

## The Reality to Islamic Behavior and The Quality of Human Resources Performance at The Zakat Fund in Lebanon - Dar Al Fatwa

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### Abstract

This research aims to reveal the level of Islamic behavior and the quality of the performance of human resources at the Zakat Fund in Lebanon - Dar Al Fatwa, from the point of view of human resources who were estimated at 125 individuals who served in the institution during the period of obtaining the ISO international quality certificate and to compare the results with some partial studies. A questionnaire was designed and analyzed. It expresses the level of Islamic behavior through its four domains related to its ethical system represented in behavior towards the Almighty God, towards the self, and towards others. Its dimensions were chosen through politeness with God Almighty, integrity, humility, and environmental behavior, within the framework of three main axes that are the work environment, the personal environment and Islamic behavior training. The quality of human resources performance has been measured through the dimensions of the ServQual scale, which expresses the quality of performance. The SPSS program was used to analyze the respondents' estimates. This research clarifies the Islamic view on the necessity to balance behavior and not to contradict it between the work environment, and the personal environment, and the importance of behavioral training. It also points out the need to work on standards of behavior in order to focus on improving performance. This paper attempts to provide a measure to verify the level of quality of performance, and the level of Islamic behavior in line with Islam in its behavioral view that stresses the homogeneity of behavior in the workplace, the personal environment, and

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behavioral training. This measure will support the civilized view of Islam and its institutions and alleviate Islamophobia.

**Keywords:** *Islamic behavior, politeness with God, integrity, humility, environmental behavior, performance quality*

## 1. Introduction

In light of the Islamic institutions being criticized for their performance, which is considered lagging behind civilization, as Islam is accused of being the cause of this delay, as is commonly believed by some opponents of Islam, and in light of the progress in the issue of human resources and considering them a corner of the capital of institutions, and in light of the acceleration of organizations in investing in human capital, and the human resource management's reliance on training programs to enhance the performance of its human resources, and at a time when the recognition of the correlation of performance with behavior has become closely related, the researchers and those interested, who recommended promoting this behavior, confirm its positive result on performance (Mohammad, 2015, P. 282). Obviously, and it is very important for the behavior to take its share of the training process, which works to guide and reinforce it to rise to the highest level. Institutions of an Islamic nature stand out for their good performance, refuting the accusation about Islam and Muslims, and the religion of Islam elevates those teachings that always provide humanity with the justifications for development and success. Likewise, the Zakat Fund Foundation in Lebanon - Dar Al-Fatwa, which is distinguished by the quality of its performance and the commitment of its human resources to Islamic ethics in their behavior. Islam is distinguished by its view of human behavior in line with human nature, as it imposes a minimum level of morality without which life cannot be good, and yet Islam directs the human being to volunteer with respect to the others, so that souls transcend and achieve the interests of society and the interests of individuals (Qutb, 1989, p. 15). Distinguishing between the lower and higher limits in setting ethical rules (Al-Kattani, 1989, p. 59). Islam also emphasized the necessity of homogeneity in the behavior of individuals, directing them to move away from hypocrisy and duplicity in their behavior and instructing them to be sincere and honest in their dealings. Islam linked morality to the principle of reward and punishment and warned against transforming work ethics into mere utilitarian behavior that puts the worker in a position of morally schizophrenic (Al-Ghamdi, 2010, p. 34).

For the purpose of development, institutions are working to pay attention to training their human resources internally and externally, with the aim of developing themselves, their skills and abilities, enabling them to master skills and giving them the ability in the future to succeed in positions that fulfill the needs of the institution, as institutions are interested in external training in a greater proportion because they depend on trainers with experience, deeper background and means modern training, but this matter has become more commercial than content-wise, and it may be far from the reality of the institution and its needs (Al-Hayali and Odes, 2016, pp. 76-78). The importance of training coincides with Islam's directive to train oneself in virtues and righteous behavior, as it is assured that the Islamic curriculum follows the means and measures

