




Key factors of business sustainability: Strengthening leadership, psychology, and fairness aspects from an Islamic-management perspective

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ABSTRACT

Purpose: The aim of this study is to investigate the relationship between factors in HRM management development and organizational strategy using the philosophical values approach of Islamic studies. The assessment of organizational performance characteristics with strategic management values and psychological techniques in human resource management is part of the study's state-of-the-art and distinctive characteristics.

Design/Methodology/Approach: The method used in this study is Structural Equation Modeling (SEM) with the selection of analysis using non-parametric Smart-PLS. We analyzed 256 samples of lecturers at several private universities within the LLDIKTI-IX, Sulawesi, Indonesia.

Findings: 14 hypotheses are reviewed in this study. According to our findings, 13 hypotheses have a positive and significant effect on the dependent variable. The antecedents of Islamic management values, leadership style, religiosity and fairness can increase complex effects on organizational motivation, HRM engagement, performance and organizational sustainability.

Conclusion: Our findings provide theoretical and managerial reinforcement of various long-term strategic considerations to support the effect of organizational sustainability by reviewing the HRM aspect as an intangible asset.

Research Implications: This study contributes to broadening the theoretical understanding of strategic management studies developed with a psychological approach as well as Islamic value management.

Practical Implications: Organisations must pay attention to various crucial variables to boost job satisfaction, motivation and employee engagement such as HR development components and work evaluations carried out and developed on a regular basis.

Keywords: Business sustainability, HRM engagement, Islamic leadership style, Islamic organizational fairness, Islamic value of management, Organizational competitiveness, Organizational motivation, Organizational performance, Religiosity.

1. INTRODUCTION

The concept of sustainability and competitiveness has been thoroughly researched in economic and long-term business objectives, incorporating calculation by considering that the measure is dominant in the strategy versus rivals. However, creating a sustainable business requires careful strategy and calculations. Various preparations and adequate support systems are needed to start a business and achieve its long-term goals. A particular concern for creating long-term business can be realized by creating cohesiveness and a sense of belonging in the organization. However, organisations often face challenges in dealing with competitors and responding to every situation that happens in the organization that refers to its HRM (Podgorodnichenko, Edgar, & McAndrew, 2020;

Ren & Jackson, 2020). The problems highlighted in management research issues especially regarding strategy, development and the effects of organizational sustainability, only look at organizational capability; very few examine the elements that intersect with HRM and developmental psychology. Analyzing organizational performance, competitiveness and long-term corporate sustainability is essential to investigate from the behavioural aspect of HRM.

Several study topics address the problem of Human Resource Management (HRM) in organizations. Poor interpersonal communication has a significant impact on enhancing employee performance which includes the entire organizational structure from top management to lower management. The existence of poor communication will certainly lead to conflicts between leaders and employees which in the long-term will have a negative effect on organizational performance and the sustainability of a business (Poon & Law, 2022). The conflict between employees can also be a severe problem for the company. The worst impact of this conflict is the unfavorable work environment and disturbing other employees (Lu, Luo, Ruan, Wang, & Yang, 2022). Therefore, employee satisfaction and adequate performance assessment to support the satisfaction effect are essential considerations for the organization. However, it is only a short-term and medium-term strategy to create the effect of job satisfaction that comes from actual stimuli imposed by managers in the organization (e.g., salaries, wages and compensation) (Souza-Filho et al., 2020; Thota & Dhanraj, 2021). Discontent at work due to poor earnings or a lack of recognition in the organization is one of several factors that motivate many employees to decide to relocate or quit their organization. The factor of dissatisfaction at work is contributed a lot by negative feelings felt by the employees themselves such as a toxic work environment, poor relational relationships with internal members of the organization or psychological pressures of a very complex nature that can disrupt personal performance. In this context, few studies deal with Islamic studies particularly those dealing with HRM and sustainability (Nurlina, 2022; Santoni, de Boer, Thaut, & Bressmann, 2020).

Accordingly, our study improves the theme of improving organizational performance, organizational competitiveness and the impact of corporate sustainability with an approach that does not only measure this in terms of competitive advantage and sustainability as the Porter (1990) approach is often found in studies on strategic management. However, a psychology-based approach to HRM improves organizational performance, organizational competitiveness and the consequences of business and corporate sustainability. In addition, we review a number of analytical relationships from the Islamic studies approach including religiosity, Islamic philosophical values, Islamic leadership styles and fairness in analyzing aspects of Islamic values. We also assess the importance of the Islamic approach based on the lack of studies on the theme of Islam (Helmy, Labib, & AbouKahf, 2014). On the other hand, it creates plenty of opportunity to explore because the Islamic world and management aspects usually carry out disclosures about Islamic beliefs. The Islamic philosophical value component is only believed to be the values of religious elements. For example, the ideas of fairness, trust, integrity and the spirit of hard work and aspects of work-life balance can also be applied in today's management practice. This study is intended to expand the study of Islam from the perspective of management review. Figure 1 illustrates a series of models that we developed to respond to all of our research instruments in this context.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Islamic values are the accumulation of something based on the provisions of sharia. Islam considers that aqidah, worship and morality are all components of Islamic principles. Every company interprets values based on the culture that the company or organization owns. The elements of an organization's culture are all those that are upheld and consistently practiced to shape its identity and pattern of behaviour. The organization's cultural variety distinguishes it from other organizations.

