

Exploration of the Relationship between Organization and Individual and its Influence on Employee Retention in Islamic Perspective

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Abstract

High employee turnover is a major challenge for organizations, as it can impact productivity and long-term stability. In this context, an Islamic values-based approach offers a potential solution but is rarely addressed in research. This study aims to analyze the relationship between individuals and organizations in an Islamic perspective and identify factors that influence employee retention. This research method uses secondary data through literature review related to the individual-organization relationship, especially in relation to the concepts of Person-Organization Fit, Islamic Work Ethics (IWE), and Psychological Contract. The results show that individual and organizational relationships based on the values of honesty, trustworthiness, and fairness can strengthen employee loyalty and improve retention. On the other hand, conventional factors such as fair compensation, job satisfaction, and a positive work environment also proved to have a significant effect on employees' decision to remain in the organization. The Islamic perspective further emphasizes the importance of Islamic Organizational Commitment and the concept of The Celestial Management, which integrates spiritual and sharia values to create a work environment that supports well-being and long-term commitment. This research provides new insights into how Islamic values can be implemented in employee retention strategies to sustainably strengthen the individual-organization relationship.

Keywords: *Person-Organisation Fit, Employee Retention, Islamic Work Ethics, Islamic Values*

INTRODUCTION

Aristotle's idea of "Zoon Politicon" highlights that humans are essentially social creatures who cannot thrive in isolation. Living in a community is not only a necessity but also an essential part of human identity. Humans are naturally inclined to interact with others, communicate, and build relationships. Since people can't handle everything on their own, social interactions are crucial to meeting most of their needs.¹

This social attachment encourages individuals to join certain groups or

¹ C. Gintis, H., & van Schaik, "Zoon Politicon: The Evolutionary Roots of Human Sociopolitical Systems," 2013.

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organizations. In an organization, each individual contributes their potential, be it strengths or weaknesses, to achieve common goals.² These communities function according to agreed norms and rules, which form the foundation of the organization.³ The relationship between individuals and organizations is reciprocal, with individuals making contributions and organizations giving rewards. Social exchange theory suggests that this relationship depends on the individual's perception of fairness in balancing contributions made with rewards received. As the work environment continues to change, understanding the relationship between organizations and individuals becomes increasingly important. Employee retention, the ability of an organization to retain valued workers, is a primary concern in human resource management. Employees who feel connected to their organization tend to be more loyal and productive, fostering a sustainable and positive work environment. In this context, the Islamic perspective provides a unique perspective on the relationship between organizations and individuals. Core Islamic values such as justice, trust, and accountability play a critical role in guiding workplace behavior. These principles encourage individuals to act with integrity and also call on organizations to create an environment that is fair and supportive of employee development.

Previous research has discussed a lot about the factors that influence employee retention. For example, research by Neog and Barua,⁴ found that job satisfaction, work environment, and rewards are key factors in supporting employee retention across sectors. Xuelin Chen,⁵ revealed that work design, work relationships, and working conditions have a significant influence on employee well-being and intention to stay, where employee well-being is the main link. On the other hand, Gabriel Cachón-Rodríguez highlights the importance of social capital and sustainable human resource management in building employee loyalty and retention.⁶ Alfred Presbitero also highlights the importance of cultural intelligence in increasing work engagement and retention in a multicultural work environment.⁷ Meanwhile, Chong Chen showed that perceived

² James Gustave Speth, *The Coming Transformation : Values to Sustain Human and Natural Communities*, ed. Stephen R. Kellert and James Gustave Speth, *Earth* (North Branford Town, CT: Forestry & Environmental Studies, 2009).

³ Asrizal A Upe, Ahmad Sukandar, and Marwan Setiawan, "Principal's Leadership Style in Improving Quality Islamic Education Gaya Kepemimpinan Kepala Sekolah Dalam Meningkatkan Mutu Pendidikan Agama Islam," *The Journal of Educational Research* 1, no. 3 (2021): 124–32.

⁴ M. Neog, B. B., & Barua, "Factors Affecting Employee's Retention in Automobile Service Workshops of Assam: An Empirical Study," *The SIJ Transactions on Industrial, Financial & Business Management* 3, no. 1 (2015): 9–18.

⁵ Xuelin Chen et al., "Work Design, Employee Well-Being, and Retention Intention: A Case Study of China's Young Workforce," *Heliyon* 9, no. 5 (2023): e15742, <https://doi.org/10.1016/j.heliyon.2023.e15742>.

⁶ Gabriel Cachón-Rodríguez et al., "How Sustainable Human Resources Management Helps in the Evaluation and Planning of Employee Loyalty and Retention: Can Social Capital Make a Difference?," *Evaluation and Program Planning* 95, no. September (2022), <https://doi.org/10.1016/j.evalprogplan.2022.102171>.

