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RESEARCH ARTICLE

A Literature Review on Determinants of Individual Behavior in Philanthropic Organizations

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Abstract

This article explores the factors that influence individual behavior within philanthropic organizations. In the context of organizations, individual behavior greatly determines operational success and the achievement of social goals. This research uses a literature study approach to analyze various relevant literatures, identifying internal and external factors that influence individual behavior. Internal factors include motivation, personality, and personal values, while external factors encompass social, cultural, and educational environmental conditions. Emphasis is placed on the importance of motivation as the primary driver of behavior, as well as how individual characteristics can influence dynamics within an organization. This article also discusses the role of philanthropic institutions in creating an environment that supports positive interactions and individual development. Thus, this research aims to provide insights for leaders of philanthropic organizations in designing effective strategies to enhance individual engagement and productivity, as well as contribute to the development of literature in the field of individual behavior in the context of philanthropy.

Keywords: Individual Behavior; Organizational Philanthropy; Motivation.

1. Introduction

One of the key aspects of an organization is its people. All work within an organization depends on the performance of its individuals, and their behavior determines its success. Therefore, any effort to improve organizational productivity must begin with enhancing individual behavior, and educational institutions play a crucial role in shaping this behavior. To create a productive and effective environment, it is essential to understand the factors that influence individual behavior within philanthropic organizations.

The term "philanthropy" has developed in Indonesia over the past few years. This term is generally translated as generosity, but acts of generosity have long been known and embedded in the lives of people in the Nusantara. Based on several studies, philanthropic activities have existed for hundreds of years. This is evident from philanthropic traditions

found among various ethnic groups across different regions of Indonesia. Philanthropy is also an integral part of religious teachings and beliefs in Indonesia. In Islam, the religion followed by the majority of Indonesians, philanthropy is practiced through zakat, infaq, sadaqah, and waqf.¹

Various internal and external factors influence individual behavior within philanthropic organizations. These organizations, which fundamentally aim to provide social benefits and improve community well-being, rely heavily on the active contributions of the individuals involved. Understanding the factors that shape individual behavior in this context is crucial, especially in efforts to enhance the effectiveness and sustainability of philanthropic organizations.

Discussions about organizational behavior have evolved as more people become involved in organizations. Since the behavior of individuals within an organization is crucial, research on organizational behavior is essential in influencing the achievement of organizational goals, both directly and indirectly. This article is based on social science and psychology, disciplines that study behavior in society, where people gather, engage in activities, and interact, as seen in philanthropic institutions.

It is essential to study the concept of individual behavior because personality is a lasting psychological and behavioral trait that distinguishes one person from another. Organizational leaders must understand each individual's nature to determine the best ways to interact with them and place them in the right roles. However, the alignment between the required workforce and the characteristics of individuals as employees is not always ideal. Organizations often struggle to perfectly match employees with job objectives and requirements, as every individual inherently has imperfections.²

The purpose of this literature study is to analyze and elaborate on various research studies that have been conducted on how individual behavior in philanthropic organizations is influenced by internal and external factors. Internal factors include aspects such as an individual's personal motivation for the importance of philanthropic activities, while external factors encompass environmental conditions that play a key role in shaping behavior and human development.

Against this background, this journal article aims to present a comprehensive literature review analysis of the factors influencing individual behavior in philanthropic organizations. Through an extensive review of existing studies, this article will identify and examine the key factors discussed in various research works, analyze individual behavior variables, and explore the interactions between these factors within the context of philanthropic organizations. Consequently, this article is expected to contribute to the development of literature on individual behavior in philanthropic organizations and serve as a reference for further research in this field.

2. Research Method

This research is a type of library research. It employs a qualitative descriptive approach, aiming to examine individual behavior in philanthropic organizations. The data used in this study

¹ Muh Awal Satrio, "Qardhul Hasan Sebagai Wujud Pelaksanaan CSR Dan Kegiatan Filantropi Lembaga Keuangan Syariah Untuk Pemberdayaan Masyarakat," *Kajian Bisnis STIE Widya Wiwaha* 23, no. 2 (2017): 104–111.

² Ansari Fahmi and Togu Yunus Hidayatullah, "Perilaku Individu Dalam Organisasi Pendidikan," *Algebra : Jurnal Pendidikan, Sosial dan Sains* 3, no. 1 (2023).

includes books, journal articles, and other relevant sources related to the topic of individual behavior in philanthropic organizations. In this context, the researcher collects and analyzes data from various literature sources, including books, journal articles, and research findings. Additionally, the study utilizes the Publish or Perish 8 application to retrieve and review scholarly works discussing individual behavior and the factors influencing behavior within organizational settings, particularly in philanthropic organizations.

