

THE IMPLICATIONS OF RELIGIOUS CHARISMATIC LEADERSHIP ON WORKER ENGAGEMENT: THE PART THAT COMMITMENT TO THE COMPANY PLAYS



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Abstract

The basic objective of this study is to investigate, via the prism of organisational commitment, the connection between Religious Charismatic leadership and employee engagement. In order to find out how the research variables were related to each other, this quantitative study used AMOS-SEM, a data analysis tool. A positive and statistically significant effect of religious charismatic leadership on staff engagement was found. Organisational commitment acts as a robust mediator between Religious Charismatic leadership and workforce engagement. This research of human resource management at KSPPS BMT NU Kabupaten Lamongan provides a new perspective as a case study.

Keywords: Religious Charismatic Leadership, Employee Engagement, Organizational Commitment

INTRODUCTION

Chermerhorn et al. (2010) define an organisation as any group working towards a purpose. Organisations are groupings of individuals with a shared objective that use an organised, regulated set of activities that account for their external environment to achieve it (Daft, 2008; Amalou, 2024). Employees and their interactions matter most to a company, not its location or laws. Modern businesses need quick development, continual improvement, higher profitability, and future readiness.

Cooperative is one of many Indonesian microfinance organisations (Supriyanto & Sasongko, 2025). Indonesia's economy relies more on microfinance institutions. The Financial Services Authority reported 76.19% financial inclusion in Indonesia in 2019. As the country's central bank, Bank Indonesia should use this information to encourage cooperation among banks, microfinance groups, and non-bank financial institutions to achieve financial stability and enhance financial access. Mohammed and Harahap 2020. The Islamic financial movement's rise in Indonesia in the 1990s has boosted Islamic microfinance and Islamic banks. According to Suseno (2020). Nearly 3,000 Baitul Maal wat Tamwil (BMTs) were established in less than a decade, according to Suseno (2020). Two of Indonesia's largest Islamic microfinance organisations are Islamic People's Financing Banks (BPRS) and Sharia Savings and Loans and Financing Cooperatives (KSPPS, or BMT), according to the same source. All sharia microfinance institutions contributed IDR 37.34 trillion in 2017, with KSPPS or BMT contributing 61.88 percent. According to Suseno (2020).

Sharia-compliant savings and loans, zakat, infaq/alms, and endowments are managed by the KSPPS cooperative. BMT/KSPSS is a sharia microfinance company since it follows Sharia law. The classification is based on: "Loans or funding in micro-scale enterprises to members and the community, management of deposits, and offering business development consulting services that are not primarily focused on making a profit are all ways that microfinance institutions (LKMs) help build stronger communities and strengthen businesses." (Financial Services, 2017).

With assets of 2.2 trillion IDR and business volume of 2.05 trillion IDR, KSPPS BMT NU Kabupaten Lamongan was fourth among Indonesia's 100 Largest Cooperatives in 2017. It stands out in Indonesia's KSPPS. Bakhri (2017) puts KSPPS BMT NU Kabupaten Lamongan first in the special category. Due to articles of association modifications, KSPPS BMT Berkah Sejahtera became KSPPS BMT NU Kabupaten Lamongan on December 31, 2020. Renamed Baitulmal Wattamwil Syariah Savings and Loans Cooperative Pantura Jatim Integrated Enterprises, its legal entity number is AHU. 0002288.AH.01.28. TAHUN 2020. KSPPS BMT NU Kabupaten Lamongan's founders all worked in Islamic boarding schools, and their connection to Babat Islamic Boarding School in Lamongan, East Java, is noteworthy. A group of dedicated non-IFI graduates created the BMT NU Kabupaten Lamongan Cooperative on 05 Rabiul Awal 1421 H, often known as 06 June 2000. However, their Islamic boarding school principles inspired them to work hard (Bakhri, 2015). Every successful company needs leadership. The literature on organisational leadership covers various aspects of leadership, including style, personality, ability, and environmental effects. Samul published in 2020. This suggests that many leadership theories disregard the real, ethical, and emotional dimensions of the job (Thompson, 2004). Spirituality has been studied

by many (Isaacson, 2002). Religious charismatic leadership theory has spread to business and organizational science (Samul, 2020). According to Chen and Li (2013), most managers strive to build a positive workplace, communicate a clear vision for the company's future, and motivate people to increase competitiveness.

