



Reconceptualizing Value-Based Leadership: Its Impact on Integrity and Human Capital Commitment in Islamic Da'wah Organizations

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Abstract

This study aims to develop a Value-Based Leadership model to enhance integrity and human resource commitment within Islamic da'wah organizations. Employing a Systematic Literature Review (SLR) approach within a qualitative-interpretive paradigm, the study analyzes and synthesizes findings from reputable scholarly articles published over the past five years. The analytical process follows structured stages of identification, selection, evaluation, and thematic synthesis of the literature. The findings reveal that Value-Based Leadership exerts a significant influence on integrity through mechanisms of value internalization and leader role modeling. Integrity, in turn, functions as a mediating variable that strengthens the relationship between value-based leadership and organizational commitment. In the context of da'wah institutions, human resource commitment is not solely affective but also encompasses normative and spiritual dimensions, reflecting a more complex construct compared to conventional organizations. This study is limited by the absence of empirical field data; therefore, future research is recommended to empirically test the proposed model using quantitative methods. Practically, the findings offer strategic implications for Islamic da'wah institutions in fostering leadership practices centered on value internalization, integrity reinforcement, and enhanced workforce commitment. Theoretically, this study contributes to the leadership literature by integrating Value-Based Leadership with Islamic values into a comprehensive conceptual framework.

Keywords: Value-Based Leadership, integrity, organizational commitment, da'wah human resources, Islamic leadership

INTRODUCTION

The crisis of integrity and human resource (HR) commitment has emerged as a critical global issue across organizational sectors, including value-driven and faith-based institutions. Recent global reports indicate that employee disengagement exceeds 60%, significantly undermining organizational commitment and overall performance outcomes (Sari & Kustiningsih, 2026). Concurrently, the rising prevalence of ethical violations suggests that integrity has not been fully internalized within contemporary organizational cultures. In this context, value-based organizations particularly Islamic da'wah institutions face a dual challenge: achieving organizational effectiveness while consistently upholding moral and spiritual values in practice.

This paradox underscores the strategic importance of leadership capable of embedding and internalizing values within organizational systems.

Extant empirical studies over the past five years confirm that the decline in integrity and commitment is not confined to corporate environments but is also evident in value-based organizations. Research indicates that more than 40% of organizations experience diminished workforce loyalty due to weak value internalization (Fard et al., 2026). Furthermore, integrity-related issues are often rooted in the misalignment between espoused organizational values and actual leadership practices (Budur, 2026). Within Islamic organizational contexts, this challenge is further compounded by the gap between normative Islamic teachings and their practical implementation in HR management (Munandar et al., 2026). In Indonesian da'wah institutions, this issue is particularly pronounced, where weak integrity among personnel is frequently associated with ineffective leadership in value transmission and role modeling (Kahfi & Castrawijaya, 2024). Moreover, HR commitment in da'wah settings is strongly influenced by value attachment and the perceived meaning of work fostered through value-based leadership (Sabirin & Castrawijaya, 2025). These findings highlight the urgent need for a systematic leadership model capable of bridging these gaps.

From a theoretical perspective, Value-Based Leadership (VBL) has evolved as a prominent framework emphasizing the integration of ethical, moral, and spiritual values into leadership processes. Wahab and Malim (2024) argue that VBL extends beyond goal attainment to encompass the cultivation of individual character and integrity. This perspective aligns with Islamic leadership principles, which prioritize values such as *amanah* (trustworthiness), honesty, and accountability as foundational elements of leadership behavior (Ikhwan et al., 2025). In the context of da'wah organizations, leadership transcends administrative functions, serving as a mechanism for continuous value internalization that shapes employee behavior and organizational culture (Salim & Castrawijaya, 2023). Accordingly, VBL represents a highly relevant conceptual lens for fostering sustainable integrity and commitment.

Despite its growing prominence, the empirical relationship between Value-Based Leadership, integrity, and organizational commitment remains inconclusive. Some studies report a direct and significant effect of VBL on organizational commitment (Surbakti, 2024), whereas others suggest that this relationship is indirect and mediated by variables such as organizational culture or job satisfaction (Nurlaila et al., 2025). Additionally, Faizin et al. (2025) contend that value-based HR management systems may exert a more dominant influence than leadership alone. These divergent findings reveal an unresolved academic debate, particularly concerning the underlying mechanisms linking these constructs.