To obtain the necessary data for this study, the documentary study technique is used as the data collection method. The procedure involves: (1) Gathering, compiling, and reviewing written or printed materials such as books and journal articles related to individual behavior in philanthropic organizations, (2) Synthesizing the collected data into a cohesive analysis, which is then presented in the research findings. The data analysis technique applied is content analysis, which involves examining how individual behavior manifests within a philanthropic organization. This method allows for a structured and systematic interpretation of relevant literature to identify patterns, key themes, and influential factors shaping individual behavior in philanthropic organizations.

3. Discussion

3.1 Individual Behavior

The fact that each person has different characteristics makes understanding individual behavior essential, as it ultimately influences work patterns and organizational systems. Recognizing these differences allows organizations to develop strategies that accommodate diverse personalities, enhance teamwork, and optimize overall productivity. In philanthropic organizations, where motivation and personal values play a significant role, understanding individual behavior becomes even more critical in ensuring alignment with the organization's mission and goals.³ It is important to remember that each individual possesses various traits that influence hierarchical work design and systems, making it essential to understand how people behave. Sopiha argues that accurately understanding an individual's behavior requires an awareness of the inherent traits they possess. These traits include biographical characteristics, personality, perception, and attitude, all of which play a crucial role in shaping an individual's actions and interactions within an organization.⁴ Managers often need to initiate behavioral changes to enhance employee performance. However, human behavior is often complex and cannot be fully understood through generalized assumptions that apply to everyone. Additionally, understanding individual behavior is crucial when discussing the dynamics of behavior within the hierarchical structure of an organization. By recognizing the unique characteristics of each individual, managers can implement more effective leadership strategies that align with both organizational goals and employee needs.⁵

Behavior within an organization is influenced by individual differences, which ultimately impact both individual success and the overall success of the organization. For example, personal differences can explain why some people embrace change while others fear it. These differences also clarify why some individuals are more productive under strict supervision, whereas others perform better with more autonomy. Additionally, personal

³ Hendry Selanno, "Faktor Internal Yang Mempengaruhi Perilaku Organisasi," *Jurnal Populis* 8, no. 2 (2014): 44–56.

⁴ Sopiha, *Perilaku Organisasional* (Yogyakarta: Andi, 2008).

⁵ Fahmi and Hidayatullah, "Perilaku Individu Dalam Organisasi Pendidikan."

differences affect how effectively individuals learn new tasks. Such variations continuously influence all organizational operations, making it essential for leaders to recognize and manage these differences to optimize productivity and workplace dynamics.

Every manager naturally strives to encourage employee behavior to enhance performance. However, human actions are too complex to be explained solely through generalized assumptions that apply to everyone. Effective management requires an understanding of individual differences and personalized approaches to motivation, leadership, and workplace dynamics. By recognizing these complexities, managers can implement strategies that better align with the unique needs and characteristics of their employees, ultimately improving organizational effectiveness.⁶ An essential part of the study of organizational behavior is individual behavior. According to Miftah Thoha, as cited in Arrafiqur Rahman's article, a comprehensive understanding of organizational behavior requires first gaining a deep insight into the behavior of individuals within the organization. Since organizations are composed of individuals with diverse characteristics, motivations, and responses to their environment, analyzing individual behavior becomes a crucial step in understanding how organizations function and evolve.⁷ Organizational behavior is a discipline that studies how individuals, groups, and structures influence one another within an organization. Its primary goal is to apply this knowledge to improve organizational effectiveness by enhancing productivity, fostering collaboration, and creating a positive work environment. Understanding organizational behavior helps leaders and managers develop strategies that align with employee motivations and organizational objectives, ultimately leading to better performance and sustainability.⁸

To study individual behavior within organizations, various approaches and disciplines are utilized. Universities, as organizations with social systems and individual roles, can analyze the needs, beliefs, goals, and motivations of their members. Human needs and motivation significantly influence how individuals behave within an organization, as fulfilling these needs is a primary concern for employees. According to Steers and Porter, as cited in Hoy & Miskel, the formal definition of need is a state of internal imbalance that drives individuals to take specific actions to restore that balance. This perspective highlights the importance of understanding employee needs and motivations to create a work environment that fosters productivity, satisfaction, and overall organizational effectiveness.⁹

As previously mentioned, many factors influence how an individual behaves within an organization. All these factors interact to shape behavior, making human behavior highly complex. As a result, relying solely on common sense is insufficient; instead, understanding behavior must be based on scientific methodology. For example, one might assume that hardworking individuals are motivated by high salaries, while less motivated individuals receive lower pay. While this assumption may be true in some cases, it is not a universal rule. Many other factors, such as intrinsic motivation, work environment, leadership style, and personal values, also play a significant role in shaping an individual's behavior. This complexity

⁶ K. Blanchard and P. Hersey, *Manajemen Perilaku Organisasi (Terjemahan)* (Jakarta: Kencana Prenada Media Group, 2013).