Religious charismatic leadership exemplifies this management style; it is visionary, optimistic, and unselfish. Religious charismatic leadership emphasizes each follower's ideals, beliefs, and deeds in establishing a meaningful work life (Fry et al., 2005). The author adds personal prophetic leadership to Religious Charismatic leadership. Supporting and integrating Muhammad SAW's religious teachings is the goal. This matters since the study concerns Islamic institutions. Wang et al. (2019) claim that charismatic leadership research on organisational growth and change is extensive. Thus, studying how Religious Charismatic leadership affects workers is intriguing.

Additionally, organisational science and human resources research have focused on employee engagement (Sunny & Joshua, 2016; Shohiron & Gopar, 2024). "The voluntary contribution of time, energy, enthusiasm, knowledge, skills, and ideas towards the achievement of defined organisational objectives and values" is employee involvement, according Robertson-smith and Markwick (2009). Dedicated employees work hard for their firm. They have a huge personal and business influence (Woodka, 2014). Organisational performance is best measured by staff engagement, not happiness (Robertson-smith & Markwick, 2009). This happens because participation helps everyone. Employee engagement can replace supervisor-subordinate objective and subjective relationships.

The research object sets this study apart. Our analysis focusses on KSPPS, Indonesia's largest sharia microfinance institution administered by BMT NU Kabupaten Lamongan. Given that most KSPPS BMT NU Kabupaten Lamongan employees are graduates of Islamic boarding schools and lack experience with sharia-compliant microfinance companies, human resource management may be neglectful. Bakhri (2018) says the first BMT activists at Babat Islamic Boarding School had no sharia cooperative governance training. Several studies have examined employee participation in banking. Ahakwa et al. (2021), Aktar (2018), Aktar & Pangil (2017), Albdour & Altarawneh (2014), Berry & Morris (2008), Dajani (2015), Esmaelinezhad (2015), Hussain (2021), Obuobisa-Darko (2020), S. Dayrit & Lacap (2020), Shams (2020), Shaukat & Asadullah (2014), Sunny & Joshua (2016), Uddin (2019). Compared to the financial industry, Islamic cooperatives and other cooperative-type microfinance companies have performed little study on employee engagement.

REVIEW OF LITERATURE

Religious Charismatic Leadership

Charismatic leadership encompasses "the values, attitudes, and behaviours that are necessary to intrinsically motivate oneself and others so that they have a sense of Religious Charismatic survival through calling and membership." Fried (2003) and Fried (2005) This description of religious charismatic leadership is the most common. Vision, compassion, and hope/faith are the characteristics of religiously charismatic leadership (Fried, 2003, 2005). Sham (2017), Maktumah & Minhaji (2020), and Anthony (2007) An individual's prophetic leadership is enriched by the principles of religious charismatic leadership. Three indicators

of prophetic leadership: faith/hope, charity, and The effectiveness of religiously charismatic leaders.

H1: Religious Charismatic Leadership directly has a positive influence on Employee Engagement

H2: Religious Charismatic Leadership directly has a positive influence on Organizational Commitment Employee Engagement

Worker engagement is "a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication, and absorption" (Schaufeli et al., 2006). When employees are enthusiastic about what they do for a living, they give their all to their jobs. For Harter et al. (2002), "the individual's involvement and satisfaction with as well as enthusiasm for work" is the definition of employee involvement. Engaged workers take pleasure in their work and report higher levels of job satisfaction. The study conducted by Masklach et al. in 2001 contains "The opposites of three features of burnout: energy, participation, and effectiveness" When employees are engaged, they are less likely to experience burnout symptoms such as lethargy, disinterest, and inefficiency. Characteristics of engaged workers include zeal, devotion, and immersion..

