

# HARMONY AT WORK: LITERATURE REVIEW OF INTEGRATING ISLAMIC WORK ETHICS AND PERCEIVED ORGANIZATIONAL SUPPORT FOR ENHANCED EMPLOYEE PERFORMANCE

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**Abstract:** Human resources (HR) play a crucial role in the overall success and performance of a company, because no matter how sophisticated the technology used in an organization is, in the end employees still play an important role in helping the organization to achieve goals so the performance of the employees in it will determine the results that the organization will achieve. Previous research shows that Islamic work ethics and perceived organizational support have an important role in supporting employee performance. Through a literature review, this research aims to review the influence of Islamic work ethics and Perceived organizational support on employee performance. This research is qualitative in nature. An extensive literature review was conducted to draw conclusions about how Islamic work ethics and Perceived organizational support can influence employee performance. Based on research, the results show that the Islamic work ethic and Perceived organizational support have an influence on improving employee performance. The outcomes of this review will inform and facilitate the implementation of best practices for stakeholders.

**Keywords:** Islamic Work Ethic, Perceived Organizational Support, Employee Performance

## Introduction

Human resources (HR) play a crucial role in the overall success and performance of an organization, because no matter how sophisticated the technology used in an organization is, in the end, employees still play an important role in helping the organization to achieve organization's goals, and the performance of the employees in it will determine the results that the organization will achieve. Human resources in the organization need to be managed well in order to achieve this balance between employee needs and organizational demands and also capabilities to produce good performance so it is important for companies to know strategies to maintain employee performance well and optimally.

In achieving good employee performance, it can be influenced by several factors, one of which is through Islamic work ethics. Islamic work ethic encompasses a collection of moral principles that structure and guide the attitudes and conduct of employees in the workplace to align with the teachings of the holy Quran and the sayings of Prophet Muhammad (saw) (Ali, 1988; Mohammad et al., 2016). Previous research according to Mohammad et al., (2018) shows that Individuals who prioritize values centered on others, such as the Islamic work ethic, not only endeavor to perform their job responsibilities impeccably but also exert additional effort to contribute to the progress and prosperity of their organization.

Research has shown that companies incorporating Islamic principles into their operations tend to improve the welfare and prosperity of not only their employees but also their customers, stakeholders, and the larger society (Mohammad et al., 2016). Aflah et al., (2021) in their research explains that Islamic work ethics is a valuable value for diverse individual employees, as a way to improving their performance, having Islamic work ethics can strengthen employee motivation to stay in the company and the level of desire to leave the company. Islamic principles of work ethic have a notable and beneficial impact on the enhanced performance of employees. Consequently, individuals who adopt these ethical values demonstrate a more effective work conduct compared to those with lower ethical standards ( Murtaza et al., 2016; Udin et al., 2022).

Apart from Islamic work ethics, another factor that can improve employee performance is the perceived organizational support. The exploration of Perceived organizational support has involved investigating an organization's willingness to provide employees with adequate working conditions and opportunities, as stated by Eisenberger (1986). Research indicates that when employees perceived support and care from the organization, they tend to enjoy their work more, feel more motivated, and show increased performance. Eisenberger (1986) stated that Perceived Organizational Support (POS) would be positively embraced by employees when the organization addresses their financial needs, provides compensation for additional tasks, and demonstrates support while expecting effective job completion. Its refers to a belief by employees regarding the extent to which the organization cares about their welfare and values the contributions they have made.

As the focal point of every organization revolves around employee performance, it is essential for organizations and trainers to assist supervisory staff in enhancing their perceived organizational support and motivation levels in their professional endeavors (Li et al., 2022). According to Sabir et al., (2020), while performance is contingent on internal motivation, the impact of organizational factors on executing a job is evidently significant. The perception of organizational support (POS) motivates employees to demonstrate commitment by exhibiting positive states of mind and behaviors that contribute to the organization's success (Sabir et al., 2020). Consequently, managers should concentrate on establishing suitable working conditions to guarantee that employees' performance meets the necessary standards. Employees are inclined to increase their exertion when they sense strong backing from the organization (Mylona and Mihail, 2020; Sameer, 2022).

