

Improving Human Resource Performance Through Islamic Leadership and Self-Efficacy

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Abstract. *This research was conducted to analyze the influence of work engagement on human resources performance. Describe and analyze the influence of Islamic leadership and self-efficacy on human resource performance and analyze the impact of Islamic leadership and self-efficacy on work engagement. The population in this study were operators of PDDikti Private Higher Education Institutions under the auspices of Higher Education Service Institutions Region VI Central Java with a total of 238 Active Private Higher Education Institutions. The sampling technique used is the census method where all members of the population are used as samples. The data analysis technique used is the partial least squares method with the help of SmartPLS version 3. The research conclusion shows that work engagement has a positive and significant effect on human resource performance. Islamic leadership has a positive and significant effect on human resource performance and self-efficacy has a positive and significant effect on human resource performance with the mediating role of work engagement. Islamic leadership and self-efficacy have a positive and significant effect on work engagement. Work engagement has been proven to be able to mediate the indirect influence of Islamic leadership on human resource performance.*

Keywords: *Engagement; Islamic; Leadership; Resource.*

1. Introduction

The Industrial Revolution 4.0 era combines automation and cyber technology. This encompasses cyber-physical systems, the internet of things, cloud computing, and cognitive computing, resulting in "smart factories" that focus on time efficiency, production volume, and error minimization. This situation has resulted in increasingly competitive global business. Furthermore, the COVID-19 pandemic currently sweeping the globe, negatively impacting the economy, has made business competition even more challenging. Nevertheless, the positive impact of this pandemic has accelerated changes in the business world, education, and other sectors toward digitalization.

This situation demands innovations and adjustments from business actors in order to maintain the company's survival and increase competitive advantages that are not only from the advantages of raw materials and human resources, but also the advantages of web-based information technology that is directly oriented to the market. Therefore, companies or organizations are required to be able to adapt to existing changes towards digitalization starting from technological facilities and adjustments to human resources, such as an open mindset to change, as well as the readiness of human resources in managing digitalization technology in order to create optimal performance of human resources in the organization or company in completing their tasks.

Human resource performance is the key to achieving optimal organizational performance through high organizational output to outperform competition in the business world (Novalia, Junaidi, & Sumantri, 2021). Furthermore, Darto, Setyadi, Riadi, & Hariyadi (2015) define human resource performance as the effort to achieve work targets, encompassing quantity, quality, duration, and cost, oriented toward work behavior. Therefore, it is crucial for organizations or companies to ensure that their human resources perform well to achieve optimal organizational performance.

Appropriate leadership can make a positive contribution to human resource performance, through the leader's ability to inspire employees with good examples, high integrity, innovation that supports the achievement of maximum performance, good impression management, individual consideration that favors employee interests, good intellectual stimulation, and reliable honesty. (Muizu, Kaltum, & Sule, 2019) A study conducted by Tisu, Lupşa, Vîrgă, & Rusu (2020) showed that work engagement has a positive impact on human resource performance. Work engagement still mediates the positive relationship between leadership and human resource performance. (Lai, Tang, Lu, Lee, & Lin, 2020).

In addition to presenting all information and statistics about higher education institutions in Indonesia in real time and accurately, PDDikti data is also the reference data for several other applications related to higher education institutions such as SAPTO BAN-PT related to the Assessment of Monitoring and Evaluation of Higher Education Accreditation Rankings and Study Programs which are part of the independent campus policy, part of the Independent Learning policy by the Ministry of Education, Culture, Research, and Technology of the Republic of Indonesia.

Accreditation policy in the era of independent campuses, where evaluation and assessment are carried out based on study program data reported by universities to PDDikti. The data is processed to produce decisions that are used as the basis for determining the Extension of Accreditation Decisions. Therefore, universities are required to present timely and accurate data in PDDikti that reflects the ranking and performance of the university. Therefore, the performance of PDDikti Operators/Managers of Higher Education is very important to pay attention to in order to present timely and accurate data in PDDikti as a reflection of the performance of the university.

2. Research Methods

This research is explanatory research. Sugiyono (2013) states that explanatory research is research that explains the position of the variables studied and their relationships with each other through testing formulated hypotheses. These variables include self-efficacy, Islamic leadership, work engagement, and human resource performance.