Furthermore, in the view of Islam, organizational culture is built on value elements sourced from the Qur'an and Hadith which serve as guidelines in determining whether every activity is worth worshipping or not (Ahmad & Owoyemi, 2012). Islamic values in the organization require a moral obligation on everyone to apply all Islamic law in all parts of life including the process of meeting economic demands. This sharia aspect also later developed into an ethical part of Islam in the organization. Human actions serve as a caliphate or leader who must be able to guide their acts to spread kindness and benefit on earth in order to carry out Islamic beliefs at work (Ali, 2010). Second, Islamic values in work are used as worship. This means that working is prioritized solely to get the pleasure of Allah (SWT) and expect material rewards as a tool to meet economic needs. Third, work pays attention to halal and haram elements and avoids work practices that can harm others to maintain their interests. Of course, aspects

of Islamic values in organizations are closely related to the level of one's religiosity. In this study, the relationship between the realizations of Islamic values and the fulfillment of the needs of employees to be able to get job satisfaction is also inseparable. One factor that supports job satisfaction is compensation and the fairness of wages. Anything that serves as a reward or its equivalent is compensation. When organizations or businesses pay their employees and express gratitude to them for helping them achieve their objectives through their work (Angela-Eliza & Valentina, 2017). Meanwhile, psychologically, job satisfaction and engagement factors are supported by subjective well-being. Subjective well-being is a subjective assessment of the cognitive and affective feelings that a person feels related to their life affecting the level of emotion felt. Subjective well-being consists of cognitive dimensions including life satisfaction, domain satisfaction and affective dimensions including positive and negative affect. In this study, HRM engagement is measured by personality characteristics (e.g., self-esteem) (Briki, 2018; Diener, Lucas, & Oishi, 2002). Islamic value management has a fundamental concept (i.e., equality, justice, consultation, accountability, trust, co-operation, hard work and the importance of family). Therefore, the hypothesis proposed in this study is as follows based on this relationship:

H₁: Islamic value management has a positive effect on organizational motivation and HRM engagement.

Religious beliefs can facilitate a person's involvement in an organisation. Religion has its foundation in a sense of belonging. We understand how employees with religious characteristics might contribute to the success of the organization. However, it should be equal to organizational fairness. The term "religiosity" in the context of Islam refers to one's level of obedience to and belief in (tawakkul and monotheistic) Allah (SWT) as well as on ma'rifat which is the Arabic word for "to believe in one's heart, to practice goodness in accordance with the teachings of Islam and to avoid everything that is forbidden" (Huda, Sudrajat, Muhamat, Mat Teh, & Jalal, 2019; Nguyen, Chou, Blankson, & Wilson, 2020). It is believed that the elaboration of one's Islamic level will have a positive impact on one's daily life on the environment, society (Holland, 2016) and community (Onyemah, Rouzies, & Iacobucci, 2018) which is reflected through honest behaviour (Kashif, Zarkada, & Thurasamy, 2017), responsibility (Mensah & Azila-Gbetteor, 2018), respect for the rights of others (Papyrakis & Selvaretnam, 2011), fairness (Abdollahi, Hosseinian, Sadeghi, & Hamid, 2018) and transparency (Karami, Olfati, & Dubinsky, 2014). The level of personal religiosity moderates the relationship between the attitude of being honest to earn rewards and worker involvement (Abdollahi et al., 2018; Bhuian, Sharma, Butt, & Ahmed, 2018; Khalid, Mirza, Bin-Feng, & Saeed, 2020). The religiosity level will reflect the satisfaction and happiness of working and employee involvement (Onyemah et al., 2018). Therefore, the level of religiosity is believed to be an attitude that can hold the ego so that it can achieve a rational and wise manner in behaviour (Lavrič & Flere, 2010, 2011; Razzaq, Razzaq, Yousaf, & Hong, 2018; Wang et al., 2020). Therefore, based on this relationship, the hypothesis proposed in this study is as follows:

H₂: Religions have a positive effect on gaining organizational motivation and HRM engagement.

Islamic leadership is accumulated by *shiddiq* (honest or truthful), *Amanah* (can be trusted with something that is entrusted to others), *fathanah* (intelligent) and *tabligh* (conveying everything that is true to others). Every employee needs a leader with a high-personal character (e.g., charismatic, easy-going, has value as a leader and can direct their employees and fairness). An organization is a group of people who have the same vision and mission. The organization will be strong and grow along with the satisfaction and happiness of the people in it. Fulfilling all of a person's goals and requirements while working and receiving decent and fair treatment is the main factor in determining a person's happiness and contentment while employed. According to several studies, fairness plays a role in sustaining employees' level of trust in the organization's executives and other organizations that are in charge of them. Islamic leadership is leadership based on the Qur'an and Hadith. Islamic leadership principles state that he is an ideal worker because his knowledge comes from the Qur'an and Hadith (Rehman, Shahzad, Farooq, & Javaid, 2020). According to the Islamic perspective, leadership is a mandate and responsibility that is not only accountable to the members it leads but will also be accountable before Allah so that the responsibility for leadership in Islam is horizontal-formal among humans and vertical-moral, namely commitment to Allah in the hereafter. A leader will be considered to have escaped from formal duties in front of the people he leads but only sometimes escape when he is responsible before Allah. Therefore, based on this relationship, the hypothesis proposed in this study is as follows:

H₃: Islamic leadership style has a positive and direct effect on gaining organizational motivation and HRM engagement.

H₄: Islamic organizational fairness has a positive and direct effect on organizational competitiveness and performance.

H₅: Islamic value management has a positive and direct effect on organizational sustainability

H₆: Islamic value management, religiosity, Islamic leadership style and Islamic organizational fairness have a significant value in developing organizational motivation and HRM engagement uses the conformity factor analytical test.

