

ISLAMIC ORGANISATIONAL CULTURE FOR SUSTAINABLE BUSINESS FUTURES: INSIGHTS FROM ISLAMIC SCHOLARS

Sharifah Rahama Amirul¹, Sharija Che Shaari², Sharifah Milda Amirul³ & Sorayah Nasip⁴

¹Fakulti Perniagaan, Ekonomi dan Perakaunan, Universiti Malaysia Sabah,
Kota Kinabalu, sra@ums.edu.my

² Fakulti Perniagaan, Ekonomi dan Perakaunan, Universiti Malaysia Sabah,
Kota Kinabalu, sharija@ums.edu

³ Fakulti Perniagaan, Ekonomi dan Perakaunan, Universiti Malaysia Sabah,
Kota Kinabalu, sma@ums.edu.my

⁴ Fakulti Perniagaan, Ekonomi dan Perakaunan, Universiti Malaysia Sabah,
Kota Kinabalu, sorayah@ums.edu

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ABSTRACT

While establishing and pursuing a sustainable business future, organisational culture has taken central stage as the key enabler of organisational resilience, innovation, and ethical organisational governance. Conventional business frameworks and paradigms, which unduly marginalise the wealth of knowledge and wisdom of Islamic organisational culture, constitute a significant proportion of existing literature. Drawing inspiration from the deep well of Islamic wisdom, this paper offers insights and guidance on how organisations, guided by Islamic principles, can embrace and adapt their cultures to meet the demands of sustainable business practices and the evolving global landscape. Islamic teaching and values are deemed timeless; thus, drawing from qualitative focus group discussions with three engaged Islamic scholars as participants, the research seeks to identify valuable lessons on how the teachings of Islam can instill and sustain relevance and dynamism in organisational culture while adapting to modern demands. By highlighting the timelessness, universality, and adaptability of Islamic teachings, this study seeks to reaffirm their importance as a cornerstone for ethical and sustainable business practices. The insights gathered not only contribute to preserving Islamic culture within organisations but also provide a practical framework for businesses to navigate the complexities of the modern era while staying true to Islamic principles.

Keywords: Islamic Organisational Culture, Sustainability, Islamic Scholars

1. INTRODUCTION

Organisational culture is a critical lever for creating sustainable, adaptive, and innovative organisations in the contemporary era of business management (Schein, 2010; Alvesson, 2013) and has emerged as a critical factor in shaping the sustainability and resilience of businesses in the modern era (Oktaviana & Miranti, 2023). Despite the predominant influence of western or conventional perspectives on today's organisational culture, the knowledge of Islamic teachings and fundamentals remains scarce (Beekun & Badawi, 2005), and existing literature often overlooks the

wealth of knowledge and wisdom inherent in Islamic organisational culture (Sulastri, 2019). In addition, researching Islamic organisational culture through the perspective of sustainable practices offers an unparalleled opportunity to tap into these long-held conventional ethical frameworks, providing insights that are both timeless and adaptable to modern contexts.

The concept of sustainability is deeply interwoven with the teachings of Islam, particularly through the Qur'anic principle of khalifah (stewardship), which underscores humanity's responsibility to manage resources ethically and equitably (Qur'an, 2:30). This responsibility aligns with the world's need for responsible business operation as supported in the United Nations SDGs (United Nations, 2015). However, the literature on sustainability and organisational culture currently lags behind in incorporating Islamic perspectives as motivating forces for ethical and sustainable organisational cultures, which the world urgently needs. According to Abdelzaher et al. (2017), Islamic principles offer a comprehensive view of sustainability that encompasses economic, social, and environmental aspects. These principles are based on firmly held values, including accountability (muhasabah), fairness ('adl), and trustworthiness (amanah). Following these guidelines helps organizations better represent the maqasid al-shariah (goals of Islamic law), a more expansive ethical vision that prioritizes the well-being of society and future generations. Exploring Islamic organisational culture as a foundation for sustainability thus provides a valuable alternative framework for businesses seeking to navigate the complexities of the contemporary global landscape while maintaining ethical integrity and sustainability.

