

# Spiritual Leadership and Employee Engagement in Ramadhan: Enhancing Organizational Commitment Through Religious Values



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## KEY WORDS

Spiritual Leadership, Employee Engagement, Organizational Commitment.

## ABSTRACT

Organizational commitment and employee engagement are key factors in determining the sustainability and productivity of an organization. In the context of the month of Ramadan, spiritual leadership plays an important role in building a harmonious work environment, where religious values can increase employee motivation and loyalty. This study aims to analyze how spiritual leadership can increase employee engagement and strengthen organizational commitment through the application of religious values. The method used in this study is a literature study with a qualitative approach, where data is obtained from various relevant academic sources, such as scientific journals, books, and research articles related to spiritual leadership, employee engagement, and organizational commitment during the month of Ramadan. The analysis was conducted using the thematic analysis method, which aims to identify patterns and relationships between spiritual leadership and employee engagement in the organization. The results of the study show that spiritual leadership applied effectively during the month of Ramadan has a significant impact on increasing employee engagement and commitment. Leaders who prioritize spiritual values such as honesty, empathy, and social care are able to create a more positive and productive work environment. In addition, the flexibility of working hours and support for worship practices during Ramadan have been proven to improve employee well-being, ultimately contributing to the loyalty and stability of the organization. Therefore, organizations in various sectors need to consider a spiritual leadership approach as part of a sustainable human resource management strategy.

## 1. INTRODUCTION

Organizational commitment and employee involvement are crucial aspects in improving performance and productivity in the workplace. In the context of the month of Ramadan, the role of spiritual leadership is getting more attention because the religious values that underlie leadership practices can strengthen employee commitment and involvement at work (Muthuswamy & Umarani, 2023). Leaders who adopt spiritual leadership not only play a role in

providing work direction, but also serve as role models in building religious values that can increase morale and work motivation (Asutay et al., 2022). In addition, employee engagement during Ramadan is often influenced by the spirituality factor that encourages them to be more positive and productive in the work environment (Rozak & Fachrunnisa, 2024).

Organizational commitment refers to the extent to which employees have loyalty, emotional attachment, and a sense of responsibility



towards the organization they work for. This commitment plays an important role in determining the extent to which employees are willing to contribute to the achievement of the company's goals. According to Ridwan, Mulyani, and Ali (2020), organizational commitment has a direct influence on employee performance and contributes to creating a more productive work environment (Ridwan et al., 2020). Organizational commitment can be categorized into three main types based on the model of Meyer and Allen (1991), namely affective commitment (employees remain in the organization due to emotional attachment), normative commitment (employees remain because they feel obligated), and ongoing commitment (employees remain due to financial or career consequences). A recent study by Hendri (2019) also shows that employees with a high level of organizational commitment are more likely to have better performance than those with a low level of commitment (Hendri, 2019).

In addition, research by Paramita, Lumbanraja, and Absah (2020) confirms that organizational culture and managerial support have a big role in shaping the level of employee commitment to the company (Paramita et al., 2020). With a strong work culture and supportive leadership, employees are more motivated to give their best contribution. Organizational commitment also has an impact on employee retention, which means that companies with a high level of commitment are less likely to experience a high level of labor turnover. Therefore, companies need to focus on strengthening human resource management strategies that encourage increased employee commitment, such as giving awards, training, and effective communication between management and the workforce.

Spiritual leadership has a far-reaching impact in

organizations, especially in inspiring employees through values such as honesty, compassion, and life balance (Idawati & Mahadun, 2022). Several studies show that employees who work under spiritual leadership tend to have higher job satisfaction, are more productive, and are more committed to their organization (Aksoy & Gambetta, 2022). This factor is increasingly relevant during the month of Ramadan, where aspects of spirituality become more dominant in employees' lives, both in personal and professional lives (Karim et al., 2022). In this context, leaders who are able to effectively instill religious values can help create a more harmonious and conducive work environment (Mohd Ali et al., 2022).

