

The role of At-Tafa'ul inspiration motivation leadership in improving organizational performance

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Abstract: Leadership is a very important aspect because it is responsible for the sustainability of an organization. The approach method used in this study is the survey method approach. This study found a new concept, namely At-tafa'ul Inspiration Motivation Leadership (AIML) which is defined as a leadership style that is able to provide inspiration and motivation by always being optimistic in achieving the success of an organization. Optimistic leaders have a vision of a sustainable future for the company. Optimistic leaders are individuals who have stable, global and internal attributions about positive events, and unstable external attributions about adverse events. Optimism involves a realistic assessment of what can or cannot be achieved in a situation, along with a positive outcome perspective or event attribution, positive emotions, motivation and persistence. AIML has a relatively stable tendency, uses problem-focused coping strategies, reframes situations in a favorable way, and has an appropriate emotional response in dealing with problems.

Keywords: *At-Tafa'ul* , *Inspiration* , *Motivation leadership*.

1. Introduction

Leadership is a very important aspect because it is responsible for the sustainability of an organization (L. Chen et al., 2021) . Good leadership is not limited to a particular environment or organization, but is integrated into various fields, such as society, science, economics, and business. Leaders should not only encourage individual efforts towards the organization, but also foster quality management and improvement among all members of the organization. Organizations in building sustainable sustainability depend heavily on the support of top-level managers and leadership behavior (Zhong & Lyu, 2022) . Individuals tend to trust organizations that have a wider quality of business relationships by building relational trust and positive perceptions of continued support by leaders.

Leaders can strengthen motivation and connect implicit expectations with collective identity, transformational leaders invite employees to internalize these expectations and go beyond personal interests. This increases the likelihood that employees will engage in proactive behavior that is beneficial to the company, so there is a strong and positive relationship between transformational leadership style and organizational performance in the company. Transformational leaders help in a great way to improve organizational performance which in turn increases organizational productivity (Jaroliya & Gyanchandani, 2022) . Transformational leaders can strengthen motivation by showing more personal attention to employees, offering examples of performance that can trigger creativity through intellectual stimulation, transformational leaders can also strengthen employee confidence to respond to changing work demands and strengthen a strong human resource management system and stimulate proactive results in the performance management system (Campbell et al., 2016) .

AIML is a leadership that provides a sense of optimism for employees in working through spiritual values. Employees have spiritual needs and fulfillment of needs in creating a workplace with a unique climate, thus affecting organizational performance. AIML make employees feel more meaningful in their work, have higher job satisfaction, and because of the possible relationship between job satisfaction and

performance, there will be a relationship between spirituality and performance. Religious values lead to a deeper level of experiencing awareness and, as a result, increase the intuitive abilities of individuals. Intuition, in turn, as an important leadership skill is related to personal productivity (Pio & Lengkong, 2020). Rego *et al.*, (2018) in their study explained that there is a significant relationship between spiritual values in the workplace and individual performance. Amabile & Kramer, (2011) explained that the meaningfulness of life has a major impact on creativity, commitment, and worker productivity. Spiritual values can produce a better organization. Work units that support the needs of the spirit perform better than work units that pay less attention to the needs of the soul. Organizations that have spiritual values are organizations that are more beneficial to employee life.

The conditions mentioned above cause transformational leadership to be less effective in improving organizational performance. This of course needs to be addressed with a sense of optimism and self-confidence. Optimism in Islam is referred to with the term *at-tafa'ul*, which means a feeling of optimism in expecting blessings, which is an issue that is often discussed among Islamic communities. This is due to the desire and desire to ensure that everything done is blessed and pleased by Allah SWT. This pure goal coincides with the will and shari'ah which is in harmony with Islamic teachings. Efforts to gain the blessings and pleasure of Allah SWT can go astray, if not guided by actual knowledge about this approach. This can actually invite deviation from the faith if it is not followed by correct principles and rules (Mohd et al., 2011). Based on this it is important to develop the concept *At-tafa'ul Inspiration Motivation Leadership* as a novelty (newness) of research that complements and fills the gaps in *Transformational Leadership*.

- 1) Do *mission, involvement, adaptability* and *consistency* influence AIML? College Tall Private in Java Middle?
- 2) Does AIML have any effect? on organizational performance on College Tall Private in Java Middle?
- 3) How do *mission, involvement, adaptability* and *consistency* influence organizational performance? on College Tall Private in Java In the middle of AIML mediation?

