

Islam Based Managerial Strategies for Employee Welfare: The Role of Islamic Work Ethics and Islamic CSR in the Virtual Work Environment of Madrasahs

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Abstract: This study aims to analyze Islamic-based managerial strategies in improving employee welfare in madrasahs that implement remote working systems. In the context of virtual work, emerging challenges include increased burnout risk and decreased employee engagement. Therefore, this study proposes the application of Islamic Work Ethics (IWE) and Corporate Social Responsibility (CSR) Islam as approaches to address these issues. The research method used is descriptive with a literature review approach, analyzing relevant theories and the application of Islamic principles in employee welfare management in madrasah environments. The findings indicate that integrating Islamic values into employee welfare management can reduce burnout and enhance employee engagement. The implications of this study emphasize the importance of madrasahs adopting Islamic-based managerial models, which consider not only material welfare but also the spiritual and social well-being of employees, to create a healthy and productive work environment.

Keywords: Corporate Social Responsibility Islam, Employee Welfare, Islamic Work Ethics, Madrasah, Remote Work.

1. Introduction

The development of information and communication technology has driven a significant transformation in the world of education, including in the madrasah environment. The implementation of distance learning (PJJ) as a response to the COVID-19 pandemic has had a major impact on the work dynamics of educators. Although distance learning offers flexibility, it also poses new challenges, especially related to the welfare of educators.

A study by Putri and Kurniawan (2023) showed that madrasah teachers faced significant levels of stress during the implementation of PJJ, with the main concern related to students' ability to understand the learning materials. A total of 92.68% of teachers chose problem-focused coping strategies, such as improving skills in managing online learning, to cope with the pressure.

The phenomenon of burnout is also a serious concern in this context. Research by Pressley (2022) revealed that teachers experience increased emotional exhaustion and decreased motivation during the PJJ period, which negatively impacts their teaching quality and personal well-being.

In facing these challenges, a human resource management (HRM) approach based on Islamic values can be a relevant solution. Islam emphasises the importance of individual welfare in every aspect of life, including in the context of work. Values such as *ihsan* (kindness), *ta'awun* (co-operation), and *amanah* (trust) can be integrated in management practices to create a work environment that supports employee well-being. The study by Khan et al. (2023) confirms that the implementation of Islamic work ethics contributes positively to employee well-being, reduces job stress, and decreases turnover intention.

The integration of Islamic values in human resource management practices in madrasah can be realised through the application of Islamic work ethics, which emphasises values such as *ihsan* (kindness), *ta'awun* (cooperation), and *amanah* (trust). A study by Maaz ud Din and Saad Farooq (2016) showed that the implementation of Islamic work ethics significantly positively affects employee well-being, as well as contributes to reducing job stress and

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turnover intention. This suggests that Islamic values can be a strong foundation in building an effective employee well-being management system in madrasahs.

Furthermore, research by Dita Oriana and Evony Silvino Violita (2020) revealed that Islamic work ethics has a positive influence on job satisfaction, organisational commitment, and employee innovation ability. These findings confirm that the integration of Islamic values in human resource management not only improves employee welfare, but also encourages improved performance and innovation in the organisation.

In the context of Islamic education, madrasah not only functions as an education provider, but also as an institution that carries the mandate to instil spiritual and moral values to all its stakeholders, including teaching staff. Therefore, the application of Corporate Social Responsibility (CSR) principles in madrasah management is relevant, especially in efforts to improve employee welfare. CSR in the Islamic perspective emphasises social responsibility based on the values of justice, balance, and concern for the welfare of society as a whole. This is in line with the madrasah's goal of creating a healthy, fair, and productive work environment for its educators.

In addition, the concept of Corporate Social Responsibility (CSR) in the Islamic perspective emphasises the moral and social obligations of institutions to pay attention to the welfare of all stakeholders, including employees. Taman (2011) explains that the principles of CSR in Islam include justice, balance, and concern for the welfare of society, which are in line with the goal of creating a healthy and productive work environment.

