Literature Review: Implementation of Islamic Values in Work-Life Balance to Improve Employee Performance

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Sections Info	ABSTRACT
	Objective: This study explores the application of Islamic values in Work-Life Balance (WLB) and their impact on employee performance. *Method:* A qualitative approach was used with literature analysis to understand how Islamic principles, such as work ethics and social responsibility, can be integrated into modern management practices. *Results:* The findings reveal that implementing Islamic values in WLB enhances job satisfaction and productivity while fostering a harmonious work environment. Employees balancing worldly and spiritual responsibilities are more motivated and committed to their work. *Novelty:* This research highlights the importance of adopting Islamic-based WLB policies to improve employee well-being and organizational goals, offering a fresh perspective on integrating spirituality into workplace dynamics.

INTRODUCTION

The balance between work and personal life, often referred to as work-life balance (WLB), has become a very important issue in today's modern work environment.Technology, which was initially designed to make work easier, often unconsciously extends working hours, negatively impacting individual well-being.Research shows that employees who are able to achieve balance in their lives tend to be more productive, happier, and more loyal to the organizations they work for.On the contrary, an imbalance in work-life can trigger stress, burnout, and a decline in performance, both individually and at the organizational level [1].

In Islam, the balance between worldly life and the hereafter has long been taught as a fundamental principle in living life.This concept emphasizes that we need to fulfill worldly responsibilities, such as work, without neglecting spiritual responsibilities, such as worship and spiritual development. In the Qur'an, specifically in QS. Al-Qashash: 77, Allah says, "And seek the abode of the Hereafter with what Allah has granted you (happiness), and do not forget your share of the world." This verse serves as a guideline for Muslims to maintain harmony between these two aspects of life. Prophet Muhammad (PBUH) also emphasized the importance of moderation in life, as he said, "Indeed, your body has a right over you, your eyes have a right over you, and your family has a right over you" (HR. Bukhari).

Although the concept of balance between the worldly and the hereafter is an integral part of Islamic teachings, its application in the modern workplace often encounters various challenges. Many employees, especially in competitive organizations,

feel great pressure to meet work targets, often neglecting the spiritual and social aspects of their lives.In fact, integrating Islamic values into work-life balance can provide a strong ethical foundation for individuals, allowing them to remain productive without sacrificing their spiritual well-being [2].

Based on that background, there are several main issues that are the focus of this research.One of them is how to implement Islamic values in the concept of work-life balance.In addition, this research also explores how the application of these values can affect employee performance in a modern work environment. Understanding both aspects is very important, considering the challenges individuals face in maintaining a balance between worldly and spiritual life. The purpose of this research is to explore the literature related to the application of Islamic values in the context of work-life balance. Additionally, this research also aims to analyze the impact of the application of these values on employee performance.

By integrating the Islamic perspective into the concept of Work-Life Balance (WLB), this research is expected to make a significant contribution to the development of organizational policies that are more oriented towards humanity and spirituality.In addition, the results of this research are expected to serve as a practical guide for organizations in creating a harmonious, productive work environment that aligns with Islamic values [3].

A.   Work-Life Balance (WLB)

Work-life balance is also known as work-life balance. Work-life balance is a condition where an employee can manage and adjust well between their personal life and work life [4], [5]. Work-life balance is not just about managing time, but also involves flexibility, support from superiors, and a supportive organizational culture. Employee satisfaction and productivity will be achieved when the organization is able to create a balanced work environment that reduces employee stress.

Work-life balance is how to make an employee feel satisfied and engaged in both work and family simultaneously [6]. Work-life balance also refers to how an employee manages their roles, responsibilities, and demands in both their work and personal life in a balanced manner. There are several factors that influence work-life balance, namely: Individual factors related to personal well-being and emotional intelligence, Organizational factors such as work arrangements, work-life balance practices and policies, support from the organization, supervisors, colleagues, roles, role ambiguity, role overload, and technology, Social factors related to childcare arrangements, partner support, family support, social support, personal and family demands, caregiving issues, and family conflicts, Other factors such as age, gender, marital status, family status, employee level, job type, income, and family type.

To understand the extent of the work-life balance that employees have, there are several aspects that must be met: Time balance, the amount of time used for work and personal life should be equal. For example, an employee completes their work on time and on the other hand, they also have time to be creative [6]. Balance of engagement, this

relates to the psychological involvement and commitment exhibited by employees evenly. As individuals and as employees, the balance of engagement is related to stress and the employees' own engagement. Balance of satisfaction, the depiction of balance of satisfaction is that an employee feels comfortable engaging in every job and managing personal life as well as satisfaction in fulfilling each role.