2. Literature Review

2.1. Leadership Theory

Leadership theory cannot be separated from Human Relation Theory. Human relation theory was pioneered by Elton Mayo in 1930. This theory emphasizes the importance of social relations caused by human relations or interactions, as well as attention to employees and group processes that occur among members of the organization. All of that certainly requires an effective communication process. Elton Mayo argued that humans are a supporting element of machines that must provide space for the reality of the importance of employee feelings and attitudes and the drive for efficiency must therefore be supported by an understanding of human factors in work. Based on this, it can be seen that social or human relations among employees are more important in determining productivity than changes in working conditions.

2.2. Transformational Leadership

Transformational leadership is included in the modern leadership theory whose initial idea was developed by James McGroger Burns, who explicitly raised a theory that transformational leadership is a process in which leaders and their subordinates try to achieve higher levels of morality and motivation (Thebo et al., 2021). Bass's concept of transformational leadership is one of the leadership concepts that can more accurately explain the real leadership behavior patterns of superiors and is able to contain behavioral patterns from other leadership theories. (Bass & Avolio, 1990). Transformational leaders seek to expand and enhance needs beyond personal interests and drive change toward shared interests, including organizational interests.

2.3. Atafa'ul

At-tafa'ul comes from the word *fa'l*, according to Mahmud Yunus, that the meaning of *fa'l* is a sign of good, while *tauful* is to see a sign of good or optimistic. Optimism is a motivation within oneself that is visible in someone when doing a job. Anyone who has a sense of optimism will be good in their

performance and this is very beneficial. Success in career, business, and life generally always comes to people who have a sense of optimism. Optimism also describes the growth of high enthusiasm in someone to do work or what is really desired (Mohd et al., 2011) .

2.4. Organizational culture

Organizational culture is a system of shared values and beliefs held by all parties who must interact in order to achieve goals. Organizational culture plays a role in determining the structure as an operation that produces behavioral norms (Siagian, 2019). Organizational culture is a belief, habit, value, behavioral norm, and way of doing business that is unique to each organization that regulates the pattern of organizational activities and actions, and describes the implicit patterns, behaviors, and emotions that emerge that are characteristic of the organization (Wirawan, 2020).

2.5. Organizational Performance

Organizational performance is a measure of the assessment of the results of an organization's work. Organizational performance as a benchmark for assessing the effectiveness of an organization's work, it can be a reference for an organization to get the best results based on organizational goals (Karim, 2021). Organizational performance is a measure of the results of work carried out by an organization which can be a reference for an organization to get the desired results based on the initial goals of an organization.

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

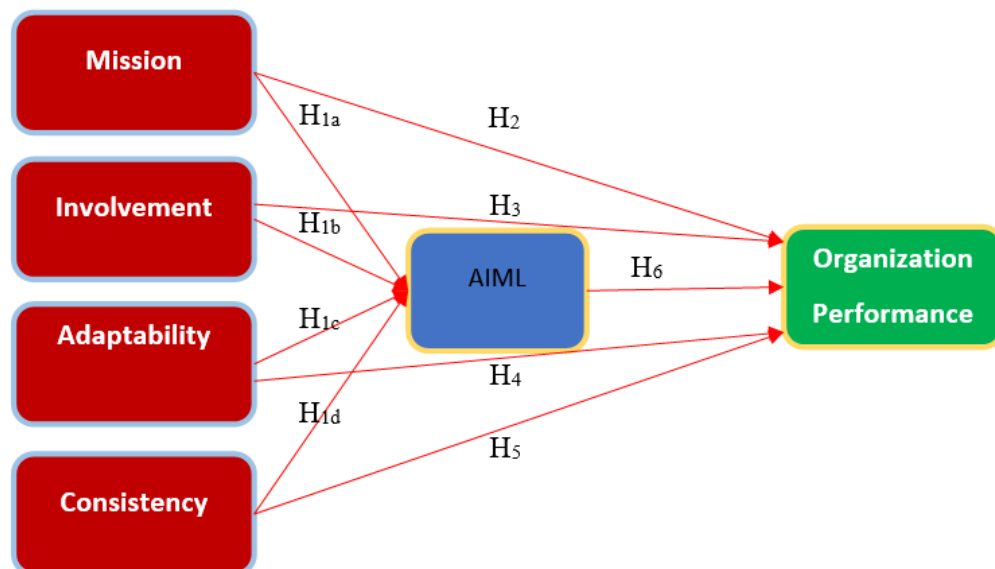


Figure 1.
Empirical research model.

3. Research Methods

This research is explanatory research, which attempts to explain the relationship between the variables studied and to explain the objects studied through the collected data. This research uses an explanatory level research type, especially in the associative research group with a causal relationship form. The causal relationship in question is a relationship that is causal, so that there are independent or influencing variables, and dependent or dependent variables.

The approach used in this research is a survey method approach. (*survey methods*). Survey research is research conducted on large or small populations, but the data studied is data from samples taken

from the population, so that relative, distributive events and relationships between sociological and psychological variables are found.

