

PRIMARY RESEARCH

The Impact of *Tajdid* Inspirational Leadership on Human Resource Performance

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Keywords

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Abstract.

Purpose: This research aims to investigate *Tajdid* Inspirational Leadership, a new contextual model that can be applied to develop research topics related to the role of learning organizations and performance.

Design/Methodology/Approach: This research uses causality research to show the direction of the relationship between the dependent variable and independent variable, as well as quantitative methods to assess the strength of the relationship.

Findings: Research findings to improve *tajdid* Inspirational Leadership are built on Exploitation learning which includes indicators such as knowledge development, efficiency, competition, and strategic orientation, as well as Exploratory learning which includes indicators such as adding new knowledge, new technology, and partnerships. Inspirational *tajdid* Leadership has a significant and positive impact.

Originality/Significance: explores a new conceptual model that can fill the research gap between the role of organizational learning and performance centered on the concept of *tajdid* Inspirational Leadership.

Research Limitations/Implications: Limitations of a leadership perspective in human resource performance. This research provides empirical evidence only from private universities.

Practical and Social Implications:

KAUJIE Classification: 03, P0

JEL Classification: D83, H11, O35

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INTRODUCTION

According to [Rehman et al. \(2019\)](#) and [Jensen et al. \(2020\)](#) the leadership can be defined as a person's ability to influence, facilitate, and motivate others so that influence on organizational success. [Abazeed \(2018\)](#) proved that transformational leadership plays a critical role in supporting organizational learning. Based on [Balwant \(2016\)](#), implementing and developing transformational leadership is critical for generating persisting commitment to organizational learning. Leadership performs an important role in driving organizational learning ([Liao & Wu, 2009](#)). Previous studies revealed that transformational leadership is very important in explaining organizational learning [Gil et al. \(2018\)](#) leadership style is a vital construct show that influences organizational learning.

According to [Khalifa & Ayoubi \(2015\)](#), inspirational motivation leadership style, as a dimension of transformational leadership, has a significant effect on organizational learning. Based on [Khalifa & Ayoubi \(2015\)](#) "leadership Styles at Syrian Higher Education: What Matters for Organizational Learning at Public and Private Universities?". [Bass & Steidlmeier \(1999\)](#) research on inspirational leadership style. The indicators of inspirational leadership include expressing trust in team members, communicating a compelling vision for the team, and energizing the team. Inspiring leaders can reinforce the team's shared goals by communicating a vision. They can enhance the group's prestige and distinctiveness by expressing trust in its members. They can encourage more interpersonal interaction among team members by energizing group members. Inspirational leaders increase productivity, commitment, and satisfaction ([Horwitch & Whipple, 2014](#)). Leaders influence others' emotions through affective influence or induction ([Kelly & Barsade, 2001](#)). Leaders who can inspire and prioritize needs will instil trust and confidence in their followers ([McDermott et al., 2013](#)). The limitation of inspirational leadership is that there are limitations that only focus on their own efforts in the absence of transcendental reliance on Allah Almighty, namely individualist's others on themselves.

The concept of *tajdid* Inspirational Leadership is a synthesis of the Islamic value of *tajdid* and the dimensions of transformational leadership, namely inspirational leadership. Researchers use indicators contained in the dimensions of inspirational leadership as an element of reason and *tajdid* as an element of qalbu or heart. This study aims to formulate a new concept involving Leadership for Transformation. Transformational Leadership with the dimensions of inspirational leadership and integrated with *tajdid* from the perspective of Islam based on Qur'an [32:10] "And they said, Is it that when we disappear in the earth is it that we really come into a new creation? Rather they are ones who deny the meeting with their Lord", Qur'an [32:24] "And We appointed leaders from among them who guided (people) under Our command, when they observed patience, and kept firm belief in Our verses", Qur'an [17:49] "And they say, .Once we are reduced to bones and dust, is it then that we will be raised, created a new?", Qur'an [25:74] "- and those who say, .Our Lord, Give us, from our spouses and our children, comfort of eyes, and make us heads of the God-fearing". *adīth* Abu Dawood (4291), classified as saheeh by as-Sakhkhaawi in *al-maqāsid al-Hasanah* (149), and classified as saheeh by al-Albaani in *as-Silsilah as-Saheehah* (no. 599). "At the beginning of every century Allah will send to this *ummah* someone who will renew its

religious understanding”.