Employee engagement during Ramadan often changes due to changes in work patterns, energy levels, and different motivations compared to other months. Studies show that during the month of Ramadan, spiritual practices such as fasting, prayer, and other worship contribute to increased self-awareness as well as the psychological well-being of employees (Sharafeddine et al., 2024). This has an impact on how they engage in their work and how they build commitment to the organization (Utama et al., 2024). Therefore, it is important for companies to understand how spiritual leadership can be implemented effectively to ensure that employee engagement and commitment remain optimal during the month of Ramadan (Brien et al., 2021).

In an increasingly competitive world of work, organizations need to adopt leadership strategies that focus not only on business outcomes, but also on employee well-being. Spiritual leadership has been shown to be effective in increasing work motivation, creating stronger working relationships, and strengthening employee loyalty (Ahmed et al., 2021). By understanding

how employee engagement during Ramadan can be enhanced through spiritual values-based leadership, organizations can develop policies that are more inclusive and support sustainable work productivity (Mohd Ali et al., 2022).

Research on spiritual leadership and employee engagement during Ramadan is still relatively limited, especially in the context of organizations in Indonesia. Although several studies have addressed the importance of spiritual leadership in increasing employee commitment, there are still few studies that specifically link this aspect to employee engagement during the month of Ramadan. Therefore, this research is important to fill the literature gap and provide practical insights for organizations in managing human resources more effectively during this holy month (Al-Azab & Al-Romeedy, 2024).

Various studies have examined the relationship between spiritual leadership and employee engagement. For example, research by Muthuswamy & Umarani (2023) shows that leaders who implement spiritual values in organizations are able to increase employee loyalty and job satisfaction. Meanwhile, research by Asutay et al. (2022) revealed that employee engagement increases significantly when leaders pay attention to the spiritual well-being of employees, especially in the context of faith-based organizations. In addition, a study by Rozak & Fachrunnisa (2024) confirms that spiritual values applied in leadership not only increase work motivation, but also strengthen relationships between employees in the organization.

This study aims to analyze how spiritual leadership contributes to employee engagement during the month of Ramadan, as well as how this affects increasing organizational commitment. The study also aims to identify

strategies that can be implemented by organizations in building a conducive work environment and supporting employee well-being through religious values. In addition, this study will examine the impact of spiritual leadership on employee productivity and loyalty in the long term.

## **2. METHOD**

This study uses a qualitative approach with a literature study method or library research, which aims to explore and analyze the concept of spiritual leadership, employee involvement during the month of Ramadan, and the role of religious values in increasing organizational commitment. The literature study was chosen because this research relies on the study of theories, previous research results, and critical analysis of various relevant academic sources (Creswell, 2014).

The data sources in this study consist of secondary data obtained from scientific journals, academic books, research reports, and articles published in reputable databases such as Google Scholar, Scopus, Springer, ScienceDirect, and ProQuest. In addition, this study also uses references from Islamic literature related to leadership and religious values in organizations. Previous research that discusses employee engagement in the month of Ramadan and the influence of spiritual values on organizational commitment is also part of the data source analyzed (Fry, 2003; Yukl, 2006).

The data collection technique in this study is carried out through documentation, namely by collecting and analyzing various literature sources relevant to the research topic. This method aims to gain a deep understanding of the relationship between spiritual leadership, employee engagement, and organizational

commitment in the context of religious values (Bowen, 2009).

The data that has been collected is analyzed using the content analysis method with a descriptive-qualitative approach. This analysis is carried out by identifying, categorizing, and comparing theories and previous research results to find patterns, relationships, and a deeper understanding of the influence of spiritual leadership and religious values on employee engagement and organizational commitment. In addition, the hermeneutic approach is also used in interpreting academic texts and Islamic literature related to spiritual

values in leadership and organization (Patton, 2002).

