

ISLAMIC VALUES IN HUMAN RESOURCE MANAGEMENT PRACTICES: A SYSTEMATIC LITERATURE REVIEW

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Abstract

This study systematically literature review (SLR) that examines the integration of Islamic values into human resource management (HRM) practices and their influence on organizational behavior. The SLR method is applied to select and analyze empirical articles from recent academic journals relevant to Islamic HRM and Organizational Behavior. The main focus is on how Islamic principles such as trustworthiness, justice, and excellence are implemented in HRM practices, including recruitment, training, development, leadership and employee behavior, such as work commitment, job satisfaction, motivation, and work ethics. Out of 285 articles screened, 14 met the inclusion criteria, with a dominant contextual focus on Indonesia, Malaysia, and the Middle East which growth of Islamic finance, halal industries, and Islamic social institutions has intensified the need for human resource systems. This geographical concentration highlights both the applicability and the current limitation in generalizability of findings. The analysis reveals that Islamic-based HRM fosters a harmonious organizational culture, enhances employee productivity, and strengthens organizational loyalty. Ethical leadership guided by Islamic values is pivotal in promoting sustainable organizational behavior. This study enriches management literature by integrating a religious perspective often overlooked in mainstream HRM and organizational studies. It also provides practical guidance for organizations in Muslim-majority regions to align HRM practices with Islamic values for superior and sustainable performance.

Keywords: Islamic HRM, Organizational Culture, Systematic Literature Review

INTRODUCTION

In muslim majority countries such as Indonesia, Malaysia, and several Middle Eastern states, the growth of Islamic finance, halal industries, and Islamic social institutions has intensified the need for human resource systems that are both technically effective and aligned with Islamic norms. Islamic Human Resource Management (IHRM) responds to this need by embedding values such as trustworthiness, justice, excellence, and God-consciousness into HR policies and practices, thereby shaping organizational cultures that emphasize ethics, spirituality, and sustainability (Kaharudin et al., 2025). Empirical studies in sectors including Islamic banking, halal SMEs, hospitality, and zakat institutions show that Islamic work values and Islamic work ethic are associated with higher motivation, performance, commitment, and positive extra-role behaviors (Suherman et al., 2025). Despite increasing academic interest, empirical research on IHRM and its impact on organizational behavior (OB) remains fragmented across various journals and disciplines. Prior studies have individually explored aspects such as Islamic work ethics, ethical leadership, and Sharia-compliant HR practices. However, a comprehensive synthesis of recent findings is lacking. Existing literature has not adequately addressed how Islamic values are systematically operationalized across different HR functions in modern organizations, nor has it critically consolidated evidence on their resultant impact on employee attitudes and organizational outcomes. (Suci Nuralita et al., 2025).

Evidence on how IHRM influences organizational behavior as an integrated, multi-level construct remains fragmented across countries, sectors, and research traditions. Existing works often examine specific constructs such as Islamic Work Ethic, Islamic Work Values, or Islamic Organizational Citizenship Behavior without consistently situating them within broader organizational behavior dimensions (Linando, 2022). Within the context of IHRM, Islamic values are believed to play an essential role in fostering an

inclusive, just, and harmonious organizational culture, thereby improving employees holistic well-being and productivity (Sukirman et al, 2025). Current empirical findings on IHRM and organizational behavior are dispersed across various journals and rely on heterogeneous methodologies, ranging from PLS-SEM studies in Indonesia, Malaysia, Jordan, and Saudi Arabia to qualitative explorations of HR challenges in universities, halal certification regimes, and Islamic organizations. However, there is still no systematic synthesis of recent empirical evidence (2021–2025) that maps key constructs, country and industry contexts, dominant methods, and the main conceptual and empirical gaps in linking IHRM with organizational behavior. This situation limits understanding of the extent to which Islamic values have been operationalized in HRM and how they shape individual, group, and organizational outcomes across different settings (Maulida & Slamet Rusydiana, 2023).

To address this gap, systematic reviews that consolidate the latest empirical evidence regarding IHRM and its impact on organizational behavior are relatively limited. Therefore, this study employs the Systematic Literature Review (SLR) method to identify, evaluate, and synthesize indexed empirical studies on IHRM and organizational behavior published between 2021 and 2025. The aim is to map research findings, identify gaps, and provide recommendations for the development of Islamic value-based IHRM research and practice (Suherman et al., 2025; Kaharudin et al., 2025). Empirically, it synthesizes findings from 14 empirical articles conducted in contexts such as Indonesia, Malaysia, Jordan, Saudi Arabia, and Lebanon, and in sectors including Islamic banking, halal-related firms, hospitality, and Islamic social institutions, thus providing an updated picture of how IHRM relates to motivation, performance, citizenship behavior, and sustainable organizational performance. Methodologically, it demonstrates the use of a PRISMA-based SLR in the IHRM–organizational behavior domain and generates a structured agenda for future research as well as practical guidance for organizations in Muslim-majority and halal related settings to design HRM systems that are simultaneously value based, digitally responsive, and sustainability oriented (Suherman et al., 2025; Suci Nuralita et al., 2025).

