

Work Stress and Islamic Work Ethic: A Bibliometric Analysis in the Context of Human Resource Management

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Abstract:

This research aims to map the development of research on work stress and Islamic Work Ethic (IWE) within the domain of human resource management through an integrated bibliometric and Systematic Literature Review (SLR) approach. Data were collected from Google Scholar and Scopus databases using keywords including *work stress, Islamic work ethic, and human resource management*, covering publications from 2018 to 2026. Analysis was conducted using *Publish or Perish* and *VOSviewer* to examine citation patterns, co-authorship networks, and keyword clusters. The analysis identified 500 publications generating 56,980 total citations, with an h-index of 120 and a g-index of 212, reflecting the substantial and growing academic impact of this research domain. Six major keyword clusters were identified, encompassing occupational stress and well-being, ethical leadership, employee behavior and job outcomes, religion and spirituality, HRM practices, and organizational performance. The findings reveal that IWE functions not only as a moral framework but also as a psychological resilience mechanism capable of mitigating work stress, burnout, and emotional exhaustion. However, a significant research gap remains, as limited studies have directly examined IWE as a coping mechanism for work stress in contemporary organizational contexts. This study concludes that integrating IWE into HRM practices including ethical leadership, workload management, and psychosocial support programs offers a sustainable strategic approach to enhancing employee well-being and organizational competitiveness.

1. INTRODUCTION

Human resources in modern organizations constitute a strategic asset in determining the effectiveness of management policy implementation and the achievement of organizational

performance. Within the context of human resource management, employee management is not solely oriented toward productivity enhancement, but also emphasizes the psychological and emotional well-being of individuals. (Amaliyah & Savira, 2025). Increased work pressure resulting from organizational dynamics, digital transformation, and high performance demands has led to a significant rise in work-related stress across various industries. Work-related stress has a direct impact on decreased performance, increased turnover intentions and mental health issues (Affriliea & Asmadi, 2025; Galuh et al., 2024). Therefore, modern HRM is required to be able to integrate a more comprehensive approach to managing workplace stress in order to ensure the organization's sustainability.

Work-related stress is often the primary factor leading to burnout—a state of emotional, physical, and mental exhaustion resulting from prolonged work-related pressure. Burnout has been identified as a major consequence of an imbalance between job demands and an individual's resources (Meliani et al., 2024; Wu et al., 2020). Burnout affects not only individuals but also the organization as a whole, leading to decreased productivity, increased absenteeism, and low organizational commitment. Several studies indicate that factors such as excessive workloads, role conflicts, and ineffective leadership significantly contribute to increased work stress and burnout (Azhari et al., 2025; Dhaneesh et al., 2025).

The concept of Islamic Work Ethics promotes mindfulness as an alternative approach to managing employee work behavior and stress. Islamic Work Ethics emphasizes values such as hard work, honesty, responsibility, and a balance between worldly and spiritual life (Angkat et al., 2023; Javid et al., 2022; M. A. Khan et al., 2021; Sugiyanto et al., 2020). Applying Islamic values in the workplace can help reduce stress and burnout by enhancing employees' sense of purpose and psychological well-being (Akhmadi et al., 2023; Husna Hasan & Muafi, 2023; Suharsono et al., 2019). Islamic Work Ethics also functions as a stress management mechanism that strengthens individual resilience in coping with high levels of work pressure. (Chupradit et al., 2022; Hameed et al., 2020).

Islamic Work Ethics is frequently positioned as a moderating variable that can strengthen the positive relationship or weaken the negative relationship between work stress and organizational outcomes, particularly employee performance (Soleman et al., 2020). Employees with high levels of Islamic Work Ethics tend to possess better capabilities in managing work-related stress and preventing burnout (A. S. Khan & Rasheed, 2015; Kumar & Rose, 2010). The integration of Islamic values into human resource management practices, including leadership, organizational culture, and reward systems, can enhance employee engagement and workplace well-being, while also offering significant potential in addressing broader work stress issues. (Wijayanti et al., 2024).

Based on the explanations above, this study aims to analyze the relationship between *Islamic Work Ethics*, *work stress*, and human resource management through a bibliometric approach. Bibliometric analysis enables researchers to map the development of research, identify major trends, and discover existing research gaps within this field. The use of software such as *Publish or Perish* and *VOSviewer* assists in systematically visualizing research networks and interrelationships among concepts. This study is expected to provide both theoretical and practical contributions to the development of Islamic values-based human resource management models aimed at reducing work stress and burnout in modern work environments.