Organizational learning is considered as critical factor in organizations that explains members' of organizational performance (Rehman et al., 2019). The results of research conducted by Rose et al. (2009) found that organizational learning has a positive relationship with employee performance. Organizational learning is a predictor of organizational performance (Olejarski et al., 2019), while Raguseo et al. (2016) argued that Learning of Organization has a low impact on improving performance. Khandekar & Sharma (2006) found that organizational learning has a significant effect on performance. While research (Hendri, 2019) states that organizational learning has low impact on employee performance. Therefore, this research is intended to develop *tajdid* Inspirational Leadership based on Organizational Learning which can improve human resource performance. Inspirational Leadership is part of Transformational Leadership as conventional leadership theory. The weaknesses of inspirational leadership are the inspirational philosophy used does not begin with the intention to worship, more dominated by the concept of satisfaction of reason, there is no value of belief in Allah Almighty, leaders only build togetherness, leaders focus on power and expertise, and leaders build authority through strength. Leaders should have spiritual values, namely the intention to worship should be the basis of all human activities and have monotheistic beliefs that form awareness, namely believing in the existence of the Last Day, humans will be responsible for their lives in the world and be aware that human life in this world is solely for good deeds (QS Al-Baqarah: 62). The new concept of *tajdid* Inspirational Leadership is an intervention from Inspirational Leadership with Islamic spiritual values (*tajdid*). Then the research questions that arise are as follows: 1). Is organizational learning exploitative learning and explorative learning able to encourage human resource performance through *tajdid* Inspirational Leadership 2). How can *tajdid* Inspirational Leadership encourage smart work and human resource performance?

LITERATURE REVIEW

Transformational Leadership

Bass' model is based on leaders who articulate an inspiring vision and engage in behaviors that encourage empowerment, strong loyalty and trust, and unconventional viewpoints. Transformational leaders encourage their followers to go above and beyond their expectations. To achieve such results, three major leadership processes are involved (Bass, 1985). These leaders raise followers' awareness of the significance and value of specific goals and approaches to achieving them. Leaders encourage followers to put aside their personal interests in pursuing the greater good and goal. Such leaders stimulate and satisfy the high-level needs of their followers through leadership and processes.

The literature proposed the concept of transformational leadership, which is an ongoing process in which leaders and followers improve one another's enthusiasm and motivation. Yukl (2012) argues that transformational leaders can encourage followers to achieve beyond their desires and mandates by instilling positivism, commitment, and motivation in employees,

resulting in more productive and results-oriented employees.

Transformational leaders, according to Bass & Riggio (2006), set more challenging expectations for their followers and achieve higher overall performance. Furthermore, transformational leaders share power with others, take responsibility for individual needs and development, and support followers in achieving their leadership objectives. Leadership of transformation is defined as a leadership style that transforms followers by influencing their morals, ideals, interests, and values and motivating them to perform better than expected (Pieterse et al., 2010). Transformational leadership is one of the most effective leadership styles for encouraging employees to be involved in beneficial behaviors and extracurricular activities (Balwant, 2016). Leaders of transformation encourage followers to overcome their own interests, provide feedback, set high performance standards, assist followers in becoming more innovative and creative, and observe followers' needs Bass (1985). Transformational leaders drive followers to meet expectations by altering their attitudes, beliefs, and values (Rafferty & Griffin, 2004).

Inspiring leaders encourage followers to fulfil their normative expectations when deciding by themselves (Dvir et al., 2002). According to Bass (1995), inspirational motivation is expected to stimulate followers' self-actualization and facilitate the autonomous development of ethical individuals so that they voluntarily follow acceptable values. Based on Oleynick et al. (2014), inspiration is a motivational state that forces individuals to realize ideas. Inspiration is motivated by the rewards associated with tasks and results in autonomous behavior (Deci & Ryan, 2000). Inspiration is a distinct intrinsic motivation because it is derived from outside sources and is linked to with the realization of new ideas. Inspirational leaders can persuade employees to put the group, change followers' ideals, morals, interests, and values to overcome self-interest, and encourage positive -role and extra-role behavior from employees (Bass, 1985). By changing followers' beliefs, values, and attitudes, inspirational leaders can achieve results that exceed expectations (Rafferty & Griffin, 2004). Inspirational leadership style studies were also conducted by Bass (1988); Yukl (2012); Rafferty & Griffin (2004). The focus is limited to individuals and less based on worship and the value of faith in Allah Almighty is not yet concrete.