4. Results and Discussion

Based on the results summarized in Table 4.17 above, the results of *the goodness of fit* (GoF) of the full model show good results with GoF parameter scores that have mostly met the specified criteria. Furthermore, testing of the hypothesis proposed in this study was carried out by analyzing the significance of the estimated value, critical ratio, and probability on the output *regression weight* and *standardized regression weight* SEM AMOS. The results of hypothesis testing by analyzing the significance of the estimated value, *critical ratio*, and probability value are presented in the following table:

Table 1.
Regression weight of structural research model.

Variable relationship			Estimate	SE	CR	P
AIML	<---	INV	0.188	0.052	3.629	0.000
AIML	<---	CONS	0.214	0.053	4.013	0.000
AIML	<---	ADP	0.100	0.047	2.148	0.032
AIML	<---	MISSION	0.192	0.051	3.762	0.000
Performance	<---	AIML	0.190	0.087	2.185	0.029

Based on Table 1, 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:

4.1. Hypothesis Testing 1a

H_{1a}: Involvement has an effect on At-tafa'ul inspiration motivation leadership on college tall private Java middle.

The high and low influence of *involvement* in lecturers on *At-tafa'ul Inspiration Motivation Leadership* can be seen from the results of SEM processing analysis. The results of statistical testing of hypothesis 1a (*H_{1a}*) presented in Table 1 show that the estimated parameter value is 0.188 with a standard error (SE) value of 0.052 and a critical ratio (CR) value of 3.629 with a probability significance value of 0.000. Based on the use of the significance level (α) = 0.05, it is known that $p = 0.000 < 0.05$, so it can be concluded that there is strong evidence to reject *H₀* and accept *H_{1a}*, so that *H_{1a}* which states that *Involvement* has an effect on *At-tafa'ul Inspiration Motivation Leadership* on College Tall Private Java Being received.

Involvement shows that a productive organization will *empower* and *engage* its employees, build the organization into a team and develop employee capacity in the organization at various levels. The success of the organization in involving employees will increase employee productivity, develop attitudes by giving responsibility and authority in decision-making regarding their work (Denison, 2018). The organizational culture of *involvement* emphasizes the active participation of all members of the organization in decision-making and task execution. In the context of higher education, this culture can improve leadership patterns by creating an inclusive, collaborative and empowering environment.

The culture of involvement supports a leadership style that involves the entire academic community, such as lecturers, staff, and students, in the decision-making process. With this approach, leaders can integrate diverse perspectives to make better decisions. Decisions taken tend to be more acceptable because they involve many parties. This creates a democratic work atmosphere and supports innovation. When a culture of involvement is implemented, members of the organization feel valued and have an important role, the impact is increased motivation because they feel they have a shared responsibility for the success of the institution, Loyalty to the leader and the organization is stronger. Leaders who encourage this involvement can create a more harmonious and productive work environment.

A culture of engagement opens up space for leaders to learn from multiple perspectives. This allows leaders to develop better interpersonal communication skills, understand the needs and aspirations of all members of the organization. This learning-oriented leadership is more adaptive to challenges and changes. A culture of engagement encourages collaboration across units or departments in higher education. In this case, leaders can connect visions between faculties or study programs for common goals, encourage synergy between research, community service, and teaching. This effective collaboration makes higher education more dynamic and innovative. When all parties feel involved in the strategic process, they are more likely to support the institution's vision and mission. Leaders can use a collaborative approach to design policies or strategies, making all members of the organization feel morally responsible for achieving common goals. This high commitment increases the stability and competitiveness of higher education.

A culture of involvement encourages leaders to create a space that supports innovation. By involving members of the organization, creative ideas from various parties can emerge and be developed, the decision-making process becomes more flexible and adaptive to future needs. This innovative leadership enables universities to face global challenges with more confidence. Through involvement, leaders can build closer relationships with faculty, staff, and students. This strengthens trust in leaders, solidarity between members of the organization. This strong relationship creates a more inclusive and supportive work environment. An organizational culture of *involvement* enhances leadership patterns in universities by building collaborative relationships, encouraging innovation, and strengthening commitment to common goals. Leaders who empower members of the organization through a culture of involvement will create an inclusive, dynamic academic environment that is ready to face future challenges.

4.2. Hypothesis Testing 1b

H_{1b}: Consistency influences At-tafa'ul Inspiration Motivation Leadership on College Tall Private Java Middle.