⁷ Alfred Presbitero, Yuka Fujimoto, and Weng Marc Lim, "Employee Engagement and Retention in Multicultural Work Groups: The Interplay of Employee and Supervisory Cultural Intelligence," *Journal of Business Research* 186, no. August 2023 (2025): 115012, <https://doi.org/10.1016/j.jbusres.2024.115012>.

organizational support can reduce less productive work behavior by increasing employee self-efficacy and creativity.⁸

However, from the various studies, there are still gaps that have not been answered, especially related to the application of Islamic values. Most studies only focus on conventional approaches, such as psychological or cultural aspects, without looking at how Islamic values, such as honesty, justice, responsibility, and Islamic work ethics, can play a role in increasing employee retention. Therefore, this study aims to explore the relationship between organizations and individuals from an Islamic perspective and its influence on employee retention.

This study tries to offer a different perspective by placing Islamic values as the core in building a harmonious relationship between individuals and organizations. By highlighting Islamic values, this study wants to show that these principles are not only spiritually relevant but also have a real impact on creating a more stable work environment and supporting organizational sustainability. This approach is expected to provide new insights into how religious values can be applied in human resource management strategies, especially in efforts to retain employees.

METHOD

The research method used in this study is a descriptive qualitative approach that aims to understand the relationship between individuals and organizations and their influence on employee retention in the Islamic perspective. The data used in this study are secondary data, collected through library studies from various academic literature such as research journals, books, and relevant scientific articles. The main sources sought include theories and concepts on employee retention, individual-organization relationships, and literature on Islamic values that support employee loyalty and commitment to the organization. Data analysis was carried out using the content analysis method, which includes grouping data into main themes, individual-organization relationships, comparisons between conventional and Islamic themes, and interpretations of how Islamic values can contribute to increasing employee retention. To maintain data validity, this study uses triangulation by comparing results from various relevant sources. Through this method, research is expected to provide insight into the role of Islamic values in strengthening the relationship between individuals and organizations, which has a positive impact on employee retention.

RESULTS AND DISCUSSION

The Relationship between Individuals and Organizations in Islamic Perspective

The relationship between organizations and individuals in Islamic perspective is very important and is based on ethical and moral teachings in the Qur'an and Hadith. Organizations are not only viewed as business entities but also as communities with social

⁸ Chong Chen et al., "How Does Perceived Organisational Support Restrain Social Loafing of Employees? The Mediating Role of Self-Efficacy and Entrepreneurial Bricolage," *Journal of Innovation and Knowledge* 10, no. 1 (2025): 100634, <https://doi.org/10.1016/j.jik.2024.100634>.

responsibilities. Individuals within these organizations are expected to make positive contributions to common goals while upholding personal integrity.

Islamic values such as honesty, trust, responsibility, fairness and cooperation play an important role in shaping behavior in the workplace:

1. Honesty Value, encourage employees to be honest in all things, whether in performance reports, relationships with coworkers, or task completion. Honesty fosters trust within the organization. Remembering the word of Allah SWT in QS. Al-Ahzab: 70, which reads:

يَا أَيُّهَا الَّذِينَ آمَنُوا اتَّقُوا اللَّهَ وَقُولُوا قَوْلًا سَدِيدًا

Meaning: "O you who believe, fear Allah and speak the right words."

2. Amanah value, meaning trustworthy, includes an attitude of being reliable and responsible. Trustworthy employees keep company secrets, are responsible for the tasks given, and do their jobs as well as possible. Explained in Surah An-Nisa Verse 58:

...إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا وَإِذَا حَكَمْتُمْ بَيْنَ

Artinya: "Sesungguhnya Allah menyuruh kamu menyampaikan amanah kepada pemiliknya...".

3. Value of Responsibility, motivating employees to complete their tasks efficiently and on time, without blaming others for any mistakes. Considering the word of Allah SWT in QS. Al-Muddatstsir verse 38:

كُلُّ نَفْسٍ بِمَا كَسَبَتْ رَهِيئَةً

Meaning: "Everyone is responsible for what he has done."

4. Value of Justice, encourage equal treatment of all people, regardless of their status or position in the organization. Explained in surah An-Nahl verse 90:

إِنَّ اللَّهَ يَأْمُرُ بِالْعَدْلِ وَالْإِحْسَانِ وَإِيتَايِ ذِي الْقُرْبَىٰ وَيَنْهَىٰ عَنِ الْفَحْشَاءِ وَالْمُنْكَرِ وَالْبَغْيِ يَعِظُكُمْ لَعَلَّكُمْ تَذَكَّرُونَ

Meaning: "Indeed, Allah commands to act justly, do good deeds, and provide assistance to relatives. He (also) forbids evil, evil, and hostility. He teaches you lessons so that you will always remember."