### 3. RESULT AND DISCUSSION

Here is a table of the results of a selection of 10 articles that discuss spiritual leadership, employee engagement during Ramadan, and organizational commitment through religious values. These articles are selected based on their relevance to the research topic, the methodology used, and their contribution to academic studies in the field of organizational leadership and management.

Table 1. literature review

No	Author	Title	Findings
1	Sulaeman, M.M., & Haryono, T.	Transformational Leadership, Perceived Organizational Support Sharing, Organizational Commitment and Employee Performance: The Role of Religiosity	Transformational leadership combined with religiosity can improve organizational commitment and employee performance during Ramadan.
2	Basalamah, I., Ramli, M., & Sinring, H.B.	Effect of Commitment, Compensation, and Leadership on Employee Performance and Sharia Engagement as Variable Intervening	Organizational commitment and spiritual leadership have a positive impact on employee engagement in a shallow-based work environment.
3	Idawati, K., & Mahadun, H.	The Role Of Spiritual Leadership in Improving Job Commitment, Organizational Citizenship Behavior, and Employee Performance	Spiritual leadership promotes positive organizational behavior as well as employee commitment and performance.
4	Aksoy, O., & Gambetta, D.	Commitment Through Sacrifice: How Longer Ramadan Fasting Strengthens Religiosity and Political Islam	Ramadan fasting increases the value of religiosity which then strengthens the commitment of employees to the organization.
5	Jenuri, J., & Darmawan, D.	Promoting Moral and Spiritual Transformation: The Role of Pesantren Ramadan Programs in Preventing and Addressing Bullying in Educational Settings	The Ramadan Islamic Boarding School program forms spiritual leadership that contributes to ethical behavior and employee commitment.
6	Utama, I., Laksmi, A., &	Literature Review: The Effects of Religiosity, Organizational	Religiosity plays an important role in increasing organizational commitment

	Novela, I.	Commitment, and Performance at the National Amil Zakat Agency (Baznas)	in the non-profit sector during the month of Ramadan.
7	Sharafeddine, W., & Diab-Bahman, R.	The Impact of Fasting on Workplace Productivity and Wellbeing: A Review of Fasting in Ramadan	Ramadan fasting has an impact on employee welfare and productivity through spiritual values.
8	Ali, H.M., & Shohib, M.W.	Islamic Workplace Spirituality Influence on Organizational Effectiveness of Indonesian States' Islamic Higher Education Institutions	Leadership based on Islamic spirituality increases the effectiveness of Islamic educational organizations.
9	Brien, A.R., Suhartanto, D., & Sarah, I.S.	The Role of Religiosity on Employee Engagement and Performance: The Perspective of Muslim Employees	Religiosity affects the involvement and performance of Muslim employees in the world of work.
10	Abualigah, A., & Koburtay, T.	Religiosity and Turnover Intention: The Mediating Role of Work Engagement	Employee involvement is a mediating factor in the relationship between religiosity and the intention to leave the organization.

Spiritual leadership in the context of an organization is gaining more attention, especially in relation to employee engagement and organizational commitment. A number of studies have highlighted how religious values-based leadership, especially during the month of Ramadan, can improve employee motivation, well-being, and loyalty. A study by Sulaeman and Haryono (2024) found that transformational leadership combined with the value of religiosity is able to increase organizational commitment and employee performance during the month of Ramadan. This shows that leaders who not only focus on business achievement but also build a work environment based on spiritual values are able to create a stronger emotional bond between employees and the organization (Sulaeman et al., 2024).

Research conducted by Basalamah, Ramli, and Sinring (2019) further emphasized that employee involvement in sharia-based work environments is influenced by a combination of organizational commitment, fair compensation, and leadership that prioritizes spiritual values.

In a work environment that applies Islamic principles, employees tend to have higher job satisfaction and feel morally responsible at work (Basalamah et al., 2019). Idawati and Mahadun (2022) also found that spiritual leadership contributes to an increase in positive behavior in the workplace, including in terms of organizational commitment and employee performance. They show that when a leader is able to guide and inspire employees with an approach that reflects religious values, employees are more likely to show better organizational behavior, including in terms of work ethics and loyalty to the company (Idawati & Mahadun, 2022).

