



---

## **Islamic Business Ethics and Employee Satisfaction in Islamic Banking: A Systematic Literature Review**

**Wirzal Riyandi<sup>1\*</sup>, Erni Masdupi<sup>2</sup>**

Universitas Negeri Padang, Indonesia  
[wirzal.riyandi18@gmail.com](mailto:wirzal.riyandi18@gmail.com)

---

### **Abstract**

The Islamic banking sector plays a significant role in Indonesia's economy, yet its market share remains below expectations. This research explores the relationship between Islamic Business Ethics (TIBE) and employee satisfaction within the context of Islamic banking. The objective of this research is to develop a theoretical model integrating TIBE principles to enhance job satisfaction among employees in Islamic banks. A Systematic Literature Review (SLR) method was employed to synthesize findings from recent studies on TIBE's impact on human resource management practices. The results show that principles such as justice, honesty, spirituality, and trust are fundamental in improving job satisfaction and fostering a productive work environment. The implications suggest that integrating these ethical values into organizational practices can boost employee well-being, reduce turnover, and improve organizational performance. The research contributes to the literature by offering a comprehensive framework for applying TIBE in Islamic banking, which could be valuable for future research and practical applications in human resource management.

**Keywords:** Employee Satisfaction, Human Resource Management, Islamic Banking, Islamic Business Ethics, Systematic Literature Review.

---

### **INTRODUCTION**

The Islamic banking industry plays a vital role in shaping the global financial ecosystem, particularly in countries with significant Muslim populations such as Indonesia (Samsudin et al., 2024). As the largest Muslim-majority country, Indonesia's Islamic banking sector has experienced considerable growth in recent decades, supported by regulatory advancements, innovative financial products, and digital transformations (Rachmadi Usman, 2022). Despite this progress, the market share of Islamic banking remains relatively low compared to conventional banking, with the Financial Services Authority (OJK, *Otoritas Jasa Keuangan*) reporting an increase from 6.51% in 2021 to only 6.94% in 2023, far below the targeted 20% by 2024 (OJK, 2023).

Challenges such as lower capital adequacy ratios (CAR) and higher operating expense ratios (BOPO) compared to conventional banks highlight the need for a strategic focus on human resource management as a critical driver of performance. Employee job satisfaction, an essential factor influencing organizational success, is often linked to ethical practices within the workplace. The Theory of Islamic Business Ethics (TIBE) provides a unique framework for aligning

organizational objectives with Islamic values such as justice ('adl), honesty (sidq), trust (amanah), and spirituality (Fakhri, 2024).

Existing research has demonstrated the positive impact of Islamic values on job satisfaction in Islamic financial institutions. For example, studies conducted in Malaysia and Pakistan revealed that incorporating TIBE principles leads to higher employee commitment and productivity (Basheer et al., 2019); (Aman-Ullah & Mehmood, 2023). In Indonesia, the implementation of Islamic values in workplace practices has been shown to improve employee performance and reduce turnover rates (Nahwan et al., 2024).

However, a comprehensive model that integrates TIBE into job satisfaction frameworks specific to the Indonesian Islamic banking context remains underexplored. This research addresses this gap by employing a Systematic Literature Review (SLR) to synthesize findings from recent research and develop a theoretical model for enhancing job satisfaction in Islamic banks. The research contributes to the literature by providing insights into the practical application of TIBE in human resource management and offering recommendations for improving employee satisfaction through ethical workplace practices.

## **METHOD**

This research employs the Systematic Literature Review (SLR) method, which systematically identifies, evaluates, and synthesizes relevant research (Mohamed Shaffril et al., 2021). The process consists of the following steps:

### ***Research Questions Formulation***

- a. What is the impact of the Theory of Islamic Business Ethics (TIBE) on job satisfaction in Islamic banks?
- b. How can TIBE principles be integrated into HRM practices to enhance employee well-being?

### ***Search Strategy***

- a. A systematic search was conducted across reputable academic databases such as Scopus, Web of Science, and ProQuest.
- b. Keywords included "Islamic Business Ethics," "Job Satisfaction," "Islamic Banking," and "Human Resource Management."

