

Resolution of Industrial Relations Disputes in Court Rulings and the Fair Fulfillment of Workers' Rights in Indonesia: An Islamic Legal Perspective

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Abstract: Industrial relations in Indonesia are regulated by various laws that aim to create balance between workers, employers, and the government, but still face challenges such as wage inequality, layoffs, and worker welfare. The aim of this research is to analyze the resolution of industrial relations disputes, which is currently not fair, and implement regulations regarding regulations for executing industrial relations court decisions in a fair manner. The research method used in this research is normative juridical research. The analysis used in this research is qualitative analysis. This legal research focuses on the analysis of statutory regulations, legal principles, and legal doctrines that are relevant to resolving these disputes. The implementation of the Industrial Relations Court's decision execution in Indonesia still faces many challenges, especially related to compliance by the losing party, administrative obstacles, and limited assets. Even though the principles of justice, such as impartiality, transparency, and efficiency, have been regulated, in reality budget constraints and bureaucracy slow down the execution process. This problem can be resolved by integrating the principles of *maslahah mursalah* and *maqasid al-sharia* in reforming the decision execution system of the Industrial Relations Court. The Islamic legal approach not only emphasizes justice, which is realized through fair and timely decisions, but also prioritizes public benefits that can improve workers' welfare. This includes not only providing material rights, but also providing protection for non-material rights, ensuring that workers obtain their rights without any delay from the employer.

Keywords: Industrial Relations; Workers' Rights; Islamic Legal; *Maqasid al-Sharia*.

Introduction

Harmonious industrial development requires a balance between employers, employees, and the government (Nuraeni, 2020). However, Law No. 13 of 2003 on Employment tends to favor employers, resulting in injustice and disputes between workers and employers (Mustafa & Rostansar, 2022). This has led to industrial disputes that are often not adequately resolved through existing mechanisms, despite the government's regulation on dispute settlement in Law No. 2 of 2004 concerning Industrial Relations Dispute Settlement (Arsalan & Putri, 2020). One of the main issues in these disputes is the problem of termination of employment (layoffs), with 64,855 workers estimated to be laid off in 2023, and 46,240 workers in the period from January to August 2024. These figures reflect the high level of instability that may exacerbate poverty due to unemployment.

The issue of injustice in the labor sector is often related to factors such as wage inequality, weak social protection for workers, and company policies that prioritize cost efficiency over workers' welfare (S. A. Putri et al., 2021). One of the root causes of injustice is the imbalance in industrial relations, stemming from the differing treatment of employers and workers. This issue of injustice presents a major challenge for the government in creating a conducive working environment for sustainable industrial development (Kurniawan et al., 2023).

Previous studies, such as those conducted by Ramadhan (2024), highlight the principles of justice in the settlement of industrial relations disputes, focusing on ensuring fair compensation and the objectivity of judges in making layoff decisions. Other studies, such as those by Oktaviani et al. (2023), discuss the classification of industrial disputes and the importance of fairness in dispute resolution both through court and non-court mechanisms. While these studies have addressed aspects of justice in dispute resolution, a gap in the literature exists regarding the integration of Islamic law perspectives (Hartono et al., 2024) in ensuring workers' rights are guaranteed fairly and proportionally.

This study aims to analyze how the fulfillment of workers' rights in resolving industrial relations disputes can be achieved through court decisions, while integrating the perspective of Islamic law as an ethical basis for ensuring workers' rights are met fairly (Tangngareng, 2021). Islamic law, which emphasizes the principles of justice (*adl*) and benefit (*maslahah*), can offer an alternative solution in dispute resolution that is more just and balanced (Zayyan, 2024), especially concerning wages and the protection of workers' rights (Al-Sharif, 1980).

The urgency of this study is high, considering the significant number of layoffs and the ongoing injustice in industrial relations in Indonesia. This study is important as it seeks to provide solutions to address the current unfair settlement of industrial relations disputes. By integrating the values of justice and balance contained in Islamic law (Riwanto & Suryaningsih, 2022), this research could make a significant contribution to improving the industrial dispute resolution system, ensuring that workers' rights are guaranteed more fairly and proportionally (Jaelani & Hanum, 2024). It is hoped that this will foster harmony between employers, employees, and the government in achieving more sustainable industrial development.