This study aims to uncover valuable insights from Islamic teachings and principles, focusing on how they can breathe life into organisational culture by making it both relevant and dynamic in today's ever-changing world. Through engaging focus group discussions with three Islamic scholars, the research seeks to emphasise the timelessness, universality, and adaptability of Islamic teachings as a cornerstone for ethical and sustainable business practices. By revisiting and reaffirming the importance of these teachings, the study provides meaningful guidance for organisations seeking to integrate Islamic cultural principles, enabling them to tackle modern challenges while staying grounded in Islamic teaching to navigate contemporary challenges while remaining anchored in ethical principles and sustainable growth. This study provides insights into how businesses can integrate Islamic organisational culture.

2. LITERATURE REVIEW

Conventional organizational culture is mainly anthropocentric and profane, oriented toward individualism, materialism, and a hierarchical power structure (Shahzad, 2014). It does not have absolute or infinite measures to follow since its values and activities reflect the social and economic responsibilities of institutions and organisations (Shahzad, 2014; Branine & Pollard, 2010). On the other hand, Islamic organisational culture entails the infusion of religiosity or the principles of Islam into the culture of an organization. Built on the understanding of Tawhid (absolute oneness of Allah), Islamic organisational culture portrays the Muslim and/or the organisation's accountability to Allah SWT and to people. Islamic principles and al-Shariah, which serve as guidelines for a Muslim's life in all spheres such as commerce, family, and governance, anchor these responsibilities.

The term Islam originates from Arabic root words with profound meanings: The name Salmi has a meaning of peace or harmony; Istaqlama translates to submission and obedience, and Salima refers to protection in this life and the afterlife. Islam remains, hence, a religion of peace devoid of chaos or even disorder manifesting the complete submission to Allah's wishes, and the Holy Book is a guide to lead a healthy and moral life. Syahadah, or the affiliation to faith, is the basis in Islam and gives the foundation of all faith and knowledge. It gives especial importance to the concept of submitting to the will of Allah, which also emphasises that there is no duality between work, life, and spiritual practice (Haq, 1984). In Islam, religion is not confined to rituals or worship alone, but it is an integral part of daily life, permeating all aspects of life, including work and business. Work is seen as an act of worship (ibadah) when conducted with honesty, sincerity, and adherence to Islamic principles. For instance, the ideals of justice and fairness outlined in the Quran are consistent with an ethical business model. It is a noble deed to earn a halal income so that one can provide for one's family. Acts of worship can also be performed by helping others and making a beneficial impact on society.

Islamic organisational culture places an emphasis on principles like faith in Allah, fairness, responsibility, camaraderie, cooperation, and excellence (Hoque et al., 2013). This organisation's principles are based on Islamic teachings and are meant to direct the actions and choices of organisational members (Branine & Pollard, 2010). Thus, the primary difference between conventional and Islamic organisational culture is the role of religion. In Islamic organisational culture, religious principles and teachings are integrated into the organisational framework, shaping the values, norms, and practices of the organisation (Mariyanti et al., 2020; Ifada et al., 2019). This is in contrast to conventional organisational culture, which tends to be more secular in nature (Branine & Pollard, 2010).

The importance of spirituality and the quest for moral and ethical conduct is another important distinction. Organisational culture in Islamic organisations promotes intrinsic motivation and the alignment of individual values with those of the organisation, both of which have their origins in Islamic teachings (Sulastru, 2019; Febriani, 2021). This goes against the grain of conventional organisational culture, which places a greater emphasis on extrinsic rewards and performance-based incentives (Zainudin et al., 2020). In summary, the key differences between conventional organisational culture and Islamic organisational culture lie in the integration of religious principles, the emphasis on spirituality and ethical behaviour, and the potential impact on organisational outcomes. These differences reflect the distinct worldviews and value systems that underpin each approach to organisational culture.

3. RESEARCH METHODOLOGY

The study purposefully recruited Islamic scholars to engage in in-depth discussions related to its focus. Three Islamic scholars participated in this study; their identities have been deidentified to ensure their confidentiality as requested in their consent of participation forms. The first scholar was appointed by the MUFTI department as a panel reviewer for Islamic publication. Apart from that, he is also a mudir (school principal) at one of the madrasah in Sabah. The second scholar, a certified teacher from the MUFTI department in Sabah, attained his Islamic education from public universities in Malaysia. The third participant attained his Islamic studies from Egypt and Lubnan and currently serves as a teacher in one of the madrasah in Sabah.