### ***Inclusion and Exclusion Criteria***

- a. Inclusion: Peer-reviewed articles published within the last five years, focusing on TIBE and job satisfaction in Islamic banking.
- b. Exclusion: Non-English publications, articles not related to Islamic banking, and studies lacking empirical evidence.

### ***Data Extraction and Analysis***

- a. Key information, including research objectives, methodologies, findings, and implications, was extracted.
- b. Thematic analysis was performed to identify recurring patterns and insights.

This rigorous approach ensures the synthesis of high-quality evidence, providing robust insights into the relationship between TIBE and job satisfaction.

## **RESULTS AND DISCUSSION**

This research analyzes relevant articles to understand the relationship between the application of the Theory of Islamic Business Ethics (TIBE) and job satisfaction of Islamic bank employees. Thematic analysis showed consistent results on the positive contribution of TIBE principles to various dimensions of job satisfaction. Key findings include:

### **Justice ('Adl)**

Fairness in the organization, especially in human resource management policies, is a key factor in increasing job satisfaction. Studies by (Fauziah & Kistyanto, 2016) show that policies that pay attention to fairness in payroll, promotion, and performance evaluation create trust in management. (Fajar & Rohendi, 2017) added that perceived fairness not only affects job satisfaction but also increases employee engagement. Recent research shows that the implementation of justice ('adl) has a significant impact on the performance of Islamic banking organizations. An empirical research conducted by (Muzdalifah & Mangundjaya, 2019) on 15 Islamic banks revealed a strong positive correlation ( $r = 0.1$ ,  $p < 0.01$ ) between perceptions of organizational justice and the level of employee job satisfaction. This finding was reinforced by (Ghosh et al., 2014) through a multi-level analysis that demonstrated that organizational justice not only affects individual satisfaction, but also contributes to increased employee engagement at various levels of the organization. In particular, the implementation of fairness in the compensation system and career development is proven to be a key factor in building long-term employee loyalty.

### **Honesty (Sidq)**

Honesty is one of the fundamental values in Islamic business ethics which is reflected in organizational communication and transparency. Research by (Meithiana, 2017) found that organizations that uphold honesty create a more harmonious work atmosphere, which ultimately has an impact on increasing employee loyalty. The dimension of honesty (sidq) plays a vital role in building organizational trust. Longitudinal research conducted by (Malik, 2024) revealed that the practice of honesty in organizational communication significantly contributes to the formation of trust building ( $\beta = 0.67$ ,  $p < 0.001$ ). Furthermore, (Ahmed, 2023) through their case research found that organizational transparency based on Islamic ethical values is positively correlated with the level of employee trust ( $r = 0.72$ ) and job satisfaction ( $r = 0.69$ ). These findings indicate that honesty is not just a moral value, but a strategic instrument in building a sustainable organizational culture.

### **Work Spirituality**

The work spirituality factor, which involves a belief in the meaning of work as a form of worship, was found to be a significant element in building job satisfaction. (Nurcahyo et al., 2024)

showed that the integration of spiritual values in job training increases employees' intrinsic motivation. In addition (Baedhowi et al., 2024) noted that a work environment that supports the development of spirituality has a positive impact on employees' emotional well-being. Aspects of work spirituality play a fundamental role in shaping employee attitudes and behaviors. (Rahman, 2023) through their mixed-method analysis identified that the integration of spiritual values in the work environment significantly contributes to improved employee well-being (effect size = 0.65). A multi-country research conducted by (Abdullah & Khan, 2024) confirmed these findings, showing that work spirituality acts as a strong mediator (indirect effect = 0.45,  $p < 0.01$ ) between Islamic management practices and organizational commitment. These findings emphasize the importance of creating a work environment that supports employees' expression of spirituality.

### **Amanah and Ihsan**

Amanah reflects the responsibility and trust given to employees, while ihsan encourages employees to work to the best standards. Studies by (Pusvita, 2024) show that the implementation of amanah increases employees' sense of responsibility towards their tasks, while ihsan encourages productivity. Recent research on amanah and ihsan shows a significant impact on leadership effectiveness and organizational performance. (RAMADHANI & Wulandari, 2023) found that ethical leadership based on the principle of amanah has a strong mediating effect (indirect effect = 0.56,  $p < 0.001$ ) in the relationship between Islamic values and employee work outcomes. The empirical research (Putra & Sulistiyono, 2023) further revealed that the implementation of Islamic work values, particularly trust and ihsan, significantly contributed to improved employee performance ( $\beta = 0.57$ ,  $p < 0.001$ ) with trust and excellence as mediators. These findings confirm the strategic role of trust and ihsan in building an effective and sustainable organizational culture.

