



Building The Relationship of Islamic Transglobal Leadership with Human Resource Performance Through a Meaningful Work, Engagement, and Creativity

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ABSTRACT

Concerning the "black box" on the relationship between leadership and performance, this study aimed to examine the effect of transglobal Islamic leadership (ITL) on human resources (HR) performance mediated by meaningful work, employee engagement, and creativity. This research was conducted on 152 lecturers and educational staff of Islamic Higher Education (IHE) in Central Java, Indonesia. The data collected from the survey was applied to structural equation modeling (SEM) using AMOS. From the study, it was found that ITL significantly affects meaningful work, employee engagement, and HR performance; meaningful work significantly affects employee engagement, creativity, and HR performance; employee engagement significantly affects creativity, but does not significantly affect HR performance; while creativity significantly affects to HR performance. This study contributed to the literature regarding the role of ITL, meaningful work, employee engagement, and creativity in creating HR performance. The originality of this study is to offer an ITL style; ITL affects HR performance mediated by meaningful work, employee engagement, and creativity. Thus, there is no research has investigated such causality.

JEL Classification: M54, I23

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INTRODUCTION

In the perspective of a resource-based viewpoint, a leader has talents and assets that are very important for the organization (Mabey and Ramirez, 2005). A leader can be unique resource that contributes to organizational performance. Therefore, leadership development is a strategic resource for the organizations (Canals, 2014). According to Jing and Avery (2016), there are still many problems and gaps between leadership studies and organizational performance that need to be addressed. Previous studies found controversial results that leadership influenced performance (Imhangbe et al., 2019; Babalola, 2016; Quigley and D Graffin, 2016), and vice versa (Mavhungu and Bussin, 2017; Maamari and Saheb, 2018; Fitza, 2014; 2017).

Most studies on leadership focus on transformational and transactional leadership (Bass, 1985; Bass and Avolio, 1994). As this type of leadership is still local and has not reached global aspects, there is a theoretical problem regarding the study (Sharkey, 2012). According to Hunt et al. (1990), there is a need to open the "black box" of the leadership and the outcome, it means that there is a necessity to examine the dynamic results of the relationship between leadership and performance, as well as the potential mediating role. Therefore, we offer mediating variables, namely meaningful work, engagement, and creativity, which can be predictors of HR performance. Based on previous studies, meaningful work (Demirtas et al., 2017; Frémeaux & Pavageau, 2020), engagement (Breevaart et al., 2015; Ahmad and Gao, 2018), and creativity (Chow, 2017; Zhang and Martol, 2010) have a significant effect on performance.

HR di IHE is still a problem both in quantity and quality (Asnaini et al., 2020). Safriadi (2016) argued that many universities use Islamic labels, but not many are included in the ranks of the top universities in Indonesia. None of IHE is included in the world-class university (Table 1) based on the ranking of global universities. This condition shows the low quality of HR, which has implications for HR performance and IHE quality.

Table 1 Ranking of Higher Education in Indonesia according to Webometrics (WEB), Quacquarelli Symonds (QS), World University Ranking, and The Times Higher Education (THE) in 2020

University	WEB	QS	THE
University of Indonesia	693	251-300	600-800
Bandung Institute of Technology	891	201-250	1001+
Gadjah Mada University	1.484	401-450	1001+
UIN Syarif Hidayatullah (IHE)	4.073	not recorded	not recorded
UIN Maulana Malik Ibrahim (IHE)	4.219	not recorded	not recorded
UIN Walisongo (IHE)	4.384	not recorded	not recorded
Sultan Agung Islamic University (IHE)	4.561	not recorded	not recorded
UIN Sunan Gunung Djati (IHE)	4.572	not recorded	not recorded
UIN Sunan Ampel Surabaya (IHE)	5.252	not recorded	not recorded

Note: UIN=State Islamic University

To improve HR performance, scholars in HR development and graduate-practitioners often create a positive work environment (Egan et al., 2017) through leadership (Turner and Chacon-Rivera, 2019). HR performance in tertiary institutions as shown in many studies is influenced by leadership styles (Osman, 2020; Torlak and Kuzey, 2019; Shafaq et al., 2017). Avery (2004) argues that no single paradigm of leadership is claimed to be the most effective. Instead, an organization must adopt a leadership style in which leaders and followers can interact.