Motivation is a psychological process that reflects interactions and causal relationships between attitudes, needs, perceptions and decisions. In organizations, motivation means something that causes enthusiasm or encouragement to work and organize (Greve & Argote, 2015; Oh, 2020). The motivating factors in the organization are the clarity of a reasonable salary or wage (Xu, Shen, Zhang, & Chen, 2020) and appropriate compensation (Santoni et al., 2020). Support for work facilities (Tajeddini & Martin, 2019), relational relationships with the environment (Stenseke, 2018), the conditions of the work itself and support for a pleasant experience while they work in the organization (Fisher, 2010). In addition, the concept of motivation in psychological organization comprises cognitive and emotive features and components that involve evaluating personal life satisfaction. There are two forms of evaluation of life satisfaction, namely global life satisfaction and life satisfaction in a particular domain which can be concluded whether the affective and cognitive components are positive or negative. The result of good motivation will describe the level of enthusiasm and dedication to the organization (engagement). Employee involvement is significant for the company's success, given the clear and interrelated relationship between job satisfaction and employee moral values. The communication factor is essential for creating and maintaining employee engagement. The effect caused by high employee involvement will make employees more productive and have higher performance (Anwar et al., 2020; Rehman et al., 2020) whose results will be felt for the organization. Therefore, based on this relationship, the hypothesis proposed in this study is as follows:

H₇: Organizational motivation and HRM engagement have a positive effect on organizational competitiveness and business sustainability from an HRM perspective by direct effect demonstration.

H₈: Organizational motivation and HRM engagement have a positive effect on organizational performance if mediated by organizational competitiveness.

H₉: Organizational performance has a positive effect on business sustainability from an HRM perspective.

H₁₀: Organizational competitiveness has a positive effect on organizational performance.

Organizational justice is a concept that refers to the perception of an employee related to actions, decisions and organizational behaviour that will ultimately impact employee attitudes in the workplace. Justice in the organization includes gender equality, equal access to all facilities provided to employees, proper treatment from superiors and fair wages and compensation. According to the Islamic point of view, the concept of justice is a fundamental principle. The aspired goals in terms of organizational justice will affect stability within the organization. God explicitly commands that justice be the primary basis for establishing law among humans. In the view of Sharia economics, management that treats human resources only as an object of leadership is negligent of a fair nature that should be the basis of control. Management must humanize people (Suong & Dao, 2019). Management should not mistreat subordinates but emphasize the importance of honesty and trust. A relationship between superiors and inferiors is based on a fair agreement for a common goal. Employees are an invaluable asset and an integral part of the family and society, thus leaders must assume full responsibility for all of them. In addition, human resource management which includes all organizational efforts to recruit, develop and retain beneficial human resources, aids organizations in gaining a competitive advantage. Therefore, based on this relationship, the hypothesis proposed in this study is as follows:

H₁₁: Islamic organizational fairness has a positive effect on business sustainability from an HRM perspective through direct effect demonstration.

H₁₂: Islamic organizational fairness has a positive effect on organizational performance through a direct effect demonstration.

H₁₃: The moderated Islamic organizational fairness variable further increases the positive effect on business sustainability from an HRM perspective.

H₁₄: The moderated Islamic organizational fairness variable further increases the positive effect on organizational performance.

3. RESEARCH METHOD AND DESIGN

This study combines various models of the relationship between variables (e.g., direct, indirect and moderating effects). We illustrate a series of research findings in the form of a conceptual framework to simplify the reader's understanding of the topic and theme of this study (see Figure 1). In this illustration, we arrange direct, moderate and indirect relationships and then demonstrate using the application. SmartPLS 3.0 follows the description of the hypothesis that has been described previously.

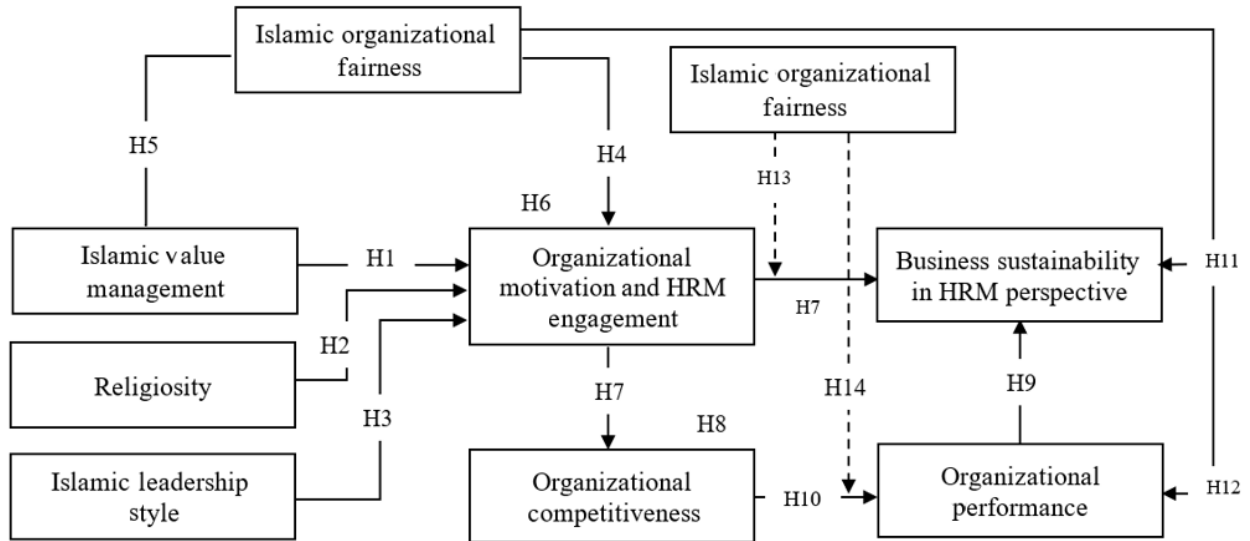


Figure 1. Conceptual framework.

