

Measuring Work Spirit and Job Satisfaction of an Up To 20 Years Amil Zakat Using IKIGAI Approach. Case Study : Yayasan Dana Sosial Al-Falah (YDSF)

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ABSTRACT

This research aims to examine the performance and dedication of Amil Zakat in the context of social fund management in Indonesia, using the IKIGAI concept as an analytical framework. Yayasan Dana Sosial Al-Falah (YDSF), one of Indonesia's oldest and most trusted Amil Zakat Institutions (LAZ), is the focus of this case study. This research uses a qualitative approach, with an interview method to explore the motivation, work spirit, and performance of Amil Zakat in YDSF within the framework of IKIGAI. The results showed that Amil Zakat in YDSF has a strong motivation based on spiritual values and professionalism, which are based on the principles of IKIGAI. The Amil not only considers their work as a profession that brings blessings (profession) but also as a mission that has a positive impact on society (mission) while providing personal satisfaction (passion). The balance between these elements is proven to contribute to strengthening the intrinsic motivation and dedication of Amil in carrying out their work. Therefore, the implementation of IKIGAI can be considered as a strategic approach in human resource development in Amil Zakat Institutions, to ensure more transparent, accountable, and impactful zakat management.

Keywords: LAZ, Amil, IKIGAI, Performance, Work Morale, Job Satisfaction

INTRODUCTION

There continues to be a significant increase in the number of Amil Zakat institutions in Indonesia. To date, there are at least 652 Official Zakat Management Organisations (OPZ) in Indonesia. These include 1 BAZNAS (central), 34 provincial BAZNAS, 464 district/city BAZNAS, 50 district/city BAZNAS (unstructured), 33 national Amil Zakat Institutions (LAZ), 25 provincial LAZ and 45 district/city LAZ. This is in addition to the 308 representative offices of the national LAZ in the provinces and 130 representative offices of the provincial LAZ in the districts/cities. The existence of LAZ in Indonesia as part of poverty

alleviation efforts is very important to be optimized in managing the sources of social funds in this country. As it is known, according to the World Population Review data Indonesia is a country with the largest Muslim population in the world with a total of about 243 million people embracing Islam or if it is prophesied about 88.25% of the total population of Indonesia. Therefore, Lembaga Amil Zakat (LAZ) becomes an important element in managing and distributing zakat in a professional, effective, and transparent manner.

According to Baznas.go.id (2024) Prof. Dr. KH. Noor Achmad, MA. as the Chairman of BAZNAS stated, the potential of zakat in Indonesia is around

Rp327 trillion, and only a small part of it can be collected by BAZNAS and other Amil Zakat Institutions. Through this statement, the role of LAZ that has spread across the country plays an important role in expanding access and effectiveness of zakat fund management in all regions of Indonesia. With the existence of many LAZs, the potential of zakat collection can be maximized, especially in areas that were previously difficult to reach.

Yayasan Dana Sosial Al-Falah (YDSF) is a National Amil Zakat Institution (LAZNAS) established on 1 March 1987 by Muslim leaders, scholars, and businessmen at Al-Falah Mosque Surabaya and has been confirmed by the government through a Decree of the Minister of Religion No. 532 of 2001. YDSF is one of the oldest Amil Zakat institutions in Indonesia. Yayasan Dana Sosial Al-Falah (YDSF) is an Amil Zakat Institution that has been established for a long time and is recognized as the oldest institution in Indonesia. Yayasan Dana Sosial Al-Falah (YDSF) as an LAZ that was born from the central da'wah mosque in Surabaya, namely the Al-Falah Mosque, and as a social fund foundation that funds da'wah and religious activities is a key positioning of YDSF that distinguishes it from other LAZ. With this strong branding, YDSF gains the trust of the Muzakki which gives birth to the aspect of donor loyalty, which is one of the driving factors for the sustainability or existence of Yayasan Dana Sosial Al-Falah (YDSF) existence to date, amid competition between LAZ.