Literature Review

Industrial Relations Disputes

According to Law No. 2 of 2004, there are four types of Industrial Relations Disputes, namely Rights Disputes, Interest Disputes, Disputes over the Termination of Employment Relations (PHK), and Disputes between workers/labor unions in only one company. Understanding Industrial relations disputes are differences of opinion that result in conflict between employers and workers or labor unions due to disputes regarding rights, layoff disputes and disputes between labor unions in one company (Karsona et al., 2020).

Authority to Adjudicate Industrial Relations Cases

Settlement of rights disputes that occur can be carried out through the Industrial Relations Court if existing institutions are unsuccessful. This is emphasized that if the resolution of an industrial relations dispute is not preceded by resolution through a bipartite institution and mediation or conciliation, then the filing of a lawsuit will not be examined by the Industrial Relations Court, as stated in Article 83 paragraph 1 which states that "Submitting a lawsuit which is not accompanied by a minutes of settlement through a mediation or conciliation institution, then the Judge The Industrial Relations Court is obliged to return the lawsuit to the plaintiff." (Damanik, 2006).

A lawsuit is a claim for rights filed by someone, (Siregar et al., 2023) several people or a group of people, whether bound by a legal entity, submitted to another party, through the court, in connection with a dispute. Filing a lawsuit at the Industrial Relations Court is not specifically regulated and in general civil procedural law there is also no express regulation.

Forms of Industrial Decisions

The Industrial Relations Court is a special court formed within the general court environment. This is in accordance with Article 55 of Law No. 2 of 2004 which states; "The industrial relations court is a special court within the general judiciary." In the proceedings at the Industrial Relations Court, civil procedural law and procedural law which are specifically regulated in the industrial relations dispute resolution law also apply. This is in accordance with Article 57 of Law No. 2 of 2004.

The most important essence and is the culmination of the final process in proceedings at the Industrial Relations Court (Farhani et al., 2022) is the issuance of a decision by the Industrial Relations Court judge regarding the dispute being examined. In general, the decision of the judge who tries the disputing parties always contains a ruling stating that one of the defeated parties must carry out the ruling voluntarily. This means that if the judge's decision is not carried out voluntarily, then the defeated party will be forced to carry out the court decision (execution).

Method

The research method used in this research is normative juridical research, namely legal research by examining library materials and secondary materials (Mamudji, 2003). According to Marzuki (2009), normative legal research is a process of finding legal rules, legal principles and legal doctrines to answer the legal issues faced. According to the data obtained during research by reading library books and then analyzed. The analysis used in this research is qualitative analysis, namely a research procedure that produces analytical descriptive data (Rusandi & Muhammad Rusli, 2021). This legal research focuses on the analysis of statutory regulations, legal principles and legal doctrines that are relevant to resolving these disputes. This research aims to understand the legal basis that regulates industrial relations, such as the 1945 Constitution, Law no. 13 of 2003 concerning Employment, and Law no. 2 of 2004 concerning Settlement of Industrial Relations Disputes (Industrial Relations Court), as well as its application in concrete cases. Using a normative approach, this research evaluates the suitability between applicable legal norms and dispute resolution practices, while providing recommendations to improve fairness and effectiveness in handling them.

Results and Discussion

Problems in Implementing Employment Decisions in Indonesia

The analysis of injustice in resolving industrial relations disputes in Indonesia (Iskandar et al., 2021) can be explained using Lawrence M. Friedman's legal system theory, which includes three main elements: legal substance, legal structure, and legal culture (K. Wijaya & Kurniawan, 2023).

Weaknesses in the legal substance of the Employment Law, particularly Law No. 2 of 2004, include the absence of regulations on procedural law used in industrial relations trials (Robot et al., 2023). While this law refers to general courts, such as HIR for Java and Madura and RBg for regions outside Java and Madura, it does not explicitly regulate executions. In resolving industrial relations disputes, Law No. 2 of 2004 introduces special procedural laws not found in HIR, RBg, or Rv. Some of these special procedural laws include provisions allowing free litigation for disputes valued at less than IDR 150,000,000, both in court and during execution, as stated in Article 58 (Khairani & Harbi, 2023). Additionally, before an industrial relations dispute can be submitted to the Industrial Relations Court for litigation, it must first be resolved through non-litigation methods such as conciliation, arbitration, or mediation (Herliana, 2023).

The execution of Industrial Relations Court decisions with permanent legal force (Yurikosari, 2022), especially for disputes valued at less than IDR 150,000,000, is free of charge and borne by the state through the respective courts. However, this provision is often exploited by defendants to delay execution, as they must wait for their turn due to limited court budgets. Since the state budget allocated for Industrial Relations Courts is insufficient, many cases remain pending, preventing justice seekers from obtaining justice promptly.