Tajdid Inspirational Leadership

Tajdid Inspirational Leadership is a leadership style that provides motivation and confidence, communicates vision, and promotes the participation of human resources, by transforming, and regenerating the application of Islam in society, returning it to the path of Islam. This leadership model is distinct from other types of leadership. *Tajdid* Inspirational Leadership model has the spirit of Tawhid with the intention of worshipping the basis of all human activity. With Tawhid makes humans believe in the existence of the last day so that humans will be responsible for their lives in the world and realize that human life in this world is solely for good deeds (QS *Al-Baqarah*: 62). Mas'ud (2017) states that the need for worship, spirituality and guidance where the three are interrelated, meaning that fulfilling one need will fulfil another need is the main motivation in human life.

The existence of the spirit that with the intention of worship causes the standard of success

not only seen from one's own eyes and the eyes of others but by referring to the eyes of Allah Almighty. This standard ultimately colors the renewal of enthusiasm in achieving success in inspirational leadership. By focusing not only on individual and intellectual achievements but also always based on the intention to worship so as to face Allah Almighty. Thus there is a balance between the concept of intellectual satisfaction with the existence of intrinsic motivation. Internalization of Islamic values in inspirational leadership makes the spirit stronger and more meaningful because it contains three, namely: dual relationship (*hablum minnallah and hablum minannas*), the dual dimension of time (The world hereafter) and the dual of empowerment (self-reliance and empowering others).

Tajdid's values serve as a solid foundation for future leaders. This is because every hope, activity, intention, behavior, and goal is always based on Allah Almighty and expects Allah Almighty's pleasure. A leader with these traits typically persuades others and enhances performance. Workers will commit and concentrate their efforts, as well as support peers in achieving shared objectives, in accordance with the transcendental value of Tawhid. The study of [Fachrunnisa et al. \(2020\)](#) states that the leader's task is to synergize individual involvement with employees and organizations. [Zhang et al. \(2011\)](#) encourages the collaboration of individual potential so that it becomes a collective resource and energy that positively influences the achievement of organizational goals. Leaders with certain ethical values will make themselves role model for their followers and make it easier for them to influence their followers' perceptions to achieve organizational goals ([Ko et al., 2018](#)).

Learning Organization

A learning organization is defined as the transformation of understandings, shared ideas, and collective actions into new products, procedures, structures, strategies, and systems ([Agoraki et al., 2011](#)). Organizational learning arises at three levels: individual, group, and organizational ([Crossan et al., 1999](#)). As per literature organizational learning is a process in which organizations learn to be experts in creating, learning, and transferring knowledge, as well as adapting company attitudes to reflect company results. The study of [Slater & Narver \(1999\)](#) states that organizational learning is a dynamic process where each individual will carry out activities of deepening understanding (intuiting), interpreting, integrating and institutionalization, so that each individual who interacts will increase both the level of competences in the form of knowledge, capabilities and technology, insights and attitude ([Crossan et al., 1999](#)).

[March \(1991\)](#) promote exploration and exploitation as dimensions of organizational learning. Meanwhile, [Levinthal & March \(1993\)](#) and [Ganzaroli et al. \(2016\)](#) argue that the right balance of exploration and exploitation is critical for increasing competitiveness, but in the short-term the implementation of exploration strategies tends to have negative impact on firm performance. [Uotila \(2017\)](#) (2017) states that uncertain exploration activities should inherently increase the variability of firm performance. Studies conducted by [Spectre \(2019\)](#) argue that exploitation and exploration of organizational learning are essential for sustainable organizational performance. According to [Levinthal & March \(1993\)](#), exploration and exploitation are mutually reinforcing. However, [He & Wong \(2004\)](#) argue that exploitation

and exploration are not mutually exclusive and can be mixed at the organizational level (Marín-Idárraga et al., 2022).

Refinement, efficiency, and execution are characteristics of the actions involved in exploitation. Exploitative learning captures the acquisition and use of expertise information and current organizational experience to build on existing skills. In order to guarantee action efficiency, certain knowledge is prioritized in exploitative learning. This learning is usually implemented by using existing routines rather than new ones. Another opinion of exploitative learning is to utilize existing technology and apply current knowledge that comes from within the company. Exploitative learning contains a low level of risk, as the learning practice is the application and utilization of existing knowledge from within the company (Liao & Wu, 2009).