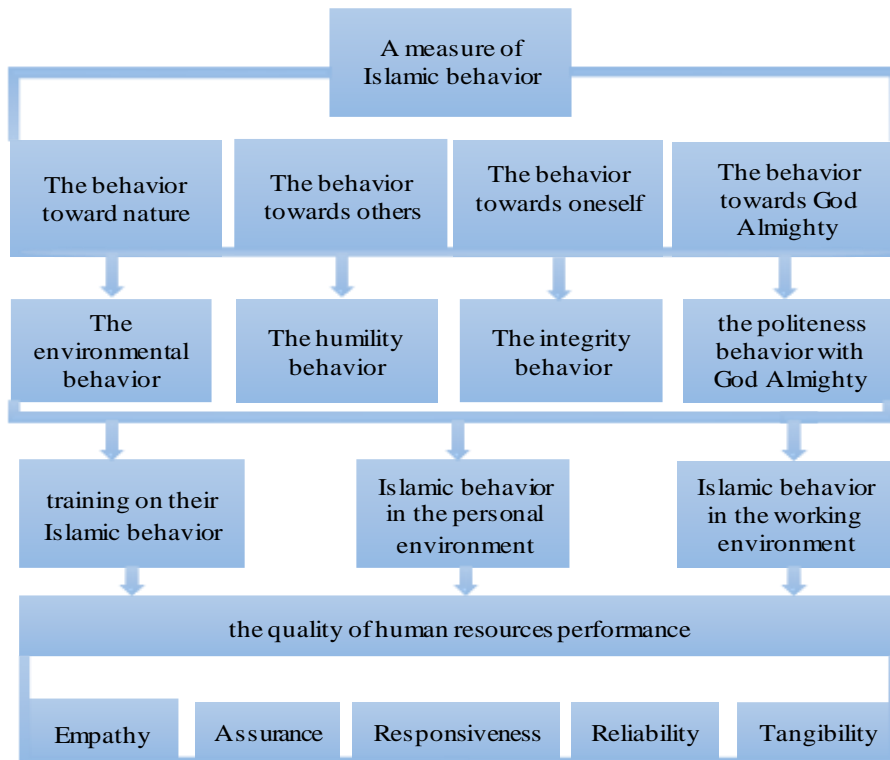
that work to immunize Muslims and cut off the path to deviation and corruption. The Prophet's Sunnah is filled with many situations that contribute to refining the character, guidance, advice and behavior. Islam also desired the individual to work on the evaluation of his morals and warned him against imitating others in the patterns of behavior that lead to perdition, so the Messenger of God, peace and blessings be upon him, worked to correct every behavior that contradicts the ethical rules of Islam, indicating the reason, and he was keen to fine-tune people's behavior in accordance with situations in order not to become established customs, based on clear Islamic standards (Abu Daf, 2006). It is concluded that the availability of a level of Islamic behavior among workers and the homogeneity of this behavior in their personal surroundings, in addition to working to strengthen, direct and develop this behavior, is one of the most important pillars of development in Islam. In this study, we try to reveal the level of Islamic behavior in the institution under study, in the work environment and in the personal environment from the point of view of its human resources, as well as their undergoing training programs that contribute to strengthening this Islamic behavior, and to reveal the level of quality of their performance that the institution has maintained to this day.

## 2. Study Variables

This study deals with two main variables, one is independent, which is Islamic behavior, and the other is dependent, which is the performance of human resources. The independent variable, ie Islamic behavior, was divided into three axes, where the first axis came under the name of Islamic behavior in the working environment, the second axis Islamic behavior in the personal environment, and the third axis training on their Islamic behavior. And each of the axes of the independent variable contains four dimensions, which are sub-axes, and each dimension has four paragraphs that express it.

The first dimension is the politeness behavior with God Almighty, the second dimension is integrity, the third dimension is humility, and the fourth dimension is The environmental behavior. These four dimensions are sub-variables for each of the independent axes. Where each of these dimensions represents one of the sections of Islamic behavior represented in behavior towards God Almighty, behavior towards oneself, behavior towards others that includes behavior toward nature. As for the dependent variable, the quality of human resource performance, it has been divided into the five dimensions of performance quality, where each dimension contains four paragraphs, and these dimensions constitute the sub-variables of the quality of performance axis, and they are tangibility, reliability, responsiveness, assurance, and empathy. The following figure provides a simplification of the relationship between the study variables.

