



MANAJEMEN MODEL SOCIAL EXCHANGE THEORY (SET) RELIGIOSITY

Memahami Faktor-Faktor
Penentu Perilaku Inovatif
Pada Karyawan

Noor Arifin



Religiosity

Religiosity is a person's degree of devotion to one or more religions. It is a complex concept that includes beliefs, practices, and attitudes. It is often measured by the frequency of religious activities, such as prayer, meditation, and attending religious services. Religiosity is also associated with moral behavior and social responsibility.

Innovations:

Innovation is the process of creating new ideas, products, or services. It is a key driver of economic growth and social progress. Innovations can be classified into several types, including technological, organizational, and social innovations. They are often the result of creative thinking and experimentation.

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PRAKATA

Puji dan syukur kami panjatkan ke hadirat Allah SWT. Atas limpahan rahmat dan karunia-Nya, buku ini dapat diselesaikan dan berhasil diterbitkan. Buku ini berjudul *“Manajemen Model Social Exchange Theory (SET) Religiosity: Memahami Faktor-faktor Penentu Perilaku Inovatif pada Karyawan”*, hadir sebagai panduan bagi para praktisi manajemen, akademisi, dan pembaca umum yang ingin memahami lebih dalam mengenai hubungan antara keterikatan karyawan, religiusitas, dan perilaku inovatif.

Buku ini mengangkat konsep keterikatan karyawan sebagai fondasi utama yang mendorong produktivitas dan inovasi. Melalui pendekatan teoritis dan empiris, kami menyajikan isu-isu terkini yang relevan dengan pengelolaan sumber daya manusia di berbagai sektor, khususnya dalam konteks perbankan syariah. Penekanan pada aspek religiusitas dan kepemimpinan spiritual menambah dimensi baru dalam memahami perilaku karyawan yang tidak hanya didasarkan pada kepuasan kerja, tetapi juga pada nilai-nilai spiritual yang diyakini.

Semoga buku ini memberikan manfaat bagi pembaca dalam memperkaya pengetahuan dan praktik manajemen, serta menjadi inspirasi untuk mengembangkan inovasi yang berkelanjutan dalam dunia kerja.

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1

RELIGIUSITAS DAN DUNIA KERJA MODERN

A. PENDAHULUAN

Di tengah dinamika **dunia kerja modern** yang terus berubah, isu-isu seperti produktivitas, inovasi, dan persaingan seringkali menjadi sorotan utama. Namun, ada satu dimensi krusial yang kadang terabaikan, yaitu **religiositas**. Bagaimana keyakinan dan nilai-nilai spiritual individu berinteraksi dengan tuntutan profesional, etika kerja, dan bahkan tujuan karier? Dalam era globalisasi dan digitalisasi, di mana batasan antara kehidupan pribadi dan profesional semakin kabur, pemahaman tentang bagaimana individu mengintegrasikan atau menavigasi dimensi religius mereka dalam konteks pekerjaan menjadi sangat relevan.

Learning Outcomes

Setelah mempelajari tema "Religiositas dan Dunia Kerja Modern," Anda diharapkan mampu:

- ❖ **Memahami mengapa nilai religius masih relevan?**
- ❖ **Mengidentifikasi soal keterikatan karyawan terhadap perusahaan.**
- ❖ **Menganalisis peran vital kepemimpinan dalam dunia kerja.**
- ❖ **Merumuskan keseimbangan kehidupan kerja (*work-life balance*).**

B. MENGAPA NILAI RELIGIUS MASIH RELEVAN?

Nilai-nilai religius seperti kejujuran, tanggung jawab, dan kepedulian sosial tetap relevan karena mereka menjadi landasan moral yang memperkuat ikatan emosional karyawan dengan perusahaan. Saat orientasi nilai pribadi karyawan selaras dengan budaya organisasi—misalnya melalui kebijakan yang adil, program pengembangan karakter, ataupun dukungan terhadap aktivitas sosial keagamaan—mereka tidak lagi melihat diri sekadar

2

TEORI SEPUTAR RELIGIUSITAS, KEPEMIMPINAN SPIRITUAL, KESEIMBANGAN KEHIDUPAN-KERJA, KETERTARIKAN KARYAWAN DAN PERILAKU INOVATIF

A. PENDAHULUAN

Dalam ranah manajemen organisasi dan perilaku organisasi, banyak penelitian telah berfokus pada faktor-faktor yang mendorong kinerja dan inovasi. Namun, salah satu dimensi yang semakin menarik perhatian adalah peran religiusitas. Bagaimana keyakinan dan praktik keagamaan individu dapat memengaruhi tingkat keterikatan karyawan (*employee engagement*) mereka terhadap organisasi, dan pada gilirannya, bagaimana keterikatan tersebut dapat membentuk perilaku inovatif?

