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Muttaqin intellectual entrepreneurial leadership development model in achieving sustainable organizational performance: the mediating role of adaptive capability

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Abstract: This study aims to examine and analyze the role of Adaptive Capability in mediating the influence of three dimensions of Muttaqin Intellectual Entrepreneurial Leadership, consisting of Muttaqin Innovative Open Leadership (MIOL), Muttaqin Critical Risk Oriented Leadership (MCROL), and Muttaqin Proactive Learning Leadership (MPLL), on Sustainable Organizational Performance. This study uses a causal design and a quantitative approach, employing an explanatory research method. Primary data were collected through the distribution of electronic-based questionnaires (Google Form). Respondents were selected using a purposive sampling technique, yielding 300 leaders, directors, chairmen, or managers of Amal Usaha Muhammadiyah (AUM) units in East Java Province, Indonesia. The data analysis technique used is Structural Equation Modeling (SEM) in AMOS 20.0. The results of this study found that Adaptive Capability has a significant positive effect on Sustainability Organizational Performance and acts as a partial mediator. The dimensions of MIOL, MCROL, and MPLL have been shown to have a positive and significant influence on adaptive capability and sustainable organizational performance. MIOL had the largest total influence contribution and was the dominant factor. The results of the determination coefficient test showed R^2 values of 54.3% for Adaptive Capability and 80.9% for Sustainability Organizational Performance.

Keywords: Muttaqin intellectual entrepreneurial leadership, adaptive capability, sustainability organizational performance, transformational leadership, values-based leadership, ethical leadership

1. Introduction

In the face of increasing global sustainability challenges, organizations are required to balance economic performance with social and environmental responsibilities. Leadership plays a critical role in driving organizational sustainability and long-term competitive advantage. Initially, Great Man and Trait Theories dominated leadership thinking, assuming that leadership was innate and shaped by specific traits inherent in individuals (Devies, 2025; Silver, 2025). Criticism of this approach gave rise to Behavioral Theory, which emphasizes that leadership is a collection of behaviors that can be learned and developed, shifting the focus from who leaders are to how they lead (Devies, 2025). Subsequently, situational and contingency theories emerged, highlighting the importance of context in determining effective leadership styles (Del Pino-Marchito et al., 2025). These theories argue that no single leadership style fits all situations; rather,

leaders must adapt their approach to environmental conditions and followers' needs (Del Pino-Marchito et al., 2025). Among contemporary leadership paradigms, transformational leadership has gained significant attention due to its potential to foster innovation, adaptability, and sustainable organizational outcomes (Bui et al., 2021; Cristina da Silva, 2025; Phuong et al., 2026).

Transformational leadership is defined as a leadership style that inspires, motivates, and empowers followers to achieve organizational goals by profoundly changing their attitudes and values (Cristina da Silva, 2025; Xie et al., 2020). Transformational leaders motivate followers not only through rewards but also through charismatic influence, inspiration, individual attention, and intellectual stimulation. Intellectual stimulation has been identified as a critical dimension of transformational leadership in fostering creativity and innovation; however, its role in explaining sustainable organizational performance remains underexplored (Qadeer et al., 2026). The integration of intellectual stimulation in transformational leadership with an entrepreneurial orientation is a mutually reinforcing strategic approach to fostering innovation, creativity, and risk-taking within an organization. When these dimensions are combined with an entrepreneurial orientation, which encompasses innovation, proactivity, and risk-taking, the organization will have a work culture that is adaptive, willing to try new things, and responsive to market dynamics.

Studies on the relationship between intellectual stimulation and sustainable organizational performance demonstrate conceptual limitations and empirical inconsistencies in explaining its contribution to organizational sustainability (Zgrzywa-Ziemak & Walecka-Jankowska, 2021). Prior studies have predominantly focused on individual creativity and innovation outcomes, while failing to provide a comprehensive explanation of how intellectual stimulation contributes to sustainability-oriented organizational performance (Gustantini et al., 2026; Zgrzywa-Ziemak & Walecka-Jankowska, 2021). The integration of spiritual and ethical dimensions, particularly Islamic values, into leadership frameworks remains largely underdeveloped in contemporary sustainability research (Daryono et al., 2024). There is a theoretical gap between modern leadership concepts and values-based leadership practices within the ecosystem of religious organizations. To address this gap, this study develops a novel integrative framework of Muttaqin Intellectual Entrepreneurial Leadership (MIEL), which combines intellectual stimulation, entrepreneurial orientation, and spiritual values to explain sustainable organizational performance.

The integration of ethical and spiritual values, as represented in this study through the concept of muttaqin, provides a meaningful foundation for values-based leadership that emphasizes integrity, accountability, and collective well-being. While rooted in Islamic philosophical traditions, these values reflect universal ethical principles that are increasingly recognized in contemporary leadership and HRM literature, such as moral responsibility, stakeholder orientation, and purposeful leadership. By framing the concept of muttaqin as a multidimensional manifestation of values-based leadership, this study establishes an operational bridge between faith-inspired ethics and universal organizational virtues. Specifically, secular, pluralistic, or multicultural enterprises can operationalize the MIEL framework by extracting four universal core pillars: (1) Transcendent Moral Accountability (translating the concept of amanah into strict fiduciary duty, ethical governance, and radical transparency); (2) Prudent Wisdom in Decision-Making (translating hikmah and tabayyun into evidence-based critical inquiry and systemic risk assessment); (3) Continuous Transformative Learning (translating iqra and muhasabah into organizational psychological safety, reflective post-mortems, and agile capability renewal); and (4) Stakeholder-Centric Value Creation (translating maslahah and barakah into

shared value creation, ESG compliance, and long-term societal well-being). To adopt this model, non-faith-based organizations can integrate these translated dimensions directly into leadership competency matrices, corporate governance charters, and cross-functional dynamic routines, demonstrating that the behavioral microfoundations of MIEL transcend ideological boundaries. This study positions the Muttaqin Intellectual Entrepreneurial Leadership model not merely as a context-specific construct, but as a theoretically grounded and practically relevant contribution to the evolving discourse on values-based leadership and strategic HRM. By bridging ethical leadership, dynamic capabilities, and sustainability performance, the model provides a robust framework for understanding how leadership can shape adaptive and resilient organizations in increasingly complex environments.

This research is also based on the gap phenomenon, this study is motivated by the uneven sustainability performance observed among value-based organizations, such as Amal Usaha Muhammadiyah (AUM), despite their significant organizational growth. On the one hand, while the quantitative development of business units is significant, sustainable performance is unevenly distributed. This indicates that organizational performance remains highly dependent on individual leadership rather than institutionalized systems, limiting long-term sustainability. A culture of innovation and risk-taking behavior has not been fully internalized within the organizational structure. However, the integration of the spiritual values of piety (*muttaqin*) in the form of trust, wisdom, welfare, and blessings with a modern entrepreneurial leadership model is essential to building organizational adaptive capability. Through this research framework, the study aims to address the problem formulation of how the Muttaqin Intellectual Entrepreneurial Leadership development model (embodied in Muttaqin Innovative Open Leadership, Muttaqin Critical Risk-Oriented Leadership, and Muttaqin Proactive Learning Leadership) can foster adaptive capability and achieve sustainable organizational performance.