In its dynamics, complexity and diversity characterize the global environment so that there is a demand for increasing leadership competence at all levels of the organization (Jokinen, 2005). The study of Hassanzadeh et al. (2015) shows that global leadership is related to complexity, thus requiring additional competencies to lead globally competitive organizations. Transglobal leadership has six competencies: cognitive intelligence, moral intelligence, emotional intelligence, cultural intelligence, business intelligence, and global intelligence (Sharkey, 2012). Globalization also affects complex and inevitable moral challenges for leaders (Jones and Millar, 2010; Thompson, 2010). For this reason, Islamic spiritual leadership, along with its spiritual intelligence, would bring comprehensive and universal moral teachings that can meet global challenges and needs (Usman et al., 2020; Rahman and Shah, 2015). ITL is an integration of transglobal leadership with Islamic spiritual leadership that has global and spiritual competence. Based on previous studies, research on transglobal leadership in higher education is not conducted yet, especially in Islamic higher education (IHE). In the context

of Indonesia, Hudson et al. (2020) found that religious identity overcomes ethnicity. The social identity theory of leadership predicts that people are more likely to support a 'prototype' leader that reflects and represents the group's identity to which they are closest (Hogg and Knippenberg, 2003). Therefore we integrate transglobal leadership with Islamic spiritual leadership.

In today's competitive world, IHE is growing globally and faces many challenges to achieve organizational goals. Therefore, ITL plays an important role in achieving these goals and encouraging HR performance. ITL is a leadership that is considered appropriate for universities that have an Islamic identity. ITL is a leadership style considered as one of the important elements in IHE's success. Therefore, this study aims to examine the effect of ITL on HR performance in IHE which is mediated by meaningful work, employee engagement, and creativity. The results of this study are expected to encourage the importance of ITL which is mediated by meaningful work, employee engagement, and creativity to contribute to improving HR performance, and in the end will improve the performance of sustainable IHE in the future.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

There are many challenges faced by IHE today in order to provide quality education to stakeholders. The success of higher education depends on the performance, effort, and contribution of human resources. Therefore, the performance of human resources will always be the top priority in all higher education institutions (Khan et al., 2012). Several studies concluded that the performance of human resources in higher education is influenced by leadership style (Osman, 2020; Torlak and Kuzey, 2019; Shafaq et al., 2017). Leadership is considered as one of the important elements in organizational success where a leader can influence the behavior and actions of HR and at the same time achieve organizational goals (Osman, 2020). However, there is still a gap in the results of previous research between leadership and HR performance. For this reason, the ITL leadership style is expected to improve HR performance, while meaningful work (Tong, 2018, Tuuli and Rowlinson 2009), employee engagement (Ismail et al., 2019; Nazir and Islam, 2017; Anitha, 2014, Bakker et al., 2008) and creativity (Ismail et al., 2019; Imran et al., 2018; Taboli and Zaerizadeh, 2016) can have an effect on HR performance. Therefore, meaningful work, employee engagement, and creativity are expected to be able to mediate the relationship between ITL and HR performance.

In general, there are two opposing views of leadership in organizations. One view focuses on leaders and attempts to explain performance by analyzing specific leadership behaviors and relating them directly to results. Whereas the second view is based on relationships, analyzing how leaders interact with their employees (Tummers and Knies, 2013). ITL is a leadership style that is oriented towards the interaction of leaders and employees which is expected to improve HR performance, while meaningful work (Tong, 2018, Tuuli and Rowlinson 2009), employee engagement (Ismail et al., 2019; Nazir and Islam, 2017; Anitha, 2014), Bakker et al. (2008) and creativity (Ismail et al., 2019; Imran et al., 2018; Taboli and Zaerizadeh, 2016) can affect HR performance. Therefore, meaningful work, employee engagement and creativity are expected to be able to mediate the relationship. ITL with HR performance.

The literature in this study is limited as it has not been applied in actual cases. Therefore, to build a research framework, hypotheses, and empirical evidence, the authors refer to the general theory of leadership. This finding is expected to solve the problem between leadership and performance and enrich the literature on this issue.

ITL

Northouse (2018) defined leadership as a process in which a person influences a group of people to achieve common goals. Meanwhile, leadership style is defined as behavior pattern displayed by the leader (Eagly et al., 2003).

At the outset, we acknowledge that the construct of leadership itself is ambiguous and lacks unifying theory (Barker, 2001; Yukl, 1989). Yukl (2013) uses five types of leadership categorization, i.e.: (1) trait approach; (2) behavioral approach; (3) the influence-power approach; (4) situational approach; and (5) an integrative approach. Meanwhile, according to Turner et al. (2018) and Turner and Chacon-Rivera, (2019), Leadership theory has evolved four primary categories: traditional (e.g., trait-based, behavioral, and situational),

new (e.g., charismatic and transformational), collective (e.g., team leadership and complexity leadership), and global leadership theories (e.g., instrumental and global leadership) (Turner et al., 2018; Turner and Chacon-Rivera, 2019). An interesting leadership study is the application of Darwinian principles to leadership (Vugt and Ronay, 2014). Transglobal leadership is an evolution of the study of both transactional and transformational leadership (Sharkey, 2012).

