

Towards Integration of Religious Values and Transformational Leadership to Improve Cooperatives Performance

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Abstract

This study aims to explore a new empirical model of Mas'uliyah Transformational Leadership (MTL) formed through organizational learning (OL) and Islamic change motivation (ICM) to increase member participation and organizational performance. MTL is a new concept that is an integration between transformational leadership and religious values. Data were collected from 223 cooperative management respondents in Central Java, Indonesia, using a questionnaire. Furthermore, data analysis was carried out using the SEM method. The results of the research show that the new MTL concept developed in this study can be leveraged from the Islamic change motivation possessed by the leaders. Furthermore, leaders with the MTL style can increase the participation of cooperative members, and ultimately improve overall performance..

Keywords: Mas'uliyah transformational leadership, organizational learning, Islamic change motivation, member participation, organizational performance

Introduction

Transformational leadership (TL) is of substantial scientific concern and continues to be one of the most actively researched leadership paradigms (Hannah & Lester, 2009; Siangchokyoo et al., 2020)). TL in its development is known as a change facilitator because it contributes to organizational culture and is effective for organizational improvement. The effectiveness of TL has been widely studied conceptually theoretically and empirically. TL has been shown to increase or influence organizational performance (Para-Gonzales et al., 2018; Noruzy et al., 2013), task performance and helping behavior of members (Lai et al., 2020); Chun et al., 2016; Dust et al., 2014; and (Wang et al., 2011), follower dependability and empowerment (Kark et al., 2003), employee creativity and organizational innovation (Gumusluoglu & Ilsev, 2009) and performance in the global market (Sayyadi et al., 2015), performance team (Dionne et al., 2004); (Keller, 2006); (Sun et al., 2014).

It turns out that TL's establishment still contains controversy and has been heavily criticized. Critics of transformational leadership, among others, from an ethical perspective (Bose & Haque, 2011), there are no checks and balances, giving rise to dictatorships (Bass & Steidlmeier, 1999), Some leaders may have narcissistic tendencies, and thrive on power and manipulation (Gregory Stone et al ., 2004). TL can see followers being manipulated in a way that might cause them to lose more than they gain (Khoo & Burch, 2008), thus allowing positive and negative charismatic TL, as the dark side of TL (Yukl, 1999). In addition, the concept of TL is very ambiguous (Lee, 2014; Van Knippenberg & Sitkin, 2013), leadership effectiveness depends on moderator variables (Van Knippenberg & Sitkin, 2013), may make mistakes or heroic bias (Fourie & Höhne, 2019). The weaknesses of TL according to Tourish (2014) are due to self-efficacy bias, evangelical, lacks conceptual clarity, and is anti-democratic, solitary (one man).

Given the shortcomings of transformational leadership, future research (Berkovich, 2016) will need to adopt a pragmatic approach and take corrective steps, matching transformational leadership theory with other leadership theories. Hay (2006), Sanders et al. (2003), Purwanto et al. (2020), and Asbari (2020) criticize the deficiencies of transformational leadership by suggesting adding transcendental values. Leadership that is not only oriented to methods or processes, let alone goals, but must also be based on religious (spiritual) values that combine 3 elements: morals (heart), awareness (mind), and faith (spirit) (Sanders et al., 2003; Rafferty & Griffin, 2004). Spiritual leadership is seen as necessary to meet the fundamental needs of both leaders and followers for spiritual well-being not only to create alignment of vision and values, but to encourage higher levels of employee welfare, organizational commitment, organizational performance, and social

responsibility (Fry & Cohen, 2009) (Benefiel et al., 2014), but also to gain the pleasure of God. In this study, we propose a new concept namely Mas'uliyah transformational leadership (MTL) which is a leadership concept that has included transcendental values based on Islamic spiritual values about responsibility.