The principle of saturation defines saturation as the point at which the collected data becomes so repetitive that further data collection yields no new information. Data saturation occurs when the researcher consistently hears the same comments. It is then time to stop collecting information and to start analysing what has been collected (Grady, 1998). Due to the fact that Islamic teaching is not founded on personal ideas but rather on the foundation of Islamic sources and teaching, three participants in the focus group are deemed sufficient for data saturation in this study. A focus group interview was conducted with the following procedures:

- Selection of research techniques: The focus group discussions were conducted online via the Google Meets platform. Semi-structured interview techniques were used where questions were pre-determined, but the order and the wording could be modified, and where questions could be omitted or added during the interview (Robson, 2002).
- Pre-focus group interview: Firstly, the study constructs an enquiry-based conversation, ensuring that the interview questions align with the study's research objective. Next, prepare the letter of invitation, interview protocol, script, consent form, and participant information sheet.
- During the focus group interview, participants will be asked if they agree to have their focus group interview recorded using Google Meet during the focus group interview. Participants should present themselves professionally and set a positive tone. Follow the interview protocol, take notes, and make certain that the conversation does not stray too far from the study's main point of interest.
- Post-focus-group interview: Immediately transcribe the focus-group interview discussion. Interpreting and reporting the results

4. RESEARCH FINDINGS

Based on the focused group discussions and the aids from Islamic sources, followings are the themes obtained for this study.

Table 1: Themes from Focus Group Discussion with Islamic Scholars

Theme	Description	Justification
1. No Separation Between Religion and Business	Islamic principles emphasize the integration of religion into all aspects of life, including business, ensuring alignment with ethical and moral standards.	Business activities are viewed as an extension of faith, where compliance with Islamic values promotes integrity, societal well-being, and sustainability by embedding ethical practices in organizational processes.
2. Main Sources of Islam Reshaping Organisational Culture	The Holy Qur'an and Sunnah (Authentic Hadiths) are the primary sources guiding organizational culture, offering timeless ethical and practical	These sources provide the foundation for ethical governance, fairness, accountability, and sustainable practices

Theme	Description	Justification
	frameworks for businesses. Islamic source also gained from Ijma Ulama' (scholar consensus) and Qiyas (analogical reasoning)	aligned with Islamic principles.
3. Duty of Acquiring Muamalah Knowledge for Islamic Business	Acquiring knowledge of Islamic transactional principles (Muamalah) is a duty for business practitioners to ensure Shariah compliance in operations.	Muamalah knowledge equips organizations to avoid unethical practices like riba (usury) and gharar (excessive uncertainty), fostering financial sustainability and ethical business dealings.
4. Absolute Purposes in Islamic Business	Maslahah – Ensuring benefit to humanity and avoiding harm. This reflects social responsibility, ethical governance, and sustainability. Falah – The ultimate goal of success, which is not only limited to worldly achievements but also considers the Hereafter .human welfare, and environmental stewardship.	Aligning business with these objectives ensures long-term sustainability by promoting practices that balance economic, social, and environmental well-being.
5. Islamic Leader Roles	Leaders in Islamic organizations are expected to be role models, demonstrating humility, accountability, and justice while fostering collective well-being.	Leadership is central to embedding Islamic values within the organization, inspiring ethical and sustainable practices, and guiding businesses toward long-term success.
6. Estimable Values of Islamic Culture	Values such as trustworthiness, sincerity, justice and fairness, trusted and honest, submission and supplication, modesty, compassion, wise time management, are integral to building an ethical and inclusive workplace culture.	These values encourage a supportive work environment that enhances sustainability by fostering employee well-being, resilience, and mutual respect.
7. Spiritual Fulfillment in Business	Islamic organizational culture integrates spiritual fulfillment, viewing work as an act of worship (ibadah) that aligns with serving Allah.	This approach motivates employees by connecting daily business practices with their spiritual purpose, fostering commitment to sustainability and ethical actions.

Theme	Description	Justification
8. Importance of Community Welfare (Ummah Focus)	Islamic culture prioritizes the welfare of the community, emphasizing businesses' roles in improving societal well-being and reducing inequalities.	Organizations engaging in CSR initiatives and prioritizing community welfare contribute to sustainable development and social harmony.
9. Sustainability as an Islamic Obligation	Islamic teachings consider sustainability a religious duty, emphasizing stewardship (khalifah) over resources and the environment for future generations.	Embedding sustainability ensures businesses uphold their responsibility toward the environment and society, aligning with both ethical and Islamic mandates.