⁷ Arrafiqur Rahman, "Pengaruh Perilaku Individu Terhadap Kinerja Pegawai Pada Kantor Wilayah Departemen Agama Provinsi Riau," *Jurnal Ilmiah Cano Ekonomos* 2, no. 1 (2013): 1–19.

⁸ Khaerul Umam, *Perilaku Organisasi, Perilaku Organisasi* (Bandung: CV Pustaka Setia, 2022).

⁹ Arie Ambarwati, *Perilaku Dan Teori Organisasi, Media Nusa Creative* (Malang: MNC Publishing, 2018).

highlights the importance of using systematic research and evidence-based approaches to analyze and understand organizational behavior.¹⁰

3.2 Factors Influencing Individual Behavior

According to nativist scholars, individual behavior is still influenced by hereditary factors. Inheritance is one of the most common ways in which specific qualities or attributes are passed down from parents or close relatives. Bandura (as cited in Santrock, 2007, in the journal by Mariyatun Yami Azizah and Siti Nur Azizah) states that self-efficacy has a significant impact on behavior. Self-efficacy refers to an individual's belief in their ability to succeed in specific situations or accomplish tasks. A high level of self-efficacy encourages confidence, persistence, and motivation, leading individuals to take proactive actions. Conversely, low self-efficacy can result in self-doubt and avoidance behaviors, ultimately affecting an individual's performance and interactions within an organization. This perspective highlights the role of genetic predisposition and personal confidence in shaping individual behavior, emphasizing that inherited traits and self-belief significantly influence how people act in various environments.¹¹ These inborn traits, which are difficult to change, represent tendencies or characteristics inherent in an individual from birth. Additionally, when influencing individual behavior in social interactions, inspiration plays a crucial role. Inspiration is defined as the drive to pursue something and the ability to take action to fulfill an individual's needs. It serves as a powerful motivator that encourages individuals to strive for personal and professional growth, influencing their engagement, creativity, and perseverance in achieving goals.¹²

Internal and external factors influence an individual's behavior. Internal factors include inherited traits and genetic predispositions. According to nativist scholars, innate elements largely determine the factors that shape a person's behavior. Specific traits or characteristics are passed down from parents or close family members. Since these inborn traits are deeply ingrained and inherited, they are difficult to change. Additionally, motivation is another key internal component that affects how an individual behaves within an organization. Motivation is defined as the drive and ability to take action to fulfill personal needs. It plays a crucial role in determining an individual's level of effort, persistence, and engagement in achieving goals. Both innate characteristics and motivation interact to shape an individual's behavior, influencing their actions and performance within an organizational setting.¹³

Internal factors that influence individual behavior within an organization include motivation and perception. Motivation comes from the Latin word *movere*, which means "to move" or "to drive." In organizational contexts, motivation refers to the process of encouraging and maximizing an individual's strengths and potential to ensure they work collaboratively and effectively toward achieving established goals. A well-motivated individual is more likely to demonstrate commitment, persistence, and enthusiasm in their

¹⁰ Mariot Efendi Hariandja Tua, *Perilaku Organisasi, Perilaku Organisasi* (Bandung: Unpar Press, 2022).

¹¹ Mariyatun Yami Azizah and Siti Nur Azizah, "Pengaruh Iklim Organisasi, Self Efficacy, Dan Motivasi Berprestasi Terhadap Kinerja Guru SMK Tamtama Kroya," *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis dan Akuntansi (JIMMBA)* 5, no. 6 (2023): 687–695.

¹² Fahmi and Hidayatullah, "Perilaku Individu Dalam Organisasi Pendidikan."