This study contributes to the human resource management and organizational behavior literature by integrating leadership, capability development, and performance outcomes within a unified framework. Specifically, the MIEL model aligns with contemporary HRM perspectives that emphasize leadership as a micro-foundation of dynamic capabilities and employee-driven adaptability. By linking leadership behaviors to adaptive capability and sustainable organizational performance, this study responds to calls in HRM research for more integrative models that connect leadership development, employee competencies, and long-term organizational outcomes. The study complements prior HRM findings on transformational and ethical leadership by introducing a values-based leadership configuration that explicitly incorporates moral cognition and learning orientation as drivers of organizational adaptability.

2. Literature review and hypothesis development

2.1. Transformational leadership and intellectual stimulation

Transformational leadership was first introduced by James MacGregor Burns in 1978 and later developed by Bernard M. Bass. This leadership style is defined as the ability to inspire, motivate, and empower followers to achieve organizational goals by profoundly changing their attitudes and values (Cristina da Silva, 2025; Xie et al., 2020). This process does not rely solely on formal authority or transactional exchanges of rewards and punishments, but also mobilizes people at both the individual and organizational levels through moral influence, charisma, inspirational motivation, individual attention, and intellectual stimulation (Gustantini et al., 2026; Ytterstad & Olaisen, 2021).

As one of the key components of the Four I's of transformational leadership,

intellectual stimulation plays a central role in stimulating critical thinking, creativity, and innovation (Qadeer et al., 2026). Through this dimension, a leader actively invites followers to question old assumptions, facilitates creative problem-solving, and values new ideas and approaches (openness to new ideas) (Diaz-Fernandez et al., 2015). Leaders do not dictate in an authoritarian manner but act as facilitators of ideas, tolerant of employees' intellectual experiments that fail (Diaz-Fernandez et al., 2015). This culture of continuous learning and openness has proven essential to building an organization's adaptive capacity in a dynamic digital business environment (Srinivasan, 2012).

2.2. Entrepreneurial orientation

Entrepreneurial Orientation (EO) is a company's strategic orientation reflected in innovative, risk-taking, and proactive managerial processes, practices, and decision-making in the face of competition (Ali et al., 2017; Nasution et al., 2021; Rahmawati et al., 2023; Riviezzo & Garofano, 2018). This central concept was initially developed by Covin and Slevin (1989) and Lumpkin and Dess (1996) to understand how an organization's strategic characteristics significantly contribute to long-term performance and growth (Covin & Slevin, 1989; Lumpkin & Dess, 1996). Subsequently, this concept was adapted to the individual level as Individual Entrepreneurial Orientation (IEO), which was validated by Bolton and Lane through three main dimensions: innovativeness, risk-taking, and proactiveness (Bolton & Lane, 2012). The innovativeness dimension describes an individual's ability or tendency to generate creative ideas and seek new solutions (Bolton & Lane, 2012). Risk-taking reflects the tendency to make bold decisions and to allocate significant resources to opportunities amid uncertainty (Bolton & Lane, 2012). Proactivity indicates an active, anticipatory, and future-oriented approach to initiating change before competitors act (Bolton & Lane, 2012; Hikmah et al., 2023).

2.3. The concept of Muttaqin in Islamic leadership

The value of muttaqin is a fundamental theological concept in Islam, rooted in the word "taqwa," which linguistically means to guard, protect, or be careful. Terminologically, taqwa is defined as a deep spiritual awareness of Allah SWT that drives one to consistently carry out His commands and avoid His prohibitions (Nazam et al., 2022; A. S. Santoso et al., 2026). The main characteristics of a muttaqin person involve a harmonious balance among the inner spiritual dimension, ritual worship, and the expression of social charity through concrete actions benefiting the wider community (A. Santoso et al., 2025). The concept of muttaqin serves as a normative foundation that affirms that a leader's dignity is not measured solely by material status or secular intellectual brilliance, but rather by spiritual closeness, honesty of heart, purity of intention, active moral awareness (conscious moral agency), and commitment to noble morals in social interactions (Beekun, 2012; Bourne & Alanazi, 2025; Nazam et al., 2022; Sneller, 2022). The value of muttaqin in modern organizational management is expressed through five main operational dimensions: spiritual integrity and accountability (amanah), wisdom in decision-making (hikmah), and a strategic orientation toward achieving collective well-being and blessings.

The concept of muttaqin, derived from the notion of taqwa, reflects a deep ethical consciousness characterized by integrity, accountability, and commitment to collective well-being. While originating from Islamic philosophical traditions, these values align closely with contemporary discussions on ethical leadership, moral agency, and values-based management in the HRM and organizational behavior literature. Values-based leadership emphasizes leaders' roles in shaping ethical climates, fostering trust, and promoting sustainable decision-making. The concept of muttaqin can therefore be understood as one expression of a broader

values-driven leadership paradigm in which leaders integrate moral awareness with strategic decision-making and organizational learning. This perspective allows the Muttaqin leadership framework to be extended beyond religious organizations and applied to diverse institutional settings that prioritize ethical governance, stakeholder orientation, and long-term sustainability.

2.4. Adaptive capability and sustainability organization performance

Adaptive capability is defined as a company's strategic ability to identify, utilize, and reconfigure internal and external resources to respond to emerging market opportunities (Eshima & Anderson, 2017; Gustantini et al., 2026; Hung et al., 2022). This complex and multidimensional construct encompasses several key indicators, such as the organization's speed in responding to market changes, flexibility in adjusting strategy, the ability to utilize new technologies, responsiveness to product/service innovation, and the capability to reconfigure resources (Hung et al., 2022).

Sustainability organization performance is understood as a representation of the extent to which an organization is able to achieve its strategic objectives efficiently, effectively, responsively, and responsibly (Gustantini et al., 2026; Hung et al., 2022). Sustainable performance is not measured solely by financial metrics; it must balance three key dimensions: economic (profit), social (people), and environmental (planet) (Jiang et al., 2018; Jiménez-Montañes & de Gracia, 2023; Marimin et al., 2018). Sustainable performance is broadened to encompass an organization's ability to achieve long-term growth in line with Islamic ethical principles, improve stakeholder well-being, maintain a commitment to environmental sustainability, and provide positive social impacts for the wider community.

2.5. The effect of adaptive capability on sustainable organizational performance

Drawing on dynamic capability theory, organizations with strong adaptive capability are better able to reconfigure resources and respond to environmental changes, thereby enhancing sustainable organizational performance. An organization's ability to flexibly adjust its strategy, conduct environmental scanning, and reconfigure its resource allocation has been shown to be a key determinant of its response to dynamic external environmental pressures (J. Ferreira et al., 2020). Numerous empirical studies have shown that organizations with high adaptability are much more effective in capturing market opportunities, absorbing external knowledge, and creating sustainable competitive advantage (J. Ferreira et al., 2020; Kump et al., 2018). When organizations integrate structural flexibility with organizational learning capabilities, internal value-creation processes are efficient and responsive (Barreto, 2010). This strategic flexibility ultimately leads directly to improved economic performance, operational effectiveness, and overall organizational sustainability (Jiang et al., 2018; Jiménez-Montañes & de Gracia, 2023). Based on these theoretical arguments, the following hypothesis is proposed:

H1: Adaptive capability has a positive effect on sustainable organizational performance.

