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Penulis : Hery Susanto, Yekti Utami, Aris Kusumo Diantoro

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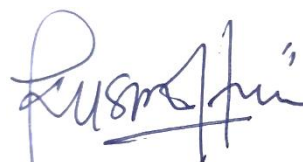
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Reviewer



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## **The Effect of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration on HR Performance**

**Hery Sutanto<sup>1</sup>, Yekti Utami<sup>1</sup>, Aris Kusumo Diantoro<sup>2</sup>**

<sup>1</sup>Department of Management, Faculty of Economics and Business, Universitas Pembangunan Nasional "Veteran" Yogyakarta, Indonesia

<sup>2</sup>Department of Management, Faculty of Economics, Nahdlatul Ulama University Yogyakarta, Indonesia

### **Abstract**

Idealized Influence, Inspirational Motivation, and intellectual stimulation are transformational leadership's main components. Subordinates are encouraged to elevate their awareness and become committed to their mission and vision due to Inspirational motivation. Idealized Influence is related to the behavior of leaders with a transformational style that is able to generate trust, admiration, comity, and eagerness from subordinates to imitate the leader. Intellectual stimulation is a dimension of transformational leadership styles that encourages human resources to be innovative. The purpose of this study is to empirically know the Influence of idealized Influence, inspirational motivation, and intellectual stimulation on HR performance. This research uses a quantitative research design. The sample in this study was the santri Ponpes Anwar Futhiyyah. Purposive sampling techniques are used to obtain samples. Multiple regression techniques are used to analyze data by using the software of SPSS.

**Keywords:** *Idealized Influence; Inspirational Motivation; Intellectual Stimulation; Individual Consideration, HR Performance*



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### **INTRODUCTION**

Organizations today try to cultivate positive mental and behavioral conditions in human resources (HR) in their organizations to improve their adaptability and resilience during tumultuous times. Organizational success is highly dependent on the style of leadership. As a resource, leaders have a major role in an organization to improve the productivity of human resource performance. This can be achieved through effective leadership, which can accelerate the realization of achievements, be able to motivate subordinates, and provide a clear understanding of organizational goals (Njiraini, 2018). Transformational leaders can motivate their people, increase their maturity and enthusiasm, transcend their own interests, and directly influence the happiness and work productivity of their peers (Cruz-Ortiz et al., 2013a) in Cardona et al., (2018). Transformational leadership styles have four constructs, namely, idealized Influence, intellectual stimulation, inspirational motivation, and individual consideration, which in general, leads to organizational success (Robbins & Judge, 2017).

Referring to research conducted by Top et al. (2020), Inspirational Motivation is a factor that really influences the performance of subordinates, then it is followed by individual consideration. Ngaithe, et al. (2016) the results of the research concluded that the performance is positively and significantly improved by idealized Influence and inspirational motivation. Chebon et al. (2019) his research's results explained that inspirational motivation has the strongest positive correlation with employee performance, followed

Corresponding author

Aris Kusumo Diantoro, [ariskusumo@unu-jogja.ac.id](mailto:ariskusumo@unu-jogja.ac.id)

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by idealized Influence. While the good impact on the achievement of subordinates is formed by intellectual stimulation, according to the results of research of Top et al. (2020). The results showed that intellectual stimulation leadership behavior and employee performance had a strong positive and significant correlation (Ogola et al., 2017).

Inspirational motivation is to encourage subjects to increase their organization's mission awareness, while vision and commitment to it are prime themes of this factor (Chebon et al., 2019). Inspirational motivation gives followers the challenge and meaning to engage in a common goal. Some leaders have used inspirational motivation for encouraging and inspiring people and stimulating them intellectually to support the innovative and creative work of followers (Gomes, 2014). Inspirational motivation has significantly changed employee performance, so as inspirational motivation grows, employee performance will also improve (Ndisya & Juma, 2016).

Idealized Influence is closely related to a transformational leader behavior that generates trust, admiration, comity, and a subordinate's eagerness to imitate the leader (Chebon et al., 2019). From a transformational leadership approach, intellectual stimulation may be the most studied aspect, but it can have a major impact on the team in team processes such as team training (Rafferty & Griffin, 2004) in Cardona et al. (2018). In addition, leaders instill positive mental and emotional states to help teams improve their performance and happiness. Through intellectual stimulation, leaders continue to encourage team members to challenge their beliefs, support new patterns of thinking and innovative behavior (Cardona et al., 2018).

Intellectual stimulation has a positive influence on team learning, it can affect team members' emotional responses through perception (e.g., emotional commitment), and leaders value their contributions and are closely linked to team development (Cardona et al., 2018). Therefore, intellectual stimulation can stimulate team learning by instilling positive influences and helping members participate in collective learning so that HR performance can improve effectively.

The aim of this study is to empirically analyze the Influence of dimensions of transformational leadership on HR performance. This research takes place in Anwar Futuhiyyah Islamic boarding school. Based on a pre-research survey, the leader of Anwar Futuhiyyah Islamic boarding school has been able to inspire his students to make innovative changes and have a significant influence on the surrounding community, and become an example of both the students and the surrounding community. The leader can move the surrounding community towards a prosperous society with their economic movements.

### **Problem Formulation**

1. Does inspirational motivation empirically have a noteworthy influence on HR performance?
2. Does individual consideration empirically have a noteworthy influence on HR performance?
3. Does idealized Influence empirically have a noteworthy influence on HR performance?
4. Does intellectual stimulation empirically have a noteworthy influence on HR performance?

### **Objectives of the Research**

1. To analyze and know the impact of inspirational motivation on HR performance empirically
2. To analyze and know the impact of individual considerations on HR performance empirically
3. To analyze and know the impact of idealized Influence on HR performance empirically
4. To analyze and know the impact of intellectual stimulation on HR performance empirically

## **LITERATURE REVIEW**

### **Transformational Leadership**

Leadership is about aligning people with their vision, inspiring, motivating them, and presenting effective communication (Plecas et al., 2018). Transformational leadership describes the organization's prospects and provides a model that is consistent with those prospects, providing them with encouragement and various supports to achieve organizational goals (Mortazavi and Nikkar, 2014) in Korejan & Shahbazi (2016). Transformational leadership is a leadership model that considers the value of profit as the basis of growth, proactive, tolerant, more attentive to the realization of missions and strategies, optimizing the use of human resources, and identifying and training new talents (Mansaray, 2019).

A transformational leader is a leader who inspires followers to transcend their own interests and can have a profound and tremendous impact on followers (Robbins & Judge, 2017). Leaders with transformational styles will notice the needs of their subordinates, change their understanding of the problem by helping them to see the problem in a new way, and inspire and motivate their subordinates to make extra efforts to achieve team goals. Transformational leaders can have a huge impact on their followers, and they will respond with a higher level of commitment (Robbins & Judge, 2017).

### *Inspirational Motivation*

Inspiring motivation comes from the use of effective and communicative communication methods. This behavior illustrates the importance of leaders conveying high expectations to employees and motivating them by giving them meaning and challenges so that they can form a shared vision within the organization (Ngaithe et al., 2016).

### *Individual Consideration*

Individual consideration is the degree to which a leader gives personal attention and stimulates employees, emphasizing that the component of behavior from individual considerations (training and coaching) focuses not only on the greater virtue of the organization but also on the specific needs of the individual, where equality is more emphasized (Agyemang et al., 2017). It can also be said that the leader pays attention to the needs of each subordinate, acts as a guide or coach for the subordinates, and listens, pays attention to the needs of subordinates.

### *Idealized Influence*

Idealized Influence can be explained that transformational leaders are goal-oriented (Loon et al., 2012). They encourage collective awareness based on beliefs, values, goals, and missions to get their work done (Agyemang et al., 2017).

### *Intellectual stimulation*

Intellectual stimulation is the prowess of a leader to drive subordinates to think "out of the box" as they solve problems, leading to creativity and innovation (Bass & Avolio, 1996; 1997) in (Agyemang et al., 2017). Leaders who are able to inspire change in thinking about problems and use analogies and tropes (Ogola et al., 2017).

### Research Concept Framework

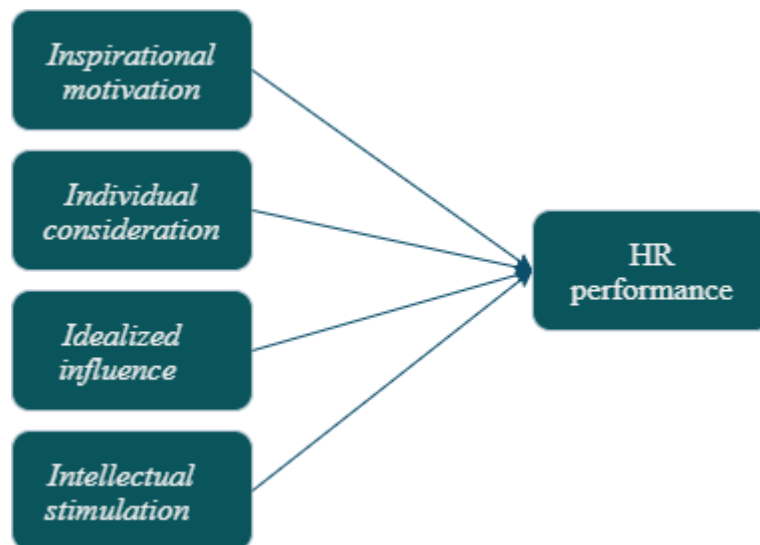


Figure 1 Research Concept Framework

### Research Hypothesis

- H1: Inspirational motivation has a significant influence on HR performance empirically
- H2: Individual consideration has a significant influence on HR performance empirically
- H3: Idealized Influence has a significant influence on HR performance empirically
- H4: Intellectual stimulation has a significant influence on HR performance empirically

### RESEARCH METHOD

The quantitative research method is used in this study. In taking the sample, the researchers used a purposive sampling method, with the criteria of students who are currently administrators of Islamic boarding schools or have been administrators and teachers who teach at Islamic boarding schools and in its common subjects. Based on these criteria, the number of students who deserve to be used as a sample is 65. The data that will be used in this research is primary data. The data collection technique used a survey through the distribution of questionnaires. The data collected will be processed and analyzed using multiple linear regression. SPSS software will be used as a tool for regression analysis.