When employees feel that the company they work for cares about their welfare and the contributions they have made to the organization, employees will tend to perform well as a reciprocal relationship to the company. Based on several research results, it can be seen that Islamic work ethics and perceived of organizational support might have a strong relationship with employee performance. This research will provide a literature review regarding the role of Islamic work ethics and perceived organizational support on supporting employee performance.

## **Literature Review**

### **Islamic Work Ethic**

Islamic Work Ethic encompasses a collection of ethical principles that structure and guide the attitudes and behaviors of employees in the workplace, aligning them with the teachings of the Holy Quran and the sayings of Prophet Muhammad (saw) (Ali, 1988; Mohammad et al., 2016). The origin of the Islamic work ethic lies in the Quran, the teachings, and the actions of Prophet Muhammad. According to his guidance, diligent work not only absolves sins but also emphasizes

the notion that the fruits of one's labor are unparalleled, suggesting that there is no better sustenance than what is earned through one's own efforts (Yousef, 2000).

The nearest equivalent to ethics in Islam is referred to as Akhlaq. In the Quran, the term directly associated with ethics is alkhuluq. Al-khuluq is derived from the fundamental words khaluqa-khuluqan, signifying nature, character, nobility, and virtue. Islam offers guidance on the belief in monotheism, with the foundation of monotheism intertwined with the example set by the Prophet. This example is anticipated to result in individuals possessing commendable morals and ethics. Adhering to work ethics as prescribed by the Messenger of Allah automatically aligns one's actions with a morally upright framework, as the exemplary conduct of the Prophet embodies the epitome of human virtue (Setiawan et al., 2019).

Islamic work ethics encompasses the Islamic aspirations concerning an individual's conduct in the workplace, encompassing aspects such as business practices, dedication, teamwork, responsibility, social relations, and creativity. Fundamentally, an individual's attitudes and behaviors are anticipated to align with the rules and regulations of their religion when they maintain a close relationship with God (Noor Aflah et al., 2021).

Hence, integrating Islamic values in the workplace becomes a crucial aspect of business. Studies have indicated that companies adhering to the principles of Islam in their operations are inclined to enhance the well-being and prosperity not only of their employees but also of their customers, stakeholders, and the broader society (Mohammad & Quoquab, 2016).

### **Perceived Organizational Support**

Perceived Organizational Support (POS) refers to how employees perceive the level of support given by the organization and its willingness to provide assistance when required. It signifies the extent to which employees trust that the organization recognizes their contributions and is concerned about their welfare. Organizational support involves fostering a sense of pride among employees, ensuring fair compensation, and addressing their needs (Robbins & Timothy, 2017).

Eisenberger et al (1986) were the pioneers in introducing the concept of perceived organizational support, defining it as the provision of a supportive and compassionate workplace environment. In the current competitive landscape, the significance of perceived organizational support has markedly increased for organizations. It can be characterized as the employees' belief that the organization genuinely cares about their well-being, values their contributions, and ensures their welfare.

### **Employee Performance**

Performance encompasses a collection of activities or actions that align with the objectives of the organization. According to Gavin et al. (2017), performance is the result of the entirety of activities and work processes within an organization. Mathis & Jackson (2010) further emphasize that performance is intricately linked to job quality, the quantity of tasks completed, attendance, punctuality, efficiency, and the effectiveness of work outcomes.

Employee performance is linked to the activities and tasks that employees carry out effectively and efficiently. It not only signifies how well employees fulfill their responsibilities but also influences their contributions to the organization. Among these contributions are factors such as output quantity, work attendance, and a cooperative attitude (Tamunomiebi & Oyibo, 2020).

Employee performance as the manifestations of behaviors that reflect what an employee has learned or the type of training they have undergone. In other words, it encompasses the outcomes of both the mental and psychological capabilities of individuals. In the past few decades, there has been an examination of employee performance within a varied, interdisciplinary, and

cultural framework. This is attributed to the heightened competition among companies and their necessity to adeptly address swift changes. Simultaneously, the evolving needs of employees have increased, emphasizing the importance of identifying factors that impact employee performance (Diamantidis & Chatzoglou, 2018).

