# Affective Commitment in Islamic Philanthropic Organizations in Indonesia: The Impact of Workplace Spirituality and Islamic-Based Organizational Culture

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**A B S T R A C T**

*This study aims to analyze the impact of Islamic spirituality and Islamic-based organizational culture on employee affective commitment in the context of Islamic philanthropic organizations in Indonesia. This research method uses a quantitative approach with data collection through online questionnaires. Multiple linear regression analysis techniques were used to identify the relationship between variables of Islamic spirituality in the workplace, Islamic organizational culture, and affective commitment. The total research sample amounted to 135 employees from 12 Islamic philanthropic organizations in Indonesia. From these findings, it can be concluded that Islamic philanthropic organizations in Indonesia can strengthen employees' affective commitment by considering the application of Islamic spiritual values in the workplace and building an organizational culture that is in accordance with Islamic principles. By creating a work environment that supports both of these factors, organizations can foster stronger emotional bonds between employees and the organization and advance their philanthropic goals more effectively.*

**A B S T R A K**

*Penelitian ini bertujuan untuk menganalisis dampak spiritualitas Islam dan budaya organisasi berbasis Islam terhadap komitmen afektif karyawan dalam konteks organisasi filantropi Islam di Indonesia. Metode penelitian ini menggunakan pendekatan kuantitatif dengan pengumpulan data melalui kuesioner online. Teknik analisis regresi linier berganda digunakan untuk mengidentifikasi hubungan antara variabel spiritualitas Islam di tempat kerja, budaya organisasi Islam, dan komitmen afektif. Total sampel penelitian berjumlah 135 orang karyawan yang berasal dari 12 organisasi filantropi Islam di Indonesia. Dari temuan ini, dapat disimpulkan bahwa organisasi filantropi Islam di Indonesia dapat memperkuat komitmen afektif karyawan dengan mempertimbangkan penerapan nilai-nilai spiritualitas Islam di tempat kerja dan membangun budaya organisasi yang sesuai dengan prinsip-prinsip Islam. Dengan menciptakan lingkungan kerja yang mendukung kedua faktor ini, organisasi dapat mendorong ikatan emosional yang lebih kuat antara karyawan dan organisasi, serta memajukan tujuan-tujuan filantropis mereka dengan lebih efektif.*

## INTRODUCTION

Indonesia is a vast country globally recognised as the fourth most populous nation. As per hofstede-insights.com, the Indonesian population scores low on the individualist dimension but higher on collective behaviour and social frameworks & groups preferences. Philanthropic

organisations are widespread among the various organisations and enterprises operating in Indonesia. Their primary goal is to contribute towards the establishment of social justice for all. As per data published by Filantropi Indonesia (2022), there are 110 philanthropic organisations in Indonesia, out of which 30 belong to the domain of religious philanthropy.

Philanthropy is commonly defined as the voluntary sharing of support and resources, organised by individuals or groups, to address specific issues. This highlights the significance of Islamic philanthropic organisations, which are based on Islamic religious teachings that encourage Muslims to help each other during times of need, and contribute to the common good. Philanthropic organisations have robust missions and values in promoting their philanthropic objectives, such as aiding people in need, empowering communities, and enhancing social welfare. Employees who have an emotional connection to the mission and values of philanthropic organisations and feel like they can make a meaningful contribution towards achieving the organisation's goals may develop high levels of affective commitment towards those organisations.

Affective commitment is a type of organisational commitment where employees exhibit a robust emotional attachment to the organisation they work for. Affective commitment involves feelings of emotional closeness and loyalty to the organisation they work for. Employees who display high levels of affective commitment typically have an emotional attachment to the values, goals, and culture of the organisation. Furthermore, employees often experience job satisfaction due to their profound emotional involvement with their work. Moreover, long-term employability is connected with emotional attachment towards the organisation, hence contributing to the desire to stay and work within a familiar work environment. Consequently, affective commitment significantly influences staff retention and establishes a meaningful relationship between the employee and the organisation.