According to Bass (1995), transformational leadership is a leadership style where a leader encourages followers to alter their attitudes, beliefs, abilities, and ambitions in order to increase performance beyond personal interests for the sake of the business. By encouraging staff members to look for fresh approaches to issues, transformational leaders can promote organizational learning and create more learning opportunities. *Tajdid* values provide a strong foundation and optimism for the leader. This is due to the fact that in every activity, intention, behavior, hope and goal is always attributed to Allah Almighty and expects the pleasure of Allah Almighty. Leaders with certain ethical values will make themselves role model for their followers and make it easier for them to influence their followers' perceptions to achieve organizational goals (Ko et al., 2018).

The exploitation approach requires intelligent managerial efforts in balancing opposing thought mindset and prevent over-emphasis on one approach (Gupta et al., 2006) as well as selecting appropriate approaches and strategies (Palm & Lilja, 2017). In managing exploration and extraction, leadership is very important. This highlights how important leadership is in encouraging and energizing communities as well as creating the right organizational structures to obtain results related to exploration or exploitation. Leaders must set strategic priorities, cultivate competencies, and synchronize organizational structures with social and behavioral aspects of the company to support organizational learning (March, 1991). Thus, according to the description, the following is the first hypothesis.

H1: Exploitation learning is positively related to *tajdid* Inspirational Leadership.

Transformational leaders motivate others to be more innovative, creative, and open minded. Transformational leaders are natural role models with whom people can identify, emulate, and learn how to promote exploratory and learning-oriented behaviors. These behaviors also inspire employees to tackle new challenges, thereby enhancing learning. Transformational leaders provide individual attention to their followers, which allows them to identify specific competencies in their followers and use those abilities to explore new learning. The spirit that with the intention of worship causes a standard of success not only seen from its own eyes and the eyes of others but by referring to the eyes of Allah Almighty. This standard ultimately colors the renewal of spirit in achieving success in inspirational leadership. By focusing not only on individual and intellectual achievement but also always based on the intention to worship so as to face Allah Almighty. Thus there is a balance between the concept of

intellectual satisfaction and the existence of spiritual intrinsic motivation.

Exploration fosters risk-taking, innovation, and discovery, in the development of new technologies, items, processes, and evaluation. It includes activities such as searching, variety, risk-taking, play, experimentation, flexibility, innovation, and discovery. To fulfil future demands, exploration pushes businesses to investigate new capabilities, resources, methodologies, and strategies (Gupta et al., 2006; Lavie et al., 2010). The particular benefits of each strategy emphasize how crucial it is to find a balance between the two in order to accomplish objectives pertaining to both long-term development and growth and short-term efficiency and production (Maletic et al., 2015; Palm & Lilja, 2017). The establishment of a learning culture is favorably connected with the beneficial impact that transformational leadership plays in exploration, according to Nemanich & Vera (2009) describe how leaders encourage investigation. Thus, the following is the second hypothesis.

H2: Exploration learning is positively related to *tajdid* inspirational leadership.

Smart Working

Sujan et al. (1994) argue that smart working is conceptualized as an adaptive behavior. Knowledge development behavior is another aspect of smart work. Therefore, smart work is characterized as behavior that prioritizes the development of knowledge about the application of knowledge. Based on the assumption that intelligence must be carried into account in certain situations, situational intelligence can be characterized as the capacity to prepare mentally, have faith in one's own ability to modify behavior, and make modifications in response to the current situation. Thus, the personification of efforts to develop and apply knowledge takes the form of planning to determine the suitability of various behaviors and activities, taking into consideration the ability to carry out various types of activities and behavior, as well as changing behavior and activities to make them useful, always in accordance with the current circumstances.

A culture of attitudes, smart work, and behavior that is interacted with the development of good work professionalism will become positive emotional capital and intellectual capital to provide good performance. Sujan et al. (1994) argue that organizational learning guides human resource behavior is related to hard work and smart working. Smart work is defined as engaging in activities that serve to develop knowledge about work circumstances and utilize this knowledge in work behavior.

Kim et al. (2017) identify smart working as efficient and enjoyable work that is carried out with the use of ICT in a creative and intelligent manner. Smart working, according to Vitola & Baltina (2013), utilizes ICT to work virtually and independently of place or time. The literature define smart work as a method of work organization that makes use of computer-based technologies, mobile devices, and telecommunications to allow workers to do their jobs from anywhere, including their homes and/or elsewhere. According to Judrupa et al. (2016), smart working consists of telework, remote work, and mobile work. Malik et al. (2016) argue that smart working is a way to use innovative, cooperative, inventive, and iterative ICT processes for knowledge exploration and exploitation—both new and conventional. This leads to improved outcomes. Kim et al. (2017) smart working means

working smartly, with flexible work arrangements. [Raguseo et al. \(2016\)](#), smart working is associated with the workplace and work behavior how human resources practices must be redesigned to support new ways of working, as well as ICT adoption.

