

RECONCEPTUALIZING LOYALTY: IBN KHALDUN'S THOUGHT AND ITS RELEVANCE TO MODERN MANAGEMENT

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Abstract: *The loyalty has become a strategic issue in modern management, particularly amid the dynamics of globalization, digitalization, and the growing prevalence of transactional employment relationships. This article aims to analyze the concept of loyalty in Ibn Khaldun's thought through the notion of 'aṣabiyyah (social solidarity) and to examine its relevance within the context of contemporary management and human resource management. This study employs a qualitative literature-based approach by critically examining Ibn Khaldun's seminal work, Muqaddimah, alongside modern management literature addressing loyalty, organizational commitment, and leadership. The findings indicate that loyalty in Ibn Khaldun's perspective is dynamic and deeply rooted in social bonds, justice, ethical leadership, and collective purpose, which conceptually corresponds with the notion of affective commitment in modern management theory. However, this study also identifies inherent tensions between morally grounded solidarity as articulated in 'aṣabiyyah and contemporary managerial practices that tend to emphasize material incentives, individualism, and instrumental rationality. The main contribution of this article lies in the development of a conceptual framework that integrates Islamic values—such as justice, ihsān, and deliberation (shūrā)—into modern human resource management as an alternative approach to strengthening employee loyalty and organizational commitment in the digital and globalized era. Accordingly, Ibn Khaldun's thought is shown to be not merely of historical significance, but also to offer an ethical and humanistic foundation for contemporary organizational management.*

Keywords: *Loyalty; Ibn Khaldun; 'Aṣabiyyah; Modern Management.*

Abstrak: *Loyalitas merupakan isu strategis dalam manajemen modern, terutama di tengah dinamika globalisasi, digitalisasi, dan meningkatnya kecenderungan hubungan kerja yang bersifat transaksional. Artikel ini bertujuan untuk menganalisis konsep loyalitas menurut Ibn Khaldun melalui gagasan ‘aṣabiyyah (solidaritas sosial) serta mengkaji relevansinya dalam konteks manajemen dan pengelolaan sumber daya manusia kontemporer. Penelitian ini menggunakan pendekatan kualitatif berbasis studi kepustakaan dengan menelaah karya utama Ibn Khaldun, Muqaddimah, serta literatur manajemen modern yang berkaitan dengan loyalitas, komitmen organisasi, dan kepemimpinan. Hasil kajian menunjukkan bahwa loyalitas dalam perspektif Ibn Khaldun bersifat dinamis dan berakar pada ikatan sosial, keadilan, kepemimpinan etis, serta tujuan kolektif, yang memiliki kesesuaian konseptual dengan gagasan affective commitment dalam teori manajemen modern. Namun demikian, penelitian ini juga mengidentifikasi adanya ketegangan antara nilai solidaritas berbasis moral yang ditawarkan oleh ‘aṣabiyyah dengan praktik manajerial modern yang cenderung menekankan aspek material, individualisme, dan rasionalitas instrumental. Kontribusi utama artikel ini terletak pada pengembangan kerangka konseptual yang mengintegrasikan nilai-nilai Islam—seperti keadilan, ihsan, dan musyawarah—ke dalam manajemen sumber daya manusia modern sebagai alternatif pendekatan untuk memperkuat loyalitas dan komitmen karyawan di era digital dan globalisasi. Dengan demikian, pemikiran Ibn Khaldun tidak hanya relevan secara historis, tetapi juga menawarkan landasan etis dan humanistik bagi pengembangan manajemen organisasi kontemporer.*

Kata Kunci: *Loyalitas; Ibn Khaldun; ‘Aṣabiyyah; Manajemen Modern.*

Introduction

In an increasingly competitive digital era, employee loyalty has become one of the main challenges in human resource management.¹ Phenomena such as high workforce mobility, the increasing occurrence of “quiet quitting”, and changes in work patterns due to digitalization have reduced emotional attachment and commitment to the organization.² Meanwhile, Ibn Khaldun’s thought provides insights that emphasize the importance of group solidarity (*‘aṣabiyyah*), justice, and ethical leadership in building social cohesion.³ However, there is a gap between the complex dynamics of modern organizations and these traditional value-based loyalty concepts.⁴ This research emerges to address the gap related to how the values introduced by Ibn Khaldun can be relevantly applied in the context of contemporary organizations.