### FINDINGS AND DISCUSSION

#### Respondent Profile

Questionnaires have been distributed to 56 students and teachers who meet the requirements to become respondents. The study found that 69.6% of respondents were male, and 30.4% were female. The most respondents aged 20 to 30 years were 58.9%. The last education of the majority of respondents is undergraduate, which is 57%. The position of the majority of respondents as teachers, amounting to 69.6%. Most respondents have experience studying in Islamic boarding schools by 50%, which is between 6 to 10 years, and then 8.9% of respondents have the longest experience of studying in Islamic boarding schools, which is between 11 to 15 years. This is shown in Table 1 below.

Table 1. Respondent Profile

Demographic Variable	Categories	Frequency	Percentage
<b>Gender</b>	Male	39	69.6
	Female	17	30.4
<b>Age</b>	20 to 30 years	33	58.9
	31 to 40 years	14	25
	41 to 50 years	9	16.1
<b>Last Education</b>	Senior High School	21	37.5
	Bachelor	32	57.1
	Others	3	5.4
<b>Position At Islamic Boarding School</b>	Manager	17	30.4
	Teacher	39	69.6
<b>Length Of Study At Islamic Boarding School</b>	1 to 5 years	23	41.1
	6 to 10 years	28	50
	11 to 15 years	5	8.9

### Validity and Reliability Test

#### Validity Test

A validity test is used to ensure that the survey instrument covers all important items and eliminates unwanted items in a particular structure domain. The results of the validity test are presented in the table below.

Table 2. Validity Test Results

Variable	Items	Sig. (2-tailed)	Description
<i>Inspirational motivation</i>	X1.1	0.000	Valid
	X1.2	0.000	Valid
	X1.3	0.000	Valid
	X1.4	0.000	Valid
<i>Individual consideration</i>	X2.1	0.000	Valid
	X2.2	0.000	Valid
	X2.3	0.000	Valid
	X2.4	0.000	Valid
<i>Idealized influence</i>	X3.1	0.000	Valid
	X3.2	0.000	Valid
	X3.3	0.000	Valid
	X3.4	0.000	Valid
	X3.5	0.000	Valid
<i>Intellectual stimulation</i>	X4.1	0.000	Valid
	X4.2	0.000	Valid
	X4.3	0.000	Valid
	X4.4	0.000	Valid
<i>HR Performance</i>	Y1.1	0.000	Valid
	Y1.2	0.000	Valid
	Y1.3	0.000	Valid
	Y1.4	0.000	Valid
	Y1.5	0.000	Valid
	Y1.6	0.000	Valid
	Y1.7	0.000	Valid
	Y1.8	0.000	Valid

Table 2 shows that all questionnaire statement items used in this research have a Sig value. (2-tailed) smaller than 0.05, it can be concluded that all items in the questionnaire statement are valid.

*Reliability Test*

This test is related to the extent to which the measurement of the phenomenon gives stable and structured results. The results of the reliability test are shown in the table below.

Table 3 Reliability Results

<i>Variable</i>	<i>Cronbach's Alpha</i>	<i>Description</i>
<i>Inspirational motivation</i>	0.917	Reliable
<i>Individual consideration</i>	0.888	Reliable
<i>Idealized influence</i>	0.855	Reliable
<i>Intellectual stimulation</i>	0.94	Reliable
<i>HR Performance</i>	0.919	Reliable

Table 3 shows that all variables in this study have Cronbach's Alpha values greater than 0.6, so it can be concluded that all variables meet the requirements and are suitable to be used as research instruments.

**Regression Analysis and Hypothesis Testing**

Multiple regression analysis was carried out in order to test the research hypothesis. The summary of the model in Table 2 shows how strong the Influence of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration predict HR Performance. Based on the summary of the model, it is known that the R Square value is 0.781, meaning that the independent variable is able to predict the dependent variable at 78.1%. These results show a strong influence. According to Ghozali (2016), R Square is used to measure the model's ability to explain changes in the dependent variable.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884 <sup>a</sup>	.781	.764	.33528

a. Predictors: (Constant), Intellectual Stimulation, Idealized Influence, Inspirational Motivation, Individual consideration

P-Value or Sig. and the coefficients in the regression analysis provide information about statistically significant relationships and the nature of the relationships in the model. The following table provides the analysis result information between the independent variables (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration) and the dependent variable (HR Performance).

Table 5. Regression coefficients Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.720	.391		1.842	.071
Inspirational Motivation	.533	.076	.550	6.963	.000
Individual consideration	.349	.101	.296	3.462	.001
Idealized Influence	.107	.062	.115	1.714	.093
Intellectual Stimulation	.188	.084	.196	2.233	.030

a. Dependent Variable: HRM Performance

Based on the results of multiple linear regression analysis in Table 5, it can be known that:

*The effect of Inspirational motivation on HR performance*

The results of the regression test have been known that the beta coefficient value is 0.533, and the t count is 6.96 with a significance value of 0.000 less than 0.05. Thus, the Inspirational motivation variable has a positive and significant influence on the HR performance variable. This means that the first hypothesis proposed is accepted.

*The effect of Individual consideration on HR performance*

The results of the regression test have been known that the beta coefficient value is 0.349, and the t count is 3.46 with a significance value of 0.001 less than 0.05. Thus, the Individual consideration variable has a positive and significant influence on the HR performance variable. This means that the second hypothesis proposed is accepted.

*The effect of Idealized Influence on HR performance*

The results of the regression test have been known that the beta coefficient is 0.107, and the t count is 1.71 with a significance value of 0.093 greater than 0.05. Thus, the Idealized Influence variable does not have a significant effect on the HR performance variable. This means that the third hypothesis proposed is accepted.

*The effect of Intellectual Stimulation on HR performance*

The results of the regression test have known that the beta coefficient is 0.188, and the t count is 2.23 with a significance value of 0.030 less than 0.05. Thus, the Intellectual Stimulation variable has a positive and significant influence on the HR performance variable. This means that the fourth hypothesis proposed is accepted.

**Discussion**

*Inspirational motivation and HR performance*

This study found that inspirational motivation has a positive and noteworthy impact on HR performance. It can be said that the higher the inspirational motivation is given by the leader of Anwar



Futuhiyyah Islamic boarding school, the higher the human resources performance will be. The findings of this study agree with researches conducted by Ndisya & Juma (2016), Chebon et al. (2019), (Anyiko, et al., 2018), which show that HR performance will increase along with the increase in inspirational motivation. The research findings also show that inspirational motivation has the strongest Influence compared to other independent variables. This is in accordance with the results of research by Top et al. (2020).

The results of the study reflect that the leader is able to foster teamwork in completing tasks and managing the Islamic boarding school. In addition, the leader is able to arouse the enthusiasm of students in completing assignments at the Islamic boarding school and provide high confidence that organizational goals will be achieved. The leader is also able to communicate the tasks given to students in simple language so that they are easy to understand. Barine & Minja (2014), inspirational motivation is able to improve performance by paying attention to higher goals and expanding subordinates' innate motivation, commitment, and effort, thereby motivating employees to make higher levels of contribution and productivity.

#### *Individual consideration and HR performance*

Research findings indicate that individual consideration has a positive and significant impact on HR performance. That means that the better the individual consideration, the higher the performance of the Anwar Futuhiyyah Islamic Boarding School's HR. The findings of this research are in accordance with the research conducted by Top et al. (2020); (Linge, et al., 2017); (Soegiarto, 2016), which show that individual consideration has a significant influence on HR performance.

The results of the research reflect that the leadership of the Islamic boarding school is trying to increase the potential of the students. The leader sees students as individuals, not just students studying at Islamic boarding schools. This shows that the leader respects the students and the teachers. The leader also provides important advice for the development of students and teachers and behaves wisely according to the needs. Therefore, individual consideration is the extent to which the leader pays attention to the needs of each follower, acts as their mentor or coach, and listens to their complaints. (Evelyn & Elegwa, 2015).

#### *Idealized Influence and HR performance*

The research findings show that idealized Influence has a positive relationship with HR performance but does not have a significant effect. A positive relationship can be interpreted that if the Idealized Influence increases, HR performance will also increase. These findings are not in line with the results of previous studies conducted by Top et al. (2020), Ngaithe et al. (2016), Soegiarto (2016), which show that HR performance is significantly influenced by Idealized Influence.

These findings reflect that the performance of the students and teachers in managing Anwar Futuhiyyah Islamic Boarding School does not depend on idealized Influence. The students did not dare to ask directly to the leader when they were given instructions on how to complete a task at the Islamic Boarding School, resulting in a different perception. This shows that the students are too "Tawadhu" to the leader, so they are afraid to ask questions when given an explanation of the tasks that need to be completed. In communication with the leader at the Islamic boarding school, senior students who are used to accompanying the leader in his activities become the bridge.

### *Intellectual Stimulation and HR performance*

The results showed that Intellectual Stimulation has a positive and noteworthy effect on HR performance. That means if the Intellectual Stimulation received by the students and teachers is high, then the performance of HR will increase. This finding supports the results of previous research conducted by Top et al. (2020); Ogola et al. (2017); Soegiarto (2016); which explain that HR performance is influenced by Intellectual Stimulation given by a leader.

The results of the study reflect that the leader of Anwar Futuhiyyah Islamic boarding school encourages the students and teachers to complete assignments at the Islamic Boarding School by using their creativity. In addition, the leader encourages innovation in completing tasks at the Islamic Boarding School. The leader also encourages students and teachers to improve rational intelligence and complete tasks carefully.