2.6. The role of Muttaqin innovative open leadership

Muttaqin Innovative Open Leadership represents a pious leader's openness to new ideas and encouragement of the exploration of innovative, creative, adaptive ideas aligned with Sharia ethical values. A leader's openness to external input and active involvement in the open innovation process has been empirically proven to stimulate employee creativity and accelerate the adoption of innovative technologies within the organization (Chan et al., 2017; Naqshbandi et al., 2026; Rangus & Černe, 2019). An inclusive and objective leader will foster a climate

of open discussion and healthy deliberation, thereby encouraging the organization to continually explore unconventional approaches to developing new products or services (Covin & Slevin, 1989). When this innovation orientation is implemented within the framework of Islamic values, every renewal (tajdid) is not merely about pursuing short-term profitability but is directed towards public benefit, social welfare, and the attainment of blessings. Innovative and open leadership will sustainably increase an organization's productivity and market competitiveness (Chan et al., 2017; Naqshbandi et al., 2026).

Beyond its direct impact on performance, intellectual stimulation by transformational leaders is a key driver of an organization's adaptive capability. By providing space for freedom of critical thinking and tolerance for error and experimentation, leaders successfully build absorptive capacity and enrich the organization's knowledge perspective (Chan et al., 2017; Rangus & Černe, 2019). Openness to new ideas strengthens collaborative bonds and facilitates the integration of external knowledge, which are essential prerequisites for an organization's strategic flexibility in responding to environmental dynamics (Naqshbandi et al., 2026). Based on this line of thought, the following hypotheses are formulated:

H2: Muttaqin Innovative Open Leadership has a positive effect on sustainable organizational performance.

H3: Muttaqin Innovative Open Leadership has a positive effect on adaptive capability.

2.7. The role of Muttaqin critical risk-oriented leadership

Muttaqin Critical Risk-Oriented Leadership reflects a leader's strategic capability to analyze various decision alternatives in depth through reflection, critical thinking, and the courage to take measured and proportional risks. Critical thinking in the managerial realm is crucial for minimizing cognitive biases, optimizing the quality of strategic decisions, and strengthening organizational planning amidst competitive situations (Skrzek-Lubasińska & Malik, 2023). Leaders with a high capacity for risk-taking tend to encourage organizations to actively pursue radical innovation and invest in future technologies to achieve superior financial returns (Pérez-Luño et al., 2011). This courage to seize opportunities is balanced by the principles of prudence (tabayyun), ethical integrity, and Sharia compliance, so that decisions avoid detrimental speculative actions. Wise and structured risk management significantly contributes to achieving an organization's long-term performance.

Critical thinking skills and the ability to intelligently manage uncertainty are closely linked to the development of an organization's adaptive capabilities. The process of in-depth analysis, evaluation, and reflection trains individuals' mental readiness and provides the organization with the flexibility to quickly recognize shifts in external threats (García-Pérez et al., 2025; Susilana et al., 2024). When leaders align strategic risk-taking with internal resource capacity, the organization becomes more agile and adaptive at reconfiguring its assets to face crises (Yu & Zin, 2023). Based on these considerations, the following hypotheses are proposed:

H4: Muttaqin Critical Risk-Oriented Leadership has a positive effect on sustainable organizational performance.

H5: Muttaqin Critical Risk-Oriented Leadership has a positive effect on adaptive capability.

2.8. The role of Muttaqin proactive learning leadership

Muttaqin Proactive Learning Leadership is defined as a leader's ability to utilize past experiences and operational errors as a means of constructive learning (muhasabah), and to proactively manage a business in a trustworthy, transparent, and responsible manner. A strong commitment to organizational

learning (learning orientation) and a shared vision have consistently been shown to have a direct positive relationship with increasing a company's competitiveness and profitability (A. S. Santoso et al., 2026). A dynamic leader's proactive approach to scanning the business environment enables them to anticipate future market trends and introduce new services ahead of competitors (Sudarti et al., 2021; Widyasari & Fachrunnisa, 2022). Under the leadership of a pious leader, proactive actions are intended as acts of worship and a manifestation of their responsibility as a vicegerent on earth. Accountable, patient, and consistent management in upholding the principle of social justice will strengthen stakeholder trust, which in turn multiplies the positive impact of innovation on achieving sustainable organizational performance (Fachrunnisa et al., 2020).

At the capability level, a strong learning orientation is a key driver of updating outdated market assumptions and strengthening the organization's internal innovation capacity (Hurtado-Palomino, 2022). Leaders who foster a culture of continuous learning will spark team members' willingness to proactively improve their knowledge, expertise, and work skills. The synergy between a proactive strategic orientation and a reflective culture directly facilitates the development of robust adaptive capabilities, enabling the organization to respond quickly, flexibly, and purposefully to turbulent external business environments (Hashem, 2024; Hurtado-Palomino, 2022). Based on this explanation, the following concluding hypotheses are formulated (**Figure 1**):

H6: Muttaqin Proactive Learning Leadership has a positive effect on sustainable organizational performance.

H7: Muttaqin Proactive Learning Leadership has a positive effect on adaptive capability.

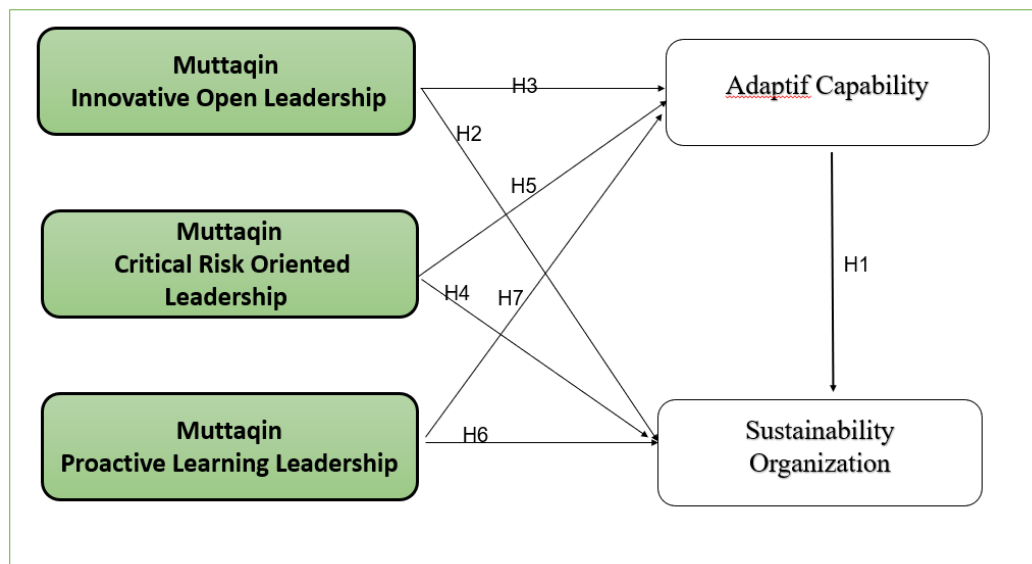


Figure 1. Research framework.

3. Methodology

3.1. Research design

This study uses a causal design to test the relationships among research variables, in which an independent variable influences the dependent variable (Hair, 2019). The approach applied in this study is a combined method (explanatory research) using quantitative and qualitative approaches. Explanatory research was chosen because it aims to discover novelty by grouping certain symptoms or facts, with an emphasis on analyzing the causal relationships among the variables tested (Hair, 2019). The exogenous variables in this study are

the dimensions of Muttaqin Intellectual Entrepreneurial Leadership: Muttaqin Innovative Open Leadership, Muttaqin Critical Risk-Oriented Leadership, and Muttaqin Proactive Learning Leadership. These variables were tested for their influence on the endogenous variables, namely Adaptive Capability, a mediating variable, and Sustainable Organizational Performance, the final dependent variable.