The literature review shows that many studies have discussed organizational loyalty from the perspective of modern management, including strategies based on financial incentives, work culture, and work relationships.⁵ On the other hand, studies on Ibn Khaldun’s thought are generally limited to historical and sociological dimensions, such as the cyclical theory and social solidarity.⁶ Research that specifically connects

Ibn Khaldun's values with the context of human resource management, particularly in creating and maintaining employee loyalty in the digital era, is still rarely found. This provides an opportunity to bridge Islamic values in Ibn Khaldun's concept with modern management theories to address the challenges of organizational loyalty today.

Various previous studies have discussed organizational loyalty in the context of modern management by emphasizing strategies based on financial incentives, work culture, and interpersonal relationships. For example, the study conducted by Meyer and Allen developed a three-component model of employee loyalty affective, continuance, and normative which remains one of the popular frameworks for understanding employee attachment to the organization to this day.⁷ On the other hand, Brown and Treviño (2006) highlight the importance of ethical leadership in influencing employee loyalty, particularly through mechanisms of trust and appreciation for moral values. This research highlights the relevance of ethical aspects and social cohesion in strengthening employee commitment.

The thoughts of Ibn Khaldun have also become an interesting subject of study in various disciplines, although they often focus on historical and sociological aspects.⁸ The cyclical theory and group solidarity (*'aṣabiyyah*) introduced by Ibn Khaldun, as explained by Rosenthal (1958) in "The Muqaddimah", are often studied in the context of traditional social and political dynamics. Ibn Khaldun's studies in the context of modern management are still limited; for example, the research conducted by Chapra (2008) highlights the importance of the moral values and justice contained in Ibn Khaldun's thought for social and economic development.⁹ However, studies on the application of Ibn Khaldun's concept of loyalty, particularly related to *'aṣabiyyah* and ethical leadership, in facing management challenges in the digital era, are still rarely found.¹⁰

This opens up opportunities to develop new research that bridges the gap between Ibn Khaldun's values and the context of modern organizations. By connecting aspects of group solidarity, ethical leadership, and justice in Ibn Khaldun's theory with modern management theory, this research offers a unique perspective on building employee loyalty in the era of globalization. This focus aligns with the findings of Robbins and Judge (2019), which show that emotional attachment and moral values often play a key role in shaping employee loyalty, especially amidst changing work patterns due to digitalization and organizational transformation.

This research holds significant importance in several aspects. Theoretically, this research expands the study of Ibn Khaldun's thought from a historical dimension to the realm of modern management by

offering a new conceptual framework that integrates Islamic values and contemporary management theories. Practically, the results of this research provide strategic contributions for practitioners in creating resilient, inclusive, and sustainable organizations. Thus, this research not only serves as an important step in linking traditional thinking with modern contexts but also has the potential to become a practical guide for leaders in enhancing employee loyalty in an ever-dynamic era. Thus, this research not only represents an important step in linking traditional thinking with modern contexts but also has the potential to serve as a practical guide for leaders in enhancing employee loyalty in an ever-dynamic era.

This research employs the library research method, which aims to examine, analyze, and synthesize literature relevant to the concepts in the *Muqaddimah* by Ibn Khaldun, particularly *‘aṣabiyyah* (group solidarity), ethical leadership, and justice, as well as how these concepts can be applied in the context of employee loyalty in the digital era. This method was chosen because the research focuses on theoretical exploration and conceptual analysis of Khaldun’s classical ideas, as well as their relevance in contemporary management practices. The collection of literature sources was carried out by accessing the main work *Muqaddimah* as the primary source, as well as secondary literature that examines Ibn Khaldun’s theory from social and management perspectives. In addition, modern management literature relevant to the topics of employee loyalty and digital transformation was also collected to enrich the analysis. These bibliographic sources were obtained from indexed academic databases such as Scopus, JSTOR, Google Scholar, and national libraries to ensure the credibility and quality of the sources used.