Sharkey (2012) argued that transglobal leadership is leadership whose influence crosses cultural and state boundaries, universal, and makes a major contribution to the human spirit that changes human civilization. Sharkey (2012) stated, "that there are six transglobal leadership intelligence, including cognitive, moral, emotional, cultural, business, and global intelligence." Intelligence without any support of excellent leadership behavior will not be able to produce complete and permanent problem-solving. Therefore, apart from being supported by intelligence, transglobal leadership must also have five behavioral characteristics. The five behaviors reflect (1) uncertainty resilience, (2) team connectivity, (3) pragmatic flexibility, (4) perspective responsiveness, and (5) talent orientation. Sharkey (2012) stated that moral, cultural, and global intelligence were not shared by the previous leaders as they merely observe the transactional and transformational systems between the leaders and subordinates, and have not considered the global aspects related to broader public interests (Burn, 1978; Bass and Avolio, 1994).

Until now, studies on transglobal leadership are still limited. Hermawati (2020), Hermawati et al. (2019) and Hermawati and Mas (2017) conducted a study of the relationship between transglobal leadership and HR performance in MSMEs. Meanwhile, Insan et al. (2021) conducted a study on the relationship of transglobal leadership with work motivation, organizational culture, organizational commitment to cooperative (Koperasi). The study of Nasution and Setiawan, (2021) analyzed the relationship of transglobal leadership with company performance and an innovative work environment. Meanwhile, Pujiono et al. (2020) conducted a study on the influence of transglobal leadership and organizational culture on work performance and trust among employees as moderating variables at the Indonesian Financial Transaction Reports and Analysis Center (PPATK).

Lately, the issue of spiritual leadership has become the main concern among experts and practitioners (Giacalone and Jurkiewicz, 2003; Fry et al., 2017). Fry (2003) defined spiritual leadership as comprising the values, attitudes, and behaviors that are necessary to intrinsically motivate oneself and others, so that they have a sense of spiritual survival through calling and membership. Spiritual leadership differs from previous value-based leadership theories (Fry et al., 2017; Chen and Yang, 2012) in which it still has weaknesses because the theory is rooted in western culture. Therefore, the researcher develops the treasury of knowledge about Islamic spiritual leadership.

Rahman and Shah (2015) argued that the criteria for Islamic leaders are leaders who have Islamic spiritual intelligence according to Al-Qur'an and Sunnah. Dimensions of Islamic spiritual intelligence are: (1) *Siddiq* which means truthful or being honest with yourself, God, and others. As mentioned in the Qur'an "be truthful" (At-Tawbah 9:119), (2) *Amanah* which means trustworthy that is the leader must have a responsibility, respect, courteousness, and fairness. "*Indeed, Allah commands you to render trusts to whom they are due, and when you judge between people to judge with justice. Excellent is that which Allah instructs you. Indeed, Allah is all-hearing and seeing*" (An-Nisa 4:58), (3) *Fatanah*, that is a skill in attitude, knowledge, discipline, and the ability to make decisions. "*Allah will raise those who have believed among you and those who were given knowledge, by degrees. And Allah is acquainted with what you do*" (Al-Mujadalah 58:11), (4) *Tabligh* that means advocacy or the ability to communicate and work together in harmony (Rahman and Shah, 2015).

We define ITL as process and action whereby an individual influences the thinking, attitude, and behavior of the global community to work together synergistically towards common vision and goal. To achieve this goal, a leader must have cognitive, moral, emotional, cultural, business, and global intelligence based on Islamic spiritual values (Islamic spiritual intelligence). ITL is someone who has a global vision, trustworthy, responsible, communicative, and intelligent. ITL can play a role in creating quality of work-life, moral exemplarity, meaningfulness, spiritual well-being, positive attitudes towards individuals and situations, and can contribute to HR development.

Meaningful Work

Albrecht (2013) defined meaningful work as a positive psychological state in which people feel that they are making a positive, important, and useful contribution to a worthy cause through their job performance. The

study results of Tummers and Knies (2013) showed that leadership strongly influences work meaningfulness, which in turn, influences job outcomes. A study by Hermawati et al. (2019), as well as Hermawati and Mas (2017) found that transglobal leadership affects the quality of work life. Yuvitasari (2018) further found that Islamic leadership also affects the quality of work life. While, Magnano et al. (2019) found that the quality of work-life has a significant effect on meaningful work. Therefore, the hypothesis is formulated as follows:

H1: ITL affects meaningful work

Anitha (2014) stated that leadership is a fundamental factor to inform employee engagement. Tims et al. (2011) argued that daily fluctuations in leadership may influence employees' self-beliefs (i.e., personal resources) and work experiences (i.e., employee engagement). The empirical study of Xu and Thomas (2011) showed that relationship-oriented leadership factors are all positively associated with engagement. Meanwhile, DeFreese and Smith (2013) as well as Kanten and Sadullah (2012) found that the quality of work-life affects employee engagement. Hermawati et al. (2019) found that transglobal leadership affects employee engagement, meanwhile, Meiyani and Putra (2019) found that Islamic leadership has a significant effect on employee engagement. According to Anitha (2014), a strong correlation exists between high level of employee engagement and effective leadership. Therefore, the hypothesis is formulated as follows:

H2: ITL affects employee engagement

Employee Engagement

Kahn (1990) conceptualized the engagement in terms of being involved in the work roles physically, cognitively, and emotionally. While, Schaufeli et al. (2002); and Bakker and Schaufeli (2014) stated that engagement is a condition that is positive, satisfying, and related to the work of mind, which is marked by strength, dedication, and absorption. Empirically, Gorgi et al. (2019) found that meaningful work can affect employee engagement. In addition, echoing past study (Stringer, 2007), meaningful work characteristic is the strongest unique predictor of employee engagement. Likewise, study results by Fairlie (2011) showed that meaningful work has a strong relationship with employee engagement. Therefore, the hypothesis proposed is:

H3: meaningful work affects employee engagement

Creativity

Creativity is generally defined as the production of ideas, products, or procedures that are novel and potentially useful (Amabile, 1996). According to Liu et al. (2016), meaningful work is a factor driving creativity and innovation. Chalofsky and Krishna (2009) found that a feeling of meaningfulness at work increases employees' internal motivation, which in turn, helps them to engage in the workplace as a belief that someone would pursue the goal of decent work (Steger et al., 2012). Internal motivation is a positive experience related to the work itself (Deci et al., 1999). Thus, the combination of the two variables will become a strong motivational impetus for creativity. For that, the hypotheses proposed are:

H4: meaningful work affects creativity

A study by Alfes et al. (2013) resulted that the engaged employees are better at developing creative solutions, thinking innovatively, and using flexible reasoning in challenging organizational situations. The studies of Slåtten and Mehmetoglu (2011) showed that employee engagement and creativity at work are considered as critical antecedents of creativity at the workplace. Harter et al. (2003) found that employee engagement is a construct that encourages positive influence on individuals in the workplace, which in turn affects creativity. Therefore, the hypotheses proposed are:

H5: employee engagement affects creativity

HR Performance

Performance is the overall result or success of a person during a certain work period compared to work standards, targets, or criteria that have been previously determined and agreed upon (Rivai, 2004). Sarmiento et al. (2007) stated that employee performance is the ability and skills of employees to do the job better. This means that a person's performance is reflected in the results of his work as in daily working situations and conditions. Colquitt et al. (2009) defined performance as an employees' working behavior to achieve organizational goals.

Meaningful work is a component that can predict employee performance (Tong, 2018). Tuuli and Rowlinson (2009) have proposed that job performance depends on the meaningful work of management-level staff in the company. Tong (2018) concluded that meaningful work has a significant effect on job performance. Therefore, the hypothesis proposed is:

H6: meaningful work affects HR performance

Employee engagement enhances employee performance (Ismail et al., 2019; Nazir and Islam, 2017; Anitha, 2014). Engaged employees exhibit various productive behaviors that enhance team synergy to achieve organizational goals (Bakker and Demerouti, 2008). These synergetic efforts lead to enhanced employee performances (Bakker et al., 2008). The greater the employee engagement, the more likely he or she is to deliver excellent on-the-job performance. Therefore, the hypothesis proposed is:

H7: employee engagement affects HR performance

Creative employees will provide new solutions which enable them to work more productively and show job performance. The results of the study of Ismail et al. (2019) and Imran et al. (2018) concluded that creativity is significantly correlated with work performance. Taboli and Zaerizadeh (2016) argued that creativity has an impact on task performance. The results of Yee et al. (2014) study showed that job performance and psychological climate for creativity are all positively and significantly correlated. Therefore, the hypothesis proposed is:

H8: creativity affects HR performance

Leadership is the process of influencing others (Summerfield, 2014; Silva, 2016). The results of a study by Hakim (2012) concluded that the application of Islamic leadership is evidenced to have increased Islamic work motivation and employee performance. The results of the study of Pujiono et al. (2020), Hermawati (2020) and Hermawati et al. (2019) showed that transglobal leadership affects employee performance. Therefore, the hypothesis proposed is:

H9: ITL affects HR performance

RESEARCH METHODOLOGY

Population, Samples, and Sampling Techniques

This study uses a quantitative approach and primary data. The data were collected using a survey questionnaire. The object of this study is the Sultan Agung Islamic University (Unissula) and the State Islamic University (UIN) Walisongo because the IHE in both universities is accredited A. The data collection technique uses a random convenience sample through an online survey. Based on the distribution of online questionnaires, 152 respondents filled out the form completely. The number of samples refers to the opinion of Hair et al. (2014), which states that the number of samples is a parameter multiplied by 5 to 10 or at least 100 respondents in the SEM analysis.