The high and low influence of *consistency* in lecturers on *At-tafa'ul Inspiration Motivation Leadership* can be seen from the results of SEM processing analysis. The results of statistical testing of hypothesis 1b (*H_{1b}*) presented in Table 1 show that the estimated parameter value is 0.214 with a standard error (SE) value of 0.053 and a critical ratio (CR) value of 4.013 with a probability significance value of 0.000. Based on the use of the significance level (α) = 0.05, it is known that $p = 0.000 < 0.05$, so it can be concluded that there is strong evidence to reject *H₀* and accept *H_{1b}*, so that *H_{1b}* which states that *consistency* has an effect on *At-tafa'ul Inspiration Motivation Leadership* on College Tall Private Java Being received.

Consistency is an organizational culture that will be productive when they are consistent and well-integrated. The organization emphasizes the positive influence and strong culture on productivity. The system of beliefs, values and symbols, which are understood and shared by members of the organization that have a positive impact on achieving consensus and implementing coordinated activities (Denison, 2018). Consistency organizational culture *can* play an important role in improving leadership patterns in higher education by creating a stable, clear and integrated work environment. Consistency in organizational culture means a strong understanding of the vision, mission and values of the institution. This allows university leaders to convey clear direction to the entire academic community, ensuring that strategic decisions are always in line with organizational goals. Leadership that is directed at this vision helps universities achieve sustainability in achieving long-term goals.

Leaders who are consistent in implementing organizational values can build trust. In a college environment, trust between lecturers, staff, and students increases. The credibility of leaders is strengthened because of the commitment to sustainable policies. This creates a more harmonious and collaborative work atmosphere. A culture of consistency encourages decision-making based on applicable principles and policies. Leaders in colleges can avoid inconsistencies in the application of rules or policies, ensuring fair treatment of all members of the organization. With this leadership pattern, decisions are more accepted and respected. Consistency in organizational culture creates a structured and stable work pattern. This helps leaders improve cross-unit collaboration because there are clear

work standards, reducing conflicts that arise due to uncertainty or unexpected changes in direction. Leaders who are able to facilitate this collaboration will create a productive academic environment.

Universities often face external challenges, such as changes in government policy or technological developments. A culture of consistency helps leaders provide a stable framework for dealing with change, and ensures that adaptation is carried out without sacrificing the organization's core values. When leaders act consistently with the organization's culture, academics feel more involved and committed to shared goals. This supports more inclusive and participatory leadership. A culture of *consistency* provides a solid foundation for effective leadership patterns in universities. With clarity, trust, and stability, leaders can direct the institution to achieve its goals in a more structured, fair, and sustainable manner. This not only improves internal efficiency but also the competitiveness of universities at the local and global levels.

4.3. Hypothesis Testing 1c

H_{1c}: Adaptability has an effect on At-tafa'ul Inspiration Motivation Leadership on College Tall Private Java Middle.

The high and low influence of *adaptability* in lecturers on *At-tafa'ul Inspiration Motivation Leadership* can be seen from the results of SEM processing analysis. The results of statistical testing of hypothesis 1c (*H_{1c}*) presented in Table 1 show that the estimated parameter value is 0.100 with a standard error (SE) value of 0.047 and a critical ratio (CR) value of 2.148 with a probability significance value of 0.032. Based on the use of the significance level (α) = 0.05, it is known that $p = 0.032 < 0.05$, so it can be concluded that there is strong evidence to reject *H₀* and accept *H_{1c}*, so that *H_{1c}* which states that *adaptability* has an effect on *At-tafa'ul Inspiration Motivation Leadership* on College Tall Private Java Being received.

Adaptability places the environment as a factor that influences work productivity because organizations are required to adjust it for their success and productivity. Organizations are able to create ways to adapt to meet changing needs. In this case, organizations are able to read the business environment, react quickly to current trends, and anticipate changes in the future (Denison, 2018).

The organizational culture of *adaptability* emphasizes the ability to respond to environmental changes quickly and effectively. In the context of higher education, this culture can improve leadership patterns by making leaders more flexible, innovative, and responsive to the needs of the internal and external environment. The culture of *adaptability* encourages leaders to be flexible in dealing with changes, such as technological developments, educational policies, or job market needs. In higher education, leaders can quickly adapt policies or strategies. Decisions are made based on current needs without sacrificing the organization's core values. This makes leadership more relevant to the challenges faced. Higher education often faces pressure from government regulations, global competition, or demands from society. With a culture of *adaptability*, leaders can respond to these changes with innovative solutions, such as developing new study programs or international collaborations, organizations become more competitive and relevant at the national and global levels. Adaptive leaders are also better prepared to face crises or uncertainties.