2. RESEARCH METHOD

This research adopts a Systematic Literature Review (SLR) approach integrated with bibliometric analysis to provide a comprehensive examination of the work stress phenomenon within the domain of human resource management. The integration of these approaches enables

a systematic exploration of research developments, conceptual structures, publication trends, and theoretical linkages associated with work stress and *Islamic Work Ethic*. Research data were collected from reputable scientific databases, particularly Google Scholar and Scopus, using selected keywords such as *work stress*, *Islamic work ethic*, and *human resource management*. The bibliometric analysis was performed using *Publish or Perish* and *VOSviewer* to analyze citation patterns, co-authorship networks, thematic relationships, and the evolution of research topics over time. Through these analytical tools, the study is able to systematically map the intellectual structure, research dynamics, and emerging directions within the literature concerning work stress and Islamic values-based human resource management.

2.1 Research Matrix

Tabel 3.1 Research Data Matrix

Indikator Bibliometrik	Komponen
Publication Years	2018–2026
Citation Years	8 (2018–2026)
Papers	500
Citations	56,98
Citations per Year	7,122.50
Citations per Paper	113.96
Citations per Author	27,162.09
Papers per Author	198.25
Authors per Paper	3.11
h-index	120
g-index	212
hI,norm	64
hI,annual	8.00
hA-index	50

The results of the bibliometric analysis indicate that research on *work stress* and *Islamic Work Ethic* across various sectors has experienced substantial growth during the 2018–2026 publication period. A total of 500 publications were identified and analyzed, generating 56,980 citations overall, with an average of 7,122.50 citations per year and 113.96 citations per article. These findings demonstrate that work stress has become a prominent and increasingly influential topic within the fields of human resource management and organizational behavior. The high number of citations per author, reaching 27,162.09, further reflects the broad academic influence and scholarly relevance of research within this area. In addition, the average of 3.11 authors per publication indicates a relatively strong level of scientific collaboration among researchers. Furthermore, the h-index value of 120 and g-index value of 212 suggest that publications related to *work stress* possess considerable scientific impact and make significant contributions to the advancement of international literature. The hI,norm

value of 64 and hI,annual value of 8.00 also indicate that scholarly contributions within this research domain remain consistent and continue to develop over time. Overall, these bibliometric findings reveal that the study of *work stress* and *Islamic Work Ethic* represents a relevant, dynamic, and continuously evolving research area with substantial potential for further academic exploration and theoretical development.

This research focuses on scientific articles published in internationally indexed journals such as Scopus and Web of Science, as well as nationally accredited journals, within the publication period of 2018–2026 in order to capture recent developments related to *work stress* and *Islamic Work Ethic*. To ensure the quality, credibility, and relevance of the study, articles that do not have direct relevance to industrial sectors, non-*peer-reviewed* publications, editorials, and conference proceedings without rigorous academic review processes were excluded from the analysis. In addition, studies published outside the predetermined publication period were also omitted to maintain the study's focus on contemporary issues and emerging developments associated with *work stress* within the context of organizational and human resource management research.

The implementation of this integrated methodological framework is expected to enable a comprehensive identification of the key determinants associated with *work stress*, examine the global trajectory of research developments in this field, and reveal unresolved gaps within the existing literature. Furthermore, the findings are anticipated to provide conceptual contributions that support the advancement of future academic research as well as the development of more adaptive and effective human resource management practices.

2.2 Citation and Co-authorship Analysis

The citation analysis revealed that research on Islamic work ethics has gained substantial academic recognition and interdisciplinary relevance within management, organizational behavior, and human resource studies. Among the most influential publications, the study by Kumar and Rose (2010), *Islamic Work Ethic and Innovation Capability*, published in the *Journal of Management Development (Emerald)*, achieved the highest citation count with 319 citations, indicating its strong contribution to understanding the relationship between Islamic ethical values and organizational innovation. Other highly cited studies, such as Khan and Rasheed (2015) and Nasution and Rafiki (2020), further demonstrated that Islamic work ethics significantly influence project success, organizational commitment, and employee job satisfaction, reinforcing the importance of ethical principles in improving both individual and organizational performance.

The findings highlighted that Islamic work ethics play a critical role in addressing contemporary workplace challenges, including deviant behavior, work stress, turnover intentions, and psychological well-being. Studies by Javed et al. (2019) and Qasim et al. (2022) emphasized that Islamic ethical values contribute positively to psychological capital, employee resilience, and ethical workplace conduct. The dominance of publications from internationally recognized publishers such as Emerald, Elsevier, Springer, and Wiley reflects the growing global interest in integrating Islamic ethical frameworks into modern organizational research.