Most respondents (66%) work as lecturers, while another 24% work as education staff (permanent employees). The majority of respondents (59%) have a master's degree, and the rest (23%) have held doctoral degree. Regarding the age, most of the respondents (66%) are between 40 and 49 years old, 29% are more than 49 years old. Besides, 43% of them have worked for more than 15 years. Those with 5-10 years of service are

only 22%. The characteristics of respondents are described in Table 2.

Table 2 Description of respondents

	<i>n</i>	%
Sex		
Male	85	56
Female	67	44
Age		
< 30 years old	16	11
30 – 39 years old	41	27
40 - 49 years old	51	34
> 49 years old	44	29
Years of service		
< 5 years	22	14
5 - 10 years	34	22
11 -15 years	31	20
> 15 years	65	43
Profession		
Teaching staff (lecturer)	101	66
Education staff	51	34
Education		
S1 (Undergraduate)	19	13
S2 (Master degree)	90	59
S3 (Doctoral degree)	35	23
Others	8	5

Variable Measurement

Data was collected using a questionnaire with Likert scale in 7 points ranging from 1 strongly disagree to 7 strongly agree. This study used five variables: ITL, meaningful work, employee engagement, creativity, and HR performance.

ITL uses seven indicators, six indicators are cognitive intelligence, moral intelligence, emotional intelligence, cultural intelligence, business intelligence, and global intelligence. This measurement scale is taken from the study of Hermawati et al. (2019) with Cronbach $\alpha = 0.875$, and one indicator of Islamic spiritual intelligence uses a measurement scale from Rahman and Shah (2015) with Cronbach $\alpha = 0.79$.

Meaningful work is measured using the psychological meaningfulness scale of Spreitzer (1995) with Cronbach $\alpha = 0.93$.

Employee engagement adopted from Schaufeli et al. (2002) and UWES-9 with three indicators, namely vigor with Cronbach $\alpha = 0.85$, dedication with Cronbach $\alpha = 0.78$, and absorption with Cronbach $\alpha = 0.73$. Creativity is measured based on a scale of 5 question items from Alge et al. (2006) and Zhou and George (2001) with Cronbach $\alpha = 0.88$.

For HR performance, the measurement used is from the study of Al-Musadieq et al. (2018) with four indicators i.e. quality of work loading factor $\lambda = 0.856$, quantity of occupation loading factor $\lambda = 0.785$, timeliness loading factor $\lambda = 0.861$, low error loading factor $\lambda = 0.891$ with a reliability level = 0.989.

Data Analysis Techniques

Descriptive statistical analysis was used to determine the characteristics of the respondents, while confirmatory factor analysis (CFA) was used to test the construction validity of the measurement model. Testing hypotheses and model validity using structural equation modeling (SEM) with AMOS. SEM can estimate a series of relationships between latent constructs simultaneously in a model. The maximum likelihood estimation method was used and the input for analysis is the item covariance matrix. Chi-square statistics, root mean square error of approximation (RMSEA), comparative fit index (CFI), Tucker–Lewis index (TLI), normed fit index (NFI), goodness-of-fit index (GFI), and average goodness-of-fit index (AGFI) were used to assess the goodness of fit model. Hu and Bentler (1999) stated that the score of 0.95 for CFI, TLI, and NFI, and above 0.90 for GFI and

AGFI are considered indicating a good match. For RMSEA, the score of less than 0.05 indicates a good match, while the score between 0.05 and 0.08 indicates an acceptable match.

RESULTS

Measurement Model

Table 3 provides the mean, standard deviation, and correlations among the study variables. A significant correlation was found among the predictor, mediation, and outcome variables. Thus, it provides initial support for the study hypotheses.

Table 3 Mean, standard deviation, and correlation

	Mean	SD	1	2	3	4	5
1. ITL	6.29	0.687					
2. Meaningful Work	6.41	0.591	.311**				
3. Employee Engagement	6.35	0.578	.261**	0.143*			
4. Creativity	5.95	0.628	.312**	.308**	.288**		
5. HR Performance	6.4	0.555	.423**	.608**	.386**	.441**	

Note: * $p < 0.1$ ** $p < 0.01$ SD=Standard Deviation

The results of the modeling in Table 3 with CFA show the coefficients that explain the level of relationship of indicators with latent variables. Convergent validity is measured through a correlation and analysis matrix. Overall, the average extracted variant (AVE) from ITL, meaningful work, employee engagement, creativity, and HR performance is above 0.50 (Hair *et al.*, 2014). The results proved the validity. Furthermore, all-composite construct reliability (CCR) is above 0.70. Likewise, the Cronbach's alpha score is above 0.70 (Nunnally, 1978). Overall, this study has sufficient reliability and validity of data.