A culture of *adaptability* creates space for leaders to drive innovation. In higher education, this can involve using the latest technologies in teaching, such as online or hybrid learning, encouraging research based on community or industry needs. This innovation not only improves academic quality but also the attractiveness of the institution to prospective students and partners. An adaptive culture supports leaders to be agents of change. In higher education, leaders can inspire faculty, staff, and students to proactively adopt change. This transformational leadership allows the organization to continue to grow without losing its way. With this leadership style, higher education can face long-term challenges with more confidence.

A culture of *adaptability* encourages leaders to facilitate collaboration across disciplines and units, for example integrating various expertise in multidisciplinary research projects, developing interdisciplinary programs that are relevant to job market needs. This kind of collaboration makes universities more innovative and responsive to change. With a culture of *adaptability*, leaders are able to build resilient organizations in the face of crises. Adaptive leaders ensure operational continuity while

maintaining the quality of academic services and this resilience becomes an important competitive advantage. When leaders adopt an adaptive culture, they are more sensitive to the needs of individuals and groups in the organization, the impact is that lecturers and staff feel more valued because their input is heard in the change process, Students are more satisfied because the institution is able to provide programs that are relevant to their needs. Adaptive leaders create a more inclusive and supportive work and learning environment. An organizational culture of *adaptability* improves leadership patterns in universities by making leaders more flexible, innovative, and responsive to change. Adaptive leaders are able to create a dynamic, relevant, and highly competitive academic environment, making universities more prepared to face current and future challenges.

4.4. Hypothesis Testing 1d

H_{1d}: Mission has an influence on At-tafa'ul Inspiration Motivation Leadership on College Tall Private Java Middle.

The high and low influence of the mission in lecturers on *At-tafa'ul Inspiration Motivation Leadership* can be seen from the results of the SEM processing analysis. The results of statistical testing of hypothesis 1d (*H_{1d}*) presented in Table 1 show that the estimated parameter value is 0.192 with a standard error (SE) value of 0.051 and a critical ratio (CR) value of 3.762 with a probability significance value of 0.000. Based on the use of the significance level (α) = 0.05, it is known that $p = 0.000 < 0.05$, so it can be concluded that there is strong evidence to reject *H₀* and accept *H_{1d}*, so that *H_{1d}* which states that *the mission* has an effect on *At-tafa'ul Inspiration Motivation Leadership* on College Tall Private Java Being received.

Mission culture helps leaders in higher education focus on achieving the vision and mission of the institution, such as improving the quality of education, research, and community service, making strategic decisions that are consistent with the organization's core values. This alignment provides a clear direction for the organization, so that leadership becomes more effective and focused. Leaders who are mission-oriented tend to be more able to inspire lecturers, staff, and students. In higher education, leaders can convey the vision of the institution in an inspiring manner, thus encouraging all parties to work towards common goals, motivation increases because each member of the organization feels that their contribution is meaningful and relevant. Inspirational leadership creates a collective spirit to achieve the vision of the university. *Mission culture* allows leaders to prioritize organizational resources and energy on important things, such as developing study programs that are relevant to the needs of society and industry, allocating research funds to fields that are in line with the institution's mission. Leaders who focus on strategic priorities ensure that universities remain competitive and relevant.

Mission culture strengthens the identity of the university, thereby increasing the sense of pride and engagement of the academic community. In this case, leaders can strengthen the positive image of the institution through consistent mission communication. Lecturers, staff, and students feel like they are an important part of a larger goal. This strong identity makes the institution more attractive to prospective students, partners, and stakeholders. The organizational culture of can improve leadership patterns in universities by providing clear direction, building collective commitment, and creating leadership that is oriented towards long-term values and goals. Leaders who are able to integrate this culture will create an inspiring, meaningful, and sustainable academic environment, making the university a superior and trusted institution.

4.5. Hypothesis Testing 2

H₂: AIML can increase organizational performance on College Tall Private Java Middle

The ability of *At-tafa'ul Inspiration Motivation Leadership* in improving organizational performance at Private Universities in Central Java can be seen from the results of SEM processing analysis. The results of statistical testing of hypothesis two (*H₂*) presented in Table 1 show that the estimated parameter value is 0.190 with a standard error (SE) value of 0.087 and a critical ratio (CR) value of 2.185 with a probability significance value of 0.029. Based on the use of the significance level (α) = 0.05, it is known that the p value = $0.029 < 0.05$, so it can be concluded that there is strong evidence to reject *H₀*

and accept H₂, so that H₂ which states that *At-tafa'ul Inspiration Motivation Leadership* can improve organizational performance at Private Universities in Central Java is accepted.