Efforts to realize the concept of the rule of law and access to justice must be supported by a clear and comprehensive framework (Muslimin & Fatma, 2020; K. R. Putri et al., 2023). Without such a framework, Industrial Relations Court decisions may fail to deliver justice, particularly for poor and marginalized justice seekers. The concept of access to justice has now been expanded progressively to include various forms of justice.

If the value of the claim is less than IDR 150,000,000 and the execution costs are borne by the state, this hinders the timely implementation of executions. Due to the limited state budget for Industrial Relations Courts, the execution of court decisions is often delayed if the losing party (defendant) refuses to

comply voluntarily. This delay can result in the plaintiff receiving significantly less compensation than initially claimed, affecting the economic value of the court's decision. Defendants often exploit this situation, assuming that delayed execution reduces the financial burden on them. Consequently, many workers prefer to accept settlements offered by the defendant rather than endure prolonged legal processes.

A notable example is the case of PT. Elteha International, which failed to pay wages to a worker. Employer negligence in fulfilling wage obligations can trigger legal conflicts. In this case, Umariyanto, a permanent employee of PT. Elteha International since June 11, 1987, with a final wage of IDR 5,575,000 per month, sued the company at the Surabaya Industrial Relations Court on November 11, 2020. The lawsuit alleged wage arrears from March 2018 to October 2019, totaling IDR 102,500,000. Prior to filing the lawsuit, the plaintiff attempted mediation through the Blitar City Manpower Office, which recommended that the company settle the arrears. However, the company ignored this recommendation. The plaintiff ultimately demanded payment of outstanding wages, severance pay, compensation for service period, rights replacement, 2019 holiday allowance (THR), and termination of employment with appropriate compensation.

This case illustrates the legal protection and justice issues faced by workers. It also highlights the crucial role of labor organizations at both the central and regional levels in advocating for workers' rights. The weaknesses in the legal structure are evident in the suboptimal performance of judicial institutions compared to those in developed countries (Kokotiasa, 2023). This deficiency is primarily due to the lack of trained and experienced human resources in handling employment disputes and inadequate legal infrastructure. Consequently, non-litigation channels often fail to provide effective alternatives for workers seeking justice.

Indonesia's legal framework tends to adopt the legal concepts of reference countries, yet its implementation remains imperfect. The fundamental difference lies in the inadequacy of legal institutions and systemic support. In developed countries, dispute resolution institutions possess strong and integrated authority. In contrast, Indonesian institutions often operate in a fragmented and uncoordinated manner, slowing down dispute resolution processes.

Regarding justice, John Rawls defines it as the primary virtue of social institutions. He argues that collective well-being cannot override the justice owed to individuals, especially marginalized communities (Fais, 2009). His concept of justice as fairness, derived from the maximin principle, emphasizes maximizing the minimum benefit for the weakest members of society (Rawls, 2011). In this context, the execution of Industrial Relations Court decisions must be reformed to prioritize fair outcomes for workers, ensuring that their rights and welfare are not undermined by employers with significant capital resources. The state must actively monitor, implement, and evaluate industrial relations dispute decisions to uphold justice for marginalized workers.

To improve the execution system of Industrial Relations Court decisions and enhance justice for workers, several steps need to be taken (Suherman, 2023). First, the role of labor organizations and the government must be strengthened to ensure that court decisions are executed fairly and without discrimination. Furthermore, strict supervision over the execution of Industrial Relations Court decisions is necessary to prevent misuse or unnecessary delays. Developing effective legal mechanisms is also crucial to avoiding delays in the execution process. In addition, improving out-of-court dispute resolution mechanisms should be encouraged to provide workers with faster and more efficient alternatives for obtaining justice. Lastly, amending Article 58 of Law No. 2 of 2004 is essential to increase the defendant's responsibility, accompanied by strict sanctions for non-compliance with court rulings.

The execution of Industrial Relations Court decisions in Indonesia is governed by various regulations designed to ensure justice in labor disputes (Wahyudi et al., 2023). The legal basis includes Law No. 2 of 2004 on Industrial Relations Dispute Settlement (Gaffar et al., 2021), which outlines the procedures for resolving disputes and executing court decisions, as well as the Civil Code, which regulates the execution of court decisions with permanent legal force (*inkracht van gewijsde*).