3.2. Population, sample, and sampling technique

The study population and respondents were selected from the Muhammadiyah Association and the Amal Usaha Muhammadiyah (AUM) in East Java Province. The selection of this research context was based on academic, empirical, and methodological considerations. Academically, AUM is an Islamic, value-based organization that balances profit-oriented objectives with social and da'wah objectives, making it highly relevant to examine the concept of spiritually based leadership, such as muttaqin leadership. Empirically, East Java is a region with very strong Muhammadiyah organizational development and an extensive network of charitable enterprises across sectors such as education, health, economics, and social affairs. These organizations are required to be adaptive, innovative, and able to manage risks amidst environmental changes.

A sample is a representative portion of the population (Ferdinand, 2014). The sample size in this study follows parameter-size guidelines, where the sample size is determined by multiplying the number of parameters by 5 to 10 (Hair, 2019). Based on these estimation guidelines, the sample size determined in this study was 300 respondents. The sampling technique used was Purposive sampling, based on specific criteria or characteristics closely related to the previously known population characteristics. The respondent criteria for this study were institutional leaders, directors, chairpersons, those in charge, or managers of Amal Usaha Muhammadiyah (AUM) in East Java.

The selection of East Java Province as the empirical testing ground provides a uniquely rigorous and fertile socio-economic context for examining values-based entrepreneurial leadership. East Java represents the second-largest economic contributor to Indonesia's GDP and is historically characterized as one of the most competitive, densely populated, and socio-culturally dynamic provinces in Southeast Asia. Within this intense ecosystem, Amal Usaha Muhammadiyah (AUM) operates hundreds of enterprise units across education (universities, primary/secondary schools), healthcare (hospitals and modern clinical networks), and financial services (micro-finance cooperatives). These faith-based hybrid organizations operate under a dual-mission mandate: they must generate sufficient operational revenues to remain financially viable in highly competitive markets while strictly adhering to ethical, religious, and social welfare objectives. Consequently, AUM units in East Java serve as an ideal real-world laboratory of hybrid, values-driven organizations navigating macro-environmental turbulence, offering transferable organizational insights for both faith-based entities and modern social enterprises globally.

3.3. Data sources and data collection method

The type of data used in this study is quantitative, sourced from primary data and supplemented by secondary data. Quantitative data is defined as data presented in numerical form and treated mathematically, without regard to qualitative classifications. Primary data were collected directly by the researcher from selected research subjects through the distribution of structured questionnaires, which respondents completed (Hair, 2019). Primary data collection was conducted electronically using the latest communication media (Google Forms) and directly with respondents to ensure a high level of data accuracy and gather additional information needed to elaborate on the test results.

Secondary data was obtained from development reports and external institutional data from several Amal Usaha Muhammadiyah (AUM) units in East Java.

3.4. Operational definition and measurement of variables

Each variable instrument in this study was measured using a Likert scale with a score range of 1 (Strongly Disagree) to 10 (Strongly Agree). The measurement indicators for each variable are detailed as follows: Muttaqin Innovative Open Leadership (MIOL) is defined as the ability of a pious leader to be open to new ideas and encourage innovation that is creative, adaptive, and beneficial to the organization. Indicators include: (1) leaders are open to ideas and input without prejudice; (2) leaders encourage the exploration of new ideas relevant to current developments; (3) innovation considers social benefits and the value of blessings; (4) leaders are able to integrate Islamic values into innovation; and (5) innovative products are directed towards the benefit of the community (Bass & Avolio, 2011; Chan et al., 2017; Naqshbandi et al., 2026). Muttaqin Critical Risk-Oriented Leadership (MCROL) is defined as the ability of a leader to critically analyze various decision alternatives and take measured risks with wise, proportional, and sustainability-oriented considerations. Indicators include (1) thoroughly considering various decision alternatives; (2) placing risk levels proportionally according to the organization's capacity; (3) demonstrating a balance between caution and courage; (4) ensuring that risky decisions do not conflict with ethics and Sharia principles; and (5) guiding decisions toward long-term sustainability (Bolton & Lane, 2012; Lumpkin & Dess, 1996; Skrzek-Lubasińska & Malik, 2023).

Muttaqin Proactive Learning Leadership (MPLL): Defined as a leader's ability to transform experiences and mistakes into constructive learning processes and to act proactively in managing the business responsibly and with integrity. Indicators include (1) encouraging continuous learning grounded in spiritual awareness; (2) managing the organization in a trustworthy and transparent manner; (3) being patient and consistent in the face of change; (4) proactive actions based on religious intentions; and (5) decisions considered honesty, fairness, and social responsibility (Stelmaszczyk, 2020). Adaptive Capability (AC) is defined as a company's ability to identify, utilize, and reconfigure resources in response to evolving market opportunities. Indicators include (1) the organization's speed in responding to market changes; (2) flexibility in adjusting strategy; (3) the ability to utilize new technologies; (4) the organization's responsiveness to product and service innovation; and (5) the ability to reconfigure resources to generate competitive advantage (Eshima & Anderson, 2017; Hung et al., 2022). Sustainable Organizational Performance (SOP) is defined as an organization's ability to achieve strategic objectives, respond to change, grow in accordance with Sharia principles, and provide a positive social impact. The indicators include (1) the ability to generate stable and sustainable long-term profits; (2) attention to the welfare of employees, customers, and the community; (3) commitment to environmental management and energy efficiency; (4) the ability to produce product and service innovations regularly; and (5) the effectiveness and efficiency of internal processes in creating value (Jiang et al., 2018; Jiménez-Montañes & de Gracia, 2023).

3.5. Data analysis technique

The data analysis in this study employed Structural Equation Modeling (SEM) using the AMOS 20 software package. SEM was chosen because of its ability to confirm the dimensions of a theoretical concept and simultaneously test a relatively complex series of causal relationships (Hair, 2019). The SEM analysis procedure includes instrument quality testing and model fit testing.

Before conducting the structural analysis, the quality of the research

instrument was assessed using validity and reliability tests. The novelty of the instrument was derived through three stages of validity testing: Content Validity, Face Validity, and Convergent Validity (Hair, 2019). Content Validity and Face Validity involve expert judgment evaluation to ensure that the questionnaire items are relevant, clear, unambiguous, and appear to measure what they are intended to measure (Hair, 2019). For Convergent Validity, the criteria that must be met are: the Average Variance Extracted (AVE) value for each factor must be above 0.5, the loading coefficient (loading factor/estimate) must be greater than 0.6, and each indicator must have a critical ratio (CR) value greater than twice its standard error (Hair, 2019). Discriminant validity is also assessed using the Fornell-Larcker criterion (comparing the square root of the AVE with the correlations between latent variables) and the Heterotrait-Monotrait Ratio (HTMT), which must be below the threshold of 0.85 (Hair, 2019). The consistency of respondents' responses is assessed using the Construct Reliability (CR) criterion. A research instrument is considered reliable and consistent if it demonstrates a CR value > 0.7 , although values between 0.6 and 0.7 are still acceptable, provided the construct validity of the indicators is good (Hair, 2019).

SEM models must meet several classical assumption testing rules to assess model feasibility (Hair, 2019). Data normality tests are evaluated based on skewness values ranging from -2 to $+2$ and kurtosis values ranging from -10 to $+10$ (Hair, 2019). Multicollinearity tests are conducted to ensure that there are no extreme correlations among independent variables that could interfere with path coefficient estimation (Hair, 2019). Outlier detection is performed using the Mahalanobis Distance, where an observation is categorized as an outlier if the resulting $p1$ and $p2$ probabilities are < 0.05 .