In an LAZ that successfully exists, the governance of zakat institutions must be well-driven by human resources with integrity and competence Abdullah et al (2019). The psychological perspective of

Amil is also considered to get and maintain the best human resources. This is important because Amil is the driving force of the system in a zakat institution. To measure the psychological perspective of Amil, one of the tools that can be used as a reference is to use the Ikigai diagram method. Quoted from djkn.kemenkeu.go.id, '*Ikigai*' is a Japanese term used to describe pleasure and the meaning of life. In addition, '*Ikigai*' literally comes from '*iki*' which means life, and '*gai*' which means value or reason. Thus, '*Ikigai*' can be defined as the reason for living. The concept of Ikigai has a lot to do with feelings of happiness and well-being. Quoted from greatdayhr.com, Ikigai itself is a concept that combines the value of life comprehensively to find the purpose of life. So, when drawn to the discussion of this research, the concept of Ikigai can provide an overview of how psychological perspectives such as enthusiasm and job satisfaction of Amil at Yayasan Dana Sosial Al-Falah (YDSF) can carry out their duties as the front guard for the welfare of the people, especially for the eight Asnaf.

The four important elements of Ikigai include Passion, Profession, Vocation, and Mission. According to Sudihartono & Utari (2022), these four elements must complement each other and be in harmony with each other, so that there will be found reasons or life goals of a person, especially in this case Amil who decides to place themselves in service to the people and religion. Of course, many factors become the reason for the Amil in dedicating themselves to the interests of the people without expecting anything in return. According to research conducted by Asmarani & Kusumaningtias (2019), one of the factors Amil always *istiqomah*

works for Yayasan Dana Sosial Al-Falah (YDSF) is based on spirituality. Where Amil feels they benefit from being in an Islamic work environment and can have the opportunity to work while worshipping. This can be drawn into the 'Vocation' element regarding 'What you can be paid for' in the Ikigai diagram. This research will discuss more deeply the use of the Ikigai method to measure the factors that cause the high dedication of Amils at LAZNAS Yayasan Dana Sosial Al-Falah (YDSF) as one of the oldest Amil Zakat Institutions in Indonesia amid the onslaught of LAZ are increasingly growing rapidly in Indonesia with massive movements from time to time. This research intends to identify the work spirit that covers dedication to service and measure the level of satisfaction of Amil Zakat at the Yayasan Dana Sosial Al-Falah (YDSF) using the parameters of the IKIGAI component consisting of aspects of Passion, Vocation, Mission, and Profession.

LITERATURE REVIEW

Passion and Job Satisfaction

Passion is a passionate drive, strong desire, and strong determination that spurs a person to become disciplined in realizing his vision (Strati, 2016). Someone who has found a passion in themselves will be willing to spend time and contribute their energy to carry out that passion. In Self Determination Theory, passion is divided into two types, namely obsessive and harmonious passions. Obsessive passions arise due to many external influences while harmonious passions are internal. There are five dimensions of passion consisting of meaningful relationships, internal

motivation, ability to absorb work, happiness, and subjective vitality (Pradhan, Panda, & Jena, 2017). Part of the passion involved in a job is passion, dedication, and ability (Schaufeli, Salanova, González-romá, 2002; Lisbona, Palaci, Salanova, & Frese, 2018).

According to research by Trépanier, Fernet, Austin, Forest, & Vallerand (2013), passion for work influences job satisfaction. A person will become passionate about a particular activity through two important processes, namely assessing the activity and appreciating the meaning of the activity (Sanders, Wang, Schooler, & Smallwood, 2017). Meanwhile, some of the factors that encourage someone to achieve job satisfaction are environmental factors and needs factors. The environmental factors in question include achievement, recognition, responsibility, and development which can be related to job satisfaction. Houllfort, Philippe, Vallerand, & Ménard (2014) and Burke, Astakhova, & Hang (2015) found that work enthusiasm affects increasing job satisfaction.

Work Spirit and Job Satisfaction

Work spirit is the drive, persistence, perseverance, and seriousness of a person in doing his job well, and discipline to achieve maximum results (Hasibuan, 2015). According to Basri and Rauf (2021), it is stated that there are several indicators of measuring work enthusiasm, which consist of desire or interest, seriousness, happiness, and satisfaction at work. Meanwhile, job satisfaction is the satisfaction of the soul, body, and also the environment among employees. Meanwhile, job satisfaction is

closely related to employee attitudes towards their work, this is the result of employee perceptions of their work (Badrianto & Astuti, 2023). Factors that affect job satisfaction according to Rivai (2018) consist of tasks or job content, work environment conditions (management and colleagues), opportunities for development, salary, and other financial benefits such as incentives or rewards. According to the results of research by Nurbudiyani (2016) and Rehatta (2018) high employee job satisfaction has a positive effect on work enthusiasm.

