

Spiritual Development in Religious Nonprofit Organizations: The Integration of Professional Human Resource Management

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ABSTRACT

This study explores the integration of professional human resource management (HRM) practices with spiritual development in a religious nonprofit organization. Employing a qualitative case study design, the research was conducted at Masjid Ismuhu Yahya in Pontianak, Indonesia. Data were gathered through in-depth interviews, direct observations, and document analysis involving mosque leaders, human resource managers, resident students, and staff members. The findings indicate that Masjid Ismuhu Yahya applies competency-based recruitment, structured training programs, and clear human resource classifications in accordance with professional HRM principles, while concurrently incorporating systematic spiritual development through religious routines and residential-based spiritual programs. This integrated approach cultivates human resources who are not only professionally capable but also grounded in strong spiritual values, integrity, and commitment. The study concludes that aligning professional HRM with spiritual development strengthens organizational effectiveness, sustainability, and value-based identity. These findings enrich the literature on human resource management in religious nonprofit organizations and provide practical insights for faith-based institutions striving to balance professionalism and spirituality.

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INTRODUCTION

Religious nonprofit organizations possess distinctive characteristics that differentiate them from profit-oriented and public organizations. Conceptually, religious nonprofit organizations can be defined as mission-driven entities that operate without the primary aim of generating profit and whose goals, values, and activities are explicitly grounded in religious teachings, doctrines, or spiritual traditions (Jeavons, 2004; Smith & Sosin, 2001). These organizations typically combine social service functions with faith-based missions, positioning religious values not only as ethical guidance but also as fundamental principles shaping governance, decision-making, and human resource practices. Unlike secular

nonprofit organizations, religious nonprofit organizations explicitly integrate spiritual commitments, religious identity, and moral obligations into their organizational culture and operational strategies (Bielefeld & Cleveland, 2013; Maidl et al., 2022). In this context, human resources (HR) constitute a critical element, as the success of religious nonprofit organizations is largely determined by the quality of individuals who are not only technically competent but also demonstrate moral integrity, spiritual commitment, and alignment with the organization's vision and mission (Akinlade et al., 2017; Baluch & Ridder, 2020; Belte et al., 2023). Numerous studies have shown that strategic human resource management practices aligned with organizational values and mission contribute positively to job satisfaction, organizational commitment, and the long-term sustainability of nonprofit organizations (Bastida et al., 2018; Fowler, 2020; Oliveira et al., 2021). In faith-based organizations, the integration of spiritual values and religious principles into HRM—whether through Islamic, Sharia-based, or spiritual leadership approaches—has been empirically linked to ethical behavior, volunteer retention, and organizational performance (Faletehan, 2024; Koburtay & Haloub, 2020; Macini et al., 2022; Mushthafa et al., 2025; Gano et al., 2024).

Despite these positive findings, many religious organizations continue to manage their human resources using traditional and informal approaches, which often lack systematic planning, inclusivity, and long-term orientation (Gabriel-Wetley et al., 2025; Kaharudin et al., 2025; Oki, 2025; Manusia et al., 2025). This condition indicates an urgent need to bridge professional human resource management frameworks with spiritual and religious values so that religious nonprofit organizations can effectively, accountably, and sustainably fulfill their missions amid increasingly complex environmental challenges (Pham et al., 2023).

The urgency of this issue is further intensified by the ongoing transformation of religious organizations, particularly mosques and da'wah institutions, which are no longer limited to serving as places of worship but have evolved into centers for education, community empowerment, social services, and value-based economic activities. Within the Islamic context, mosques represent one of the most prominent forms of religious nonprofit organizations, characterized by their dual function as spiritual institutions and community development hubs (Nuha, 2023). Mosques typically rely on a combination of volunteers, administrators, religious leaders, and community members whose involvement is strongly influenced by spiritual motivation and religious commitment. Therefore, mosques provide a relevant empirical setting for examining how professional HRM practices can be integrated

with spiritual development processes. The mosque context illustrates the broader characteristics of religious nonprofit organizations, particularly in terms of value-driven governance, reliance on voluntary participation, and the central role of religious norms in shaping organizational behavior (Oliveira et al., 2021; Baluch & Ridder, 2020). At the same time, religious nonprofit organizations are expected to preserve their spiritual and religious values as core identities that distinguish them from other types of organizations (Maidl et al., 2022; Nuha, 2023). Consequently, scholarly inquiry into how spiritual development can be systematically integrated into professional HRM practices becomes highly relevant, both to address practical managerial challenges and to enrich academic discourse on value-based and spirituality-oriented human resource management.