Furthermore, the majority of existing studies have concentrated on educational or corporate settings, with limited attention given to da'wah institutions as distinct value-based organizations. This represents a critical gap, given that da'wah organizations uniquely integrate spiritual, social, and organizational dimensions simultaneously (Mundiri & Sain, 2025). Empirical research examining integrity and commitment within a unified conceptual framework also remains scarce. In Indonesia, the transformation of da'wah organizations is increasingly contingent upon leadership capabilities in managing HR change in adaptive and innovative ways (Ashari et al., 2024). These conditions suggest substantial opportunities for developing a more contextualized and integrative Value-Based Leadership model.

Another significant research gap lies in the limited development of conceptual models that explicitly integrate Value-Based Leadership with Islamic values in HR management contexts. Existing studies tend to adopt fragmented approaches and often fail to capture the structural relationships among key variables comprehensively (Sahputra & Adawiyah, 2025). Moreover,

methodological approaches have been predominantly quantitative, with insufficient exploration of deeper value and spirituality dimensions. This highlights the need for a more holistic and interpretive approach to model development.

In response to these gaps, this study aims to develop a Value-Based Leadership model to enhance integrity and HR commitment within Islamic da'wah institutions. Rather than merely examining variable relationships, this study seeks to construct a comprehensive conceptual framework that can inform value-based HR management practices. Accordingly, the research addresses the following questions: (1) How does Value-Based Leadership influence the integrity of da'wah human resources? (2) How does Value-Based Leadership affect HR commitment? (3) What is the relationship between integrity and HR commitment in Islamic da'wah institutions? and (4) What conceptual model of Value-Based Leadership is most effective in strengthening integrity and commitment?

The novelty of this study lies in its development of an integrative model that synthesizes Value-Based Leadership with Islamic values within the specific context of da'wah institutions. Unlike prior studies that adopt partial perspectives, this research offers a more comprehensive framework by simultaneously incorporating integrity and commitment as interconnected constructs. Additionally, it provides a new perspective on leadership in faith-based organizations characterized by unique spiritual and organizational dynamics.

Theoretically, this study contributes to the advancement of Value-Based Leadership and Islamic HR management literature by offering a more integrative conceptualization. Practically, it provides strategic guidance for leaders and managers of da'wah institutions in designing leadership approaches that effectively foster value internalization, strengthen integrity, and enhance workforce commitment. Ultimately, this research aims to bridge the gap between theory and practice while addressing a critical global challenge in value-based organizational management.

LITERATURE REVIEW

Empirical studies over the past five years indicate that the relationship between Value-Based Leadership (VBL), integrity, and organizational commitment has become a central theme in contemporary leadership scholarship. Broadly, the literature converges on the view that value-based leadership often operationalized through ethical leadership or virtue-based leadership exerts a significant influence on employee attitudes and behaviors. For instance, Budur (2026) demonstrates that leadership grounded in moral and spiritual values significantly enhances organizational commitment through consistent value internalization. This finding aligns with Almanbahi et al. (2025), who argue that ethical leadership improves organizational effectiveness by fostering positive employee behaviors. Collectively, these studies suggest that VBL functions not merely as a managerial tool but as a transformative mechanism for embedding values within organizations.

Within Islamic da'wah institutions, this transformational role becomes even more pronounced, as leadership directly shapes employee values and behaviors through moral and spiritual engagement. Leadership in such contexts operates not only at a structural level but also at a deeply normative level, reinforcing value alignment and behavioral consistency (Salim & Castrawijaya, 2023). Despite this general consensus, the mechanisms linking VBL to organizational outcomes remain contested. Some studies conceptualize the relationship between leadership and commitment as direct. Budur (2026), for example, finds that leadership values directly influence both affective and normative commitment. In contrast, other studies emphasize indirect pathways mediated by intervening variables. Almanbahi et al. (2025) identify

organizational citizenship behavior as a mediator, while Nazir and Khadim (2026) demonstrate that knowledge sharing mediates the relationship between ethical leadership and innovative behavior. These findings indicate that value-based leadership operates through complex psychological and social mechanisms rather than simple linear relationships.