AIML is a leadership style that is able to provide inspiration and motivation by always being optimistic in achieving the success of an organization. Optimistic leaders have a sustainable vision of the future for the company. Optimistic leaders are individuals who have stable, global and internal attributions about positive events, and unstable external attributions about adverse events. Optimism involves a realistic assessment of what can or cannot be achieved in a situation, along with a positive outcome perspective or event attribution, positive emotions, motivation and persistence. AIML has a relatively stable tendency, uses problem-focused coping strategies, reframes situations in a beneficial way, and has an appropriate emotional response in dealing with problems. This concept develops the opinions or findings of Juárez & Contreras, (2012).

AIML is a leadership that provides a sense of optimism for employees in working through spiritual values. Employees have spiritual needs and fulfillment of needs in creating a workplace with a unique climate, thus affecting organizational performance. AIML make employees feel more meaningful in their work, have higher job satisfaction, and because of the possible relationship between job satisfaction and performance, there will be a relationship between spirituality and performance. Religious values lead to a deeper level of experiencing awareness and, as a result, increase the individual's intuitive abilities. Intuition, in turn, as an important leadership skill is related to personal productivity (Pio & Lengkong, 2020). Rego *et al.*, (2018) in their study explained that there is a significant relationship between spiritual values in the workplace and individual performance. Amabile & Kramer, (2011) explained that the meaningfulness of life has a major impact on creativity, commitment, and worker productivity.

Table 2.
Direct, indirect and total influence.

Variables	Influence	Involvement	Consistency	Adaptability	Mission
AIML	Direct	0.188	0.214	0.100	0.192
	Indirect	0.000	0.000	0.000	0.000
	Total	0.188	0.214	0.100	0.192
Performance	Direct	0.232	0.208	0.170	0.154
	Indirect	0.036	0.041	0.019	0.037
	Total	0.268	0.249	0.189	0.190

4.6. Hypothesis Testing 3

H₃: *Involvement is capable increase performance organization on College Tall Private Java In the middle of AIML mediation*

Hypothesis testing 3 to explain the *involvement ability* in improving performance organization on College Tall Private Java The middle through AIML mediation is measured using direct, indirect and total influences. Based on the calculation results, it shows that the *direct effect value* for the influence of involvement on performance is 0.232; the *indirect effect value* is 0.036 and the total effect value is 0.268. The calculation results show that *the indirect effect of* the influence of involvement on performance is greater when compared to its influence on AIML, this indicates that there is an indirect influence of involvement on organizational performance through AIML, so it can be concluded that there is strong evidence to reject H₀ and accept H₃, so that H₃ which states that *Involvement* is able increase performance organization on College Tall Private Java In the middle of AIML mediation accepted.

Organization members are committed to their work and feel a strong sense of ownership of the organization. People at all levels feel that they are involved in decision-making, which affects their work and feel that their work is directly related to the organization's goals. This makes organizations with high involvement rely more on informal, voluntary, implicit control systems than on formal, explicit, bureaucratic control systems.

Inspirational motivation describes the extent to which a leader communicates a compelling vision, uses symbols to focus subordinates' efforts, and expresses important goals in a simple way. In other words, leaders always inspire and motivate their subordinates. Inspirational motivational behavior from

leaders makes members try to realize that their work behavior is meaningful and can provide maximum benefits for themselves as well as for the group and company. Inspirational leader behavior can stimulate subordinates' enthusiasm for group tasks and can say things that can build subordinates' confidence in their ability to complete tasks and achieve group goals (Yulk & Fleet, 2021).

At-tafa'ul Inspirasion Motivation Leadership as a leadership with spiritual values has a positive effect on organizational performance (CY Chen & Li, 2013). *At-tafa'ul Inspirasion Motivation Leadership* is a leadership model that pays full attention to the spiritual needs of employees and helps the emergence of intrinsic motivation, unit trust and organizational commitment and, as a result, leads to employee performance. Units with hope/belief in the organization's vision and with employees who have a sense of caring and membership work harder and, as a result, have better productivity and performance (Fry et al., 2019).

4.7. Hypothesis Testing 4

H_4 : *Consistency is Able Increase Performance Organization on College Tall Private Java In the Middle of AIML Mediation*

Hypothesis testing 4 to explain the ability of *consistency* to increase performance organization on College Tall Private Java The middle through AIML mediation is measured using direct, indirect and total influences. Based on the calculation results, it shows that the *direct effect value* for the influence of consistency on performance is 0.208; the *indirect effect value* is 0.041 and the total effect value is 0.249. The calculation results show that *the indirect effect of* the influence of consistency on performance is greater when compared to its influence on AIML, this indicates that there is an indirect influence of consistency on organizational performance through AIML, so it can be concluded that there is strong evidence to reject H_0 and accept H_4 , so that H_4 which states that *Consistency* is able increase performance organization on College Tall Private Java In the middle of AIML mediation accepted.