3. Results and Discussion

The respondents analyzed in this study were 166 operators/managers of PDDikti (Public Information System) at private universities under the auspices of the Higher Education Service Institute Region VI of Central Java. The PDDikti operators/managers who were respondents were described using the criteria of gender, age, highest level of education, and length of service. The following table contains the results of the respondent description analysis:

Table Results of Respondent Description Analysis

No	Respondent Criteria	Amount	Percentage
1.	Gender		
	Man	64	55%
	Woman	52	45%
2.	Age		
	17-25 Years	26	23%
	26-35 Years	63	54%
	36-45 Years	20	17%
	46-55 Years	7	6%
	Over 55 Years	0	0%
3.	Last education		
	High School / Equivalent	2	2%
	D3	17	15%
	S1	92	79%
	S2	5	4%
	Other	0	0%
4.	Length of work		
	1-2 Years	6	5%
	2-3 Years	40	34%
	3-4 Years	10	9%
	4-5 Years	10	9%
	Over 5 Years	50	43%
	Number of Respondents	116	100%

Source: Processed primary data (Appendix 2), 2022.

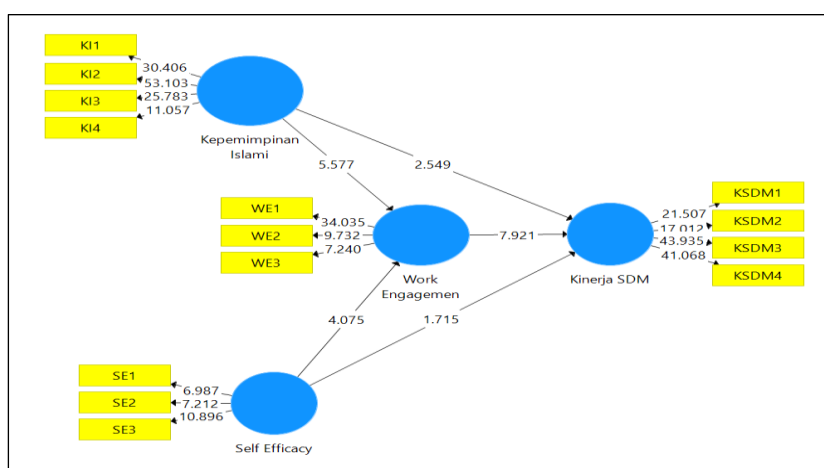
Based on the table of the results of the analysis of the respondent description above, it is known that the number of PDDikti operators/managers with male gender is more than female, namely 64 people or 55% while the number of female PDDikti operators/managers is less, namely 52 people or 45%, but the difference between the two is not so significant, namely 12 people or around 10%. This means that the jobs of PDDikti operators/managers are not classified for a particular gender so that they can be done by both men and women.

The number of PDDikti operators/managers aged 17 to 25 years is 26 people or 23%. Operators/managers aged 26 to 35 years are 63 people or 54%, and those aged 36 to 45 years are 20 people or 17%. For those aged 46 to 55 years are 7 people or 6% and there are no PDDikti operators/managers aged over 55 years. This shows that operators/managers aged 26 to 35 years are the most numerous while operators/managers aged 46 to 55 years are the least. This indicates that the majority of operators/managers are relatively young so they tend to have endurance and the ability to handle difficult or challenging tasks very well and are adaptive to technological developments.

The last education of PDDikti operators/managers with a high school/equivalent education level of 2 people or 2%, PDDikti operators/managers with a Diploma 3 (D3) education level of 17 people or 15%. Then the last education of PDDikti operators/managers with a bachelor's degree level of education of 92 people or 79% and the last education level of Master's degree of 5 people or 4%. From the data above, it shows that the majority of PDDikti operators/managers have a bachelor's degree while a minority of operators/managers are high school/equivalent graduates. This indicates that operators/managers have a good level of competence in understanding their work and responsibilities and have a good mindset to work effectively.

The hypotheses in this study were tested using the Partial Least Squares (PLS) method. PLS is an alternative analysis method to variance-based Structural Equation Modeling (SEM). The advantage of the PLS method is that it requires no assumptions and can be estimated with a relatively small sample size. Figureshows the Structural Model Bootstrapping in this study.