In da'wah organizations, these mechanisms are further shaped by value internalization and leader role modeling, which serve as critical drivers of value-based commitment (Sabirin & Castrawijaya, 2025). This divergence in findings highlights an unresolved debate regarding causal pathways and the role of mediating variables in VBL models. Integrity emerges in the literature as both a critical outcome and an intervening mechanism linking leadership and commitment. Nazir and Khadim (2026) emphasize that ethical leadership plays a central role in fostering individual integrity through role modeling and value internalization processes. Subsequently, integrity enhances trust and strengthens employee attachment to the organization. A growing body of research supports the view that integrity acts as a psychological foundation reinforcing the alignment between organizational values and employee behavior.

In the context of Islamic da'wah institutions, integrity is not solely shaped by formal systems but also by the consistency of leaders in embodying and practicing values in everyday interactions (Kahfi & Castrawijaya, 2024). Therefore, integrity should be conceptualized not only as a dependent variable but also as a mediating construct that bridges leadership influence and organizational commitment. Further insights are provided by Borde et al. (2024), who demonstrate that the relationship between leadership style and organizational commitment is highly contingent on organizational context and value orientation. Their findings suggest that value-based leadership exerts a stronger impact in organizations with a high value orientation compared to performance-driven organizations. Similarly, Abu Orabi et al. (2024), through bibliometric analysis, reveal a growing scholarly shift toward integrating ethics, values, and spirituality into leadership research. This reflects a broader paradigmatic transition from traditional leadership approaches to more humanistic and value-centered perspectives.

In da'wah organizations, this shift is mirrored in ongoing transformation efforts emphasizing value-based HR management and adaptive leadership practices (Ashari et al., 2024). However, both studies also highlight the limited number of integrative models that simultaneously examine VBL, integrity, and commitment within a unified framework. Based on this synthesis, several critical research gaps can be identified. First, most studies examine relationships between variables in a fragmented manner, such as leadership commitment or leadership integrity, without integrating all three constructs into a single comprehensive model. Second, although ethical leadership has been widely studied, fewer studies explicitly conceptualize Value-Based Leadership as a holistic construct encompassing ethical, moral, and spiritual dimensions simultaneously. Third, prior research has predominantly focused on corporate and educational settings, with limited attention given to Islamic da'wah institutions as unique value-based organizations. Fourth, the mediating role of integrity in the relationship between VBL and organizational commitment remains underexplored, particularly in religious organizational contexts.

To address these gaps, this study proposes an integrative model linking Value-Based Leadership, integrity, and HR commitment within Islamic da'wah institutions. Unlike prior studies, this research not only examines direct relationships but also explores integrity as a mediating variable that explains the mechanism through which VBL influences organizational commitment. Additionally, this study contributes contextually by situating the analysis within faith-based organizations characterized by strong spiritual and value-driven orientations. Drawing on the theoretical foundation and prior empirical findings, this study formulates the following hypotheses:

- **H1:** Value-Based Leadership positively influences integrity.
- **H2:** Value-Based Leadership positively influences organizational commitment.
- **H3:** Integrity positively influences organizational commitment.
- **H4:** Integrity mediates the relationship between Value-Based Leadership and organizational commitment.

Table 1.
Conceptual Framework

Variable	Definition	Dimensions	Indicators	Key References
Value-Based Leadership (VBL)	A leadership approach integrating ethical, moral, and spiritual values into decision-making and behavior	Ethical values, moral conduct, spiritual orientation, role modeling	Value internalization, ethical consistency, leader credibility, moral example	Budur (2026); Wahab & Malim (2024); Ikhwan et al. (2025)
Integrity	The consistency between values, words, and actions reflecting honesty and moral commitment	Honesty, consistency, accountability, trustworthiness	Ethical behavior, transparency, reliability, adherence to values	Nazir & Khadim (2026); Kahfi & Castrawijaya (2024)
Organizational Commitment	The psychological attachment and loyalty of individuals to the organization	Affective, normative, spiritual commitment	Emotional attachment, moral obligation, value alignment, sense of purpose	Meyer & Allen (extended); Sabirin & Castrawijaya (2025)
Mediating Mechanism	The process explaining how leadership influences commitment through integrity	Value internalization, trust formation	Alignment of values, increased trust, behavioral consistency	Almanbahi et al. (2025); Borde et al. (2024)

The extant literature demonstrates that Value-Based Leadership plays a pivotal role in shaping employee attitudes and behaviors, particularly in fostering integrity and organizational commitment. However, prior studies remain fragmented, often examining these relationships in isolation and predominantly within corporate or educational contexts. Moreover, the mechanisms underlying these relationships especially the mediating role of integrity have not been sufficiently explored, particularly in faith-based organizations such as Islamic da'wah institutions. This gap highlights the need for a more integrative and context-sensitive approach. Accordingly, this study advances the literature by proposing a comprehensive conceptual model that positions integrity as a key mediating variable linking Value-Based Leadership to organizational commitment within a value-driven and spiritually grounded organizational setting.