Leaders and everyone in the organization are taught to be able to reach work agreements and unite differences of opinion. Consistent organizations develop mindsets and create organizational systems based on consensus. This internal control system will be an effective means of carrying out internal coordination and integration rather than external control systems based on rules and regulations. Organizational performance is a pattern of basic assumptions created by the organization as a learning to solve problems of external environmental adaptation and internal integration and can be implemented well (Schuldt & Gomes, 2020). Therefore, it must be taught to new members as the right way to understand, think about and feel the problems faced. Organizational performance is related to how employees perceive the characteristics of an organization's performance, not whether employees like the work or not. Organizational performance is how the organization learns to relate to the environment which is a combination of assumptions, behaviors, stories, myths, ideas, metaphors, and other ideas to determine what it means to work in an organization (Widiatmika & Darma, 2018).

Organizational leaders must always care about the development of their subordinates' abilities or careers, treat subordinates as individuals, try to understand the desires of subordinates and function as advisors. Individual considerations include providing support, encouragement, and training for followers. Leaders will try to understand the position, status, and expectations of subordinates well. Leaders will provide personal attention to the members they lead, especially if they experience problems at work or personal problems. Personal concern will cause subordinates to be more open and willing to participate fully in the process of achieving goals (Yukl, 2019).

There are several opinions regarding the function of organizational culture, including according to (Barnhill et al., 2021), including as a boundary determinant, meaning that culture creates differences between one organization and another; contains a sense of identity for organizational members; facilitates the birth of a commitment to something greater than individual interests; increases the stability of the social system because it is a social glue that helps unite the organization; as a control mechanism and becomes a rationale that guides and shapes the attitudes and behavior of employees.

4.8. Hypothesis Testing 5

H₅: Adaptability is Capable Increase Performance Organization on College Tall Private Java In the Middle of AIML Mediation

Hypothesis testing 5 to explain the *adaptability capability* in increasing performance organization on College Tall Private Java The middle through AIML mediation is measured using direct, indirect and total influences. Based on the calculation results, it shows that the *direct effect value* for the influence of adaptability on performance is 0.170; the *indirect effect value* is 0.019 and the total effect value is 0.189. The calculation results show that *the indirect effect of* the influence of adaptability on performance is greater when compared to its influence on AIML, this indicates that there is an indirect influence of adaptability on organizational performance through AIML, so it can be concluded that there is strong evidence to reject H₀ and accept H₅, so that H₅ which states that *adaptability* is able increase performance organization on College Tall Private Java In the middle of AIML mediation accepted.

A good organization is able to adapt in translating strategy into action. The organization must also dare to take risks and create change. The organization must be able to adapt to the desires and signals from consumers. This will increase the organization's chances of survival and growth. *At-tafa'ul Inspiration Motivation Leadership* is a model for organizational development and transformation and has the potential to guide the evolution of the organization in a more positive direction, with human and organizational goodness as the basis for achieving optimal performance. Inspirational leaders can inspire employees by communicating a meaningful vision that instills a sense of purpose among employees, making communication clear, understandable, accurate, desirable, and attractive to employees (Charoensukmongkol & Puyod, 2021). Leadership has a role in providing ethical behavior for employees that has been clearly interpreted, but is generally limited to the role of transformational leadership in the context of business performance (L. Chen et al., 2021). Inspirational leadership practices can create an ethical culture in an organization that is not optimal, so it does not provide strong evidence regarding whether the ethical culture of the organization created by transformational leaders can determine the business performance achieved by the organization. Structure, behavior and performance, high levels of competitive intensity create pressures that affect organizational behavior and the performance that the organization subsequently achieves (Likoum et al., 2020). Organizations operating in highly competitive environments are more likely to face rivals who engage in opportunistic and unethical behavior to outperform others (Khan et al., 2020).

At-tafa'ul Inspiration Motivation Leadership is related to the implementation of core values programs consisting of articulating something higher, demonstrating purity, providing sincere service, empowering employees. Individuals with high work enthusiasm will be able to adapt and show harmonious feelings, have positive energy, thoroughness, and a tendency to have spirituality. A more spiritual life is shown by people because they know and understand spiritual principles (Kinjerski & Skrypnek, 2018).

4.9. Hypothesis Testing 6

H₆: Mission capable increase performance organization on College Tall Private Java In the middle of AIML mediation

Hypothesis testing 6 to explain *the mission's ability* to improve performance organization on College Tall Private Java The middle through AIML mediation is measured using direct, indirect and total influences. Based on the calculation results, it shows that the *direct effect value* for the influence of mission on performance is 0.154; the *indirect effect value* is 0.037 and the total effect value is 0.190. The calculation results show that *the indirect effect of* the influence of adaptability on performance is greater when compared to its influence on AIML, this indicates that there is an indirect influence of mission on organizational performance through AIML, so it can be concluded that there is strong evidence to reject H₀ and accept H₆, so that H₆ which states that *mission* is able increase performance organization on College Tall Private Java In the middle of AIML mediation accepted.