In this research, the next step is to thoroughly review the collected literature to identify and analyze the key concepts contained in *Muqaddimah*, such as *‘aṣabiyyah*, ethical leadership, and justice. This process is carried out by examining how these concepts can be translated into the context of employee loyalty in modern organizations, especially in the increasingly complex digital era. Analysis of contemporary management literature is conducted to understand the challenges faced by organizations in maintaining employee loyalty and how aspects of digitalization affect the relationship between employees and the organization. After identifying the key concepts, this literature review is then synthesized and compared with modern management theories to assess the extent to which the concepts in *Muqaddimah* can be applied in contemporary managerial situations.

In the final stage, the data collected from the literature will be interpreted through descriptive-qualitative analysis with a thematic approach. This

technique aims to identify key themes, such as group solidarity, leadership ethics, and principles of justice, that are relevant to employee loyalty issues in the digital era. Each concept will be interpreted in the context of employee attachment to the organization, for example, by linking *asabiyyah* as the basis of group solidarity in modern organizations. The results of this analysis will be compared with contemporary management theories to assess how the classical concepts of Ibn Khaldun are applied in the modern management world. The theoretical conclusions and practical implications derived from this research are expected to contribute to the development of management theory and provide practical recommendations for practitioners in designing strategies that can strengthen employee loyalty in the digital era.

The Role of *ʿAṣabiyyah* in Modern Organizational Leadership and Team Cohesion

Ibn Khaldun (1332–1406) was a philosopher, historian, and sociologist who is widely studied for his monumental contributions to understanding social dynamics through the concept of *ʿasabiyyah*.¹¹ In *The Muqaddimah*, *ʿasabiyyah* is defined as social solidarity that is the core of a group's strength. According to Ibn Khaldun, the strength of *ashabiyah* determines a group's ability to overcome external challenges, maintain power, and support stability and sustainability. The solidity of a group based on mutual support and shared values is relevant in the modern context, especially in maintaining team cohesion within an organization. On the contrary, the weakening of *ashabiyah* often marks the beginning of a decline in productivity and trust within a system or organization.

The concept of *ʿasabiyyah* is inseparable from the dimension of leadership. Ibn Khaldun emphasized that effective leaders are those who can instill a sense of togetherness and loyalty within their group.¹² He also emphasized that *ʿasabiyyah* is a spirit of solidarity that emphasizes unity, mutual assistance, and group loyalty. Gumus and Yavuz demonstrate the relevance of *ashabiyah* in educational leadership, highlighting the importance of a value-based approach to building cooperation and engagement. In modern management, this idea aligns with transformational leadership, which encourages individuals to achieve common goals through motivation and a collective vision. Ahmed's (2002) research also found that the concept of group solidarity can be applied in various leadership contexts, especially to create a work environment that supports productivity and employee retention. In a modern context, *ʿasabiyyah* can be adapted into organizational solidarity that strengthens leadership and institutional

stability. Leaders with strong *‘aṣabiyyah*, supported by moral values and shared goals, are able to build trust, reduce internal conflict, and maintain organizational sustainability.¹³

In the context of organizational management, *ashabiyah* plays a crucial role in enhancing team cohesion and building a work culture based on solidarity. *Aṣabiyyah* -style solidarity fosters team cohesion, a sense of togetherness and mutual trust among members. Modern studies show that team cohesion significantly impacts performance and innovation, especially when supported by visionary or shared leadership.¹⁴ *Aṣabiyyah* values such as honesty, togetherness, and fairness strengthen collaboration, increase trust, and accelerate the achievement of shared goals.¹⁵ However, unfair or non-transparent leadership can weaken *‘aṣabiyyah* and reduce cohesion.¹⁶