The relevance of the MTL concept in the digital industry era 4.0 is that organizations need readiness for change, agile leadership, and dynamic capabilities (Adhiatma et al., 2022), namely being more confident and determined to prepare. What distinguishes it from the concept of empowering leadership (Li et al., 2016; Muafi et al., 2019) is that apart from equally empowering followers, MTL characters believe that if they are unable to empower followers they will feel guilty, and will be held accountable later. When compared with the spiritual leadership concept of Ihsan Achievement Oriented Leadership/IAOL (Sodikin et al., 2021), apart from having the same dimensions of monotheism, long term and producing superior performance, IAOL is only oriented toward individual leaders, while the MTL character is also oriented towards individual leaders. to empower followers.

Organizational effectiveness and success are largely determined by the role and ability of leaders to impact, encourage, and enable other followers to contribute (McShane & Gilnow, 2005). Follower participation is formed if the leader is willing to openly accept ideas suggested and open communication with followers (Farndale et al., 2011). Someone who is active and learner and often involved in various tasks will be involved in leadership behavior (Brown & Posner, 2001). Despite the controversy, organizational learning (OL) has a positive influence on organizational performance (Škerlavaj et al., 2011; Hernaus et al., 2008; Choi 2020). This study also reveals the concept of Islamic Change Motivation (ICM) because the current concept of motivation does not emphasize any religious aspects, especially regarding the basis, basis, and process, even though it alludes to justice (Khair et al., 2016). Leaders who are intrinsically religiously motivated are more supportive of welfare-promoting values than those who are low in intrinsic religious motivation (Allport & Ross, 1967 Kriger & Seng, 2005).

In addition to fulfilling the expectations of critics of TL, this study aims to explore a new empirical model of MTL that is constructed through OL and ICM to increase member participation and organizational performance. The presence of MTL is expected to have better implications both theoretically and practically regarding leadership in organizational management.

Literature Review

1. Transformational Leadership

The concept of leadership is broad starting from its definition, behavior, characteristics, and environment. Leadership theory has undergone several shifts due to the emergence of new approaches, paradigms, and leadership concepts that are different and believed to be the most appropriate (Sayyadi et al., 2015). Leadership theories have developed into four main categories: traditional (eg, trait-based, behavioral, situational), more recent (eg, charismatic, transformational), collective (eg, team leadership, complexity leadership), and global leadership theories (Turner & Baker, 2018). Studies on leadership have been carried out for a long time and if identified there are many possible classification systems of leader behavior. Garcia & Russo (2019) agree with Borgmann et al., (2016) that theories about leadership styles are classified into two parts, leaders who focus on completing tasks, and leaders who focus on relationships with staff.

Transformational leadership style is a leadership style that shapes, changes, and enhances the motives, values, and goals of followers that achieve significant changes (Lai et al., 2020). Agree with (Covey 1992), TL leads to efforts to mature abilities and motivation, enlarge vision, insight, and understanding; clarify goals; make behavior consistent with beliefs, principles, or values; and bring about permanent change (Para-González et al., 2018) and consider collective goals more important than individual goals. Transformational leadership displays behaviors related to five transformational styles (Bass, 1990 and Bass & Avolio, 1994), namely: 1) ideal behavior, 2) motivating and inspiring, 3) intellectual stimulation, 4) having mature individual considerations, and 5) ideal attributes: respect, trust, and confidence.

2. Amanah and Mas'uliyah as Religious Values

Humans are commanded to be trustworthy or trustworthy. People who are trusted according to Mayer, Davis, & Schoorman (1995) have three characteristics, namely: ability, benevolence, and integrity. Everything that humans do will be held accountable (QS Al Mu'minun: 115; QS an-Nisa: 58). Man is returned to God to account for all his actions in the world. Humans are not left alone without accountability (QS al-Qiyamah: 36). That is the importance of humans to carry out their duties with a full sense of responsibility and faith. Amanah is human submission to all the main substances of Islam (Shihab 2000). Trust includes three dimensions: vertical (hablum minallah), horizontal (hablum minannas), and oneself. The three dimensions must be executed to become a perfection (Agung & Husni 2016). Amanah has the following meanings: obedience to the law (religion and state), guarding entrusted goods (positions and goods), responsibility for

duties, holding commitments and promises, strong determination, and honesty. (Mubarok, 2009). Amanah in the Koran consists of several contexts, namely: Amanah as management responsibility (QS Al-Ahzab: 72), as debt or promise that must be fulfilled (QS Al Baqarah: 283), as a responsibility for the justice of those in power (QS An -Nisa: 58), as loyalty to the task carried out (QS Al-Anfal: 27) and as a responsible personal character (QS Al-Mu'minin: 8). The culmination of all that is a responsible personality (mas'uliyah) (Mubarok, 2009).