At-tafa'ul Inspiration Motivation Leadership is a leadership style that is able to provide inspiration and motivation by always being optimistic in achieving the success of an organization. Optimistic leaders have a vision of a sustainable future for the company. Optimistic leaders are individuals who have stable,

global and internal attributions about positive events, and unstable external attributions about adverse events. Optimism involves a realistic assessment of what can or cannot be achieved in a situation, along with a positive outcome perspective or event attribution, positive emotions, motivation and persistence. *At-tafa'ul Inspiration Motivation Leadership* have a relatively stable tendency, use problem-focused coping strategies, reframe situations in a beneficial way, and have appropriate emotional responses in dealing with problems by developing opinions or findings Juarez & Contreras, (2012) .

5. Conclusion

This study found a new concept, namely *At-tafa'ul Inspiration Motivation Leadership* (AIML) which is defined as a leadership style that is able to provide inspiration and motivation by always being optimistic in achieving the success of an organization. Optimistic leaders have a vision of a sustainable future for the company. Optimistic leaders are individuals who have stable, global and internal attributions about positive events, and unstable external attributions about adverse events. Optimism involves a realistic assessment of what can or cannot be achieved in a situation, along with a positive outcome perspective or event attribution, positive emotions, motivation and persistence. AIML has a relatively stable tendency, uses problem-focused coping strategies, reframes situations in a favorable way, and has an appropriate emotional response in dealing with problems.

AIML is a leadership style that is able to provide inspiration and motivation by always being optimistic in achieving the success of an organization. Optimism in question is Optimism by always having good thoughts towards Allah SWT, a strong vision of the future in goodness, always being enthusiastic and never giving up, achieving organizational performance earnestly and hastening to achieve benefits. Optimistic leaders have a vision of a sustainable future for the organization. Optimistic leaders are individuals who have stable, global and internal attributions about positive events, and unstable external attributions about adverse events. Optimism involves a realistic assessment of what can or cannot be achieved in a situation, along with a positive outcome perspective or event attribution, positive emotions, motivation and perseverance.

To answer the formulation of the research problem that has been submitted, it is represented by a research question which is then formulated in the hypothesis of this research. The conclusion of the hypothesis in this research is:

- 1) *Involvement* has an effect on *At-tafa'ul Inspiration Motivation Leadership* on College Tall Private Java Middle. This shows that the level of lecturer participation in the decision-making process is sufficiently accommodated by the *At-tafa'ul leadership pattern. Inspiration Motivation Leadership*.
- 2) *Consistency* influences *At-tafa'ul Inspiration Motivation Leadership* on College Tall Private Java Middle. This shows that the level of agreement in the organization forms inspiration in the *At-tafa'ul leadership pattern. Inspiration Motivation Leadership*
- 3) *Adaptability* influences *At-tafa'ul Inspiration Motivation Leadership* on College Tall Private Java Middle. This shows that the organization's ability to respond to changes in the external environment by making internal changes is the basis of *At-tafa'ul leadership. Inspiration Motivation Leadership*.
- 4) *Mission* influences *At-tafa'ul Inspiration Motivation Leadership* on College Tall Private Java Middle. This shows that the core purpose of the organization is to make members of the organization steadfast and focused on what is considered important by the organization, so that it becomes a character in *At-tafa'ul leadership. Inspiration Motivation Leadership*.
- 5) *At-tafa'ul Inspiration Motivation Leadership* can improve organizational performance in Private Universities in Central Java. This shows that the leadership style of *At-tafa'ul Inspiration Motivation Leadership* is able to provide inspiration and motivation by always being optimistic in achieving the success of an organization.
- 6) *Involvement* is capable increase performance organization on College Tall Private Java In the middle of AIML mediation. This shows that providing opportunities for lecturers to be involved in decision making becomes an inspiration in working so that it can improve organizational performance.

- 7) *Consistency* is capable increase performance organization on College Tall Private Java In the middle through AIML mediation. This shows that leaders who focus on achieving organizational goals are able to inspire lecturers to work so that they can improve organizational performance.
- 8) *Adaptability* is able increase performance organization on College Tall Private Java In the middle through AIML mediation. This shows that leaders who are able to adapt to various changes and challenges of the times can motivate lecturers to work optimally so that they can improve organizational performance.
- 9) *Mission* capable increase performance organization on College Tall Private Java In the middle of AIML mediation. This shows that leaders who have a vision and mission for the organization become a reference for inspiration in working, so that it can improve organizational performance.

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