The execution procedure begins with a request for execution. Once an Industrial Relations Court decision attains permanent legal force (Georgiou, 2022), the winning party can submit a request for

execution to the competent district court. The court then issues a warning (*aanmaning*) to the losing party, instructing them to comply voluntarily within a specified period. If the losing party fails to comply, forced execution follows, which may include asset confiscation or other measures aligned with the court's ruling (Liu, 2023). Ultimately, ensuring the fair execution of Industrial Relations Court decisions is critical to protecting workers' rights and upholding justice. A more efficient and transparent system, supported by strict legal frameworks and government intervention, is essential for achieving these goals in Indonesia.

Islamic Legal Solutions in Industrial Relations Disputes

Islam requires every capable individual to engage in work as an obligation (*fardhu*) aimed at gaining the pleasure of Allah and securing lawful sustenance. Consequently, Islam permits individuals to accumulate wealth through lawful earnings, provided that wages are distributed fairly in accordance with the work performed. The principle of justice (*'adl*) as commanded by Allah SWT prohibits the exploitation of workers through wage reductions or unfair compensation. One of the fundamental objectives of Islam is to eradicate poverty and ensure economic stability for all individuals. The Prophet Muhammad (PBUH) was sent not only to abolish slavery but also to establish a socio-economic system that ensures the dignity and financial independence of every individual. The Qur'an strongly emphasizes economic productivity, encouraging individuals to work diligently to develop natural resources and achieve sustainable economic growth (Surya & Suryomenggolo, 2004). Islam mandates that every individual contribute to the economic development of society while ensuring that sustenance is provided by Allah SWT. Moreover, Islam prohibits its followers from resorting to begging, reinforcing the principle of self-sufficiency and dignity through labor.

In Islamic economic principles, work is regarded as a vital factor in achieving societal prosperity and fulfilling religious obligations (Naisabur et al., 2024). The position of work in Islamic teachings is indispensable, as it enables individuals to perform their duties as caliphs (*khalifah*) on earth and contribute to the welfare of humanity. Therefore, work is considered an obligatory duty, and its absence contradicts the fundamental tenets of Islamic teachings.

Employers are mandated to provide fair and appropriate wages to their employees. The failure of employers to fulfill this responsibility, whether through non-payment or inadequate compensation, can lead to industrial disputes, including strikes and demonstrations. Such conflicts necessitate a just resolution mechanism to prevent worker exploitation and maintain industrial harmony. Governments and relevant authorities must act as neutral arbitrators to ensure fairness, rather than perpetuating systemic injustices against workers.

The resolution of industrial disputes in Islam is governed by three primary principles: justice (*'adl*), balance (*mizan*), and mutual consultation (*shura*). Islam defines the employer-employee relationship as a contractual agreement (*akad*) that must be upheld with honesty, fairness, and transparency. The contract must not contain elements of deception, exploitation, or oppression. Furthermore, Islam emphasizes the timely and rightful payment of wages, as reinforced by the Hadith of the Prophet Muhammad (PBUH): "Give the worker his wages before his sweat dries." (Madyasari, 2023; Yahya et al., 2022).

In cases of disputes between employers and employees, Islam encourages resolution through mediation (*tahkim*), mutual consultation (*shura*), and arbitration (*sulh*) to achieve equitable outcomes for both parties. The principle of *ihsan* (excellence in conduct) underscores the moral responsibility of both employers and employees to uphold justice and welfare in labor relations.

The issue of injustice in resolving industrial disputes in Indonesia, particularly concerning the execution of Industrial Relations Court decisions, can be analyzed through the principles of *maslahah mursalah* (public interest) and *maqasid al-sharia* (objectives of Islamic law) (Hendra & Nefri, 2024). The concept of *maslahah mursalah* stipulates that existing laws should prioritize the welfare of all parties, including workers who are often disadvantaged in legal proceedings (Rahmat & Oktavia, 2024; Sulthon, 2022).

One of the primary challenges in executing court decisions is systemic inefficiency, including delayed implementation due to budget constraints and inadequate infrastructure. The principle of *maslahah mursalah* necessitates that the state prioritizes workers' rights by improving execution

mechanisms, ensuring adequate funding, and eliminating undue delays. This principle aligns with Qur'anic injunctions emphasizing justice and the protection of the vulnerable, as illustrated in Surah An-Nisa (4:58): "Indeed, Allah commands you to render trusts to whom they are due and when you judge between people to judge with justice."

Similarly, Surah Al-Baqarah (2:283) emphasizes the fulfillment of contractual obligations and the necessity of safeguarding workers' rights through fair and timely compensation. These verses underscore the state's responsibility in enforcing court decisions equitably, ensuring that workers' legally recognized rights are not compromised.