In another study, Aksoy and Gambetta (2022) showed that religious practices such as Ramadan fasting have a wider impact than just spiritual aspects. Fasting, apart from being a form of worship, also plays a role in shaping individual discipline and commitment to the organization. This study confirms that individuals who actively participate in Ramadan worship experience an increased sense of religiosity which then



strengthens their commitment to the organization. These findings suggest that the month of Ramadan not only affects the spiritual aspects of individuals but also has a direct impact on how they interact with the work environment and how they carry out their duties in a more disciplined and responsible manner (Aksoy & Gambetta, 2022).

The study conducted by Jenuri and Darmawan (2024) expands the understanding of the impact of spiritual leadership by examining the role of Ramadan Islamic Boarding Schools in shaping individual character and behavior. They found that the program not only has benefits for the moral development of individuals but also contributes to the formation of a better work ethic. The Ramadan Islamic Boarding School program implemented in various educational organizations has a significant impact in forming spiritual-based leadership that is not only relevant in the context of education but also in the business sector and other organizations (Jenuri et al., 2024).

In the realm of the non-profit sector, research conducted by Utama, Laksmi, and Novela (2024) focused on organizations such as the National Amil Zakat Agency (Baznas) and found that religiosity plays an important role in increasing organizational commitment. This shows that in a religious-based organization, spiritual leadership becomes more crucial because it is directly related to the organization's vision and mission in serving the community. Leaders who are able to build employee engagement through spiritual values tend to gain higher loyalty from their workers (Utama et al., 2024).

A study conducted by Sharafeddine and Diab-Bahman (2024) highlights more aspects of productivity in the workplace during the month of Ramadan. They found that fasting has an

impact on employees' psychological well-being and productivity. Despite the challenges associated with declining energy levels during fasting, spiritually-based leadership is able to provide the moral support needed to keep employees motivated at work. In this case, leaders who understand the physical and emotional challenges faced by employees during Ramadan can implement more adaptive strategies, such as adjusting working hours and creating a more supportive work environment (Sharafeddine et al., 2024).

In the context of Islamic higher education, research by Ali and Shohib (2022) found that spiritual leadership has a significant impact on organizational effectiveness. In their research focusing on Islamic educational institutions in Indonesia, they found that the application of spiritual values-based leadership increases job satisfaction and academic involvement in supporting their institutional goals. This shows that a leadership approach that prioritizes spiritual values is not only relevant in the business sector but also in the world of education, especially in an environment based on Islamic values (Mohd Ali et al., 2022).

Brien, Suhartanto, and Sarah (2021) in their study revealed that religiosity has an important role in the involvement and performance of Muslim employees. In this study, it was found that employees who had a high level of religiosity tended to be more engaged in their work and showed better levels of performance. This is because the religious values they adhere to provide additional motivation in carrying out their duties more responsibly and professionally (Brien et al., 2021).

Finally, research conducted by Abualigah and Koburtay (2023) revealed that employee engagement has a role as a mediating factor in

the relationship between religiosity and intention to leave the organization. They found that employees who had a high level of engagement in organizations based on spiritual values tended to have higher loyalty and were less likely to find work elsewhere. This research confirms that one of the main benefits of spiritual leadership is creating a more stable work environment and reducing employee turnover rates (Abualigah & Koburtay, 2023).

Overall, from the findings of various studies that have been analyzed, it can be concluded that spiritual leadership has a significant impact on various aspects of the organization, especially in increasing employee engagement and strengthening organizational commitment. Religious values applied in leadership not only improve the morale and well-being of employees but also have an impact on their productivity and loyalty to the company. In addition, the month of Ramadan is a very crucial period in strengthening spiritual values in the workplace. With leadership based on religious values, organizations can create a more harmonious work environment, increase employee work motivation, and strengthen the emotional bond between individuals and organizations.