5. DISCUSSION

No separation between religion and business: This theme highlights the inseparable relationship between religion, specifically Islamic principles, and business activities. Participants in the study emphasised that Islam does not allow for a division between one’s faith and professional conduct. Business operations are viewed as a form of worship, where ethical practices and moral integrity take center stage. By aligning organisational culture with Islamic values, companies create a balanced approach that promotes responsible decision-making, fairness, and long-term sustainability.

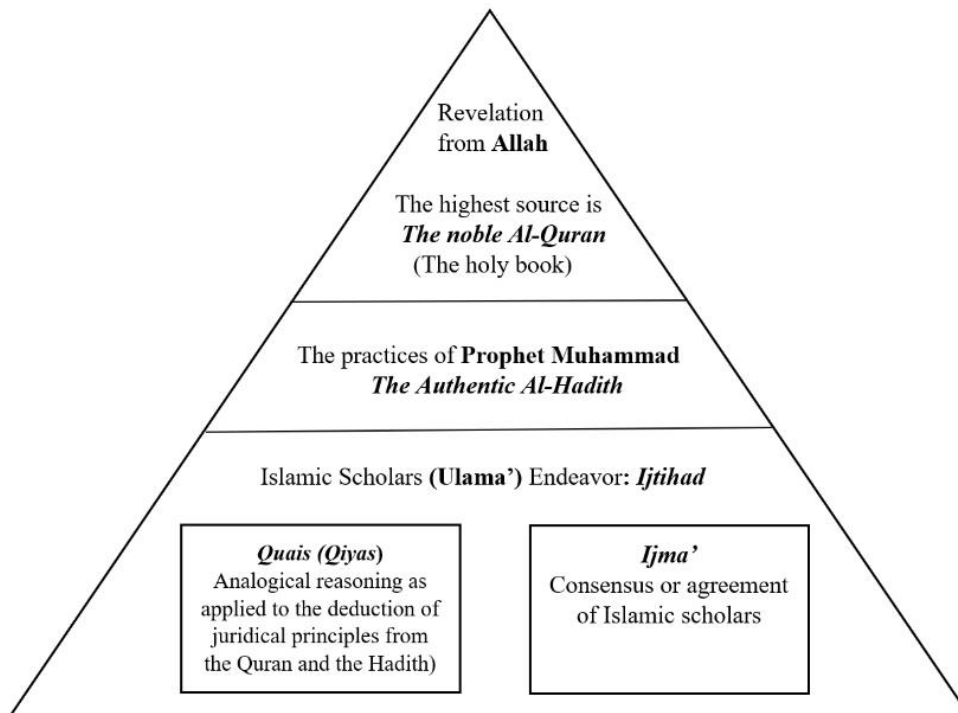
The study echoes findings by Oukil (2013), who explained that entrepreneurial efforts in Islam are naturally intertwined with religious beliefs. Both the Qur’an and Hadith serve as guiding sources, encouraging individuals to prioritise faith and Allah’s blessings over material gain. For Muslims, ethical conduct in business isn’t an option—it’s a duty.

Organisations rooted in Islamic values often reflect this commitment in practical ways, such as allowing time for daily prayers, maintaining modest dress codes for employees, and fostering an environment where spiritual and professional lives coexist. As Luluk et al. (2019) point out, Muslims are obliged to incorporate Sharia-based rules into all aspects of their lives, including work ethics and culture.

By upholding these principles, businesses develop a culture of trust, accountability, and ethical behavior. More importantly, this integrated approach ensures that business operations align with sustainability goals, benefiting not only the organisation but also the broader community and future generations.

Main Sources of Islam Reshaping Organisational Culture: The primary sources of Islam are the key to better understanding Islamic culture. These sources include the holy book Al-Quran, the authentic hadith or sunnah (the practices of the Prophet Muhammad), Ijma' (Consensus), and Qiyas (Analogy) (Houqe et al., 2013; Al-Gumzi, 2017). Figure 1 provides a detailed illustration of the Islamic main sources in this paper.