5. Cooperation Value inspires employees to collaborate with their colleagues to achieve organizational goals, support, and help each other. Remembering the word of Allah SWT in Al-Maidah Verse 2.

...وَلَا تَعَاوَنُوا عَلَى الْإِثْمِ وَالْعُدْوَانِ وَاتَّقُوا اللَّهَ...^ط

Meaning: "And help you in (deeds of) goodness and piety, and do not help in committing sins and transgressions."

In the Islamic view, the interaction between workers and organizations does not only focus on material benefits but also refers to moral and spiritual values that can advance the common good, justice, and balance in life.

1. *Maslahah*

The concept of *maslahah*, or general welfare, provides direction in maintaining the balance of individual and organizational interests.⁹ In individual-organizational relationships, *maslahah* has implications for: (1) paying attention to social impact: organizational decisions should consider their impact on employees, society, and the environment. (2) Balance of interests: Maintaining a balance between shareholders, workers, and society. (3) Sustainability: Focusing on long-term success rather than short-term profit.

2. *Islamic Work Ethics*

IWE or commonly known as Islamic work ethics is a framework derived from Islamic teachings that emphasizes the dimensions of work ethics and its significance in the life of a Muslim. There are four main principles that are the basis of IWE.¹⁰ namely: (1) Effort (*Jihad*): In Islam, hard work is considered an act of worship. The Qur'an encourages individuals to strive diligently to achieve their goals, as summarized in (QS. An-Najm:39) “*That man will only get what he has striven for*” and (QS. Al-An'am:132) “*Each person has a rank, (according to) what they have done. Your Lord is not unaware of what they do*”. (2) Competition (*Tafawuq*): IWE encourages healthy competition, based on honesty and good intentions. The Qur'an states that business transactions must be conducted with mutual consent and integrity. This principle encourages accountability and the pursuit of excellence in one's work, in line with the Prophet's saying that Allah loves those who perfect their work. (3) Transparency (*Shafafiyah*): Transparency is central to Islamic ethics, ensuring that all interactions are conducted openly and honestly. This builds trust among colleagues and clients, which is essential to maintaining ethical standards in the workplace. (4) Morally responsible behavior (trustworthiness): This principle emphasizes the values of integrity and trust in all professional interactions.¹¹ Muslims are encouraged to act responsibly towards superiors, employees and society, by embodying Islamic values of justice and accountability.¹²

3. *Piety*

⁹ Asyraf Wajdi Dusuki and Nurdianawati Irwani Abdullah, “Maqasid Al-Shari`ah, Maslahah, and Corporate Social Responsibility,” *American Journal of Islam and Society* 24, no. 1 (2007): 25–45, <https://doi.org/10.35632/ajis.v24i1.415>.

¹⁰ Ali Akhmadi et al., “Islamic Work Ethics and Employees’ Prosocial Voice Behavior: The Multi-Role of Organizational Identification,” *Cogent Social Sciences* 9, no. 1 (2023), <https://doi.org/10.1080/23311886.2023.2174064>.

¹¹ Moh. Mukri, Hanif, and Ali Abdul Wakhid, “Human Resource Ethics and Professionalism: An Islamic Perspective,” *KnE Social Sciences* 2024 (2024): 73–81, <https://doi.org/10.18502/kss.v9i16.16235>.

¹² Arshad Mahmood Sadozai et al., “Moderating Role of Islamic Work Ethics between the Relationship of Organizational Commitment and Turnover Intentions: A Study of Public Sector of Pakistan,” *Mediterranean Journal of Social Sciences* 4, no. 2 (2013): 767–75, <https://doi.org/10.5901/mjss.2013.v4n2p767>.

Awareness of Allah, or piety, serves as a guiding force for ethical behavior in the workplace for Muslims. Piety combines personal spirituality and social responsibility, encouraging individuals to act ethically, responsibly, and with integrity. Several studies have shown that Piety has a positive impact on employee happiness and performance, especially in high-stress environments. Practical applications such as setting intentions, remembering Allah regularly, praying, and maintaining purity help integrate Piety into everyday work. Ultimately, Piety is an ongoing process that fosters ethical behavior, personal satisfaction, and alignment of work with spiritual beliefs.