IKIGAI

As most people are familiar with, Japan as a developed country is synonymous with a diligent, disciplined, and hard-working society. In addition, Japan is also one of the countries with a high life expectancy, where most of its people have a relatively long lifespan due to their very healthy and productive lifestyle (Khorisma, 2023). However, it cannot be denied that the suicide rate in Japan is quite high. Reporting from one of the Japanese media, *asahi.com*, the Japanese Ministry of Health stated that 21,837 people had committed suicide as of 2023. The number decreased for the first time in two years. The number of workers who work over 80 hours of overtime a month and the daily conditions that require them to be jostled on the train at the beginning and end of the day are some of the factors that trigger stress that leads to suicide. With all these pressures, they came up with a concept that aims to make life easier for them. This concept is called '*Ikigai*'.

Ikigai is a concept of life that originated in Japan to achieve a more balanced, happy, and meaningful life. Reporting to *Kumparan.com*, based on the historical period in the Heian period (794-1185) '*Ikigai*' itself comes from the word '*iki*' which means life, and '*gai*' which means value, meaning, or reason. Thus, '*Ikigai*' itself can be interpreted as the reason or purpose of life. Happiness is one of the ultimate goals of human beings. Happiness can be interpreted as an overflow of positive feelings related to heart satisfaction, well-being, and comfort that is felt mentally (Dewi, 2016 in Adhaini & Hambali, 2023). In working, of course, one must also feel happiness. To survive, not only money is needed, but also happiness. Ikigai is also considered to be able to provide protective effects such as extending life expectancy (Honma, Naruze, & Kagamimori, 1999 in Arnault & Shimabukuro, 2016). There are four main elements of the Ikigai concept, Passion, Mission, Vocation, and Profession. These four elements intersect with each other in a Venn diagram. If our passion is in line with what is needed by the world and we get what is rewarded or paid for it, then we have found Ikigai (Astuti & Novandra, 2022 in Sudihartono & Utari, 2022).

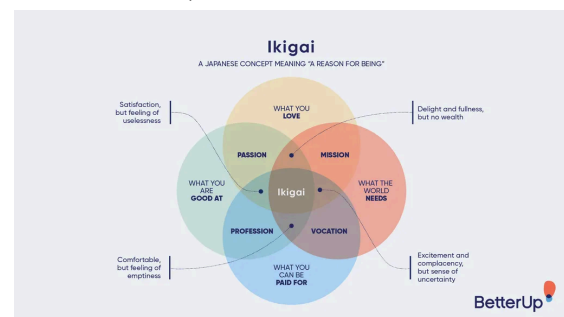


Figure 1. Ikigai Diagram
Source: BetterUp in cxmedia.id

Passion can be defined as something you are interested in and love. This can include hobbies, work, or activities that can provide enthusiasm. The mission is defined as how we can contribute to society. This combines what we are passionate about with what is needed by society at large. Profession involves what we are good at and what can be developed as an expertise. It is a combination of skills and earning potential. Vocation is a combination of one's passions, skills, and contributions that can earn money. Japanese people understand this as a job that is not only limited to making money but also a sense of pride (Mustamtiroh & Halisyibah, 2024).

THEORETICAL FRAMEWORK



Figure 2

Source: The Author's Own

METHODOLOGY

This study adopts a qualitative research approach by focusing on exploring the spirit of dedication of Amil Zakat service at Yayasan Dana Sosial Al-Falah through the components of IKIGAI (Passion, Skill, Mission, and Profession). This research approach was chosen to gain a more detailed perspective on the reasons why Amil dedicated their life by choosing this noble job. Qualitative research methods focus on obtaining data

through open communication and conversation (Eriksson and Kovalainen, 2016). The qualitative method conducted in this research is semi-structured interviews. Semi-structured interviews offer the opportunity to observe participants' reactions and hear their responses authentically, in their own words. It also gives researchers the flexibility to probe respondents' answers while maintaining the structure of the interview (Roulston and Choi, 2018). In addition, semi-structured interviews achieve more actively engaged participants (Roulston and Choi, 2018), which makes it possible to gain deeper insights by encouraging participants to build on their initial ideas and explore the reasons why participants hold these views (Braun and Clarke, 2020).