3. Concept of Mas'uliyah Transformational Leadership

The most important criteria for organizing that believers should pay attention to (Rohmansyah 2017) are trust and responsibility, including carrying out the mandate as a leader. Based on the integration synthesis of TL dimensions and Islamic values regarding responsibility, the proposition Mas'uliyah Transformational Leadership (MTL) is formulated, as a leadership character that is mas'uliyah idealized influence, mas'uliyah inspirational motivation, mas'uliyah intellectual stimulation, and mas'uliyah uliyah individual consideration to achieve the vision of the organization. The MTL character is responsible for influencing his followers by being a role model by maintaining moral ethics, is responsible for motivating and inspiring his followers to advance and excel in the organization, is responsible for increasing competence and inviting his followers to think critically, and is responsible for helping guide and direct his followers in completing tasks

4. Organizational Performance

Performance achievement is a reflection of the leader's competency in managing and allocating resources. Organizational performance is achieved from good governance (Ariani & Agustia, 2020), and management failure is claimed a low achievement of organizational performance (Heracleous, 2001). To guarantee survival and maintain long-term performance above average in dynamic and competitive business conditions and environments, organizations are required to have sustainable competitive advantage, basic objectives, and philosophy (Low et al., 2010). Soboh et al. (2009) summarize that applied research on cooperative performance uses two possible approaches: economic or financial measurements, and non-financial measures, including member satisfaction, vision achievement, and competitive position. It is difficult for cooperative stakeholders to possess critical information and efficiently monitor cooperative operations (Enjolras, 2004; Spear, Cornforth, Chaves, & Schediwy, 2004). In contrast to investor-owned companies, it is simpler, because it has the sole objective of maximizing profits.

5. **Organizational Learning**

Organizational learning (OL) is the process of changing or modifying mental models, rules, processes or knowledge, to maintain or improve performance in organizations (Chiva, Ghauri, & Alegre, 2014). Creating knowledge is at the heart of organizational learning. Organizations can create knowledge from their own experiences or the experiences of other organizations (Argote et al., 2021). After the organization focuses on acquiring and storing knowledge, then it is transferred, exchanged, and integrated as a learning culture (Lin & Lee, 2017), or disseminated within the organization. Learning is needed by organizations that operate in unpredictable environments to respond to unforeseen circumstances faster than competitors (Garvin et al., 2008). The concept of OL as a dynamic process, through various levels of action, from individual, group, and organizational levels, occurs repeatedly (Garavan, 1997; Jerez-Gomez, 2005), as a process of developing new perspectives, as a source of developing new organizational knowledge (Cheng, Niu, & Niu, 2014). The model of individual learning in organizations is centered on the theory of adult learning which suggests that they learn best if they perceive the learning as relevant to their interests and if they can learn experientially through application (Matthews, 1999). The organizational learning approach according to (Basten & Haamann, 2018) is divided into three domains: people, processes, and technology. New technological and organizational developments tend to influence organizational learning (Argote et al., 2021).

According to Brown & Posner (2001) people who are more active and learners and more often involved in various tasks will be involved in leadership behavior. Meanwhile, organizational learning culture has a positive direct impact on all three aspects of non-financial performance (Škerlavaj et al., 2011; Hernaus et al., 2008). Choi (2020) reinforced that having an organizational culture that is more conducive to learning is indirectly and positively related to perceived performance. Based on this, the hypothesis is formulated:

H1: Organizational learning has a positive effect on the formation of MTL

H2: Organizational learning has a positive effect on organizational performance.