Strong emotional ties towards work and the organisation are indicative of an individual's affection for their workplace. An individual's love for the organisation and their work is reflective of their affective commitment. Additionally, according to Meyer et al (1991), an individual with affective commitment has positive feelings and takes pride in being associated with the organisation. Consequently, individuals who have fostered strong affective commitment are more likely to exhibit better performance and a willingness to continue working with the organisation.

To cultivate affective commitment among all employees in the organisation, strategies such as implementing Islamic Spirituality in the workplace and promoting an inclusive organizational culture can be pursued. Within the confines of this research, the approach of Islamic-based organisational culture is an expandable aspect. Islamic-based organisational culture refers to the amalgamation of Islamic precepts in diverse organisational dimensions. These may include leadership principles based on Islamic tenets, ethical decision-making, mutual respect, equitable work interactions, and responsibility towards social welfare. Hoque et al. (2013) study established the vital indicators of an Islamic-based organisational culture that could be adopted by various businesses. As a result, an Islamic-based organisational culture approach can create a closely-knit, fair, and motivational work environment. This has the potential to increase employees' emotional attachment towards the organisation.

Integrating Islamic values into organisational culture can establish a strong moral foundation for employees. Leadership that incorporates Islamic principles, practices fair and ethical decision-

making, and fosters work relationships built on respect and care may enable employees to develop stronger emotional ties with the organisation. A work environment that promotes cohesiveness and ethical behaviour can heighten employees' sense of shared purpose and identity. Studies by Ng (2022), Mishra & Kasim (2023), Sarhan et al (2020) , Arumi et al (2019), Nikpour (2017)), Krajcsák (2018), Al-Sada et al (2017), Azizollah et al  (2016) , and Sabella (2016) show a relationship between organisational culture and affective commitment. Nevertheless, the current perspective does not use an Islamic-based approach.

According to research by Suparman et al,  (2021), Islamic Spirituality, which encompasses religious beliefs, practices, and values in individual lives, including in the workplace, can also influence affective commitment. Islamic spirituality can provide individuals with a deeper understanding of life purpose, integrity, work ethics, self-fulfilment, and positive relationships with others. Islamic spirituality can offer individuals internal drive and motivation to make positive contributions to the organisation, feel connected to the organisation's purpose, and improve their affective commitment. Worship can be performed anywhere without barriers or restrictions. As a spiritual path, spirituality in the workplace enables individuals to develop and grow, contributing to society in a positive way through their work, or the chance to grow and make a meaningful contribution to society (Jena & Pradhan, 2018).

Today, the contribution of spiritual values in the workplace is a topic widely discussed in literature, which is examined from various perspectives, including the individual and the organisational (Milliman et al., 2003). Spirituality awareness in the twenty-first century can help understand employee behaviour  (Dessler, 2017). Spirituality motivates employees to find the ultimate meaning in work, enhances the sense of connectedness between individuals and offers a perspective to the organisation, acknowledging employees' inner lives. Currently, the concept of spirituality is based on religious principles, particularly in Islamic-based organisations or companies. The presence of a relationship with God affects individuals' goals and behaviour while performing their duties (Harumi et al., 2021).  The association between spirituality in the workplace and organisational culture aligns with previous studies carried out by Mousa & Alas (2016), Suparman et al (2021), Kwahar (2021) and Indradevi (2020). H1:  Islamic spirituality in the workplace positively impacts affective commitment, H2:  Islamic organizational culture positively impacts affective commitment and H2: Islamic spirituality in the  workplace  and  Islamic organizational culture simultaneously positively influence affective commitment.

**RESEARCH METHODS**

This study focused on philanthropic organisations in Indonesia with Islamic orientation. The study's population comprised employees working in 12 Islamic philanthropic organizations. The total sample size was 135 employees, selected through non-probability purposive sampling method. The sample includes permanent employees and volunteers who support the organisations. Data was collected through an online questionnaire distributed via the Google Form platform. The data for this study was analysed using the SPSS 21 software with a descriptive analysis technique approach and multiple linear regression. The initial step involved testing both the validity and reliability of the questionnaires used. This process is vital to guarantee the consistency and high precision of the instruments used in measuring the variables under investigation.