### **CONCLUSION AND FURTHER RESEARCH**

1. Inspirational motivation has a positive and noteworthy effect on the HR performance variable. This means that the first hypothesis proposed is accepted.
2. Individual consideration has a positive and noteworthy effect on the HR performance variable. This means that the second hypothesis proposed is accepted.
3. Idealized Influence does not have a noteworthy effect on the HR performance variable. This means that the third hypothesis proposed is rejected.
4. Intellectual stimulation has a positive and noteworthy effect on the HR performance variable. This means that the fourth hypothesis proposed is accepted.

Referring to the results of research and discussion, the researchers suggest to the leader and managers of the Islamic boarding school:

1. Inspirational motivation is the variable that has the strongest Influence compared to other variables, so wisely, the Islamic boarding school's leader should maintain an attitude that can inspire students and their teachers so that HR performance will be maintained, and eventually organizational performance will increase, and goals are easily achieved.
2. Idealized Influence has a positive relationship but has no noteworthy effect on performance. The researchers propose to the leader as well as the students and teachers not to hesitate to ask the task or explanation given by the leader so that there are no differences in perception. As a result of these differences in perception, the performance of human resources has not been optimal.

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# EBS 2021\_4421 - Mr. Aris Kusumo Diantoro(Revision 1)

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# <sup>4</sup> The Effect of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration on HR Performance

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## ABSTRACT

Idealized Influence, Inspirational Motivation, and intellectual stimulation are transformational leadership's main components. Subordinates are encouraged to elevate their awareness and become committed to their mission and vision due to the Inspirational motivation. Idealized influence is related to the behavior of leaders with a transformational style that is able to generate trust, admiration, comity, and eagerness from subordinates to imitate the leader. Intellectual Stimulation is a dimension of transformational leadership styles that encourages human resources to be innovative. The purpose of this study is to empirically know the influence of idealized influence, inspirational motivation, and intellectual stimulation on HR performance. This research uses quantitative research design. The sample in this study was the santri Ponpes Anwar Futuhiyyah. Purposive sampling techniques are used to obtain samples. Multiple regression techniques are used to analyze data by using software of SPSS.

<sup>1</sup>  
*Keyword: Idealized Influence; Inspirational Motivation; Intellectual Stimulation; Individual Consideration, HR Performance*

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## I. INTRODUCTION

Organizations today try to cultivate positive mental and behavioral conditions in human resources (HR) in their organizations to improve their adaptability and resilience during tumultuous times. The organizational success is highly dependent on style of leadership. As a resource, leaders have a major role in organization to improve the productivity of human resource performance. This can be achieved through effective leadership, which can accelerate the realization of achievements, be able to motivate subordinates and provide a clear understanding of organizational goals (Njiraini, 2018). Transformational leaders can motivate their people, increase their maturity and enthusiasm, transcend their own interests, and directly influence the happiness and work productivity of their peers (Luz-Ortiz et al., 2013a) in (Cardona, et al., 2018). Transformational leadership styles have four constructs, namely, idealized influence, intellectual stimulation, inspirational motivation and individual consideration, in general, this leads to organizational success (Robbins & Judge, 2017).

Referring to research conducted by Top, et al., (2020) Inspirational Motivation is a factor that really influence performance of subordinates, then it is followed by individual consideration. Ngaithe, et al., (2016), the results of the research concluded that the performance is positively and significantly improved by idealized influence and inspirational motivation. Chebon, et al., (2019), his research's results explained that inspirational motivation has the strongest positive correlation with employee performance, followed by idealized influence. While the good impact on the achievement of subordinates is formed by an intellectual stimulation according to the results of research of Top, et al., (2020). The results showed that intellectual stimulation leadership behavior and employee performance had a strong positive and significant correlation (Ogola, et al., 2017).

Inspirational motivation is to encourage subjects to increase their organization's mission awareness, while vision and commitment to it are prime themes of this factor (Chebon, et al., 2019). Inspirational motivation gives followers the challenge and meaning to engage in a common goal. Some leaders have used inspirational motivation for encouraging and inspiring people and

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stimulating **them intellectually to** support the innovative and creative work of followers (Gomes, 2014). Inspirational motivation has significantly changed the employee performance, so as the inspirational motivation grows, employee performance will also improve (Ndisya & Juma, 2016).

Idealized influence closely related to a transformational leader behavior that generates trust, admiration, comity, and a subordinate's eagerness to imitate the leader (Chebon, et al., 2019). From a transformational leadership approach, intellectual stimulation may be the most studied aspect, but it can have a major impact on the team in team processes such as team training (Rafferty & Griffin, 2004) in (Cardona, et al., 2018). In addition, leaders instill positive mental and emotional states to help teams improve their performance and happiness. Through intellectual stimulation, leaders continue to encourage team members to challenge their beliefs, support new patterns of thinking, and innovative behavior (Cardona, et al., 2018).

Intellectual stimulation has a positive influence on team learning, it can affect team members' emotional responses through perception (e.g. emotional commitment), and leaders value their contributions and are closely linked to team development (Cardona, et al., 2018). Therefore, intellectual stimulation can stimulate team learning by instilling positive influences and helping members participate in collective learning, so that HR performance can improve effectively.

The aim of this study is to empirically analyze the influence of dimensions of transformational leadership on HR performance. This research takes place in Anwar Futuhiyyah Islamic boarding school. Based on a pre-research survey, the leader of Anwar Futuhiyyah Islamic boarding school has been able to inspire his students to make innovative changes and have a significant influence on the surrounding community and become an example of both the students and the surrounding community. The leader can move the surrounding community towards a prosperous society with their economic movements.

### **Problem Formulation**

1. Does inspirational motivation empirically have a noteworthy influence in HR performance?
2. Does individual consideration empirically have a noteworthy influence on HR performance?
3. Does idealized influence empirically have a noteworthy influence on HR performance?
4. Does intellectual stimulation empirically have a noteworthy influence on HR performance?

### **Objectives of the Research**

1. To analyze and know the impact of inspirational motivation on HR performance empirically
2. To analyze and know the impact of individual considerations on HR performance empirically
3. To analyze and know the impact of idealized influence on HR performance empirically
4. To analyze and know the impact of intellectual stimulation on HR performance empirically

## **II. LITERATURE REVIEW**

### **Transformational Leadership**

Leadership is about aligning people with their vision, inspiring, motivating them, and presenting effective communication (Plecas, et al., 2018). Transformational leadership describes the organization's prospects and provides a model that is consistent with those prospects, providing them with encouragement and various supports to achieve organizational goals (Mortazavi and Nikkar, 2014) in (Korejan & Shahbazi, 2016). Transformational leadership is a leadership model that considers the value of profit as the basis of growth, proactive, tolerant, more attentive to the realization of missions and strategies, optimizing the use of human resources, and identifying and training new talents (Mansaray, 2019).

A transformational leader is a leader who inspires followers to transcend their own interests and can have a profound and tremendous impact on followers (Robbins & Judge, 2017). Leaders with transformational styles will notice the needs of their subordinates, change their understanding of the problem by helping them to see the problem in a new way, and inspire and motivate their subordinates to make extra efforts to achieve team goals. Transformational leaders can have a huge impact on their followers, and they will respond with a higher level of commitment (Robbins & Judge, 2017).

### ***Inspirational Motivation***

Inspiring motivation comes from the use of effective and communicative communication methods. This behavior illustrates the importance of leaders conveying high expectations to employees, and motivating them by giving them meaning and challenges, so that they can form a shared vision within the organization (Ngaithe, et al., 2016).

### ***Individual Consideration***

Individual consideration is the degree to which a leader gives personal attention and stimulates employees, emphasizing that the component of behavior from individual considerations (training and coaching) focuses not only on the greater virtue of the organization but also on the specific needs of the individual, where equality is more emphasized (Agyemang, et al., 2017). It can also be said that the leader pays attention to the needs of each subordinate, acts as a guide or coach for the subordinates, and listens, pays attention to the needs of subordinates.

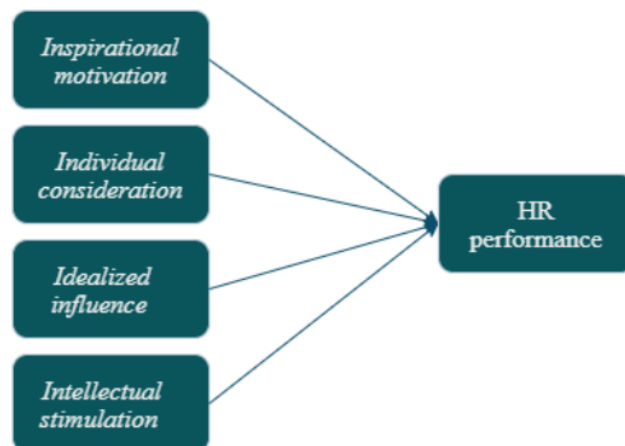
### ***Idealized influence***

Idealized influence can be explained that transformational leaders are goal-oriented (Loon, et al., 2012). They encourage collective awareness based on beliefs, values, goals and missions to get their work done (Agyemang, et al., 2017).

### ***Intellectual stimulation***

Intellectual stimulation is the prowess of a leader to drive subordinates to think "out of the box" as they solve problems, leading to creativity and innovation (Bass & Avolio, 1996; 1997) in (Agyemang, et al., 2017). Leaders who are able to inspire change in thinking about problems, and use analogies and tropes (Ogola, et al., 2017).