6. **Islamic change motivation**

Islamic change motivation (ICM) is derived from McClelland's Needs Theory of Motivation (McClelland, 1987). The theory divides three paradigms of central motivation, namely achievement, affiliation, and power. The context of ICM in this study is the paradigm of power, which is related to impacting others, the desire to influence others, the urge to change people,

and the desire to make a difference in life (Sinha, 2015). Motivation to change is the key to the success of sustainable change (Breckenridge et al., 2019). Large-scale sustainable change can be realized if there is a change in the behavior of individuals in the organization, and changes in individual behavior occur if there is a change in the motivation of each individual. (Breckenridge et al., 2019). The concept of Islamic motivation is disclosed because the concept of Western motivation does not emphasize any aspect of religion, especially regarding the basis, basis, and process, even though it alludes to justice (Khair et al., 2016). Conventional perspectives on motivation vary and differ from Islamic perspectives in terms of employee motivation (Bhatti et al., 2016). Some of the aspects emphasized by the Islamic perspective above are faith, determination, good deeds, and intentions. Intentions (niyyah) play an important role in determining the course of human action. These aspects cannot be explained by Western theory, without reference to religious beliefs (Khair et al., 2016).

According to Allport & Ross (1967) and Kriger & Seng (2005) leaders who are intrinsically religiously motivated will be more supportive of values that promote well-being than those who are low in intrinsic religious motivation. Intrinsically motivated leaders will believe that their organization has more values that are directed at others. Seeing their organizational values as references for others is consistent with their strong and internalized beliefs about their religious beliefs (Day & Hudson, 2011). Based on this description, the hypothesis is formulated:

H3: ICM has a positive effect on the formation of MTL.

H4: ICM has a positive effect on organizational performance.

7. Member Participation

(MP) is the member's contribution to the cooperative which includes equitably utilizing the products and services provided, capitalizing, and democratically controlling the management of the organization (Archerd 1996). The level of participation in the community can be classified as passive or active (Ridings et al., 2006). In the context of a community, relationships are built when members participate and interact with each other long enough with sufficient emotion (Yen, 2009). Active participation is more likely to generate trust in products or services for members who are less interested in sales promotions (Kang & Tang, 2015). Meanwhile, the attitudes and behavior of member participation are influenced by the level of information and education (Woldeyes, 2019).

Employees will contribute more if the suggested ideas are heard and considered by the leader. Communication opportunities can strengthen the belief that the contributions of organizational members are valued (Farndale et al., 2011), leading to the establishment of participation as a regular

practice in companies. Employees who are inspired by transformational leadership are more likely to immerse themselves in work, and this in turn results in better task performance and helping behavior (Lai et al., 2020). Transformational leadership is positively related to follower dependency and empowerment (Kark et al., 2003). Transformational leadership has a positive relationship with performance not only at the individual analysis level but also at the team and organizational levels (Wang et al., 2011; Tengfei et al., 2018). The hypothesis can be formulated:

H5: MTL has a positive effect on organizational performance.

H6: MTL has a positive effect on member participation

Cooperative performance is highly dependent on the interaction between internal cohesion and external exchange (Ruben & Heras, 2012). Cooperatives with more committed membership show a higher level of capitalization and that capitalization is positively related to the level of innovation, to improve cooperative performance (Matas et al, 2018). Strengthening aspects of participation, especially business participation, affects cooperative performance (Woldeyes, 2019). Empirical evidence shows that the participation of active members of poultry farmer cooperatives in Iran in the administration of cooperatives is a key factor influencing the successful performance of cooperatives (Amini & Ramezani, 2008). Structural capital, relational capital, and member participation have a positive effect on cooperative performance (Hammad, et al., 2016). Furthermore, Kim (2000) and Preece (2000) concluded that members' voluntary participation in interactive marketing business activities contributes to community prosperity, success, and sustainability. The formulation of the final hypothesis is

H7: Member participation has a positive effect on organizational performance.