Overall, these findings demonstrate that Islamic work ethics have evolved beyond a religious or moral concept into a strategic organizational approach capable of strengthening leadership, productivity, and sustainable organizational development.

Table 3.2 Most Cited Article

No	Penulis	Judul	Sitasi	Tahun	Penerbit
1	Kumar, N. & Rose, R.C.	Islamic work ethic and innovation capability	319	2010	Journal of Management Development (Emerald)
2	Khan, A.S. & Rasheed, F.	Human resource management practices and project success: Moderating role of Islamic work ethics	212	2015	International Journal of Project Management (Elsevier)
3	Nasution, F.N. & Rafiki, A.	Islamic work ethics, organizational commitment and job satisfaction	164	2020	RAUSP Management Journal (Emerald)
4	Javed, B. et al.	Impact of abusive supervision on deviant work behavior: role of Islamic work ethic	148	2019	Business Ethics: A European Review (Wiley)
5	Qasim, M. et al.	Impact of Islamic work ethic on task performance: mediating role of psychological capital	124	2022	Journal of Business Ethics (Springer)
6	Abbasi, T.F.	Impact of work overload on stress, job satisfaction, and turnover intentions with moderating role of Islamic work ethics	119	2015	Management Studies and Economic Systems
7	Rahman, N.M.N.A. et al.	Islamic HRM practices and organizational trust	95	2013	Asian Social Science / EconStor indexed
8	Javed, S. et al.	Leadership styles and Islamic work ethics in HRM	93	2020	PSU Research Review (Emerald)
9	Ahmad, J. et al.	Role conflict, job stress, and Islamic work ethics as moderator	86	2021	European Journal of Business and Management Research
10	Al Smadi, A.N. et al.	Mediating effect of Islamic work ethic on job satisfaction and performance	28	2023	SAGE (Management Journal)
11	Ali, A.J. et al.	Islamic work ethic and emerging market challenges	18	2024	Cross Cultural & Strategic Management (SAGE)

12	Mohammed, M.M. et al.	Islamic work ethics and career success: role of psychological resources	11	2022	Hamdard Islamicus
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3.3 Keyword Cluster and Network Analysis

The co-occurrence analysis of keywords, conducted using VOSviewer, identified six major clusters related to Work Stress and Islamic Work Ethic research within the fields of human resource management, organizational behavior, and workplace ethics. These clusters illustrate the dominant research themes, including occupational stress and employee well-being, ethical leadership and organizational support, employee behavior and job outcomes, religion and spirituality, human resource management practices, as well as work ethics and organizational performance. The findings demonstrate that Work Stress and Islamic Work Ethic has evolved into a multidisciplinary research area that integrates ethical values, leadership, employee performance, organizational culture, and workplace sustainability within contemporary organizational studies.

Table 3.3 Identified Keyword Clusters

Cluster Number	Key Themes	Key Keywords
Cluster 1	Occupational Stress and Workplace Well-being	Challenge, Control, Empirical Study, Mental Health, Occupational Stress, Stress Level, Stress Management, Work-Life Balance, Work Stress
Cluster 2	Ethical Leadership and Organizational Support	Employee Engagement, Ethical Leadership, Organizational Citizenship Behavior, Organizational Commitment
Cluster 3	Employee Behavior and Job Outcomes	Abusive Supervision, Burnout, Emotional Exhaustion, Islamic Work Ethic , Job Stress, Turnover Intention
Cluster 4	Religion, Spirituality, and Islamic Values	Implication, Islam, Religion, Religiosity, Research, Spirituality
Cluster 5	Human Resource Management and Organizational Practice	Human Resource Management , Organizational Behavior, Practice, Employee Performance, Workplace, Green Human Resource Management
Cluster 6	Work Ethics and Organizational Performance	Work Ethic, Trust, Organizational Culture, Employee Performance, Workplace Spirituality, Knowledge Quality

These groupings highlight the strong emphasis on occupational stress management, ethical leadership, employee behavior, and human resource management practices, while also demonstrating the increasing importance of Islamic values, spirituality, workplace ethics, and organizational well-being in contemporary organizational research. The clusters reflect the