3.6. Hypothesis testing and mediation analysis

Hypothesis testing was conducted using a significance test of the estimated structural coefficient. The decision rule for hypothesis testing is that if the Critical Ratio (CR) value is > 1.64 and the significance value (p -value) is < 0.05 , then the null hypothesis (H_0) is rejected, indicating a significant positive effect between the variables (Hair, 2019). Conversely, if the CR value is < 1.64 and the significance value is > 0.05 , then the effect is declared insignificant (Hair, 2019). To analyze the role of the mediating variable (Adaptive Capability), direct, indirect, and total effects were estimated. The mediation role is considered successful and strong if the indirect effect coefficient exceeds the direct effect coefficient.

3.7. Common Method Bias (CMB)

To mitigate potential Common Method Bias (CMB) inherent in self-reported, single-source cross-sectional survey designs, both procedural and statistical remedies were strictly applied (Podsakoff et al., 2003). Procedurally, psychological separation was introduced by assuring respondents of absolute confidentiality, guaranteeing anonymity, and clarifying that there were no right or wrong answers, thereby minimizing evaluation apprehension and social desirability bias. Statistically, Harman's single-factor test was conducted via unrotated exploratory factor analysis in SPSS. The single largest factor accounted for 32.84% of the total variance, well below the standard threshold of 50.0%, confirming that common method variance does not threaten the empirical validity of the parameter estimates. Additionally, a full collinearity assessment in the structural model yielded variance inflation factors (VIF) below 3.3, further corroborating that CMB is negligible.

4. Results

4.1. Data collection and response rate

The primary data for this study were collected through an online survey using Google Forms, distributed over a three-week period to leaders and managers within the Muhammadiyah Association and its charitable enterprises (Amal Usaha

Muhammadiyah - AUM) in East Java Province, Indonesia. East Java was selected due to its dense network of AUM units across education, healthcare, economic, and social sectors, providing a highly representative context for studying value-based strategic management.

To determine the minimum sample size required for multivariate analysis, this study followed the statistical guidelines established by (Hair, 2019), which recommend a respondent-to-parameter ratio of 5:1 to 10:1. With 25 measurement indicators in the model, a sample size of 300 respondents was deemed highly sufficient. Purposive sampling was deployed based on explicit structural criteria: respondents had to hold key managerial roles, such as institutional leaders, directors, chairpersons, or unit managers within AUM East Java. As summarized in **Table 1**, of the 300 electronic questionnaires distributed, 300 complete responses were received, resulting in a 100% response rate with zero invalid or discarded forms.

Table 1. Questionnaire distribution and response rate.

Description	Frequency	Percentage (%)
Questionnaires distributed	300	100,0
Returned Questionnaires	300	100,0
Discarded Questionnaires	0	0
Usable Questionnaires for analysis	300	100,0

Source: Primary Data Processed (2026).

4.2. Demographic profile of respondents

The demographic and professional backgrounds of the 300 respondents were classified into three main operational profiles: organizational position, tenure (length of service), and sector of business unit.

As illustrated in **Table 2**, the respondent distribution is dominated by Unit Heads (34.7%), followed by Managers (26.0%) and Directors/Chairmen (20.0%), confirming that the data were obtained from strategic decision-makers. In terms of leadership tenure, a significant majority (64.6%) of respondents have held office for more than 4 years, with 34.3% extending beyond 6 years, reflecting deep institutional knowledge and organizational stability. Sectorally, the education sector represents the largest cluster (42.3%), aligned with Muhammadiyah's historical baseline in Indonesia, followed by the economic/finance sector (29.7%) and social services (14.7%).

Table 2. Demographic characteristics of respondents (N = 300).

Demographic Profile	Category	Frequency	Percentage (%)	Cumulative (%)
Position/Role	Unit Head	104	34.7	34.7
	Manager	78	26.0	60.7
	Director/Chairman	60	20.0	80.7
	Administrator	48	16.0	96.7
	Others	10	3.3	100.0
Tenure	< 1 Year	23	7.7	7.7
	1–3 Years	83	27.7	35.3
	4–6 Years	91	30.3	65.7
	> 6 Years	103	34.3	100.0
Business Sector	Education	127	42.3	42.3
	Economy/Finance	89	29.7	72.0

Continued table:

Demographic Profile	Category	Frequency	Percentage (%)	Cumulative (%)
	Social Services	44	14.7	86.7
	Others	29	9.7	96.3
	Healthcare	11	3.7	100.0

Source: Primary Data Processed (2026).

4.3. Descriptive statistics of research variables

To capture the empirical behavior of the latent constructs, descriptive statistical metrics including theoretical and actual ranges, mean scores, and standard deviations were computed using a 1-to-10 Likert scale. Under this 10-point measurement matrix, the baseline mid-point value is 5.5.

The baseline results in **Table 3** indicate that the average scores across all twenty-five indicators range from 8.1733 to 8.4533, significantly higher than the mid-point threshold of 5.5. The dimension Muttaqin Proactive Learning Leadership (MPLL) demonstrated the highest overall mean values among leadership traits, peaking at 8.4100 (MPLL5). The standard deviations remain consistently tight between 1.2625 and 1.5294, indicating a high level of consensus and low response volatility among the AUM managers regarding the positive implementation of ethical leadership and performance matrices.

Table 3. Descriptive statistics of latent indicators.

Variable	Indicator	Min	Max	Mean	Std. Dev.
Muttaqin Innovative Open Leadership (MIOL)	MIOL1	1	10	8.3133	1.5020
	MIOL2	1	10	8.1733	1.4823
	MIOL3	1	10	8.2500	1.4449
	MIOL4	1	10	8.2867	1.5294
	MIOL5	1	10	8.1800	1.4793
Muttaqin Critical Risk Oriented Leadership (MCROL)	MCROL1	1	10	8.3100	1.4471
	MCROL2	1	10	8.1900	1.3515
	MCROL3	1	10	8.2500	1.3590
	MCROL4	1	10	8.3067	1.4536
	MCROL5	1	10	8.3367	1.4107
Muttaqin Proactive Learning Leadership (MPLL)	MPLL1	1	10	8.3167	1.3648
	MPLL2	1	10	8.4067	1.3394
	MPLL3	1	10	8.3367	1.3673
	MPLL4	1	10	8.2667	1.3815
	MPLL5	1	10	8.4100	1.2625
Adaptive Capability (AC)	AC1	1	10	8.1833	1.3300
	AC2	1	10	8.2100	1.3535
	AC3	2	10	8.2200	1.3232
	AC4	1	10	8.3467	1.3111
	AC5	1	10	8.3133	1.4030
Sustainability Organizational Performance (SOP)	SO1	1	10	8.4533	1.2858
	SO2	1	10	8.3733	1.3139
	SO3	1	10	8.3667	1.2875
	SO4	2	10	8.2467	1.3311
	SO5	1	10	8.2967	1.3983

Source: Primary Data Processed (2026).

4.4. Measurement model assessment: validity and reliability

To verify the psychometric soundness of the scale, an initial Confirmatory Factor Analysis (CFA) was conducted using AMOS 22.0 across all 25 operational parameters. Convergent validity was assessed via the standardized factor loadings of individual indicators. According to Ghazali (2017), an item satisfies the criteria for construct validity if its standardized loading is greater than 0.5.

As detailed in **Table 4**, the empirical factor loadings for all items ranged comfortably between 0.707 and 0.983, with the highest single item loading marked by MIOL1 ($\lambda = 0.983$). Thus, no items were eliminated due to insufficient validity.