Research Methods

Respondents to this study were members of the Republic of Indonesia Civil Servant Cooperatives (KPRI) in Central Java Province, Indonesia, which are spread across 34 regencies/cities in Central Java Province, whose data were obtained from the Republic of Indonesia Civil Servants Cooperative Association (GKPRI). The sampling method was carried out using a purposive sampling technique, which is based on the criteria of an active cooperative, and holding the Members' Meeting on time. Questionnaires were made in 2 types: open and closed with a 7-point Likert scale using the Google Forms application. Questionnaires were distributed to respondents through social media groups owned by GKPRI Central Java Province. The reason for choosing KPRI is because it implements cooperative principles as stated in Article 5 of Law Number 25 of 1992 concerning Cooperatives. In the end, the number of respondents who participated in this study was 223 respondents.

An analysis technique to determine how variables are measured, systematically and logically describes a construct displayed in a model using Structural Equation Modeling (SEM) AMOS 20.0. Ghazali (2005) suggests that Confirmatory Factor Analysis (CFA) as part of SEM is one of the multivariate analysis methods used to test or confirm the hypothesized model.

Testing the construct validity of the MTL latent variables was carried out in consultation with experts in the field of Islamic Values, Organizational Management, and cooperative practitioners. Table 1 shows the results of the FGD with experts to explore the measurement of MTL.

Table 1. Measurement of Variables

Variables	Indicator	Reference
Organizational Learning (OL) Development of insights, knowledge, and past experiences of individual administrators, teams, and cooperative organizations for the effectiveness of future actions in advancing cooperatives.	▪ Expert consultation	Namada (2017)
	▪ Request information from subordinates	Bryson, Crosby & Stone (2006)
	▪ Learn from their own experiences and those of others	
	▪ Gather information from the internet	
Islamic Change Motivation (ICM) The desire/nudge from within a person to always be at the forefront and the best in carrying out the organizational transformation process based on faith, the intention of worship to get closer to Allah, and with real determination.	▪ Observing environmental conditions / developments.	
	▪ Fear of sin	Khair et al., (2016).
	▪ Approach yourself to Allah SWT.	
	▪ Ask Allah for guidance	
Mas'uliyah Transformational Leadership (MTL) Leadership characteristics that are responsible for influencing, inspiring and motivating others, inviting others to think creatively by providing learning opportunities, and establishing strong relationships with followers through providing guidance and developing potential.	▪ Determined / earnest	
	▪ Worship intention	
	▪ Maintain exemplary	QS Al Ahzab: 21, 72;
	▪ Priority of follower well-being	QS Al Mu'minin: 8;
	▪ Achievement inspiration	Covey (1992),
	▪ Task motivation	Bass & Avolio (1994); Shihab (2000)
	▪ Receiving ideas	
▪ Learning opportunities		
Member Participation (MP) Member contributions to cooperatives which include the use of cooperative products and	▪ Fair guiding	
	▪ Develop potential	
	▪ Support programs	Archerd (1996);
	▪ Capital participation	Preece (2000);
	▪ Transaction participation	
	▪ Managerial participation	

services, capital, and democratic control of cooperatives for the prosperity and sustainability of cooperatives.	▪ Democratic control	
Organizational Performance (OP)	▪ Member welfare	UU No. 25/1992,
Organizational ability to improve the welfare of Members and gain recognition/trust from stakeholders.	▪ Cooperative Health	Chareonwongsak
	▪ Member satisfaction	(2017), Franken &
	▪ Vision achievement	Cook (2015)

Results and Discussion

SEM output in the form of influence between research variables as presented in Table 2.

Table 2. Weight of Influence between Variables

	Estimate	S.E.	C.R.	P	Label
OL \square MTL	0,039	0,070	0,556	0,578	Not significant
ICM \square MTL	0,962	0,164	5,878	***	Significant at the 0% level
MTL \square MP	0,617	0,083	7,391	***	Significant at the 0% level
ICM \square OP	-0,204	0,144	-1,420	0,156	Not significant
MTL \square OP	0,307	0,127	2,416	0,016	Significant at the 5% level
OL \square OP	0,010	0,051	0,192	0,848	Not significant
MP \square OP	0,539	0,099	5,458	***	Significant at the 0% level

1. The effect of OL on MTL

The test results show that OL has no significant effect on the formation of MTL, so H1 is not supported. This indicates that, although the chairman of the cooperative management claims to have consulted with experts, asked for opinions from colleagues or subordinates, learned from his own experience or the experiences of others, searched for knowledge via the internet, and observed competitive conditions or environmental developments, statistically this has not made the chairman of the board have MTL character. OL in cooperatives so far has not been able to change the personality traits of the head of the board. A review of recent research in personality science points to the possibility that personality traits may change through constant interventions and major life events (Bleidorn et al., 2019). OL as an external stimulation has not been carried out massively, so it has not been able to change the personality of the chairman. The learning process that occurs in cooperatives is strongly suspected of not touching the religious values of monotheism in cooperative management.