Figure 1: Islamic Main Sources



Houqe et al. (2013) noted that the main source of guidance to Islamic culture is Al-Quran and Sunnah (Al-Hadith- the practices of Prophet Muhammad) and followed by *Quais* (Qiyas - analogical reasoning as applied to the deduction of juridical principles from the Quran and the authentic al-hadith) and Ijma (referring to the consensus or agreement of Islamic scholars on a point of Islamic law). As illustrated in figure 1, the highest source is a revelation from Allah SWT, that is the noble Al-Quran, and then followed by the authentic al-hadith. Both of which are the text sources. Following the primary textual sources (Al-Quran and Hadith), ijtihad is another source from the endeavours of Islamic scholars (ulama').

Duty of Acquiring Muamalah Knowledge for Islamic Business:

The theme "Duty of Acquiring Muamalah Knowledge for Islamic Business" highlights the crucial obligation for Muslims involved in business to gain a fundamental and extensive understanding of Muamalah. This term refers to the Islamic principles that govern transactions and interactions in commerce. This responsibility plays a crucial role in enhancing Islamic culture within the realm of business while ensuring adherence to ethical practices and sustainability.

Imam Ghazali emphasised the importance of gaining a comprehensive understanding of the rules of business transactions codified in the Islamic Shari'ah for Muslims who choose to pursue trade or establish their own businesses. Without proper knowledge, individuals may easily go astray and engage in unlawful actions that harm not only themselves but also society at large. The early Muslims regarded lawful trading as a noble pursuit and held it in the highest esteem, surpassing any other people in the world. Conversely, they demonstrated a strong aversion to any form of unlawful trading.

Sustainability within the framework of Muamalah is reflected in the principles of justice ('adl), trustworthiness (amanah), and the avoidance of exploitation, such as riba (interest) and gharar (excessive uncertainty). By adhering to these principles,

businesses ensure fairness in transactions, equitable distribution of wealth, and long-term economic sustainability. The Qur'an emphasises the importance of lawful trade and its connection to ethical and sustainable practices:

“O you who have believed, do not consume one another’s wealth unjustly but only [in lawful] business by mutual consent...” (Surah An-Nisa, 4:29).

Furthermore, Muamalah encourages businesses to avoid wastefulness (Israf) and promote moderation in trade, which aligns with sustainability goals by protecting resources and ensuring their availability for future generations. The Qur'an states:

“And do not commit abuse on the Earth, spreading corruption.” (Surah Al-Baqarah, 2:60).

By gaining a thorough understanding of Muamalah, businesses can align their operations with Islamic principles while promoting economic, social, and environmental sustainability. This knowledge ensures that trade is conducted ethically, avoiding harm to individuals, society, and the environment, which is a key element of Islamic teachings and modern sustainable business practices. As emphasised by Al-Ghazali and supported by Sahih Muslim (Book 10), such knowledge is vital to ensure businesses operate in ways that benefit humanity while preserving resources for future generations.

Absolute Purposes in Islamic Business:

The participants in this theme highlight that Islamic businesses operate with a purpose that goes far beyond simply making profits. While conventional businesses often prioritise profit maximisation and may include corporate social responsibility (CSR) as an additional focus, Islamic businesses integrate divine objectives into their very foundation. This means that their operations are guided by the principle of Maslahah—providing benefits to others while avoiding harm—reflecting a deep sense of responsibility to humanity and the environment.

Islamic business objectives aim to achieve goodness in this world (Ad-duniyyah) and success in the Hereafter (Al-Akhirah). This dual focus aligns perfectly with sustainability, as it emphasises fulfilling societal, environmental, and economic responsibilities for the benefit of current and future generations. Rather than being solely profit-driven, Islamic businesses work to create a balance by:

- **Social Responsibility:** Supporting societal welfare by eliminating harm and providing benefits (Maslahah).
- **Environmental Sustainability:** Acting as stewards (Khalifah) of the Earth, ensuring resources are used responsibly and preserved for future generations.
- **Economic Sustainability:** Promoting ethical trade practices that prioritize justice, fairness, and equitable wealth distribution.

This holistic approach is grounded in Qur'anic teachings, such as:

“And do not cause corruption on the Earth after its reformation, and call upon Him in fear and hope. Indeed, the mercy of Allah is near to the doers of good.” (Surah Al-A'raf, 7:56).

By pursuing divine objectives, Islamic businesses foster a culture of trustworthiness (amanah), justice and moderation, which naturally supports sustainable development. These principles ensure that organizations prioritize ethical practices, care for their employees and communities, and make decisions that benefit society while respecting the environment.