METHOD

This study adopts a Systematic Literature Review (SLR) approach within a qualitative-interpretive paradigm to comprehensively examine the relationships between Value-Based Leadership (VBL), integrity, and human resource commitment in Islamic da'wah institutions. The SLR approach is employed due to its ability to systematically identify, evaluate, and synthesize existing research in a transparent and replicable manner, thereby enabling a structured and in-depth understanding of the phenomenon under investigation (Snyder, 2019; Paul et al., 2021). Within this framework, the qualitative-interpretive paradigm is utilized to interpret conceptual meanings and interrelationships among variables, rather than merely aggregating quantitative findings. This approach is particularly suitable for studies aimed at developing conceptual models and theoretical frameworks, as it allows for deeper analytical insight into value-based and spiritual dimensions of leadership (Booth et al., 2021).

The methodological procedure follows established SLR protocols, consisting of four main stages: identification, selection, evaluation, and synthesis of the literature. The identification stage involves a comprehensive search of leading academic databases, including Scopus, Web of Science, and ScienceDirect, using keywords such as "Value-Based Leadership," "ethical leadership," "integrity," "organizational commitment," and "Islamic leadership." The selection process applies strict inclusion criteria, namely: (1) articles published in peer-reviewed journals indexed in Scopus or Web of Science, (2) publications in English, (3) relevance to the key variables under study, and (4) publication within the last five years. This process adheres to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to ensure methodological transparency and reproducibility (Page et al., 2021).

Subsequently, the evaluation stage involves assessing the methodological rigor and scholarly contribution of each selected article. Only studies demonstrating strong theoretical grounding and methodological validity are retained. The final stage, synthesis, is conducted using a thematic approach to identify patterns, relationships, and conceptual linkages across the literature (Tranfield et al., 2020). This structured process ensures that the resulting synthesis is both comprehensive and academically robust. In this study, the unit of analysis is not individual respondents but scholarly articles relevant to the research topic. These articles are selected through rigorous inclusion and exclusion criteria to ensure high quality and strong relevance. Within the SLR framework, scholarly publications function as the primary analytical units, enabling in-depth conceptual exploration and theory development (Kitchenham et al., 2020). The selected articles encompass studies on Value-Based Leadership, integrity, and organizational commitment across various contexts, including value-based and religious organizations, thereby providing a solid empirical and theoretical foundation for model development.

Data analysis is conducted using thematic analysis complemented by content analysis techniques. Thematic analysis involves systematic coding, categorization, and interpretation of data to identify key themes related to the research variables (Braun & Clarke, 2021). Meanwhile, content analysis is employed to examine the frequency and distribution of key concepts within the literature, thereby enhancing the validity and reliability of the findings (Krippendorff, 2022). The analysis is conducted iteratively to ensure consistency between interpretation and data, allowing for the integration of diverse theoretical and empirical perspectives into a unified conceptual framework. The data sources consist primarily of scholarly articles published in high-impact international journals indexed in Scopus and Web of Science, with a focus on publications from the past five years to ensure relevance and timeliness. In addition, seminal works are incorporated to provide a strong theoretical foundation for the study. The use of reputable academic databases is essential in ensuring the credibility and quality of the data (Donthu et al., 2021). Data collection is carried out systematically using predefined keywords and rigorous screening procedures to

ensure alignment with the research objectives. Overall, this methodological design enables the development of a theoretically grounded and systematically validated model of Value-Based Leadership in enhancing integrity and HR commitment within Islamic da'wah institutions.