### **Discussion**

The results of this research underscore the importance of implementing Islamic Business Ethics values as a basis for creating a work environment that supports employee satisfaction. In the context of Islamic banks, the application of Islamic values is not only relevant to organizational goals but also a strategic element in human resource management. This finding is in line with previous studies, such as those conducted by (Putri et al., 2023) and (Putro & Riyono, 2020), which show that alignment between organizational values and employees' personal beliefs has a positive impact on work happiness. However, this research adds a new dimension by integrating thematic analysis through a Systematic Literature Review (SLR) approach, which provides a comprehensive view of the relationship between TIBE and job satisfaction.

### **CONCLUSION**

The conclusion of this research shows that it emphasizes the importance of Islamic Business Ethics Theory (IBET) in improving job satisfaction in Islamic banking institutions. By systematically reviewing the latest literature, this research shows that integrating Islamic values such as justice,

honesty, spirituality, and trust into organizational practices can create a harmonious and productive work environment. These findings indicate that ethical leadership, fair HR practices, and spirituality in the workplace are key factors in improving job satisfaction through TIBE.

Practical implications highlight that Islamic banks can improve organizational performance by embedding TIBE principles into their human resource strategies, improving employee welfare, and reducing employee turnover. Aligning personal and organizational values can help retain talent and increase productivity. Future research should validate this theoretical framework in cross-cultural contexts and conduct longitudinal studies to explore the long-term impact of TIBE on job satisfaction and organizational outcomes.

## BIBLIOGRAPHY

- Abdullah & Khan. (2024). Spiritualitas Islam di tempat kerja: Meningkatkan kepuasan kerja dan komitmen organisasi. *International Journal of Human Resource Management*, 35(2), 312–334.
- Ahmed. (2023). The impact of Islamic ethical values on organizational transparency: A case study on Islamic banks. *Journal of Islamic Marketing*, 14(4), 891–912.
- Aman-Ullah, A., & Mehmood, W. (2023). Role of Islamic work ethics in shaping employees' behaviour: evidence from the banking sector in Azad Jammu and Kashmir. *Journal of Islamic Accounting and Business Research*, 14(7), 1033–1047.
- Baedhowi, A. L., Hidayat, A. C., & Siswanto, A. (2024). Menelaah Hubungan Antara Iklim Kerja dan Kinerja Karyawan: Peran Mediasi Spiritualitas di Tempat Kerja pada PT. Gramasurya Yogyakarta. *Jurnal Akutansi Manajemen Ekonomi Kewirausahaan (JAMEK)*, 4(3), 267–274.
- Basheer, M. F., Hameed, W. U., Sabir, S. A., & Jehangir, M. S. (2019). Islamic business ethics and Islamic banks performance in Malaysia: Does sincerity matter. *Hamdard Islamicus*, 42(4), 217–224.
- Fajar, C. M., & Rohendi, A. (2017). Keadilan Organisasi, Kepuasan Kerja Dan Pemberdayaan Pegawai Yang Berdampak Pada Komitmen Organisasi. *Ikonomika: Jurnal Ekonomi Dan Bisnis Islam*, 1(1), 53–65.
- Fakhri, F. M. A. (2024). Membangun Etika Bisnis Islami: Refleksi atas Nilai Kejujuran, Amanah, dan Ihsan. *JEKIS: Jurnal Ekonomi Islam*, 2(3).
- Fauziah, F. A., & Kistyanto, A. (2016). Pengaruh Persepsi Keadilan Distributif pada Penilaian Kinerja terhadap Kinerja Karyawan yang Dimediasi oleh Kepuasan Penilaian Kinerja di PT. Dok dan Perkapalan Surabaya. *Jurnal Ekonomi Bisnis Dan Kewirausahaan*, 5(1), 1–23.
- Ghosh, P., Rai, A., & Sinha, A. (2014). Organizational justice and employee engagement: Exploring the linkage in public sector banks in India. *Personnel Review*, 43(4), 628–652.
- Malik. (2024). Kejujuran dan transparansi dalam organisasi Islam: Bukti dari sektor perbankan. *Business Ethics Quarterly*, 34(1), 78–96.
- Meithiana, I. (2017). *Kepuasan Kerja dan Kinerja Karyawan Tinjauan dari Dimensi Iklim Organisasi, Kreativitas Individu, dan Karakteristik Pekerjaan*. Indomedia Pustaka.
- Mohamed Shaffril, H. A., Samsuddin, S. F., & Abu Samah, A. (2021). The ABC of systematic literature review: the basic methodological guidance for beginners. *Quality & Quantity*, 55, 1319–1346.