Table 4 Confirmatory factor analysis of validity and reliability

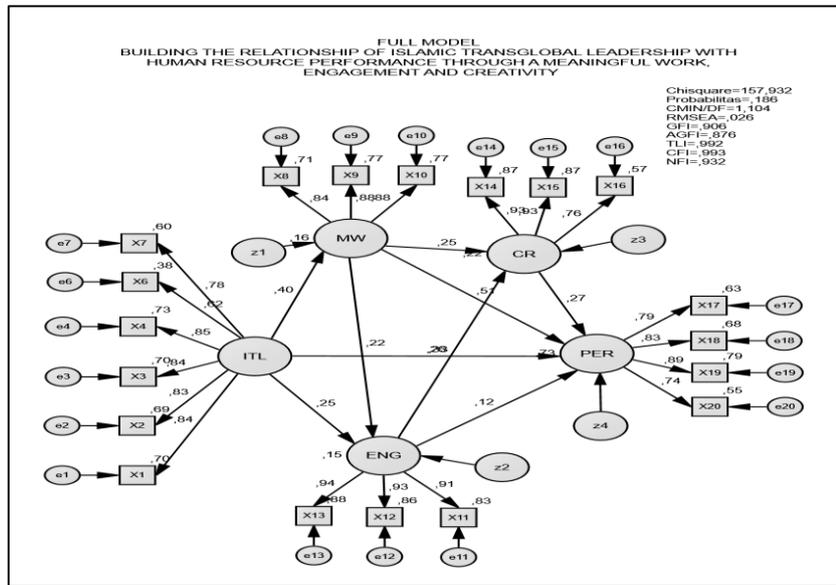
	AVE	CCR	Alpha
1. ITL	0.705	0.959	0.929
2. Meaningful Work	0.847	0.943	0.899
3. Employee Engagement	0.532	0.950	0.919
4. Creativity	0.651	0.897	0.813
5. HR Performance	0.519	0.894	0.838

Note: AVE = Average Variance Extracted, CCR=Composite Construct Reliability Alpha =Cronbach's Alpha.

Structural Equation Modeling (SEM)

Figure 1 shows that statistically adequate fit of the model with the data. The statistical results show an adequate match with the data $\chi^2 = 157.93163$, $df = 143$, $p = 0.18592$, $CMIN / df = 1.10442$, $NFI = 0.9324$, $TLI = 0.9917$, $CFI = 0.9931$, $GFI = 0.90638$, $AGFI = 0.87561$, $RMSEA = 0.0263$.

The results of structural path estimation are displayed in Table 5. Model shows that ITL significantly affects meaningful work ($\beta = 0.40$, $t = 4.53$, $p < 0.001$) which supports H1. ITL significantly affects employee engagement with positive standard path coefficients ($\beta = 0.25$, $t = 2.70$, $p < 0.05$) which supports H2. Meaningful work significantly affects employee engagement ($\beta = 0.22$, $t = 2.39$, $p < 0.05$) which supports H3. Meaningful work significantly affect creativity ($\beta = 0.25$, $t = 2.87$, $p < 0.05$) which supports H4. Employee engagement significantly affects creativity ($\beta = 0.33$, $t = 3.97$, $p < 0.001$) which supports H5. Meaningful work significantly affects HR performance ($\beta = 0.51$, $t = 6.60$, $p < 0.001$) which supports H6. Employee engagement ($\beta = 0.12$, $t = 1.88$, $p < 0.1$) does not significantly affect HR performance, which does not support H7. Creativity significantly affects HR performance ($\beta = 0.27$, $t = 4.13$, $p < 0.001$) which supports H8. ITL significantly affects HR performance ($\beta = 0.26$, $t = 3.89$, $p < 0.05$) which supports H9.



Note: ITL: Islamic transglobal leadership; MW: meaningful work; ENG: employee engagement; CR: creativity; PER: HR performance.

Figure 1 Structural Model Path Results

Table 5 SEM results

Alternative hypothesis		Direct effects	Indirect effects	Total effects	Hypothesis supported?	
H1: ITL	→	Meaningful Work	0.40**	-	0.39**	Yes
H2: ITL	→	Employee Engagement	0.25*	0.08	0.33**	Yes
H3: Meaningful Work	→	Employee Engagement	0.22*	-	0.22*	Yes
H4: Meaningful Work	→	Creativity	0.25*	0.07	0.32**	Yes
H5: Employee Engagement	→	Creativity	0.33**	-	0.33**	Yes
H6: Meaningful Work	→	HR Performance	0.51**	0.11	0.62**	Yes
H7: Employee Engagement	→	HR Performance	0.12	0.09	0.21*	No
H8: Creativity	→	HR Performance	0.27**	-	0.27**	Yes
H9: ITL	→	HR Performance	0.258*	0.29**	0.56**	Yes