Previous studies have examined human resource management in nonprofit and religious organizations, particularly in the areas of strategic management, volunteer management, values-based leadership, and the effects of HRM practices on organizational performance and commitment (Baluch & Ridder, 2020; Faletahan, 2024; Labetubun & Dewi, 2022). Research on nonprofit organizations consistently indicates that HR professionalization contributes to improved organizational performance, employee satisfaction, and program sustainability (Oliveira et al., 2021; Gabriel-Wetley et al., 2025). Meanwhile, studies within religious and Islamic organizational contexts have predominantly emphasized spirituality, spiritual intelligence, and the integration of religious principles in shaping work behavior and human resource development (Mahmood et al., 2018; Nuha, 2023; Gano et al., 2024). However, empirical studies that explicitly examine the integration of spiritual development with professional HRM practices in religious nonprofit organizations, particularly within the Indonesian context, remain limited. This gap highlights the need for further research to strengthen both theoretical understanding and practical approaches to HR management in religious nonprofit organizations in the modern era.

Based on this research gap, the present study aims to analyze how the integration of spiritual development and professional human resource management is implemented within a religious nonprofit organization and how such integration contributes to improving human resource quality and organizational professionalism. Specifically, this study examines recruitment, training, development, and spiritual nurturing practices that combine modern managerial approaches with religious spiritual values. The findings of this study are expected to provide both theoretical and practical contributions. Theoretically, this research enriches the field of human resource management by incorporating perspectives from religious

nonprofit organizations, particularly regarding the integration of spiritual values into professional HRM practices. Practically, the results may serve as a reference for managers of religious nonprofit organizations in designing HRM systems that are not only effective and professional but also aligned with the spiritual values that constitute the organization's core identity and primary strength.

LITERATURE REVIEW

Strategic Human Resource Management in Religious Nonprofit Organizations

Strategic Human Resource Management (SHRM) emphasizes the alignment between human resource practices and organizational strategy to achieve long-term effectiveness and sustainability. Within this perspective, human resources are regarded as strategic assets whose competencies, commitment, and values contribute to organizational performance and competitive advantage (Hasyim, 2020; Hasanah et al., 2025). SHRM extends beyond administrative functions to encompass systematic workforce planning, competency-based recruitment and selection, continuous training and development, performance evaluation, and the cultivation of organizational culture (Handayani et al., 2025; Sinagula et al., 2025). Through these practices, organizations can develop human capital that supports innovation, professionalism, and accountability.

In nonprofit organizations, the implementation of SHRM is particularly important due to limited financial resources, reliance on volunteers, and mission-driven objectives. Research shows that professional HRM practices improve organizational effectiveness, employee satisfaction, and long-term program sustainability (Oliveira et al., 2021). However, religious nonprofit organizations face additional challenges because HR practices must also reflect ethical and spiritual values derived from religious teachings. Consequently, SHRM in religious nonprofit organizations requires the integration of managerial professionalism with mission-based and value-oriented principles (Baluch & Ridder, 2020). This integration ensures that HR practices not only enhance technical competence but also reinforce organizational identity and moral legitimacy.

Person–Organization Value Fit in Value-Based Organizations

Religious nonprofit organizations can be understood as value-based institutions in which organizational effectiveness is strongly influenced by the degree of alignment between individual values and organizational values. Person–Organization (P–O) Value Fit theory

explains that compatibility between personal beliefs and organizational values positively influences job satisfaction, organizational commitment, work engagement, and retention (Kristof, 1996). In value-driven organizations, individuals are more likely to demonstrate loyalty and long-term commitment when they perceive their work as consistent with their moral and spiritual beliefs.

Within religious nonprofit organizations, value congruence becomes particularly significant because members are often motivated by religious commitment, altruism, and a sense of spiritual responsibility rather than purely economic incentives. Employees and volunteers are expected not only to perform tasks but also to embody and transmit organizational values rooted in religious teachings (Anwar et al., 2024; Marbun, 2020). Consequently, HRM practices such as recruitment, selection, and performance evaluation must consider both professional competence and alignment with religious values. A strong alignment between individual and organizational values strengthens organizational culture, reinforces identity, and enhances the sustainability of religious nonprofit organizations (Ansari et al., 2025).