Data collection began with the preparation of a list of questions covering the reasons for Amil's big decision to serve and dedicate their life to Yayasan Dana Sosial Al-Falah (YDSF). Respondents are Amil who have served at Yayasan Dana Sosial Al-Falah (YDSF) as Amil for more than 20 years. Interview data collection is carried out directly by meeting respondents and recording sound during the interview process. After the data is obtained in the form of a recording, the author will transcribe it into the text to be identified using specific indicators from each IKIGAI component with the help of a matrix table to produce a diagram of the results.

RESULTS AND DISCUSSIONS

The results of data obtained through direct interviews with respondents (Amil) at the Al-Falah Social Fund Foundation show that orientation to

blessings and the afterlife is the reason indicator most often used in providing answers to most of the questions asked by the author. The explanation of these reasons is based on a surah in the Qur'an which also strengthens his spiritual motivation in choosing a noble career as an Amil.

يَا أَيُّهَا الَّذِينَ آمَنُوا إِن تَنصُرُوا اللَّهَ يَنصُرْكُمْ
وَيُثَبِّتْ أَقْدَامَكُمْ

“Believers, if you aid Allah, He will come to your aid and will plant your feet firmly.” (Qs. Muhammad ayat 7).

Here is a List of Interview Questions Addressed to Amil that have been correlated with IKIGAI Components:

1. What makes you passionate about working as Amil Zakat?
2. What do you love about working as Amil Zakat?
3. How do you feel this job suits your skills?
4. To what extent do you feel this job is beneficial to society?
5. What can increase your job satisfaction as Amil Zakat?
6. How does a sense of belonging to the institution affect your work enthusiasm?
7. What are the biggest challenges you face in this job?
8. How does the institution support you to achieve job satisfaction?
9. What can be done to increase the sense of solidarity among Amil Zakat?
10. How important is support from coworkers to your work enthusiasm?

11. What's your impression while serving at YDSF?

The Relationship Between Amil Work Happiness and IKIGAI Component

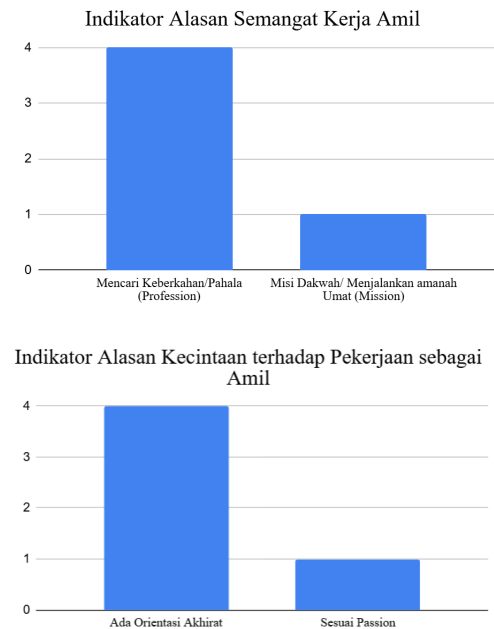


Figure 3. Indicators of Reasons for Morale and Love for Work of YDSF Senior Amils
Source: Processed by Authors (2024)

Data obtained through a matrix table shows that 4 out of 5 informants use spiritual aspects such as afterlife orientation and the search for blessings or rewards as reasons for their enthusiasm and love in pursuing a career as an Amil Zakat. When drawn into the concept of IKIGAI, these results are included in the Passion element. Passion as previously explained is interpreted as something that is of interest and loved. This can include hobbies, work, or activities that can provide enthusiasm. Based on the data collected by the author, the search for aspects of blessings is something that provides enthusiasm to continue working and serving as an Amil Zakat, especially at the Yayasan Dana Sosial Al-Falah for more than 20 years. The four informants also put the afterlife orientation as the

reason for their love for their work as an Amil Zakat at LAZ YDSF for more than 20 years. Thus, the Passion element in the IKIGAI concept has been fulfilled by most senior Amil at LAZ Yayasan Dana Sosial Al-Falah (YDSF).