Thus, the integration of Islamic values in HRM practices in madrasah is not only theologically relevant, but also strategic in improving the welfare of educators and overcoming the challenges that arise in the digital era. The application of CSR principles based on Islamic values in madrasah management is an appropriate strategy in facing the challenges of employee welfare in the digital era. This approach is not only in line with the basic values of Islamic education, but also contributes to creating a work environment that supports organisational well-being, productivity and sustainability. This research aims to develop an Islamic values-based employee well-being management model in madrasahs as a strategy to reduce job burnout and increase engagement in a virtual work environment.

2. Literature Review

In the context of Islamic education management, madrasah not only functions as a formal educational institution, but also as an agent of social change that integrates spiritual and moral values in every aspect of its operations. As an institution that carries out the mission of da'wah and tarbiyah, madrasahs have the responsibility to create a work environment that supports employee welfare, in line with Islamic principles. In the study of Islamic education management, theoretical approaches play an important role in bridging the normative principles of Islamic teachings and the practical dynamics faced by educational institutions such as madrasah. Theoretical studies become the conceptual foundation for understanding how Islamic values can be systematically integrated into employee welfare management strategies, especially in facing the challenges of the digital age and remote work.

Madrasahs, as Islamic educational institutions, not only perform the function of teaching, but also have a moral and spiritual responsibility in the welfare of their educators and staff. In this framework, the concept of welfare is not solely understood in material terms, but includes spiritual, psychological, and social aspects that are integral to the Islamic view. Islamic work ethics (IWE) is one of the prominent theoretical frameworks in answering this need.

Islamic work ethics (IWE) is a value framework that emphasises the importance of hard work, honesty, responsibility and fairness in professional activities. The concept is rooted in the teachings of the Qur'an and Sunnah, which encourage Muslims to work with sincere intentions and noble goals. Research by Maaz ud Din and Saad Farooq (2016) showed that the implementation of IWE has a significant influence on employee well-being, although it does not have a significant effect on job stress and turnover intention. This confirms that Islamic values can be a strong foundation in building an effective employee well-being management system in madrasahs.

In addition, the Corporate Social Responsibility (CSR) approach in the Islamic perspective emphasises social responsibility based on the values of justice, balance, and concern for the welfare of society as a whole. In the context of madrasah, the application of Islamic CSR principles can be realised through programmes that support employee welfare, such as increasing honorarium, rewarding performance, and providing other supporting

facilities. A study by Taman (2011) explains that the principles of CSR in Islam include justice, balance, and concern for the welfare of society, which are in line with the goal of creating a healthy and productive work environment.

In practice, the integration of IWE and Islamic CSR in madrasah can be realised through the development of internal policies that prioritise transparency in honorarium management, social security for educators, HR capacity building programmes, and the creation of a healthy and supportive work climate. In addition, strengthening the spiritual dimension in daily work is also a differentiator between conventional management approaches and those based on Islamic values.

The integration of Islamic values in human resource management practices in madrasah is not only theologically relevant, but also strategic in improving the welfare of educators and overcoming the challenges that arise in the digital era. By applying Islamic work ethics and CSR principles based on Islamic values, madrasahs can create a work environment that supports employee well-being, increases engagement, and reduces burnout in a virtual work environment.

The author believes that revitalising employee welfare management in madrasahs must go beyond a purely administrative approach. It requires a managerial model that combines Islamic transcendental values with contemporary management practices. Islamic IWE and CSR are not just normative rhetoric, but a framework for action that can shape a work culture of justice, oriented towards physical and mental well-being. If madrasahs can adopt this approach consistently, then they will not only become centres of formal education, but also real laboratories of Islamic life.

3. Research Method

This research uses a descriptive qualitative approach with a library research method. This approach was chosen because the topic studied is conceptual in nature, requires an in-depth review of the literature, and does not rely on empirical field data. The main focus of this research is to understand and analyse how Islamic values, especially those manifested in Islamic work ethics and Islamic corporate social responsibility principles, can be applied in madrasah employee welfare management, especially in the context of remote work and burnout challenges in the digital era.