2. Effect of OL on OP

The test results show that OL has no significant effect on OP, so H2 is not supported. This is due to the fact that learning in cooperatives has not

been effective, the management has not fully understood and properly implemented the material that has been obtained in cooperative management. These results are in accordance with what was concluded by Bontis et al. (2018) and Hammad et al., (2016) that human capital and employee training have a negative effect on organizational performance. Likewise, Škerlavaj & Dimovski, (2006), Škerlavaj et al. (2011), and Namada (2017) also state the same that OL has no significant effect on financial and non-financial performance.

3. Effect of ICM on MTL

ICM has a significantly positive effect on the formation of MTL or receiving H3. Leaders who have internal and external encouragement want to be at the forefront and the best in carrying out an organizational transformation process that is based on faith, earnestness, the intention of worship to draw closer to Allah, which will make it an MTL character.

4. Effect of ICM on OP

ICM has no significant effect on OP or rejects H4. In order to improve cooperative performance, the ICM of cooperative management must be manifested as administrators who have MTL characters. A leader character who has the responsibility to influence, inspire, and encourage other management and employees to think creatively and be participatory in decision-making. As Kalogiannidis (2021) that motivational aspects affect job satisfaction, morale (Robescu & Iancu, 2016), commitment, and productivity which then improve organizational performance.

5. Effect of MTL on OP

MTL has a significant positive effect on OP or accepts H5. Even though transformational leadership has so far been known as a change facilitator because it effectively improves or influences organizational performance (Para-Gonzales et al., 2018; Noruzy et al., 2013), MTL has more value in the form of a monotheistic foundation. So MTL can be said to be the character of a leader who not only pays attention to processes such as transformational leadership but also incorporates morals as a human being who is responsible to his fellow human beings in the world and believes that what he does will be held accountable in the hereafter. A leader feels guilty and sinful if he is unable to set an example for his members, is unable to motivate and inspire, is unable to stimulate knowledge, and is unable to develop the potential of his members. So that the policies and steps taken are more effective in improving organizational performance (Wahab & Ismail, 2019).

6. The effect of MTL on MP

MTL has a significant positive effect on MP or accepts H6. The results of this study support the study of Lai et al. (2020), Chun et al. (2016), Dust et al. (2014), and Wang et al. (2011) that transformational leadership effectively influences task performance and helping behavior of members.

Exemplary, which is one of the essences of MTL, is found in the figure of a charismatic leader. Charismatic leaders cause major changes in followers by elevating their self-concept (Klein & House, 1995). Followers led by charismatic leaders often show high task performance (Choi, 2020). Leaders have the role of having to act as team leaders, managing other administrators and employees to get the best performance (Thamhain, 2007) and with employees as innovators who help organizations innovate (Ng, 2017; Afsar & Umrani, 2020). Change-oriented leaders intuitively initiate a large number of changes in the organization. Explain the need for change, find ways of working that contribute to the attainment of new goals, and become skilled in the process of implementing change (Sanchez-Burks & Huy, 2009). Transformational leaders encourage the creation of social exchange mechanisms between leaders and members as well as the affective commitment of all employees in the organization. Followers repay the leader's individual consideration by engaging in positive behaviors that benefit the organization (Tse et al., 2013). Followers feel psychologically empowered and are intrinsically motivated by the leader's individual consideration, which encourages greater creativity and innovation in the form of idea generation and idea implementation (Afsar et al., 2014).