## **Research Concept Framework**



**Figure 1 Research Concept Framework**

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### Research Hypothesis

H1 : *Inspirational motivation* has empirically a significant influence on HR performance

H2 : *Individual consideration* has empirically a significant influence on HR performance

H3 : *Realized influence* has empirically a significant influence on HR performance

H4 : *Intellectual stimulation* has empirically a significant influence on HR performance

### III. RESEARCH METHODOLOGY

Quantitative research method is used in this study. In taking the sample, the researchers used a purposive sampling method, with the criteria of students who are currently administrators of Islamic boarding schools or have been administrators, and teachers who teach at Islamic boarding schools and in its common subjects. Based on these criteria, the number of students who deserve to be used as a sample is 65. The data that will be used in this research is primary data. The data collection technique used a survey through the distribution of questionnaires. The data collected will be processed and analyzed using multiple linear regression. SPSS software will be used as a tool for regression analysis.

### IV. FINDING AND DISCUSSION

#### 1. Respondent Profile

Questionnaires have been distributed to 56 students and teachers who meet the requirements to become respondents. The study found that 69.6% of respondents were male and 30.4% were female. The most respondents aged 20 to 30 years were 58.9%. The last education of the majority of respondents is undergraduate, which is 57%. The position of the majority of respondents as teachers, amounting to 69.6%. Most respondents have experience studying in Islamic boarding schools by 50%, which is between 6 to 10 years, and then 8.9% of respondents have the longest experience of studying in Islamic boarding schools, which is between 11 to 15 years. This is shown in Table 1 below.

**Table 1 Respondent Profile**

Demographic Variable	Categories	Frequency	Percentage
Gender	Male	39	69.6
	Female	17	30.4
Age	20 to 30 years	33	58.9
	31 to 40 years	14	25
	41 to 50 years	9	16.1
Last Education	Senior High School	21	37.5
	Bachelor	32	57.1
	Others	3	5.4
Position At Islamic Boarding School	Manager	17	30.4
	Teacher	39	69.6
Length Of Study At Islamic Boarding School	1 to 5 years	23	41.1
	6 to 10 years	28	50
	11 to 15 years	5	8.9

#### 2. Validity and Reliability Test

##### a. Validity Test



Validity test is used to ensure that the survey instrument covers all important items and eliminates unwanted items in a particular structure domain. The results of the validity test are presented in the table below.

**Table 2 Validity Test Results**

<i>Variable</i>	<i>Items</i>	<i>Sig. (2-tailed)</i>	<i>Description</i>
<i>Inspirational motivation</i>	X1.1	0.000	Valid
	X1.2	0.000	Valid
	X1.3	0.000	Valid
	X1.4	0.000	Valid
<i>Individual consideration</i>	X2.1	0.000	Valid
	X2.2	0.000	Valid
	X2.3	0.000	Valid
	X2.4	0.000	Valid
<i>Idealized influence</i>	X3.1	0.000	Valid
	X3.2	0.000	Valid
	X3.3	0.000	Valid
	X3.4	0.000	Valid
	X3.5	0.000	Valid
<i>Intellectual stimulation</i>	X4.1	0.000	Valid
	X4.2	0.000	Valid
	X4.3	0.000	Valid
	X4.4	0.000	Valid
<i>HR Performance</i>	Y1.1	0.000	Valid
	Y1.2	0.000	Valid
	Y1.3	0.000	Valid
	Y1.4	0.000	Valid
	Y1.5	0.000	Valid
	Y1.6	0.000	Valid
	Y1.7	0.000	Valid
	Y1.8	0.000	Valid

Table 2 shows that all questionnaire statement items used in this research have a Sig value. (2-tailed) smaller than 0.05, it can be concluded that all items in the questionnaire statement are valid.

b. **Reliability Test**

This test is related to the extent to which the measurement of the phenomenon gives stable and structured results. The results of the reliability test are shown in the table below.

**Table 3 Reliability Results**

Variable	Cronbach's Alpha	Description
Inspirational motivation	0.917	Reliable
Individual consideration	0.888	Reliable
Idealized influence	0.855	Reliable
Intellectual stimulation	0.94	Reliable
HR Performance	0.919	Reliable

Table 3 shows that all variables in this study have **Cronbach's Alpha** values greater than 0.6, so it can be concluded that all variables meet the requirements, and are suitable to be used as research instruments.

### 3. Regression Analysis and Hypothesis Testing

Multiple regression analysis was carried out in order to test the research hypothesis. The summary of the model in Table 2 shows how strong the influence of **Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration** predict HR Performance. Based on the summary of the model, it is known that the R Square value is 0.781, meaning that the independent variable is able to predict the dependent variable at 78.1%. These results show a strong influence, according to Ghozali (2016), R Square is used to measure the model's ability to explain changes in the dependent variable.

**Table 4 Model Summary**

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.884 <sup>a</sup>	.781	.33528

a. Predictors: (Constant), Intellectual Stimulation, Idealized Influence, Inspirational Motivation, Individual consideration

P Value or Sig. and the coefficients in the regression analysis provide information about statistically significant relationships and the nature of the relationships in the model. The following table provides the analysis result information between the independent variables (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration) and the dependent variable (HR Performance).

**Table 5 Regression coefficients Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.720	.391		1.842	.071
Inspirational Motivation	.533	.076	.550	6.963	.000
Individual consideration	.349	.101	.296	3.462	.001
Idealized Influence	.107	.062	.115	1.714	.093
Intellectual Stimulation	.188	.084	.196	2.233	.030

a. Dependent Variable: HRM Performance

Based on the results of multiple linear regression analysis in Table 5, it can be known that:

- a) The effect of Inspirational motivation on HR performance  
The results of the regression test have been known that the beta coefficient value is 0.533, and the t count is 6.96 with a significance value of 0.000 less than 0.05. Thus, the Inspirational motivation variable has a positive and significant influence on the HR performance variable. This means that the first hypothesis proposed is accepted.
- b) The effect of Individual consideration on HR performance  
The results of the regression test have been known that the beta coefficient value is 0.349, and the t count is 3.46 with a significance value of 0.001 less than 0.05. Thus, the Individual consideration variable has a positive and significant influence on the HR performance variable. This means that the second hypothesis proposed is accepted.
- c) The effect of Idealized Influence on HR performance  
The results of the regression test have been known that the beta coefficient is 0.07, and the t count is 1.71 with a significance value of 0.093 greater than 0.05. Thus, the Idealized Influence variable does not have a significant effect on the HR performance variable. This means that the third hypothesis proposed is accepted.
- d) The effect of Intellectual Stimulation on HR performance  
The results of the regression test have known that the beta coefficient is 0.18 and the t count is 2.23 with a significance value of 0.030 less than 0.05. Thus, the Intellectual Stimulation variable has a positive and significant influence on the HR performance variable. This means that the fourth hypothesis proposed is accepted.

#### 4. Discussion

- a) *Inspirational motivation* and HR performance  
This study found that inspirational motivation has a positive and noteworthy impact on HR performance. It can be said that the higher the inspirational motivation given by the leader of Anwar Futuhiyyah Islamic boarding school, the higher the human resources performance will be. The findings of this study agree with researches conducted by Ndisya & Juma (2016); Chebon, et al., (2019); (Anyiko, et al., 2018) which show that HR performance will increase along with the increase in inspirational motivation. The research findings also show that inspirational motivation has the strongest influence compared to other independent variables, this is in accordance with the results of research by Top, et al., (2020).  
The results of the study reflect that the leader is able to foster teamwork in completing tasks and managing the Islamic boarding school. In addition, the leader is able to arouse the enthusiasm of students in completing assignments at the Islamic boarding school and provide high confidence that organizational goals will be achieved. The leader is also able to communicate the tasks given to students in simple language so that they are easy to understand. Barine & Minja, (2014), inspirational motivation is able to improve performance by paying attention to higher goals and expanding subordinates' innate motivation, commitment, and effort, thereby motivating employees to make higher levels of contribution and productivity.
- b) *Individual consideration* and HR performance  
Research findings indicate that individual consideration has a positive and significant impact on HR performance. That means that the better the individual consideration, the higher the performance of the Anwar Futuhiyyah Islamic Boarding School's HR. The findings of this research are in accordance with the research conducted by Top, et al., (2020); (Linge, et al., 2017); (Soegiarto, 2016) which show that individual consideration has a significant influence on HR performance.

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The results of the research reflect that the leadership of the Islamic boarding school is trying to increase the potential of the students. The leader sees students as individuals, not just students studying at Islamic boarding schools. This shows that the leader respects the students and the teachers. The leader also provides important advice for the development of students and teachers and behaves wisely according to the needs. Therefore, individual consideration is the extent to which the leader pays attention to the needs of each follower, acts as their mentor or coach, and listens to their complaints. (Evelyn & Elegwa, 2015).

c) *Idealized Influence* and HR performance

The research findings show that idealized influence has a positive relationship with HR performance but does not have a significant effect. A positive relationship can be interpreted that, if the Idealized influence increases, HR performance will also increase. These findings are not in line with the results of previous studies conducted by Top, et al., (2020); Ngaithe, et al., (2016); Soegiarto (2016); which show that HR performance is significantly influenced by Idealized influence.

These findings reflect that the performance of the students and teachers in managing Anwar Futuhiyyah Islamic Boarding School does not depend on idealized influence. The students did not dare to ask directly to the leader when they were given instructions on how to complete a task at the Islamic Boarding School, resulting in a different perception. This shows that the students are too "Tawadhu" to the leader, so they are afraid to ask questions when given an explanation of the tasks that need to be completed. In communication with the leader at the Islamic boarding school, senior students who are used to accompanying the leader in his activities become the bridge.

d) *Intellectual Stimulation* and HR performance

The results showed that Intellectual Stimulation has a positive and noteworthy effect on HR performance. That means if the Intellectual Stimulation received by the students and teachers is high, then the performance of HR will increase. This finding supports the results of previous research conducted by Top, et al., (2020); Ogola, et al., (2017); Soegiarto (2016); which explain that HR performance is influenced by the Intellectual Stimulation given by a leader.

The results of the study reflect that the leader of Anwar Futuhiyyah Islamic boarding school encourages the students and teachers to complete assignments at the Islamic Boarding School by using their creativity. In addition, the leader encourages innovation in completing tasks at the Islamic Boarding School. The leader also encourages students and teachers to improve rational intelligence and complete tasks carefully.