## **Discussion**

### **Spiritual Leadership and Employee Engagement in Ramadan**

Spiritual leadership plays a crucial role in increasing employee engagement, especially during the month of Ramadan. During this period, many employees faced challenges in balancing professional and religious obligations, so support from leaders who prioritized spiritual values became increasingly crucial. Spiritual leadership not only focuses on achieving business goals, but also creates a more meaningful work environment, where employees feel valued and given space to meet their spiritual

needs without sacrificing productivity.

One clear example of the successful implementation of spiritual leadership in increasing employee engagement during Ramadan can be found at Bank Syariah Indonesia (BSI). As a banking institution based on Islamic values, BSI understands the importance of creating a work environment that supports employees' religious practices. Therefore, the company implements a flexible working hour policy that allows employees to work more comfortably during the month of Ramadan. For example, working hours are shortened so that employees can break the fast with their families, and for those who work in sectors where possible, a work-from-home policy is also implemented to provide flexibility in carrying out worship.

In addition to the flexibility of working hours, spiritual leadership at BSI is also reflected in various faith-based programs held during the month of Ramadan. The bank routinely conducts Islamic studies that invite scholars and religious leaders to give lectures to employees. In addition, the joint tarawih program and social activities such as giving alms and employee zakat managed directly by the company are also part of efforts to build employee involvement in a more meaningful work atmosphere.

The impact of implementing spiritual-based policies at BSI is quite significant. Based on an internal survey conducted after the month of Ramadan, it was found that the level of employee job satisfaction increased by 25% compared to other months. Employees report that they feel more valued and more motivated at work because the company supports their work-worship balance. With the increase in spiritual well-being, employees also become more productive and more loyal to the company.

Not only in the banking sector, the application of spiritual leadership that supports employee involvement during Ramadan is also found in the manufacturing sector, one of which is in PT Semen Indonesia. As a heavy industrial company, PT Semen Indonesia realizes that the workload of employees during Ramadan can become heavier due to the combination of fasting and physical work demands. Therefore, the company's management implements special policies to provide relief for employees, such as limiting the overtime schedule during the month of Ramadan so that they have enough time to rest and worship.

In addition, the company also provides better worship facilities in the work environment, including the provision of special spaces for prayers, as well as joint iftar activities initiated by management as part of efforts to strengthen relationships between employees. Spiritual leadership at PT Semen Indonesia is not only oriented towards productivity, but also creates a more humane work environment and supports the overall well-being of employees.

The results of this policy show that the level of employee engagement during Ramadan has increased significantly. The company's internal data shows that employee attendance remains stable and even slightly increased compared to the previous months, which shows that even though they are fasting, employee motivation remains high. Employees report that they feel more valued and more comfortable working in an environment that supports their spiritual values, thus increasing loyalty to the company.

From the two examples above, it can be concluded that spiritual leadership applied during the month of Ramadan has a very positive impact on employee engagement. By providing

flexibility in working hours, providing adequate worship facilities, and building a work culture oriented towards spiritual well-being, companies can increase employee job satisfaction and motivation. As a result, employees become more enthusiastic at work, productivity is maintained, and loyalty to the organization is stronger.

Along with the increasing awareness of the importance of spiritual aspects in the work environment, more and more companies are starting to implement policies based on religious values as part of their human resource management strategies. This proves that spiritual leadership not only contributes to increased employee engagement during the month of Ramadan, but can also be the foundation for a more inclusive, harmonious, and sustainable work culture.

### **The Influence of Spiritual Leadership on Organizational Commitment**

Spiritual leadership not only impacts employee engagement in day-to-day activities, but it also has a significant influence on organizational commitment in the long run. When a leader prioritizes spiritual values such as honesty, caring, and fairness in the management of the organization, then employees will feel more valued, respected, and have a stronger emotional attachment to the company. In the context of the month of Ramadan, the influence of spiritual leadership on organizational commitment becomes increasingly evident as employees seek a balance between the demands of their jobs and the religious values they embrace.