Figure
Structural Model Bootstrapping



Source: SmartPLS 3.0 Output

To determine whether a hypothesis is accepted or rejected, we can consider the significance values between variables, t-statistics, and p-values. This method eliminates the need for measurement estimates and standard errors from statistical assumptions, but rather relies

on empirical observations. In this study, the bootstrap resampling method accepted the hypothesis if the t-values were greater than 1.96 and/or p-values were less than 0.05, and if the t-values were greater than 1.65 and/or p-values were less than 0.10.

Table Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
*Islamic Leadership -> Human Resource Performance	0.215	0.209	0.084	2,549	0.011
*Islamic Leadership -> Work Engagement	0.418	0.420	0.075	5,577	0,000
**Self Efficacy -> Human Resource Performance	0.115	0.118	0.067	1,715	0.087
*Self Efficacy -> Work Engagement	0.332	0.330	0.081	4,075	0,000
*Work Engagement -> HR Performance	0.602	0.604	0.076	7,921	0,000

Source: SmartPLS 3.0 Output

*: significance $\alpha = 0.05$

**: significance $\alpha = 0.10$

Based on Table, determining whether the hypothesis is accepted or rejected is explained as follows:

The test results shown in Table show that-statistic value The Islamic Leadership variable on the HR Performance variable is 2.549, which is greater than 1.96 and p-values of 0.011 less than 0.05 means Islamic leadership has a positive influence on human resource performance. Therefore, the hypothesis that better Islamic leadership leads to higher human resource performance is accepted.

The test results shown in Table show that-statistic value The Islamic Leadership variable on the Work Engagement variable is 5.577, which is greater than 1.96 and p-values of 0,000 less than 0.05 means Islamic leadership has a positive effect on work engagement. Therefore, the hypothesis that better Islamic leadership leads to higher work engagement is accepted.

The test results shown in Table show that t-statistic value The Self-efficacy variable on the HR Performance variable is 1.715, which is greater than 1.65 and p-values of 0.087 greater than 0.10 means Self-efficacy has a positive effect on human resource performance. Therefore, the hypothesis that higher self-efficacy leads to higher human resource performance is accepted.

The test results shown in Table show that-statistic value The Self-efficacy variable on the Work Engagement variable is 4.075, which is greater than 1.96 and p-values of 0,000 less than 0.05 means Self-efficacy has a positive effect on work engagement. Therefore, the hypothesis that higher self-efficacy leads to higher work engagement is accepted.

The test results shown in Table show that-statistic value The Work Engagement variable on the HR Performance variable is 7.921, which is greater than 1.96 and p-values of 0,000 less than 0.05 means Work engagement has a positive effect on human resource performance. Therefore, the hypothesis that better work engagement leads to higher human resource performance is accepted. Based on the test results in Table 4.16, it can be concluded that all hypotheses in this study are accepted.

Discussion of Research Analysis Results

1) The Influence of Work Engagement on HR Performance

Referring to the results of the hypothesis test analysis or t-test, it is proven that Work Engagement is able to provide a positive and significant influence on the performance of the HR operators/managers of PD Dikti Private Universities under the auspices of the Higher Education Service Institution Region VI Central Java. The better the ability of operators/managers in maintaining their Work Engagement values in work will further increase their performance value towards the institution. The higher the value of a person's positive affective mind in work which is characterized by being mentally tough, energetic in work, having a strong bond with their work, and having high concentration in their work will further increase their performance value which is the result of work achievements from individuals or groups towards their institutions.

The higher the spirit operator/manager in working and completing their tasks, the more it motivates them to completing all assigned tasks and work on time. Furthermore, operators/managers' high level of enthusiasm for their work will impact their ability to work collaboratively with their colleagues and will also lead to optimal work results. A greater willingness to fully delve into work tasks will result in higher-quality work results, which will also affect the quantity of work produced and improve time management efficiency, resulting in timely completion.

Referring to the results of the hypothesis test analysis or t-test, it is also proven that Work Engagement has the greatest positive and significant influence on the performance of HR operators/managers of PD Dikti Private Universities under the auspices of the Higher Education Service Institution Region VI Central Java when compared with the variables of Islamic Leadership and Self-Efficacy.

The results of this analysis align with those of previous studies conducted by Karam, Gardner, Gullifor, Tribble, & Li (2017); Grobelna (2018), and Wang & Chen (2020), which concluded that higher Work Engagement scores will lead to improved HR performance.

