

Ijarah Based Justice in On-Call Labor Wage Systems: A Qualitative Study of Local ISPs Business

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ABSTRACT (English)

Introduction/Main Objectives: The development of flexible work arrangements has encouraged the emergence of on-call labor systems in technology-based businesses, including local Internet Service Providers (ISPs). **Background Problems:** Although operationally efficient, this model raises concerns regarding contractual clarity, wage mechanisms, and Islamic justice. This study analyzes the wage system for on-call workers and its conformity with Islamic justice based on the *ijarah* contract. **Novelty:** This study extends the application of *ijarah al-a'mal* to flexible on-demand employment in technology-based micro-enterprises, demonstrating its relevance to contemporary informal labor relationships. **Research Methods:** A qualitative case study was conducted at Irvan WiFi in Blitar Regency, Indonesia. Data were collected through interviews, observations, and documentation involving three key informants consisting of one business owner and two purposively selected on-call workers. The data were analyzed using the Miles and Huberman interactive model through coding, categorization, theme development, and interpretation. **Finding/Results:** Wages are determined by the type of work, level of difficulty, and field conditions. The practice fulfills the essential elements of an *ijarah* contract despite being conducted orally and reflects the principles of *'adl*, *antaradhin*, and *maslahah* through proportional wages, timely payments, and adaptive compensation. **Conclusion:** The on-call labor system represents a contemporary form of *ijarah al-a'mal*, showing that flexible employment relationships can remain consistent with Sharia principles when based on contractual clarity, justice, and mutual consent.

KEYWORD:

Wage System;

Akad Ijarah;

Islamic Justice;

On-Call Workforce;

Internet Service Provider

ABSTRAK (Indonesia)

Pendahuluan/Tujuan Utama: Perkembangan pola kerja fleksibel telah mendorong munculnya sistem tenaga kerja panggilan pada usaha berbasis teknologi, termasuk Internet Service Provider (ISP) lokal. **Permasalahan Latar Belakang:** Meskipun menawarkan efisiensi operasional, model kerja ini menimbulkan persoalan terkait kejelasan akad, mekanisme pengupahan, dan penerapan prinsip keadilan Islam. Penelitian ini bertujuan menganalisis sistem pengupahan tenaga kerja panggilan serta kesesuaiannya dengan prinsip keadilan Islam berdasarkan akad *ijarah*. **Kebaruan:** Penelitian ini memperluas penerapan konsep *ijarah al-a'mal* pada sistem kerja fleksibel berbasis *on-demand* di usaha mikro berbasis teknologi serta menunjukkan relevansinya dalam hubungan kerja informal kontemporer. **Metode Penelitian:** Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus pada Irvan WiFi di Kabupaten Blitar, Indonesia. Data diperoleh melalui wawancara, observasi, dan dokumentasi terhadap tiga informan utama yang terdiri atas satu pemilik usaha dan dua tenaga kerja panggilan yang dipilih secara purposive. Data dianalisis menggunakan model interaktif Miles dan Huberman melalui proses pengodean, kategorisasi, pengembangan tema, dan interpretasi. **Temuan/Hasil:** Pengupahan ditentukan berdasarkan jenis pekerjaan, tingkat kesulitan, dan kondisi lapangan. Praktik tersebut memenuhi unsur-unsur pokok akad *ijarah* meskipun dilakukan secara lisan serta mencerminkan prinsip *'adl*, *antaradhin*, dan *maslahah* melalui

upah yang proporsional, pembayaran tepat waktu, dan kompensasi yang adaptif. **Kesimpulan:** Sistem tenaga kerja panggilan pada ISP lokal merupakan bentuk kontemporer *ijarah al-a'mal* yang menunjukkan bahwa hubungan kerja fleksibel tetap dapat selaras dengan prinsip syariah apabila didasarkan pada kejelasan akad, keadilan, dan kesepakatan para pihak.