Data collection was conducted by reviewing and critiquing various sources of scientific literature, both primary and secondary, derived from academic books, reputable national and international scientific journal articles, and Islamic education policy documents. The literature was reviewed through a content analysis approach with an emphasis on the interpretation of managerial and spiritual values in Islamic teachings. Data sources were purposively selected by considering the relevance of the theme, the depth of scientific argumentation, and the contribution to the development of the intended theoretical framework. Most of the literature was obtained from scientific databases such as Scopus, DOAJ, ResearchGate, and Google Scholar to guarantee its academic quality.

The conceptual framework of this research is based on a synthesis between the principles of Islamic Work Ethics, the idea of Corporate Social Responsibility (CSR) in an Islamic perspective, and contemporary education management theory. Islamic Work Ethics provides a moral and spiritual perspective on the world of work, such as hard work, responsibility, sincerity, and justice, which become ethical pillars in shaping Islamic work culture. Meanwhile, CSR in Islam is based on the principles of social justice, concern for collective welfare, and institutional responsibility towards all elements in the organisation, including employees.

The analysis is conducted by comparing and contextualising various theories and findings in the literature to the condition of contemporary madrasahs. The author examines how madrasah managerial practices can be formulated based on Islamic principles in response to the challenges of remote work and burnout that are increasing in the digital era. Therefore, this method is not only orientated towards information gathering, but also towards critical and reflective interpretation of the social and spiritual realities that surround the world of work in madrasahs.

With this descriptive literature approach, the author hopes to present a theoretical framework that is not only conceptually relevant, but also applicable to the development of policies and management strategies for employee welfare based on authentic Islamic values.

4. Results and Discussion

Changes in the dynamics of the world of work, which are increasingly leading to remote working, have created new challenges in employee welfare management, especially in the context of madrasahs. On the one hand, technology has enabled greater work flexibility, but on the other hand, it has also increased the risk of burnout and decreased employee engagement. In the face of these conditions, it is important to see how Islamic values can be a source of strategic solutions in managing employee well-being, especially in a madrasah environment that demands a balance between professional and spiritual dimensions.

The transformation of the work model from conventional to remote working has significantly changed the landscape of the world of work, including in the Islamic education environment such as madrasah. This change raises new challenges, especially in the aspects of employee engagement and burnout. In the context of madrasah, where work relations are not only functional but also spiritual and ideological, these changes demand careful adjustments rooted in Islamic values. The literature review shows that value-based approaches, such as Islamic Work Ethics and Islamic CSR, can be a strategic solution in responding to this phenomenon.

This research explores the application of Islamic Work Ethics (IWE) and Islamic Corporate Social Responsibility (CSR) in the context of remote work in madrasah. One of the novelties of this research is an integrative approach that combines aspects of Islamic work ethics with Islamic social responsibility to improve employee welfare in a virtual work environment. In contrast to previous studies that focus more on the implementation of IWE in the context of secular companies, this research focuses on Islamic educational institutions, which require a spiritual values-based approach in building a healthy and productive work environment.

Islamic Work Ethics (IWE) emphasises that work is part of worship and moral responsibility towards Allah SWT. Values such as honesty, responsibility, and sincerity should be the basis for performing daily tasks. In the context of remote working, these values are even more crucial as the absence of direct supervision has the potential to reduce accountability and motivation. However, by consistently instilling IWE values, individuals will still work with dedication despite not being physically supervised. Research by Rizk (2008) shows that IWE encourages increased organisational commitment and reduced levels of job stress in the context of Muslim professionals.

Meanwhile, the principles of CSR in Islam can be applied in the context of employee welfare management in madrasah. Welfare in Islam is not only defined as the fulfilment of material needs, but also involves spiritual and social dimensions. Therefore, madrasah as an Islamic educational institution has a social responsibility to ensure a fair, conducive work environment that supports the personal and professional growth of its educators. This is in line with the principles of *maslahah* and *'adl* in social fiqh, which emphasise the importance of creating public good and preventing harm in the social structure of organisations.