## V. CONCLUSION AND FURTHER RESEARCH

1. Inspirational motivation has a positive and noteworthy effect on HR performance variable. This means that the first hypothesis proposed is accepted.
2. Individual consideration has a positive and noteworthy effect on HR performance variable. This means that the second hypothesis proposed is accepted.
3. Idealized Influence does not have a noteworthy effect on HR performance variable. This means that the third hypothesis proposed is rejected.
4. Intellectual Stimulation has a positive and noteworthy effect on HR performance variable. This means that the fourth hypothesis proposed is accepted.

Referring to the results of research and discussion, the researchers suggest to the leader and managers of the Islamic boarding school:

1. Inspirational motivation is the variable that has the strongest influence compared to other variables, so wisely the Islamic boarding school's leader should maintain an attitude that can inspire students and their teachers so that HR performance will be maintained, and eventually organizational performance will increase, and goals are easily achieved.

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2. Idealized Influence has a positive relationship but has no noteworthy effect on performance. The researchers propose to the leader as well as the students and teachers not to hesitate to ask the task or explanation given by the leader so that there are no differences in perception. As a result of these differences in perception, the performance of human resources has not been optimal.

### **Acknowledgement**

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## **The Effect of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration on HR Performance**

**Hery Sutanto<sup>1</sup>, Yekti Utami<sup>1</sup>, Aris Kusumo Diantoro<sup>2</sup>**

<sup>1</sup>Department of Management, Faculty of Economics and Business, Universitas Pembangunan Nasional “Veteran” Yogyakarta, Indonesia

<sup>2</sup>Department of Management, Faculty of Economics, Nahdlatul Ulama University Yogyakarta, Indonesia

### **Abstract**

Idealized Influence, Inspirational Motivation, and intellectual stimulation are transformational leadership's main components. Subordinates are encouraged to elevate their awareness and become committed to their mission and vision due to Inspirational motivation. Idealized Influence is related to the behavior of leaders with a transformational style that is able to generate trust, admiration, comity, and eagerness from subordinates to imitate the leader. Intellectual stimulation is a dimension of transformational leadership styles that encourages human resources to be innovative. The purpose of this study is to empirically know the Influence of idealized Influence, inspirational motivation, and intellectual stimulation on HR performance. This research uses a quantitative research design. The sample in this study was the santri Ponpes Anwar Futuhiyyah. Purposive sampling techniques are used to obtain samples. Multiple regression techniques are used to analyze data by using the software of SPSS.

**Keywords:** *Idealized Influence; Inspirational Motivation; Intellectual Stimulation; Individual Consideration, HR Performance*



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### **INTRODUCTION**

Organizations today try to cultivate positive mental and behavioral conditions in human resources (HR) in their organizations to improve their adaptability and resilience during tumultuous times. Organizational success is highly dependent on the style of leadership. As a resource, leaders have a major role in an organization to improve the productivity of human resource performance. This can be achieved through effective leadership, which can accelerate the realization of achievements, be able to motivate subordinates, and provide a clear understanding of organizational goals (Njiraini, 2018). Transformational leaders can motivate their people, increase their maturity and enthusiasm, transcend their own interests, and directly influence the happiness and work productivity of their peers (Cruz-Ortiz et al., 2013a) in Cardona et al., (2018). Transformational leadership styles have four constructs, namely, idealized Influence, intellectual stimulation, inspirational motivation, and individual consideration, which in general, leads to organizational success (Robbins & Judge, 2017).

Referring to research conducted by Top et al. (2020), Inspirational Motivation is a factor that really influences the performance of subordinates, then it is followed by individual consideration. Ngaithe, et al. (2016) the results of the research concluded that the performance is positively and significantly improved by idealized Influence and inspirational motivation. Chebon et al. (2019) his research's results explained that inspirational motivation has the strongest positive correlation with employee performance, followed

Corresponding author

Aris Kusumo Diantoro, [ariskusumo@unu-jogja.ac.id](mailto:ariskusumo@unu-jogja.ac.id)

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Research Synergy Foundation

by idealized Influence. While the good impact on the achievement of subordinates is formed by intellectual stimulation, according to the results of research of Top et al. (2020). The results showed that intellectual stimulation leadership behavior and employee performance had a strong positive and significant correlation (Ogola et al., 2017).

Inspirational motivation is to encourage subjects to increase their organization's mission awareness, while vision and commitment to it are prime themes of this factor (Chebon et al., 2019). Inspirational motivation gives followers the challenge and meaning to engage in a common goal. Some leaders have used inspirational motivation for encouraging and inspiring people and stimulating them intellectually to support the innovative and creative work of followers (Gomes, 2014). Inspirational motivation has significantly changed employee performance, so as inspirational motivation grows, employee performance will also improve (Ndisya & Juma, 2016).

Idealized Influence is closely related to a transformational leader behavior that generates trust, admiration, comity, and a subordinate's eagerness to imitate the leader (Chebon et al., 2019). From a transformational leadership approach, intellectual stimulation may be the most studied aspect, but it can have a major impact on the team in team processes such as team training (Rafferty & Griffin, 2004) in Cardona et al. (2018). In addition, leaders instill positive mental and emotional states to help teams improve their performance and happiness. Through intellectual stimulation, leaders continue to encourage team members to challenge their beliefs, support new patterns of thinking and innovative behavior (Cardona et al., 2018).

Intellectual stimulation has a positive influence on team learning, it can affect team members' emotional responses through perception (e.g., emotional commitment), and leaders value their contributions and are closely linked to team development (Cardona et al., 2018). Therefore, intellectual stimulation can stimulate team learning by instilling positive influences and helping members participate in collective learning so that HR performance can improve effectively.

The aim of this study is to empirically analyze the Influence of dimensions of transformational leadership on HR performance. This research takes place in Anwar Futuhiyyah Islamic boarding school. Based on a pre-research survey, the leader of Anwar Futuhiyyah Islamic boarding school has been able to inspire his students to make innovative changes and have a significant influence on the surrounding community, and become an example of both the students and the surrounding community. The leader can move the surrounding community towards a prosperous society with their economic movements.

### **Problem Formulation**

1. Does inspirational motivation empirically have a noteworthy influence on HR performance?
2. Does individual consideration empirically have a noteworthy influence on HR performance?
3. Does idealized Influence empirically have a noteworthy influence on HR performance?
4. Does intellectual stimulation empirically have a noteworthy influence on HR performance?

### **Objectives of the Research**

1. To analyze and know the impact of inspirational motivation on HR performance empirically
2. To analyze and know the impact of individual considerations on HR performance empirically
3. To analyze and know the impact of idealized Influence on HR performance empirically
4. To analyze and know the impact of intellectual stimulation on HR performance empirically

## **LITERATURE REVIEW**

### **Transformational Leadership**

Leadership is about aligning people with their vision, inspiring, motivating them, and presenting effective communication (Plecas et al., 2018). Transformational leadership describes the organization's prospects and provides a model that is consistent with those prospects, providing them with encouragement and various supports to achieve organizational goals (Mortazavi and Nikkar, 2014) in Korejan & Shahbazi (2016). Transformational leadership is a leadership model that considers the value of profit as the basis of growth, proactive, tolerant, more attentive to the realization of missions and strategies, optimizing the use of human resources, and identifying and training new talents (Mansaray, 2019).

A transformational leader is a leader who inspires followers to transcend their own interests and can have a profound and tremendous impact on followers (Robbins & Judge, 2017). Leaders with transformational styles will notice the needs of their subordinates, change their understanding of the problem by helping them to see the problem in a new way, and inspire and motivate their subordinates to make extra efforts to achieve team goals. Transformational leaders can have a huge impact on their followers, and they will respond with a higher level of commitment (Robbins & Judge, 2017).

### *Inspirational Motivation*

Inspiring motivation comes from the use of effective and communicative communication methods. This behavior illustrates the importance of leaders conveying high expectations to employees and motivating them by giving them meaning and challenges so that they can form a shared vision within the organization (Ngaithe et al., 2016).

### *Individual Consideration*

Individual consideration is the degree to which a leader gives personal attention and stimulates employees, emphasizing that the component of behavior from individual considerations (training and coaching) focuses not only on the greater virtue of the organization but also on the specific needs of the individual, where equality is more emphasized (Agyemang et al., 2017). It can also be said that the leader pays attention to the needs of each subordinate, acts as a guide or coach for the subordinates, and listens, pays attention to the needs of subordinates.

### *Idealized Influence*

Idealized Influence can be explained that transformational leaders are goal-oriented (Loon et al., 2012). They encourage collective awareness based on beliefs, values, goals, and missions to get their work done (Agyemang et al., 2017).

### *Intellectual stimulation*

Intellectual stimulation is the prowess of a leader to drive subordinates to think "out of the box" as they solve problems, leading to creativity and innovation (Bass & Avolio, 1996; 1997) in (Agyemang et al., 2017). Leaders who are able to inspire change in thinking about problems and use analogies and tropes (Ogola et al., 2017).