B. Islamic Values in Work Life

In Islam, the value of work receives very high attention. Islam is a religion that greatly appreciates workers. Based on research by [7] a Muslim is required to have a good work ethic. This is because Islam teaches the values of working well and it must be done professionally. For a Muslim, laziness is forbidden, and one must strive to work hard and not become a weak person. There are many hadiths of the Prophet SAW that teach a Muslim to have a good work ethic, which shows that in Islam, work is part of worship for a human being.

In Islam, the command to work and the prohibition against idleness is mentioned in a narration when a companion asked the Prophet, "What is the best livelihood?" The Prophet replied, "A person works with their hands and every clean transaction" (This hadith is narrated by Imam Ahmad in his Musnad with hadith number 15625 and is classified as hasan li ghairihi) [8]. In another narration, the Prophet instructed Muslims to work professionally as it is mentioned that the Messenger of Allah said: "Indeed, Allah loves a person who, when working, does it professionally." In the Arabic text of the hadith, the word yutqina is mentioned, which has the meaning of al ihsān, meaning good or excellent, and al takmīl, meaning perfect. Therefore, based on this hadith, Allah loves someone who works well and perfectly, or in today's language, is called professional work [9].

In another hadith, the Prophet taught to appreciate employees, he mentioned, "Give the worker their wages before their sweat dries" (HR. Ibnu Majah) [10]. Wages are the employees' right and the employers' obligation. Payment of wages is usually made after the work is completed or after the specified time period. However, the Prophet taught his followers the added value with the saying "pay the wages before the sweat dries," meaning pay the employees' wages on time so that the employees feel their hard work is well appreciated.

C. Employee Performance

The performance of an employee can be understood as a combination of various abilities, efforts, and opportunities, all of which can be measured through the results produced [11]. In the research [12] emphasizing that employee performance, especially in the context of teachers, reflects competence that is evident in their behavior in carrying out work on time, efficiently, with creativity and innovation, while remaining responsible in completing tasks.The performance of teachers plays a very important role in the success of the learning process at school. Without good performance, learning achievements will not provide the expected benefits for students.

Employee performance is one of the important components that influence the success and productivity of an organization. In the research [13] entitled "The Performance of Civil Servants in the Sario Subdistrict Office," Maervilli Sumual and Daud Liando state that both ability and motivation affect employee performance. As a result of this research, several factors have caused the performance of employees at the Sario District Office in Manado to be suboptimal. One of those factors is the lack of motivation from the superiors. This shows how important management is in creating a pleasant work environment so that employees are more productive.

In Erda Safitri's article [14], "The Influence of Motivation and Work Discipline on the Performance of Employees at the Telkom Cooperative in Jambi City," he stated that these two factors affect employee performance. This study shows that employees who have high discipline and motivation tend to perform their jobs better. In this context, it is mentioned in the book written by H. Samsudin [15], [16], Employee performance is defined as the quality, timeliness, attendance, and ability to collaborate with coworkers in addition to the quantity of work. In addition, there are three components that influence performance: ability, willingness, and energy possessed by employees. Ability encompasses the skills and knowledge they have, while willingness indicates the employees' desire to do something different and contribute [17]. On the contrary, the inner strength of employees is their source of power to complete tasks. The ability to collaborate, understanding of important tasks and functions, innovation, and speed and accuracy are some indicators of employee performance. As a result, employee performance is crucial for achieving organizational goals, and many efforts must be made to improve human resource performance. This book provides an in-depth overview of worker performance and the factors that influence it. It also highlights the importance of management in optimizing performance in their work environments.

In the research related to employee performance at TPQ Madin Al Jauharah, which is part of SD Muhammadiyah 3 Pandaan, it is defined as the ability and effectiveness of educators in carrying out their duties and responsibilities [18]. This performance is very important for developing educational entrepreneurship in schools. SD Muhammadiyah 3 Pandaan uses various HR management strategies to improve employee performance. To assess educators' performance, this strategy includes training and rewards. Work production, the quality of teaching results, and the ability to adapt to the school's goals and vision are some indicators of employee performance. It is hoped that good performance can increase the number of students and receive positive responses from parents and the community.