LITERATURE REVIEW

Islamic Human Resource Management

Islamic Human Resource Management (iHRM) is a human resource management paradigm that integrates Islamic principles such as amanah, adl, ihsan, taqwa, and syura in muslim organizational context. The core values of IHRM include amanah (trust and responsibility), adil (justice), ihsan (excellence in deeds), and taqwa (spiritual awareness of Allah) within the organization (Linando, 2022). These principles not only shape individual work ethics but also create an organizational culture grounded in values of justice, transparency, and social responsibility to addressing RQ1 on how Islamic values are implemented in modern HRM (Toumi & Su, 2023).

Empirical studies indicate that constructs such as Islamic Work Ethic (IWE) and Islamic Work Values (IWV) are embedded in HR practices and linked to higher employee performance, commitment, and organizational citizenship behavior in sectors such as Islamic banking, halal SMEs, hospitality, and zakat institutions. Theoretically, recent works draw on Islamic worldview theory and Islamized Human Resource Development models, which position humans as ‘abd and khalifah, integrating professional competence with spiritual accountability. This provides a more coherent foundation than general motivation theories for answering the question, which examines themes and gaps in IHRM–OB research. However, the literature still shows weaknesses: IWE and IWV are often not clearly distinguished conceptually or operationally, studies are concentrated in a few countries (e.g., Indonesia, Malaysia, Middle East), and attempts to combine Western theories (e.g., Maslow, Herzberg) with Islamic concepts frequently lack critical epistemological discussion (Zarkasyi et al., 2024; Mushthafa et al., 2025).

Islamic Organizational Behavior

Islamic Organizational Behavior (Islamic OB) examines individual and group behavior at work by foregrounding values such as taqwa, amanah, ikhlas, and mujahadah as key drivers of attitudes and actions. Research on IWE, IWV, and Islamic Organizational Citizenship Behavior (Islamic OCB) shows that Islamic values foster prosocial behavior, loyalty, and extra-role performance, thus clarifying the behavioral consequences of IHRM implementation for RQ1. For RQ2, the literature highlights recurring themes: the effect of IWE/IWV on engagement, commitment, and OCB; the mediating and moderating roles of Islamic leadership and Islamic organizational culture; and the linkage between Islamic value-based HRM, CSR, and sustainable performance, especially in Islamic finance and halal-related industries (Putri et al., 2024; Sasongko, 2023).

Many studies still rely primarily on generic OB frameworks and only later “attach” Islamic concepts, leading to partial integration. Conceptual models seldom connect Islamic HR practices (e.g., value-based recruitment, syariah-compliant training) systematically with Islamic OB outcomes (e.g., Islamic OCB, ethical behavior, spiritual climate), and mechanisms such as mediation and contextual moderation are often underdeveloped. This limits the development of a robust, distinctively Islamic OB theory (Zarkasyi et al., 2024). Therefore, organizational behavior serves as a vital foundation for both research and managerial practice to build organizations that are effective, innovative, and resilient in facing ongoing external environmental pressures and changes.

Systematic Literature Review and Conceptual Framework

Systematic Literature Review (SLR) is a structured and systematic literature research method aimed at identifying, evaluating, and synthesizing all relevant research evidence related to a specific research question. This approach employs a pre-designed protocol to guide the entire process, from formulating research questions, searching and selecting literature, to analyzing and reporting the findings. This method differs from conventional literature reviews as it applies strict inclusion and exclusion criteria to minimize bias, enhance transparency, and improve research replicability (Frederik Pradana Deniswara & Sopiah Sopiah, 2023). Reporting standards such as PRISMA are commonly used as guidelines to ensure that the review process and results are clearly and comprehensively documented. The purpose of SLR is to present a comprehensive and systematic synthesis of research findings, providing an overall picture of a particular topic while identifying existing gaps in the examined literature (Christina et al., 2025). The resulting conceptual framework positions core Islamic values (IWE, IWV, amanah, ‘adl, ihsan, taqwa, syura) as antecedents of IHRM practices across the HR cycle, which in turn influence Islamic OB outcomes such as motivation, commitment, OCB, and sustainable performance at individual, group, and organizational levels. Country and industry context and methodological choices are treated as contextual factors that shape the strength and pattern of these relationships. Within this framework Islamic epistemology remains the primary foundation, ensuring that the synthesis and agenda for future research remain firmly grounded in Islamic perspectives (Linando, 2022).

RESEARCH METHODS

Research Design

This study employs a Systematic Literature Review (SLR) approach to explore, evaluate, and interpret various empirical research findings discussing Islamic human resource management and organizational behavior. SLR is understood as a systematically and transparently designed method for identifying, analyzing, and interpreting all studies relevant to the research question. The implementation of

this review follows the principles of the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) as explained which are used to ensure openness, completeness, and replicability of research results (Tayac et al., 2025).

Research data were collected from various national and international scientific databases such as SINTA, ScienceDirect, Google Scholar, and Garuda, covering publications from 2021 to 2025. The search process was conducted using a combination of keywords including Islamic human resource management and organizational behavior. The inclusion criteria applied consist of scientific articles published in accredited journals, full-text accessibility, and topic relevance to the research formulation. The SLR follows PRISMA principles and explicitly focuses on empirical studies (quantitative, qualitative, and mixed-method) conducted in real organizational settings, rather than purely conceptual or theoretical papers. By restricting the review to empirical articles and coding their research design and country context, the study aims to reduce heterogeneity and allow a more consistent assessment of how Islamic values are implemented in HRM practices and how they influence organizational behavior across different national and industry settings. Articles categorized as opinion pieces, editorials, or identified as containing plagiarism were excluded during the initial screening phase. The results of this analysis serve as the foundation for developing a conceptual model and determining future research directions.