*Figure 1: The relationship of study variables*



### 3. Methodology and tools

The study followed in its methodology the description and analysis, and after reviewing the literature, a questionnaire was designed that fulfills the objectives of the study, as this questionnaire was used to collect information from the community subject of the study, i.e. the Zakat Fund Foundation in Lebanon. The questionnaire contains 68 items distributed on the axes of the questionnaire, 48 items on the dimensions of Islamic behavior in this study, which are represented by politeness with God Almighty, Integrity, humility and respect for the environment, so that they are distributed at an average of 16 items for each of the three areas that express Islamic behavior in three axes, i.e. in the work environment, in the personal environment and training on the Islamic behavior, and 20 items for the quality of the performance of human resources, which are divided into five dimensions according to the dimensions of the ServQual scale, defined in tangibility, reliability, responsiveness, assurance, and empathy; as this scale mainly works to measure the gap in what clients expect and the services provided to them (Parasuraman, Zeithaml and Berry, 1988, p. 23). The items were distributed at an average of four items for each dimension and were formulated in line with the community subject of the study and its objectives. The Five-point Likert scale was used to answer the questions, which were reviewed by peers, who are five specialists in the field, and the wording of some items has been modified. The questionnaire was distributed to an exploratory sample of 20 individuals, and the sustainability and validity of the scale was confirmed to a high degree and thus its validity for measurement. The correlation coefficients between the paragraphs and the overall degree of the dimension to which they belong were

verified, and they were all indicative at a significant level (0.05). The sustainability of the scale was also validated, as the value of the Cronbach alpha coefficient for the four axes of the questionnaire ranged between 0.879 and 0.966, while its value for the whole questionnaire was 0.979. After excluding this pilot sample, 91 valid questionnaires were subjected to analysis, divided into 39 paid individuals and 52 volunteers.

The reality of Islamic behavior in the institution is revealed by measuring the degree of commitment to Islamic behavior in the work environment and in the personal environment and in the training programs on Islamic behavior, in terms of the politeness with God Almighty, integrity, humility, and respect for the environment from the point of view of human resources, where the calculation of standard deviations and mean of their responses for each of the items of the three axes and comparing the results with an estimated scale according to the five-point Likert scale, which is illustrated in the following table:

*Table 1: An estimated balance according to the five Likert scale*

Likert Scale	Interval	Difference	Description
1	1.00-1.79	0.79	Never
2	1.80-2.59	0.79	Rare
3	2.60-3.39	0.79	sometimes
4	3.40-4.19	0.79	often
5	4.20-5.00	0.80	always

*Source: Pimentel (2010: 111)*

#### 4. The reality of commitment to Islamic behavior in the work environment

This reality is determined by the degree of commitment to this behavior, which is obtained upon evaluating the estimates and responses of the individuals subject of the study about the first axis of the study with its four dimensions, and that is done through analyzing the mean and the standard deviation of each item, as well as for each of these dimensions. The following are the tables prepared by the researcher based on the results of the SPSS program showing the level of responses of the individuals subject of the study about the items of Islamic behavior in the work environment in terms of politeness with God Almighty, integrity, humility and environmental behavior.

*Table 2: Islamic behavior in the working environment*

Phrase	mean	standard deviation	Level
<b>the politeness behavior with God Almighty</b>			
Human resources are satisfied with the facilities and aids provided to facilitate the performance of prayer on time	4.48	0.673	very high
The connection of human resources with God Almighty is limited to the performance of some rituals of worship only	4.09	0.798	High
Human resources are not satisfied with to the scarcity of material incentives in the legal system of the institution	4.00	1.011	High

The main goal of human resources work is related to reviving the obligation of zakat and earning the reward in the afterlife	4.24	0.750	very high
<b>Weighted mean and standard deviation of the variable</b>	4.2033	0.65076	very high
<b>The integrity behavior</b>			
The system of benefits in the institution is not subject to favoritism or preferentialism	3.95	0.736	High
Effective institution oversight prevents human resources from using their work for their personal interests	4.27	0.746	very high
I heard cases of investigations with human resources in the organization due to their dishonesty	3.87	0.846	High
All the works of the institution are announced and published	3.41	1.341	High
<b>Weighted mean and standard deviation of the variable</b>	3.8736	0.57660	High
<b>The humility behavior</b>			
My colleagues with whom I have a direct work relationship are keen to offer advice to me	3.79	0.925	High
I personally offer advice those who need me in the institution	3.56	1.077	High
Everyone in the institution treats the others in a kind and gentle manner, without vanity or arrogance	3.77	0.731	High
Human resources raise their voices in protest within the institution	4.10	1.033	High
<b>Weighted mean and standard deviation of the variable</b>	3.8049	0.70495	High
<b>The environmental behavior</b>			
Human resources personnel help in cleaning the institution	4.27	0.804	very high
Human resources maintain the machinery, tools, and equipment of the institution	4.36	0.707	very high
The institution allows smoking in the business offices	4.40	0.842	very high
Human resources make sure not to waste electricity and avoid emissions of devices	4.22	0.940	very high
<b>Weighted mean and standard deviation of the variable</b>	4.3132	0.62981	very high