In addition, hypothesis testing was performed both partially and simultaneously. To evaluate the impact of each independent variable (such as Islamic spirituality in the workplace and Islam-based organizational culture) on the dependent variable (affective commitment), we conducted partial hypothesis testing. In order to determine the overall influence of both independent variables on the dependent variable, we carried out simultaneous hypothesis testing.

## RESULTS AND DISCUSSION

*Results*

Data obtained from questionnaires filled out by 135 employees were analysed using the SPSS 21 software to verify the validity and reliability of the instruments used in this study. This verification process was carried out to ensure the instruments used in the study were accurate and reliable. The verification process provides vital insights into the accuracy of the measurements used in this study. The conclusions drawn from this verification stage will influence the confidence levels in the study's final results and their interpretation. These results can offer a robust basis for drawing deeper conclusions about the relationship between workplace spirituality, Islam-based organisational culture, and the affective commitment of employees. Moreover, the findings may clarify how these factors interact in the context of faith-based organisations.

**Table 1. Validity and Reliability Test**

| Variable | Indicator | r-statistic | r-table | Cronbach's Alpha | Cut Off | Result |
|---|---|---|---|---|---|---|
| Islam-based Organisational Culture | X11 | 0,564 | 0,150 | 0,769 | 0,60 | Valid & Reliabel |
| | X12 | 0,634 | 0,150 | | | |
| | X13 | 0,536 | 0,150 | | | |
| | X14 | 0,605 | 0,150 | | | |
| | X15 | 0,402 | 0,150 | | | |
| | X16 | 0,477 | 0,150 | | | |
| | X17 | 0,652 | 0,150 | | | |
| | X18 | 0,563 | 0,150 | | | |
| | X19 | 0,479 | 0,150 | | | |
| Islamic Spirituality at Work | X21 | 0,446 | 0,150 | 0,708 | 0,60 | Valid & Reliabel |
| | X22 | 0,524 | 0,150 | | | |
| | X23 | 0,403 | 0,150 | | | |
| | X24 | 0,496 | 0,150 | | | |
| | X25 | 0,464 | 0,150 | | | |
| | X26 | 0,379 | 0,150 | | | |
| | X27 | 0,406 | 0,150 | | | |
| | X28 | 0,417 | 0,150 | | | |
| | X29 | 0,578 | 0,150 | | | |
| | X210 | 0,547 | 0,150 | | | |
| Affective Commitment | Y1 | 0,449 | 0,150 | 0,614 | 0,60 | Valid & Reliabel |
| | Y2 | 0,644 | 0,150 | | | |
| | Y3 | 0,575 | 0,150 | | | |
| | Y4 | 0,681 | 0,150 | | | |
| | Y5 | 0,569 | 0,150 | | | |
| | Y6 | 0,588 | 0,150 | | | |

*Source: Primary Data processed (2023)*

Ensuring the reliability of study results, the validity and reliability of research instruments are critical aspects. Validity tests were performed on 25 question indicators for each research

variable. R-values above the r-table (0.150) indicate strong validity, ensuring that the questionnaire instrument measures precisely what is intended. Initial reliability testing was carried out by comparing the Cronbach's alpha > 0.60. The results indicate that all variables have reliability values above the limit of 0.60, which confirms the reliability of the questionnaire instrument. Thus, all the indicators have been deemed valid, and the research instrument can be trusted to measure the variables under investigation. As a result of validated and reliable measurements, this study possesses a firm foundation to draw significant and precise conclusions regarding the correlation between workplace spirituality, an Islam-based organisational culture, and employees' affective commitment.

**Table 2. Multiple Analysis Regression**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | -5.323 | 3.896 | | -1.366 | .174 |
| IBOC | .308 | .085 | .289 | 3.611 | .000 |
| ISW | .393 | .063 | .496 | 6.195 | .000 |
| a. Dependent Variable: AC | | | | | |

*Source: Primary Data processed (2023)*

The table with regression results presents the regression model that was generated from this research. This model can be represented as Y = -5.323 + 0.308X1 + 0.393X2. This model plays a crucial role in understanding the connection between the dependent variable (affective commitment) and the independent variables (Islamic spirituality in the workplace and Islamic culture in the organization).