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1. Introduction

The rapid expansion of flexible employment arrangements has fundamentally transformed labor relations across technology-based industries, including local Internet Service Providers (ISPs). While this employment model improves operational efficiency by allowing businesses to recruit workers only when needed, it also raises important concerns regarding contractual certainty, wage determination, and the protection of workers' rights. These concerns are particularly relevant in Indonesia, where informal employment continues to dominate the labor market, accounting for 59.40% of the national workforce in 2025 (*Ekonomi Indonesia Tetap Tumbuh Di Tengah Ketidakpastian Global - Berita Dan Siaran Pers - Badan Pusat Statistik*, n.d.). Consequently, ensuring that flexible wage systems remain fair, transparent, and legally as well as ethically accountable has become an increasingly important issue for both labor governance and Islamic economic studies.

One sector that increasingly relies on flexible labor arrangements is the local Internet Service Provider (ISP) industry. The rapid growth of local ISPs, driven by rising demand for affordable and reliable internet access, has encouraged businesses to adopt on-call employment systems for technical tasks such as network installation, equipment maintenance, and troubleshooting (Arquisola et al., 2022). Unlike permanent employees, on-call workers are engaged only when operational needs arise and are generally not bound by long-term employment contracts. This employment model offers considerable flexibility for small technology-based enterprises; however, it simultaneously creates challenges related to contractual clarity, wage determination, and employment protection, particularly because workers often perform irregular and demand-driven assignments.

This employment pattern is evident in Irvan WiFi, a local Internet Service Provider operating in Blitar Regency, Indonesia. Preliminary observations indicate that the company employs on-call workers only when specific operational activities are required. Most of these workers maintain primary occupations elsewhere and regard their work at Irvan WiFi as supplementary employment rather than permanent work. Consequently, the employment relationship is characterized by flexibility, non-exclusivity, and demand-based engagement, reflecting the growing phenomenon of on-demand labor identified in recent studies (Juricic et al., 2021). Although this arrangement improves business efficiency, it also raises important questions regarding how wages are determined, how contractual obligations are communicated, and whether such flexible employment practices remain consistent with the principles of justice emphasized in Islamic economics.

From the perspective of Islamic economics, wage determination is governed through the concept of *ujrah* under the *ijarah* contract, which regulates the transfer of services in exchange for agreed compensation. An *ijarah* contract requires contractual clarity, mutual consent, and justice in determining the rights and obligations of both parties. Accordingly, Islam emphasizes that the nature of the work, the amount of wages, and the timing of

payment must be clearly agreed upon to protect both employers and workers. These principles reflect the values of *'adl* (justice) and *antaradhin* (mutual consent), while preventing elements of *gharar* arising from contractual ambiguity or delayed wage payments (Adriansyah et al., 2025). Within contemporary flexible employment arrangements, these principles provide an important normative framework for assessing whether modern labor practices remain consistent with Sharia values.

Previous studies have examined Islamic wage practices across various employment sectors; however, their primary focus has remained on conventional labor settings. Islamiati (2022) found that the *ujrah* system for oil palm plantation workers had not fully fulfilled Sharia principles because wage adequacy remained problematic (Islamiati, 2022). Similarly, Sartika (2020) reported that agricultural wage practices based on *ijarah* continued to face challenges related to contractual clarity and the specification of work objects (Sartika, 2020). In contrast, Saputra (2021) demonstrated that Islamic wage practices could comply with Sharia principles when wage mechanisms and contractual agreements were clearly established (Saputra, 2021). Likewise, Nazri (2022) concluded that wage payments for loading and unloading services were consistent with *Fiqh Muamalah* because both parties reached a prior agreement and wages were paid immediately after the work was completed (Nazri, 2022).

Despite these valuable contributions, existing studies predominantly examine wage systems within agricultural, plantation, or other relatively conventional employment contexts. Consequently, little attention has been given to technology-based micro-enterprises that increasingly rely on flexible, demand-driven labor arrangements. More importantly, previous research has rarely explored how the principles of *ijarah al-a'mal* are implemented in on-call employment relationships where workers are engaged temporarily, frequently hold multiple occupations, and perform work only when operational needs arise. This limited understanding creates an important research gap regarding the compatibility between contemporary flexible labor practices and the Islamic principles of contractual justice.

This study addresses that gap by examining the wage system of on-call workers in a local ISP business through the analytical framework of *ijarah al-a'mal* and Islamic justice principles. Unlike previous studies that focused on traditional employment sectors, this research investigates a technology-based micro-enterprise characterized by flexible, non-exclusive, and demand-based employment relationships. The study contributes theoretically by extending the application of *Fiqh Muamalah*, particularly *ijarah al-a'mal*, into the context of contemporary on-demand labor. Practically, it provides insights for small technology-based enterprises in designing wage systems that remain flexible while upholding transparency, fairness, and Sharia compliance.