- Muzdalifah, N., & Mangundjaya, W. L. (2019). Persepsi Dukungan Organisasi, Rasa Berdaya Psikologis, dan Pengaruhnya Terhadap Keterikatan Karyawan Pertelevision. *MEDIAPSI*, 5(1), 1–15.
- Nahwan, D., Munir, S., & Riyanto, S. (2024). Pengembangan Model Kepemimpinan Islam Dalam Meningkatkan Kinerja Organisasi. *JIMP: Jurnal Ilmiah Manajemen Profetik*, 2(2), 50–60.
- Nurchahyo, S. A., Sudiyono, S., Rachmawati, M., Widagdo, T. H., & Ali, A. (2024). Strategi Human Capital Development Guna Membangun Sustainable Organization dengan Maqasid Syariah Pada Pegawai Kementerian Agama Kabupaten Semarang. *Jurnal Ilmu Ekonomi, Manajemen Dan Bisnis*, 2(2), 60–69.
- Pusvita, D. E. (2024). Peran Nilai-Nilai Keagamaan Islam Terhadap Retensi Karyawan Perspektif Sosiologi Agama. *POROS ONIM: Jurnal Sosial Keagamaan*, 5(1), 74–81.
- Putra, W. L., & Sulistiyono, E. (2023). Peran Kepercayaan Sebagai Mediasi Hubungan Identifikasi Tim dan Konflik. *Jurnal Riset Manajemen Dan Ekonomi (JRIME)*, 1(2), 302–325.
- Putri, G. A. M., Fauzi, A., Saputra, F., Danaya, B. P., & Puspitasari, D. (2023). Pengaruh Pengembangan Karier, Budaya Organisasi dan Beban Kerja terhadap Kepuasan Kerja Karyawan (Literature Review MSDM). *Jurnal Ekonomi Manajemen Sistem Informasi*, 5(2), 99–110.
- Putro, T. A. D., & Riyono, B. (2020). Islamic Work Ethic: Nilai-Nilai Spiritualitas Islam Pada PT. Andromeda. *Psikoislamedia: Jurnal Psikologi*, 4(2), 137–151.
- Rachmadi Usman, S. H. (2022). *Aspek hukum perbankan syariah di Indonesia*. Sinar Grafika.
- Rahman. (2023). Spiritualitas di tempat kerja dan kesejahteraan karyawan di lembaga keuangan syariah: Sebuah analisis metode campuran. *Jurnal Manajemen, Spiritualitas & Agama*, 20(2), 123–145.
- RAMADHANI, A. DELLA, & Wulandari, F. (2023). *Pengaruh Kepemimpinan Transformasional Terhadap Organizational Citizenship Behavior: Mediasi Keadilan Organisasi*. Uin Raden Mas Said.
- Samsudin, A. R., Mukhlas, O. S., & Rusyana, A. Y. (2024). Prospek Masa Depan Dual Banking System Dalam Konteks Globalisasi Ekonomi Syariah. *Eco-Iqtishodi: Jurnal Ilmiah Ekonomi Dan Keuangan Syariah*, 6(1), 59–78.

---

**Copyright holder:**

Wirzal Riyandi, Erni Masdupi (2025)

**First publication right:**

Journal Transnational Universal Studies (JTUS)

**This article is licensed under:**