¹³ Siti Rodiah, Ulfiah Ulfiah, and Bambang Samsul Arifin, "Perilaku Individu Dalam Organisasi Pendidikan," *Islamika* 4, no. 1 (2022): 108–118.

tasks, ultimately contributing to organizational success. Meanwhile, perception plays a crucial role in shaping how individuals interpret their work environment, tasks, and interactions with colleagues. An individual's motivation and perception work together to influence their decision-making, work ethic, and overall engagement within an organization.¹⁴ Motivation can originate from within an individual, known as intrinsic motivation, or from external sources, known as extrinsic motivation. Motivation is a powerful tool that leaders can use to encourage employees to perform their tasks effectively. In philanthropic organizations, where work is often driven by social impact rather than financial gain, managers must develop a unique and personalized approach to motivating their employees. Since each individual has different values, needs, and aspirations, managers should tailor their motivational strategies to align with the characteristics and motivations of each person. By doing so, they can foster greater commitment, job satisfaction, and overall productivity within the organization.¹⁵ The extent to which a person's needs are fulfilled directly impacts the strength of their motivation to act. Motivation is an individual's desire to achieve a specific goal and the drive that pushes them to take action in pursuit of that goal. When a person's basic needs are met, their motivation shifts toward higher-level aspirations, such as personal growth, career advancement, or contributing to a meaningful cause. In an organizational setting, understanding what drives each individual is essential for fostering engagement, productivity, and long-term commitment to shared objectives.¹⁶

Several experts have defined motivation as follows:¹⁷ According to Robbins, motivation is a willingness to exert maximum effort to achieve organizational goals, influenced by the ability of that effort to satisfy certain individual needs. This definition emphasizes that motivation arises when individuals see a clear connection between their efforts, goal achievement, and personal satisfaction. In an organizational setting, this means that employees will be more driven when they believe that their hard work contributes both to the success of the organization and to fulfilling their own needs—whether those needs are financial, social, or related to personal growth.¹⁸ Abraham Sperling explains that motivation is a tendency to engage in an activity, beginning with an inner drive and ending with self-adjustment. According to Saefullah, motivation is a force that drives an individual to behave in a certain way to achieve a specific goal. Some key characteristics of motivation include: Driven by needs – Motivation arises from an individual's unmet needs. Goal-oriented – Motivation is directed toward achieving specific objectives. Encouraging action – Motivation pushes individuals to take necessary steps to reach their goals. These perspectives highlight motivation as a dynamic process influenced by both internal desires and external factors, shaping an individual's behavior and performance within an organization.

¹⁴ Rusdiana, *Organisasi Lembaga Pendidikan, Jurnal Pendidikan Tambusai*, vol. 7 (Bandung: Pustaka Setia, 2021).

¹⁵ S. Setiyati, "Pengertian Kepemimpinan Kepala Sekolah Yang Bermitu," *Jurnal Pendidikan Teknologi dan Kejuruan* 22, no. 2 (2014): 200–208.

¹⁶ Abdul Aziz Wahab, *Anatomi Organisasi Dan Kepemimpinan Pendidikan: Telaah Terhadap Organisasi Dan Pengelolaan Organisasi Pendidikan*, Bandung: Alfabeta (Bandung: Alfabeta, 2008).

¹⁷ Luc Vinet and Alexei Zhedanov, *A "missing" Family of Classical Orthogonal Polynomials*, *Journal of Physics A: Mathematical and Theoretical*, vol. 44 (Bandung: Pustaka Setia, 2011).

¹⁸ Siti Nur Azizah, "Pengaruh Motivasi Usaha Dan Kemampuan Usaha Dalam Meningkatkan Keberhasilan Usaha Pada Usaha Mikro Pedagang Sate Di Desa Candiwulan Kecamatan Adimulyo Kebumen," *Fokus Bisnis* 12, no. 1 (2013): 1–16.

Motivation plays a crucial role for individuals as it serves as an internal drive that influences behavior and efforts toward personal development. The struggle of motives occurs when an individual weighs their reasoning and conscience to determine which motive is considered the strongest and most beneficial to act upon. Therefore, motivation is a state that drives an individual to achieve their desired goals. In the context of philanthropy, work motivation for philanthropic behavior in philanthropic institutions can be defined as a factor that influences the development, direction, and enhancement of behaviors related to the work environment in the philanthropic sector.

The second internal factor influencing individual behavior is perception. Perception is a sensory process in which an individual receives stimuli through the senses and then interprets them to gain understanding and awareness of the received stimuli. This interpretation process is often influenced by an individual's experiences and learning processes, shaping how they perceive and respond to stimuli. Thus, perception is not solely dependent on sensory input but also on prior experiences and knowledge, which influence how an individual assigns meaning to stimuli.¹⁹

Gitosudarmo explains that perception is the process by which an individual observes, selects, organizes, and interprets stimuli from their environment. Understanding the perspective of individuals or groups is crucial, as in everyday life—whether within organizations or society—behavior is influenced by how people perceive environmental stimuli. However, perception does not always align with reality. Differences in perception can lead to conflicts or misunderstandings between individuals and groups, especially regarding tasks within an organization. Therefore, it is essential to understand both individual and group perceptions to foster better communication and collaboration.²⁰