Workplace Spirituality and Spiritual Development

Workplace spirituality refers to the experience of meaningful work, a sense of connectedness, and alignment between individual values and organizational purpose (Ashmos & Duchon, 2000). In religious nonprofit organizations, spirituality is not only a personal experience but also an organizational resource that shapes attitudes, behaviors, and work motivation. Spiritual development can be understood as a continuous process through which individuals internalize religious values, cultivate ethical character, and strengthen their sense of purpose in contributing to organizational goals (Marbun, 2020; Nst et al., 2025).

Studies indicate that workplace spirituality positively influences job satisfaction, organizational commitment, organizational citizenship behavior, and employee performance (Pasaribu et al., 2023; Syifa, 2023). Spiritual leadership and Islamic spirituality have also been found to strengthen work ethic, intrinsic motivation, and professional responsibility (Frediansyah et al., 2021; Ardiansyah et al., 2022). Through spiritual development practices such as mentoring, religious learning sessions, and value internalization programs, organizations can cultivate individuals who demonstrate integrity, responsibility, and commitment to service.

Nevertheless, spirituality alone is insufficient to ensure organizational effectiveness

if not supported by structured HRM systems. Informal spiritual approaches that lack clear planning and evaluation mechanisms may reduce accountability and organizational performance. Therefore, integrating spiritual development into SHRM practices becomes essential for creating a balanced system in which professionalism and spirituality reinforce one another.

Integrative Perspective: Linking SHRM, Value Fit, and Workplace Spirituality

Based on the three perspectives above, this study conceptualizes the integration of professional HRM and spiritual development as a complementary process. SHRM provides structured managerial mechanisms for developing competencies and performance, while Person–Organization Value Fit explains how alignment between individual and organizational values strengthens commitment and identity. Workplace spirituality, meanwhile, provides the motivational and ethical foundation that encourages individuals to perceive work as meaningful and aligned with religious purpose.

The interaction between these three perspectives creates a conceptual framework for understanding how religious nonprofit organizations can develop human resources who are both professionally competent and spiritually committed. Recruitment processes can incorporate value-based selection criteria, training programs can combine competency development with spiritual enrichment, and organizational culture can reinforce both professionalism and religious identity. Through this integrative approach, religious nonprofit organizations are better positioned to maintain accountability, sustainability, and mission effectiveness in increasingly complex organizational environments.

RESEARCH METHODOLOGY

This study employed a qualitative approach using a case study design to gain an in-depth understanding of how professional Human Resource Management (HRM) practices are integrated with spiritual development within a religious nonprofit organization. A qualitative case study was considered appropriate because the research focuses on exploring processes, meanings, and contextual dynamics related to value-based HRM practices that cannot be adequately captured through quantitative approaches. Through this design, the study enables a holistic analysis of the interaction between managerial systems and spiritual values within a real organizational setting. The research was conducted at Masjid Ismuhu Yahya in Pontianak City, Indonesia, which was purposively selected because it represents a

religious nonprofit organization that carries out multiple functions, including worship services, religious education, youth development, and community empowerment initiatives. Moreover, the mosque has implemented relatively structured HRM mechanisms, such as formal recruitment procedures, systematic task allocation, and organized spiritual development programs, making it an appropriate context for examining the relationship between professionalism and spirituality in HR management. The fieldwork was conducted over a four-month period, from January to April 2025, allowing the researcher to build sustained engagement with participants and observe recurring organizational activities, including meetings, training sessions, and religious programs.

Participants were selected using purposive sampling to ensure the involvement of individuals who possessed relevant knowledge and experience related to HRM practices and spiritual development within the organization. The study involved twelve participants representing various roles in the organizational structure, including two mosque leaders responsible for strategic decision-making, three HR administrators involved in recruitment and evaluation processes, four resident students (*santri penerima amanah*) who perform both organizational and religious responsibilities, and three staff members responsible for program implementation and operational activities. Participants were selected based on specific criteria, including active involvement in organizational activities for at least one year, direct experience in HRM processes such as recruitment, training, supervision, or evaluation, participation in spiritual development programs organized by the mosque, and willingness to voluntarily participate in the research. The application of these criteria ensured that participants were able to provide credible, experience-based information regarding the integration of professional HRM and spiritual development practices within the organization.