Exploring and integrating literature on behaviors and factors that enhance performance will empower organizations to leverage, utilize, and invest in the physical, cognitive, and emotional capabilities of their employees (Atatsi et al., 2019).

## Method

The method employed in this research involves a literature review by examining journals related to Islamic work ethics and perceived organizational support on employee performance. For the reference search, the keywords used to collect various relevant journal literature were "Islamic Work Ethics", "Perceived Organizational Support", and "Employee Performance". Several scientific findings in this international journal are used as references for analyzing research. The results from various literature reviews will be used to identify challenges and strategies on the topic for understanding the role of Islamic work ethics and perceived organizational support in shaping employee performance.

## Result and Discussion

### Result

1. Many studies discuss Islamic work ethics on employee performance. Islamic work ethics refers to a set of principles and values derived from Islamic teachings that guide individual behavior in the workplace. These principles cover several aspects such as business aspects, dedication, teamwork, accountability, social relationships, and innovation.
2. Many studies discuss organizational support for employee performance. The relationship between organizational support and employee performance. In an investigation of new job requirements for frontline workers, four new performance indicators were identified including continuous learning, teamwork, problem solving, and work initiative. Compared with traditional indicators regarding work quality and work efficiency (Hellriegel et al., 1999).

### Discussion

#### 1. The relationship between Islamic work ethics and employee performance.

Several previous researchers have linked Islamic work ethics with the behavior of humans in organizations. Noor et al. (2021) revealed that human resources are a determining factor in the success of organizational activities. Organizations need to pay attention to the performance of their members for the sustainability of the organization. Islamic work ethics have a significant positive influence on job satisfaction, affective commitment, and employee performance. Islamic work ethic is a very valuable asset for many people employees to improve their performance (Imam et al., 2013). The results of this research are supported by previous studies stated that Islamic work ethics was a factor which most influences employee performance in a company (Hakim et al., 2019; Mohammad et al., 2018; Udin et al., 2019).

## 2. The relationship between Perceived organizational support and employee performance.

In previous research according to Chen et al. (2019) stated that performance indicators are significantly influenced by organizational support. This is in line with the previous literature (Kurtessis et al., 2017) because work is an exchange of effort and employee loyalty to obtain real benefits and social resources from the organization according to Social Exchange Theory (Cropanzano and Mitchell, 2005). Therefore, when workers receive support positive organization (salary increases, bonuses, etc.), then their sense of obligation to help organization will improve. As a result, frontline workers with very strong organizational support must engage in greater efforts such as learning new skills and working independently proactively resulting in increased performance (Kurtessis et al., 2017).

Perceived organizational support assures employees that the organization will offer essential assistance and stand by them during stressful situations. The collective value of both direct and indirect behaviors and contributions to the organization determines employee performance. When employees fulfill their assigned responsibilities, duties, and tasks as outlined in their job description, they are fulfilling their in-role performance, directly impacting individual tasks and productivity. Employee performance, being a behavioral result, tends to thrive when an organization provides adequate attention and recognition for the contributions and efforts of its employees. (Li et al., 2022).

## Conclusion

In conclusion, this literature review has delved into the intricate relationship between Islamic work ethics and perceived organizational support in the context of bolstering employee performance. The synthesis of existing studies provides valuable insights into the profound impact that aligning organizational values with Islamic principles can have on fostering a harmonious work environment. The reviewed literature consistently emphasizes the positive link between Islamic work ethics and perceived organizational support, stressing their collective impact on employee well-being and heightened performance. The principles of fairness, compassion, and community spirit from Islamic work ethics intertwine with the supportive environment fostered by organizational policies, highlighting the necessity of a comprehensive approach to boost employee productivity.

Furthermore, the literature suggests that organizations embracing Islamic work ethics and prioritizing perceived organizational support not only attract and retain talent more effectively but also make positive contributions to societal welfare. As organizations navigate the dynamic contemporary workplace, this review underscores the enduring relevance and potential advantages of integrating Islamic work ethics with robust organizational support systems.

Looking ahead, future research should delve into practical implementations of these principles in diverse organizational contexts, evaluating their nuanced impacts on various facets of employee performance. By doing so, organizations can refine their strategies to establish workplaces resonating with Islamic values, ultimately nurturing a more engaged and productive workforce.

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