But this article also discusses employee performance management issues. One of these issues is the shortage of teachers, which can affect the quality of education, and the lack of alignment between teachers from outside the school and the school's goals and mission. Good employee performance benefits TPQ Madin and the school as a whole. The optimal performance of educators can support the achievement of broader

educational goals and create new job opportunities for young people in their communities.

RESEARCH METHOD

This research uses a qualitative approach and focuses on literature analysis to understand how Islamic values are applied in Work-Life Balance (WLB) and how it affects employee performance. The researchers reviewed various literature, including books, journals, scientific articles, and documents related to this research topic. Secondary data, collected from previous literature, were used in this study. Researchers ensure that the information they obtain is accurate and up-to-date by consulting academic databases and Islamic references. The researchers identified the main themes from the analyzed literature, such as how Islamic values are applied in WLB and how this impacts employee performance. Additionally, the researchers examined how the concepts of Islamic values and modern management are used in the context of WLB, and how Islamic principles are integrated into modern management structures.

This research not only discusses theoretical matters but also seeks to understand how good management practices relate to spiritual values. This research provides new insights that can help organizations create a more harmonious and productive work environment by integrating Islamic perspectives into the concept of WLB. Additionally, this research can significantly contribute to the formation of more inclusive and sustainable human resource policies that consider the overall well-being of employees. To ensure that the research is valid, the researchers ensure that the data sources used are relevant and reliable, and that different perspectives are represented. This research was conducted using sources that have been tested and recognized in the field, so the analysis carried out can be trusted. Furthermore, this research acts in accordance with moral principles by respecting copyright and giving proper credit to the original authors of the sources used.

It is expected that this research will provide an in-depth understanding of how Islamic values can be applied in the context of work-life balance and how their application can affect employee performance. This research will also serve as a reference for further studies and provide guidance for practitioners in applying Islamic values in contemporary management.

RESULTS AND DISCUSSION

A. The Application of Islamic Values in Work-Life Balance

In the journal [3], [19] it is mentioned that the Islamic Work Ethic (IWE), which emphasizes the balance between personal and professional life, is a way to understand the application of Islamic values in the context of Work-Life Balance. (WLB). IWE is based on the principles of Islam and includes the attitude of working optimally, competing fairly, and fulfilling duties with the best dedication. Al-tawazun, which means balance, teaches people to meet their material and spiritual needs in a balanced way, resulting in

harmony in life. In addition, IWE is built on four main principles: effort, competition, transparency, and morally responsible behavior. These principles ensure that both individuals and society receive balanced benefits. In line with the goals of Islamic law to protect religion, intellect, self, lineage, and property, WLB also pays attention to physical and psychological health. To achieve this balance, one must be able to manage work, family, and spiritual activities wisely. This requires good time management. Therefore, it is expected that the implementation of IWE in WLB will result in Islamic job satisfaction that encompasses spiritual, intellectual, emotional, and physical satisfaction. This shows that work is considered an act of worship in Islam and must be done with good intentions to attain Allah's pleasure.

According to research [20] in this study, Islamic work ethics are defined as a work attitude based on religious values, namely maximum effort, fair competition, and the best dedication in work; this demonstrates the application of Islamic values in the context of Work-Life Balance. (WLB). Research shows that workers who adhere to Islamic work ethics are more satisfied with their jobs, which in turn enhances their affective commitment to the organization. Therefore, the application of Islamic values in WLB increases employee satisfaction and strengthens their bond with their workplace. This research also emphasizes the importance of managing human resources by considering how actively employees are engaged. Employees who work with Islamic work ethics tend to show higher commitment, which benefits the company's performance. Companies can create a more harmonious and productive work environment by incorporating Islamic values into their management practices. In such a work environment, employees feel valued and motivated to do their best. This shows that the application of Islamic values in WLB can be an effective way to improve overall employee performance and well-being.

In the research [21] proposing the concept of "ummatan wasatan," which originates from the teachings of the Qur'an and Hadith, emphasizes the importance of maintaining a balance between a person's private and social life, so that they are expected to lead a just and harmonious life. In the context of work-life balance, Islamic values encourage the community to consider spiritual and social achievements in addition to worldly accomplishments. This is reflected in the habit of doing good to others, maintaining good family relationships, and fulfilling religious obligations. In addition, this balance includes wise time management, which teaches people to divide their time between work, worship, and social interactions. By applying these principles, Muslims can achieve a balanced life where they succeed in their careers and social and spiritual relationships. To achieve happiness both in this world and the hereafter, this balance is very important.