The benefits of smart working in organizations include increased productivity, improved corporate image, and compliance with market developments (reduced turnover, greater flexi time of working hours, and increased employee engagement and satisfaction). Space optimization could result in lower real estate investment. According to [Raguseo et al. \(2016\)](#), there are three main pillars of smart working: the social dimension, which deals with employee behavior and HRM practices within the organization; the technological dimension, which suggests that employees can work remotely through digital technologies; and the physical dimension, which deals with the design and ergonomics of the workspace. Smart working will change the leader's approach to be more relationship-oriented, centered on teamwork and employee involvement, empowering to make autonomous judgments on the best tools and conditions to accomplish the intended goals ([Martin et al., 2013](#)). Changing behavior, developing shared meaning in the dynamic management process, and blending physical and technological interactions are the three main categories of smart working impact identified by ([Iannotta et al., 2007](#)). Leaders must activate the sense-making process by communicating the significance of the new way of working. Working relationships are impacted by digital technologies, particularly in terms of flexibility work activities, knowledge sharing, and collaboration. Digital technology utilization promotes information exchange and teamwork among employees, permits remote working, and supports flextime activities ([Bednar & Welch, 2020](#)). Transformational leadership styles can achieve this ([Garg & Krishnan, 2003](#)). Smart working requires workers and organizations to reconsider their relationships by creating new jobs, multitasking, virtual teamwork, getting more independent space, hours, and choices, work tools, and taking on more responsibility for outcomes ([Bednar & Welch, 2020](#)). Leaders perform well communication and collaboration with coworkers, teams, external partners, and people in general. Leaders foster confidence and accountability in their followers. Then, the following is the third hypothesis:

H3: *Tajdid* inspirational leadership is positively related to smart working.

Human Resource Performance

Two types of employee performance are identified by [McShane & Von Glinow \(2015\)](#) proactive task performance and adaptive task performance. Proficiency in performance is based on the capacity for accurate and efficient work. Adaptive performance is built on the alignment of attitudes and mindsets toward change. Proactive performance is built on the ability to take initiative and make decisions that are advantageous to the organization. [McShane & Von Glinow \(2015\)](#) discovered that employee performance is influenced by motivation, ability, role understanding, and situational support.

According to [Afzali et al. \(2014\)](#), performance is influenced by job knowledge, organizational skills, productivity, perseverance, teamwork, organizational awareness, and interpersonal and relational abilities. The study's performance measurement variables, which include task, adaptive performance, and contextual performance, are employee behaviors that

support organizational objectives as determined by the theoretical review. In the view of Griffin et al. (2007), job skills can help with task performance, but adaptability and proactivity to one's job role are essential for coping with an uncertain business environment.

According to Raguseo et al. (2016), smart working is a practice characterized by flexi-time working, supported by technology, and generally providing employees with the perfect place for employees to do their work. Smart working is a holistic approach to remote work that emphasizes flexibility, empowerment, and employee trust-based relationships (Errico & Farahbaksh, 1998). Flexibility, autonomy, and accountability are characteristics of smart working, which may encourage greater enthusiasm and expand the boundaries of corporate welfare tools (Iapichino, De Rosa, and Liberace, 2018). Smart work can lead to increased employee efficiency (Fragouli & Ilia, 2019).

According to (Sujan et al., 1994), indicators of high intelligent work include a well-compiled plan; both daily and periodic planning; priority setting, and ideas in carrying out work. Employee performance will be differentiated by evidence of flexibility and attention to strategy selection (Sujan et al., 1994). The benefits of smart working for employees include increased autonomy, which can improve efficiency and employee satisfaction (Peretz et al., 2018). Employee satisfaction leads to increased team efficiency, simplification of idea exchange, greater open-mindedness, and acceptance of different points of view.

Considering smart working on employee performance and team spirit, the task of leader is to guide the organization toward a new working arrangement that emerges concurrently with the new culture (Chen & Kanfer, 2006). Implementing smart working practices improves performance. Accordingly, workers' individual performance can be enhanced by smart working. So that, the following is the fourth hypothesis:

H4: Smart working is positively related to human resource performance.