Ibn Khaldun's concept of *ashabiyah* is increasingly relevant in the era of digitalization, where team dynamics require a strong sense of solidarity.¹⁷ Large companies like Google and Apple implement similar concepts by emphasizing an inclusive and value-based organizational culture. In organizational behavior theory, *ashabiyah* bears similarities to the concepts of emotional intelligence and cross-functional collaboration to maintain loyalty. Azra demonstrates how the principle of *‘aṣabiyyah* provides unique insights in addressing social change challenges, including in building relationships among individuals in modern work environments. With this relevance, *‘aṣabiyyah* can become one of the conceptual frameworks in change management that focuses on moral and collective values.¹⁸

The concept of *ashabiyah*, proposed by Ibn Khaldun in the *Muqaddimah*, refers to group solidarity, emotional-moral bonds, and collective consciousness that foster strong leadership and a stable civilization. Although rooted in the social context of the 14th century, the concept of *‘aṣabiyyah* remains relevant in modern organizations because it emphasizes the importance of shared identity, social cohesion, and leadership legitimacy. In the context of organizational leadership, *‘aṣabiyyah* plays a role in establishing a strong group identity, enhancing a sense of belonging to the organization, and strengthening the leader's legitimacy through bonds of trust. This aligns with the theories of trust-based leadership and leader-member exchange (LMX), which emphasize emotional connections as a strengthening force for leadership effectiveness. Furthermore, group solidarity, at the heart of *‘aṣabiyyah*, enhances an organization's ability to navigate change and crisis, aligning with the concept of resilient leadership in contemporary management literature.¹⁹

Within teamwork dynamics, *‘aṣabiyyah* contributes to increased team

cohesion through a sense of belonging, open communication, and the ability to work collaboratively. Strong emotional bonds enable teams to better manage conflict effectively and encourage prosocial behaviors such as organizational citizenship behavior (OCB). This concept is closely related to Edmondson's psychological safety, which states that teams with a sense of psychological safety are more likely to collaborate and innovate. However, *'ashabiyyah* must be managed carefully because it can transform into negative *ashabiyah* in the form of exclusivity, nepotism, and group bias that hinder objectivity and innovation. Therefore, leaders need to ensure that the spirit of solidarity they build is inclusive, value-based, and supports the organization's goals, not just the interests of a particular group. With proper management, *ashabiyah* serves as a conceptual bridge between classical Islamic social theory and modern management practices, while also offering a philosophical and ethical foundation for creating a solid, adaptive, and competitive organization.

The Concept of *'Ashabiyyah* According to Ibn Khaldun and Its Relation to Employee Loyalty

The first research question focuses on how the concept of *ashabiyah* developed by Ibn Khaldun can contribute to the understanding of loyalty in human resource management (HRM).²⁰ In the *Muqaddimah*, Ibn Khaldun describes *ashabiyah* as a social force that binds individuals within a group, generating solidarity and loyalty among them. *'Ashabiyyah* can be seen as a form of group solidarity that strengthens the sense of attachment among group members, which in turn enhances cooperation and loyalty in achieving common goals.

Ibn Khaldun defined *'ashabiyyah* as the spirit of unity, solidarity, and group loyalty that is the main driving force behind the formation of society, state, and civilization. Ibn Khaldun stated that the success of a group or organization often depends on the strength of *ashabiyah*, namely the extent to which group members have strong social ties with one another.²¹ *'Ashabiyyah* encourages group members to support each other, prioritize common interests, and build trust in one another.²² However, he also emphasized that *ashabiyah* must be directed positively so that it does not turn into narrow fanaticism that triggers conflict. *'Ashabiyyah* describes the strength of social cohesion that is important for maintaining unity and cooperation in the face of external challenges, whether economic, political, or social. An effective leader, according to Ibn Khaldun, is one who is able to strengthen this *'ashabiyyah* to increase the collective loyalty and obedience of its members.²³ By strengthening solidarity within an

organization, a leader can maintain group unity even when facing external changes or pressures.