To improve the quality of life for workers, it is mentioned in the research [2], The application of Islamic values in work-life balance (WLB) is very important, especially in Indonesia, where the majority of the population is Muslim. It is explained in this article that Islamic values such as akhlaq, adab, and role models influence how someone behaves in the workplace. By internalizing these principles, people can create a

harmonious and productive work environment that supports the balance between work and personal life. This aligns with Islamic principles such as tawhid, khilafah, and justice, which encourage people to be responsible and fair in fulfilling their duties, both at work and in the family. This article also emphasizes that the application of Islamic values in organizations can help reduce conflicts between personal life and work, and can also enhance individuals' commitment to their work and families. Companies can enhance job satisfaction and employees' quality of life by creating an organizational culture that supports WLB. It is hoped that the implementation of these values will improve the overall performance of the organization and create a beneficial balance between personal and professional life.

B. The Influence of Islam-Based Work-Life Balance on Employee Performance

Based on Islamic principles, the implementation of work-life balance (WLB) greatly affects how well employees perform. Explained by [2] that the application of Islamic values such as ethics, manners, and role models can create a positive work environment and support the balance between personal and professional life. This is reflected in the improvement of employees' quality of life, which in turn enhances their performance and productivity. Research shows that organizations that support WLB and implement Islamic values have higher job satisfaction levels, lower stress levels, and greater commitment from employees towards their work and families. This research also emphasizes that the application of Islamic values in organizations can help reduce conflicts between personal life and work, and can also enhance individual commitment to their work and families. By implementing WLB based on Islamic values, a work environment that supports WLB can reduce stress and increase job satisfaction, resulting in improved employee performance. Thus, the implementation of WLB creates a work environment where employees feel more balanced and satisfied in their roles.

The influence of Islam-based Work-Life Balance (WLB) on employee performance is very important because it combines the balance between worldly life and the hereafter [22]. Employees who work based on Islamic principles in situations like this tend to manage their time and responsibilities better, allowing them to fulfill their duties at work while maintaining their spiritual connection. Another focus is spiritual and emotional well-being, as employees who have a balance in their personal and professional lives are more able to contribute positively in the workplace. Moreover, Islam-based WLB encourages employees to have a high sense of social responsibility, as they function as social caliphs. This enhances individual performance and the overall progress of the organization. Overall, the implementation of Islam-based WLB has become an effective approach to improving employee performance and creating a more productive and harmonious work environment where they can feel more satisfied and productive.

Because it creates a balance between worldly and spiritual responsibilities, the influence of Islam-based Work-Life Balance (WLB) according to [21], [23] towards employee performance is very significant. In the Islamic perspective, a good work ethic not only focuses on material achievement but also on worship and the pleasure of Allah.

Employees who can balance their work and worship tend to have higher motivation, which in turn results in better performance. This balance also helps employees to focus on higher goals, namely success in this world and the hereafter. Moreover, there is a significant difference between internal and external factors that shape a strong work ethic. Spiritual motivation and the religious beliefs of internal employees encourage them to work with dedication, while a good work environment and support from colleagues also contribute to performance. As a result, Islam-based WLB increases employee productivity and enhances their commitment to spiritual values. As a result, the work environment becomes more harmonious and productive.

The influence of Islam-based Work-Life Balance (WLB) on employee performance is very significant. Islamic Work Ethics (IWE) contains values that support job satisfaction, measured through spiritual, intellectual, social, and material indicators [3], [20]. IWE serves as a foundation for achieving a balance between work and personal life. Employees who can balance these two aspects tend to be more satisfied with their jobs, which positively impacts their performance. A good work-life balance (WLB) improves employees' physical and mental health and reduces stress and role conflict, thereby increasing their commitment. Employees can achieve a better balance by applying Islamic ethical principles, which in turn enhances overall performance. Studies show that employees with good work-life balance (WLB) demonstrate better performance and higher life satisfaction.

C.   Comparison of Islamic WLB concept and Modern WLB concept

1.   Similarities and differences in the approach of Islam and modern management towards WLB.

The similarity between the Islamic Management Approach and the Modern Approach with WLB is that both approaches have the same goal of improving employee welfare. Both realize that the physical and mental well-being of employees is crucial to achieving the highest levels of productivity. In this case, both Islamic and modern management approaches emphasize the importance of balancing personal life and work. In Islam, this balance includes worldly and spiritual aspects, but in modern management, it is more important to manage the mutually supportive demands between personal life and work. Additionally, both methods recognize that a good balance between personal life and work can positively impact worker performance. Workers who can maintain this balance tend to be more productive, committed, and satisfied with their jobs [1].