Table 2 shows the means and standard deviations of the responses of the individuals subject of the study about politeness with God Almighty in the work environment, where the item that came first was the one that states “Human resources are satisfied with the facilities and aids provided to facilitate the performance of prayer on time,” with a standard deviation (0.673) and a mean (4.48) and this corresponds to the degree of strong agreement in the five-point Likert scale shown in Table 1, as it is evident from this table that the weighted mean of the politeness with God Almighty dimension reached a value of (4.2033) with a standard deviation (0.65076) and this corresponds to the degree of strong agreement, and the very high level. The mean and standard deviation of the responses of the study members are also evident about the integrity dimension in the work environment, where the paragraph that states “effective corporate oversight prevents human resources from exploiting their work for their personal interests” came in first place with a standard deviation (0.746) and a mean (4.27), which is the degree of strong agreement on the scale. As for the weighted mean of the integrity dimension, it reached (3.8736) with a standard deviation (0.57660), which corresponds to the degree of strong agreement, and the very high level.

As for the mean and standard deviation of the responses about the modesty clauses in the work environment, the paragraph that states "human resources raise their voices in protest within the organization" was shown in the first place with a standard deviation (1.033), and a mean (4.10),

which means that this negative paragraph was not agreed, and this paragraph was converted to a positive value for the purposes of statistical work, and it is clear that the weighted mean, weighted for the dimension of humility, scored (3.8049) with a standard deviation (0.70495), which means agreement and high level. As for the articles on environmental behavior in the work environment, the means and standard deviations of the responses of the individuals subject of study showed that the paragraph that states “The establishment permits smoking in work offices” came in first place with a standard deviation (0.842) and a mean (4.40), which corresponds to the degree of strong disagreement on the phrase, after converting it into a positive value for the purposes of statistical work. It is also evident that the weighted mean of the environmental behavior dimension in the work environment scored a value of (4.3132) with a standard deviation (0.62981), which corresponds to a strong agreement, and a very high level.

### 5. The reality of adherence to Islamic behavior in the personal environment

The following are the perceptions of the members subject of study and their responses about the second axis of the study, Islamic behavior in the personal environment, where we discover through their estimates the degree of commitment of the institution’s human resources to Islamic behavior in their personal surroundings in terms of politeness with God Almighty, integrity, humility and respect for the environment. The following is a table prepared by the researcher through the results of the SPSS program, showing the level of human resource behavior in politeness with God Almighty, integrity, humility, and environmental behavior in their personal surroundings.

Table 3: The level of Islamic behavior in the personal environment

Phrase	mean	standard deviation	Level
<b>the politeness behavior with God Almighty</b>			
Human resources strive to please people more than they strive to please the Almighty	4.49	0.736	<u>very high</u>
Human resources utter the name of the Almighty without glorifying it	3.48	1.242	high
Sometimes I find myself forced to grovel to those in charge	4.45	0.703	<u>very high</u>
Some laws and regulations in the institution do not observe divine rulings	4.43	0.805	<u>very high</u>
<b>Weighted mean and standard deviation of the variable</b>	4.2115	0.64970	<u>very high</u>
<b>The integrity behavior</b>			
My colleagues in the organization deserve their salaries	4.44	0.819	<u>very high</u>
I think that the institution needs to fight corruption in it	3.90	0.883	high
I give others their rights provided they are in my best of interest	4.32	0.681	<u>very high</u>
Aid is provided to others in the organization only if there is a personal benefit	4.35	0.689	<u>very high</u>
<b>Weighted mean and standard deviation of the variable</b>	4.2527	0.56334	<u>very high</u>
<b>The humility behavior</b>			
My colleagues in the organization are role models and influencers in their surroundings	4.13	0.846	high
I care about pleasing my family and others in my surrounding as much as I care about the pleasing the institution	3.88	0.786	high
Humility is the characteristic of human resources in an organization	4.14	0.824	high
of my colleagues have personal disputes because of their bad temper	4.37	0.852	<u>very high</u>
<b>Weighted mean and standard deviation of the variable</b>	4.1319	0.61615	High
<b>The environmental behavior</b>			
To respect the environment, it is sufficient to pay attention to the cleanliness of the institution rather than all the other places	4.40	0.801	<u>very high</u>
Attention to environmental matters is the responsibility of the relevant government departments only	4.31	0.939	<u>very high</u>
I don't smoke in public places	3.58	1.116	high
I adhere to all legal legislations related to the environment	4.07	0.940	high
<b>Weighted mean and standard deviation of the variable</b>	4.0879	0.63396	high