In the context of modern organizations, the concept of *‘aṣabiyyah* is highly relevant for explaining employee loyalty. The group solidarity within the *‘aṣabiyyah* concept aligns with a strong organizational culture, where employees feel part of a work community that supports and values their contributions. Fair, communicative, and visionary leaders are able to build an “organizational *‘aṣabiyyah*” that encourages employees to demonstrate high commitment, work together productively, and stay longer with the company. The similarity of the company’s values, vision, and goals with employee’s personal values also enhances a sense of belonging, which is the core of *‘aṣabiyyah*. On the other hand, a work environment full of trust and collaboration fosters employee’s tendency to exert extra effort (extra-role behavior), which leads to increased loyalty. Thus, Ibn Khaldun’s *‘aṣabiyyah* concept can serve as a philosophical basis for understanding the dynamics of employee loyalty, strengthening organizational culture, and the role of leadership in creating a solid and sustainable work climate. The principle of *ashabiyah* can be applied to increase employee loyalty through:

1. Solidarity and Sense of Belonging: *Aṣabiyyah* fosters a sense of togetherness and ownership of the organization, so that employees are more loyal and committed.²⁴
2. Collaboration and Shared Responsibility: *Ashabiyah* values encourage cooperation, mutual assistance, and collective responsibility, which strengthens loyalty and work motivation.²⁵
3. Diversity Management: Inclusive *Aṣabiyyah* helps manage diversity in the workplace, creating a harmonious and respectful environment.²⁶

***‘Aṣabiyyah* as a Foundation for Employee Loyalty and Organizational Commitment**

Social solidarity (*‘aṣabiyyah*) enables the success of an organization in facing external and internal challenges. Ibn Khaldun described the dynamic cycle of the strength and decline of *‘aṣabiyyah*, which explains how a group or organization can maintain the loyalty of its members, even during times of change or decline.²⁷ *Aṣabiyyah* also shows relevance in the modern world, especially in organizations that adopt a collectivist approach to build a collaborative and inclusive work culture. *Aṣabiyyah*, which emphasizes solidarity and shared goals, is in line with the findings that an organizational culture that supports teamwork, mutual respect, and stability has a significant influence on employee commitment and loyalty.²⁸ Organizational commitment is an important mediator between collective

culture and loyalty, where employees who feel valued and involved will be more loyal and contribute optimally.²⁹ Employee loyalty is formed through satisfaction, trust, and emotional involvement with the organization.³⁰ *ʿAshabiyyah* values strengthen these relationships by creating a harmonious, collaborative, and mutually supportive work environment. Loyal and committed employees tend to perform better, are more innovative, and are oriented toward shared goals.³¹ Employee engagement is the link between loyalty, commitment, and performance improvement.³²

In this digital and globalized era, where cultural differences and diversity within organizations are becoming increasingly apparent, it is important for leaders and members of organizations to strengthen solidarity in order to adapt to these challenges. In the context of modern organizations, this concept can serve as a powerful philosophical framework for understanding employee loyalty and organizational commitment. When employees perceive a sense of belonging in their work environment characterized by harmonious relationships, trust, and shared values they will demonstrate greater loyalty to the organization. This loyalty is not only emotional but also reflected in behaviors such as willingness to go the extra mile, uphold the organization's reputation, and reduce the likelihood of leaving the company.

The results of this study found that the concept of *ʿashabiyyah* can be translated into modern management principles, where social solidarity in the workplace plays an important role in building employee loyalty. In the context of management, *ashabiyah* can be seen as a value that strengthens employees's emotional attachment to the organization. This is reflected in stronger organizational commitment, particularly in the component of affective commitment that focuses on emotional attachment to the organization. Thus, employee loyalty is not only built on material or financial incentives but more on the social and emotional bonds that develop between employees and the organization.

Ashabiyah also strengthens organizational commitment because employees feel like an integral part of a work community with a collective purpose. Leaders who are able to create an inclusive, fair work culture that values the role of each individual will strengthen social cohesion, as explained in Ibn Khaldun's concept of *ʿashabiyyah*. A strong and collaborative organizational culture creates a stable psychological environment, making employees feel valued and recognized. This leads to increased affective, normative, and sustainable commitment. Thus, *ashabiyah* is not only relevant in social and political contexts but also serves as an important foundation for modern organizations to build employee loyalty and

strengthen commitment to the institution's goals and values.