Perception is the process by which an individual receives, processes, and interprets information from their environment through the senses. Once information is received, understanding is influenced by various factors such as experience, knowledge, beliefs, and individual expectations. People may have different perceptions of the same event, depending on their background, context, and cognitive abilities. Additionally, perception shapes how an individual reacts or behaves in a given situation, making it a key factor in decision-making and interpersonal interactions.²¹

In the context of philanthropic organizations, perception plays a crucial role, as individuals or groups within the organization may have different views on its mission, strategies, or operational methods. These differences in perception can influence how members understand and carry out their responsibilities. Misinterpretation of organizational goals or policies may lead to internal conflicts, making it essential to align perceptions to ensure effective collaboration. By understanding the perceptions of organizational members, philanthropy leaders can enhance coordination, communication, and the overall achievement of philanthropic goals more effectively.

The external factors that influence individual behavior within an organization include environmental conditions, maturation, heredity and environment, and education. One of the most significant external factors shaping an individual's behavior is their environment.

¹⁹ Rodiah, Ulfiah, and Arifin, "Perilaku Individu Dalam Organisasi Pendidikan."

²⁰ Jahny Sast, *Perilaku Organisasional, Jurnal Teknik: Media Pengembangan Ilmu Dan Aplikasi Teknik*, vol. 4 (Yogyakarta: CV. Andi Offset, 2020).

²¹ Nurussakinah Daulay and Nevi Darmayanti, *Pengantar Psikologi Dan Pandangan Al-Qur'an Tentang Psikologi / Nurussakinah Daulay ; Editor, Nevi Darmayanti* (Jakarta: Kencana, 2014).

Empiricist scholars argue that environment and education play a crucial role in a person's development. Empiricism, which emphasizes that knowledge is acquired through sensory experience, holds that individuals are born without innate knowledge (*tabula rasa*) and develop entirely through their interactions with their surroundings.²²

In this context, environmental conditions play a key role in shaping human behavior and development. The environment encompasses everything outside the individual, including other people, culture, education, and the surrounding physical conditions. Within their environment, individuals interact with one another, and through these interactions, they learn, adapt, and grow. Social interactions within the environment shape individual experiences, which in turn influence their thoughts, emotions, and actions.

The environment also serves as a space where human needs and interactions take place. From an empirical perspective, all aspects of human development, including cognitive, emotional, and social growth, are influenced by environmental factors such as formal education, social relationships, and the socio-cultural conditions in which individuals live. Human behavior is largely shaped by the environment, particularly the family environment, which serves as the first place where a child interacts and learns essential life values. The family acts as a central point of identification for children and plays a crucial role in shaping their behavior and development from early childhood.

In addition to the environment, maturation also plays a crucial role in human development. Maturation refers to an individual's physical and psychological readiness to grow and function optimally. Without proper maturation, even if a person is in a supportive environment and possesses innate talents or predispositions, their functional development may not reach its full potential. This maturation process occurs over time, as bodily organs gradually become prepared to perform their functions effectively.

Then, the factors of heredity and environment work synergistically in shaping an individual's development. Heredity refers to the innate potential a person possesses from birth, which may stem from genetic or hereditary factors. However, this potential will not fully develop without interaction with a supportive environment. Conversely, a favorable environment alone, without the necessary readiness or maturation, will not lead to optimal development.

The final external factor is education. Education is a lifelong process, from birth to death, involving an individual's interaction with their environment, both formally and informally. It plays a key role in shaping individual and group behavior, as it enables individuals to learn, grow, and develop the character and skills necessary to function effectively in society.

According to Stevanus, K., & Sitepu, N., as cited in the journal by Mustaini Khaitami et al., education plays a crucial role in everyday life and in shaping the future, particularly when it is of high quality. A good and high-quality education is one that can nurture and develop the positive potential hidden within students, enabling them to grow and succeed in various aspects of life.²³ Overall, human development is influenced by a complex interaction between innate traits, environment, and maturity. These factors collectively shape how individuals

²² Khoirunnisaa' Khoirunnisaa', "Perilaku Individu Dalam Lembaga Pendidikan Islam," *An-Nuha : Jurnal Kajian Islam, Pendidikan, Budaya dan Sosial* 8, no. 1 (2021): 131–145.