In essence, the absolute purposes of Islamic business encourage a deeper sense of responsibility. By focusing on Maslahah and divine goals, businesses can strike a balance between achieving profits, uplifting society, and protecting the environment. This approach not only ensures success in this life but also aligns business operations with eternal spiritual rewards, creating a truly sustainable and meaningful model for organisational growth.

Islamic Leader Roles:

The importance of leadership in creating and reinforcing Islamic values was underlined by participants. It was posited that leaders are central to the establishment of organisational culture as they act as role models of certain behaviours and organisational values, including integrity, fairness, and accountability. Their behavior sets a benchmark for emulation across the organisation, thereby making Islamic principles naturally flow in the decision-making processes and practice in the organisation. This leadership-driven approach to the organisation reflects the infusion of Islamic values into the organisational structure and processes.

Thus, the Islamic organisational culture must start at the top, with the owners and executive managers who set an example of right and ethical behavior. When these principles are valued by leaders, then the actions being taken by the leaders encourage other members of the organisation to embrace similar values. This collective obedience contributes to the formation of a complete and ethical organisational culture where everyone is accountable for giving shape to the organisational desired culture. Leaders thus steer and coordinate the organisation into compliance with Islamic teachings.

The importance of aligning actions with Islamic principles is reinforced by the Qur'anic verse from Surah Al-Ahzab (33:36):

“It is not for a believing man or a believing woman, when Allah and His Messenger have decreed a matter, that they should [thereafter] have any choice about their affair. And whoever disobeys Allah and His Messenger has certainly strayed into clear error.”

This verse emphasises the obligation of Muslims to ensure that their actions and decisions are guided by Islamic teachings. In an organisational context, it calls upon leaders and employees alike to prioritise ethical and Shariah-compliant practices in all aspects of their work.

A key aspect of this leadership is its ability to drive sustainability. By promoting Islamic values such as moderation, justice, and accountability, leaders encourage practices that balance the needs of the present with the responsibility to future generations. Sustainable approaches to resource management, ethical treatment of employees, and contributions to societal well-being are all rooted in these principles. Sustainability, therefore, becomes an extension of Islamic ethics, ensuring that the organisation operates in a way that benefits not only itself but also its community and the environment.

Strong leadership rooted in Islamic values creates a framework where ethical practices and sustainability become inseparable. This approach not only ensures the organisation's success but also aligns it with broader social and spiritual goals, contributing to a legacy that reflects both the teachings of Islam and a commitment to the greater good.

Estimable Values of Islamic Culture:

This theme concerns the understanding and acknowledgement of the cultures originating from Islam that are regarded as positive in an organisational setup. Generally, participants stress the importance of values like trustworthiness, compassion, justice, and integrity as the Islamic values underpinning the organisational culture of Islamic organisations. Identifying and promoting these principles is crucial for fostering a proper, positive, moral, and sustainable organizational culture in Islamic business.

Based on Islamic sources, several important commendable traits within the culture of Islamic business have been highlighted by Houque et al. (2013), including trust in Allah, accountability, honesty, justice, sacrifice, mutual respect, hard work, cooperation, missionary zeal, and absolute sincerity. These principles lay the foundation for ethical organisational practices that foster trust and collaboration while contributing to the sustainability of the organisation in the long term.

Furthermore, Islamic culture includes additional virtues such as purification and cleanliness, derived from the Arabic word 'Taharah'. As narrated in a Hadith by Muslim, "Purification is a part of Iman (Islamic faith)." From an Islamic perspective, taharah encompasses both physical cleanliness—purity of the body from impurities—and spiritual purity, which is the cleansing of one's self from vices, faults, and sins, and replacing them with good deeds, whether in words or actions (Abdul Rahman, 2004).

These values support sustainability as they offer moral and practical guidance on handling resources and people in a responsible way. For example, justice and accountability provide equality of all individuals and equal distribution of resources needed for creating a just workplace in an organization. It promotes organisational success and sustainability; besides, it helps to adapt to new conditions since it encourages people to work hard together. Another important value is cleanliness and purity, focusing on the physical and moral state of the space, which is in tune with such sustainable features as recycling or taking care of the world outside. It also emphasises an aspect of morality as well as ethical standards in human conduct (Mohammed, 2013). When organisations have embraced these principles, they are in a position to facilitate sustainable development and support the larger goals of society, which include pro-economic growth, promoting social justice, and resource conservation.