The constant value of -5.323 indicates the affective commitment level when no changes occur in the Islamic culture of the organization and Islamic spirituality in the workplace. This value represents an initial indication of the starting point for the level of affective commitment. The coefficient value of 0.308 associated with the X1 variable (Islamic spirituality in the workplace) indicates that if the spirituality in the workplace increases, there will also be an increase in employee's affective commitment by 0.308. This indicates that focusing on spirituality in a workplace can affect employees' emotional attachment to the organisation. The coefficient of 0.393 related to variable X2 (culture of the organisation based on Islam) shows that if such culture enhances, then employees' affective commitment will rise by 0.393. This implies that implementing Islamic principles in the organisational culture can positively affect affective commitment.

Moreover, the method utilised in this analysis considers a linear correlation between independent and dependent variables. The hypothesis was partially tested using the t-table test. The hypothesis is accepted and considered to have a significant effect if the t-count value exceeds the t-table and the significance value (sig.) < α.

**Table 3. Partial Test**

| Variable | t-statistic >t-table | sig.<α | Result | Hipotesis |
|---|---|---|---|---|
| IBOC (X1) | 3.611>1.977 | 0.000<0.05 | signifikan | diterima |
| ISW (X2) | 6.195>1.977 | 0.000<0.05 | signifikan | diterima |

*Source: Primary Data processed (2023)*

The table shows that Islamic spirituality in the workplace and an Islam-based organizational culture positively and significantly impact employees' affective commitment. These factors play a crucial role in determining the level of affective commitment. Thus, the first hypothesis linking Islamic spirituality in the workplace to affective commitment and the second hypothesis linking Islam-based organizational culture to affective commitment are supported by the findings. The findings reveal that the dimension of spirituality and Islamic values in the organizational culture positively affect employees' emotional attachment to the organization. These findings are significant in understanding the factors that determine affective commitment, particularly within the context of Islamic-based organizations. This implies that organizations can enhance employees' affective commitment by implementing Islamic spirituality in the workplace and fostering an organizational culture that observes religious values.

**Table 4. Simultaneous Test**

| Type | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 853.433 | 2 | 426.716 | 70.734 | 0.000[b] |
| Residual | 796.315 | 132 | 6.033 | | |
| Total | 1649.748 | 134 | | | |

Dependent Variabel: KA
Predictors: (Constant), BOI, SITK

*Source: Primary Data processed (2023)*

Hypothesis testing was conducted simultaneously through ANOVA testing to obtain F-score value. The results show that the calculated F score (70.734) is greater than the table value (2.680), while the significance value (Sig) (0.000) is lower than the significance level (0.005). Therefore, hypothesis 3, which discusses the simultaneous influence of Islamic workplace spirituality and Islamic-based organizational culture on affective commitment, is accepted. These findings suggest that both independent variables have a significant influence on affective commitment.

The next step is to test the coefficient of determination (R2), which provides information about the extent to which the research model can explain the variation in the dependent variable. In this case, the coefficient of determination provides an overview of the percentage of variation in affective commitment that can be explained by Islamic spirituality in the workplace and Islamic-based organizational culture. The higher the value of R2, the greater the effective contribution of the independent variable to the dependent variable.

**Table 5. Coefficient of Determination**

| Model | R | R square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .719a | .517 | .510 | 2.45615 |

*Source: Primary Data processed (2023)*

According to the coefficient of determination analysis, the R-square value was 0.571, indicating that 57.1% of the variation observed in the affective commitment of employees in Islamic philanthropic organisations can be explained by the variables of Islamic spirituality at work and

Islam-based organisational culture. This result highlights the significant contribution of these two factors to the level of affective commitment of employees.

Not evaluated in this study, the remaining 31.3% of the variation in affective commitment is likely to be affected by other unexamined factors. Despite the strong influence of Islamic spirituality in the workplace and Islam-based organisational culture, there are other factors that also affect the level of affective commitment. Thus, these results indicate the potential for further studies to clarify the influence of these factors.

*Discussion*
*Islamic Spirituality in the Workplace on Affective Commitment*
The first hypothesis test results demonstrate a significant connection between Islamic spirituality at work and employees' affective commitment in Indonesian Islamic philanthropic organisations. This is confirming evidence that employees' internalisation and application of Islamic spiritual values relating to their work can impact their work behaviour and interactions in the work environment.