H3: Organizational Commitment directly has a positive influence on Employee Engagement Organizational Commitment

A study called "Organisational Behaviour: Improving Performance and Commitment in the Workplace" by Colquitt and colleagues (2015) describes "organisational commitment" in terms of "the desire on the part of an employee to remain a member of the organisation" . Organisational commitment is described by Meyer and Allen (1991) as "a psychological state that (a) characterises the employee's relationship with the organisation and (b) has implications for the decision to continue or discontinue membership.". Employees' level of "organisational commitment," or emotional engagement in the company, determines how long they remain. Normative, emotional, and continuational commitments are all parts of organisational commitment.

H4: Organizational Commitment intervening Religious Charismatic Leadership and Employee Engagement.

RESEARCH METHOD

The purpose of this study is to identify the factors that have an impact on one another. This study used the Partial Least Square - Structural Equation Modelling (PLS-SEM) technique for statistical analysis, with secondary data collected by questionnaires. This study will be conducted using the following structure:

Sampling

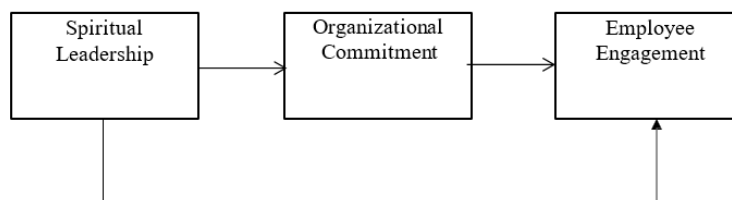


Figure 1.
Research Framework

Study participants were KSPPS BMT NU Kabupaten Lamongan employees. BMT NU Kabupaten Lamongan Savings and Loans Cooperative employs 1,595 people. Researchers using Structural Equation Modelling (SEM) need 100 samples (Ferdinand, 2005). This matches experts' 100–400-sample recommendation. To avoid statistical tests being insensitive to data if the sample size is too little or too large (Hair et al., 2010, 2014; Sarstedt et al., 2020). Arikunto (2012) advocates taking the complete sample for populations under 100. If the population exceeds 100, take 10-15% or 20-25%. According to computation results, 160 people are rounded up. Proportional Random Sampling is used.

Measures

This study examines organizational commitment, employee engagement, and religious charismatic leadership. Prior research informs variable measurements. The following indicators measure religious charismatic leadership: First, Fries(2003), Maktumah and Minhaji(2020), Sham(2017), Antonio(2007), and prophetic leadership, then belief/hope, altruism, and vision. Organizational commitment is measured by affective, continuity, and normative commitment (Colquitt et al., 2015; Meyer, 2016). Vigour, devotion, and absorption measure employee involvement. Refer to Armstrong (2012) and Gustomo (2015). All polls were rated on a Likert scale from 1 to 5, with Never=1, Always=5, Strongly Disagree=1, and Strongly Agree=5

RESULTS AND DISCUSSION

Measurement Model Convergent Validity

Table 1
Outer Loading

	ee	OCM	sl
OCM1	0.698		
OCM2	0.563		
OCM3	0.702		
OCM4	0.597		
OCM5	0.613		
OCM6	0.576		
OCM7	0.797		
OCM8	0.749		
OCM9	0.796		
EE1		0.775	
EE10		0.516	
EE2		0.617	
EE3		0.735	

EE4	0.773
EE5	0.785
EE6	0.780
EE7	0.447
EE8	0.577
EE9	0.740
SL10	0.601
SL11	0.769
SL12	0.687
SL13	0.713
SL14	0.529
SL2	0.567
SL3	0.622
SL4	0.662
sl5	0.746
SL6	0.671
SL7	0.674
SL8	0.705
SL9	0.630
<u>SL1</u>	<u>0.634</u>

A substantial correlation between two assessments of the same notion may indicate convergent validity (Hair et al., 2014). The markers of a notion should be variable or uniform. Hair et al. (2011), (2014), and (2017) recommend numerous approaches for assessing item size convergent validity, including the outer loading factor.