Lastly, the positive values present in the Islamic culture align with culture that has altruistic virtues that may foster the moral ethical climate within organisations besides realising sustainable business through observing fairness in the use of resources and embracing the value of stewardship over the people and the natural resources. In conclusion, the praiseworthy values found in Islamic culture are not only essential for fostering a moral and ethical organisational environment but also directly contribute to the sustainability of businesses by promoting fairness, resource management, and a sense of collective responsibility towards both people and the planet.

Spiritual Fulfillment in Business:

In Islamic organisational culture, work is seen as more than just a way to make a living—it is an opportunity to connect with a higher purpose. Islam teaches that work can be an act of worship (ibadah) when it is done with the intention of serving Allah and following ethical principles. This perspective gives daily tasks greater meaning,

motivating employees and leaders to see their work as a contribution not only to their personal growth but also to their faith and the well-being of others.

The Qur'an highlights this deeper purpose:

“And I did not create the jinn and mankind except to worship Me.” (Surah Adh-Dhariyat, 51:56)

This verse teaches us that worship isn't confined to rituals like prayer—it extends to everything we do, including our work. When such an understanding is adopted in businesses, what emanates is a culture that transcends traditional norms of organisational performance expectations. Instead, it turns into a duty to reciprocate actions and choices for the sake of ethical and spiritual values that are good for the organisation and society as a whole.

Workplaces, which are imbued with spiritual values, are ones that promote sustainability by default. Employees who understand that their work is part of their spiritual development are likely going to act ethically, fairly, and responsibly when using organisational resources. This perspective leads organisations to act in ways that would achieve organisational plus specific environmental objectives while at the same time fulfilling the objectives of the community.

The Qur'an also emphasises the importance of balance and moderation (wasatiyyah) in all aspects of life:

“And establish weight in justice and do not make deficient the balance.” (Surah Ar-Rahman, 55:9)

This verse serves as a reminder of the need for fairness, responsibility, and equilibrium in everything we do, including our work. By embedding these values into their culture, organisations can motivate employees to act with integrity and contribute to sustainable practices that preserve the environment and ensure a better future for the next generations.

Ultimately, incorporating spiritual fulfilment into the workplace creates a sense of deeper purpose. It inspires employees to think beyond day-to-day targets and fosters a culture built on trust, responsibility, and sustainability. When organisations align their work with the principles of ibadah, they achieve more than just business success—they fulfil a spiritual calling, leaving a meaningful impact on society and the environment that lasts far beyond the workplace.

Importance of Community Welfare (Ummah Focus):

In Islamic culture, the welfare of the community is a central value, and businesses are viewed as integral to this shared responsibility and are encouraged to play an active role in improving society and to prioritise the well-being of those they serve. Organisations are expected to contribute to the well-being of the communities they operate in, going beyond a focus on profit to prioritise making a positive difference.

This commitment reflects the Islamic principle of Maslahah, which calls for providing benefits to others while avoiding harm. This aligns with the principle of Maslahah, which emphasises the importance of doing good while avoiding harm. These resonate with the Qur'anic teaching:

“You are the best nation produced [as an example] for mankind. You enjoin what is right and forbid what is wrong and believe in Allah.” (Surah Al-Imran, 3:110)

This verse calls upon individuals and organisations to take responsibility for fostering positive change. Businesses that prioritise community welfare help build stronger relationships, cultivate trust, and create a sense of unity.

Emphasising community also closely relates to sustainability. By addressing issues like social inequality and environmental conservation, businesses contribute to long-term benefits for society and future generations. For example, reducing waste, promoting renewable energy, or offering job opportunities to underprivileged groups can have lasting impacts. The Qur'an reminds us of this responsibility:

“And do not forget your share of the world, and do good as Allah has done good to you. And desire not corruption in the land. Indeed, Allah does not like corrupters.” (Surah Al-Qasas, 28:77)

This verse advocates for balance, urging businesses to pursue their objectives responsibly while ensuring their actions benefit society and the environment.

By prioritising the welfare of the Ummah, businesses embody the true values of Islam. They demonstrate that success is not solely measured by financial gain but also by contributing to the greater good.