7. The effect of MP on OP

MP has a significant positive effect on OP or supports H7. Reinforcing evidence that members' voluntary participation in marketing activities contributes to community prosperity and sustainability (Preece, 2000). Farmers' income increases after joining cooperatives, establishing contractual relationships, and getting better services from cooperatives (Juanjuan et al., 2017).

Table 3. Direct, Indirect, and Total Effect

	OL	ICM	MTL	MP	OP
Direct effect					
MTL	0,053	0,820	0,000	0,000	0,000
MP	0,000	0,000	0,686	0,000	0,000
OP	0,018	-0,237	0,417	0,659	0,000
Indirect effect					
MTL	0,000	0,000	0,000	0,000	0,000

MP	0,036	0,563	0,000	0,000	0,000
OP	0,046	0,713	0,452	0,000	0,000
Total effect					
MTL	0,053	0,820	0,000	0,000	0,000
MP	0,036	0,563	0,686	0,000	0,000
OP	0,064	0,476	0,869	0,659	0,000

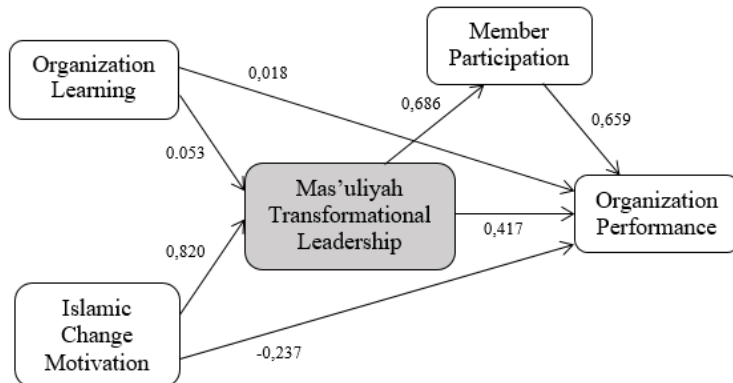


Figure 1. The Empirical Model and Its Effects

Table 3 and Figure 1 explain that MTL is only affected by ICM, and is not affected by OL, and there is no indirect effect on MTL. Furthermore, member participation (MP) is not directly influenced by OL and ICM. OL and ICM only affect MP indirectly, and MP is not affected indirectly by MTL. MTL is only affected by ICM and not by OL. ICM doesn't affect OP directly but has to go through MTL. MP is not directly affected by OL and ICM, but is directly affected by MTL. MTL and MP both affect OP, but OP is more directly influenced by MP than by MTL.

Table 4. Path Analysis of Direct and Indirect Effect

Direct Effect (DE)	Indirect Effect (IE)	Result
OL – OP (0,018) ² = 0,000324	OL – MTL – OP (0,053) (0,417) = 0,022101	DE < IE
ICM – OP (-0,237) ² = 0,056169	ICM – MTL – OP (0,820) (0,417) = 0,34194	DE < IE
MTL – OP (0,417) ² = 0,173889	MTL – MP – OP (0,686) (0,659) = 0,452074	DE < IE

Path analysis is able to explain the magnitude of direct and indirect influence. The magnitude of the direct effect is the magnitude of the path coefficient value of the independent variable while the indirect effect is the multiplication of the path coefficient between the independent variables in one direction (Haryanto, 2016). If the indirect effect is greater than the direct effect, it can be concluded that the real effect is the indirect effect, and vice

versa. The results of the analysis in Table 4 show: 1) the MTL variable is proven as an intervening variable in the effect of OL on OP, 2) the MTL variable is proven as an intervening variable in the effect of ICM on OP, and 3) the MP variable is proven as an intervening variable in the effect of MTL on OP.

Conclusion and Implications

This research gives the result that the new concept of MTL can be a lever for increasing the performance of cooperatives. MTL is characterized by the leader's responsibility to maintain himself as a role model and provide motivation and inspiration to achieve organizational goals, accept constructive input and ideas, and commit to increasing the knowledge and potential of followers by being a good mentor. The management must interpret mas'uliyah not in a narrow sense, namely only responsibility for all members in the member meeting forum, but must be interpreted in another dimension that in the hereafter they will also be held accountable. The existence of the principle of responsibility in a leader will make him more careful in managing the organization so that he does not take actions that have a negative impact on himself or other people and the organization.