Inspirational leaders give their followers to succeed by explaining why they will succeed (Bass, 1985). Inspiring leaders also foster enthusiasm in their subordinates and provide things which enhance their confidence (Jensen et al., 2020). Inspiring leaders pay special attention to followers and treat them as individuals. Positive emotions can be evoked in followers by leaders who inspire others, and this can stimulate creativity and innovation (Maladzhi & Yan, 2014). Positive emotions have a significant impact on the work environment and employee performance.

In addition to having better access to work-related resources (such as training and crucial information), employees with close relationships with others typically perform better on the job (Chen & Kanfer, 2006). Workers are more likely to focus on their task when they feel safe and secure in a setting where they get along well with their superiors. Interaction-skilled leaders will create a relationship-focused workplace where staff members can concentrate on their work and have access to resources pertinent to their jobs, leading to improved productivity.

Employee performance can be affected by transformational leadership (Patiar & Wang, 2016; Pan & Lin, 2015). Li et al. (2008) argues that transformational leadership provides a considerable enhancement in team performance. Both the efficacy of a team's leadership and individual leadership are affected by transformational leadership. The literature suggests

that transformational leadership has the potential to enhance organizational performance. Consequently, the study's fifth hypothesis is as follows:

H5: *Tajdid* Inspirational leadership is positively related to human resource performance.

RESEARCH METHOD

TABLE 1
Variable Measurement

no.	Variables	Indicator	
1	Exploitation Learning It is the use and development of What is already known with risk taking, experiment, flexibility, innovation	1) Developing knowledge 2) Efficiency 3) Competition 4) Strategic Orientation	Murphy et al. (2007); cPopadiuk (2012)
2	Exploration Learning is the process by which leaders use knowledge from outside the organization to learn about their organization.	1)New knowledge 2)New technology 3)Partnership	Murphy et al. (2007);
3	Smart Working is intelligent behavior directed at developing knowledge and using knowledge in work situations.	1)Work planning 2)Flexibility 3)Adaptive behavior	Raguseo et al. (2016); Sujan et al. (1994)
4	Tajdid Inspirational Leadership is a type of leadership characterized by scientific and objective responsibility, dynamic thinking methods and broad and deep knowledge.	1)Vision achievement based on extensive knowledge 2)Trustworthy trust 3)Optimistic about innovation 4)Scientifically responsible vision	Qur'ān [32:24], Qur'ān [17:49], Qur'ān [25:74], <i>adīth</i> narrated by Abu Dawood (4291)
5	Human Resource Performance Performance is the outcome obtained by followers in carrying out tasks based on task, adaptive and contextual actions and behaviors according to predetermined standards and criteria in order to meet predetermined standards.	1) Adaptive Performance. 2) Task Performance. 3) Contextual Performance.	McShane & Von Glinow (2015)

Variable Measurement

The variables of this study include human resource performance, exploitation learning, exploratory learning, smart working, and *tajdid* Inspirational Leadership. The assessment of indicators is explained and described in Table 1.

Respondent

The population in this study are lecturers with additional duties as leaders, who in charge as head of the study program, dean, chairman of LPM, chairman of LPPM in private universities in Central Java. The sampling method used was a purposive sampling technique. Hair Jr (2014), an indicator multiplied by five to ten or at least one hundred respondents, is referred to as the number of samples. For generalization, the sample size for this study was set at 150 respondents (40% of the population). This is a quantitative study that uses survey data collection techniques. The data used is primary data. To control time, place, and budget constraints, data was collected using a survey data collection method via an online questionnaire survey. The survey questionnaire has been simultaneously distributed across social groups on WhatsApp. In preventing hesitancy in participation, none of these questions contain sensitive or personal. Survey participants indicated their assessment perceptions of the leader on exploitation learning, exploration learning and *tajdid* Motivating Leadership: Evaluate subordinates based on their resourcefulness and human efficiency. Every item was given a score between 1 and 7 (strongly disagree to strongly agree), on a seven-point scale.

RESULTS AND DISCUSSION

Technical Analysis

According to demographics, the greatest number of respondents are between the ages of 41 and 50 (38.9%), followed by 31 and 40 (34.7%). The education majority in master's degree or equivalent (60 percent) followed by high school (37 percents) then master's degree (79.2 percents). The tenure majority is 5 -15 years (49.3 percents). The academic's title majority is assistant professor (51.4%).

Structural Equation Modeling (SEM) is used with the AMOS application to analyze quantitative data. This model is a statistical technique that can be used to test various relatively complex relationships. Testing the structural model (the relation between independent and dependent constructs) as well as the model for measurement (the relationship between indicators and constructs) is one benefits of using structural equation modeling (SEM) in management research.