2) The Influence of Islamic Leadership on HR Performance

Referring to the results of the hypothesis test analysis or t-test, it is proven that Islamic leadership is able to provide a positive and significant influence on the performance of human resources of operators/managers of PD Dikti Private Universities under the auspices of the Higher Education Service Institution Region VI Central Java. The better the value of the leadership style based on Islamic principles that prioritize the principles of faith and piety of their superiors in carrying out the mandate will have an impact on improving the work achievements of individuals and groups based on skills, efforts, and opportunities.

The higher the level of honesty, being fair to all subordinates and not discriminating against employees in carrying out their duties and work, being able to provide innovative solutions to every problem faced by subordinates in completing tasks and work and being willing to share knowledge with subordinates will have an impact on motivating subordinates which makes them more productive which will then have an impact on increasing the value of their performance for the institution.

The results of this analysis are in accordance with the results of the analysis in previous research conducted by Sulkarnain, Salim, Ahmad, & Mochtar (2017); Ratnasari (2020) And Hamzah, Basri, & Zulhelmy (2021) which concludes that the better the Islamic leadership values, the greater the impact on increasing HR performance value.

3) The Influence of Islamic Leadership on Work Engagement

Referring to the results of the hypothesis test analysis or t-test, it is proven that Islamic leadership is able to provide a positive and significant influence on the Work Engagement of operators/managers of PDDikti Private Universities under the auspices of the Higher Education Service Institution Region VI Central Java. This shows that the better the value of Islamic leadership will have an impact on increasing the value of Work Engagement. The better the value of the leadership style of the superior based on Islamic principles that prioritize the principles of intelligence, faith and piety in carrying out the mandate will have an impact on increasing the value of a positive affective mind of a person in working which is characterized by being mentally tough, energetic in working, having a strong bond with his work, and having a high concentration in his work.

The better the value of honesty and fair attitude of superiors so that there is no differentiating employees will further increase the enthusiasm and passion of PDDikti operators/managers in completing their work. In addition, superiors who are always willing to share knowledge with their subordinates, and the higher the intelligence value of superiors which is characterized by being able to provide innovative solutions to every problem faced by subordinates in completing tasks and work will also have an impact on increasing the desire and efforts of PDDikti operators/managers in deepening their work totally.

The results of this analysis align with those of previous studies conducted by Aboramadan, Dahleez, & Hamad (2020); Khan et al. (2021); and Cheng, Zhang, He, & Yao (2024), which

concluded that improved Islamic leadership values significantly increased employee work engagement.

4) The Influence of Self-Efficacy on HR Performance

Referring to the results of the hypothesis test analysis or t-test, it is proven that Self Efficacy has a positive and significant effect on Work Engagement of PDDikti operators/managers of Private Universities under the auspices of the Higher Education Service Institution Region VI Central Java. The better the Self Efficacy value of PDDikti operators/managers has a direct impact on improving the performance of the resulting HR. This means that the better the value of the individual competence perception of operators/managers in controlling, organizing and taking action to solve problems or complete their tasks effectively has a direct impact on improving the work results of individuals and groups based on the skills, efforts, and opportunities obtained.

The better the technical knowledge required and the ability to work effectively of a PDDikti operator/manager and the ability to overcome difficult or challenging tasks very well has an impact on improving the operator/manager's ability to complete all assigned work with maximum results. Likewise, if the operator/manager's better adaptability within the organization has a direct impact on the PDDikti operator/manager's better ability to work together as a team with their colleagues. So this has a direct impact on improving the quality and quantity of work, punctuality in completing work and improving the ability to cooperate with colleagues.

The results of this analysis are in accordance with the results of the analysis in previous research conducted by Hur, Moon, & Lee, (2020); Çetin & Askun (2018) which concludes that the increase in value *self-efficacy* has a direct impact on increasing the value of HR performance.

5) The Influence of Self Efficacy on Work Engagement

Referring to the results of the hypothesis test analysis or t-test, it is proven that Self Efficacy is able to provide a positive and significant influence on Work Engagement of PDDikti operators/managers of Private Universities under the auspices of the Higher Education Service Institution Region VI Central Java. This shows that the better the value of Self Efficacy will have an impact on increasing the value of Work Engagement. This means that the better the level of confidence of PDDikti operators/managers in their ability to manage their work effectively has an impact on increasing the value of a positive affective mind of a person in working which is characterized by being mentally tough, energetic in working, having a strong bond with their work, and having a high concentration in their work.