From the perspective of *maqasid al-sharia*—which seeks to uphold the fundamental objectives of Islamic law, such as justice ('*adl*) (Bunyamin et al., 2025), welfare (*maslahah*), and balance in rights and obligations—industrial dispute resolutions must safeguard both material and non-material rights of workers (Fageh & Ihsan, 2022; Safika et al., 2024). Islamic legal principles demand that court rulings be implemented efficiently and fairly to uphold social justice and economic stability (Solehudin et al., 2024; A. Wijaya et al., 2023).

Islamic legal frameworks also emphasize the concept of *hifz al-mal* (protection of property), which guarantees every individual the right to lawful earnings. In labor disputes, this principle necessitates that workers who experience termination of employment (PHK) must receive their full entitlements, including severance pay, social benefits, and compensation in proportion to their service. Furthermore, the principle of *hifz al-nafs* (protection of life) underscores that workers' safety, health, and overall well-being should be central considerations in labor relations.

Islamic-based labor reforms must be designed to uphold justice, fairness, and the protection of workers' rights in accordance with Islamic principles. One of the key strategies in achieving these objectives is strengthening dispute resolution mechanisms through *sulh* (peaceful settlement), which encourages dialogue and mediation over litigation. By prioritizing amicable solutions, labor disputes can be resolved more efficiently, reducing the burden on courts and fostering harmonious employer-employee relationships. Furthermore, the implementation of *hisbah* (supervision) plays a crucial role in ensuring compliance with labor laws. This oversight mechanism is essential to maintaining fair wage distribution, humane working conditions, and ethical business practices. Through *hisbah*, labor rights can be actively monitored, preventing exploitation and ensuring that workers receive just treatment in line with Islamic values.

In addition to regulatory oversight, an effective labor system must guarantee the enforcement of court decisions. State intervention is necessary to prevent delays in the execution of workers' rights, ensuring that legal judgments are upheld without unnecessary bureaucratic obstacles. A swift and efficient enforcement mechanism strengthens trust in the legal system and affirms the state's commitment to justice in labor relations. To address the broader economic impact of labor disputes, Islamic-based reforms should also focus on skill development programs and social protection measures (Hasanudin et al., 2024). Providing training and upskilling opportunities enables workers to remain competitive in the job market, mitigating the risks of unemployment due to industrial disputes. Meanwhile, a strong social protection framework ensures that affected workers receive necessary support, reinforcing the Islamic principle of communal responsibility and social welfare.

From an Islamic legal perspective, resolving industrial disputes and ensuring fair compensation for workers must be based on the principles of *maqasid al-sharia*, justice ('*adl*), and public welfare (*maslahah*). Islam envisions employment relations as more than economic transactions; they are embedded in broader social, ethical, and moral responsibilities. Therefore, Islamic legal solutions advocate for a just, transparent, and efficient labor dispute resolution system that upholds workers' rights, ensures employer accountability, and promotes overall economic and social stability.

The Policy Recommendations based on *Maqasid al-Sharia*

Many workers have difficulty in obtaining justice due to complicated procedures, high litigation costs, and the unequal bargaining position between workers and employers. From the perspective of *maqasid al-sharia*, labor law should protect the welfare of workers as a more vulnerable group, with the

emphasis of the principles of *hifz al-mal* (protection of property) and *hifz al-nafs* (protection of life) (Baining et al., 2024; Rasyid et al., 2024) so that workers continue to receive basic rights such as wages, severance pay, and social security. The concept of *maqasid al-sharia*, especially *hifz al-mal* (protection of property) and *hifz al-nafs* (Azalan & Ghani, 2023) (protection of life), can be a strong basis for criticizing the inequality of the system of implementing employment decisions in Indonesia. *Hifz al-mal* emphasizes that every individual, including workers, has the right to obtain and maintain property that they have legally obtained, so that any form of injustice in the payment of wages, severance pay, or benefits is a violation of this principle.