The mas'uliyah spirit that emanates from the Qur'an and Hadith must replace many non-Islamic values and practices found in cooperatives, for example providing fair services for all members, not prioritizing personal or group interests, not abusing power, establishing decisions that do not burden members, and others. Managers must consider mas'uliyah values as the main driving force in managing cooperatives to achieve optimal performance.

Furthermore, the formation of the MTL proposed in this study can only be developed from the ICM construct. Based on the support of the significance of the results of hypothesis testing has answered the problem of this study which resulted in several MTL development models in improving the performance of cooperatives in Central Java. Manifestations of cooperative organizational performance are influenced by the participation of members and MTL. Member participation is influenced by MTL, and then MTL is influenced by ICM. Even though OL is not proven to form MTL and OP, it is important to continue information seeking and education to increase knowledge and competency.

Theoretical Contribution

This research provides a significant theoretical contribution, especially in the study of religious values intervention in leadership style, one of which is transformational leadership. First, this is an effort to reconstruct the transformational leadership promoted by (Bass & Avolio,

1994) with Mas'uliyah Islamic values. The MTL concept not only combines transformational leadership which contains elements, of empowerment (Silva et al., 2020; Garcia & Russo (2019), visionary carrying out organizational strategy (Maziti et al., 2018), has the ability to design jobs (Muenjohn et al., 2021), and of course as a charismatic leader figure (Wegge et al., 2018), but also the mas'uliyah leadership character is synonymous with ethical leadership (Shafique, Kalyar & Ahmad 2018) and spiritual leadership (Tengfei et al., 2018; Egel & Fry, 2017). Second, the ICM construct is built from motivation, behavior change and motivation according to Islamic values. The concept of Islamic motivation is revealed because the Western concept of motivation does not emphasize any religious aspect, especially regarding the basis, basis, and process, even though it alludes to justice (Khair et al., 2016).

Managerial Implication

This study also provides managerial implications for practitioners and observers of cooperative organizations. The managerial implication of this study is that the MTL character in the head of a cooperative must always be honed. As a fundamental practice that allows leaders to achieve extraordinary results in creating changes in organizational transformation besides changing mindsets namely, creating a shared vision, reviewing processes, enabling others to act, and providing encouragement. Helps promote long-term vision, and inspiration, offers additional contributions from followers through efforts that go beyond the call of duty, and motivates other officers and employees to exert effort to improve cooperative performance. The board leader needs to provide opportunities for other board members to exercise change-oriented leadership at the unit level as an important strategy to implement.

ICM as an embodiment of intention has a very important position in Islam. ICM has a positive effect on the formation of MTL character, so the chairman of the cooperative management needs to maintain the consistency of the initial intention. Maintain and improve patterns of communication, service, and decision-making to increase the quality and quantity of member participation. Although organizational learning is not proven to shape the character of MTL and improve cooperative performance, it must still be carried out periodically and systematically, to increase the knowledge, insight, and competence of management, supervisors, employees, and members.

Limitation and Suggestion for Future Research

Despite its significant contribution to the development of leadership theories, this research has its limitations. The inherent risk in collecting data

with a questionnaire is an uncontrollable factor, especially with a closed questionnaire. There are quite a number of question items that do not pass the CFA test and must be omitted to reduce the meaning of this study. OL is not proven to form MTL characters nor is it able to improve OP. In addition, ICM is also not proven to increase OP directly. Future researchers can use the concepts and dimensions of MTL on organizational objects other than cooperatives, both those oriented to business and the public sector on a larger scale. Therefore avoiding inherent risk in collecting data with questionnaires is an uncontrollable factor, especially with closed questionnaires. Antecedent variables that can form MTL dimension figures can be developed in addition to other intrinsic and extrinsic factors such as environment, compensation, character, and organizational culture. Theoretically, this research can be followed up by examining the influence of MTL characters on task performance and member-helping behavior, follower empowerment, and team performance, before directing on member participation.

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