'*Aṣābiyah*' as The Basis of Affective Commitment and Employee Loyalty in The Digital Era

The concepts of solidarity, a sense of togetherness, and group identification are increasingly relevant as the foundation for affective commitment and employee loyalty in the digital age. These values can be adapted to build emotional engagement and employee loyalty through leadership, organizational culture, and the use of digital technology. Affective commitment is an employee's emotional attachment to the organization, which drives the desire to continue contributing and remaining.³³ *Aṣābiyah*, by fostering a sense of belonging and togetherness, strengthens affective commitment through close and mutually supportive social relationships. Then employee loyalty in the digital era is not only transactional, but is also influenced by identity, shared values, and personal meaning in work.³⁴ A work environment that fosters a sense of solidarity, trust, and shared purpose encourages long-term loyalty, especially among the younger generation in digital companies.³⁵

The results of this study indicate a strong relationship between the concept of *aṣābiyah* and modern management theory, particularly in the approach to employee loyalty based on psychosocial aspects. The concept of '*aṣābiyyah*' in Ibn Khaldun's thought can be interpreted as the foundation of affective commitment, which is one of the components in the organizational commitment theory developed by Meyer and Allen (2022). Affective commitment refers to the emotional bond employees have with the organization, which is very similar to the concept of *aṣābiyah* that emphasizes the importance of social attachment in achieving common goals. As expressed in this theory, individuals with high affective commitment will be more loyal to the organization and contribute more to achieving the organization's goals.

Additionally, recent studies in the past five years have increasingly highlighted the importance of collective identity in maintaining loyalty in the workplace. Research by Khassawneh & Elrehail shows that transformational leadership can enhance workplace solidarity, which in turn directly affects employee loyalty.³⁶ Sinitsyna et al. (2024) also discuss how the development of collective identity can foster deeper affective commitment, reflecting the fundamental elements of '*aṣābiyyah*'. In this context, '*aṣābiyyah*' serves as a basis for strengthening social and emotional relationships among employees, which in turn enhances their loyalty to the organization.

Moreover, the importance of strengthening social solidarity in the workplace today is further reinforced by technological advancements and digitalization, which are changing the way work and interactions between employees and organizations occur. Although the digital world often presents new challenges related to communication and collaboration, *ashabiyah* offers a foundation to strengthen the sense of solidarity and loyalty even in challenging and rapidly changing situations. The use of technology can accelerate communication and enable faster integration among group members, but solidarity remains the key to maintaining loyalty.

Thus, in a modern context, *‘aşabiyyah* can be translated as organizational social cohesion that arises from strong interpersonal relationships, trust, and shared goals between employees and the company. Affective commitment that is, employees' emotional attachment to the organization is strongly influenced by the perception that they are part of a strong, supportive work community that shares shared values. When employees experience a work climate that facilitates social connectedness, solidarity, and mutual trust, they tend to develop strong affective commitment and demonstrate long-term loyalty.

In the digital era, where work patterns are increasingly flexible, collaboration is conducted virtually, and interpersonal relationships are potentially weakened by distance, the concept of *‘aşabiyyah* becomes even more important. Organizations need to build and maintain solidarity through a collaborative culture, inclusive communication, and empathetic digital leadership. Technology can serve as a medium to strengthen *ashabiyah* for example, through real-time communication platforms, collaborative workspaces, and transparent digital reward systems so that employees remain connected even when they are not always physically present. When these values of togetherness and belonging are strong, employees will feel valued, trusted, and recognized for their contributions. This will foster loyalty and enhance affective commitment, ultimately strengthening organizational resilience amidst rapid change and technological disruption. *‘Aşabiyyah* can thus serve as a philosophical and practical basis for building emotional engagement and employee loyalty in a digital-based work environment.