Addressing this gap is important because the rapid expansion of flexible employment relationships requires a contemporary understanding of how Islamic contractual principles can be implemented in emerging labor models without compromising justice and workers' rights. Based on these considerations, this study aims to analyze the wage system of on-call workers at Irvan WiFi from the perspective of Islamic justice based on the *ijarah* contract. By examining the interaction between flexible employment practices and Islamic contractual principles, this study seeks to enrich the literature on contemporary Islamic labor relations

while providing practical guidance for implementing equitable wage systems in technology-based micro-enterprises.

2. Literature Review

a. Wage Systems in Human Resource Management Perspective

The wage system constitutes one of the core components of human resource management because it represents the primary mechanism through which organizations compensate employees for their contributions toward organizational objectives (Nuriyah & Emira, 2026). Within the broader concept of compensation management, wages are not merely financial rewards but also strategic instruments for attracting, retaining, and motivating employees while promoting organizational effectiveness (Nuriyah & Emira, 2026). Consequently, the effectiveness of a wage system cannot be evaluated solely from the amount of compensation provided, but also from its ability to create equitable, sustainable, and mutually beneficial employment relationships (Ding, 2025). In this regard, a well-designed wage system contributes to higher employee motivation, job satisfaction, and organizational performance by aligning employee contributions with appropriate compensation (Ali & Anwar, 2021).

The literature further suggests that wage determination is influenced by multiple organizational and labor-market factors rather than by a single economic consideration. Wage levels generally reflect job characteristics, employee productivity, labor market conditions, occupational risks, and an organization's financial capacity to provide compensation (Lavetti, 2023). Because these factors vary substantially across industries, organizations often develop different wage mechanisms that correspond to their operational characteristics and workforce requirements (Lavetti, 2023). This perspective indicates that no single wage system can be universally applied across all business sectors; instead, compensation strategies should be adapted to organizational contexts while maintaining fairness and proportionality.

Accordingly, several wage systems have been developed in human resource management, including time-based wages, piece-rate wages, and contract-based wages, each possessing distinct characteristics and managerial objectives (Mashevskaya, 2022). Time-based wages emphasize working hours, piece-rate wages focus on measurable outputs, whereas contract-based compensation is determined according to previously agreed work packages or project completion (Mashevskaya, 2022). Rather than representing competing approaches, these wage systems illustrate managerial adaptations to differences in production processes, work complexity, and organizational objectives. Therefore, selecting an appropriate wage system requires consideration of both business efficiency and the characteristics of the work being performed.

From this perspective, flexible employment arrangements such as on-call labor require wage mechanisms that differ from those applied to permanent employees. Since on-call workers are engaged only when operational needs arise, compensation tends to be based on completed work or specific assignments rather than fixed working hours. Consequently, work-based or contract-oriented wage systems are considered more suitable because they provide operational flexibility while ensuring that compensation remains proportional to workers' actual contributions. This conceptual understanding provides the human resource management framework for analyzing the wage practices

implemented in local Internet Service Provider (ISP) businesses, which constitute the empirical focus of this study.

b. On-Call Workforce in Modern Employment Relations

The transformation of employment relationships in recent decades has encouraged organizations to adopt more flexible workforce arrangements in response to technological advancement, changing market demands, and increasing operational uncertainty. Rather than relying exclusively on permanent employees, many organizations have increasingly utilized temporary, part-time, freelance, and on-call workers to improve operational efficiency while maintaining organizational adaptability (Juricic et al., 2021). This development reflects a broader shift from traditional employment models toward more flexible labor systems that enable businesses to adjust workforce utilization according to actual operational needs.

Among these flexible employment arrangements, the on-call workforce represents a distinctive employment model in which workers are engaged only when specific tasks or operational demands arise. Unlike permanent employees who work under fixed schedules, on-call workers perform services based on business requirements and therefore experience irregular working hours and income patterns (Juricic et al., 2021). This employment model has become increasingly common in small and technology-based enterprises because it allows organizations to reduce fixed labor costs while maintaining service responsiveness and operational flexibility. Consequently, on-call employment is increasingly recognized as an adaptive workforce strategy within contemporary business environments.