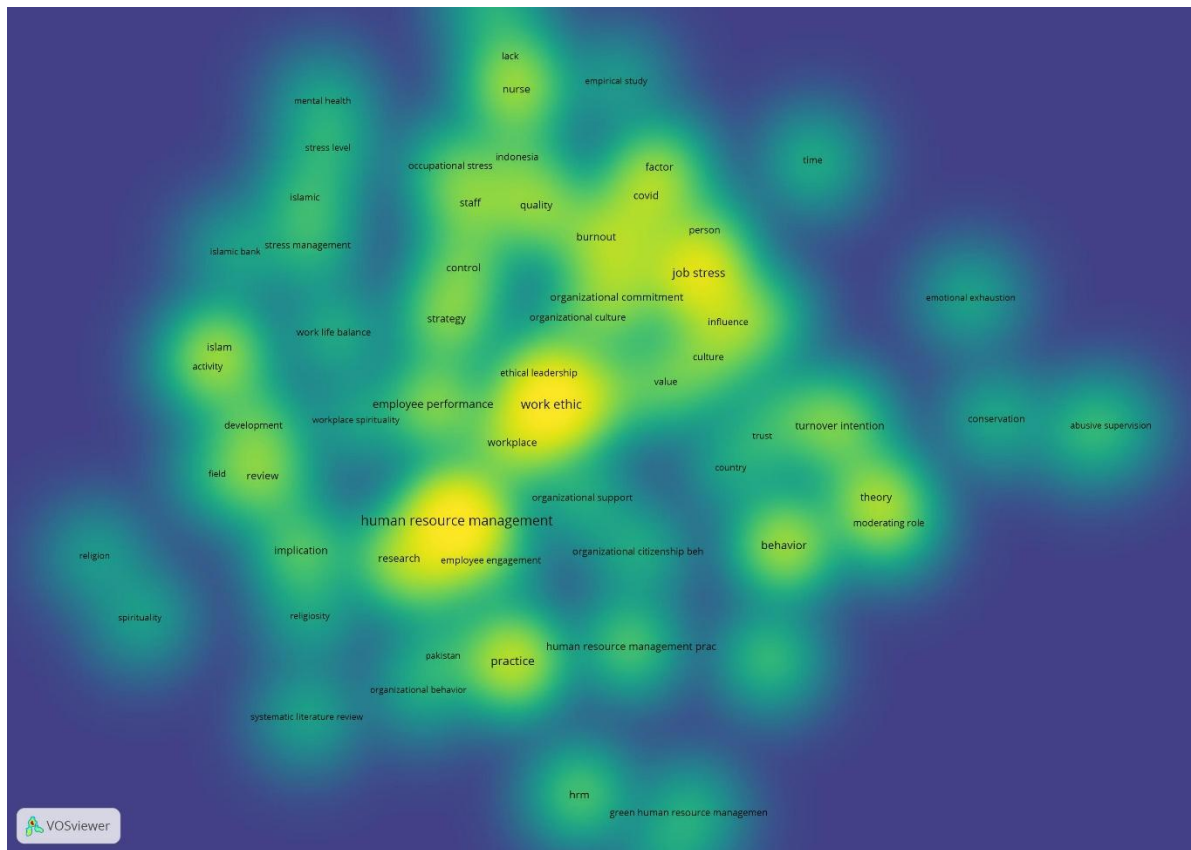


Figure 2. Density Visualization

The visualization reveals that Human Resource Management, Work Ethic, and Job Stress constitute the largest nodes, indicating that these thematic areas represent the primary focus of attention within the reviewed literature. The high density of connections surrounding these variables signifies a robust correlation between human resource management, work ethics, and employee mental well-being. There is a significant cluster linking the variables Islam and Islamic to work ethics and organizational behavior. This confirms that research has extensively explored how values of spirituality and religiosity influence employee performance and commitment in the workplace.

The chronological scale of the overlay visualization indicates a distinct shift in research focus toward more contemporary topics. Specifically, variables such as Green Human Resource Management, Employee Performance, and Workplace (highlighted in yellow) represent emerging research trends centered around 2022. This trajectory suggests that sustainability issues within HRM have increasingly become a primary concern for current researchers.

3. DISCUSSION

This research aimed to address the conceptual gap between Islamic Work Ethic and work stress through the integration of a Systematic Literature Review (SLR) and Bibliometric Analysis. By combining these approaches, the research generated both qualitative insights and quantitative evidence derived from the existing body of literature. The findings identified major thematic domains, influential scholarly publications, and significant gaps within current

research developments. This section discusses the empirical findings in relation to prior studies and further elaborates on their theoretical implications, practical relevance, and potential directions for future research.