Learning Outcomes

Setelah mempelajari tema "Teori Seputar Religiusitas, Keterikatan Karyawan dan Perilaku Inovatif," Anda diharapkan mampu:

- ❖ Memahami Konsep dan Teori Religiusitas (*Religiosity*)
- ❖ Memahami Teori Kepemimpinan Spiritual (*Spiritual Leadership*)
- ❖ Memahami Teori Keseimbangan Kehidupan Kerja (*Work-Life Balance*)
- ❖ Memahami Teori Keterikatan Karyawan (*Employee Engagement*) dalam perspektif islami beserta faktornya
- ❖ Memahami Teori Perilaku Inovatif (*Innovative Behavior*).

B. TEORI RELIGIUSITAS (*RELIGIOSITY*)

Religiusitas dapat didefinisikan sebagai kekuatan hubungan atau keyakinan seseorang terhadap agamanya, (King, 1996). Secara sederhana dapat dikatakan bahwa religiusitas adalah tingginya keyakinan seseorang.

3

APAKAH RELIGIUSITAS BERBANDING LURUS DENGAN PRODUKTIFITAS?

A. PENDAHULUAN

Mengenai kinerja di dunia kerja, produktivitas seringkali menjadi bahasan utama yang dikejar oleh individu dan organisasi. Namun, di luar faktor-faktor konvensional seperti keterampilan, pengalaman, dan teknologi, ada pertanyaan menarik yang muncul: apakah ada hubungan antara **religiusitas** individu dengan tingkat produktivitas mereka? Dikusi ini akan mengeksplorasi pertanyaan esensial ini, menggali potensi korelasi atau kausalitas antara Religiusitas, Kepemimpinan Spiritual Keseimbangan Kehidupan Kerja dalam Perusahaan, Semangat Berinovasi, dalam kaitannya dengan Keterikatan Karyawan, dan praktik keagamaan seseorang dengan produktivitas kerjanya. Kita akan melihat berbagai perspektif, mulai dari argumen yang menyatakan bahwa nilai-nilai religius seperti etos kerja, integritas, dan disiplin dapat meningkatkan produktivitas, hingga pandangan yang mungkin mengemukakan bahwa praktik keagamaan tertentu bisa menjadi distraksi atau bahkan memengaruhi fokus kerja.

Learning Outcomes

Setelah mempelajari tema "Apakah Religiusitas Berbanding Lurus dengan Produktivitas?", Anda diharapkan mampu:

- ❖ **Mengidentifikasi Argumen Religiusitas Dan Keterikatan Karyawan**
- ❖ **Menganalisis Kepemimpinan Spiritual Dalam Perusahaan**
- ❖ **Memahami Pentingnya Keseimbangan Kehidupan Kerja**
- ❖ **Memahami Karyawan Dan Semangat Berinovasi**
- ❖ **Memahami Pengaruh *Religiosity* Terhadap *Innovative Behavior***
- ❖ **Memahami Pengaruh *Spiritual Leadership* Terhadap *Innovative Behavior***
- ❖ **Memahami Pengaruh *Work Life Balance* Terhadap *Innovative Behavior***

4

CERITA DARI LAPANGAN

A. PENDAHULUAN

Di tengah teori dan konsep abstrak tentang peran religiusitas di dunia kerja, sering kali kita perlu melihat bagaimana fenomena ini terwujud dalam praktik nyata. Tema ini akan membawa kita langsung ke lapangan, menyajikan studi kasus mendalam tentang sebuah perusahaan berbasis nilai. Kita akan menjelajahi bagaimana nilai-nilai, termasuk yang bersumber dari spiritualitas atau religiusitas, diinternalisasi dan diwujudkan dalam budaya organisasi serta operasional sehari-hari perusahaan tersebut.