Searching Process

The article search in this literature study was based on databases including Google Scholar, ScienceDirect, and DOAJ. Articles were retrieved using the keyword Islamic Human Resource Management. This search yielded 285 articles published between 2021 and 2025. These articles were then analyzed and selected based on their relevance to the research. The analysis was conducted descriptively through observation, explanation, and selection following several categories and stages according to the formulated method. The research questions were tailored to the specific needs of the study. To reduce publication bias and database bias, the search strategy combined several sources, used broad keyword variations, and included citation chasing of relevant references in the initially retrieved articles. The research questions used are as follows:

RQ1: How are Islamic values implemented in human resource management practices in modern organizations during the 2021–2025 period?

RQ2: What are the trends, main themes, and research gaps related to IHRM and organizational behavior based on recent systematic literature review results?

Inclusion and Exclusion Criteria

The inclusion and exclusion criteria used as references in this article analysis include empirical research based on primary or secondary data, published in accredited or indexed journals between 2021 and 2025, explicitly examining Islamic HRM, and conducted in real organizational or institutional. Studies were also coded by country context and industry or sector to enable comparative analysis across settings. Exclusion criteria comprised purely conceptual or theoretical papers without empirical data, opinion pieces, and duplicate publications or multiple reports of the same dataset. The main focus of the selected articles was specifically on human resource management from an Islamic perspective and organizational behavior dynamics. This selection approach aims to ensure the quality of the literature used and its close relevance to the research theme.

Quality Assessment

The selection criteria for quality assessment can assist in interpreting articles and determining the

conclusions formulated. In addition, each study was coded for research design (quantitative/qualitative/mixed-method and clarity of the analytical approach. Some questions used to evaluate this are as follows:

- QA1 : Was the journal article published between 2021 and 2025?
- QA2 : Is the journal article indexed?
- QA3 : Is the article free from duplication?
- QA4 : Does the journal article disclose information regarding the role of Islamic Human Resource Management within an organization?

Based on these questions, the next step is to assess each selected article as follows:

1. Yes: Journal article that meets the quality assessment criteria.
2. No: Journal article that does not meet the quality assessment criteria.

Two reviewers independently applied the quality assessment checklist and extraction template to all full-text articles. Inter-rater agreement was examined by comparing inclusion/exclusion decisions and quality ratings; in cases of discrepancy, the reviewers discussed the article and reached consensus through deliberation. A four-question quality assessment (QA) checklist was applied. To enhance rigor, the screening and QA process involved an inter-rater agreement procedure between two independent reviewers, with discrepancies resolved through discussion. Mitigation strategies included searching multiple databases, using broad keywords, and focusing on peer-reviewed journals, though the dominance of studies from Muslim-majority regions remains a contextual characteristic of the field.