Table 1. Sample criteria (N = 256).

Measurement	N	%
Gender		
• Man	128	50
• Female	128	50
Age (Years-old)		
• 30 – 35	30	11.7
• 36 – 40	112	43.8
• 41 – 45	53	20.7
• > 45	61	23.8
Academic grade		
• Assistant professor	172	67.1
• Associate professor	82	32
• Professor	2	0.7
Length of work (Years)		
• 3 – 5	16	6.25
• 5 – 8	60	23.4
• > 8	180	70.3
Education level		
• Magister	56	21.9
• Doctoral	200	78.1

This study involved 256 samples of respondents who came from lecturers from 13 private universities within the scope of the Higher Education Service Institution Region IX, Indonesia (LLDIKTI-IX), Sulawesi, Indonesia. The basis for determining the sample refers to the sample size method by [Cohen \(1970\)](#). Research from [Cohen \(1970\)](#) states that the determination of the ideal sample size is based on the total number of hypothetical relationship lines (see Figure 1). In [Figure 1](#), the number of relationship lines between variables is 14 hypothetical paths with a 95% confidence level. With a total sample-size of 246, this is also in line with several assumptions in determining the sample-size for the -infinite Population [Loehlin \(2003\)](#) argues that the minimum sample size required to reduce bias in all types of estimates is 200. [Stevens et al. \(1996\)](#) argued that the sample size for estimation should be at least 15x the number of observed variables ([Fan, 2001](#)).

Furthermore, we use the SEM-PLS analysis approach to test the hypothesis of this study in the data analysis. It consists of several demonstration relationships, namely, trying direct, indirect and moderating relationships. However, several stages in the process of this study include measuring the distribution of respondents' answers then calculating the standard deviation value, the average value of the distribution of respondents' answers, a loading factor > 0.60 ([Fornell & Larcker, 1981](#); [Sarstedt, Ringle, Henseler, & Hair, 2014](#)), inner-model testing with assessment criteria > 0.60 (i.e., Cronbach's alpha, composite reliability and AVE[SA1]) ([Chin, 1998](#)) and the hypothesis testing stage. The demonstration of the item-variable data measurement is shown in [Table 3](#).

Furthermore, the measurement data has been declared feasible per the abovementioned criteria. In this case, the next step is to measure the goodness of fit model by assessing the data testing criteria, i.e., Standardized Root Mean Square Residual and Normed Fit Index (SRMR < 0.80, NFI > 0.90) ([Bonett, 1980](#); [Fassott, Henseler, & Coelho, 2016](#)). The results of the goodness-of-fit model test are illustrated in [Table 4](#). Furthermore, the following testing stage tests the coefficient of determination and the F-test (R-Square and F-test) (see [Table 6](#)). The last step of research testing is testing the hypothesis using the constant bootstrapping method with chi-square (n = 255) determining the T-statistic and P-value values with the measurement criteria sig < 0.05, as demonstrated in [Table 7](#). In this study, the data collection method used was a distributed questionnaire. For the entire study sample, there are 39 questions with a distribution of answers using a Likert scale (1 = totally disagree, 2 =disagree, 3 =neutral, 4 =agree ; 5 =agree) (see [Table 2](#)).

Table 2. Variable measurement.

Variable	Code	Item survey	Major references
Islamic value management (IVM)	Item1	Equality and justice	(Forster & Fenwick, 2015)
	Item2	Accountability and trust	
	Item3	Co-operation	
	Item4	Hard-work	
	Item5	Importance of family	
Religiosity (REG)	Item6	Believe that work is part of worship	(Abdollahi et al., 2018; Bhuian et al., 2018; Khalid et al., 2020; Onyemah et al., 2018)
	Item7	Work as well as possible followed by religious knowledge	
	Item8	Implications of religious practices in organizational life	
	Item9	Feeling supervised by God at work	
	Item10	Help each other in the organization	
Islamic leadership style (ILS)	Item11	Honest and fair	(De Clercq, Haq, Raja, Azeem, & Mahmud, 2018; Shulhan, 2018)
	Item12	There is no conflict between words and deeds.	
	Item13	Leaders have integrity in their work so they can be trusted.	
	Item14	Able to deal with and solve problems that arise quickly and accurately.	
	Item15	The attitude of openness shown in communicating information with honest delivery and the right language.	
Islamic organizational fairness (IOF)	Item16	I am treated fairly by my organization.	(Anadol & Behery, 2020; Bohns &
	Item17	The treatment is fair.	