Fokus utama dari studi kasus ini adalah persepsi karyawan terhadap religiusitas. Bagaimana karyawan di perusahaan ini memahami, menafsirkan, dan mengalami manifestasi religiusitas dalam lingkungan kerja mereka? Apakah hal itu dirasakan sebagai sumber inspirasi dan motivasi, atau justru menimbulkan potensi konflik dan tantangan? Dengan menyelami pengalaman konkret dari para karyawan, kita akan mendapatkan pemahaman yang lebih kaya dan nuansa yang lebih dalam tentang interaksi kompleks antara keyakinan pribadi, nilai-nilai organisasi, dan dinamika kerja sehari-hari.

Learning Outcomes

Setelah mempelajari tema "Cerita dari Lapangan: Studi Kasus Perusahaan Berbasis Nilai Persepsi Karyawan terhadap *Religiosity*," Anda diharapkan mampu:

❖ STUDI KASUS PERUSAHAAN BERBASIS NILAI

- **Memahami Persepsi Karyawan terhadap *Religiosity***
- **Memahami Persepsi Karyawan terhadap *Spiritual Leadership***
- **Memahami Persepsi Karyawan terhadap *Work Life Balance***
- **Memahami Persepsi Karyawan terhadap *Employee Engagement***
- **Memahami Persepsi Karyawan terhadap *Innovative Behavior***

5

MANAJEMEN MODEL SET (SOCIAL EXCHANGE THEORY) RELIGIOSITY

A. PENDAHULUAN

Dalam upaya memahami interaksi kompleks di tempat kerja, teori *Social Exchange Theory* (SET) telah lama menjadi kerangka kerja yang kuat untuk menjelaskan bagaimana individu berperilaku berdasarkan timbal balik dan pertukaran sumber daya. Namun, bagaimana jika salah satu "sumber daya" yang dipertukarkan, atau faktor yang memengaruhi pertukaran tersebut, adalah religiusitas itu sendiri?

Kajian ini akan memperkenalkan bagaimana teori SET dapat diterapkan untuk menganalisis dan mengelola dinamika yang melibatkan religiusitas dalam konteks organisasi. Kita akan mengeksplorasi gagasan bahwa religiusitas bukan hanya aspek pribadi, tetapi juga dapat menjadi bagian dari "pertukaran sosial" di tempat kerja baik dalam bentuk nilai-nilai yang dibagikan, dukungan spiritual, atau bahkan harapan akan perlakuan yang adil berdasarkan prinsip-prinsip keagamaan. Dengan memahami bagaimana religiusitas memengaruhi persepsi keadilan, kepercayaan, dan komitmen dalam hubungan karyawan-organisasi, kita dapat mengembangkan model manajemen yang lebih komprehensif dan responsif terhadap dimensi spiritual angkatan kerja modern.

Learning Outcomes

Setelah mempelajari tema "Manajemen Model SET (Social Exchange Theory) Religiosity," Anda diharapkan mampu:

- **Menjelaskan Konsep dan Model SET Religiosity**
- **Memahami apa dan bagaimana Nilai membentuk Perilaku**
- **Memahami *Employee Engagement* dalam Perspektif SET Religiosity dan aspeknya**

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MANAJEMEN MODEL SOCIAL EXCHANGE THEORY (SET) RELIGIOSITY

Memahami Faktor-Faktor Penentu Perilaku Inovatif Pada Karyawan

Dalam dunia kerja yang semakin dinamis dan penuh tantangan, perusahaan-perusahaan dituntut untuk terus berinovasi agar tetap relevan dan kompetitif. Sumber daya manusia, khususnya karyawan, menjadi salah satu faktor kunci dalam menciptakan inovasi tersebut.

Buku ini memperkenalkan Manajemen Model SET Religiosity sebagai pendekatan manajerial yang integratif. Model ini menawarkan kerangka kerja praktis untuk memahami dan mengelola faktor-faktor yang memengaruhi keterikatan karyawan serta perilaku inovatif. Dengan memadukan aspek spiritual, emosional, dan praktis, kami berharap model ini dapat menjadi solusi strategis bagi organisasi yang ingin meningkatkan daya saing melalui pengelolaan sumber daya manusia yang holistik.



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