Islamic spirituality conveys the significance of having a meaningful and profound purpose in life. Employees who successfully incorporate Islamic values into their work activities perceive work as a form of worship and an opportunity to serve others. This can encourage a rise in affective commitment, as they feel a stronger connection to a higher purpose and their work acquires a deeper meaning. The incorporation of Islamic spiritual values can also stimulate a work environment characterised by harmony, empathy and care, all of which align with Islamic principles. If employees feel the alignment between religious values and organisational culture, it may enhance their emotional attachment to the organisation.

In Islamic philanthropic organisations, where the core of the activities is focused on humanitarian goals and community services, Islamic spirituality could be one of the main contributors to enhancing employees' affective commitment. When employees perceive their work as a form of worship and devotion, which serves the public's interest, they tend to have a deeper emotional connection with the organisation. Islamic spirituality also emphasises peace of mind, patience, and steadfastness in the face of challenges and difficulties in line with the values of taqarrub, muraqabah, and istiqomah. Developing such an attitude can enable individuals to better cope with work-related stress and pressure, increasing their satisfaction and affective commitment to their work. The findings of Kazemipour et al (2012), Sintaasih et al (2019), and Sani & Ekowati (2022) support our research.

*Islam-Based Organisational Culture on Affective Commitment*
Hypothesis testing shows that an organizational culture based on Islamic principles has a substantial and favourable effect on employee affective commitment in Islamic philanthropic organisations in Indonesia. Justice and doing Ihsan principles form a firm base of an organisational culture that reflects Islamic values. Fairly treating and appreciating employees' contributions motivate and enhance the affective commitment in the work environment.

An organizational culture that embraces the principles of Islamic work ethics, such as honesty, maintaining trust, and consultative decision-making, provides guidance to employees in their

interactions and actions. The prevalence of these norms shapes an environment of work that's abundant with integrity and high ethical standards. When employees practice all these given values in their work, they become more involved in religious value-aligned practices which may enhance their sense of pride in their work and reinforce their affective commitment to the organization. Creating a responsible and dependable work environment is also an essential factor. A company culture rooted in Islamic principles promotes harmony, teamwork, conflict minimisation, and encourages constructive relationships amongst employees. This enhances their emotional attachment to the company.

A company culture based on Islamic principles should also value cleanliness by encouraging a hygienic and neat lifestyle for employees. This is in line with the Islamic religious values that regard cleanliness as an essential aspect of faith. It is essential to note that each company has a unique culture, and other elements such as leadership, job satisfaction, and compensation policies can affect employees' emotional engagement.

**CONCLUSION**

The research and hypothesis testing have been conducted, and it has been concluded that the first and second hypotheses are accepted, proving that Islamic spirituality in the workplace and an Islamic-based organisational culture have a positive and significant effect on affective commitment, partially. Hypothesis 3 has also been proven, showing the simultaneous influence of Islamic spirituality in the workplace and an Islam-based organisational culture on affective commitment in employees of Islamic philanthropic organisations in Indonesia. This demonstrates the need for philanthropic organisations to foster an organisational culture with values such as trustworthiness, good behaviour (doing ihsan), consultative decision-making, mutual trust, justice, and a clean and tidy lifestyle to enhance the affective commitment of each individual. Aligned with the need to promote the value of Islamic spirituality in the workplace, where individuals perceive the values of Islamic religious teachings to be utilised for worship purposes in their work. Interpreting work in a meaningful way and feeling more connected to the workplace can enhance the affective commitment of individuals. Organisations must cater to the needs of employees to perform worship and religious practices when implementing an Islamic-oriented organisational culture. Establishing a work atmosphere that bolsters Islamic spirituality is vital for Islamic philanthropic organisations with an emphasis on understanding, awareness, and sound implementation. It is crucial that managers understand the significance of allocating time and energy for regular and high-quality worship. To enable future researchers to achieve broader research objectives, consider using other independent variables, such as leadership style, work environment, work motivation, and job satisfaction. This approach can produce more in-depth data analysis, and the use of mixed-method analysis techniques can yield comprehensive results.

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