Sustainability as an Islamic Obligation: In Islam, sustainability is not just a modern concept—it is deeply rooted in religious teachings and is considered a fundamental obligation. Islamic principles emphasise the role of humans as **stewards (khalifah)** of the Earth, entrusted with the responsibility of managing resources wisely and protecting the environment for the benefit of future generations. This perspective calls on individuals and organisations to act ethically and responsibly in all aspects of their dealings with the natural world.

The Qur'an highlights this duty:

“It is He who has made you successors (khalifah) upon the Earth...” (**Surah Fatir, 35:39**)

This verse reminds us that our role as stewards involves safeguarding the planet and ensuring its resources are used judiciously. For businesses, this means adopting practices that minimise harm to the environment, conserve natural resources, and actively contribute to the sustainability of ecosystems and communities.

Sustainability is deeply tied to Islamic ethics, which stress moderation (**wasatiyyah**) and the avoidance of wastefulness (**israf**). The Qur'an warns against overconsumption:

“And do not waste [resources] extravagantly. Indeed, He does not like the wasteful.” (**Surah Al-An'am, 6:141**)

This guidance calls on businesses to adopt balanced approaches that avoid excessive resource use and reduce environmental degradation. By embedding sustainability into their operations, organisations fulfil both their ethical responsibilities and their religious obligations.

Moreover, sustainability in Islam goes beyond environmental concerns—it includes social and economic dimensions as well. Businesses are encouraged to create fair working conditions, contribute to societal well-being, and ensure that their actions support the development of just and equitable communities. This comprehensive view of sustainability reflects the Islamic commitment to **Maslahah**, prioritising actions that benefit society while avoiding harm.

By embracing sustainability as a religious duty, businesses align their operations with Islamic principles and build practices that benefit both people and the planet. This approach not only ensures ethical and responsible behaviour but also contributes to long-term resilience and success, creating a legacy that honours the values of stewardship and care for future generations.

CONCLUSION

This study outlined nine themes of understanding the extend of Islamic organisational culture. These themes include No Separation Between Religion and Business, Main Sources of Islam Reshaping Organizational Culture, Duty of Acquiring Muamalah Knowledge for Islamic Business, Absolute Purposes in Islamic Business, Islamic Leader Roles, Estimable Values of Islamic Culture, Spiritual Fulfillment in Business, Importance of Community Welfare (Ummah Focus), and Sustainability as an Islamic Obligation.

All the themes depict how Islamic values and norms shape organizational dynamics in a responsible and ethical manner. When applied to ethical and moral standards, No Separation Between Religion and Business means all business activities should be guided by and interconnected with faith. Islamic sources, such as the Qur'an, Sunnah, Ijma', and Qiyas, provide timeless guidance for fairness, accountability, and sustainable practices, offering a strong foundation for organizational culture.

The importance of Muamalah knowledge is another essential finding, underscoring the responsibility of business practitioners to understand Islamic transactional principles to ensure compliance with Shariah. This knowledge helps prevent unethical practices and fosters financial sustainability. Absolute Purposes in Islamic Business changes the direction of making business for the sole purpose of gaining profits, thus it includes social responsibility and environmental responsibility, according to Maslahah and Falah.

Leadership also appeared as a core category; Islamic Leader Roles insisted on the value orientation specifying the leader's values, like modesty, justice, and responsibility. Leaders have a crucial part to how much organizational members adhere to ethical behavior as well as foster the communal good. This is well supported by the estimable values of Islamic culture which embark on issues such as trust, honesty, and empathy; that foster a healthy and strong employees' work environment.

The theme of Spiritual Fulfillment in Business highlights how work can be seen as an act of worship (ibadah), providing employees with a sense of purpose that motivates ethical actions and fosters sustainability. Furthermore, the themes of Community Welfare and Sustainability as an Islamic Obligation stress the broader responsibilities of businesses to contribute to social harmony and environmental preservation. By prioritizing the welfare of the Ummah and acting as stewards (khalifah) of the Earth's resources, businesses ensure their actions benefit both present and future generations. In conclusion, this paper demonstrates how the tenets of Islamic law create a comprehensive structure which if followed by organizations ensures they perform their operations ethically and with sustainability.

In summary, this study showcases how Islamic teachings provide a holistic framework for organizations to operate ethically and sustainably. By embedding these values into their culture, businesses not only achieve success but also contribute positively to their communities and the environment. This alignment of

faith, ethics, and responsibility ensures that businesses leave a meaningful impact, balancing worldly achievements with spiritual and societal obligations.

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