Strategies to minimize bias

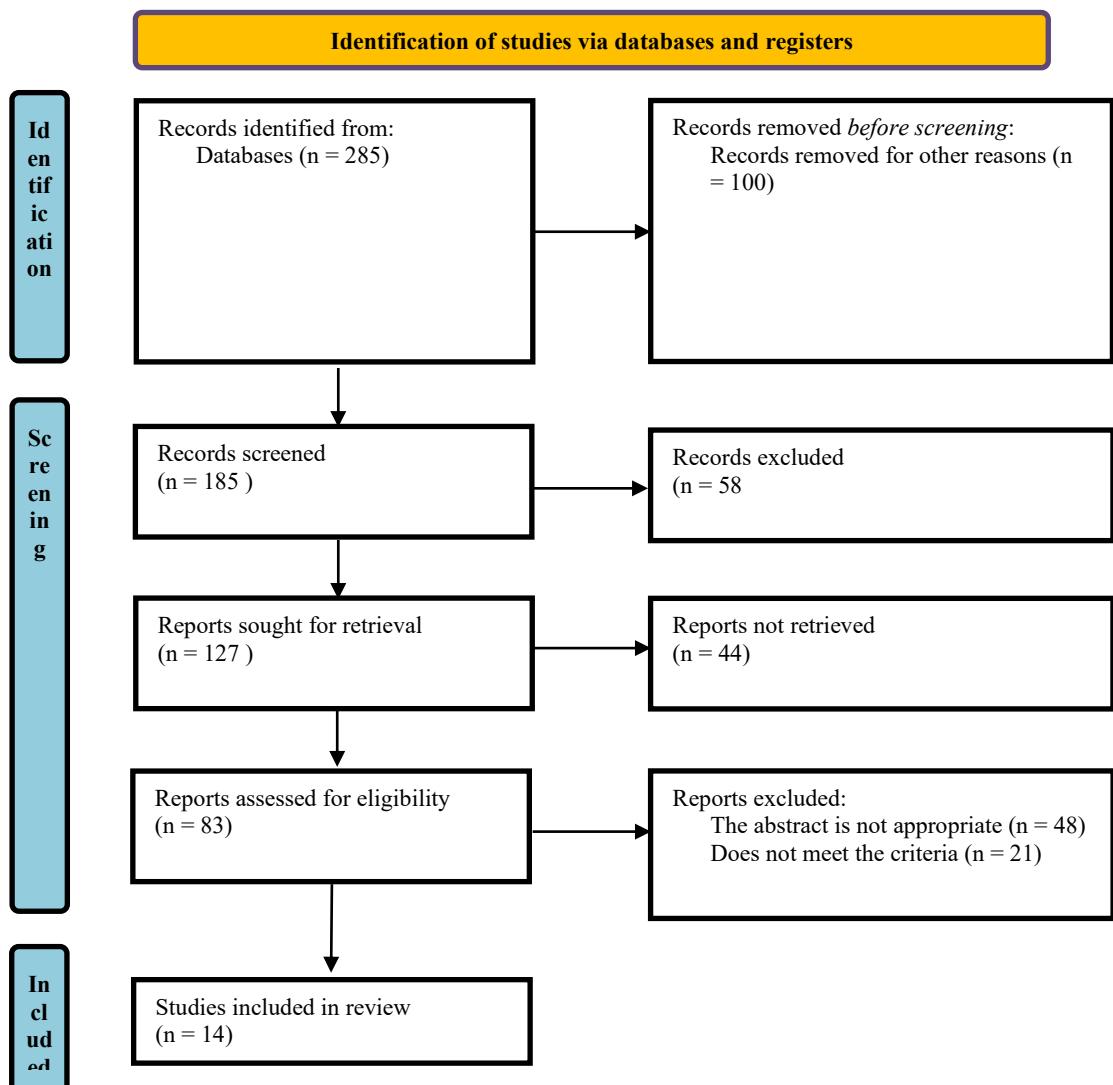
Several strategies were implemented to minimize bias throughout the SLR process. First, Publication bias was mitigated by searching multiple databases, using broad keyword combinations, and not restricting the review to a single index or impact factor threshold, thereby increasing the likelihood of capturing studies from diverse countries and journals. Second, selection bias was reduced through the use of explicit inclusion exclusion criteria, independent screening and quality assessment by two reviewers, and documentation of reasons for exclusion at the full-text stage. Third, search bias was addressed by combining English and Bahasa Indonesia keywords, including synonyms and related constructs e.g., Islamic work ethic (Tayac et al., 2025). Analytical bias was minimized by using a predefined coding framework that captured study design, country and sector, Islamic constructs, HRM practices, and OB outcomes, and by synthesizing findings according to the two research questions. This structured approach ensures that variations in study type and context are explicitly recognized and interpreted, rather than being treated as noise, thereby enhancing the robustness and transparency of the SLR findings.

RESULT AND DISCUSSION

Data Analysis and Extraction

The article screening process in this study was conducted using a systematic approach referring to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. The selection was carried out in stages, beginning with the initial identification, followed by screening and eligibility assessment, and concluding with the final evaluation based on predetermined inclusion and exclusion criteria. In applying the PRISMA guidelines, the article selection flow was detailed, including recording the number of publications that passed each stage of the screening process. This approach ensures transparency and consistency in selecting the most relevant and high-quality articles for analysis in this study.

Figure 1. SLR with PRISMA Method



Source: Data Processed 2025

Inclusion and Exclusion

Based on the results of the search process and the application of inclusion and exclusion criteria, a total of 14 journal articles were obtained that met the standards formulated in this study. These articles were published in accredited journals between 2021 and 2025 and discussed topics related to Islamic human resource management in organizational behavior. These articles serve as the main references in interpreting the findings that will be discussed in more detail. Below is a summary of the literature review results conducted based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines.

Table 1. Result based on Accepted Criteria

No	Authors	Year	Title	Journal
1	Alqahtani & Ayentimi	2021	The Development of HR Practices in Saudi Arabian Public Universities:	Asia Pacific Management Review

			Exploring Tensions and Challenges	
2	Afdawaiza et al	2025	Catalyzing Muslim Women-Owned Halal SMEs: Aligning Models of Islamic financial Institutions and Governmental Involvement	Social Sciences & Humanities Open
3	Islam et al	2023	Challenges of Halal Standards and Halal Certification for Islamic Marketing	Muslim Business and Economics Review
4	Linando	2022	Islam in human resources management and organizational behavior discourses	Asian Management and Business Review
5	Hasan et al	2025	A Talent Development Framework for Halal Industry in Malaysia: Human Capital Resources Theory Perspective	I-Iecons
6	Setiabudi et al	2024	The Impact of Islamic Work Ethic on Employee Performance The Role of Knowledge-Sharing Behavior in Indonesia's Fast Food Companies	Business Review and Case Studies
7	Pasaribu et al	2023	Analysis of Islamic Spirituality in the Workplace and Islamic Work Ethics on OCB (Organizational Citizenship Behavior) in an Islamic Perspective	Jurnal Ilmiah Psikologi
8	Setiawati et al	2024	Sustainable HR Practices Through Inclusive Talent Development in Sharia Banking	Journal of Entrepreneurship
9	Ababneh et al	2022	Examining the Foundation of Islamic Organisational Citizenship Behaviour in Jordanian Organisations	International Journal of Management and Applied Research,
10	Ishaq et al	2025	The nexus of Human Resource Management, Corporate Social Responsibility and Sustainable Performance in Upscale Hotels: A Mixed-Method Study	International Journal of Emerging Markets
11	Hamzah et al	2021	Impact of Islamic Work Values on in-Role Performance: Perspective from Muslim Employee in Indonesia	Problems and Perspectives in Management
12	Amaliasita	2023	Islamic Work Ethic and Employee Performance: The Role of Job Satisfaction as a Mediator	International Journal of Islamic Business Ethics
13	Mabkhot	2023	Factors Affecting the Sustainability of Halal Product Performance: Malaysian Evidence	Sustainability
14	Mahdi & Marni	2021	The Reality to Islamic Behavior and The Quality of Human Resources Performance at The Zakat Fund in Lebanon - Dar Al Fatwa	The Malaysian Journal of Islamic Sciences