However, the reality shows that although many decisions of the Industrial Relations Court (PHI) have ruled in favor of workers, their implementation is often stalled due to weak execution mechanisms and low fulfillment by employers. In addition, *hifz al-nafs* (Idrus et al., 2023) emphasizes the importance of protecting the lives and welfare of workers, including decent working conditions, health, and safety at work. A system of inequality that favors employers has the potential to sacrifice workers' welfare, for example in cases of unilateral layoffs that not only eliminate sources of income but also have an impact on their mental and physical health. Therefore, the perspective of *maqasid al-sharia* demands an employment policy that is more oriented towards justice, ensuring that workers' rights are truly fulfilled through a legal system that is not only strong in regulation but also effective in the implementation and enforcement of decisions (Fahmi, 2023). Unfortunately, there are still many court decisions that are more beneficial to employers, especially in cases of unilateral Termination of Employment, which shows the weakness of legal protection for workers (Aziz et al., 2022).

Maslahah mursalah, (Kusumastuti et al., 2023) as a concept in Islamic law that emphasizes public benefit, can be an approach in reforming employment policies to be fairer and oriented towards worker welfare. For example, in the context of dispute resolution, the application of the *maslahah* principle can encourage mechanisms that are faster and do not burden workers financially, such as strengthening the role of mediation and arbitration with more binding decisions. In addition, the courts need to consider aspects of substantive justice, not just legal-formal (Hidayah et al., 2023), by looking at the economic and social impacts of disputes on workers who lose their livelihoods. In Indonesia, there are still weaknesses in the supervision of the implementation of PHI decisions, especially in ensuring that employers truly fulfill their obligations to workers who win the case. Therefore, there needs to be strengthening of regulations and more effective law enforcement so that court decisions are not only documents without coercive power, but truly reflect the principle of *maqasid al-sharia* in maintaining the balance of rights and obligations between workers and employers.

The settlement of industrial relations (Aydin, 2021) disturbances in court decisions must prioritize the principles of justice and balance between workers' rights and employers' interests, as regulated in positive law and in line with *maqasid al-sharia*. Therefore, the recommended policies include strengthening settlement institutions, increasing transparency in the legal process (Djamaludin et al., 2023; Mukhtar & Lailam, 2023), and strict supervision of the implementation of decisions so that workers' rights can be truly fulfilled in accordance with the values of *maqasid al-sharia*.

Novelty in the Islamic law approach to resolving industrial relations disputes in Indonesia can be found in the integration of the principles of *maslahah mursalah* and *maqasid al-sharia* in the reform of the Industrial Relations Court decision execution system. In this case, the Islamic legal approach not only emphasizes justice which is realized through fair and timely decisions, but also prioritizes public benefits that can improve workers' welfare. This includes not only fulfilling material rights, but also providing protection for non-material rights, ensuring that workers obtain their rights without any delay from the employer. This reform is expected to create a more just, sustainable and harmonious ecosystem, by upholding the principles of justice, balance and virtue (*ihsan*) as reflected in Islamic teachings.

Conclusion

The implementation of the Industrial Relations Court's decision execution in Indonesia continues to face significant challenges, particularly concerning the compliance of the losing party, administrative

obstacles, and limited assets. Although the principles of justice – such as impartiality, transparency, and efficiency – are formally regulated, budget constraints and bureaucratic inefficiencies hinder the execution process. As a result, workers' rights are often not fulfilled in a timely manner, leading to an imbalance of justice. To address this issue, reforms in execution regulations, including enhanced supervision and a strengthened role of the state, are urgently needed to ensure fair and effective enforcement for workers. In the context of industrial relations, Islam underscores the importance of deliberation as a means to resolve disputes between workers and employers. The challenges in executing court decisions can be mitigated by integrating the principles of *maslahah mursalah* and *maqasid al-sharia* into the reform of the Industrial Relations Court's execution system. Conceptually, this integration can contribute to a more holistic justice framework that aligns legal procedures with ethical and moral considerations. Practically, it can provide alternative mechanisms for resolving execution-related disputes through mediation and consensus-building, thereby improving compliance and reducing procedural delays.

However, this study has several limitations. First, it lacks comprehensive empirical data on the effectiveness of applying Islamic principles within the national legal system. Second, it does not extensively incorporate the perspectives of all key stakeholders, such as employers, government institutions, and labor unions. Third, the study does not fully explore the socio-economic implications of execution delays on workers' well-being. To address these limitations, further research is needed to examine the practical application of *maslahah mursalah* and *maqasid al-sharia* in execution processes through case studies and empirical analyses. Comparative studies with other jurisdictions that have successfully developed effective execution mechanisms could also provide valuable insights. Additionally, future research should explore the role of mediation and alternative dispute resolution methods based on Islamic principles to enhance compliance and efficiency in industrial relations dispute resolution.

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Conflict of Interest

The authors declares that there is no conflict of interest.

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