Table 4. Factor loadings and construct reliability metrics.

Latent Construct	Indicator	Standardized Loading (λ)	Measurement Error (ϵ)	Construct Reliability (CR)	Status
Muttaqin Innovative Open Leadership (MIOL)	MIOL1	0.983	0.034	0.891	Valid & Reliable
	MIOL2	0.707	0.500		Valid & Reliable
	MIOL3	0.761	0.420		Valid & Reliable
	MIOL4	0.731	0.466		Valid & Reliable
	MIOL5	0.741	0.451		Valid & Reliable
Muttaqin Critical Risk Oriented Leadership (MCROL)	MCROL1	0.765	0.415	0.879	Valid & Reliable
	MCROL2	0.830	0.311		Valid & Reliable
	MCROL3	0.779	0.393		Valid & Reliable
	MCROL4	0.741	0.451		Valid & Reliable
	MCROL5	0.729	0.469		Valid & Reliable
Muttaqin Proactive Learning Leadership (MPLL)	MPLL1	0.727	0.472	0.869	Valid & Reliable
	MPLL2	0.739	0.454		Valid & Reliable
	MPLL3	0.772	0.404		Valid & Reliable
	MPLL4	0.785	0.384		Valid & Reliable
	MPLL5	0.754	0.432		Valid & Reliable
Adaptive Capability (AC)	AC1	0.780	0.392	0.860	Valid & Reliable
	AC2	0.743	0.448		Valid & Reliable
	AC3	0.744	0.446		Valid & Reliable
	AC4	0.723	0.477		Valid & Reliable
	AC5	0.720	0.482		Valid & Reliable
Sustainability Org. Performance (SOP)	SO1	0.775	0.400	0.877	Valid & Reliable
	SO2	0.794	0.370		Valid & Reliable
	SO3	0.778	0.395		Valid & Reliable
	SO4	0.743	0.448		Valid & Reliable
	SO5	0.741	0.451		Valid & Reliable

Source: Primary Data Processed (2026).

Scale internal consistency was evaluated using the Construct Reliability (CR) equation:

$$CR = \frac{(\sum \lambda)^2}{(\sum \lambda)^2 + \sum \epsilon}$$

The calculation results presented in **Table 4** reveal that the CR coefficients for all latent variables exceeded the conservative benchmark of 0.70: MIOL (0.891), MCROL (0.879), MPLL (0.869), AC (0.860), and SOP (0.877). This ensures that the measurement model demonstrates high psychometric stability and can proceed safely to full structural evaluation.

Individual construct models were further subjected to separate goodness-of-fit evaluations. As shown across **Tables 5 through 9**, every single latent variable

perfectly passed the fit tests without needing any exploratory cross-loading or indicator error modifications.

Table 5. Individual CFA Fit Evaluation: MIOL Construct.

Fit Index	Threshold	Actual Value	Evaluation
Chi-Square (χ^2)	Expected Small	3.421	Good Fit
Probability (p)	≥ 0.05	0.635	Good Fit
RMSEA	≤ 0.08	0.000	Good Fit
GFI/AGFI	≥ 0.90	0.996/0.987	Good Fit
CMIN/DF	≤ 2.00	0.684	Good Fit
TLI/CFI	≥ 0.90	1.004/1.000	Good Fit

Source: Primary Data Processed (2026).

The global fit metrics summarized in **Table 6** confirm that the empirical structural framework matches the field data excellently. The model obtained an unadjusted Chi-Square value of 281.741 with a probability value of 0.229 ($p \geq 0.05$), satisfying the primary criterion for structural fit. Every incremental and absolute fit metric including RMSEA (0.015), GFI (0.932), AGFI (0.917), CMIN/DF (1.063), TLI (0.995), and CFI (0.996) met their respective cut-off guidelines..

Table 6. Global goodness-of-fit assessment for the full structural model.

No.	Fit Criterion	Cut-off Value	Full SEM Model Value	Evaluation
1	Chi-Square (χ^2)	Expected Small	281.741	Good Fit
2	Probability (p)	≥ 0.05	0.229	Good Fit
3	RMSEA	≤ 0.08	0.015	Good Fit
4	GFI	≥ 0.90	0.932	Good Fit
5	AGFI	≥ 0.90	0.917	Good Fit
6	CMIN/DF	≤ 2.00	1.063	Good Fit
7	TLI	≥ 0.90	0.995	Good Fit
8	CFI	≥ 0.90	0.996	Good Fit

Source: Primary Data Processed (2026).

The system's explanatory power was assessed through the Squared Multiple Correlations (R^2). As listed in **Table 7**, the joint explanatory capacity of MIOL, MCROL, and MPLL accounted for 54.3% of the variance in Adaptive Capability ($R^2 = 0.543$). Strikingly, when Adaptive Capability acted as a mediator alongside the independent variables, the structural network successfully explained 80.9% of the variance in Sustainable Organizational Performance ($R^2 = 0.809$). An R^2 value of 80.9% indicates exceptionally high predictive validity within strategic management models.

Table 7. Squared multiple correlations (R^2) of endogenous constructs.

Endogenous Latent Construct	R^2 (Squared Multiple Correlation)	Explained Variance Percentage	Predictive Power
Adaptive Capability (AC)	0.543	54.3%	Moderate-to-Strong
Sustainability Organizational Performance (SOP)	0.809	80.9%	Substantial/Very Strong

Source: Primary Data Processed (2026).

4.5. Hypothesis testing and path analysis

Hypothesis testing was executed by checking the structural Critical Ratio (c.r.) and corresponding p-values. In accordance with Ghozali (2017), a directional path hypothesis is statistically supported if the critical ratio exceeds ± 1.96 and the significance level is below 0.05 ($p < 0.05$). **Table 8** details the unstandardized and standardized regression coefficients estimated by the system.

Table 8. Structural path coefficients (Unstandardized Regression Weights).

Path Direct Direction	Unstd. Estimate (β)	Standardized Estimate (β_{std})	S.E.	C.R. (t-value)	p-value	Empirical Decision
AC $\leftarrow$ MIOL	0.267	0.432	0.036	7.501	***	Supported
AC $\leftarrow$ MCROL	0.360	0.339	0.063	5.727	***	Supported
AC $\leftarrow$ MPLL	0.192	0.185	0.060	3.172	0.002	Supported
SOP $\leftarrow$ MIOL	0.181	0.288	0.032	5.585	***	Supported
SOP $\leftarrow$ MCROL	0.303	0.280	0.055	5.512	***	Supported
SOP $\leftarrow$ MPLL	0.265	0.252	0.051	5.222	***	Supported
SOP $\leftarrow$ AC	0.345	0.339	0.066	5.196	***	Supported

Source: Primary Data Processed (2026).