Note: *p < 0.05, **p < 0.01

DISCUSSION

Table 5 shows that directly the correlation value that has the highest correlation with HR performance is meaningful work with a coefficient of 0.51 and significant with a probability of < 0.01 (1% significance level), while the smallest coefficient value is Employee Engagement, which is 0.12 and is not significant because the probability is > 0.05 (the level of significance is greater than 5%). Indirectly, ITL has the highest relationship with HR performance with a coefficient of 0.29 and is significant with a probability < 0.01 (1% significance level), while the smallest coefficient value is Employee Engagement, which is 0.09 and is not significant because of probability. > 0.05 (significance level greater than 5%). In total, the effect of the relationship between HR performance and ITL, meaningful work, employee engagement and creativity is significant because the probability is < 0.05 (the level of significance is less than 5%). Furthermore, meaningful work has the highest coefficient of 0.62 and is followed by ITL with a coefficient of 0.56. Before mediation, the relationship between ITL and HR performance had a coefficient of 0.258. After mediation, the coefficient became 0.56. It shows that the extent of the mediating effect, meaningful work, employee engagement, and creativity on the relationship between ITL and HR performance is 0.29 and is significant with probability < 0.01 (significance level 1%).

To find out how much the contribution of the independent variable (ITL, meaningful work, employee engagement, creativity) to the dependent variable (HR performance) can be obtained from the results of the R square. Figure 1 shows that the R square value is 0.73, meaning that the influence of ITL, meaningful work, employee engagement, creativity on HR performance is 73%, while 27% of HR performance is influenced by other factors outside the research model.

The inner model path analysis shows that ITL has direct and significant effect on meaningful work, employee engagement, creativity, and HR performance. The results of this study are consistent with the study of Hermawati (2020) and Hermawati et al. (2019) who found that TL can affect HR performance. Hayward (2005) proved that there is a positive relationship between leadership behavior and individual performance. Likewise, Hakim (2012) and Astuti et al. (2020) found that Islamic leadership can increase HR performance. Spiritual values in leadership inspire employees to build the organization's vision and create job satisfaction, which in turn impacted HR performance. Islamic leadership will make employees' work more meaningful and help to reduce employees' egos through self-reflection and will improve HR performance. ITL is a leadership style that integrates TL with Islamic leadership, so it is concluded that ITL can improve HR performance.

Leadership is a process in which a person influences a group of people to achieve common goals. The path-goal theory of leadership explains how leaders motivate followers to achieve certain goals. Leadership motivates followers when it makes the path to the goal clear and walkable through coaching and direction, removes obstacles and barriers to achieve goals, and makes the job itself more personally satisfying (House and Mitchell, 1975) which in turn improves performance. ITL is visionary leadership that can motivate employees to improve performance, so that they devote their energy and time to achieve organizational goals.

The inner model path analysis shows that ITL has a significant indirect effect on HR performance, and the indirect effect is greater than the direct effect. This shows that meaningful work, employee engagement, and creativity can be accurate and significant mediating variables in the relationship between ITL and HR performance. The relationship between ITL and HR performance is a multidimensional relationship, where many factors affect the improvement of HR performance. The relationship between meaningful work, involvement, and employee creativity on HR performance play more important role than the relationship between ITL and HR performance. Therefore, ITL needs to encourage its employees to feel more meaningful at work because the meaningfulness of work will increase intrinsic motivation, engagement in work, creativity, and ultimately improve HR performance.

Our study findings suggest that ITL had a significant effect on meaningful work and employee engagement. These findings support the results of a study by Tummers and Knies (2013) which showed that leadership strongly influences work meaningfulness, which, in turn, influences job outcomes. Matsuo et al. (2019) argued that leadership plays an important role in increasing employee meaningful work. SEM results show that ITL can play an important role in increasing employee engagement because that organizational success occurred when leaders know how to increase employee engagement. Moreover, if the relationship between ITL and employees is quality, which leads to an effective working relationship, it will increase employee engagement. The findings support the results of Xu and Thomas (2011) which show that relationship-oriented leadership, task-oriented leadership, and holding a leadership position correlate with employee engagement.

The inner model path analysis shows that meaningful work has a significant effect on employee engagement, creativity, and HR performance. The results of this study are consistent with the study of Gorgi et al. (2019), Stringer (2007) and Fairlie (2011), which found that meaningful work can affect employee engagement. The study by Lips-Wiersma and Wright (2012) and May et al. (2004) showed that meaningful work has a positive relationship with engagement. This suggests that, meaningful work influences employee engagement through the idea that individuals have an inherent drive to find meaning in their work. If employees find meaning in their work, they tend to be more satisfied, engaged, and productive.