The better the technical knowledge required and the ability to work effectively of a PDDikti operator/manager and the ability to handle difficult or challenging tasks very well as the ability to adapt in the organization will have an impact on increasing their enthusiasm and enthusiasm for work and increasing their desire to delve into their work totally. So the better

the Self Efficacy value of PDDikti operators/managers will have an impact on increasing enthusiasm (for example, very energetic and mentally tough), dedication (for example, very involved in work), and absorption (for example, very concentrated in work).

The results of this analysis are in accordance with the results of the analysis in previous research conducted by Al-Hamdan & Issa (2021); Yun & Beehr (2023) And Lathabhavan & Griffiths (2023) which concludes that the better the employee's Self Efficacy value, the greater the impact on the employee's Work Engagement value.

6) *Work Engagement* Mediating the Influence of Islamic Leadership on HR Performance

Referring to the analysis results of the indirect influence test in Table 4.17, it is proven that Work Engagement mediates a positive relationship between Islamic leadership and the performance of human resources of operators/managers of PDDikti Private Universities under the auspices of the Higher Education Service Institution Region VI Central Java. This indicates that better Islamic leadership values will have an impact on increasing human resource performance values through Work Engagement as a mediator.

The better the value of the superior's leadership style based on Islamic principles that prioritize the principles of intelligence, faith and piety in carrying out the mandate will have an impact on increasing enthusiasm (for example, very energetic and mentally tough), dedication (for example, very involved in work), and absorption (for example, very concentrated in work) which then has an impact on increasing the results of work achievements that are more optimal from individuals and groups both in terms of quality, quantity, and timeliness in completing work for the institution.

The results of this analysis are in accordance with the results of the analysis in previous research conducted by Sugianingrat, et al. (2018); Lai, Tang, Lu, Lee, & Lin (2020) And Park, Han, Kim, & Kim (2021) which concludes that *Work Engagement* table to mediate Islamic leadership in improving HR performance.

7) *Work Engagement* Mediating the Influence of Self-Efficacy on HR Performance

Referring to the analysis results of the indirect influence test in Table 4.17, it is proven that Work Engagement mediates a positive relationship between Self-Efficacy and the performance of HR operators/managers of PDDikti Private Universities under the auspices of the Higher Education Service Institution Region VI Central Java. This shows that self-efficacy is positively correlated with Work Engagement which in turn has a positive impact on HR performance.

The better the technical knowledge required and the ability to work effectively as a PDDikti operator/manager and the ability to handle difficult or challenging tasks very well and the ability to adapt within the organization, the better. has an impact on increasing enthusiasm (for example, being very energetic and mentally tough), dedication (for example, being very involved in work), and absorption (for example, being very concentrated in work) which then

has an impact on increasing the results of more optimal work achievements from individuals and groups, both in terms of quality, quantity, and timeliness in completing work for the institution.

The results of this analysis are in accordance with the results of the analysis in previous research conducted by Bhatti, Alshagawi, & Juhari (2018) And Al-Hamdan & Issa (2021) which concludes that a high level of self-efficacy in human resources leads to a high level of HR performance with the mediating role of Work Engagement.

4. Conclusion

The conclusions that can be drawn regarding the results of this research analysis include the following: *Work Engagement* proven to have a positive and significant impact on HR Performance so that the higher the Work Engagement value will have an impact on increasing the HR performance value of PDDikti operators/managers of Private Universities under the auspices of the Higher Education Service Institution Region VI Central Java. Islamic leadership has been proven to have a positive and significant influence on HR performance so that the higher the value of Islamic leadership will have an impact on increasing the HR performance value of operators/managers of PDDikti Private Universities under the auspices of the Higher Education Service Institute Region VI Central Java. Islamic leadership has been proven to have a positive and significant influence on Work Engagement so that the higher the value of Islamic leadership will have an impact on increasing the Work Engagement value of PDDikti operators/managers of Private Universities under the auspices of the Higher Education Service Institute for Region VI of Central Java.

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