4. Rights and Responsibilities

In Islam, the relationship between employers and employees is governed by a framework of reciprocal rights and responsibilities, rooted in justice, equality, and ethical behavior. Employees have the right to fair compensation, safe working conditions, respect, and opportunities for growth, while they are also accountable for diligence, loyalty, and transparency in their work. Employers, on the other hand, have the right to set performance expectations, manage operations, and receive recognition for their efforts while being responsible for fair treatment, fulfilling contractual obligations, and supporting employees. This balanced approach fosters a harmonious workplace, enhancing individual satisfaction and organizational success, in line with Islamic values.

In addition, the relationship between individuals and organizations from an Islamic perspective in this study includes:

1. Islamic Organizational Commitment

Organizational commitment from an Islamic perspective reflects a Muslim's dedication to contribute fully to the organization with the aim of seeking the pleasure and reward of Allah. According to Islamic teachings, all worldly possessions, including wealth and position, belong to Allah. Therefore, each individual is expected to carry out their role with full responsibility and integrity, understanding that every task is a mandate from Allah. Islamic organizational commitment focuses on integrating spiritual values with professionalism in the workplace.¹³ This alignment between individual and organizational goals will result in optimal performance and bring blessings to all parties involved. In this case, spiritual values such as integrity, honesty, and responsibility are highly emphasized. This becomes the moral foundation for every member of the organization to work with full dedication and commitment. These values encourage individuals to not only focus on personal achievement but also on contributing to collective goals. Meanwhile, professionalism includes the abilities, skills, and work ethics needed to achieve organizational goals.

According to Indira Januarti,¹⁴ Islamic organizational commitment can have a positive impact on employee performance. Employees who have high commitment

¹³ Muhammad Ikhlas Al Kutsi, *Pengantar Manajemen Syariah* (Padang: Azzia Karya Bersama, 2024).

¹⁴ Indira Januarti, "Pengaruh Komitmen Organisasi Dan Keterlibatan Kerja Terhadap Hubungan ANtara Etika Kerja Islam Dengan Sikap Terhadap Perubahan Organisasi," *Jaai* 10, no. 1 (2006): 13–26.

tend to show greater loyalty, reduce turnover rates, and increase job satisfaction. In addition, it was found that organizational commitment can act as a mediator between Islamic work ethics and attitudes toward organizational change. This suggests that although Islamic work ethics do not always have a direct impact on attitudes toward change, the presence of organizational commitment can strengthen the relationship.¹⁵

2. Islamic Psychological Contract

In the Islamic view, the relationship between individuals and organizations in the context of the Islamic Psychological Contract reflects a reciprocal agreement based on spiritual and ethical values.¹⁶ This psychological contract is not just about formal relationships, but involves unwritten expectations and obligations between employees and the organization, which are rooted in Islamic teachings.

The psychological contract in Islam contains the belief that there is a moral responsibility between individuals and organizations.¹⁷ Employees feel obligated to contribute as best they can, while the organization has a responsibility to provide fair rewards and create a supportive work environment. This is a form of mutual reciprocity, where both parties play an important role in mutual success. In addition, individuals who work in the organization are expected to work with the intention of worship. They realize that the work done is a mandate from Allah SWT, so they do not only focus on material results but also pay attention to spiritual and ethical achievements in every task carried out. These spiritual values motivate employees to work with high integrity and full responsibility. Both as individuals and Muslim leaders, they are ordered to maintain trust and keep their promises, according to the word of Allah SWT in QS. Al-Ma'arij verse 32:

وَالَّذِينَ هُمْ لِأَمْتِهِمْ وَعَهْدِهِمْ رُءُوفُونَ

Meaning: "Among those who are saved from the punishment are those who keep their trusts and promises."

Loyalty and trust also play an important role in the Islamic psychological contract. When employees feel valued and treated fairly, they tend to have a strong sense of attachment to the organization.¹⁸ This creates a harmonious working environment where loyalty grows and positively impacts the productivity of the

¹⁵ Sadia Shaheen et al., "Does Organizational Cronyism Lead to Lower Employee Performance? Examining the Mediating Role of Employee Engagement and Moderating Role of Islamic Work Ethics," *Frontiers in Psychology* 11 (2020), <https://doi.org/10.3389/fpsyg.2020.579560>.

¹⁶ Tien Suhartini, "Implementasi Kepemimpinan Otentik Dan Person-Organisation Fit Serta Hubungannya Dengan Kontrak Psikologis Dan Komitmen Organisasional Islami," *Jurnal Ekonomi Syariah Indonesia* 10, no. 2 (2020): 132–49, [https://doi.org/10.21927/jesi.2020.10\(2\).132-149](https://doi.org/10.21927/jesi.2020.10(2).132-149) Implementasi.