### Research Concept Framework

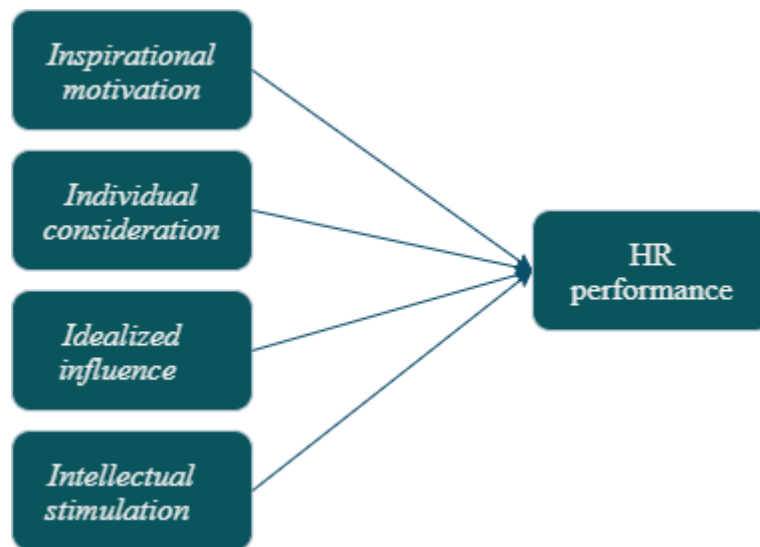


Figure 1 Research Concept Framework

### Research Hypothesis

- H1: Inspirational motivation has a significant influence on HR performance empirically
- H2: Individual consideration has a significant influence on HR performance empirically
- H3: Idealized Influence has a significant influence on HR performance empirically
- H4: Intellectual stimulation has a significant influence on HR performance empirically

### RESEARCH METHOD

The quantitative research method is used in this study. In taking the sample, the researchers used a purposive sampling method, with the criteria of students who are currently administrators of Islamic boarding schools or have been administrators and teachers who teach at Islamic boarding schools and in its common subjects. Based on these criteria, the number of students who deserve to be used as a sample is 65. The data that will be used in this research is primary data. The data collection technique used a survey through the distribution of questionnaires. The data collected will be processed and analyzed using multiple linear regression. SPSS software will be used as a tool for regression analysis.

### FINDINGS AND DISCUSSION

#### Respondent Profile

Questionnaires have been distributed to 56 students and teachers who meet the requirements to become respondents. The study found that 69.6% of respondents were male, and 30.4% were female. The most respondents aged 20 to 30 years were 58.9%. The last education of the majority of respondents is undergraduate, which is 57%. The position of the majority of respondents as teachers, amounting to 69.6%. Most respondents have experience studying in Islamic boarding schools by 50%, which is between 6 to 10 years, and then 8.9% of respondents have the longest experience of studying in Islamic boarding schools, which is between 11 to 15 years. This is shown in Table 1 below.

Table 1. Respondent Profile

Demographic Variable	Categories	Frequency	Percentage
<b>Gender</b>	Male	39	69.6
	Female	17	30.4
<b>Age</b>	20 to 30 years	33	58.9
	31 to 40 years	14	25
	41 to 50 years	9	16.1
<b>Last Education</b>	Senior High School	21	37.5
	Bachelor	32	57.1
	Others	3	5.4
<b>Position At Islamic Boarding School</b>	Manager	17	30.4
	Teacher	39	69.6
<b>Length Of Study At Islamic Boarding School</b>	1 to 5 years	23	41.1
	6 to 10 years	28	50
	11 to 15 years	5	8.9

### Validity and Reliability Test

#### Validity Test

A validity test is used to ensure that the survey instrument covers all important items and eliminates unwanted items in a particular structure domain. The results of the validity test are presented in the table below.

Table 2. Validity Test Results

Variable	Items	Sig. (2-tailed)	Description
<i>Inspirational motivation</i>	X1.1	0.000	Valid
	X1.2	0.000	Valid
	X1.3	0.000	Valid
	X1.4	0.000	Valid
<i>Individual consideration</i>	X2.1	0.000	Valid
	X2.2	0.000	Valid
	X2.3	0.000	Valid
	X2.4	0.000	Valid
<i>Idealized influence</i>	X3.1	0.000	Valid
	X3.2	0.000	Valid
	X3.3	0.000	Valid
	X3.4	0.000	Valid
	X3.5	0.000	Valid
<i>Intellectual stimulation</i>	X4.1	0.000	Valid
	X4.2	0.000	Valid
	X4.3	0.000	Valid
	X4.4	0.000	Valid
<i>HR Performance</i>	Y1.1	0.000	Valid
	Y1.2	0.000	Valid
	Y1.3	0.000	Valid
	Y1.4	0.000	Valid
	Y1.5	0.000	Valid
	Y1.6	0.000	Valid
	Y1.7	0.000	Valid
	Y1.8	0.000	Valid

Table 2 shows that all questionnaire statement items used in this research have a Sig value. (2-tailed) smaller than 0.05, it can be concluded that all items in the questionnaire statement are valid.

*Reliability Test*

This test is related to the extent to which the measurement of the phenomenon gives stable and structured results. The results of the reliability test are shown in the table below.

Table 3 Reliability Results

<i>Variable</i>	<i>Cronbach's Alpha</i>	<i>Description</i>
<i>Inspirational motivation</i>	0.917	Reliable
<i>Individual consideration</i>	0.888	Reliable
<i>Idealized influence</i>	0.855	Reliable
<i>Intellectual stimulation</i>	0.94	Reliable
<i>HR Performance</i>	0.919	Reliable

Table 3 shows that all variables in this study have Cronbach's Alpha values greater than 0.6, so it can be concluded that all variables meet the requirements and are suitable to be used as research instruments.

**Regression Analysis and Hypothesis Testing**

Multiple regression analysis was carried out in order to test the research hypothesis. The summary of the model in Table 2 shows how strong the Influence of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration predict HR Performance. Based on the summary of the model, it is known that the R Square value is 0.781, meaning that the independent variable is able to predict the dependent variable at 78.1%. These results show a strong influence. According to Ghozali (2016), R Square is used to measure the model's ability to explain changes in the dependent variable.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884 <sup>a</sup>	.781	.764	.33528

a. Predictors: (Constant), Intellectual Stimulation, Idealized Influence, Inspirational Motivation, Individual consideration

P-Value or Sig. and the coefficients in the regression analysis provide information about statistically significant relationships and the nature of the relationships in the model. The following table provides the analysis result information between the independent variables (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration) and the dependent variable (HR Performance).

Table 5. Regression coefficients Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.720	.391		1.842	.071
Inspirational Motivation	.533	.076	.550	6.963	.000
Individual consideration	.349	.101	.296	3.462	.001
Idealized Influence	.107	.062	.115	1.714	.093
Intellectual Stimulation	.188	.084	.196	2.233	.030

a. Dependent Variable: HRM Performance

Based on the results of multiple linear regression analysis in Table 5, it can be known that:

*The effect of Inspirational motivation on HR performance*

The results of the regression test have been known that the beta coefficient value is 0.533, and the t count is 6.96 with a significance value of 0.000 less than 0.05. Thus, the Inspirational motivation variable has a positive and significant influence on the HR performance variable. This means that the first hypothesis proposed is accepted.

*The effect of Individual consideration on HR performance*

The results of the regression test have been known that the beta coefficient value is 0.349, and the t count is 3.46 with a significance value of 0.001 less than 0.05. Thus, the Individual consideration variable has a positive and significant influence on the HR performance variable. This means that the second hypothesis proposed is accepted.

*The effect of Idealized Influence on HR performance*

The results of the regression test have been known that the beta coefficient is 0.107, and the t count is 1.71 with a significance value of 0.093 greater than 0.05. Thus, the Idealized Influence variable does not have a significant effect on the HR performance variable. This means that the third hypothesis proposed is accepted.

*The effect of Intellectual Stimulation on HR performance*

The results of the regression test have known that the beta coefficient is 0.188, and the t count is 2.23 with a significance value of 0.030 less than 0.05. Thus, the Intellectual Stimulation variable has a positive and significant influence on the HR performance variable. This means that the fourth hypothesis proposed is accepted.

**Discussion**

*Inspirational motivation and HR performance*

This study found that inspirational motivation has a positive and noteworthy impact on HR performance. It can be said that the higher the inspirational motivation is given by the leader of Anwar



Futuhiyyah Islamic boarding school, the higher the human resources performance will be. The findings of this study agree with researches conducted by Ndisya & Juma (2016), Chebon et al. (2019), (Anyiko, et al., 2018), which show that HR performance will increase along with the increase in inspirational motivation. The research findings also show that inspirational motivation has the strongest Influence compared to other independent variables. This is in accordance with the results of research by Top et al. (2020).

The results of the study reflect that the leader is able to foster teamwork in completing tasks and managing the Islamic boarding school. In addition, the leader is able to arouse the enthusiasm of students in completing assignments at the Islamic boarding school and provide high confidence that organizational goals will be achieved. The leader is also able to communicate the tasks given to students in simple language so that they are easy to understand. Barine & Minja (2014), inspirational motivation is able to improve performance by paying attention to higher goals and expanding subordinates' innate motivation, commitment, and effort, thereby motivating employees to make higher levels of contribution and productivity.

#### *Individual consideration and HR performance*

Research findings indicate that individual consideration has a positive and significant impact on HR performance. That means that the better the individual consideration, the higher the performance of the Anwar Futuhiyyah Islamic Boarding School's HR. The findings of this research are in accordance with the research conducted by Top et al. (2020); (Linge, et al., 2017); (Soegiarto, 2016), which show that individual consideration has a significant influence on HR performance.

The results of the research reflect that the leadership of the Islamic boarding school is trying to increase the potential of the students. The leader sees students as individuals, not just students studying at Islamic boarding schools. This shows that the leader respects the students and the teachers. The leader also provides important advice for the development of students and teachers and behaves wisely according to the needs. Therefore, individual consideration is the extent to which the leader pays attention to the needs of each follower, acts as their mentor or coach, and listens to their complaints. (Evelyn & Elegwa, 2015).

#### *Idealized Influence and HR performance*

The research findings show that idealized Influence has a positive relationship with HR performance but does not have a significant effect. A positive relationship can be interpreted that if the Idealized Influence increases, HR performance will also increase. These findings are not in line with the results of previous studies conducted by Top et al. (2020), Ngaithe et al. (2016), Soegiarto (2016), which show that HR performance is significantly influenced by Idealized Influence.