External loading magnitude matters. High factor loads suggest convergent validity because all constructs converge to the same point. For each value component, statistical significance is needed when the standard is exceeded. Chin (1998), Hair et al. (2014), Keil et al. (2000), and Vinzi (2010) recommend 0.5 outer loading for multi-factor constructions. The research construct can incorporate outer loading findings between 0.5 and 0.4, but results below 0.4 are excluded. Hulland (1999) and Vinzi et al. (2010). Most construct indicators in this study are convergent authentic with values over 0.5. The EE7 indicator is part of the research construct even if it is less than 0.5 because its value is greater than 0.4. The investigation of external loading variables shows that all indicators in this study have convergent validity according to norms.

Discriminant Validity

Table 2
Fornell, C., & Larcker Criterion / Discriminant Validity

	<u>ee</u>	<u>OCM</u>	<u>sl</u>
ee	0.682		
OCM	0.703	0.685	
sl	0.584	0.760	0.661

Finding ways to distinguish between distinct notions is where discriminant validity comes in handy (Hair et al., 2014). Therefore, when a construct is distinct from others and detects factors that other assessments miss, it has strong discriminant validity. The research team behind the 2018 study was Hair et al. Using discriminant validity, one can show that all indicators of latent variables have been selected with care to avoid misleading respondents with signals from other variables, especially when it comes to the interpretation of those signals.

The AVE of the mean-variance retrieved must be higher than the correlation involving latent variables for this measurement to be deemed discriminantly valid (Fornell & Larcker, 1981; Hair et al., 2014; Kock & Lynn, 2012). In Table 2, we can see how the square root AVE values of the different components in this study relate to each other. Findings from the AVE discriminant validity analysis support the validity of the study's constructs.

Cronbach's Alpha

Table 3
Cronbach's Alpha & Composite Reliability

	<u>Cronbach's Alpha</u>	<u>Composite Reliability</u>
ee	0.859	0.885
OCM	0.869	0.895
sl	0.899	0.915

Cronbach's alpha is a dependable way to measure research instruments because it verifies the same symptoms twice (Hair et al., 2011). A reliability test can be performed if Cronbach's alpha is more than 0.6 (Dahlan, 2014). Although 0.7 is the recommended value (Hair et al., 2014), a value of 0.6 may be used for exploratory inquiry. Table 4.10 shows the Cronbach's alphas for EE, OCM, and SL. They are 0.859, 0.869, and 0.899, in that order. The fact that all of the variables in this construct meet the 0.6 Cronbach's alpha criteria shows that they are reliable. According to Cronbach's alpha, which is the simplest measure of reliability, all of the construct variables assess the same symptoms.

Composite Reliability

The composite reliability test assesses markers of internal consistency for latent variables, as stated by Hair et al. (2017). For composite dependability ratings, Sarstedt et al. (2020) think it's better than Cronbach's alpha. If the composite reliability is more than 0.7, the indicator is considered reliable according to Hair et al. (2017). Composite dependability for EE is 0.885, for OCM it is 0.895, and for SL it is 0.915, as shown in Table 4.10. Composite reliability is applied to all variables since none of them dropped below 0.7. Based on composite reliability metrics, all of the build variables are reliable or very reliable in terms of internal consistency.

Inner Model R-Square

Table 4
Mark R Square

R Square	R Square Adjusted	
ee	0.507	0.497
OCM	0.604	0.599

R-Square measures how much the exogenous variable explains the endogenous variable's variance (Hair et al., 2014; Vinzi, 2010). To forecast model proportionality or quality (Lin et al., 2020). R-squared values greater than 0.33, 0.19, or 0.67 are moderate, weak, or strong, according to Chin (1998). Use R-square adjusted (Vinzi et al., 2010) for multiple exogenous components.

The adjusted R-square model in Table 4 shows that Religious Charismatic Leadership (SL) affects Line I and Employee Engagement. Religious Charismatic Leadership affects Organisational Commitment in track 2. The improved R-Square values suggest the model can explain some association variance.