²³ Chika Amelia Hayatunnufus Mustaini Khaitami, Siti Nur Azizah, Anis Prima Wulan Sari, M. Faris Matus, Ahmad Pauji, Tuti Amiratus Sa'Diah, Amalia, Nur Rizky Aulia Rahmah, and Dermawan, "Peran Mahasiswa Dalam Peningkatan Mutu Pendidikan Sekolah Dasar Desa Tahai Jaya Provinsi Kalimantan Tengah," *Jurnal Pengabdian kepada Masyarakat Nusantara (JPkMN)* 6, no. 1 (2024): 1152–1160.

grow and function throughout their lives, either in a positive or negative direction, depending on the conditions and interactions they experience over time.²⁴

3.3 Individual Behavior Analysis Variables

According to Gibson et al., analyzing individual behavior requires considering various variables, including psychological, physiological, and environmental factors. Psychological variables include perception, personality attitudes, learning, and motivation; physiological and social variables encompass physical and mental abilities; and environmental variables include family, culture, and social class.²⁵ Perception, personality attitudes, learning, and desires are all psychological aspects. Social physiological variables include both natural and mental factors. Natural factors encompass family, culture, and the social environment, while mental factors involve affirmation, character perspectives, learning, and motivation. Physiological factors, on the other hand, include physical and mental abilities.²⁶ To accurately understand a person's behavior, we must first comprehend their characteristics. These characteristics include character, personality, perception, and attitude.²⁷

Factors such as age, gender, marital status, and tenure are known as an individual's biographical characteristics. A person's ability to complete various tasks in the workplace is referred to as their competence. The ability to perform mental activities such as thinking, analyzing, and understanding is called intellectual ability. An individual's level of intellectual ability can be measured through tests like IQ, and it varies from person to person. On the other hand, physical ability refers to the skills required to perform tasks that demand stamina, agility, and strength.

A person's psychological system consists of their ever-changing personality, which influences how they adapt to their environment. Personality is shaped by a combination of hereditary factors and environmental influences.²⁸ Personality refers to the psychological characteristics inherent in an individual, reflecting how they respond to their environment. It serves as the core of individual differences and remains relatively stable and consistent over time. Understanding the components of personality is crucial, as it helps in predicting and comprehending behavior. For instance, daily life events often experienced by individuals can lead to changes in their personality.²⁹

Attitude is an evaluative statement or judgment, either positive or negative, toward an object, person, or event. It reflects how an individual feels about something and plays a crucial role in workplace behavior, particularly in the context of organizational behavior. Understanding attitudes is important because they influence how individuals behave at work. Attitudes are mental states formed through learning and experience. These organized attitudes, shaped by past experiences, affect how individuals react to others, objects, and situations they encounter.³⁰

²⁴ S. Sulistiyorini, "Perilaku Individu Dalam Lembaga Pendidikan Islam," *An-Nuha: Jurnal Kajian Islam, Pendidikan, Budaya Dan Sosial* 8, no. 1 (2021): 131–145.

²⁵ Rodiah, Ulfiah, and Arifin, "Perilaku Individu Dalam Organisasi Pendidikan."

²⁶ Fahmi and Hidayatullah, "Perilaku Individu Dalam Organisasi Pendidikan."

²⁷ Jahny Sast, *Perilaku Organisasional*, vol. 4, p. .

²⁸ Jahny Sast, *Perilaku Organisasional*, vol. 4, p. .

²⁹ Z. Ikhsan, A., Tarigan, N. M. R. and Arifin, *Perilaku Organisasi, Perilaku Organisasi* (Bandung: Citapustaka Media, 2022).

³⁰ Blanchard and Hersey, *Manajemen Perilaku Organisasi (Terjemahan)*.

3.4 Philanthropic Institution

Etymologically, philanthropy means generosity, kindness, or social contribution, reflecting compassion for fellow human beings. The term "philanthropy" originates from the Greek words *phillien*, meaning "to love," and *anthropos*, meaning "human." Therefore, philanthropy is interpreted as an "expression of love for humanity." Webster's Dictionary does not limit this expression of love to money or material goods but defines it as "efforts or actions aimed at enhancing love for others and humanity."³¹

Philanthropy originates from two Greek words: *philos*, meaning "love," and *anthropos*, meaning "human." According to Amelia Fauziah in her book *Filantropi Islam: Sejarah dan Kontestasi Masyarakat pada Umumnya dan Negara di Indonesia*, philanthropy is a voluntary act performed by an individual for the benefit of society with the goal of serving the public interest. This theory aligns with the definition provided by Mike W. Martin in his book *Virtuous Giving*. Martin categorizes philanthropy into several components, including personal action, voluntarism, social service, and public interest.³²

Philanthropic institutions help communities manage zakat and distribute it to those who are entitled to receive it. Essentially, these institutions operate on a voluntary basis for the welfare of society.³³ A person who acts voluntarily for the public good is called a philanthropist. One way to improve welfare, including addressing poverty, is through philanthropy. Donations or assistance to underprivileged communities serve as an example of social capital. The presence of Islamic philanthropic institutions focusing on zakat, infak, and sedekah reflects the growth of the philanthropic movement. Zakat not only fulfills an Islamic obligation but also helps others meet their daily needs.