These findings reflect that the performance of the students and teachers in managing Anwar Futuhiyyah Islamic Boarding School does not depend on idealized Influence. The students did not dare to ask directly to the leader when they were given instructions on how to complete a task at the Islamic Boarding School, resulting in a different perception. This shows that the students are too "Tawadhu" to the leader, so they are afraid to ask questions when given an explanation of the tasks that need to be completed. In communication with the leader at the Islamic boarding school, senior students who are used to accompanying the leader in his activities become the bridge.

### *Intellectual Stimulation and HR performance*

The results showed that Intellectual Stimulation has a positive and noteworthy effect on HR performance. That means if the Intellectual Stimulation received by the students and teachers is high, then the performance of HR will increase. This finding supports the results of previous research conducted by Top et al. (2020); Ogola et al. (2017); Soegiarto (2016); which explain that HR performance is influenced by Intellectual Stimulation given by a leader.

The results of the study reflect that the leader of Anwar Futuhiyyah Islamic boarding school encourages the students and teachers to complete assignments at the Islamic Boarding School by using their creativity. In addition, the leader encourages innovation in completing tasks at the Islamic Boarding School. The leader also encourages students and teachers to improve rational intelligence and complete tasks carefully.

### **CONCLUSION AND FURTHER RESEARCH**

1. Inspirational motivation has a positive and noteworthy effect on the HR performance variable. This means that the first hypothesis proposed is accepted.
2. Individual consideration has a positive and noteworthy effect on the HR performance variable. This means that the second hypothesis proposed is accepted.
3. Idealized Influence does not have a noteworthy effect on the HR performance variable. This means that the third hypothesis proposed is rejected.
4. Intellectual stimulation has a positive and noteworthy effect on the HR performance variable. This means that the fourth hypothesis proposed is accepted.

Referring to the results of research and discussion, the researchers suggest to the leader and managers of the Islamic boarding school:

1. Inspirational motivation is the variable that has the strongest Influence compared to other variables, so wisely, the Islamic boarding school's leader should maintain an attitude that can inspire students and their teachers so that HR performance will be maintained, and eventually organizational performance will increase, and goals are easily achieved.
2. Idealized Influence has a positive relationship but has no noteworthy effect on performance. The researchers propose to the leader as well as the students and teachers not to hesitate to ask the task or explanation given by the leader so that there are no differences in perception. As a result of these differences in perception, the performance of human resources has not been optimal.

### **ACKNOWLEDGMENT**

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# EBS 2021\_4421 - Mr. Aris Kusumo Diantoro(Revision 1)

*by Ebs 2021 4421 - Mr. Aris Kusumo Diantoro(revision 1)*

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# <sup>4</sup> The Effect of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration on HR Performance

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## ABSTRACT

Idealized Influence, Inspirational Motivation, and intellectual stimulation are transformational leadership's main components. Subordinates are encouraged to elevate their awareness and become committed to their mission and vision due to the Inspirational motivation. Idealized influence is related to the behavior of leaders with a transformational style that is able to generate trust, admiration, comity, and eagerness from subordinates to imitate the leader. Intellectual Stimulation is a dimension of transformational leadership styles that encourages human resources to be innovative. The purpose of this study is to empirically know the influence of idealized influence, inspirational motivation, and intellectual stimulation on HR performance. This research uses quantitative research design. The sample in this study was the santri Ponpes Anwar Futhiyyah. Purposive sampling techniques are used to obtain samples. Multiple regression techniques are used to analyze data by using software of SPSS.

<sup>1</sup>  
*Keyword: Idealized Influence; Inspirational Motivation; Intellectual Stimulation; Individual Consideration, HR Performance*

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## I. INTRODUCTION

Organizations today try to cultivate positive mental and behavioral conditions in human resources (HR) in their organizations to improve their adaptability and resilience during tumultuous times. The organizational success is highly dependent on style of leadership. As a resource, leaders have a major role in organization to improve the productivity of human resource performance. This can be achieved through effective leadership, which can accelerate the realization of achievements, be able to motivate subordinates and provide a clear understanding of organizational goals (Njiraini, 2018). Transformational leaders can motivate their people, increase their maturity and enthusiasm, transcend their own interests, and directly influence the happiness and work productivity of their peers (Luz-Ortiz et al., 2013a) in (Cardona, et al., 2018). Transformational leadership styles have four constructs, namely, idealized influence, intellectual stimulation, inspirational motivation and individual consideration, in general, this leads to organizational success (Robbins & Judge, 2017).

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Inspirational motivation is to encourage subjects to increase their organization's mission awareness, while vision and commitment to it are prime themes of this factor (Chebon, et al., 2019). Inspirational motivation gives followers the challenge and meaning to engage in a common goal. Some leaders have used inspirational motivation for encouraging and inspiring people and

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stimulating **them intellectually to** support the innovative and creative work of followers (Gomes, 2014). Inspirational motivation has significantly changed the employee performance, so as the inspirational motivation grows, employee performance will also improve (Ndisya & Juma, 2016).

Idealized influence closely related to a transformational leader behavior that generates trust, admiration, comity, and a subordinate's eagerness to imitate the leader (Chebon, et al., 2019). From a transformational leadership approach, intellectual stimulation may be the most studied aspect, but it can have a major impact on the team in team processes such as team training (Rafferty & Griffin, 2004) in (Cardona, et al., 2018). In addition, leaders instill positive mental and emotional states to help teams improve their performance and happiness. Through intellectual stimulation, leaders continue to encourage team members to challenge their beliefs, support new patterns of thinking, and innovative behavior (Cardona, et al., 2018).

Intellectual stimulation has a positive influence on team learning, it can affect team members' emotional responses through perception (e.g. emotional commitment), and leaders value their contributions and are closely linked to team development (Cardona, et al., 2018). Therefore, intellectual stimulation can stimulate team learning by instilling positive influences and helping members participate in collective learning, so that HR performance can improve effectively.

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### **Problem Formulation**

1. Does inspirational motivation empirically have a noteworthy influence in HR performance?
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4. Does intellectual stimulation empirically have a noteworthy influence on HR performance?

### **Objectives of the Research**

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## **II. LITERATURE REVIEW**

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### ***Inspirational Motivation***

Inspiring motivation comes from the use of effective and communicative communication methods. This behavior illustrates the importance of leaders conveying high expectations to employees, and motivating them by giving them meaning and challenges, so that they can form a shared vision within the organization (Ngaithe, et al., 2016).

### ***Individual Consideration***

Individual consideration is the degree to which a leader gives personal attention and stimulates employees, emphasizing that the component of behavior from individual considerations (training and coaching) focuses not only on the greater virtue of the organization but also on the specific needs of the individual, where equality is more emphasized (Agyemang, et al., 2017). It can also be said that the leader pays attention to the needs of each subordinate, acts as a guide or coach for the subordinates, and listens, pays attention to the needs of subordinates.

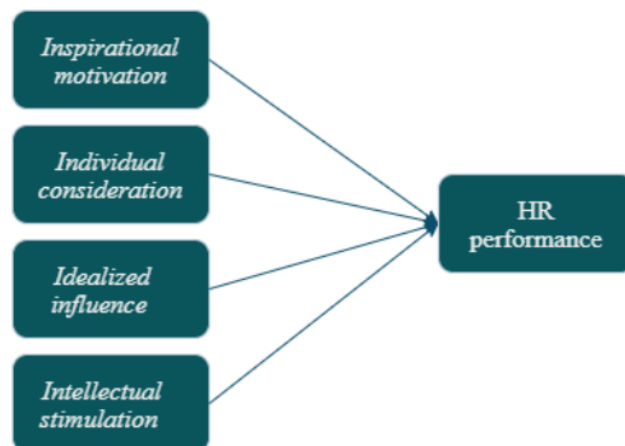
### ***Idealized influence***

Idealized influence can be explained that transformational leaders are goal-oriented (Loon, et al., 2012). They encourage collective awareness based on beliefs, values, goals and missions to get their work done (Agyemang, et al., 2017).

### ***Intellectual stimulation***

Intellectual stimulation is the prowess of a leader to drive subordinates to think "out of the box" as they solve problems, leading to creativity and innovation (Bass & Avolio, 1996; 1997) in (Agyemang, et al., 2017). Leaders who are able to inspire change in thinking about problems, and use analogies and tropes (Ogola, et al., 2017).

## **Research Concept Framework**



**Figure 1 Research Concept Framework**

### Research Hypothesis

- H1 : *Inspirational motivation* has empirically a significant influence on HR performance
- H2 : *Individual consideration* has empirically a significant influence on HR performance
- H3 : *Realized influence* has empirically a significant influence on HR performance
- H4 : *Intellectual stimulation* has empirically a significant influence on HR performance

## III. RESEARCH METHODOLOGY

Quantitative research method is used in this study. In taking the sample, the researchers used a purposive sampling method, with the criteria of students who are currently administrators of Islamic boarding schools or have been administrators, and teachers who teach at Islamic boarding schools and in its common subjects. Based on these criteria, the number of students who deserve to be used as a sample is 65. The data that will be used in this research is primary data. The data collection technique used a survey through the distribution of questionnaires. The data collected will be processed and analyzed using multiple linear regression. SPSS software will be used as a tool for regression analysis.

## IV. FINDING AND DISCUSSION

### 1. Respondent Profile

Questionnaires have been distributed to 56 students and teachers who meet the requirements to become respondents. The study found that 69.6% of respondents were male and 30.4% were female. The most respondents aged 20 to 30 years were 58.9%. The last education of the majority of respondents is undergraduate, which is 57%. The position of the majority of respondents as teachers, amounting to 69.6%. Most respondents have experience studying in Islamic boarding schools by 50%, which is between 6 to 10 years, and then 8.9% of respondents have the longest experience of studying in Islamic boarding schools, which is between 11 to 15 years. This is shown in Table 1 below.