Although there are some similarities, the Islamic approach and contemporary management methods are very different. First and foremost, the philosophical foundations of these two approaches are different. Based on Islamic values and principles, the Islamic approach combines spiritual and moral aspects in professional life. This perspective views balance from the standpoint of the worldly and the hereafter. On the contrary, contemporary management focuses on modern management theories that prioritize job satisfaction, efficiency, and productivity without considering spiritual aspects [2].

Second, responsibility is viewed from different perspectives. Social responsibility and ethics in work are emphasized in the Islamic approach. Employees are expected to fulfill moral and social responsibilities towards society in addition to their professional responsibilities. On the contrary, contemporary management focuses on professional responsibility and work results. Social responsibility is often considered an addition, not the core of the job [3].

Third, the way the two methods work is also different. Islamic methods encourage flexibility in work while upholding Islamic values. For example, work schedules must take into account time for prayer and other religious practices. Nevertheless, contemporary management offers flexibility through supportive leave policies, adjustable working hours, and remote work, but does not always consider the spiritual aspect [20].

Finally, there is a difference between the two methods for measuring job satisfaction. In the Islamic perspective, job satisfaction is assessed based on spiritual and moral satisfaction in addition to material satisfaction. Those who consider their work as worship tend to be more satisfied. On the contrary, in contemporary management, employee satisfaction is more often measured by looking at factors such as compensation, benefits, and a good work environment [22].

2. Integration of Islamic principles within the framework of contemporary management

Islamic principles in modern management focus on the application of Islamic values in the context of Work-Life Balance (WLB) to enhance employee performance. Islamic principles provide strong guidance to achieve a balance between personal and professional life in the modern workplace, where the importance of maintaining this balance is increasingly recognized.

The understanding that there must be a balance between worldly life and the hereafter is the fundamental principle of this integration. In Surah Al-Qashash verse 77, Allah says, "And seek the abode of the Hereafter, and do not forget your share of the world" This verse emphasizes that fulfilling worldly responsibilities, such as work, but also spiritual responsibilities, such as worship and self-development, is very important. Therefore, employees are expected to lead a balanced life, where they can fulfill their professional responsibilities while maintaining a strong spiritual bond.

Islamic Work Ethics, or Islamic Work Ethics, is an important foundation in the implementation of Islam-based WLB. IWE emphasizes the attitude of working optimally, competing fairly, and fulfilling duties wholeheartedly. Effort, competition, transparency, and morally responsible behavior are the four main components of this concept. By using IWE, employees are expected to achieve a balance between their material and spiritual needs, which in turn will result in a harmonious life.

One of the other elements emphasized in integrating Islamic principles is wise time management. People who work must divide their time between work, worship, and social interaction. By combining these values, people can lead a balanced life where they

succeed in their careers and social and spiritual relationships. Good time management helps employees not only focus on their work but also give sufficient attention to the social and spiritual aspects of their lives. Furthermore, the application of Islamic principles in modern management can create a more harmonious and productive work environment. Higher job satisfaction, lower stress levels, and greater commitment to work and family in companies that support WLB and implement Islamic values indicate that the application of Islamic values can help reduce conflicts between personal life and work.

CONCLUSION

Fundamental Finding : Islamic values play a vital role in supporting work-life balance (WLB), emphasizing harmony between worldly responsibilities and spiritual obligations. These principles foster time management, ethical work practices, and social accountability, leading to a balanced, fulfilling life. **Implication :** The integration of Islamic WLB enhances employee satisfaction, reduces stress, and boosts productivity. Organizations benefit from increased retention, reduced absenteeism, and a harmonious work culture, promoting long-term organizational success. **Limitation :** Current research on Islamic WLB is limited in scope, primarily focusing on specific sectors or regions. Broader investigations across diverse industries and cultures are needed to fully understand its implications and adaptability. **Future Research :** Future studies should explore Islamic WLB in various contexts, such as public vs. private sectors and small vs. large enterprises. Investigating factors influencing its implementation and conducting longitudinal studies on its long-term effects could provide deeper insights.

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