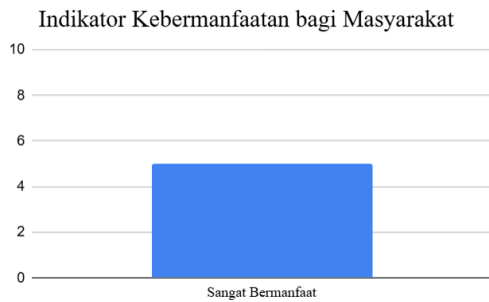


Figure 4. Indicators of Benefit to the Community
Source: Processed by Authors (2024)

Data obtained through the matrix table shows that the five informants feel that their work as Amil Zakat is very beneficial to the community. When drawn into the concept of IKIGAI, this result is included in the Mission element. Because, the Mission itself is based on Figure 1 regarding the Venn diagram of the IKIGAI concept including how a person contributes to society, and what the world needs (what is needed by the world/society in general). Thus, the Mission element in the IKIGAI concept has been fulfilled by all senior Amil who have served for more than 20 years at LAZ Yayasan Dana Sosial Al-Falah (YDSF).



Figure 5. Indicators of Job Suitability with Expertise
Source: Processed by Authors (2024)

The data obtained through the matrix table shows that two of the five informants mentioned that there was no specific reason, just happy with the value of blessings in the work done. Meanwhile, two other informants mentioned that the Amil work carried out was by their skills, while one of the informants stated that the work as Amil was by their skills. When drawn into the IKIGAI concept, this result is included in the Profession element. This is because the Profession element includes what are you good at, and what expertise of the Amil is. So, with the two interviewees who felt their work was by their passion and one interviewee felt their work was by their skills, the Profession element in the IKIGAI concept has been fulfilled by most senior Amil at LAZ Yayasan Dana Sosial (YDSF).

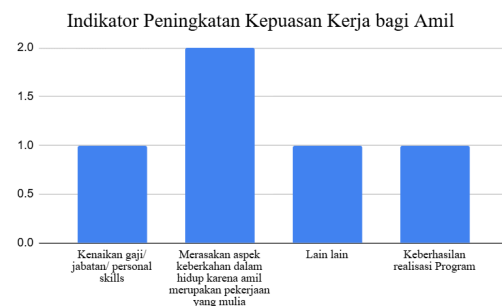


Figure 6. Indicators of Increasing Job Satisfaction for Amil
Source: Processed by Authors (2024)

The data obtained through the matrix table shows that the increase in Amil's job satisfaction is influenced by the perceived blessings in life being the indicator used by two interviewees. While the other three interviewees each have different preferred indicators, namely improving personal skills, successful program realization, and other indicators. Referring to the IKIGAI component, the indicators from Amil's answers above are

included in the Passion and Mission components. Passion in terms of the form of happiness obtained during work in the form of aspects of blessings and Mission through the completion of challenges, namely the successful realization of programs and success in the form of the ability to upgrade skills through training.

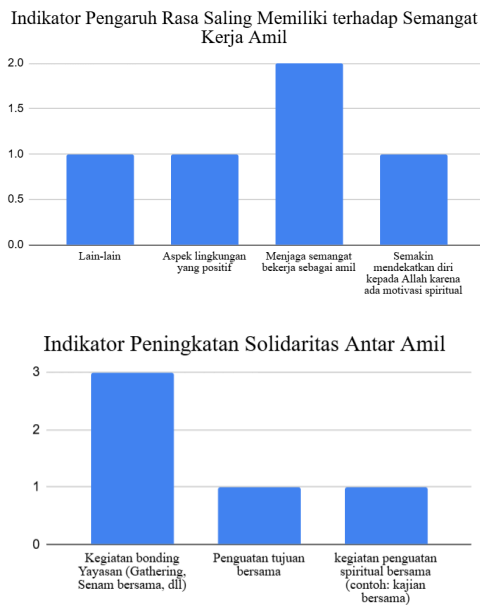


Figure 7. Indicators of the Effect of Mutual Belonging on Morale and Increased Solidarity among Amil

Source: Processed by Authors (2024)

The data obtained through the matrix table shows that the influence of a sense of belonging to each other on Amil's work enthusiasm and increasing Amil solidarity is based on interrelated indicators, namely maintaining the spirit of working as Amil and through the foundation's bonding activities, where in practice the foundation's bonding activities such as gymnastics together, reciting Al-Kahf together (every Friday), cooking together, and so on are a strong foundation for maintaining Amil's work enthusiasm at the Institute. The results of data acquisition show that these two indicators obtained the highest results. When correlated with IKIGAI, the two diagrams above refer to

the Passion component because each refers to work motivation.