Philanthropy is a form of social capital that is present across almost all societal levels (Tamim, 2016). As a long-standing tradition, philanthropy has become an integral part of communal culture, especially in rural communities. Cultural phenomena indicate that the spirit of philanthropy is preserved through acts of providing assistance to family members, relatives, friends, and neighbors in need. This highlights the crucial role of philanthropy in contemporary society in addressing social issues and creating a positive impact. Many individuals and entities engage in philanthropic efforts with the goal of improving global conditions for the benefit of all.³⁴

3.5 Individual Behavior in Philanthropic Organizations

To manage people in a philanthropic organization, the first and foremost requirement is that managers or leaders must understand individual behavior and characteristics. In order to achieve the goals of a philanthropic organization effectively and efficiently, managers across various types of organizations often face challenges related to individual behavior. Although subtle, human behavior patterns are constantly changing. Every manager aims to shape their

³¹ ZAENAL ABIDIN, "Paradoks Dan Sinjutas (Sinergi-Keberlanjutan-Ketuntasan) Gerakan Filantropi Di Indonesia," *Share : Social Work Journal* 6, no. 2 (2016): 183.

³² Amelia Fauzia, *Sejarah Dan Kontestasi Masyarakat Sipil Dan Negara Di Indonesia*, Yogyakarta: Gading Publishing (Yogyakarta: Gading Publishing, 2016).

³³ Zaenal Abidin, "Manifestasi Dan Latensi Lembaga Filantropi Islam Dalam Praktik Pemberdayaan Masyarakat: Suatu Studi Di Rumah Zakat Kota Malang," *Jurnal Studi Masyarakat Islam* 15, no. 2 (2013): 197–214, <http://ejournal.umm.ac.id/index.php/salam/article/view/1630>.

³⁴ Dwi Enjelina Rahmawati et al., "Tren Filantropi Modern: Inovasi Dan Dampak Shadaqah Berbasis Digital Pada Platfrom Crowdfunding Kitabisa.Com," *EKOMA : Jurnal Ekonomi* 3, no. 2 (2024): 497–514.

organization in a way that fosters better behavior among employees. However, human behavior is too complex to be explained through generalizations that apply to everyone.

The behaviors that can help managers achieve the goals of a philanthropic organization include the behaviors of donors, *muzakki*, *amil*, volunteers, fundraisers, and community mobilizers. To better understand these behaviors, it is essential to recognize the roles each plays in supporting the organization's objectives.

Donor Behavior: Donors are individuals or entities that provide financial contributions to support various social programs carried out by philanthropic organizations. Their motivations can vary, ranging from altruistic reasons, such as empathy for others, to extrinsic motivations, such as gaining social recognition or tax benefits. Donor behavior is reflected in their participation in regular donations, one-time contributions for specific campaigns, or event-based donations, such as fundraising for disaster relief efforts. Transparency in fund management and activity reports significantly influences donors' trust in philanthropic organizations. A strong relationship between donors and the organization is crucial for maintaining donor loyalty and ensuring sustained financial support.

Muzakki Behavior: *Muzakki* are individuals who meet the eligibility criteria to pay zakat in Islam, based on *nisab* (minimum wealth threshold) and *haul* (one-year holding period). Their behavior is driven by religious obligations and the desire to purify their wealth while helping others. *Muzakki* typically channel their zakat through trusted zakat management institutions, such as the National Amil Zakat Agency (BAZNAS) or private zakat organizations. In addition to zakat, *muzakki* often give infak and sedekah as additional contributions. The implementation of muzakki behavior in philanthropic organizations involves a transparent zakat collection process, calculations that adhere to Islamic law, and the fair distribution of funds to eligible *mustahik* (zakat recipients). Institutional accountability is crucial in building trust and ensuring that muzakki feel satisfied with their contributions.