Table 3 shows the means and standard deviations of the responses of the individuals subject of the study about the paragraphs of politeness with God Almighty in their personal environment, where the paragraph that states “Human resources seek to satisfy people more than they strive to satisfy the Almighty God,” came in first place with a standard deviation (0.736) and a mean (4.49) Which corresponds to the degree of strong disagreement with the negative statement that has been converted into a positive value for statistical purposes. It is also clear that the weighted mean of the dimension of politeness with God Almighty in the personal environment scored a value of (4.2115) with a standard deviation (0.64970), which corresponds to strong agreement and a very high level. The means and standard deviations of the responses of the individuals subject of the study about the integrity paragraphs in the personal environment are also evident. The paragraph that states “my colleagues in the institution deserve their salaries” came in first place with a standard deviation (0.819), and a mean (4.44), which corresponds to the degree of strong agreement in the Five-point Likert scale, as it is clear that the weighted mean of the integrity dimension scored (4.2527) with a standard deviation (0.56334), which corresponds to a strong agreement and a very high level.

The means and standard deviations of the responses of the individuals subject of the study about the dimension of humility in the personal environment showed the first rank for the paragraph that states "my colleagues in the institution have personal disputes due to their bad temperament" with a standard deviation (0.852), and a mean (4.37), which corresponds to the degree of strong disagreement with the statement according to the five-point Likert scale, after converting it to a positive value, and it is clear that the weighted mean for the dimension of humility in the personal environment scored a value of (4.1319) with a standard deviation (0.61615), which corresponds to agreement and a high level.

As for the means and standard deviations of the responses of the individuals subject of the study about the dimension of environmental behavior in the personal environment the paragraph that states "to respect the environment, it is sufficient to pay attention to the cleanliness of the institution rather than all the other places" ranked in the first place with a standard deviation (0.801), and a mean (4.40), which corresponds to the degree of strong disagreement with the negative statement, which was converted into a positive paragraph as a required measure in statistical work, and it is evident that the weighted mean for the dimension of environmental respect in the personal environment was (4.0879) with a standard deviation (0.61615), which corresponds to agreement and a high level.

## **6. The reality of Islamic behavior training**

To examine the reality of Islamic behavior training in terms of politeness with God Almighty, integrity, humility, and respect for the environment, the standard deviation and the mean of each paragraph of the third axis were calculated and the results were compared in Table 1 according to Likert's five-point scale. The following is a table showing the perceptions of the individuals subject of the study and their responses about training programs in politeness with God Almighty, integrity, humility, and respect for the environment.

*Table 4: The level of training on their Islamic behavior*



The Reality of Islamic Behaviour and the Quality of Human Resources Performance

Phrase	mean	standard deviation	Level
<b>The politeness behavior with God Almighty</b>			
The institution gives sufficient attention to lectures promoting the spiritual aspect of dealing with God Almighty	3.65	0.835	high
Increasing the number of lectures on the doctrine and the literature of worship contributed to stimulating the human resources in the institution	3.75	0.754	high
Raising the awareness of human resources of the importance of devotion to worship without hypocrisy helped achieve the goals of the institution	4.45	0.778	very high
The human institution still needs lectures about politeness with God Almighty	3.12	0.917	acceptable
<b>Weighted mean and standard deviation of the variable</b>	<b>3.7418</b>	<b>0.58743</b>	<b>high</b>
<b>The integrity behavior</b>			
It is necessary to be more hardline with human resources in the consequences of dishonesty	4.02	0.919	high
The institution constantly directs its human resources to fight corruption	4.04	0.631	high
The institution's educational programs have contributed to rationalizing my tendencies in spending money	4.12	0.786	high
Training programs on Islamic behavior have succeeded in building a culture of giving priority to public interest over personal interest	3.98	0.789	high
<b>Weighted mean and standard deviation of the variable</b>	<b>4.0412</b>	<b>0.53394</b>	<b>high</b>
<b>The humility behavior</b>			
The management adopts a plan to foster the incorporation of humility among its human resources	3.96	0.773	high
Training programs on the process of communication and connection in the institution are consistent with Islamic standards	4.01	0.707	high
The human resources in the institution need constant guidance not to boast over others	2.44	1.035	Low
The lectures of humility served to establish the pillars of brotherhood that the service in the institution requires	3.95	0.721	high
<b>Weighted mean and standard deviation of the variable</b>	<b>3.5879</b>	<b>0.54183</b>	<b>High</b>
<b>The environmental behavior</b>			
The institution organizes awareness campaigns for its human resources about the dangers of extravagance	3.81	0.815	high
The human resources in the institution still need to rationalize their behavior towards respecting the environment	3.53	0.861	high
I recommend the institution to organize lectures as part of its plans in various areas of the environment	3.78	0.827	high
Lectures on the risks of extravagance helped human resources to promote their interest in preserving the property of the institution	3.95	0.861	high
<b>Weighted mean and standard deviation of the variable</b>	<b>3.7665</b>	<b>0.50111</b>	<b>high</b>