Data collection was conducted through three complementary techniques, namely semi-structured interviews, participant observation, and document analysis, enabling triangulation to enhance the credibility and depth of findings. Semi-structured interviews functioned as the primary source of data, providing flexibility for participants to share their experiences and perspectives regarding HRM practices and spiritual development processes. A total of twelve face-to-face interviews were conducted, each lasting approximately 45 to 90 minutes, guided by an interview protocol covering topics such as recruitment systems, training and development practices, performance evaluation mechanisms, spiritual mentoring activities, and perceptions regarding the relationship between professionalism and religious

values. All interviews were conducted with participant consent, audio-recorded, and transcribed verbatim to maintain accuracy in analysis. In addition to interviews, observations were carried out during routine organizational activities such as coordination meetings, training sessions, halaqah discussions, mentoring programs, and daily operational interactions. Observations focused on interaction patterns between leaders and members, implementation of HR practices such as task delegation and supervision, forms of spiritual guidance and value internalization, and expressions of organizational culture and communication patterns. Observational data were documented systematically through field notes using an observation checklist to ensure consistency. Furthermore, document analysis was conducted to examine organizational records such as organizational structure documents, standard operating procedures (SOPs), activity schedules, training materials, internal reports, and written guidelines related to spiritual development programs, providing additional evidence regarding the institutionalization of HRM practices and religious values.

The collected data were analyzed using thematic analysis based on the framework proposed by Braun and Clarke (2006). The analysis began with a process of data familiarization through repeated reading of interview transcripts, observation notes, and organizational documents to develop a comprehensive understanding of the dataset. Subsequently, inductive coding was conducted by identifying meaningful units of data related to HRM practices, spiritual development activities, and perceived relationships between professional management and religious values. Codes with conceptual similarities were then grouped into broader categories to facilitate systematic organization and interpretation. These categories were further refined into overarching themes that explain how professional HRM practices interact with spiritual development processes within the organization. In the final stage, the identified themes were interpreted using the theoretical perspectives of Strategic Human Resource Management, Person–Organization Value Fit, and Workplace Spirituality. Through this iterative analytical process, the study generated theoretically grounded insights that explain how professionalism and spirituality interact in shaping human resource management practices within a religious nonprofit organizational context. Coding categories and themes generated during the analysis are presented in Table 1.

Table 1. Coding categories and themes generated during the analysis

Initial Codes	Categories	Themes
competency-based selection, role clarity, structured task division	professional HR practices	Professionalization of HRM

religious mentoring, halaqah participation, character building	spiritual development activities	Structured Spiritual Development
commitment as worship, sincerity, moral responsibility	intrinsic motivation	Workplace Spirituality
alignment with organizational mission, shared religious values	value congruence	Person–Organization Value Fit
integration of SOP with religious values	hybrid management approach	Integration of Professionalism and Spirituality

RESULTS AND DISCUSSION

Organizational Profile and Overview of the Human Resource Management System at Masjid Ismuahu Yahya

Masjid Ismuahu Yahya in Pontianak City represents a religious nonprofit organization that has evolved beyond its traditional function as a place of worship into a center for education, community empowerment, and socio-religious activities. The mosque manages a variety of programs, including Qur’anic education, youth development, social services, and community-based economic initiatives. Organizational governance is structured through leadership roles, administrative divisions, and program-based work units that coordinate religious, educational, and operational activities. The scale of activities conducted by the mosque reflects its role not only as a religious institution but also as a community development organization with sustained social impact.

Within this organizational context, the mosque has developed a relatively structured human resource management (HRM) system. Human resources are viewed as strategic assets responsible for sustaining both religious programs and organizational services. The HRM system encompasses structured recruitment procedures, classification of personnel roles, competency-based training programs, and continuous spiritual development activities. This integrated system demonstrates the organization’s effort to balance managerial professionalism with religious values as the foundation of organizational identity. The HR framework implemented at Masjid Ismuahu Yahya therefore provides an appropriate context for understanding how professional HRM practices can operate in conjunction with spiritual development processes within a religious nonprofit organization.