¹⁷ Alim Syariati Nurjannah, Ita Rukmanasari, Nurul Pratiwi, Rika Dwi Ayu Parmitasari, "HUBUNGAN ORGANISASI-INDIVIDU DAN RETENSI KARYAWAN," *Iqtishaduna: Jurnal Ilmiah Mahasiswa Jurusan Hukum Ekonomi Syariah* 5, no. 4 (2024): 571–88.

¹⁸ Noor Syifa, "Pengaruh Spiritualitas Islam Dan Etika Kerja Terhadap Komitmen Organisasional Dengan Kepuasan Kerja Sebagai Variabel Mediasi (Studi Karyawan Sektor Jasa Keuangan Dan Asuransi Di Jawa Barat)," *Jurnal Nuansa: Publikasi Ilmu Manajemen Dan Ekonomi Syariah* 1, no. 4 (2023): 141–59, <https://doi.org/10.61132/nuansa.v1i4.364>.

organization. The leadership of the Prophet Muhammad is an exemplary model of how a leader can build strong relationships with his followers. He consistently prioritized the needs of his people above his own and strove to provide the best for them. The values he instilled, such as honesty, trust, and compassion, are very applicable in shaping relationships between organizations and individuals today.

The Celestial Management concept combines spiritual principles with effective managerial practices. This concept is based on three core concepts, namely worship, wealth, and warfare.¹⁹ These three concepts are broken down into twelve values summarized in the acronyms ZIKR, PIKR, and MIKR, which describe how the leadership of the Prophet Muhammad SAW can be adapted to the modern context.

1. Worship

Life is a place of worship. According to the teachings of the Prophet Muhammad SAW, all aspects of life, including work and social interactions, are acts of devotion to Allah SWT. He taught that every action done with good intentions, such as hard work and helping others, is seen as worship. This concept is manifested in the four values of ZIKR, namely: 1) Zero-based, which is pure, transparent, and straightforward; 2) *Iman* (Faith), which is all individuals must have faith in the greatness of Allah SWT; 3) *Konsisten* (Consistent), steadfast, and not distracted in pursuing organizational goals; and 4) Result-oriented, which must be able to balance worldly and afterlife success.²⁰ Overall, the ZIKR values in The Celestial Management provide a structure that integrates spiritual values into business practices, promotes ethical behavior, enhances commitment, strengthens relationships, and encourages social responsibility and employee well-being.

2. Wealth

This concept emphasizes the importance of sustainable prosperity. Prophet Muhammad SAW emphasized that wealth should be used for the benefit of society and not solely for personal gain. The PIKR concept outlines four important aspects: 1) Power Sharing: distributing authority among team members to foster a sense of ownership and shared responsibility; 2) Information Sharing: to ensure transparency to enhance collaboration and informed decision-making; 3) Knowledge Sharing: encouraging the exchange of skills and knowledge among employees to enhance overall team competency; and 4) Rewards: rewarding individual and team efforts, which boosts motivation and encourages optimal results. In an organizational context, this principle encourages active involvement in decision-making, encourages the development of knowledge-sharing programs, and advocates for a fair incentive system based on genuine contributions.

3. Warfare

This concept emphasizes the importance of perseverance when facing

¹⁹ Jaya Addin Linando, "Islam in Human Resources Management and Organizational Behavior Discourses," *Asian Management and Business Review* 2, no. 2 (2022): 103–20, <https://doi.org/10.20885/ambr.vol2.iss2.art1>.

²⁰ Linando.

challenges in the workplace. Just as the Prophet Muhammad managed to overcome various obstacles and conflicts in spreading the teachings of Islam, he never gave up. In this context, individuals are encouraged to be resilient, intellectually driven, competitive, and adaptable in facing challenges. The MIKR concept highlights that success is achieved through the courage to persist and adapt. The components of MIKR include: 1) Militant: having a never-give-up attitude in overcoming difficulties and encouraging a strong work ethic; 2) Intellectual: using critical thinking and intelligence to solve problems, fostering an innovative environment where new ideas thrive; 3) *Kompetitif* (Competitive): encouraging healthy competition to drive excellence; and 4) Regenerative: the ability to adapt and evolve to stay relevant in a dynamic market.