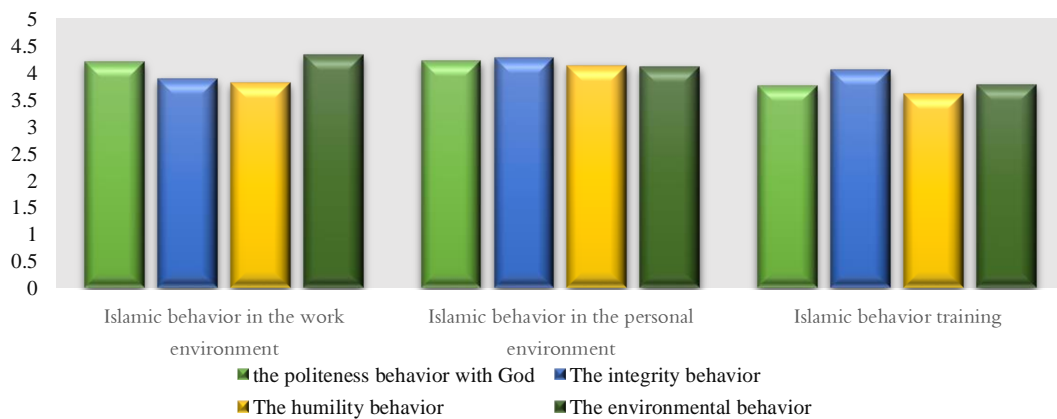
Table 4 shows the means and standard deviations of the responses of the individuals subject of the study about the paragraphs of training on politeness with God Almighty, where the paragraph that states "educating human resources about the importance of devotion to worship without hypocrisy helped achieve the objectives of the institution" came in first place with a standard deviation (0.778) and a mean (4.45). It strongly corresponds to the level of strong agreement in the scale, and it is clear that the weighted mean for the dimension of training on politeness with God Almighty scored a value of (3.7418) with a standard deviation (0.58743), which corresponds to agreement and a high level.

The means and standard deviations of the responses of the individuals subject of the study regarding integrity training are also evident. The paragraph that states “The institution's educational programs have contributed to rationalizing my tendencies in spending money” came in first place with a standard deviation (0.786) and a mean (4.12), which corresponds to the degree of agreement in The five-point Likert scale, and it is evident that the weighted mean for the dimension of integrity training programs scored (4.0412) with a standard deviation (0.53394), which corresponds to the degree of agreement and a high level.

The means and standard deviations of the responses of the individuals subject of the study about the dimension of humility training showed that the paragraph that came in the first place is the paragraph that states "Training programs on the process of communication and connection in the institution are consistent with Islamic standards" with a standard deviation (0.707) and a mean (4.01) It corresponds to the degree of agreement, and it is evident that the weighted mean for the dimension of humility training scored (3.5879) with a standard deviation (0.54183), which corresponds to agreement and a high level.

As for the responses of individuals subject of the study about environmental behavior training programs, the means and standard deviations indicated that the paragraph that came in the first place was the one which states "Lectures on the risks of extravagance helped human resources to promote their interest in preserving the property of the institution" with a standard deviation (0.861) and a mean (3.95) which corresponds to the degree of agreement, as it is clear that the weighted mean of the dimension scored (3.7665) with a standard deviation (0.50111), which corresponds to agreement and a high level. The following is a chart prepared by the researcher showing the levels of commitment in the dimensions of Islamic behavior in the work environment, in the personal environment, and in training on Islamic behavior.

Figure 2: The level of Islamic behavior in the three axes



## 7. The reality of the quality of human resources performance

The reality of the quality of performance is revealed through the perceptions of the individuals subject of the study and their responses to the quality paragraphs, which were divided into five dimensions: tangibility, reliability, responsiveness, assurance, and empathy. The standard deviations and means of the paragraphs of the performance quality dimensions were calculated and the results were compared in Table 1, so that the result is sufficient to clarify the level of the quality of performance dimensions.