Professional Human Resource Management Practices in the Mosque

The findings indicate that Masjid Ismuahu Yahya has implemented a structured recruitment and selection system that reflects professional HRM principles while

incorporating religious value considerations. Recruitment is conducted openly through official social media channels, enabling broad public access and ensuring transparency in the selection process. The selection procedures emphasize not only technical competence but also personal character and spiritual readiness, reflecting the organization's orientation as a value-based religious institution. The recruitment stages include Qur'anic reading proficiency tests, general knowledge assessments, basic arithmetic tests, and psychometric evaluations aimed at identifying personality traits, interests, and individual potential. According to an informant from the HR management unit:

"We conduct recruitment formally. There are Qur'an reading tests, general knowledge and arithmetic tests, as well as personality assessments. Our goal is not merely to find people who can work, but those who are ready to be spiritually nurtured and resident with responsibility." (HR Manager, Masjid Ismuhu Yahya)

These practices indicate that recruitment processes integrate competency-based assessment with value congruence considerations, ensuring that selected individuals possess both technical capability and alignment with the religious mission of the organization.

Table 2. Stages of human resource recruitment and selection at
Masjid Ismuhu Yahya

Stage	Activity	Purpose
Recruitment	Open recruitment via social media	Broad outreach to potential candidates
Spiritual selection	Qur'an reading test	Assessment of basic religious competence
Cognitive selection	General knowledge & arithmetic tests	Measurement of intellectual capacity
Psychological selection	Psychometric tests & potential mapping	Evaluation of personality and interests
Appointment	Acceptance and initial placement	Determination of readiness for development

Human Resource Classification, Employment Status, and Role Structure

The study also reveals that Masjid Ismuhu Yahya applies a structured classification of human resources based on roles, responsibilities, and employment arrangements. Personnel are categorized as Resident Students (Santri Penerima Amanah), which include residential Qur'an memorizers and non-residential contract-based staff. Approximately 180

individuals are currently involved in organizational activities, consisting of around 80 residential Qur'an memorizers and 100 non-residential employees working across various functional divisions.

Despite differences in residence and employment arrangements, all personnel are formally recognized as part of the mosque's organizational system and receive incentives in accordance with institutional policies. They are also required to comply with organizational regulations and participate in spiritual development programs. This structured classification demonstrates the existence of clear governance mechanisms, role clarity, and accountability structures, reflecting characteristics of professional HRM systems within a religious nonprofit context.

Professional Training and Competency Development

In addition to structured recruitment and classification systems, Masjid Ismuhi Yahya implements competency-based training programs designed to enhance the professional capabilities of its human resources. Training activities are tailored to the functional needs of each division and aim to strengthen both technical skills and managerial competencies. Programs include leadership training for coordinators and supervisors, customer service training for public service units, multimedia and digital communication training for da'wah teams, and entrepreneurship training for business units supporting the mosque's economic sustainability initiatives.

As stated by one informant:

"We do not only focus on spiritual nurturing, but also on developing professional skills. There are leadership, business, and multimedia trainings based on each division's needs." (HR Manager)

These findings indicate that the mosque adopts a systematic approach to human resource development, demonstrating the application of professional HRM practices aimed at strengthening organizational performance and service quality.

Table 3. Forms of Human Resource Training and Development

Training Type	Target Division	Objective
Leadership training	Coordinators and managers	Strengthening managerial capacity
Customer service	Public service units	Improving service quality
Multimedia & advertising	Digital da'wah team	Optimizing digital outreach
Business & entrepreneurship	Mosque business units	Economic sustainability

Spiritual Development as an Organizational Mechanism

The findings indicate that spiritual development constitutes a central component of HRM practices at Masjid Ismuhu Yahya. Individuals who are accepted into the organization are required to participate in a residential development program (mukim) lasting approximately three months. This program aims to establish shared values, strengthen discipline, and facilitate the internalization of religious principles that guide organizational behavior. Participants engage in structured spiritual activities, including congregational prayers five times daily, Qur’anic memorization sessions after Maghrib and Subuh prayers, routine Qur’anic recitation, and participation in religious lectures and mentoring sessions led by mosque leaders. A resident student explained:

“We are required to pray in congregation, submit our memorization, and attend daily religious lessons. The goal is to build the same spiritual foundation not just to work, but to worship.”
(Resident Student)

These activities demonstrate that spiritual development is not treated as an informal or incidental practice but rather as an institutionalized mechanism aimed at shaping discipline, responsibility, sincerity (ikhlas), and commitment to organizational responsibilities as a form of religious devotion.