Variable	Code	Item survey	Major references
	Item18	I give a great deal of time and attention to the organization but I do not	Schlund, 2020)
	Item19	feel appreciated (Reversed score).	
	Item20	I invest more in my job than I receive in return (Reversed score).	
Organizational motivation and HRM engagement (OME)	Item21	Salary and compensation	(Gao, R., Murphy, & Anderson, 2020; Hyer & Edwards, 2020; Waisman-Nitzan, Schreuer, & Gal, 2020)
	Item22	Facilitating condition	
	Item23	Relationship with the social environment	
	Item24	Work and health	
	Item25	Never give up and be tenacious about improving his business even when he faces obstacles.	
	Item26	Ability to develop and execute creative ideas	
Organizational competitiveness (OC)	Item27	With the effectiveness of HRM, the strategies implemented can increase their effectiveness.	(Barney, 1991; Bruno, Esposito, Genovese, & Simpson, 2016; Grundy, 2006; Madhok & Marques, 2014)
	Item28	A company's ability to prosper cannot easily be replicated by another one due to the availability of competent and reliable resources.	
	Item29	Possessing competent and reliable human resources makes the organisation more valuable than competitors in comparison.	
	Item30	Ability to maintain and improve company position from actual or potential competitors in the industry.	
Organizational performance (OP)	Item31	Achievements in employee performance based on programmes that have been described in the organization's primary objectives.	(Brewer & Selden, 2000; Kim, 2004; Tensay & Singh, 2020)
	Item32	Employee success develops from the value of something that the community can immediately experience.	
	Item33	Achievement of employee work results in accordance with predetermined standards.	
	Item34	The outcomes of the employees' labour required for the program's implementation to function properly.	
	Item35	Customer satisfaction goals and gain of quality of organizational work.	
Organizational sustainability (OS)	Item36	A rigorous recruitment and selection strategy that takes into account economic, social and environmental aspects.	(Aycan, 2005; Buckingham & Goodall, 2015; Kelemen, Matthews, & Breevaart, 2020)
	Item37	Performance management system	
	Item38	A clear career development and training program helps with high employee engagement.	
	Item39	Fair task and authority distribution will improve employee engagement.	

4. RESULT AND DISCUSSION

4.1. Analysis Result

The first part of this study's results and discussion section is the testing phase of the inner and outer statistical models using SmartPLS as illustrated in Table 3. The results of the validity test state that the dominant item measurement on the variable is declared valid. However, there were some invalid item questions, so we excluded them from the variable test. This value is null because the factor loading item value is < 0.60 . For example, item-21 on the variable organizational motivation and HRM engagement, item-33 on the variable organizational performance and item-39 on the organizational variable sustainability. However, the measurements of the first stage, namely AVE, composite reliability, Cronbach alpha were declared valid and reliable > 0.50 . However, an AVE value shows a value that only ranges from 0.60 on average. This explanation can be strengthened through assumptions about the validity and reliability of the inner and outer model testing by Chin (1998). The minimum standard AVE value is 0.50. Our study can be declared valid and reliable for testing the inner and outer model constructs based on this assumption. The AVE value does not occur in many studies using the SEM-PLS approach which provides a value provision that is > 0.70 . Variables with an AVE value > 0.50 can be seen for the Islamic leadership style variable and the Islamic organizational fairness variable. Table 4 states that the fit model test is also declared optimal where the SRMR value is $0.082 < 0.08$; NFI = $0.962 > 0.90$.

Table 5 explains the measurement of discriminant validity showing that testing the validity of the variable crosswise against other variables also offers a coefficient value > 0.60 except for discriminant validity for moderation (Mod H13 and H14). Therefore, this illustrates that the validity test obtained a validity value in a very high category.

Table 6 explains the measurement of the R-Square value which means how closely the relationship between the independent variables and the dependent variable is, for example, on the organizational competitiveness variable (R-square = 0.736 or 73.6%), organizational motivation and HRM engagement (R-square = 0.793 or 79.3%), organizational performance (R-square = 0.932 or 93.2%) and organizational sustainability (R-square = 0.693 or 69.3%). The residual value of the R-square coefficient measurement explains that the difference to 100% of the close relationship is influenced by other factors. Then, the F-square coefficient test also shows that several variations of the independent variable significantly affect the dependent variable.

Table 3. Inner and outer model test.

Variable	Code	Loading factor	Cronbach alpha	rho_A	Composite reliability	AVE
Islamic value management	Item1	0.812	0.849	0.852	0.892	0.624
	Item2	0.788				
	Item3	0.821				
	Item4	0.808				
	Item5	0.716				
Religiosity	Item6	0.628	0.857	0.868	0.899	0.643
	Item7	0.822				
	Item8	0.881				
	Item9	0.846				
	Item10	0.808				
Islamic leadership style	Item11	0.667	0.818	0.840	0.871	0.577
	Item12	0.750				
	Item13	0.730				
	Item14	0.839				
	Item15	0.800				
Islamic organizational fairness	Item16	0.780	0.804	0.832	0.857	0.546
	Item17	0.789				
	Item18	0.666				
	Item19	0.773				
	Item20	0.678				

Variable	Code	Loading factor	Cronbach alpha	rho_A	Composite reliability	AVE
Organizational motivation and HRM engagement	Item21	<i>Deleted</i>	0.858	0.868	0.899	0.642
	Item22	0.811				
	Item23	0.829				
	Item24	0.819				
	Item25	0.658				
	Item26	0.871				
Organizational competitiveness	Item27	0.810	0.852	0.853	0.900	0.693
	Item28	0.823				
	Item29	0.866				
	Item30	0.829				
Organizational performance	Item31	0.831	0.804	0.831	0.871	0.630
	Item32	0.647				
	Item33	<i>Deleted</i>				
	Item34	0.848				
	Item35	0.831				
Organizational sustainability	Item36	0.856	0.792	0.794	0.878	0.706
	Item37	0.852				
	Item38	0.811				
	Item39	<i>Deleted</i>				

Table 4. Model fit.