Figure 8. Indicators of Institutional Work Support for Amil and the Role of Colleague Support
Source: Processed by Authors (2024)

The data obtained through the matrix table shows that three out of five interviewees mentioned that skills training provided by the institution can increase job satisfaction. Meanwhile, there is one other informant who mentioned that the provision of rewards can increase job satisfaction, and one other informant did not provide an answer. Then, in the matrix table of the assessment indicator of the role of support from colleagues, the five interviewees agreed that support from colleagues was very important in supporting Amil's work enthusiasm.

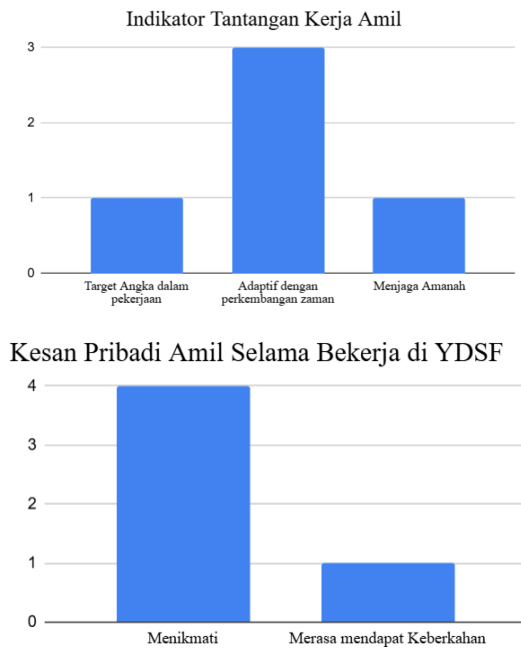


Figure 9. Indicators of Amil Work Challenges and Personal Impressions of Amil Working at YDSF
 Source: Processed by Authors (2024)

The data obtained through the matrix table shows that the challenge being faced by Amil at the Al-Falah Social Fund Foundation is to be adaptive to the current times. Indicators of Amil's work challenges can be categorized into the IKIGAI component, namely *Mission* as this component refers to completing a mission or 'what does the world need?'. Then, in the diagram of Amil's impression, while working, all respondents expressed a positive impression, namely 'enjoying' and 'feeling blessed'.

CONCLUSION AND RECOMMENDATIONS

This research reveals that the IKIGAI concept is effective for analyzing the motivation, performance and dedication of zakat takers at the LAZ Al-Falah Social Fund Foundation (YDSF). Amil at YDSF have strong spiritual and professional motivation, by the elements of IKIGAI, the amil see the work they do

as a profession that brings blessings (profession), a mission that provides social impact (mission), and a source of personal happiness (passion). The balance between passion, mission, profession, and vocation is found in Amils. These findings show that the implementation of the IKIGAI concept is not only relevant but also effective in strengthening the intrinsic motivation and dedication of Zakat Amil, thus enabling them to face various challenges in maintaining the existence of an Amil Zakat Institution (LAZ).

Implementation of the IKIGAI concept should be the main strategy in developing human resources at the Amil Zakat Institution (LAZ). Efforts that can be made by the Amil Zakat Institution (LAZ) in growing IKIGAI:

1. Increased psychological support: providing psychological support and well-being for pregnant women, to maintain their intrinsic motivation in the long term.
2. Holding Solidarity Strengthening Activities: holding activities that strengthen solidarity between amil in order to strengthen the sense of togetherness in carrying out their duties.
3. Developing training and cadre programs: holding training programs that focus on finding a balance between passion, mission, profession, and vocation in Amil. This program can take the form of spiritual training, strengthening professional skills, as well as activities that build meaning in work.

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