Thus, The Celestial Management (TCM) approach offers spiritual values with effective managerial practices. By embracing the pillars of worship, wealth, and warfare, organizations can improve performance while fostering a balanced and meaningful work environment. These principles are not only applicable to Islamic organizations, but can be adapted by various types of businesses to achieve long-term success.²¹

Factors Influencing Individual-Organizational Relationships on Employee Retention

1. Conventional Perspective

Employee retention is an effort made by an organization to ensure that valuable employees stay and do not move to other organizations. According to Neog and Barua,²² retention includes strategies and practices implemented by organizations to prevent employee turnover. Likewise, the definition proposed by Mathis and Jackson, quoted by Agustinus & Kusumaningrum, defines retention as a process that encourages employees to stay in the organization.²³ Similarly, Mwandihhi & Musiega define retention as efforts made to keep employees with the organization for the longest possible period or until the project is completed.²⁴ While there are variations in definitions, the core concept is about the strategies organizations employ to retain their workforce, either through financial or non-financial benefits.

Based on a conventional perspective, several factors that influence the relationship between individuals and organizations towards employee retention include:

- a. Compensation and Benefits: Offering fair and competitive compensation is

²¹ Amine Sijilmassi, Lou Safra, and Nicolas Baumard, "Our Roots Run Deep: Historical Myths as Culturally Evolved Technologies for Coalitional Recruitment," *Behavioral and Brain Sciences* 47 (2024), <https://doi.org/10.1017/S0140525X24000013>.

²² Neog, B. B., & Barua, "Factors Affecting Employee's Retention in Automobile Service Workshops of Assam: An Empirical Study."

²³ Agustinus Doedyk Setiyawan and Roro Kusumaningrum, "Strategi Retensi Karyawan Dalam Penurunan Angka Turnover," *Epicheirisi: Jurnal Manajemen, Administrasi, Pemasaran Dan Kesekretariatan* 2, no. 2 (2018): 5–8, <https://doi.org/10.32486/epicheirisi.v2i2.455>.

²⁴ D. Oyoo, M. O., Mwandihhi, N. K., & Musiega, "Influence of Reward Systems on Employee Retention in Faith-Based Health Organisations in Kenya: A Case of Mukumu Hospital, Kenya," *International Journal of Commerce and Management Research* 2, no. 10 (2016): 42–51.

critical. Employees are more likely to stay when they feel their pay and benefits are commensurate with their contributions and industry standards. Dissatisfaction with compensation often causes employees to look elsewhere.

- b. Job Satisfaction: Job satisfaction is directly related to employee productivity and loyalty. Employees who are satisfied with their jobs tend to be more productive and committed to the company, reducing employee turnover.
- c. Work Environment: A positive and safe work environment increases efficiency and productivity, while a negative environment decreases motivation and loyalty.
- d. Career Opportunities: Opportunities for career growth, through training and promotions, also influence employees' decisions to stay with the company. Employees who feel there is a path to advancement tend to be more committed to the organization.
- e. Employee Relations: Good relationships between coworkers and between employees and management create a positive work environment, which can increase retention.
- f. Rewards: Recognizing employee accomplishments, whether through financial or non-financial rewards, increases motivation and a sense of appreciation, which are important for retention.
- g. Work-Life Balance: Employees tend to be more loyal to companies that support a balance between work and life, such as flexible work hours or adequate leave policies.

Torrington in Donny and Chandra identifies six main strategies for employee retention,²⁵ namely:

- a. Compensation: Adequate compensation is essential, as dissatisfaction with pay often leads to decreased loyalty. According to Herzberg's Two Factor Theory, compensation is considered a hygiene factor.²⁶ When organizations fail to meet these basic needs, employees tend to become dissatisfied, which negatively impacts their performance and commitment. On the other hand, when employees are satisfied with their pay, they tend to perform better and remain loyal to the company.
- b. Effective Communication: Effective communication plays a vital role in employee retention. When communication flows well, employees feel valued, engaged, and clearly understand their responsibilities in the company. This fosters a strong emotional connection between employees and the organization, reducing their tendency to seek other employment opportunities. Through open, honest, and consistent communication,

²⁵ Donny Agung Harvida and Chandra Wijaya, "Faktor Yang Mempengaruhi Turnover Karyawan Dan Strategi Retensi Sebagai Pencegahan Turnover Karyawan: Sebuah Tinjauan Literatur," *Jurnal Ilmu Administrasi Negara* 16, no. 1 (2020): 13–23.

²⁶ dan James H. Gibson, J. L., Ivancevich and Donnelly., *Organizations Behaviour, Structure and Process.*, 8th ed. (Boston: Richard D. Irwin Inc., 2003).

companies can build trust, increase motivation, and foster a positive work environment that encourages employee retention.