Amil Behavior: *Amil* are officials responsible for managing zakat, infak, sedekah, and other social funds within Islamic philanthropic organizations. Their duties include collecting, managing, and distributing funds to *mustahik*. To ensure proper fund management, *amil* must have a strong understanding of fiqh zakat and Islamic financial principles. *Amil* are officials responsible for managing zakat, infak, sedekah, and other social funds within Islamic philanthropic organizations. Their duties include collecting, managing, and distributing funds to *mustahik*. To ensure proper fund management, *amil* must have a strong understanding of fiqh zakat and Islamic financial principles. Professionalism and integrity are crucial for *amil* in maintaining public and muzakki trust. Beyond financial management, they also play a role in educating and raising awareness about the importance of zakat and how collected funds support social programs, such as healthcare, education, and economic empowerment for those in need. Professionalism and integrity are crucial for *amil* in maintaining public and muzakki trust. Beyond financial management, they also play a role in educating and raising awareness about the importance of zakat and how collected funds support social programs, such as healthcare, education, and economic empowerment for those in need.

The next behavior is volunteers. Volunteers are individuals who willingly dedicate their time, energy, and skills without expecting financial compensation. Their motivation is often driven by empathy, a desire to contribute to society, and the opportunity to gain new experiences or develop social skills. In practice, volunteers engage in various activities, including fundraising, aid distribution, social advocacy, and teaching in remote areas. Effective volunteer management involves recruitment, training, supervision, and recognition to ensure sustained engagement. Volunteers who have a positive experience are more likely

to become advocates for the organization and contribute for a longer period, either through active participation or by encouraging others to join philanthropic efforts.

Then the fundraiser's behavior. A fundraiser is an individual responsible for collecting funds from various sources, such as individual donors, corporations, and sponsors. The effectiveness of a fundraiser largely depends on their ability to communicate and persuade potential donors about the importance of the organization's programs. Fundraisers employ various fundraising strategies, including social media campaigns, charity events, and corporate partnerships. They also need analytical skills to evaluate the effectiveness of these strategies and identify relevant donation trends. The success of a fundraiser is highly dependent on their ability to build strong relationships with donors while maintaining transparency and accountability in the use of collected funds.

The last but not least behavior is community mobilization. A community mobilizer is an individual responsible for engaging and encouraging the public to participate in philanthropic activities. They serve as a bridge between philanthropic organizations and local communities, helping to identify community needs and facilitate the implementation of social programs. Community mobilizers engage in awareness campaigns, meetings with residents, and collaborations with community leaders to promote awareness of social issues. They also educate the public on the importance of philanthropy and guide them in supporting programs run by organizations. An effective community mobilizer can increase community involvement and support, ultimately contributing to a greater social impact.

The behavior of donors, muzakki, volunteers, amil, fundraisers, and community mobilizers significantly influences the effectiveness and success of philanthropic programs. Strong collaboration among these stakeholders ensures that philanthropic organizations can efficiently gather resources, implement programs effectively, and deliver tangible benefits to society. Trust, transparency, and accountability are key factors that determine individual participation and long-term commitment in supporting philanthropic activities.

4. Conclusion

Individual behavior is a crucial element that determines the success and sustainability of philanthropic organizations. This study identifies that individual behavior is influenced by various internal factors, such as motivation, perception, personality, and biographical attributes, as well as external factors, including social environment, culture, education, and physical conditions. Motivation serves as the primary driver of individual behavior, where needs, drives, and satisfaction affect the level of engagement and contribution to the organization. Perception and personality also play a key role in shaping how individuals respond to tasks and interact with other members of the organization. External factors shape individual behavior through social and cultural influences, as well as educational background. A supportive environment can foster productivity and engagement, whereas a mismatch between individuals and external factors can become an obstacle. In philanthropic organizations, the interaction between these factors creates a complex behavioral dynamic, requiring deep understanding and effective management to ensure optimal contributions from all individuals involved.

The success of philanthropic organizations also heavily depends on the synergy among key actors, including donors, muzakki, amil, volunteers, fundraisers, and community mobilizers. Each of these stakeholders has unique behavioral patterns, motivations, and needs. When managed effectively, they can become a significant driving force in enhancing

the effectiveness of philanthropic programs. Transparency, accountability, and effective communication are key elements in creating a conducive working environment and fostering trust among stakeholders. By ensuring these principles, philanthropic organizations can strengthen engagement, optimize resource distribution, and maximize their social impact.

By understanding the factors that influence individual behavior, philanthropic organizations can design more effective strategies to enhance productivity, engagement, and loyalty. This study provides valuable insights for managers and organizational leaders in creating an environment that fosters positive behavioral development while strengthening synergy among key stakeholders. Additionally, this research is expected to serve as a reference for future studies and make a significant contribution to the literature on individual behavior in philanthropic organizations. By deepening this understanding, organizations can achieve greater social impact and fulfill their broader philanthropic missions more effectively.

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