Measurement	Assessment criteria	Saturated model	Estimated model	Result
SRMR	< 0.80	0.082	0.087	Fit
d_ ULS	Saturated model > Estimated model	7.211	7.616	Fit
d_ G	Saturated model > Estimated model	4.461	4.809	Fit
Chi-square	-	3189.774	3215.951	Fit
NFI	>0.90	0.962	0.941	Fit

Table 5. Discriminant validity.

Variables	ILS	IOF	IVM	Mod H13	Mod H14	OC	OME	OP	OS	REG
ILS	0.759									
IOF	0.768	0.739								
IVM	0.792	0.752	0.790							
Mod H13	-0.308	-0.339	-0.382	1.000						
Mod H14	-0.291	-0.316	-0.336	0.924	1.000					
OC	0.810	0.753	0.833	-0.374	-0.369	0.832				
OME	0.819	0.778	0.845	-0.455	-0.406	0.858	0.801			
OP	0.781	0.717	0.806	-0.380	-0.376	0.965	0.833	0.794		
OSS	0.781	0.711	0.805	-0.298	-0.292	0.841	0.807	0.761	0.840	
REG	0.726	0.720	0.774	-0.309	-0.283	0.738	0.750	0.724	0.723	0.802

Table 6. R-square and F-square.

Variables		R- square		R -square adjusted						
Organizational competitiveness		0.736		0.735						
Organizational motivation and HRM engagement		0.793		0.789						
Organizational performance		0.932		0.931						
Organizational sustainability		0.693		0.687						
F-Square										
Variables	ILS	IOF	IVM	Mod H13	Mod H14	OC	OME	OP	OS	REG
ILS	-	-	-	-	-	-	0.119	-	-	-
IOF	-	-	-	-	-	-	0.054	0.004	0.03	-
IVM	-	-	-	-	-	-	0.214	-	-	-
Mod H13	-	-	-	-	-	-	-	-	0.019	-
Mod H14	-	-	-	-	-	-	-	0.007	-	-
OC	-	-	-	-	-	-	-	5.810	-	-
OME	-	-	-	-	-	2.788	-	-	0.186	-
OP	-	-	-	-	-	-	-	-	0.062	-
OSS	-	-	-	-	-	-	-	-	-	-
REG	-	-	-	-	-	-	0.016	-	-	-

In the next stage, namely hypothesis testing explained that all test demonstrations, either directly or indirectly using the intervening variable obtained a significance coefficient value (p-value) < 0.05 (see Table 7). Of the 14 hypotheses, 13 hypotheses have a positive and significant effect. The 14th hypothesis on the demonstration of moderation testing, namely the relationship between organizational competitiveness, if moderated by the Islamic organizational fairness variable does not encourage an increase in organizational performance.

Table 7. Hypothesis result.

HIP		Sample mean	Standard deviation	T statistic	P value
H1	Islamic value management → Organizational motivation and HRM engagement	0.398	0.058	6.971	0.000
H2	Religiosity → Organizational motivation and HRM engagement	0.099	0.060	2.618	0.007
H3	Islamic leadership style → Organizational motivation and HRM engagement	0.290	0.051	5.649	0.000
H4	Islamic value management → Organizational competitiveness	0.342	0.052	6.685	0.000
	Islamic value management → Organizational performance	0.334	0.051	6.662	0.000
H5	Islamic value management → Organizational sustainability	0.285	0.049	5.956	0.000
H6	CFA test	Alpha-value		Reliability-value	AVE
	Islamic value management	0.849		0.892	0.624
	Religiosity	0.857		0.899	0.643
	Islamic leadership style	0.818		0.871	0.577
	Islamic organizational fairness	0.804		0.857	0.546
	Organizational motivation and HRM engagement	0.858		0.899	0.642
	Average	0.837		0.884	0.606
H7	Organizational motivation and HRM engagement → Organizational competitiveness	0.858	0.022	39.185	0.000

HIP		Sample mean	Standard deviation	T statistic	P value
	Organizational motivation and HRM engagement → Organizational sustainability	0.715	0.057	12.514	0.000
H8	Organizational motivation and HRM engagement → Organizational competitiveness → Organizational performance	0.838	0.027	30.768	0.000
H9	Organizational performance → Organizational sustainability	0.250	0.084	3.031	0.003
H10	Organizational competitiveness → Organizational performance	0.977	0.020	49.686	0.000
H11	Islamic organizational fairness → Organizational sustainability	0.291	0.057	5.071	0.000
H12	Islamic organizational fairness → Organizational performance	0.129	0.046	2.781	0.006
H13	Mod H13 → Organizational sustainability	0.059	0.025	2.544	0.011
H14	Mod H14 → Organizational performance	-0.018	0.012	1.546	0.123

The relationship between the variables organizational competitiveness and organizational performance is shown to have the most dominant and significant effect (t-statistic = 49.686) followed by the relationship between organizational motivation and HRM engagement and organizational competitiveness (t-stat = 39.185). On the other hand, the determination of variables, e.g., Islamic value management, religiosity, leadership style and organizational fairness also has a positive and significant effect. Demonstration of a direct relationship with the association of Islamic variables such as in hypothesis 1 to hypothesis 5 can be seen in Table 7 which shows that the Islamic value management relationship has a positive and significant most dominant influence on organizational motivation and HRM engagement (t-stat = 6.971). The complete research model can be seen in Figure 2. The purpose of a robustness check is to analyze the determination of factors that become antecedents in interpreting the overall relationship and its consequences on the dependent variable (see Table 8). The Islamic value management component that is carried out optimally on the organizational line will increase organizational motivation and HRM engagement in the organization.