Source: Author's Data Analysis (2025)

Table 2. Quality Assessment Result

No	Authors	Year	QA1	QA2	QA3	QA4	Result
1	Alqahtani & Ayentimi	2021	Yes	Yes	Yes	Yes	Accepted
2	Afdawaiza et al	2025	Yes	Yes	Yes	Yes	Accepted
3	Islam et al	2023	Yes	Yes	Yes	Yes	Accepted
4	Linando	2022	Yes	Yes	Yes	Yes	Accepted
5	Hasan et al	2025	Yes	Yes	Yes	Yes	Accepted
6	Setiabudi et al	2024	Yes	Yes	Yes	Yes	Accepted
7	Pasaribu et al	2023	Yes	Yes	Yes	Yes	Accepted
8	Setiawati et al	2024	Yes	Yes	Yes	Yes	Accepted
9	Ababneh et al	2022	Yes	Yes	Yes	Yes	Accepted
10	Ishaq et al	2025	Yes	Yes	Yes	Yes	Accepted
11	Hamzah et al	2021	Yes	Yes	Yes	Yes	Accepted
12	Amaliasita	2023	Yes	Yes	Yes	Yes	Accepted
13	Mabkhot	2023	Yes	Yes	Yes	Yes	Accepted
14	Mahdi & Marni	2021	Yes	Yes	Yes	Yes	Accepted

Source: Author's Data Analysis (2025)

From the mapping of previous studies in table 1, it was found that the most frequently used term key word in the research is Islamic human resource and organizational behavior. After identifying the frequency of constructs used in the studies, the next step is to examine the data analysis methods applied in previous research. The results of the review of research methods are presented in table 3.

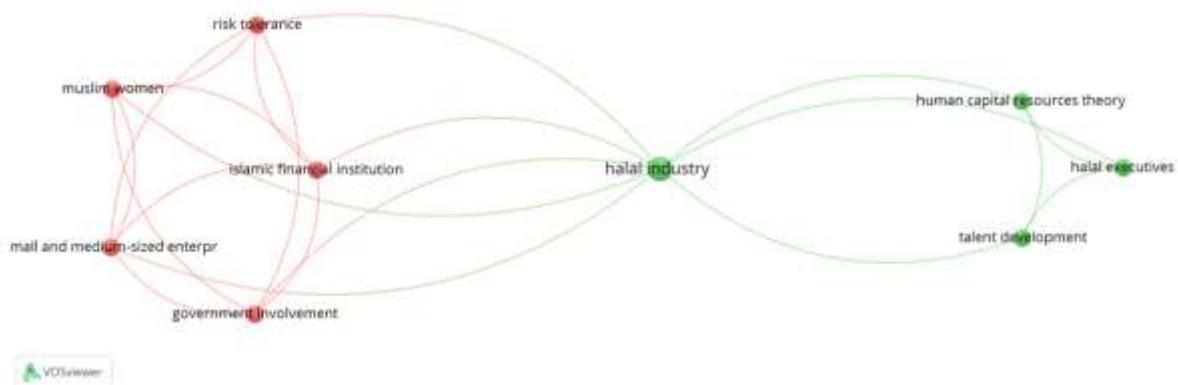
Table 3. Research Method Mapping

No	Authors	Year	Country	Sector	Result	Method
1	Alqahtani & Ayentimi	2021	Saudi Arabia	Higher Education	There are various challenges, such as duplication, lack of coordination, power struggles.	Qualitative approach.
2	Afdawaiza et al	2025	Indonesia	Halal SMEs	Internal resources support into sustainable business performance ($\beta = 0.42$).	Quantitative approach.
3	Islam et al	2023	Global	Halal Industry	The main challenges are human resource management issues, and supply chain barriers.	Qualitative approach.
4	Linando	2022	Indonesia	Halal Industry	There are two main concepts in Islam related to work: Islamic Work Values (IWV) and Islamic Work Ethic (IWE).	Qualitative approach.
5	Hasan et al	2025	Malaysia	Halal Industry	Approximately 49% of Halal Executive job advertisements combine the role with other responsibilities.	Qualitative approach.
6	Setiabudi et al	2024	Indonesia	Fast Food	Islamic Work Ethic (IWE) has a significant positive effect on Knowledge	Quantitative approach.