Table 5: Quality level of human resource performance

Phrase	mean	standard deviation	Level
<b>Tangibility</b>			
The institution has all the means and equipment that are suitable for the service requirements	4.05	0.621	high
All manuals and instruction forms are documented within the institution	4.11	0.567	high
The external appearance of human resources befits the quality of service in the institution	4.11	0.547	high
The institution's services are managed in appropriate places according to Islamic standards	4.12	0.612	high
<b>Weighted mean and standard deviation of the variable</b>	4.0989	0.520	high
<b>Reliability</b>			
Human resources maintain the quality standards adopted by the institution	4.10	0.633	high
The service is provided correctly from the first time	3.91	0.644	high
Beneficiaries review the institution persistently after completing their service	3.23	1.065	acceptable
Donors scrutinize by their questions about the functioning of the institution's services before initiating funding	4.02	0.683	high
<b>Weighted mean and standard deviation of the variable</b>	3.8159	0.46820	high
<b>Responsiveness</b>			
Human resources of the institution take into account the speed and accuracy in the delivery of its services	4.14	0.625	high
The human resources of the institution show its constant desire to satisfy all those in need	4.14	0.588	high
human resources in the institution are keen to achieve its goals	4.21	0.568	high
Human resources work in the institution as a team	4.09	0.694	high
<b>Weighted mean and standard deviation of the variable</b>	4.1456	0.55034	high
<b>Assurance</b>			
Human resources possess the sufficient skills and knowledge to master their mission in the institution	4.04	0.665	high
The institution adopts training programs for its human resources within its plans	4.05	0.794	high
Donors view the institution's human resources with confidence	4.23	0.598	very high
Beneficiaries express a sense of security with the institution	4.20	0.636	very high
<b>Weighted mean and standard deviation of the variable</b>	4.1319	0.59552	high
<b>Empathy</b>			
The access of the needy to individuals responsible for their direct service in the institution is always facilitated	4.07	0.646	high
Communication with service beneficiaries is carried out in a language that is friendly to them	4.07	0.611	high
The institution's officials exert their efforts to understand the needs of the beneficiaries	4.19	0.576	high

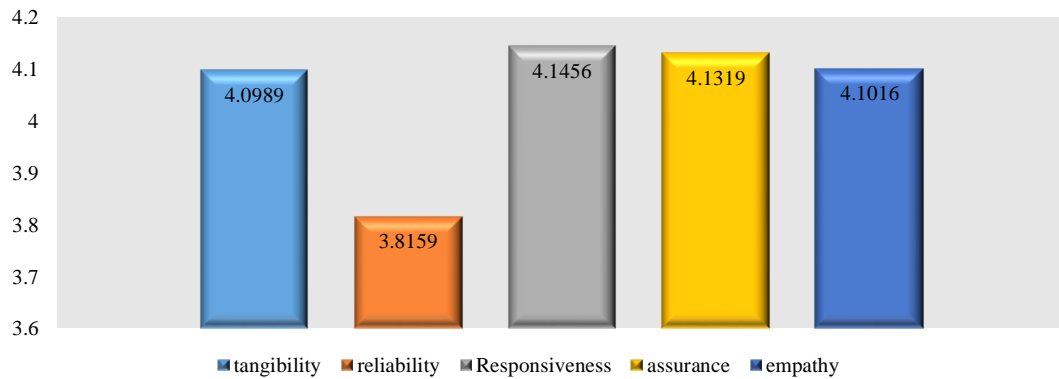
The requests of the needy are responded quickly	4.09	0.677	high
<b>Weighted mean and standard deviation of the variable</b>	4.1016	0.58092	high

Table 5 shows the means and standard deviations of responses concerning the Tangibility clauses. The paragraph that states “The institution’s services are managed in appropriate places according to Islamic standards” came in first place with a standard deviation (0.621), and a mean (4.12), which corresponds to the degree of agreement in the five-point Likert scale, and it is evident that the weighted mean of the tangibility dimension scored a value of (4.0989) with a standard deviation (0.520), which corresponds to agreement and a high level. The means and standard deviations of the responses concerning the Reliability clauses are also evident, where the paragraph that states "Human resources maintain the quality standards adopted by the institution” came first, with a standard deviation (0.633) and a mean (4.10), which corresponds to the degree of agreement on the five-point Likert scale. It is also evident that the weighted mean of the reliability dimension in the quality of performance scored a value of (3.8159) with a standard deviation (0.46820), which corresponds to agreement and a high level.