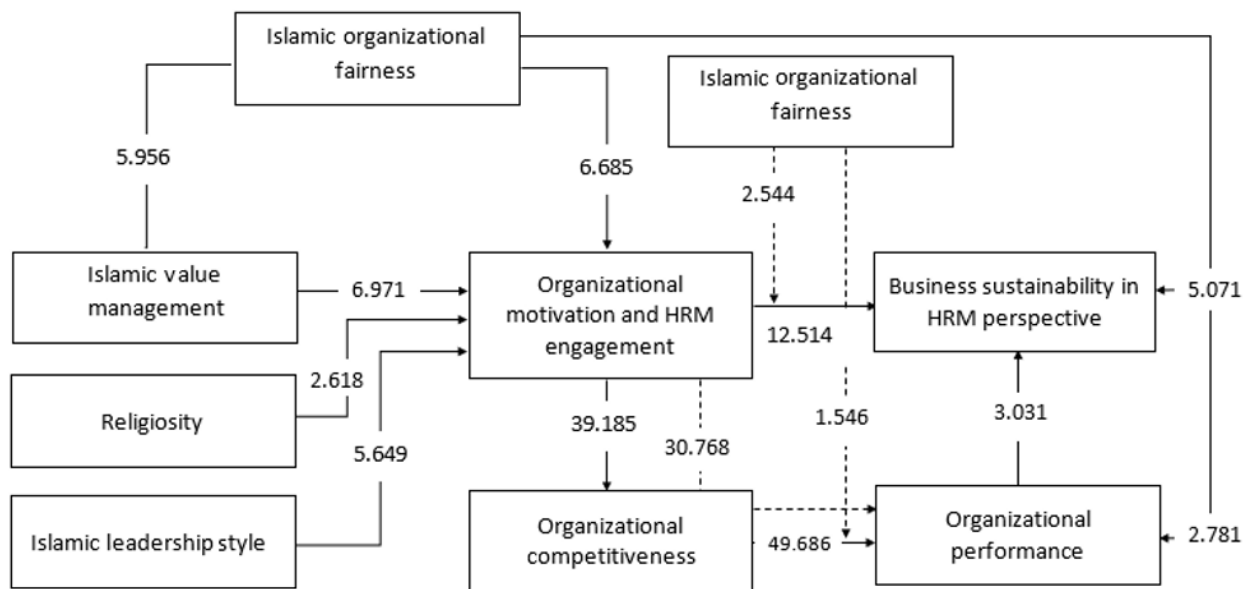


Figure 2. SEM-PLS direct and indirect result.

Furthermore, the increase in motivation and engagement positively affects managerial competence. Organizations that are ready to compete and have superior power are also in line with optimal organizational performance. Finally, organizations that have good performance will have the potential to have longer organizational sustainability. Similarly, the variables religiosity, Islamic leadership style and Islamic organizational fairness prove the findings which have a positive and significant effect.

Table 8. Robustness check.

Hypothesis	Sample mean	Standard deviation	T statistics	P values
Islamic value management → Organizational motivation and HRM engagement → Organizational competitiveness → Organizational performance → Organizational sustainability	0.083	0.030	2.866	0.004
Religiosity → Organizational motivation and HRM engagement → Organizational competitiveness → Organizational performance → Organizational sustainability	0.021	0.015	2.902	0.022
Islamic leadership style → Organizational motivation and HRM engagement → Organizational competitiveness → Organizational performance → Organizational sustainability	0.060	0.023	2.732	0.007
Organizational motivation and HRM engagement → Organizational competitiveness → Organizational performance → Organizational sustainability	0.209	0.069	3.067	0.002
Islamic organizational fairness → Organizational motivation and HRM engagement → Organizational competitiveness → Organizational performance → Organizational sustainability	0.040	0.019	2.019	0.044

4.2. Discussion

This study has demonstrated a complex set of relationships in the management structure and strategies associated with HRM as baseline research. The data shows fit, optimal and significant results in several testing stages. We can draw the conclusion that Islamic management factors, religiosity in HRM and Islamic leadership style play a crucial role in supporting initiatives to raise organizational motivation and HRM engagement in public organizations, particularly in the robustness check section which is the finding of our research. Islamic value management emphasizes equality and justice. Justice and equality are the fundamental foundations of Islam. The justice in question is the absence of exploitation or carrying out manipulative actions involving individual lines in the organization. Considering that man's position is a social being, the concepts of justice and equality align with this principle. Comprehensive justice is needed to protect the organization from various processes involving many people. Second, Islamic value management means the fulfillment of accountability and trust aspects. Accountability is the key to the achievement of organizational work results with all its habits of making explicit the details of tasks and expectations of performance achievements, it can help managers identify various opportunities that exist within reach of the organization. At the same time, the accountability process requires someone who is honest and responsible. For the concept of creating excellent and sustainable performance, a series of plans and strategies are needed, both short-term, medium-term and long-time. Therefore, accountability in carrying out tasks within the organization is essential to realize organizational performance. The importance of responsibility and trust is not only a necessary concern in the conventional economic system. It has been a concern that has existed for a long time in Islam. The principles of Islamic philosophy require a system of accountability and honesty that is adhered to by its adherents. The principles of honesty and responsibility will direct personal behavior towards credibility and integrity. Third, the co-operation aspect is the obligation to understand each other and be able to work together as a team in the organization. This is also important as a long-term strategy for the business in the future. Fourth, the hard work of personal character and the importance of

family are also the primary principles in Islamic value management. Every employee has a good work ethic, high morale and a balance between work interests and the interests of life and family (work-life balance). The fourth aspect of the principle of Islamic value of management is essential. The following variable in this study raises the theme of the urgency of religiosity that every HRM must own in their organization.