A review of the literature shows that the application of Islamic CSR principles in educational institutions has a positive impact on employee satisfaction and loyalty. For example, a study conducted by Dusuki and Abdullah (2007) in the context of Islamic finance found that Islamic CSR that integrates spiritual values in organisational policies results in increased participation and collective spirit. These findings are relevant to be adapted in the madrasah context, particularly in strengthening employees' sense of belonging and emotional attachment to their institution despite working virtually.

Burnout in the madrasah context can occur due to unbalanced workload, lack of rewards, and limited social interaction due to remote working. Therefore, the implementation of an Islamic value-based management model has the potential to reduce these psychological impacts. Strengthening work spirituality through *ruhiyah* development programmes, flexible work schedules that consider aspects of worship, and periodic communication forums based on *ukhuwah Islamiyah* are concrete strategies that can be implemented by madrasahs to overcome burnout.

From this review, it can be concluded that work engagement and employee well-being in a virtual work environment cannot be maintained solely by economic incentives or surveillance technology. It requires a solid and contextual value foundation, such as IWE and Islamic CSR, which is able to internalise work motivation from within the individual. Therefore, the development of employee management in madrasah should move from an administrative paradigm towards a value paradigm, where spirituality and social responsibility become the main pillars.

One of the interesting findings of this research is the importance of integration between spiritual and practical values in the world of work in madrasah. Strengthening spirituality at work not only helps reduce burnout but also increases work motivation and commitment. Therefore, the management of employees in madrasahs cannot focus solely on administrative or economic aspects. Islamic value-based management models that emphasise the balance between worldly and ukhrawi dimensions have proven to be more effective in creating a productive and meaningful work environment.

In this discussion, the author emphasises that the integration of Islamic values in employee welfare management in madrasahs provides theoretical and practical novelty that is relevant in this digital era. Although many studies discuss CSR in the context of business organisations, not many focus on the application of Islam-based CSR in Islamic education, especially madrasah. This research also shows that there is no one approach that can solve the problem of burnout in the context of remote working without paying attention to holistic well-being, which involves a balance between spirituality and professionalism. Therefore, it is important for madrasahs to adopt a management model based on Islamic values to achieve better employee well-being in the digital era.

In the author's view, success in applying Islamic values in employee welfare management in madrasahs largely depends on institutional commitment to internalise the principles of Islamic Work Ethics and Islamic CSR in every aspect of managerial policies. The author also argues that this research paves the way for further development of Islamic education management models that are more adaptive to the challenges of globalisation and digitalisation, while maintaining spiritual and social values as the main foundation.

6. Conclusion

This study shows that the implementation of Islamic Work Ethics (IWE) and Islamic Corporate Social Responsibility (CSR) can provide significant solutions to the challenges faced by madrasahs in a virtual work environment. The shift towards remote work has given rise to the phenomenon of burnout and decreased employee engagement, which if not managed properly, can disrupt overall performance and well-being. Based on the findings of the study, the integration of Islamic values into managerial practices in madrasahs has been shown to have a positive impact in addressing these issues. Employee well-being in the context of madrasahs does not only depend on material well-being, but also on spiritual and social well-being. By implementing Islamic CSR principles, madrasahs can create a work environment that not only meets the physical needs of employees, but also supports their spiritual and emotional growth. This is in accordance with the principle of *maslahah* in Islam, which emphasizes the importance of balancing individual and societal interests. This study provides innovation by linking Islamic CSR and IWE in the context of Islamic educational institutions that implement a remote work system. Therefore, it is advisable for madrasahs to develop managerial policies based on Islamic principles, in order to achieve more holistic and sustainable employee well-being. In the future, further research can deepen the implementation of this model in other contexts to measure its impact on the performance of Islamic educational organizations more broadly.

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