The findings of this study support the study of Ghafoor and Haar (2020) which shows that meaningful work has a significant effect on creativity. Meaningful work will lead to higher creativity as employees working on tasks with more meaning are likely to be more motivated and inspired to be more creative. Wrzesniewski and Dutton (2001) argued that employees create meaningful jobs through work behavior that increases feelings of purpose and meaning. Hence, being creative and finding meaningful work seems intertwined

In addition, the findings also support the study of Tong (2018) which showed that there is a significant positive relationship between job meaning and task performance. When employees feel that their work is meaningful and useful for useful purposes through the performance of tasks. Employees feel important and contribute to meaningful work, so they will be motivated and devote all their thoughts and time to improve job satisfaction and performance.

Another finding of this study is that employee engagement has a significant effect on creativity and HR performance. The results of this study are consistent with the study of Ismail et al. (2019) which showed that there is a significant positive relationship between engagement and creativity. Likewise, Slåtten and Mehmetoglu (2011) stated that related employee involvement has a significant effect on creativity in the workplace. When employees are satisfied with their experience at their work, they tend not only to feel committed, fulfilled and proud, but also tend to exhibit creativity at work. Employees who value their work and perceive it as meaningful, and who are positively attached emotionally to work, are more likely to go the extra mile and invest incremental efforts to achieve beyond what is needed from them. Engaged employees are more likely to immerse themselves in their work and display enthusiasm while performing their tasks which leads to creative dynamism. The more employees engage in the creative process, the more likely it is that they produce outcomes that can be considered as creative (Xiaomeng Zhang and Bartol, 2010).

Finally, this study found that engagement has no effect on HR performance. This means that the result of this study does not support the study of Ismail et al. (2019), Nazir and Islam (2017), Anitha (2014), Bakker et al. (2008), and Bakker and Schaufeli (2008), which showed that employee engagement has a significant effect on employee performance. Although engagement is a determinant of performance, there are other factors which are sometimes more important than engagement. The findings of this research are supported by the study of Heriyati and Ramadhan (2012) which showed that employee engagement found has significant no influence to HR performance.

Finally, this study found that involvement has no effect on HR performance, this is due to a change of rector, resulting in changes in leadership styles and changes in policy at IHE. This is possible because different leadership styles will be responded to differently by employees and will have an impact on individual performance and organizational performance achievement, in addition to the lack of communication from leaders to employees regarding organizational changes that have occurred so that employees can receive the latest information regarding organizational conditions, policies-new policies as well as the future of the organization in the future. The results of this study do not support the research Ismail et al. (2019), Nazir and Islam (2017), Anitha (2014), Bakker et al. (2008), and Bakker and Schaufeli (2008) which shows that employee involvement has a significant effect on employee performance. While engagement is a determinant of performance, there are other factors that are sometimes more important than engagement. The findings of this research are supported by the study of Heriyati and Ramadhan (2012) which showed that employee engagement found has significant no influence to HR performance.

CONCLUSION

The focus of this research is on ITL, meaningful work, work engagement, creativity and HR performance at IHE in Central Java, Indonesia. The results showed that there was an effect of ITL on meaningful work, employee engagement, creativity and HR performance, which was statistically proven to be positive and significant. The ITL style which is oriented to the interaction between leaders and employees, will make work more meaningful for their employees. ITL will provide encouragement, guidance and broader insight to employees how the organization works and give more responsibility in the way they believe will be best so that it will increase engagement. So that ITL plays a role in increasing meaningful work and employee engagement. This condition will make employees more creative and innovative in their work which in turn will increase HR performance to a higher level.

Limitations and Future Research Directions

This study contributes to the existing literature on ITL, meaningful work, engagement, creativity, and HR performance by developing and validating a research model that describes leader interactions with employees through meaningful work, engagement, and creativity at IHE in Indonesia. This study showed that ITL, meaningful work, employee involvement, and creativity are very important factors in improving HR performance. This study results emphasized that leader behavior in terms of ITL, meaningful work, employee engagement and creativity should be used and managed optimally to ensure better organizational outcomes. ITL style and meaningful work, employee engagement, and creativity are conditions that can contribute to

organizational goals.

The role of ITL style is very central in improving employee performance. Therefore, ITL must always look for ways to make employees feel meaningful work for individuals and the organization; engaged employees can feel a close relationship with the organization so that employees can improve their creativity and performance. Positive outcomes in the shape of improved meaningful work, employee engagement, creativity, and performance should provide sufficient impetus to initiate relevant actions for ITL.

Finally, the relationship between employee engagement and employee performance proposed in this study is not significant, so it is necessary to retest for further research in other organizations.

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