RESULT

General Patterns in the Literature

The synthesis of recent literature reveals a relatively consistent pattern regarding the relationship between Value-Based Leadership (VBL), integrity, and organizational commitment across diverse organizational contexts. Contemporary studies largely confirm that VBL plays a strategic role in shaping ethical behavior and enhancing relational quality within organizations. Leadership grounded in values functions not only as a decision-making mechanism but also as a systematic process of moral and ethical value internalization that influences employee behavior. Empirical evidence consistently indicates that VBL significantly enhances integrity through sustained value internalization processes reinforced by leadership practices (Wahab & Malim, 2024; Budur, 2026).

Moreover, VBL demonstrates a positive association with organizational commitment, particularly within affective and normative dimensions, which are strengthened by value congruence between individuals and organizations (Borde et al., 2024). In value-based organizations such as Islamic da'wah institutions, this relationship becomes more pronounced. Leadership extends beyond administrative functions to act as a transformative agent that shapes both behavior and work orientation through moral and spiritual engagement (Salim & Castrawijaya, 2023). Consequently, the relationship between leadership and organizational outcomes in such contexts is not merely structural but also deeply normative and spiritual. The literature further identifies two dominant relational pathways: a direct relationship between VBL and organizational commitment, and an indirect relationship mediated by integrity. The majority of studies suggest that VBL not only directly influences employee attitudes but also creates psychological conditions that foster trust, loyalty, and organizational attachment (Almanbahi et al., 2025). Within da'wah institutions, these effects are amplified through leader role modeling, which reinforces value alignment and behavioral consistency (Sabirin & Castrawijaya, 2025). Accordingly, integrity emerges as a central construct bridging leadership and commitment.

However, variations in the strength and mechanisms of these relationships are evident. Some studies emphasize strong direct effects, while others highlight the role of mediating variables such as integrity, organizational culture, or organizational citizenship behavior (Nazir & Khadim, 2026). These variations suggest that the relationship between VBL and organizational outcomes is non-linear and contingent upon contextual and psychological factors.

Relationship between Value-Based Leadership and Integrity

The relationship between Value-Based Leadership and integrity is among the most consistent findings in contemporary leadership research. Empirical studies demonstrate that leaders who consistently embody ethical and moral values foster integrity among employees through role modeling processes (Nazir & Khadim, 2026). In this regard, leaders function not only as decision-makers but also as value exemplars whose behaviors set normative standards within the organization.

In Islamic da'wah institutions, the development of integrity assumes a more complex dimension, encompassing not only professional ethics but also spiritual values. Evidence suggests that integrity is strongly influenced by the consistency with which leaders demonstrate values in

everyday practices (Kahfi & Castrawijaya, 2024). This indicates that integrity cannot be established solely through formal systems or regulations but requires sustained leadership exemplification.

The mechanism underlying this relationship operates through continuous value internalization. When leaders align their actions with espoused values, they create value congruence that encourages individuals to adopt and internalize these values (Simons et al., 2023). Trust in leadership further strengthens this process, serving as a foundational element in the development of organizational integrity.

Nonetheless, different theoretical approaches offer varying perspectives. Ethical leadership emphasizes compliance with moral norms, whereas spiritual leadership highlights transcendental meaning and purpose (Budur, 2026). In the context of da'wah institutions, these perspectives are complementary, as integrity is shaped both by ethical adherence and spiritual consciousness.

Relationship between Value-Based Leadership and Organizational Commitment

The literature also demonstrates that Value-Based Leadership significantly influences organizational commitment, both directly and indirectly. Directly, VBL enhances commitment by fostering a value-driven work environment in which individuals experience emotional and moral attachment to the organization (Budur, 2026). Such leadership cultivates a strong sense of purpose, thereby increasing employee loyalty and engagement.

In da'wah institutions, organizational commitment is inherently multidimensional, extending beyond rational considerations to include moral and spiritual dimensions. Studies indicate that commitment among da'wah personnel is largely shaped by the internalization of values facilitated by leadership (Sabirin & Castrawijaya, 2025). As a result, commitment in this context encompasses affective, normative, and spiritual components.

However, empirical findings are not entirely uniform. Some studies suggest that the influence of VBL on commitment is indirect, mediated by factors such as organizational citizenship behavior or organizational culture (Almanbahi et al., 2025). Others indicate that value-based HR management systems may exert a more substantial influence than individual leadership alone (Borde et al., 2024).