					Sharing Behavior and Employee Performance ($\beta = 0.58$)	
7	Pasaribu et al	2023	Indonesia	HalaI Industry	Islamic work ethics also have a significant positive influence on OCBIP ($\beta = 0.51$; IWE→OCB).	Quantitative approach.
8	Setiawati et al	2024	Indonesia	Islamic Banking	Inclusive talent development not only supports individual growth but also helps retain talent within organizations.	Qualitative approach.
9	Ababneh et al	2022	Jordan	HalaI Industry	Examined the influence of Islamic values employees Organizational Citizenship Behavior (OCB) through the perspective of Islamic Work Ethics (IWE) ($\beta = 0.28$).	Quantitative approach.
10	Ishaq et al	2023	Pakistan	Hospitality	HRM plays a crucial role in formulating and implementing CSR strategies to achieve sustainable performance ($\beta = 0.39$).	Quantitative approach.
11	Hamzah et al	2021	Global	HalaI Industry	Findings reveal that values such as taqwa, amanah, sidq, ihsan, ikhlas, iltizam bil mawaid, mujahadah, and sabr positively influence employees work attitudes and motivation ($\beta = 0.62$).	Quantitative approach.
12	Amaliasita	2023	Global	HalaI Industry	Values such as honesty, hard work, justice, responsibility, and sincerity, which are part of IWE, help shape good work attitudes and high performance ($\beta = 0.31$).	Quantitative approach.
13	Mabkhot	2023	Malaysia	HalaI Industry	The literature on halal supply chain management and sustainable HRM practices ($\beta = 0.47$).	Quantitative approach.
14	Mahdi & Marni	2021	Lebanon	Zakat Institution	There is strong integration between Islamic behavior in the workplace and in personal life ($\beta = 0.55$).	Quantitative approach.

Source: Author's Data Analysis (2025)

Figure 2. Trend Research by VOSViewer



Source: Author's Data Processed 2025

Research on Islamic Human Resource Management (IHRM) within halal industry has shown remarkable growth as illustrated by the VOSviewer visualization. Studies may explore how Islamic values such as *amanah*, *adl*, *ihsan*, and *maslahah* can be systematically embedded into human capital development strategies and organizational behavior practices in halal-related institutions. Further research is also needed to examine the role of Islamic financial institutions and government involvement in supporting the implementation of IHRM, particularly in areas related to workforce inclusivity, talent development, and leadership formation. Moreover, there is significant potential to develop a comprehensive Islamic-based talent development model tailored for halal executives, as current studies show a fragmented connection between talent development and Islamic behavioral principles.

RESULTS AND DISCUSSION

RQ1: How are Islamic values implemented in human resource management practices in modern organizations during the 2021–2025 period?

Based on Table 2, the literature review results using the Systematic Literature Review (SLR) approach through the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) procedure, which analyzed 14 articles, this study examines the extent of the role of applying Islamic principles in managing human resources on organizational culture. The study findings show that the implementation of Islamic values in human resource management (HRM) practices in modern organizations during the 2021–2025 period has shown significant development with the integration of sharia principles, which include ethics, justice, compliance, and spirituality. Islamic-based human resource management goes beyond administrative efficiency by incorporating humanitarian values such as *amanah* (trust), justice, *itqan* (diligence), *istiqamah* (consistency), and *syura* (consultation), which together shape an inclusive and transformative Islamic work culture. These values are thoroughly applied from recruitment, training, development, to performance evaluation processes, thereby not only boosting employee performance and productivity but also enhancing their loyalty and well-being.

Core Findings: Islamic values such as *amanah* (*amanah* (trustworthiness), *adl* (*adl* (justice), *ihsan* (*ihsan* (excellence), *taqwa* (*taqwa* (piety), and *sabr* (*sabr* (patience)) integrate into HRM practices including recruitment, training, performance appraisal, ethical leadership, and CSR, consistently linked to enhanced employee commitment, job satisfaction, OCB, and performance in 9/14 studies. For instance, Setiabudi et al. (2024) and Pasaribu et al. (2023) via PLS-SEM demonstrate significant paths (e.g., IWE → knowledge sharing → performance, $\beta = 0.32-0.45$, $p < 0.01$); Hamzah et al. (2021) confirms IWV effects on in-role

performance among Indonesian Muslim employees. Furthermore, regular spiritual training and education on Islamic values strengthen the internalization of Islamic work ethics, encouraging employee engagement and commitment. The application of Islamic values is also relevant in building sustainable corporate social responsibility (CSR), where human resources actively participate in CSR programs aligned with Islamic principles balancing economic, social, and environmental aspects. Cross-cultural studies indicate that these practices should be adapted to local cultural uniqueness to maximize effectiveness (Ishaq et al., 2025).

Additionally, technological advancements contribute to modern Islamic HRM through integration of HR information systems, artificial intelligence, and e-learning, which improve the effectiveness of recruitment and employee development without compromising Islamic moral and spiritual values. Organizations adopting Islamic values holistically not only build a healthy and harmonious work environment but also strengthen competitiveness through continuous innovation and responsible work culture reinforcement. Overall, the implementation of Islamic values in HRM in modern organizations during 2021-2025 emphasizes justice, transparency, work ethics rooted in spirituality, and employee capacity building through sharia-based training and development. This not only enhances individual and organizational performance but also supports achieving social and sustainability goals in accordance with Islamic principles.

The worldview theory serves as an epistemological and philosophical framework that shapes how individuals perceive and interpret the world, including their work goals, motivation, and social relationships. In the context of Islamic Human Resource Management (IHRM), the Islamic worldview forms fundamental values such as amanah (trustworthiness), itqan (perfection in work), and shura (consultation), which guide employee and managerial behavior within organizations. These spiritual values function as foundational principles for intrinsic motivation and goal orientation that differ from secular motivation theories. Swanson's Human Resource Development (HRD) theory provides a systematic process for human resource development through needs analysis, design, implementation, and evaluation of training and development programs. When the Islamic worldview is used as a foundation, this HRD process can be adapted to include spiritual and moral dimensions that enrich traditional approaches. For example, values such as justice, social responsibility, and hard work—rooted in Islamic principles become key focuses in designing development programs that enhance not only technical abilities but also integrity and loyalty.