Table 4. Forms of Spiritual Development for Human Resources

Activity	Schedule	Objective
Congregational prayers	Five times daily	Collective worship habituation
Qur’an memorization	After Maghrib and Subuh	Strengthening individual spirituality
Daily Qur’an recitation	Daily	Consistency in worship
Religious lectures	Scheduled sessions	Internalization of values and vision

Integration of Professionalism and Spirituality in Human Resource Management

The findings demonstrate that HRM practices at Masjid Ismuhu Yahya reflect the integration of professional managerial principles with structured spiritual development processes. Professional HRM practices are evident in competency-based recruitment, systematic training programs, clear role classification, and structured organizational governance. These practices align with contemporary perspectives that view human resources as strategic organizational assets contributing to effectiveness, innovation, and sustainability (Hasyim, 2020; Hasanah et al., 2025; Handayani et al., 2025; Sinagula et al., 2025; Nabila et al., 2025). At the same time, the institutionalization of spiritual development

reinforces the mosque's identity as a value-based organization whose operational practices are guided by religious principles (Ansari et al., 2025; Anwar et al., 2024).

Spiritual development functions as a mechanism for internalizing moral values, strengthening character formation, and fostering intrinsic motivation among organizational members. These findings support previous studies indicating that structured religious activities contribute positively to spiritual intelligence, ethical awareness, and professional conduct (Marbun, 2020; Nst et al., 2025; Aurannisa & Azhari, 2025). The integration of structured HRM systems with spiritual value internalization also corresponds with research demonstrating that strategic HRM practices in Islamic educational and religious institutions enhance competence and organizational professionalism when aligned with value-based guidance (Hasanah et al., 2025; Handayani et al., 2025).

Furthermore, the findings are consistent with empirical literature on workplace spirituality and spiritual leadership, which shows positive relationships with organizational commitment, work ethic, and organizational citizenship behavior (OCB). Studies indicate that Islamic spirituality strengthens employee attitudes and performance either directly or through mediating variables such as job satisfaction and organizational commitment (Pasaribu et al., 2023; Syifa, 2023; Ramadhany, 2020; Ardiansyah et al., 2022). Research on spiritual leadership also demonstrates its role in strengthening performance through value internalization and organizational culture development (Frediansyah et al., 2021; Ach. Rofiqi, 2017; Korip et al., 2025). The present study extends these findings by illustrating how spiritual development can be systematically embedded within formal HRM systems rather than functioning merely as symbolic organizational attributes.

Contrary to earlier studies that often position professionalism and spirituality as separate or potentially conflicting dimensions, this study demonstrates that both can operate synergistically within a religious nonprofit organization. The case of Masjid Ismuhu Yahya shows that spiritual values do not weaken managerial professionalism; instead, they reinforce organizational commitment, ethical responsibility, and shared meaning at work. These findings also support research suggesting that spirituality influences career orientation and professional identity in Islamic institutional settings (Ac et al., 2025).

Overall, the integration of professional HRM and spiritual development has contributed to the transformation of Masjid Ismuhu Yahya into an adaptive, structured, and socially impactful religious nonprofit organization. The findings indicate that the sustainability of contemporary religious organizations depends not only on managerial

effectiveness but also on their ability to institutionalize spiritual values within formal organizational systems. By integrating professionalism and spirituality, religious nonprofit organizations can maintain accountability and performance while preserving their distinctive moral and religious identity.

CONCLUSION AND RECOMMENDATIONS

This study concludes that the integration of professional human resource management (HRM) and spiritual development at Masjid Ismuhu Yahya Pontianak has been implemented in a systematic and complementary manner. The findings show that structured HRM practices such as competency-based recruitment, clear human resource classification, and continuous professional training are effectively combined with intensive spiritual development through religious routines, residential spiritual programs, and ongoing moral guidance. This integration produces human resources who are not only professionally competent but also possess strong spiritual values, integrity, discipline, and a sense of responsibility (*amanah*). In line with the objectives of the study, the results confirm that religious nonprofit organizations can achieve managerial professionalism without losing their spiritual identity, and that such integration contributes positively to organizational effectiveness and sustainability.

Based on these findings, it is recommended that religious nonprofit organizations, particularly mosques, adopt integrated human resource management systems that balance professional management practices with structured spiritual development. Organizational leaders should design recruitment, training, and evaluation mechanisms that emphasize both technical competence and alignment with religious values. From a theoretical perspective, future studies are encouraged to develop integrative HRM models that explicitly incorporate spiritual development as a core dimension of human resource management in values-based organizations. Further research may also expand the scope by examining similar practices in different religious institutions or cultural contexts, as well as by employing comparative or mixed method approaches to assess the long-term impact of integrated professional and spiritual HRM on organizational performance and social outcomes.

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