The operational evaluation of individual hypotheses based on the structural calculations is summarized as follows: H1 testing shows that Adaptive Capability has a positive and highly significant influence on Sustainable Organizational Performance ($\beta = 0.345$; $\beta_{std} = 0.339$; c.r. = 5.196; $p < 0.001$), so H1 is declared accepted. Furthermore, in H2 testing, it was found that Muttaqin Innovative Open Leadership directly increases Sustainable Organizational Performance ($\beta = 0.181$; $\beta_{std} = 0.288$; c.r. = 5.585; $p < 0.001$), so H2 is also accepted. In H3, Muttaqin Innovative Open Leadership is shown to strongly encourage organizational Adaptive Capability ($\beta = 0.267$; $\beta_{std} = 0.432$; c.r. = 7.501; $p < 0.001$), and MIOL is the most dominant predictor of adaptive capability ($\beta_{std} = 0.432$). Testing H4 reveals that Muttaqin Critical Risk-Oriented Leadership has a significant positive relationship with Sustainable Organizational Performance ($\beta = 0.303$; $\beta_{std} = 0.280$; c.r. = 5.512; $p < 0.001$), thereby supporting H4. In H5, Muttaqin Critical Risk-Oriented Leadership is shown to significantly increase internal Adaptive Capability ($\beta = 0.360$; $\beta_{std} = 0.339$; c.r. = 5.727; $p < 0.001$), so H5 is accepted. Furthermore, H6 shows that Muttaqin Proactive Learning Leadership has a systematic impact on Sustainable Organizational Performance ($\beta = 0.265$; $\beta_{std} = 0.252$; c.r. = 5.222; $p < 0.001$), thereby supporting H6. Finally, testing H7 shows that Muttaqin Proactive Learning Leadership also significantly increases Adaptive Capability ($\beta = 0.192$; $\beta_{std} = 0.185$; c.r. = 3.172; $p = 0.002$), so H7 is accepted.

4.6. Mediation and total effect matrix analysis

To uncover the structural role of Adaptive Capability as a mediator, standardized direct, indirect, and total effects were mathematically calculated via bootstrapping procedures.

The empirical results compiled across **Tables 9 and 10** prove that Adaptive Capability serves as a functional partial mediator linking all three dimensions of Muttaqin Intellectual Entrepreneurial Leadership to performance. The indirect mechanisms are mathematically calculated from individual path products: the indirect path for MIOL is $0.432 \times 0.339 = 0.146$, for MCROL is $0.339 \times 0.339 = 0.115$, and for MPLL is $0.185 \times 0.339 = 0.063$. Because both direct and indirect lines are concurrently positive and statistically significant, partial mediation is confirmed. Crucially, Muttaqin Innovative Open Leadership (MIOL)

demonstrated the largest single total impact score on sustainability performance (0.434), reinforcing its position as the primary driver within this integrated ethical model.

Table 9. Standardized direct, indirect, and total impact matrix.

Structural Path	Direct Effect	Indirect Effect (via AC)	Total Impact Value	Mediation Topology
MIOL → SOP	0.288	0.146	0.434	Partial Mediation
MCROL → SOP	0.280	0.115	0.395	Partial Mediation
MPLL → SOP	0.252	0.063	0.315	Partial Mediation
AC → SOP	0.339	0.000	0.339	Direct Channel

Source: Primary Data Processed (2026).

Table 10. Bootstrapping significance results for indirect paths.

Mediation Path Line	Indirect Std. Beta (β _{ind})	Lower Bounds (95%)	Upper Bounds (95%)	Two-Tailed p-value	Empirical Result
MIOL → AC → SOP	0.146	0.088	0.214	$p < 0.001$	Significant Partial Med.
MCROL → AC → SOP	0.115	0.062	0.181	$p < 0.001$	Significant Partial Med.
MPLL → AC → SOP	0.063	0.024	0.118	0.002	Significant Partial Med.

Source: Primary Data Processed (2026).

Table 10 above confirms the findings in **Table 9**, where all bias-corrected intervals (both lower and upper limits) do not cross zero (0), and their significance values are below 0.05. This empirically demonstrates that Adaptive Capability (AC) serves as a valid and significant mediator, amplifying the influence of Muttaqin Intellectual Entrepreneurial Leadership on sustainable organizational performance.

5. Discussion

5.1. The critical impact of adaptive capability on sustainable performance

The analysis indicates that macro-environmental turbulence requires value-based organizations to possess strategic flexibility to ensure their survival. The structural equation modeling (SEM) results demonstrate that Adaptive Capability (AC) significantly enhances Sustainable Organizational Performance (SOP). This finding indicates that when an organization excels at detecting socio-technical disruptions, maintaining operational flexibility, and reconfiguring its resource base, its long-term performance scales up responsively. This relationship is consistent with Dynamic Capability Theory, which posits that competitive advantage relies on an organization's ability to sense, seize, and reconfigure assets in response to environmental shifts (J. Ferreira et al., 2020; Teece, 2018). In an insightful empirical inquiry, Eshima & Anderson, (2017) observed that adaptive capacity serves as a foundational dynamic mechanism through which enterprises navigate external market disequilibrium and strategically realign their resource configurations with emerging environmental opportunities. In the context of value-based non-profit organizations, this capability is further enhanced by spiritual values. By anchoring flexible adaptations in Islamic values, organizations can avoid the strategic inertia common in conventional non-profits. These results suggest that integrating rapid technology adoption with asset reallocation directly enhances financial stewardship, community service, and operational sustainability.

5.2. Dual optimization channels of Muttaqin innovative open leadership

From a strategic perspective, open innovation models require leaders to possess cognitive flexibility and intellectual openness to internalize external knowledge streams. The path analysis confirms that Muttaqin Innovative Open Leadership (MIOL) positively impacts both sustainability performance and internal adaptive capacity. Notably, MIOL exhibits the highest factor loading and direct standardized path score towards Adaptive Capability among all constructs. This underscores that an open and innovative leadership approach is essential for enhancing an organization's adaptive capacity. This dual benefit aligns with literature linking transformational intellectual stimulation with open innovation systems. Strategic leaders who encourage open debate, value external inputs, and tolerate experimental failures enhance their firm's absorptive capacity and broaden its knowledge base (Martins et al., 2019). In Islamic leadership frameworks, this openness is grounded in the principles of Shura (collaborative consultation) and Tajdid (constructive renewal). Rather than prioritizing short-term financial gains, a Muttaqin leader directs innovation toward Maslahah (public benefit) and Barakah (divine blessing). This spiritual commitment motivates employees to actively participate in open innovation, thereby enhancing organizational performance and long-term viability.

5.3. Balancing prudence and vision via critical risk-oriented leadership

In strategic management, entrepreneurship requires a balanced approach to risk-taking to prevent systemic over-expansion or missed market opportunities. The statistical analysis confirms that Muttaqin Critical Risk-Oriented Leadership (MCROL) significantly improves both organizational adaptability and sustainable performance. This demonstrates that critical thinking combined with a calculated willingness to take risks provides organizations with the strategic agility needed to navigate economic uncertainty. These findings corroborate the classic views of (Lumpkin & Dess, 1996), who argued that a structured, risk-taking orientation is a key driver of entrepreneurial growth and competitive advantage. Recent models by (A. S. Santoso et al., 2026) also confirm that rigorous risk-screening processes reduce cognitive biases and enhance strategic decision-making in volatile environments. Within an Islamic framework, this risk-taking model aligns with the principle of Tabayyun (critical verification) paired with Tawakkal (spiritual reliance after making every possible effort) (Kamil, 2011; Sneller, 2022). A Muttaqin leader avoids forbidden speculative practices (Gharar) while embracing calculated risk-taking that aligns with Sharia ethical boundaries. This approach enables the organization to pursue bold social ventures and digital transformations while preserving financial stability and long-term sustainability.