Key moderating factors such as value congruence, trust in leadership, and value-oriented organizational culture have been shown to strengthen the relationship between VBL and commitment (Simons et al., 2023). Conversely, inconsistencies between organizational values and practices may weaken employee commitment. Therefore, the effectiveness of VBL in enhancing commitment is highly dependent on the consistency of value implementation within the organization.

The Mediating Role of Integrity

The literature consistently identifies integrity as a crucial mediating variable in the relationship between Value-Based Leadership and organizational commitment. Empirical evidence suggests that VBL does not always directly influence commitment but operates through the development of integrity (Simons et al., 2023). Once established, integrity enhances trust, which in turn strengthens employees' attachment to the organization.

In Islamic da'wah institutions, the mediating role of integrity becomes even more significant, as it is closely linked to organizational credibility and legitimacy. High levels of integrity among da'wah personnel are essential for fostering trust and sustaining commitment (Kahfi & Castrawijaya, 2024). Thus, integrity functions not only as a mediating mechanism but

also as a foundational element in leadership–commitment relationships. This mediation mechanism can be theoretically explained through Social Exchange Theory, which posits that relationships grounded in trust and shared values lead to stronger reciprocal commitment (Cropanzano et al., 2022). When leaders demonstrate integrity, employees are more likely to reciprocate with consistent, loyal, and committed behavior. Accordingly, integrity serves as a key explanatory mechanism linking Value-Based Leadership to organizational commitment, particularly in value-driven and faith-based organizational contexts.

DISCUSS

Contextualizing Value-Based Leadership in Islamic Da’wah Institutions

The findings of this study reveal that the interplay between Value-Based Leadership (VBL), integrity, and organizational commitment becomes significantly more complex and multidimensional within Islamic da’wah institutions compared to conventional organizational settings. This complexity arises from the intrinsic nature of da’wah organizations, which operate not only as formal structures pursuing performance outcomes but also as value-driven entities grounded in moral and spiritual imperatives. Consequently, leadership in this context transcends technical and managerial functions, evolving into a transformational process that shapes individual values, ethical conduct, and spiritual consciousness.

A central insight emerging from this study is that leadership in da’wah institutions functions primarily as a mechanism of value internalization. Unlike conventional leadership models that emphasize control, coordination, and efficiency, VBL in da’wah contexts operates through symbolic and behavioral influence, particularly via role modeling. Leaders embody organizational values, and their behavioral consistency becomes the primary reference point for followers. This reinforces the argument that leadership effectiveness is contingent not merely on espoused values but on the alignment between values and actions. Such alignment fosters deeper internalization processes, which in turn cultivate sustained individual integrity.

Furthermore, the study highlights that integrity within da’wah institutions extends beyond procedural or compliance-based definitions. Instead, it represents a synthesis of ethical consistency and spiritual consciousness. This dual dimension positions integrity as both a behavioral outcome and an intrinsic moral state rooted in religious awareness. As such, integrity in this context acquires a transcendental quality, distinguishing it from its conceptualization in secular organizational literature. This finding contributes to the growing body of research advocating for a broader understanding of integrity that incorporates spiritual and existential dimensions.

The nature of organizational commitment in da’wah institutions also reflects this multidimensionality. Unlike traditional models that primarily conceptualize commitment in affective, continuance, and normative terms, commitment in da’wah settings is deeply intertwined with meaning-making processes and spiritual purpose. Employees or members often perceive their roles as forms of service or devotion, resulting in a commitment that is not only emotional or moral but also ideological and transcendental. This reinforces the notion that VBL strengthens commitment not merely through organizational alignment but through the construction of meaningful and value-laden work experiences.

Importantly, the findings underscore the central mediating role of integrity in linking leadership and commitment. Integrity operates as a psychological and moral bridge that transforms leadership influence into sustained organizational attachment. From a theoretical standpoint, this mechanism aligns with Social Exchange Theory, where trust and reciprocity form the basis of relational commitment. However, in the context of da’wah institutions, this exchange extends beyond transactional or relational dimensions to include moral and spiritual reciprocity. When

leaders demonstrate integrity, followers respond not only with trust but also with value alignment and moral commitment, thereby reinforcing organizational cohesion.