Integrating *‘Aşabiyyah* into Modern HR Management to Strengthen Employee Loyalty

Integrating the concept of *‘aşabiyyah* into modern Human Resources (HRM) management offers a powerful approach to strengthening employee

loyalty and building a cohesive organizational culture. Ashabiyah, which in Ibn Khaldun's thought refers to solidarity, togetherness, and a sense of belonging within a group, can be applied in contemporary management practices to create a strong emotional connection between employees and the organization. In the context of HRM, *'aṣabiyyah* values can be implemented through strengthening organizational culture, humanistic leadership, and collaborative work structures. When organizations are able to foster a sense of togetherness and unity of purpose among employees, their emotional attachment and loyalty to the company will increase significantly.

This research integrates ashabiyah into modern human resource management theory, offering a different perspective on how the concept of social solidarity can be applied in the context of employee loyalty. The main novelty of this research lies in the exploration of classical socio-economic values, such as *'aṣabiyyah*, in the context of modern management. This research highlights that employee loyalty is not only shaped by material incentives but also by emotional bonds and solidarity that grow from social relationships within the organization. This leads to a deeper understanding of how the principle of solidarity introduced by Ibn Khaldun can be translated into practical strategies that strengthen loyalty in the workplace.

The integration of ashabiyah with contemporary management theory provides a new perspective on the importance of affective commitment as the main driver of employee loyalty. In a world that is increasingly digitally connected and more diverse in demographic structure, the application of this principle of solidarity is crucial for creating an inclusive and mutually supportive work environment. Thus, this research offers relevant and applicable insights for building stronger loyalty in modern organizations through the application of classical values proposed by Ibn Khaldun.

The integration of the *'aṣabiyyah* values of solidarity, togetherness, and trust in modern HR management has proven effective in strengthening employee loyalty, especially in work environments that emphasize social relations and collective culture. The implementation of ashabiyah in HR management can be achieved through several key strategies. First, organizations need to build an inclusive work culture oriented toward shared values, so that every employee feels like an important part of the work community. Second, fair, empathetic, and communicative leadership is key to fostering trust and solidarity, as emphasized in the *'aṣabiyyah* concept. Third, teamwork development, mentoring programs, and cross-divisional collaboration can strengthen healthy social interactions in the workplace. Fourth, organizations need to provide a transparent reward

and recognition system so that employees feel valued and motivated to contribute more. By integrating *‘aṣabiyyah* values into HR policies, organizations not only strengthen employee loyalty but also create a stable, productive, and sustainable work environment. This classic concept ultimately proves its relevance in addressing the challenges of modern management, particularly in developing human resources with character, commitment, and a strong sense of ownership of the organization.

Studies show that social capital based on interpersonal relationships and trust has a significant influence on employee loyalty, especially in collectivist cultures.³⁷ In addition, the application of the principles of justice, cooperation, and consultation adopted from local spiritual and cultural values, as taught in Islam, can create a harmonious, inclusive, and ethical work environment. Human resource management practices that integrate these values, such as participative leadership, open communication, and recognition of individual contributions, have been shown to increase employee motivation, affective commitment, and loyalty.³⁸ Thus, the integration of *ashabiyah* in modern HR management not only strengthens loyalty, but also encourages innovation, productivity, and organizational sustainability in the digital era.³⁹

Research Gaps and Future Directions for Applying *‘Aṣabiyyah* in Modern Organizations

Although this research demonstrates the relevance of *ashabiyah* in modern human resource management, several limitations need to be considered. This research is conceptual and theoretical in nature, and thus, empirical studies have not yet been conducted to test the direct application of *‘aṣabiyyah* in the context of modern organizations. Further empirical studies are needed to explore how the concept of *‘aṣabiyyah* can be practically implemented in various types of organizations, both in traditional contexts and in digital organizations that are more technology-oriented. Additionally, cross-cultural research involving various countries and different managerial systems can provide further insights into how *ashabiyah* plays a role in enhancing employee loyalty in an increasingly complex global work environment.