Table 1 Respondent Profile

Demographic Variable	Categories	Frequency	Percentage
Gender	Male	39	69.6
	Female	17	30.4
Age	20 to 30 years	33	58.9
	31 to 40 years	14	25
	41 to 50 years	9	16.1
Last Education	Senior High School	21	37.5
	Bachelor	32	57.1
	Others	3	5.4
Position At Islamic Boarding School	Manager	17	30.4
	Teacher	39	69.6
Length Of Study At Islamic Boarding School	1 to 5 years	23	41.1
	6 to 10 years	28	50
	11 to 15 years	5	8.9

### 2. Validity and Reliability Test

#### a. Validity Test



Validity test is used to ensure that the survey instrument covers all important items and eliminates unwanted items in a particular structure domain. The results of the validity test are presented in the table below.

**Table 2 Validity Test Results**

<i>Variable</i>	<i>Items</i>	<i>Sig. (2-tailed)</i>	<i>Description</i>
<i>Inspirational motivation</i>	X1.1	0.000	Valid
	X1.2	0.000	Valid
	X1.3	0.000	Valid
	X1.4	0.000	Valid
<i>Individual consideration</i>	X2.1	0.000	Valid
	X2.2	0.000	Valid
	X2.3	0.000	Valid
	X2.4	0.000	Valid
<i>Idealized influence</i>	X3.1	0.000	Valid
	X3.2	0.000	Valid
	X3.3	0.000	Valid
	X3.4	0.000	Valid
	X3.5	0.000	Valid
<i>Intellectual stimulation</i>	X4.1	0.000	Valid
	X4.2	0.000	Valid
	X4.3	0.000	Valid
	X4.4	0.000	Valid
<i>HR Performance</i>	Y1.1	0.000	Valid
	Y1.2	0.000	Valid
	Y1.3	0.000	Valid
	Y1.4	0.000	Valid
	Y1.5	0.000	Valid
	Y1.6	0.000	Valid
	Y1.7	0.000	Valid
	Y1.8	0.000	Valid

Table 2 shows that all questionnaire statement items used in this research have a Sig value. (2-tailed) smaller than 0.05, it can be concluded that all items in the questionnaire statement are valid.

b. **Reliability Test**

This test is related to the extent to which the measurement of the phenomenon gives stable and structured results. The results of the reliability test are shown in the table below.

**Table 3 Reliability Results**

Variable	Cronbach's Alpha	Description
Inspirational motivation	0.917	Reliable
Individual consideration	0.888	Reliable
Idealized influence	0.855	Reliable
Intellectual stimulation	0.94	Reliable
HR Performance	0.919	Reliable

Table 3 shows that all variables in this study have **Cronbach's Alpha** values greater than 0.6, so it can be concluded that all variables meet the requirements, and are suitable to be used as research instruments.

### 3. Regression Analysis and Hypothesis Testing

Multiple regression analysis was carried out in order to test the research hypothesis. The summary of the model in Table 2 shows how strong the influence of **Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration** predict HR Performance. Based on the summary of the model, it is known that the R Square value is 0.781, meaning that the independent variable is able to predict the dependent variable at 78.1%. These results show a strong influence, according to Ghozali (2016), R Square is used to measure the model's ability to explain changes in the dependent variable.

**Table 4 Model Summary**

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.884 <sup>a</sup>	.781	.764

a. Predictors: (Constant), Intellectual Stimulation, Idealized Influence, Inspirational Motivation, Individual consideration

P Value or Sig. and the coefficients in the regression analysis provide information about statistically significant relationships and the nature of the relationships in the model. The following table provides the analysis result information between the independent variables (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration) and the dependent variable (HR Performance).

**Table 5 Regression coefficients Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.720	.391		1.842	.071
Inspirational Motivation	.533	.076	.550	6.963	.000
Individual consideration	.349	.101	.296	3.462	.001
Idealized Influence	.107	.062	.115	1.714	.093
Intellectual Stimulation	.188	.084	.196	2.233	.030

a. Dependent Variable: HRM Performance

Based on the results of multiple linear regression analysis in Table 5, it can be known that:

- a) The effect of Inspirational motivation on HR performance  
The results of the regression test have been known that the beta coefficient value is 0.533, and the t count is 6.96 with a significance value of 0.000 less than 0.05. Thus, the Inspirational motivation variable has a positive and significant influence on the HR performance variable. This means that the first hypothesis proposed is accepted.
- b) The effect of Individual consideration on HR performance  
The results of the regression test have been known that the beta coefficient value is 0.349, and the t count is 3.46 with a significance value of 0.001 less than 0.05. Thus, the Individual consideration variable has a positive and significant influence on the HR performance variable. This means that the second hypothesis proposed is accepted.
- c) The effect of Idealized Influence on HR performance  
The results of the regression test have been known that the beta coefficient is 0.07, and the t count is 1.71 with a significance value of 0.093 greater than 0.05. Thus, the Idealized Influence variable does not have a significant effect on the HR performance variable. This means that the third hypothesis proposed is accepted.
- d) The effect of Intellectual Stimulation on HR performance  
The results of the regression test have known that the beta coefficient is 0.18 and the t count is 2.23 with a significance value of 0.030 less than 0.05. Thus, the Intellectual Stimulation variable has a positive and significant influence on the HR performance variable. This means that the fourth hypothesis proposed is accepted.

#### 4. Discussion

- a) *Inspirational motivation* and HR performance  
This study found that inspirational motivation has a positive and noteworthy impact on HR performance. It can be said that the higher the inspirational motivation given by the leader of Anwar Futuhiyyah Islamic boarding school, the higher the human resources performance will be. The findings of this study agree with researches conducted by Ndisya & Juma (2016); Chebon, et al., (2019); (Anyiko, et al., 2018) which show that HR performance will increase along with the increase in inspirational motivation. The research findings also show that inspirational motivation has the strongest influence compared to other independent variables, this is in accordance with the results of research by Top, et al., (2020).  
The results of the study reflect that the leader is able to foster teamwork in completing tasks and managing the Islamic boarding school. In addition, the leader is able to arouse the enthusiasm of students in completing assignments at the Islamic boarding school and provide high confidence that organizational goals will be achieved. The leader is also able to communicate the tasks given to students in simple language so that they are easy to understand. Barine & Minja, (2014), inspirational motivation is able to improve performance by paying attention to higher goals and expanding subordinates' innate motivation, commitment, and effort, thereby motivating employees to make higher levels of contribution and productivity.
- b) *Individual consideration* and HR performance  
Research findings indicate that individual consideration has a positive and significant impact on HR performance. That means that the better the individual consideration, the higher the performance of the Anwar Futuhiyyah Islamic Boarding School's HR. The findings of this research are in accordance with the research conducted by Top, et al., (2020); (Linge, et al., 2017); (Soegiarto, 2016) which show that individual consideration has a significant influence on HR performance.

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The results of the research reflect that the leadership of the Islamic boarding school is trying to increase the potential of the students. The leader sees students as individuals, not just students studying at Islamic boarding schools. This shows that the leader respects the students and the teachers. The leader also provides important advice for the development of students and teachers and behaves wisely according to the needs. Therefore, individual consideration is the extent to which the leader pays attention to the needs of each follower, acts as their mentor or coach, and listens to their complaints. (Evelyn & Elegwa, 2015).

c) *Idealized Influence* and HR performance

The research findings show that idealized influence has a positive relationship with HR performance but does not have a significant effect. A positive relationship can be interpreted that, if the Idealized influence increases, HR performance will also increase. These findings are not in line with the results of previous studies conducted by Top, et al., (2020); Ngaithe, et al., (2016); Soegiarto (2016); which show that HR performance is significantly influenced by Idealized influence.

These findings reflect that the performance of the students and teachers in managing Anwar Futuhiyyah Islamic Boarding School does not depend on idealized influence. The students did not dare to ask directly to the leader when they were given instructions on how to complete a task at the Islamic Boarding School, resulting in a different perception. This shows that the students are too "Tawadhu" to the leader, so they are afraid to ask questions when given an explanation of the tasks that need to be completed. In communication with the leader at the Islamic boarding school, senior students who are used to accompanying the leader in his activities become the bridge.

d) *Intellectual Stimulation* and HR performance

The results showed that Intellectual Stimulation has a positive and noteworthy effect on HR performance. That means if the Intellectual Stimulation received by the students and teachers is high, then the performance of HR will increase. This finding supports the results of previous research conducted by Top, et al., (2020); Ogola, et al., (2017); Soegiarto (2016); which explain that HR performance is influenced by the Intellectual Stimulation given by a leader.

The results of the study reflect that the leader of Anwar Futuhiyyah Islamic boarding school encourages the students and teachers to complete assignments at the Islamic Boarding School by using their creativity. In addition, the leader encourages innovation in completing tasks at the Islamic Boarding School. The leader also encourages students and teachers to improve rational intelligence and complete tasks carefully.

## V. CONCLUSION AND FURTHER RESEARCH

1. Inspirational motivation has a positive and noteworthy effect on HR performance variable. This means that the first hypothesis proposed is accepted.
2. Individual consideration has a positive and noteworthy effect on HR performance variable. This means that the second hypothesis proposed is accepted.
3. Idealized Influence does not have a noteworthy effect on HR performance variable. This means that the third hypothesis proposed is rejected.
4. Intellectual Stimulation has a positive and noteworthy effect on HR performance variable. This means that the fourth hypothesis proposed is accepted.

Referring to the results of research and discussion, the researchers suggest to the leader and managers of the Islamic boarding school:

1. Inspirational motivation is the variable that has the strongest influence compared to other variables, so wisely the Islamic boarding school's leader should maintain an attitude that can inspire students and their teachers so that HR performance will be maintained, and eventually organizational performance will increase, and goals are easily achieved.

- 
2. Idealized Influence has a positive relationship but has no noteworthy effect on performance. The researchers propose to the leader as well as the students and teachers not to hesitate to ask the task or explanation given by the leader so that there are no differences in perception. As a result of these differences in perception, the performance of human resources has not been optimal.

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