According to the reliability results, the construct reliability variable Exploitation Learning 0.855; exploration learning 0.854; *tajdid* Inspirational Leadership 0.876; Smart working 0.874; and human resource performance 0.808. The cut off value condition of ≥ 0.70 is met by all constructs of latent variable reliability. In the same way, the variance extract test yields no value that is less than 0.50. The test's findings demonstrate every sign (observed) in the construct, allowing for the conclusion that every latent variable satisfies the reliability and validity requirements (Hair Jr, 2014).

Discussion

The estimated values of the chi-square criterion, probability, CMINDF, GFI, TLI, CFI, and RMSEA are in the expected value range (Figure 1), showing that the model is fit (excellent) based on the outcomes of assessing the model’s feasibility. Even though the AGFI index yielded unfavorable results, the value was rather close to the cutoff value, or what is known as marginal fit, indicating that the measurement model was suitable for the fit size criterion. This suggests that more investigation may be warranted. since it becomes closer to the excellent fit requirements, indicating that the model is still appropriate (Ferdinand, 2014).

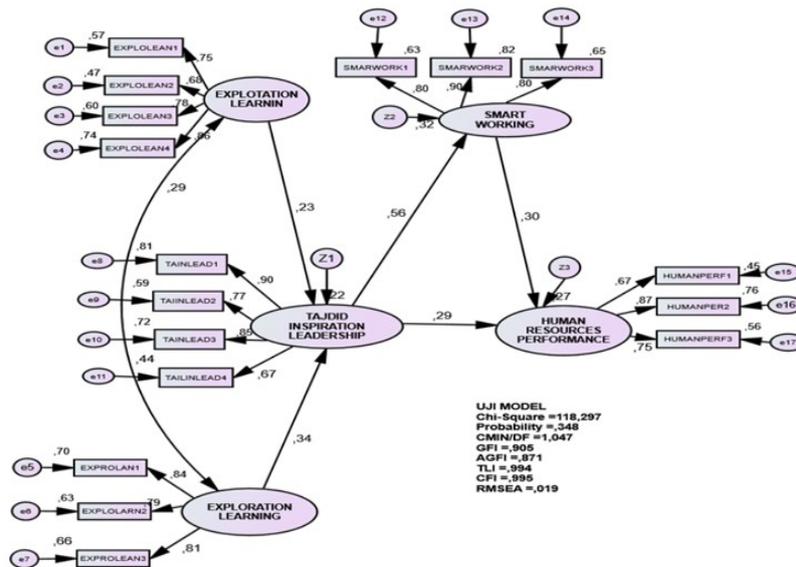


FIGURE 1. chi-square criterion, probability, CMINDF, GFI, TLI, CFI, and RMSEA

Based on the calculation using structural equation model test and confirmatory analysis of *tajdid* Inspiration Leadership model as a summary of hypothesis testing proposed in this study as shown in Table 2.

TABLE 2
Hypothesis Testing Summary

Hypothesis	Relation between variables	Estimate	t count	P	Description
H1	Exploitation Learning à <i>tajdid</i> Inspiration Leadership	0.233	2.322	0.02	Retrieved
H2	Exploration Learning à <i>tajdid</i> Inspiration Leadership	0.338	3.322	0	Retrieved
H3	<i>tajdid</i> Inspiration Leadership à Smart Working	0.564	5.692	0	Retrieved
H4	<i>tajdid</i> Inspiration Leadership à Human Resources Performance	0.29	2.402	0.016	Retrieved
H5	Smart Working à Human Resources Performance	0.299	2.445	0.014	Retrieved

The evidence presented in Table 2 indicates that the five hypotheses are empirically supported. The learning theories pertaining to exploitation and exploration have an impact on *tajdid* Inspirational Leadership. The findings of this study corroborate the findings of [Gupta et al. \(2006\)](#), who found that the exploitation approach necessitates astute managerial efforts in selecting techniques and suitable strategies, as well as balancing competing viewpoints and avoiding overemphasizing one approach ([Palm & Lilja, 2017](#)). Leadership has a crucial role in managing exploration and exploitation ([Baškarada et al., 2016](#)), that exploration enables inspiring motivated action is both compatible with and pertinent to this argument. Based on transcendental spiritual values, specifically *tajdid* values, *tajdid* Inspirational Leadership is a new concept in leadership that has the potential to foster mental models and altruistic attitudes, which in turn can lead to openness and novelty that foster innovation for organizational sustainability ([Neubert et al., 2017](#)).