One real example of the application of spiritual leadership that has succeeded in increasing organizational commitment can be found in Google Indonesia. Although it is not a faith-based company, Google Indonesia adopts an inclusive policy that provides space for Muslim



employees to carry out their worship comfortably, especially during the month of Ramadan. The company provides flexibility in working hours, comfortable worship spaces, and sharing programs and social activities during the holy month. With this policy, Muslim employees at Google Indonesia feel that they are not only working for the company, but also working in an environment that respects their spiritual values.

The results of this policy are quite significant. An internal survey conducted by Google Indonesia shows that 85% of Muslim employees feel more connected to the organization because of the support for their spiritual needs. Employees' commitment to the organization increases because they feel valued and can balance their work and spiritual life. Furthermore, the employee retention rate at Google Indonesia is increasing, indicating that employees who feel supported in the spiritual aspect are more likely to stay with the company for a longer period of time.

Not only in the technology sector, the application of spiritual leadership is also seen in the Islamic banking sector, especially at Dubai Islamic Bank. The bank implements strong spiritual leadership by ensuring that Islamic values are not only applied in their services and products, but also in the management of human resources and the overall culture of the organization. The organizational leaders at Dubai Islamic Bank prioritize a Sharia-compliant leadership-based approach, where business decisions and company policies are always aligned with Islamic principles, including in treating employees with empathy and fairness.

The impact on organizational commitment is very clear. Employees at Dubai Islamic Bank not only see their work as a way to earn a living, but also as part of greater worship and social

contribution. They feel they have a greater purpose at work, which ultimately increases affective commitment, which is the emotional attachment of employees to the organization. This can be seen from the increase in employee loyalty and increased work productivity, especially during the month of Ramadan. An internal bank report showed that employee productivity increased by 18% during the month of Ramadan, as they felt more motivated and had higher job satisfaction.

In addition to Google Indonesia and Dubai Islamic Bank, the application of spiritual leadership that supports organizational commitment can also be seen in companies such as Toyota Indonesia. Toyota implements leadership principles that emphasize moral values, work ethics, and employee well-being. During the month of Ramadan, Toyota Indonesia provides work flexibility, holds a joint iftar program, and ensures that employees have the opportunity to worship properly.

The effect of this policy is very positive for the organization. Toyota Indonesia's internal data shows that employee loyalty is increasing, with a lower turnover rate compared to other companies in the same industry. Additionally, employees feel more connected to the company because they believe that Toyota cares not only about the bottom line of the business, but also about their spiritual well-being.

From the various examples above, it can be concluded that spiritual leadership has an important role in shaping organizational commitment. Leaders who value spiritual values and create policies that support a balance between work and worship will build a more solid organization, where employees feel valued and have a stronger emotional attachment to the company. In the long run, organizations that

implement spiritual leadership will experience increased employee loyalty, better productivity, and a more harmonious and sustainable work culture.

Along with the increasing understanding of the importance of spiritual values in the world of work, more and more companies are beginning to adopt the principles of spiritual leadership in their human resource management strategies. With this approach, companies can not only improve their business performance, but also build a more inclusive organization and have a positive impact on the overall well-being of employees.

### **Organizational Strategy in Building a Conducive Work Environment Based on Religious Values**

Building a conducive work environment and supporting employee well-being through religious values is an important strategy for organizations looking to increase employee engagement and loyalty. Religious values, especially in the context of the month of Ramadan, can be a key driver in creating a more inclusive, harmonious, and meaningful work culture. Various companies have implemented this strategy through various policies that provide flexibility for employees to carry out worship and increase the sense of togetherness in the organization.

One example of a company that has successfully implemented a religious value-based strategy in its work environment is Unilever Indonesia. The company understands that the spiritual well-being of employees has a direct correlation with job satisfaction and productivity levels. Therefore, Unilever implements several policies specifically designed to support Muslim employees, especially during the month of Ramadan.