Another critical dimension highlighted in this study is the dynamic nature of Value-Based Leadership in responding to contemporary challenges. Da'wah organizations are increasingly confronted with rapid social change, technological disruption, and globalization pressures. In this environment, leadership must balance value preservation with adaptive capacity. The findings suggest that VBL is not inherently static or conservative; rather, it possesses the flexibility to accommodate change while maintaining core values. This dynamic adaptability positions VBL as a relevant and resilient leadership model capable of sustaining organizational effectiveness in complex and evolving contexts.

Theoretical and Practical Implications

From a theoretical perspective, this study advances the leadership literature in several significant ways. First, it reinforces the conceptual relevance of Value-Based Leadership as a comprehensive framework that integrates ethical, moral, and spiritual dimensions into leadership analysis. By positioning integrity as a mediating variable rather than merely an outcome, this study extends existing theoretical models and provides a more nuanced understanding of the causal mechanisms linking leadership and organizational commitment.

Second, this research contributes to the contextualization of leadership theory within faith-based organizations. The integration of VBL with Islamic values demonstrates that contemporary leadership theories can be meaningfully adapted to religious contexts without losing analytical rigor. This opens new avenues for developing context-sensitive leadership models that reflect the unique characteristics of value-driven organizations.

From a practical standpoint, the findings offer important implications for leaders and managers of da'wah institutions. One key implication is the necessity of moving beyond symbolic articulation of values toward their authentic internalization in organizational practices. Leadership credibility becomes a critical factor, as inconsistencies between values and actions can undermine integrity and weaken organizational commitment. Therefore, leaders must function as role models who consistently embody organizational values in both strategic decisions and daily interactions. Additionally, the study emphasizes the strategic importance of fostering integrity as a core organizational capability. This requires the development of systems and practices that support value internalization, such as value-based training programs, spiritual development initiatives, and performance evaluation frameworks that incorporate ethical and moral dimensions. By institutionalizing integrity, organizations can strengthen trust and enhance long-term commitment among their members.

Finally, the study highlights the need for adaptive and innovative leadership approaches in navigating contemporary challenges. Da'wah organizations must remain responsive to environmental changes while preserving their core values. This requires leaders who are not only value-driven but also capable of strategic thinking, innovation, and organizational transformation. In this regard, Value-Based Leadership serves not only as a solution to integrity and commitment challenges but also as a strategic framework for ensuring organizational sustainability.

Conclusion

This study set out to examine and develop a Value-Based Leadership (VBL) model for enhancing integrity and human resource commitment within Islamic da'wah institutions using a Systematic Literature Review (SLR) approach. The findings demonstrate that VBL plays a strategic role in fostering individual integrity through consistent processes of value internalization enacted by leaders. In turn, integrity significantly contributes to strengthening organizational

commitment, particularly within its affective and normative dimensions. This relationship is especially pronounced in value-driven contexts such as da'wah institutions, where moral and spiritual values are central to organizational functioning. Accordingly, the study confirms that Value-Based Leadership positively influences both integrity and commitment, with integrity serving as a key mediating mechanism that reinforces this relationship.

From a theoretical standpoint, this research advances the leadership literature by repositioning integrity not merely as an outcome variable but as a causal mechanism linking value-based leadership to organizational commitment. Furthermore, the study contributes to the contextual development of leadership theory by integrating Islamic values into the Value-Based Leadership framework, resulting in a more nuanced and contextually relevant conceptual model for faith-based organizations. From a practical perspective, the findings offer important implications for leaders and managers of da'wah institutions. Specifically, leadership strategies should prioritize the internalization of values through consistent role modeling and behavioral alignment. Strengthening integrity emerges as a critical strategic priority, as it enhances trust and fosters stronger commitment among organizational members. In addition, institutions are encouraged to develop sustainable systems for value and spiritual development to ensure long-term organizational resilience and effectiveness.

Despite its contributions, this study is not without limitations. The reliance on a Systematic Literature Review means that the proposed model has not yet been empirically tested. Future research is therefore recommended to validate the model using quantitative or mixed-method approaches. Moreover, subsequent studies may incorporate additional variables such as organizational culture, trust, or spiritual leadership to further enrich and refine the proposed framework. In sum, this study underscores that the sustainability and effectiveness of Islamic da'wah institutions depend fundamentally on the ability of leadership to integrate values, integrity, and commitment within a cohesive and holistic framework.

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