- c. Fulfillment of Employee Expectations: Companies must be able to fulfill the expectations brought by employees, such as expectations for career advancement, job security, and fair compensation. Fulfilling these expectations is part of the psychological contract. Armstrong, as quoted by Harvida and Wijaya,²⁷ explains that from the employee's perspective, this contract involves trusting management to keep promises, providing fair treatment, offering opportunities to demonstrate competence, and supporting skills development, as well as involvement in the decision-making process.
- d. Employee induction: Refers to the orientation period for new employees. The purpose of this process is to introduce them to the structure, culture, values, and expectations of the organization, thereby helping them feel more comfortable and integrated into the company.
- e. HR Practices that Support Employee Families: For example, if an employee with a family is transferred, the company must consider the impact on the employee's immediate family. A good solution is to consider accommodation for the family when transferring employees to a remote location, or at least help find a place for the family to live.
- f. Employee Training and Development: Providing fair and transparent training and development opportunities is essential to maintaining employee loyalty. Unfair or biased training assignments can undermine trust and create conflict in the workplace. Companies must clearly communicate the reasons for training decisions to foster a positive work environment and reduce employee dissatisfaction.

2. Islamic Perspective

Employee retention is one of the major challenges facing many organizations. In the Islamic context, the factors that influence the relationship between individuals and organizations towards employee retention involve not only professional and managerial aspects but also ethical, moral, and religious elements. Concepts such as honesty, justice, responsibility, and respect for work as part of worship, provide a strong basis for understanding and managing the relationship between individuals and organizations. Thus, integrating Islamic values into managerial practices can strengthen the bond between employees and organizations, which in turn will significantly increase employee retention. The following are the main factors that influence this relationship, as seen from an Islamic perspective, including:

- a. Islamic Work Ethics

Islamic work ethics play a vital role in shaping the relationship between individuals and organizations. In Islam, work is not only seen as a worldly task but also as a means to gain rewards and get closer to Allah SWT. Core values

²⁷ Harvida and Wijaya, "Faktor Yang Mempengaruhi Turnover Karyawan Dan Strategi Retensi Sebagai Pencegahan Turnover Karyawan : Sebuah Tinjauan Literatur."

such as honesty (*shiddiq*), justice (*'adl*), and responsibility (*amanah*) are important guidelines in carrying out work.²⁸ Organizations that implement Islamic work ethics tend to have more dedicated, responsible, and loyal employees. Principles such as honesty in communication and actions, fairness in giving rights, and responsibility in completing tasks foster positive relationships between individuals and organizations, increasing job satisfaction and reducing employee turnover.

Research shows that employees who practice Islamic work ethics in their workplace often feel more valued and respected, leading to higher retention rates. By implementing these values, a harmonious and trusting work environment is created between the individual and the organization, leading to higher job satisfaction and reduced turnover. Thus, employees who feel valued and treated fairly can motivate them to stay with the organization.

b. Transparency and Communication

Transparency is a basic principle in organizational management, which requires that all decisions made by management be clearly communicated to all members. Islam emphasizes the importance of honesty and openness in every aspect of life, including the workplace.²⁹ Organizations that practice transparent and honest communication foster an inclusive environment where employees feel valued and included in the decision-making process. Transparency includes not only sharing information about policies or structural changes, but also respecting employee rights. Employees who receive clear information and feel they have nothing to hide feel safe and connected to their organization. When transparency is implemented effectively, employees feel they have more control over their work, which leads to a sense of being valued. This, in turn, increases job satisfaction, loyalty, and reduces the likelihood of employee turnover.

c. Employee Empowerment

Employee empowerment is another important factor that influences employee retention by forming a relationship between the individual and the organization. Islam teaches that every individual has inherent abilities and potential that must be utilized well for the benefit of the individual and the community. In the context of an organization, empowerment means providing opportunities for employees to develop themselves, make decisions, and ensure that their contributions are recognized.³⁰ Employees who feel empowered and in control of their work are generally more committed to their organization.

²⁸ Akhmadi et al., "Islamic Work Ethics and Employees' Prosocial Voice Behavior: The Multi-Role of Organizational Identification."

²⁹ Muhammad Saleh, "Etika Komunikasi Islami: Solusi Untuk Kesuksesan Organisasi," *Liwaul Dakwah: Jurnal Kajian Dakwah Dan Masyarakat Islam* 14, no. 1 (2024): 27–46, <https://doi.org/10.47766/liwauldakwah.v14i1.2756>.

³⁰ Hasrim, Abdul Aziz Muthalibn, and Asraf, "Pengaruh Pemberdayaan Kerja, Keterlibatan Kerja Dan Kompetensi Kerja Terhadap Kinerja Karyawan Pada PT. Sultra Alam Perkasa," *YUME: Journal of Management* 7, no. 1 (2024): 1094–1106.