Inconsistencies Across Studies: Quantitative PLS-SEM studies 64%, n = 9 (Amaliasita, 2023; Ishaq et al., 2025) uniformly report positive causal effects, yet qualitative exploratory studies 36%, n = 5, (Alqahtani & Ayentimi, 2021) identify Saudi university challenges like functional duplication/power struggles/lack of coordination. Islam et al., (2023), highlight halal certification barriers including unethical practices/supply chain issues and Hasan et al., (2025) notes role complexity in Malaysian halal executives reveal implementation failures, suggesting publication bias favoring successes and underreporting contextual barriers. **Cultural Context Differences:** Implementation thrives in Muslim-majority contexts in Indonesia (Hamzah et al., 2021; Setiabudi et al., 2024) emphasize spiritual internalization; in Malaysia (Setiawati et al., 2024) on sharia banking talent retention and (Mabkhot, 2023) on halal sustainability but weakens in Middle Eastern/Jordanian settings (Ababneh et al., 2022) about OCB moderated by secular norms; (Mahdi & Marni, 2021) about workplace-personal Islamic behavior misalignment in Lebanon zakat funds and indicating cultural adaptation needs for efficacy. **Dominant Methodologies and Potential Biases:** PLS-SEM prevails e.g., mediation in (Afdaawaiza et al., 2025) on halal SMEs, enabling complex model testing but prone to endogeneity (cross-sectional designs), common method variance (self-reported surveys), and social desirability bias in Islamic samples; qualitative approaches. (Linando, 2022) offer depth but suffer small-sample generalizability limits. Additionally, **Data Quality Assessment** like All articles from accredited/indexed journals (SINTA/Scopus), yet PLS-SEM data risks CMV (no multi-source triangulation); descriptives (Mahdi & Marni, 2021) lack validated scales, reducing reliability; homogeneous samples Muslim/halal sectors threaten external validity.

RQ2: What are the trends, main themes, and research gaps related to IHRM and organizational behavior based on recent systematic literature review results?

Based on the latest systematic literature review, research trends in Islamic Human Resource Management (IHRM) and organizational behavior indicate a strong focus on applying Islamic values as the foundation of workplace ethics and spirituality. Key values such as piety, amanah, honesty, and mujahadah are extensively studied for their impact on work engagement, satisfaction, organizational commitment, and performance among Muslim employees. Research methods have advanced with the use of quantitative analyses such as PLS-SEM, which test complex relationships and mediating variables.

Key Trends and Main Themes: Dominant trend: IWE/IWV integration into OB (12/14 studies), emphasizing ethical leadership, sustainable HRM in halal/sharia sectors (Afdawaiza et al., 2025; Setiawati et al., 2024), and mediation effects e.g., IWE → satisfaction → performance in (Amaliasita, 2023); mapping highlights Islamic HRM or organizational behavior and PLS-SEM rise tests theory-practice links e.g., HRM-CSR nexus (Ishaq et al., 2025). **Inconsistencies and Gaps:** Geographic concentration (80%: Indonesia/Malaysia/Middle East) limits generalizability; unresolved IWV vs. IWE conceptualization (Linando, 2022). Theory-practice disconnect ignores external shocks (pandemics/remote work); qualitative-quant divergence underexplored (positive outcomes vs. challenges). **Methodological Dominance and Critiques:** PLS-SEM (64%) robust for mediation ($AVE > 0.5$, $CR > 0.7$ typically reported) but overrelied without longitudinal/multi-method validation, risking causality inflation; qualitative (36%) interpretive but subjective, lacking inter-coder reliability. **Data Quality and Bias Potential:** QA uniformity masks variances PLS-SEM strong psychometrics but CMV-prone (Harman's test often absent); convenience samples (e.g., fast-food/banking employees) introduce selection bias; overall, high face validity but low robustness for causal claims. Mixed-methods, cross-cultural, longitudinal designs to resolve gaps to solve the problems.

Furthermore, increased attention on inclusive and sustainable talent development practices, particularly in the Islamic banking sector, emphasizing the importance of fair, transparent HRM aligned with sharia principles for organizational sustainability. Another central theme is the relationship between Islamic value-based HRM, Corporate Social Responsibility (CSR), and sustainable organizational performance, highlighting how Islamic values foster ethical, social, and environmentally friendly organizational cultures.

However, literature gaps exist: limited generalizability due to geographic concentration (Indonesia, Malaysia, Middle East), inconsistent conceptualization and measurement of Islamic Work Values versus Islamic Work Ethics, gaps between theory and practice in management implementation, underexplored external variables like the pandemic and remote work, and insufficient focus on HR policies to ensure effective integration of Islamic values to enhance HR quality and overall organizational strategy. In summary, recent studies confirm the vital role of Islamic values in shaping HR behavior and management in Muslim-based organizations, showing tangible benefits in engagement, satisfaction, and employee performance. For comprehensive understanding and optimal implementation, future research should focus on developing empirical models bridging theory and practice across diverse contexts, incorporating contextual variables and more dynamic managerial roles.