5.4. Fostering adaptive capacity through proactive learning leadership

Organizational continuous learning requires leaders to view operational challenges not as failures, but as opportunities for strategic renewal. The SEM path evaluations demonstrate that Muttaqin Proactive Learning Leadership (MPLL) significantly supports both adaptive capacity and sustainable performance. Although it recorded a lower direct standardized loading than MIOL, its positive contribution remains essential to maintaining institutional resilience. This empirical outcome strongly supports the tenets of the organizational learning theory, which posits that continuous, shared knowledge acquisition represents a primary engine for sustaining long-term institutional competitiveness (Adam et al., 2019; J. Wang et al., 2020). Furthermore, the literature on organizational ambidexterity highlights that proactive, learning-oriented leadership architectures effectively prevent established core competencies from deteriorating into path-dependent core rigidities (A. S. Santoso et al., 2026). In value-based Islamic management, this approach is driven by the mandates of Iqra (continuous knowledge-seeking) and Muhasabah (reflective self-accounting). A Muttaqin leader fosters an environment where learning is viewed as both a professional responsibility and a spiritual obligation. This dual

motivation encourages staff to proactively acquire new skills, thereby enhancing the organization's collective capacity to adapt to environmental changes.

5.5. The strategic mediating mechanism of adaptive capability

Deductive strategic logic suggests that leadership behaviors rarely affect performance in isolation; rather, they operate through intermediate operational capabilities. This study confirms that Adaptive Capability acts as a significant partial mediator within the model. The indirect paths demonstrate that while Muttaqin's leadership traits directly support sustainable performance, their impact is amplified when channeled through a flexible and responsive organization. This mechanism supports the resource-based view (RBV) and dynamic capabilities extensions, which suggest that leadership styles serve as higher-order resources that create value by developing lower-level operational capabilities (N. C. M. Q. F. Ferreira & Ferreira, 2025; Malhotra et al., 2025). The findings indicate that the integrated model provides a comprehensive framework for understanding how ethical and value-based leadership styles translate into sustainable performance outcomes. By demonstrating the partial mediating role of adaptive capability, this study highlights that values-based leadership models can effectively support both spiritual missions and operational performance goals.

The findings of this study provide strong empirical support for leadership's critical role in enabling adaptive capability and sustainable organizational performance. By integrating intellectual stimulation, entrepreneurial orientation, and ethical values into a unified construct, the MIEL model extends existing leadership theories and offers a more holistic explanation of how leadership influences organizational outcomes. From a theoretical standpoint, this study contributes to the development of values-based leadership by demonstrating that ethical and spiritual dimensions are not merely normative constructs but also strategic resources that enhance organizational adaptability. This finding aligns with emerging research in HRM and organizational behavior, which emphasizes the importance of leadership in fostering employee learning, innovation, and resilience. The study enriches dynamic capability theory by incorporating leadership as a central micro-foundation that shapes how organizations sense, seize, and reconfigure resources. The integration of ethical values into this process underscores that organizational adaptability is driven not only by technical or structural capabilities but also by leaders' moral and cognitive orientation. While the empirical context of this study is based on value-driven organizations, the underlying mechanisms identified, such as learning orientation, openness to innovation, and responsible risk-taking, are transferable to a wide range of organizational settings. This reinforces the MIEL framework's generalizability as a model of leadership effectiveness in complex and uncertain environments.

From a Strategic Human Resource Management (SHRM) perspective, the empirical validation of the MIEL framework provides human resource practitioners with a robust blueprint for embedding ethical dynamism into end-to-end talent architectures. Beyond standalone leadership training programs, the MIEL model can be integrated into core HRM functions through four strategic pillars. First, organizations must evolve beyond purely quantitative, short-term financial targets by incorporating behavioral anchor rating scales (BARS) that evaluate leaders on open innovation encouragement (MIOL), calculated and ethically bounded risk management (MCROL), and continuous learning orientation (MPLL). Appraisals should explicitly reward ethical stewardship and contributions to long-term sustainability. Second, talent identification algorithms and high-potential (HiPo) tracking systems should assess candidates' moral cognitive complexity, learning agility, and capacity to handle ambiguity, alongside technical acumen, to ensure that future executive pipelines are populated by values-driven change agents. Third, selection protocols should deploy situational judgment tests (SJTs) and

values-based behavioral interviewing to evaluate prospective employees' alignment with integrity, critical reflection, and public-benefit orientation before organizational entry. Fourth, HRM serves as the institutional catalyst, transforming organizational routines into psychologically safe learning spaces. By institutionalizing reflective debriefing practices (muhasabah routines) and collaborative deliberation forums (shura circles), HR executives embed adaptive learning and ethical accountability into the organizational DNA, driving sustained dynamic capability.

6. Conclusion

This study examines the structural relationships explaining how the new construct of Muttaqin Intellectual Entrepreneurial Leadership, encompassing the dimensions of innovative openness, critical risk orientation, and proactive learning, influences Sustainable Organizational Performance through the mediating role of Adaptive Capability in value-based organizations. Based on a structural equation modeling (SEM) analysis of 300 managers in East Java, all seven proposed hypotheses were found to be valid. Empirical findings indicate that Adaptive Capability has a positive and significant influence on sustainable organizational performance, while the three leadership dimensions also consistently strengthen adaptive capability and sustainable performance. Among the three, Muttaqin Innovative Open Leadership emerged as the dominant factor, with the highest total effect of 0.434, while Adaptive Capability served as a significant partial mediator. The high explanatory power of the model, at 54.3% for the adaptive capability variable and 80.9% for sustainable performance, strengthens the model's theoretical validity and predictive relevance in the context of strategic management.

This study demonstrates that integrating ethical values, intellectual stimulation, and entrepreneurial orientation within the Muttaqin Intellectual Entrepreneurial Leadership framework provides a robust foundation for enhancing adaptive capability and sustainable organizational performance. While grounded in a specific philosophical tradition, the model's core principles reflect universal leadership values that are increasingly relevant in contemporary organizations. By bridging leadership theory, dynamic capabilities, and HRM practices, this study offers a comprehensive framework that advances both theoretical understanding and managerial application. Future research is encouraged to test the generalizability of this model across different organizational contexts and cultural settings to further validate its broader applicability.

Despite its significant contribution, this study has several limitations that offer opportunities for further research. First, the data, sourced solely from AUM units in a single Indonesian province, limit the model's generalizability; therefore, future studies are recommended to test it across different sectors and organizational contexts. Second, although procedural controls and Harman's single-factor test demonstrated that common method bias was within acceptable statistical boundaries, the cross-sectional reliance on self-reported perceptual metrics warrants caution regarding common method variance. Future inquiries are strongly urged to employ multi-wave longitudinal research designs, collect multi-source data (e.g., pairing leader self-ratings with subordinate evaluations), or incorporate audited, objective financial and operational performance indicators to establish more definitive causal inferences. Third, from an epistemological perspective, because this study relies on a non-experimental, cross-sectional structural equation modeling design, empirical path relationships represent robust statistical associations and covariances rather than definitive counterfactual causality. While the hypothesized directions are firmly anchored in dynamic capability theory and logical sequence, future research should implement experimental or longitudinal panel interventions to establish strict causal relationships over temporal horizons. Finally, 19.1% of the performance variation remains unexplained by the model, creating an opportunity to explore additional variables such as digital capability, organizational agility, and knowledge

management to enhance the model's explanatory power in the future.

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Informed consent statement: Informed consent was formally obtained from all individual participants prior to their participation in the study. Respondents were fully informed regarding the research objectives, the voluntary nature of participation, and the strict confidentiality of their personal identities and responses.

Data availability statement: The empirical datasets generated and analyzed during the current study are available from the corresponding author upon reasonable academic request, subject to institutional data protection regulations.

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