Although some studies suggest that empowerment does not always have a direct impact on retention, when combined with an Islamic work ethic and a fair reward system, empowerment can increase employees' intrinsic motivation to stay with the organization. Empowered employees who feel valued and entrusted with greater responsibilities tend to be more engaged and develop stronger bonds with the organization.

d. Religiosity

A unique factor that influences the relationship between individuals and organizations from an Islamic perspective is employee religiosity. In Islam, work is seen not only as a means to earn a living but also as an act of worship and a way to seek blessings from Allah SWT.³¹ Employees with strong religiosity tend to view their work as part of their service to Allah and society. This mindset leads to greater motivation to stay with organizations that uphold Islamic principles in their management practices. Religiosity strengthens intrinsic motivation, as employees are driven not only by material rewards but also by spiritual goals. This creates a deeper emotional connection between the individual and the organization, which contributes to better employee retention.³²

e. Awards and Recognition

Rewarding employee performance is an important aspect of increasing retention.³³ In Islam, appreciating and appreciating the efforts and achievements of others is highly emphasized. Organizations that offer fair rewards, either through recognition of achievements or other incentives, help strengthen their relationships with employees. Such rewards demonstrate that the organization values individual contributions and encourages employees to maintain high performance. Recognizing employee efforts fosters a sense of belonging and commitment to the organization's goals. When employees feel appreciated, they are more likely to remain with the organization, seeing their contributions as meaningful and significant.

f. Work and Family Life Balance

Islam emphasizes the importance of maintaining a balance between worldly responsibilities and spiritual commitments, as well as between work and personal life. Organizations that prioritize work-life balance for their employees are more likely to retain them in the long run.³⁴ Employees who feel

³¹ Zulfahry Abu Hasmy, "Konsep Produktifitas Kerja Dalam Islam," *BALANCA: Jurnal Ekonomi Dan Bisnis Islam* 1, no. 2 (2019): 196–211, <https://doi.org/10.35905/balanca.v1i2.1144>.

³² Nabila Nabila and Hengki Yandri, "Religiosity in the Coping Mechanisms of Bullied Students: A Case Report," *Al-Musyrif: Jurnal Bimbingan Dan Konseling Islam* 7, no. 2 (September 4, 2024): 137–49, <https://doi.org/10.38073/almusyrif.v7i2.1787>.

³³ Et.al Ende, *Manajemen Sumber Daya Manusia*, ed. Hidayatullah, Edisi 1 (Purbalingga: CV. Eureka Media Aksara, 2023).

³⁴ Syifa, "Pengaruh Spiritualitas Islam Dan Etika Kerja Terhadap Komitmen Organisasional Dengan Kepuasan Kerja Sebagai Variabel Mediasi (Studi Karyawan Sektor Jasa Keuangan Dan Asuransi Di Jawa Barat)."

that their organization respects and accommodates their personal needs-such as time for family, worship, and health-tend to be more satisfied with their jobs and show greater loyalty to the organization.

From an Islamic perspective, employee retention is shaped by several interrelated factors, as explained above. Organizations that incorporate these Islamic principles into their management practices tend to foster a harmonious work environment that increases employee satisfaction and commitment. This, in turn, can lower turnover rates and increase employee retention. When employees feel valued, empowered, and connected to a greater purpose in their work, they are more likely to stay with the organization and contribute fully to its success.

CONCLUSION

The relationship between individuals and organizations from an Islamic perspective emphasizes the principles of honesty, justice, trustworthiness, and responsibility as the basis for work ethics. In this context, individuals are expected not only to contribute professionally but also to maintain integrity and carry out duties as a form of worship. This reciprocal relationship builds a sense of emotional and spiritual attachment between employees and the organization, which can strengthen loyalty and commitment. In addition, the relationship between individuals and organizations is influenced by the Islamic Psychological Contract and Islamic Organizational Commitment, which focus on spiritual and religious values and strengthen employee loyalty to the organization in the long term. In addition, the leadership of the Prophet Muhammad (SAW) is an exemplary model in building strong relationships with his followers through the values of honesty, trust, and compassion. The concept of The Celestial Management, which combines spirituality and management through three pillars of worship, wealth, and warfare, provides a holistic approach to increasing employee loyalty and commitment in the organization.

Factors that influence the individual-organization relationship on employee retention from a conventional perspective include fair compensation, job satisfaction, a conducive work environment, and career development opportunities. These are the main elements that influence employee retention. This perspective focuses on the balance between employee contributions and rewards received, where welfare and career opportunities are the main determinants of loyalty. On the other hand, the Islamic perspective adds an ethical dimension through the application of Islamic Work Ethics (IWE), which emphasizes the importance of hard work, fairness, and cooperation. With this approach, employee retention is not only influenced by material satisfaction but also by spiritual ties that strengthen employee commitment and engagement in the long term.

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