F-square

Table 5
Mark f square

	ee	OCM	sl
ee			
OCM	0.273		
sl	0.002	0.412	

In their study, Vinzi et al. (2010) used the F-square test to find out how exogenous variables were affected by exogenous factors. If exogenous variables significantly affect the endogenous construct, then removing them from the model will result in a different R-squared value (Vinzi et al., 2010).

According to Cohen (1988), an f-square value of 0.02 indicates a small impact, 0.15 indicates a moderate influence, and 0.35 indicates a large variable effect. For both internal and external factors, this is true.

The f-square value for OCM's influence on EE is 0.273, suggesting a modest effect (Table 5). With an f-squared value of 0.002, SL's impact on EE is insignificant, while its

effect on OCM is substantial, at 0.412. Several exogenous variables significantly affect the model's endogenous variables, according to the F-Square values.

Q-square

Table 6
Mark Q-square

	SSO	SSE	Q ² (=1- SSE/SSO)
ee	1476,000	1172,849	0.205
OCM	1640,000	1193,836	0.272
sl	2296,000	2296,000	

Stone-Geisser's measure of predictive relevance is known as Q-squared. This study examined the effectiveness of the blindfold method in predicting outcomes, as stated by Vinzi et al. (2010). The results show that the values 0.02, 0.15, and 0.35 are classified as small, medium, and large, respectively. A Q-Square score of 0.205 for the EE variable in Table 4.13 indicates that the predictive effect is weak. The Q-Square value of 2.272 shows that OCM's ability to anticipate is moderate. The model is able to accurately predict both EE and OCM variables when it is tested using the Q-Square criterion.

Direct Effects

Table 7
Direct Effects

	Original sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1 SL -> EE	0.055	0.050	0.117	0.470	0.638
H2SL -> OCM	0.589	0.591	0.075	7,836	0.000
H3 OCM -> EE	0.583	0.590	0.106	5511	0.000

The purpose of direct impact analysis is to find out whether external factors have an effect on internal factors. There are three direct theories and one indirect theory presented in this study. In bootstrapping, the route coefficient and P-value are used to test hypotheses.

According to Sarstedt et al. (2020), additional variables are affected in just one direction by positive route coefficients. According to Vinzi et al. (2010), when there are external variables, endogenous variables tend to rise. Inverse interactions between variables are indicated by negative path coefficients (Sarstedt et al., 2020). Coefficient of path is shown in the original table of sample sections. According to Vinzi et al. (2010), as exogenous variables rise, endogenous variables fall. Sub-0.05 significance is indicated by the p-value. For P-values greater than 0.05, Vinzi et al. (2010) deem them non-significant. For TINV (0, 05; 300-3), Vinzi et al. (2010) suggest a t-statistic greater than 1.967.

Indirect Effects

Table 8
Indirect Effects

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H4 SL -> OCM -> EE	0.343	0.348	0.075	4,597	0.000

Mediating variable-internal variable correlations can be proven or refuted using indirect impact analysis. Indirect effect analysis P-values ≤ 0.05 (Vinzi et al., 2010) are considered significant. The variable may mediate between internal and external causes, according to one possible interpretation. The unintended consequence. There is no significance when the p-value is greater than 0.05. It would indicate that this variable is not serving as a mediator in the relationship between the other two. They call it "direct influence" (Vinzi et al., 2010). In accordance with Vinzi et al. (2010), relevance is established when the t-statistic value exceeds 1.967 (TINV (0.05; 300-3) (t-table significance 5%).

Discussion

There is a 0.055 route coefficient between religious charismatic leadership and employee engagement. This value indicates that the influence is one-way. The findings are not significant because the p-value is greater than 0.05, which is 0.172. Statistical analysis has not shown any significance for the effect (t-statistic = 0.470, $p < 1.967$). All three of these numbers back up H0 while ruling out H1. Therefore, the null hypothesis (H0) is correct: Staff engagement is not enhanced by religious charismatic leadership. The level of employee engagement at BMT NU Kabupaten Lamongan is declining as a result of the emergence of religious charismatic leadership. There could be a lot of factors at play here. Employee engagement may be less affected by this compared to other aspects in the workplace. Organisational policies, procedures, and environments that fail to engage employees can have a cumulative effect on their motivation and engagement levels. Different religious charismatic leaders may use and understand the term in different ways. To what extent followers understand and adhere to religious beliefs determines the effectiveness of religious charismatic leadership. Religious charismatic leadership and employee engagement could be impacted by differing views about charisma between leaders and followers.