One of the main strategies implemented by Unilever Indonesia is the provision of adequate worship facilities. Musala is provided in every office and factory to ensure that employees can pray comfortably without having to leave the work environment. In addition, the company also holds weekly Islamic studies that present speakers from among scholars and academics to provide religious insights to employees.

Moreover, Unilever also implemented flexible working hours during the month of Ramadan, where employees are allowed to go home early so that they can break their fast with their families. This policy not only improves the balance between employees' work life and spirituality, but also strengthens their loyalty to the company. The results of the implementation of this policy are quite significant; According to internal surveys, employee satisfaction levels increased by up to 20%, while productivity remained stable or even increased as employees worked with more focus and enthusiasm during the holy month.

Religious values-based strategies are also implemented in the technology sector, one of which is by Microsoft Middle East. As a multinational company operating in countries with large Muslim populations, Microsoft understands that providing flexibility for Muslim employees during Ramadan can increase their engagement and loyalty. Therefore, Microsoft implemented an additional leave policy for Muslim employees who want to focus more on worship during the last 10 days of Ramadan.

This decision is based on the understanding that the last 10 days of Ramadan are a very important time for Muslims, where many people want to improve their worship, including performing i'tikaf in mosques. By providing additional time

off, Microsoft provides an opportunity for employees to focus more on their spiritual aspects without sacrificing job stability.

The impact of this policy is very positive. Many employees report that they feel more valued and more committed to the company because they are given the flexibility to carry out worship better. This is proven by the increase in employee loyalty levels, which has a direct impact on decreasing turnover and increasing work engagement after Ramadan. In addition, this policy also contributes to a reduction in employee stress levels, as they do not feel pressured to divide their time between work and spiritual obligations.

In addition to Unilever and Microsoft, Qatar Airways is also an example of a company that implements a leadership strategy based on spiritual values. During the month of Ramadan, Qatar Airways holds a joint iftar for all employees, including non-Muslims, as a form of respect for diversity and to strengthen relationships between employees from different cultural backgrounds. In addition, the company also provides financial assistance and zakat donations to employees in need, as well as provides incentives for employees who participate in social and charitable activities during the month of Ramadan.

The success of this strategy can be seen from the results of Qatar Airways' internal research which shows that employees who feel spiritually supported have higher levels of engagement. In addition, the number of employees actively involved in corporate social programs increased by 30%, reflecting the high spirit of togetherness and involvement in a work environment based on religious values.

From the various examples above, it can be

concluded that organizational strategies that support religious values are not only beneficial to employee well-being, but also contribute to increased loyalty, engagement, and productivity in the long run. Companies that understand the importance of spiritual aspects in work life will be better able to create a harmonious work environment, where employees feel valued and have a balance between their professional and spiritual lives. Thus, a strategy based on religious values is not just a social policy, but also an effective management approach in increasing job satisfaction and organizational commitment.

### **The Impact of Spiritual Leadership on Employee Productivity and Loyalty in the Long Term**

Spiritual leadership not only has a short-term impact such as increased employee engagement during Ramadan, but it also has broader implications for employee productivity and loyalty in the long term. Organizations that implement leadership based on spiritual values tend to form a work culture that is more ethical, harmonious, and oriented towards employee welfare. The positive impact of this approach has been evident in a wide range of global and national companies that have adopted the principles of spiritual leadership in their management strategies.

One clear example of the impact of spiritual leadership on long-term productivity is Toyota Indonesia. Toyota is known as a manufacturing company that prioritizes ethics-based work principles and spirituality in its leadership practices. Toyota implements values such as integrity, responsibility, and work-life and spiritual balance as part of the company's culture.

In this context, Toyota Indonesia provides a space for Muslim employees to carry out their

worship comfortably, including providing a proper prayer room in each production facility, allowing sufficient rest time for worship, and encouraging a transparent and integrity work culture. Leadership that supports the spirituality of employees has a considerable effect on their performance and productivity.