The aspect of religiosity which consists of practicing all elements of belief in work and understanding and believing that work is part of worship will undoubtedly lead everyone to do good, be honest and be fair both to himself and his organization. This religiosity also has a domino effect that will provide added value for the organization because it is filled with good people at work. The level of religiosity that everyone has will direct them to good deeds and avoid evil deeds in their organization. This aspect of religiosity is also very closely related to the elements that a leader must possess in an organization. Our study also found a close and complex relationship between Islamic leadership style and motivation and HRM engagement in organizations that impacts organizational performance, competitiveness and business sustainability in the long-term.

Employees cannot be seen as merely tangible capital elements as shown in the ancient management elements. The increasingly dynamic development of the era demands management's participation to make employees not only drivers of production factors but also unlimited production assets (intangible assets). A leader must be honest in carrying out his duties. Honest in the broadest sense. Do not speak lie, cheat, betray, and never break promises and so on. Second, amanah (responsibility): Each leader must be responsible for the business and work and chosen position. Responsibility here means being willing and able to maintain the trust of the people he leads and the organization he leads which is automatically on his shoulders. According to the Islamic point of view, every human work is noble. In addition, the leader must be fathonah (intelligent). This means that a leader must be broad-minded, creative and innovative to make programs and activities that are right on target, of high quality and bring organizational progress. More profoundly, this study also links the components of Islamic organizational fairness to organizational motivation and HRM engagement to organizational competitiveness, performance and sustainability. As discussed earlier, the concept of fairness means that HRM is given fair and proper treatment.

Every human resource (employee) in an organization can engage or disengage depending on how they react to treatment and the perceptions that arise in their minds about whether their needs have been met when dedicating themselves to work in the organization or not. Tangible motivational aspects include adequate salary and compensation, support for facilities and access to use the facilities when they work. A conducive and friendly work environment is also an important aspect of increasing job satisfaction and motivation to work. Therefore, both the organization and the individual must fulfill two main elements. In addition to the tangible motivation stimulus, the personnel in the organization must also have feelings of love for the organization where they work, have an unyielding spirit in working and develop the ability to think creatively and carry out these creative ideas. A person with a strong character can certainly deliver added value not only for himself but also for all elements of the organization, e.g., organizational performance, organizational competitiveness and the organization's sustainability assuming that the two main aspects are carried out together.

5. CONCLUSION

The analysis of our study has found outstanding results especially that the measurement of organizational performance, organizational competitiveness and organizational sustainability is measured by dimensions related to HRM factors. In other words, the effectiveness of HRM and HRM capability value can make the organization more effective and difficult for competitors to imitate. Organizations must begin to consider the long-term impacts of the methods they will use in order to achieve harmony. For example, starting with the recruitment process, selection and placement of HRM in the organization must be carried out regularly and planned because the process of creating a balance to improve performance, competitive advantage and sustainability starts with the HRM recruitment, selection and positioning processes. Such tasks should not be only the responsibility of the division of human resources and human resource development. However, it requires the participation of all stakeholders in the organisation.

5.1. Theoretical Implications

Theoretically, our study provides a complex contribution to management research combined with strategic management approaches and psychology. This study also contributes to developing organizational performance

measurement and organizational sustainability. Porter (1990) developed studies from the psychological approach to HRM development and Islamic value-management.

5.2. Managerial Implications

The process to create organizational performance and competitive advantage directed towards a sustainable organization should start from the beginning of the organization's establishment. Planning begins with the proper recruitment, selection and positioning processes. The impetus supplied by management in the form of remuneration as well as a suitable work atmosphere is an element that is the responsibility of the organization to develop. However, it is necessary to pay attention to several important factors to increase job satisfaction, work motivation and employee engagement such as HR development factors and work assessments carried out and developed periodically. The application of principles of justice, equality, accountability and evaluation to workers is a key component in creating a conducive work environment and optimal organizational performance assessment. Training programs that lead to the increased achievement of personal character employees (e.g., self-love development training, self-development, self-appraisal development training) are important notes in our study that deserve to be considered for organizations.

6. LIMITATION AND FUTURE RESEARCH

This study investigates the relationship between the dependent and independent variables on the research subject of lecturers at several private universities in the Higher Education Service Institution Region IX (LLDIKTI-IX) scope. There is a tendency for the role of the education level of the respondents as well as the ethical values of the profession to be upheld so that the results of the survey distribution that we obtain achieve relatively high validity and reliability. However, high validity and reliability achievement aren't in line with the general standards used to interpret the Average Variance Extracted (AVE) value. Some assumptions and limitations in this study address several future agendas for further researchers namely: First, the results of our study reveal that the AVE value tends to be low although it can be assumed that it is good and is in line with the permitted values in the study from Chin (1998) considering that this study is still in the development stage, we suggest that future research investigate this series of models using a parametric statistical path analysis approach. Second, this study only includes mono-sample data, namely lecturers. Therefore, starting from the statement that this study is still in the development stage, it is recommended for further research to take samples from different research subjects by increasing the number of sample sizes.

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INSTITUTIONAL REVIEW BOARD STATEMENT

The Ethical Committee of the Universitas Muslim Indonesia, Indonesia has granted approval for this study (Ref. No. 6414/K.10/PPs-UMI/X/2023).

TRANSPARENCY

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

COMPETING INTERESTS

The authors declare that they have no competing interests.

AUTHORS' CONTRIBUTIONS

All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

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