A predicted route coefficient of 0.589 indicates that religious charismatic leadership influences employee loyalty. This value indicates that the influence is one-way. Since 0.000 is greater than 0.05, it is statistically significant. With a t-statistic of 7.836, which is less than 1.967, a significant effect is indicated. Three data points contradict H0 and lend credence to H1. After that, we can disagree with H0 and state that religious charismatic leadership promotes organisational commitment in a direct, positive, and statistically significant way. Religious charismatic leadership at BMT NU Kabupaten Lamongan is correlated with staff devotion. Leaders that are spiritually compelling and who live out their faith will help their employees buy into the company's purpose. As a result, employee dedication to the company might skyrocket under this kind of leadership. As a result,

workers may be more committed to the company's mission and more likely to make choices that will keep them around. Religious Leaders with charisma can increase loyalty by connecting with their employees on an emotional level.

Organisational commitment has an effect on employee engagement, as shown by the computed path coefficient of 0.583. This points to a unidirectional effect. Since 0.000 is greater than 0.05, it is statistically significant. Statistical significance is indicated by a t-statistic of 5.511, which is less than the critical limit of 1.967. Three data points contradict H0 and lend credence to H1. It is not true: Employee engagement is not favourably and statistically significantly impacted by organisational commitment. Employees of BMT NU Kabupaten Lamongan who are really dedicated care more about the development of the organisation. Because workers put in more effort when they have a strong feeling of belonging to the firm, employee engagement is associated with organisational commitment. Devoted workers provide their time freely, go above and above, and always seek out new methods to do a better job. Hard-working employees also remain faithful to the company's principles. As a result, workers may care more about the company's performance and put in more effort to meet its objectives.

Hence, a t-statistic of 2.278, which is higher than 1.96, and a p-value less than 0.05 (0.023) demonstrate that Religious Charismatic Leadership impacts Employee Engagement via Organisational Commitment. Both of these numbers show that H1 is correct and reject H0. The null hypothesis (H0) is incorrect because organisational commitment mediates this association positively or because religious charismatic leadership indirectly increases employee engagement positively and considerably. By facilitating employees' sense of belonging, pride in the company's mission and values, and dedication to their job, organisational commitment mediates the connection between religious charismatic leadership and employee engagement. By establishing personal connections with their staff, religiously charismatic leaders can increase organisational loyalty and participation. According to Lestari et al. (2020), the relationship between leadership style and employee engagement is mediated by organisational commitment. The theory is backed up by this conclusion.

CONCLUSION

Religious charismatic leadership engages workers immensely. Religious charisma motivates workers. Religious charisma boosts company loyalty. Religious charisma motivates organisations. Employee engagement is considerably increased by organisational commitment. Upper management supporting firm goals boosts employee support. Religious charismatic leadership and employee engagement are favourably and statistically mediated by organisational commitment. Organisational commitment affects personal and emotional firm involvement.

Key managerial outcomes from this research: The 'Persistence' indicator on the 'Dimension 'belief/hope' can help religious charismatic leadership due to its highest average value. Monitor the top two 'Dedication' metrics to enhance employee engagement. The 'Affective Commitment' dimension's two average indicators may boost organisational commitment.

Study advises KSPPS BMT NU Kabupaten Lamongan healthcare practitioners. KSPPS BMT NU Kabupaten Lamongan academics and managers should remember: The 'fathanah' indicator, with the lowest Personal Prophetic Leadership dimension average, might boost religious charismatic leadership. Two 'Absorption' symbols on the bottom can boost staff engagement. Two indicators with the lowest average values in the 'Continuous Commitment' dimension may improve organisational commitment.

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