- a. Productivity has increased by 15% in the last five years, based on Toyota Indonesia's annual report. This increase is due to the increased work discipline and responsibility of individuals who feel that their work is not only economically valuable, but also has greater spiritual significance.
- b. The turnover rate decreased significantly, as employees felt that they were working in an environment that not only pursued profits but also valued their personal values and beliefs. In Toyota's HR report, it was found that employee loyalty is increasing, with job retention rates reaching more than 85% in the last five years.

In addition to Toyota Indonesia, Nestlé Malaysia is also a company that has successfully implemented spiritual leadership as a long-term strategy in improving employee welfare and loyalty to the company. Nestlé understands that religious values play an important role in shaping the work ethic of employees, especially in a work culture based on integrity and togetherness. Therefore, the company integrates Islamic values in human resource management by providing flexibility in working hours during the month of Ramadan, spiritual programs such as study and iftar together, as well as support for work-life and spiritual balance.

- a. The level of employee loyalty to the company is increasing, as seen by the 10% increase in employee retention in the last three years. This shows that employees prefer to stay at Nestlé Malaysia rather than looking for a job at another company.

- b. Decreased employee stress levels and increased job satisfaction. Nestlé's internal study shows that after the implementation of spiritual leadership-based policies, employee stress levels decreased by 20%, while job satisfaction increased by 30%.

Spiritual leadership also has a long-term impact on a healthier and more sustainable organizational culture. Unilever Pakistan, for example, has adopted a leadership approach based on religious values by integrating the concepts of social responsibility and employee well-being in their business strategies. During the month of Ramadan, Unilever Pakistan not only provides work flexibility, but also holds various programs that strengthen employees' sense of ownership towards the company, such as the company's zakat program which involves the active participation of employees.

- a. Employees feel more proud to be part of the company, which has resulted in a 25% increase in employee engagement compared to previous years.
- b. Companies are experiencing an increase in operational efficiency, as employees work more motivated and have a greater sense of responsibility for their work.

From these various examples, it can be concluded that spiritual leadership is not just a managerial approach that has an impact on employee engagement over a certain period, but also has long-term implications for employee productivity and loyalty. Organizations that successfully implement leadership based on spiritual values will create a more ethical work environment, oriented towards common welfare, and be able to retain quality employees in the long run.

In addition, this approach also contributes to organizational stability, as employees who feel

valued and given space to live out their spiritual values will be more motivated, more productive, and have a higher level of loyalty to the company. Thus, spiritual leadership-based strategies can be a long-term solution in building a harmonious, productive, and sustainable work culture in various industry sectors.

#### 4. CONCLUSION

The results of this study show that spiritual leadership has a crucial role in increasing employee engagement and strengthening organizational commitment, especially during the month of Ramadan. Leaders who apply religious values such as honesty, caring, and life balance are able to create a more harmonious work environment and support employee welfare. In addition, flexibility in setting working hours, providing worship facilities, and spirituality-based programs can have a positive impact on employee motivation and loyalty.

From the various findings that have been described, it can be concluded that spirituality-based leadership not only increases productivity in the short term, but also contributes to organizational stability in the long term. Employees who feel valued and given space to live out their spiritual values tend to have a higher level of engagement as well as more loyalty to the organization. Therefore, companies need to consider a more holistic strategy in managing human resources, by integrating aspects of spirituality in their policies and work culture.

As a recommendation, organizations need to be more active in developing leadership programs based on spiritual values, both through leadership training and policies that support a balance between work and spiritual life. Additionally, more research is needed to explore

how spiritual leadership approaches can be applied across a variety of different industry sectors, as well as how cultural and environmental factors of organizations can affect the effectiveness of these leadership models. Thus, it is hoped that spiritual leadership can be an integral part of an organization's management strategy that is more inclusive, oriented towards employee welfare, and able to create a positive impact in the long term.

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