadership can affect *ta'awun* behavior. The results of hypothesis testing indicate that *ta'awun* behavior can be influenced by the IAOL leadership model. A positive influence value indicates a aligned direction of influence. Logically, if IAOL leadership increases, the *ta'awun* behavior will also increase along with the increase in IAOL leadership. *Ta'awun* behavior is characterized as a special behavior that comes out of formal roles and the basic concept of *ta'awun* explains that it is possible for *ta'awun* behavior to become normative behavior, thus involvement in such behavior can encourage the creation of a cohesive non-transactional social relationship between employees, and in essence, cohesiveness among employees can be a strong predictor in improving employee performance (Sudarti et al., 2021). Moreover, *ta'awun* that arises in an organization can also be aimed at reducing the workload of an organizational leader. For example, if an employee is willing to engage in *ta'awun* behavior who is willing to help their co-workers sincerely then they can share the workload and can directly lighten the workload of their co-workers.

4.10 Ta'awun Behavior and Human Resource Performance

The third hypothesis states that *ta'awun* behavior can affect the performance of human resources. The results of hypothesis testing indicate that the performance of human resources can be influenced by *ta'awun* behavior. A positive influence value indicates a aligned direction of influence. Logically, if *ta'awun* behavior increases, HR performance will also increase along with the increase in *ta'awun* behavior in the employee environment within the organization. Sudarti et al. (2021) emphasized that the concept of *ta'awun* behavior is included in Islamic teachings which play an important role in everyday life. Beekun (1997) stated that Islamic teachings have formed a very comprehensive life system that is based on ethics and is also able to guide its followers in all areas related to life, including social and economic factors (Sudarti et al., 2021).

Various previous studies support that the relationship between *ta'awun* and HR or organizational performance tends to lead in a positive direction (Sudarti et al., 2021).

Ta'awun behavior that occurs between employees can contribute to the effectiveness and performance of the organization through the ease of carrying out social movements, and also through the creation of social capital. In other words, someone who exhibits *ta'awun* behavior at work can trigger the strengthening of the social structure that has been created by the organization, and can directly affect the performance of individuals and organizations. Thus, employees who are involved in *ta'awun* behavior can have better performance when compared to employees who are not involved with *ta'awun*. Thus, employees who are involved in *ta'awun* behavior can influence and improve the performance of human resources.

4.11 Mediating Ta'awun Behavior on the IAOL Leadership Model on Human Resource Performance

The fourth hypothesis states that *ta'awun* behavior can mediate the influence of IAOL leadership on human resource performance. The results of hypothesis testing indicate that *ta'awun* behavior can significantly mediate the influence of IAOL leadership on HR performance. A positive influence value indicates a aligned direction of influence. Logically, the higher IAOL leadership in the organizational environment can affect every employee, so that employees are willing to engage in *ta'awun* behavior. In the end, employees who are involved with *ta'awun* behavior can continuously improve HR performance. Sodikin et al. (2021) stated that the IAOL leadership model has a very significant difference with other leadership models. IAOL leadership model is unique in its spirit to achieve superior achievements based on values that are pleasing to God, which is often called *ihsan*. *Ihsan* values are the main values that emphasize more on the values taught by God to maintain the harmonization of groups and the environment, so that these values are not transactional and individual values. IAOL leadership also has the spirit that as human beings we must have high optimism to achieve the best work results, but the best results do not only lead to material things, but it can also be oriented towards long-term happiness in the next life (Sodikin et al., 2021).

The concept of *ihsan* is different from the term virtue in the Western view. Although *ihsan* and virtue appear to have the same meaning, *ihsan* has attributes that contain elements of divinity such as the feeling that God sees and directly assesses each individual, including intentions, actions, feelings, and activities. This unique characteristic is not found in the virtues of conventional views (Wahab & Ismail, 2019). Spiritual aspects such as faith, virtue, and spiritual orientation are components of achievement according to Islamic values. In the end, a high sense of faith and spirituality in a person, can increase enthusiasm to engage in *ta'awun* behavior and can directly achieve superior achievement in one's work. In short, the results show that *ta'awun* behavior fully mediates the influence of IAOL leadership on HR performance.

V. Conclusion

The results of this study prove and obtain conclusion to answer research problem comprehensively, namely to improve the performance of human resources. In accordance with the results of the study, the factor that can improve the performance of human resources is the IAOL leadership model, and its influence can be well mediated by *ta'awun* behavior. In short, *ta'awun* behavior is able to act as a mediating variable on the influence of IAOL leadership on HR performance.

The results of the present research are expected to support knowledge and insight about improving HR performance. Based on the theoretical model proposed by the

researchers, it can strengthen the theoretical concepts related to IAOL leadership and its influence on HR performance in the previous literature. The results of the study support previous research from Sodikin et al. (2021) on IAOL leadership model on employee performance. The study found that the IAOL leadership model emphasizes non-material transactions based on ihsan values on each subordinate within the organization. Ta'awun behavior is also an important key that can affect HR performance. In line with the research conducted by Sudarti et al. (2019) which found that ta'awun behavior was able to reduce turnover intention and was able to act as a mediator of job embedding, organizational identification on turnover intention.

The managerial implication obtained from this study is that superiors (leaders) must realize the importance of high-quality relations with their subordinates. This is because the IAOL leadership model and ta'awun behavior have an influence on HR performance. The results of this study have implications for the practitioner environment. The implication of this research is that when employees who have a strong orientation towards ta'awun behavior, they are more likely to be influenced by the strong IAOL leadership model and then employees can improve their performance through accommodation of social capital and the expansion of social movements. The high influence of IAOL leadership on improving HR performance through ta'awun behavior can benefit organizations, especially private sector institutions.

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