The third hypothesis *tajdid* Inspirational Leadership is able to encourage increased smart working. Leadership style is the most important role for the effectiveness of smart work. Literature analyzed that leadership roles influence smart working. [Iannotta et al. \(2007\)](#) argues that leaders are crucial in advancing the technological, ethical, behavioral, and cultural goals of smart working practices. The goal of a leader in a smart work environment is to integrate physical and technical interactions, change behavior, and create a shared sense of purpose. A compelling vision for the purpose and future of the business can be expressed by transformational leaders ([Phillips & Pittman, 2008](#)). Additionally, it was discovered that job adaptability and transformational leadership were positively connected.

The fourth hypothesis is that *tajdid* Inspirational Leadership is able to encourage the improvement of human resource performance. According to [Nazarian et al. \(2017\)](#), transformational leadership is thought to be a significant performance factor. There exists a favorable correlation between team performance and transformational leadership. According to [Bushra et al. \(2011\)](#) transformational leaders foster a culture of confidence and values within their workforce, which in turn leads to performance outcomes that surpass expectations. According to [Murphy et al. \(2007\)](#), leadership has a significant impact on organizational performance. According to [Aas \(2017\)](#), putting information, abilities, and attitudes into practice through leadership development activities is critical.

Lastly, the enhancement of human resource performance can be fostered by the fifth hypothesis of smart working. The study's conclusions corroborate [Carbonara et al. \(2022\)](#) claim that, in contrast to conventional work practices, smart working enables respondents to enhance their performance more easily. This research is in line with [Sumiati & Prasetyo \(2022\)](#) that smart working has a significant relationship with human resource performance. [Carotenuto & Capurso \(2017\)](#) found that performance is significantly impacted by smart functioning. To increase organizational performance and the work environment, smart working integrates autonomy, flexibility, and collaboration. The literature define smart working as an innovative organizational model that offers the optimal working conditions for all employees of the company to accomplish their duties. It is characterized by greater flexibility and autonomy in the choice of workspace, time, and tools. To enhance workplace productivity and organizational effectiveness, smart working integrates flexibility, autonomy,

and collaboration (Zheloukhova, 2014). According to McEwan (2016), smart working is a smart work approach that emphasizes autonomy, flexibility, and responsibility in order to increase accountability for the outcomes. By embracing the idea of responsibility and trust in return for more accountability and responsibility for the outcomes they generate, employees can raise their professional effectiveness and improve their work-life balance.

Conclusion

Based on the findings of hypothesis testing, it is possible to conclude that the *tajdid* Inspirational Leadership development model based on organizational learning can improve human resource performance. This demonstrates how *tajdid* Inspirational Leadership, as well as smart usage of exploratory antecedents and exploratory learning, impact HR performance.

Theoretical Implications

Theoretical implications of the development model of *tajdid* Inspirational Leadership based on organizational learning towards improving human resource performance at Private Universities in Central Java. The fundamental theory developed in this study is leadership theory. Based on a review of the literature on conventional leadership theory, it can be concluded that it is based solely on interaction with those around it and does not start with the intention of worshipping or focusing on its own efforts. Rather, it is dependent only on Allah Almighty on a transcendent level. Therefore the new concept of *tajdid* Inspirational Leadership which is an intervention of transformational leadership with Islamic values (*tajdid*), the novelty becomes more comprehensive meaning not only good relations between human beings, but also relations with Allah Almighty (hablum minan naas wa hablum minAllah), whereas the novelty indicators include: Vision based on broad knowledge, trustworthy trust, optimistic innovation and scientifically responsible vision.

Research Limitations

The SEM model fits the data, or fits to the data used, according to the testing findings for the overall model. Nonetheless, two fit tests have a minimal level of acceptance, as evidenced by the Adjusted Goodness of Fit Index (AGFI = 0.871).

Then *tajdid* Inspirational Leadership is explained by variables or influenced by exploratory learning and exploitation learning by 21.5%. While the Smart working variable is explained by the *tajdid* Inspirational Leadership variable by 31.8% and Human Resources performance is explained by the smart working variable and *tajdid* Inspirational Leadership by 27.2%. It can be concluded from this condition that external variables have a somewhat significant impact on endogenous variables.

Future Research

Future research on the role of intervening variables or the mediation of exogenous and endogenous variables is a fascinating field of study, especially in light of the limitations of the current study. Indicators specific to industry traits, like public higher education, are a fascinating addition to the research agenda.

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