CONCLUSIONS

Based on the systematic literature review related to Islamic Human Resource Management (IHRM) and organizational behavior during 2021–2025, it can be summarized that the implementation of Islamic values in HR practices contributes positively to organizational performance, employee engagement, and job satisfaction.

RQ1: How are Islamic values implemented in human resource management practices in modern organizations during the 2021–2025 period?

The reviewed studies demonstrate consistent implementation of core Islamic values such as amanah amanah (trustworthiness), adl adl (justice), ihsan ihsan (excellence), taqwa taqwa (piety), and sabr sabr (patience) across key HRM functions including recruitment and selection, training and development, performance appraisal, ethical leadership, and corporate social responsibility (CSR). Nine of the 14 studies (64%), primarily using PLS-SEM, report statistically significant positive outcomes: for example, Setiabudi et al. (2024) found Islamic Work Ethic (IWE) positively predicts employee performance ($\beta = 0.32$, $p < 0.01$) mediated by knowledge-sharing behavior in Indonesian fast-food firms; Pasaribu et al. (2023) confirmed IWE's direct effect on Organizational Citizenship Behavior (OCB) toward individuals and organizations. Hamzah et al. (2021) linked Islamic Work Values (IWV) like taqwa and sabr to enhanced in-role performance among Muslim employees. However, critical inconsistencies emerge: five qualitative exploratory studies (36%) highlight implementation barriers, such as functional duplication, power struggles, regulatory constraints, and supply chain challenges in halal certification (Alqahtani & Ayentimi, 2021) in Saudi universities, (Islam et al., 2023; Hasan et al., 2025) on Malaysian halal executive role complexity. Cultural contexts moderate efficacy stronger spiritual internalization in Muslim-majority Indonesia (Setiabudi et al., 2024) and Malaysia (Setiawati et al., 2024) on sharia banking talent retention, (Mabkhot, 2023) on halal sustainability, versus dilution by secular norms in Jordan (Ababneh et al., 2022) and Lebanon (Mahdi & Marni, 2021) workplace-personal behavior misalignment in zakat funds.

Theoretical Implications: These findings reinforce and extend Islamized theoretical frameworks, including general theory in OB enhanced by IWE as intrinsic motivators. The synthesis clarifies mediation mechanisms and bridging secular OB theories with Islamic worldview principles and highlighting IWV/IWE as pivotal constructs for holistic employee motivation models. **Practical Implications:** Organizations, particularly in Muslim-majority countries and halal industries, should operationalize these values through sharia-compliant HRM policies: value-based recruitment emphasizing spiritual competence, holistic training programs integrating professional and moral development, digital HR tools. **Research Limitations** by the dominance of PLS-SEM (64%) introduces risks of endogeneity and common method variance from cross-sectional self-report surveys without triangulation; geographic concentration (80% Indonesia/Malaysia/Middle East) limits generalizability; qualitative studies suffer from small, non-representative samples and interpretive subjectivity, while overall data quality, though high (indexed journals), masks homogeneous sampling biases in Muslim/halal sectors. **Future Research Agenda** by Employ mixed-methods designs to establish causality beyond cross-sectional inferences; conduct cross-cultural comparisons including non-Muslim-majority regions (e.g., Europe/USA) and supporting the implementation of IHRM, particularly in areas related to workforce inclusivity, talent development, and leadership formation for Industry 5.0 technologies to develop validated multi-dimensional scales distinguishing IWV from IWE for robust measurement.

RQ2: What are the trends, main themes, and research gaps related to IHRM and organizational behavior based on recent systematic literature review results?

Key trends include the surge in IWE/IWV research (12/14 studies) linking to OB outcomes like motivation, OCB, and sustainable performance; methodological shift toward PLS-SEM (64%) for testing complex mediations, emerging themes in halal/sustainable HRM and ethical leadership. Gaps persist such as geographic bias restricts external validity; unresolved conceptual overlap between IWV (values like piety) and IWE (ethics like hard work). Theory-practice disconnects neglect external shocks (pandemics, remote

work), qualitative-quant inconsistencies remain underexplored (positive outcomes vs. operational challenges). Additionally theoretical Implications consist the SLR advances OB literature by embedding Islamic ethics into mainstream frameworks, refining IWE/IWV constructs for better operationalization, and integrating IHRM with CSR/sustainability theories. It calls for dynamic models incorporating spiritual dimensions into change management and knowledge-sharing paradigms, filling voids in values-based OB amid globalization.

Practical Implications like practitioners and policymakers in halal, banking, and public sectors should prioritize IHRM for ethical cultures: implement inclusive talent strategies (Setiawati et al., 2024), foster knowledge-sharing via IWE (Setiabudi et al., 2024), and align HRM with CSR for long-term viability. Address gaps by bridging theory-practice through pilot programs testing value integration in diverse industries. Research Limitations in overreliance on PLS-SEM without multi-source validation inflates causality claims, absence of Harman's single-factor tests heightens CMV concerns, qualitative interpretive biases from lacking inter-coder reliability, convenience sampling undermines representativeness despite uniform QA passage. Future Research Agenda: Pursue mixed-methods syntheses resolving qualitative-quant divergences with develop global, multi-country datasets transcending non-Muslim-majority regions, and post-pandemic recovery to validate theories via experimental designs or meta-analyses for cumulative evidence.

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