The means and standard deviations of the responses of the individuals subject of the study about the Responsiveness dimension showed that the paragraph that came in the first place is the paragraph that states "human resources in the institution are keen to achieve its goals" with a standard deviation (0.568) and a mean (4.21) which corresponds to the degree of strong agreement on the five-point Likert scale. It is also evident that the weighted mean scored (4.1456) with a standard deviation (0.55034), which corresponds to the degree of agreement and a high level. As for the means and standard deviations of the respondents of the study about the dimension of Assurance, they indicated the paragraph that came in the first place, which is the paragraph that states “Donors view the institution’s human resources with confidence” with a standard deviation (0.598) and a mean (4.23) corresponding to the degree of strong agreement. It is clear that the weighted mean of the assurance dimension scored a value of (4.1319) with a standard deviation (0.59552), which corresponds to the degree of agreement and a high level. Table 5 also shows the means and standard deviations of the respondents of the study about the Empathy paragraphs, where the paragraph that states “The institution’s officials exert their efforts to understand the needs of the beneficiaries” came in first place with a standard deviation (0.576) and a mean (4.19) corresponding to the degree of agreement. It is also clear that the weighted mean of the empathy dimension scored a value of (4.1016) with a standard deviation (0.58092), which corresponds to the degree of agreement and a high level. The following chart shows the levels of the quality of performance dimensions, where the Responsiveness dimension came in the first level with a mean (4.1456), and at the lowest level came the Reliability dimension with a mean (3.8159). When comparing these means with the estimated balance shown in Table 1, it becomes clear that all levels indicate a high level.

*Figure 3: The levels of performance quality dimensions*

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### 8. Conclusions

The study confirmed the degree of adherence to Islamic behavior in the Zakat Fund in Lebanon - Dar Al Fatwa from the point of view of its human resources. It showed the level of commitment to the behavior of politeness with God Almighty at a very high degree in the work environment and in the personal environment, while training on this behavior was at a high degree, as well as for the degree of commitment to integrity which was very high in the work environment and in the personal environment, as it was superior to the degree of integrity in the study of Leroy, Palanski, and Simons (2012) and the study of Mohammad and Al-Khuzai (2014), which came with a high degree, and it also surpassed the level of integrity in the study of Palanski, Kahai, and Yammarino (2011) which came on an acceptable level, while the integrity behavior training was at a high level. The humility behavior was at a high degree in both the work environment and the personal environment and in the training on the humility behavior, and the results were consistent with the degree of humility in the study of Johnson, Rowatt, and petrini (2011), where humility was measured with honesty, and in the study Mutab (2015) in which the respondents showed the same high level in all indicators of servant leadership, and in the study of Chiu, Owens, and Tesluk (2016), which confirmed that enhancing humility enhances shared leadership, contributing to the enhancement of team ability; and it was also consistent with the study of Al-Satouhi (2017), which came with a high level of modesty, which scored the highest level among the other variables in his study; the results were also consistent with the degree of humility in the second and third studies of Owens, Johnson, and Mitchell (2013) and were different from his first study, which came at an acceptable level in measuring the behavioral personality traits in humility and honesty, and they were also different from the study of Ou, Waldman, and Peterson (2018) where the degree of humility came at an acceptable level.

On the other hand, the behavior of respecting the environment was very high in the work climate, and it surpassed the level of environmental behavior in the work climate for the study of Chandrasekar (2011), which came at a high level, and the study of Jayaweera (2015), where it came at an acceptable level in the physical and psychological environment of the work climate. However, in the personal environment, the human resources showed a high level and differed with the study of De Leeuw, Valois, Ajzen, Schmidt (2015), in which the degree of personal environmental behavior was very high, as the respondents showed their ethical commitment and adopting environmentally friendly behaviors at a very high level, and the

training on environmental behavior was also at a high level. The study also revealed the level of homogeneity of the behavior of the human resources under study in the institution in their work climate and in their personal surroundings, and it proved a great convergence in the levels of behavior. As for the quality of human resources performance, it was highly rated in each of its five dimensions, and the level was consistent with the study of Al-Moamar (2014), the study of Jayaweera, the study of Motab, and the study of Leroy *et al.*, while the level of performance differed with the level in the study of Palanski *et al.*, where the performance was at an acceptable level, and with the level the performance in the study of Chiu *et al.* which was very high.

Through these results, we recommend researchers to work on measuring Islamic behavior in other institutions and measuring its impact on the quality of performance, with the aim of spreading the teachings of the Islamic religion on the one hand and proving the suitability of these teachings for all the ones searching for development and seeking civilization, and we also recommend that they work on developing this scale according to the conditions and types of work of the institutions.

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