Furthermore, the influence of digital technology on solidarity relationships within organizations has become a highly relevant area of research. The digital era, dominated by remote communication, virtual team management, and more flexible work patterns, presents new challenges in maintaining employee solidarity and loyalty. Therefore, further research on *‘aṣabiyyah* in the digital context and organizational transformation

in the digital technology era will make a significant contribution to the development of human resource management theory and practice in the future. Thus, although this research provides new contributions to understanding employee loyalty through the lens of *ashabiyah* and organizational commitment theory, there are still many opportunities to delve deeper into the application of these concepts in real-world practices across various organizational and cultural contexts.

Future research on the application of *‘aṣabiyyah* in modern organizations can be directed at several important aspects. First, it is necessary to develop a new theoretical model that integrates *ashabiyah* with modern management theories such as organizational commitment, transformational leadership, psychological ownership, and employee engagement. This integrative model can serve as a basis for building a more comprehensive framework. Second, empirical research is needed in various sectors, including business organizations, public and educational organizations, to test how *‘aṣabiyyah* values truly influence employee loyalty, retention, and performance. Third, in the digital era, it is important to examine how technology can be used to strengthen or weaken *‘aṣabiyyah*, for example through virtual collaboration platforms, hybrid work systems, or digital leadership. Fourth, future research can explore cross-cultural dimensions, given that *ashabiyah* has Islamic philosophical roots but has the potential to be universally applicable with certain adjustments.

With the development of broader theories, methods, and research contexts, the concept of *‘aṣabiyyah* has the potential to become a new paradigm in understanding the dynamics of employee-organization relationships amidst the challenges of the modern era. This will enrich management studies with the unique perspectives of Islamic civilization and provide practical contributions to organizations seeking to build a cohesive, effective, and sustainable work culture.

Conclusion

The conclusion of this study emphasizes that Ibn Khaldun's concept of loyalty, although rooted in the context of medieval society, remains relevant for application in modern management. However, its application faces several challenges. First, loyalty according to Ibn Khaldun, which is based on *‘aṣabiyyah* (group solidarity), is rooted in the structure of traditional societies, whereas modern organizations are global and diverse, requiring a transformation of principles to align. Second, the difference between the

emotional and moral relationships advocated by Ibn Khaldun and modern management systems, which often prioritize material incentives, creates a gap in the implementation of those ideal values. Third, the concept of *‘aṣabiyyah* sometimes clashes with the values of inclusivity, diversity, and meritocracy that dominate the modern workplace, necessitating adaptation so that it is not perceived as group exclusivity. Fourth, Ibn Khaldun's normative loyalty—oriented towards justice and morality—often conflicts with the pressures of efficiency and profitability in the contemporary management world. Therefore, this research recommends the development of an adaptation framework to bridge this traditional concept of loyalty with concrete challenges in the modern era, so that these values not only serve as theoretical inspiration but also make a tangible contribution to management and organizational practices.

The results of this study indicate that Ibn Khaldun's concept of *ashabiyah* can serve as both a philosophical foundation and a practical framework for developing modern HR management, particularly in strengthening employee loyalty and commitment in the digital age. The integration of the values of solidarity, justice, trust, and togetherness embodied in *‘aṣabiyyah* offers a new perspective for organizations to build an inclusive, collaborative, and goal-oriented work culture. These findings have strategic implications for HR practitioners and organizational leaders, particularly in designing organizational culture development programs, ethical leadership models, and employee retention strategies based on social relationships and affection, rather than simply material incentives. Furthermore, this study enriches the literature by bridging Ibn Khaldun's classical theory with contemporary management theory, thus opening up space for a more holistic and humanistic approach to management based on Islamic values.

Despite its significant theoretical contribution, this study has several limitations. First, it is conceptual and literature-based, so it has not empirically tested how *ashabiyah* principles can be implemented in various types of modern organizations. Second, the *‘aṣabiyyah* value approach, rooted in the medieval social context, requires further adaptation to be truly relevant to multicultural, global, and digital organizations. Third, this study has not yet explored in depth how digital technology, hybrid work systems, and the dynamics of virtual relationships influence the formation of solidarity and commitment based on *ashabiyah*. Therefore, further research is needed to develop empirical models, conduct cross-cultural testing, and directly evaluate the effectiveness of implementing *ashabiyah* values in modern workplaces.

Endnotes

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