The integration of Islamic Work Ethic into modern human resource management has been recognized as a crucial instrument in mitigating the effects of work stress and mental exhaustion (*burnout*). (Syauqi et al., 2024). Islamic Work Ethic functions not only as a moral foundation, but also as a psychological resilience mechanism that strengthens organizational commitment (Salahudin et al., 2016; Udin et al., 2022). The core characteristics of Islamic Work Ethic, including integrity, transparency, and social responsibility, provide a stable framework that enables employees to navigate contemporary ethical dilemmas. This perspective is consistent with findings indicating that leadership grounded in the principle of trustworthiness is capable of fostering a healthier and more productive work environment (Todorović et al., 2015).

Citation pattern analysis indicates that publications linking Islamic ethical values with organizational innovation capability exert substantial academic influence within the literature. Current scholarly discussions primarily emphasize the role of *Islamic Work Ethic* in reducing deviant workplace behavior, which is frequently associated with destructive or abusive supervisory practices. Employees who strongly internalize spiritual values tend to perceive work as a form of worship, thereby demonstrating greater resilience and a higher tolerance toward excessive workloads without significantly compromising their psychological well-being (Yusnaena & Perdana, 2015). This moderating effect becomes particularly relevant for organizations operating in high-stress sectors, where the balance between professional demands and spirituality serves as a critical determinant of employee retention (Korhonen et al., 2023).

A significant correlation exists between human resource management practices grounded in religiosity-based values and the enhancement of job satisfaction and task performance. Organizational justice and systemic support aligned with Islamic principles are also capable of strengthening individuals' psychological capital (Chang et al., 2024; Patnaik et al., 2023). This psychological capital encompasses self-efficacy, optimism, and work adaptability, all of which are essential for navigating the uncertainties of the global market environment. The implementation of work ethics is therefore no longer viewed merely as the fulfillment of moral obligations, but rather as a strategic approach to developing high-quality human resources who remain committed to the organization's long-term vision. (Leslie et al., 2024; Lopes & Carvalho, 2021).

Despite the significant growth of research on Islamic Work Ethic, the analysis of research trends reveals a notable gap in studies examining the relationship between Islamic Work Ethic and work stress within contemporary organizational settings. Most existing studies continue to focus on the influence of Islamic Work Ethic on employee performance, organizational commitment, leadership, and job satisfaction, while limited attention has been given to its role in reducing work stress, burnout, emotional exhaustion, and employees' psychological well-being. Furthermore, only a few studies have specifically explored how Islamic ethical values function as coping mechanisms in addressing workplace pressure, excessive workloads, and

increasingly complex organizational dynamics. This limitation highlights an important opportunity for future research to develop a more comprehensive conceptual framework integrating Islamic Work Ethic with work stress management, psychological resilience, and organizational well-being in order to promote more sustainable and spiritually grounded workplace environments.

The increasing research emphasis on sustainability and Green Human Resource Management, as reflected in the density visualization, indicates that environmental issues are increasingly being integrated with employees' spiritual intelligence and ethical values. This transformation suggests that the future of human resource management will largely depend on an organization's ability to align ecological responsibility with the work ethics and spiritual principles embraced by employees. Organizations that successfully implement this integration are likely to achieve not only operational effectiveness, but also stronger moral legitimacy among stakeholders. By utilizing a solid ethical framework, organizations can better navigate future workplace challenges while maintaining a strong commitment to human values, employee well-being, and sustainable organizational development.

4. CONCLUSION

Based on the preceding discussion, it can be concluded that Islamic Work Ethic offers a relevant and applicable conceptual framework for mitigating work stress within human resource management practices. The core values embedded in Islamic Work Ethic, such as responsibility, honesty, and meaningfulness of work, have the potential to strengthen employees' *psychological capital*—including self-efficacy, optimism, and resilience—thereby reducing the risk of *burnout* and emotional exhaustion when integrated into human resources management policies such as ethical leadership, equitable reward systems, and organizational support. Bibliometric findings demonstrating a strong concentration of studies on the relationship between Islamic work ethics, organizational commitment, and work outcomes further support the argument that Islamic Work Ethic may function as a moderating variable capable of attenuating the adverse effects of job demands on employee well-being.

Organizations are encouraged to design human resources management interventions that integrate the principles of Islamic Work Ethic with workload management practices and psychosocial support programs in order to achieve a balance between job demands and individual resources. Future research is recommended to empirically examine the moderating role of Islamic Work Ethic on work stress across various sectors and cultural contexts, as well as to explore mediating mechanisms such as meaning of work and *psychological capital* that may explain the influence of Islamic Work Ethic on employee well-being and performance. Consequently, the integration of Islamic Work Ethic not only enriches the ethical foundation of organizations, but also offers a sustainable strategic approach to enhancing employees' mental health and strengthening organizational competitiveness.

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