Despite these managerial advantages, previous studies also emphasize that flexible employment arrangements create several employment challenges. The absence of permanent contracts may reduce legal certainty regarding workers' rights and obligations, while irregular work schedules frequently complicate wage determination, workload assessment, and employment protection. These conditions require employers to establish transparent compensation mechanisms and clear contractual arrangements to prevent ambiguity and maintain equitable employment relationships. Therefore, the effectiveness of an on-call employment system depends not only on operational efficiency but also on the extent to which employment practices ensure fairness, transparency, and mutual agreement between employers and workers.

Within the context of local Internet Service Provider (ISP) businesses, the implementation of on-call labor reflects these characteristics. Technical activities such as network installation, maintenance, and troubleshooting are generally demand-driven and therefore do not always require permanent workers. Consequently, employing on-call workers becomes a rational managerial strategy that enables businesses to balance operational efficiency with fluctuating service demands. At the same time, this employment model raises important questions regarding the appropriateness of wage determination, contractual clarity, and worker protection. These issues make the on-call workforce an appropriate context for examining whether flexible employment relationships can remain consistent with the principles of Islamic justice and the *ijarah* contract, which constitute the analytical focus of this study.

c. *Akad Ijarah in the Perspective of Fiqh Muamalah*

In Islamic economics, employment relationships are principally governed by the concept of *ijarah*, a contract regulating the transfer of benefits or services in exchange for agreed compensation (*ujrah*) (Ramdhani et al., 2023). Unlike commercial contracts that primarily involve the exchange of goods or property, *ijarah al-a'mal* specifically concerns the utilization of human labor and professional services. Consequently, the employment relationship established through *ijarah* is not merely an economic transaction but also a contractual relationship founded upon mutual rights, obligations, and ethical responsibility. This perspective places contractual justice at the center of employment practices, ensuring that both employers and workers receive balanced legal protection.

Classical Islamic scholars emphasize that the validity of an *ijarah* contract depends upon the fulfillment of several essential elements. According to Wahbah az-Zuhaili, these include competent contracting parties, clearly defined services or work (*ma'jur*), known and agreed compensation (*ujrah*), and a valid contractual agreement (*sighat*) expressing mutual consent (Malihatunnisa et al., 2021). These requirements are intended to establish certainty within employment relationships and to prevent disputes arising from contractual ambiguity. Therefore, the legitimacy of an *ijarah* contract is determined not only by the existence of an agreement but also by the clarity of its substantive elements before work is performed.

Among these contractual elements, the clarity of work and wages occupies a particularly important position. Islamic jurisprudence requires that the object of work be clearly identified so that both parties understand the nature, scope, and expected outcomes of the services being exchanged. Likewise, compensation must be determined transparently and agreed upon before the commencement of work to eliminate uncertainty (*gharar*) that could potentially lead to injustice or future disputes (Budiman et al., 2020). In this regard, transparency is not merely an administrative requirement but an ethical mechanism for protecting the interests of both employers and workers within the contractual relationship.

The literature also indicates that flexibility in employment arrangements does not invalidate the implementation of *ijarah*, provided that its fundamental contractual principles remain fulfilled. Changes in workload, work duration, or operational conditions may justify proportional adjustments to wages, as long as these adjustments are communicated transparently and accepted by both contracting parties (Ma et al., 2025). Accordingly, the concept of *ijarah* demonstrates sufficient adaptability to accommodate contemporary employment practices while preserving the principles of contractual certainty, fairness, and mutual agreement that characterize Islamic economic transactions.

Within the context of on-call employment, the implementation of *ijarah al-a'mal* becomes particularly relevant because workers are engaged according to operational needs rather than fixed employment schedules. Although such employment relationships are generally more flexible than conventional permanent employment, they remain subject to the same Islamic contractual requirements concerning the clarity of work, transparency of wages, mutual consent, and fulfillment of contractual obligations. Consequently, the concept of *ijarah* provides an appropriate analytical framework for

evaluating whether contemporary on-call labor practices remain consistent with the principles of Islamic justice. For this reason, the present study employs the *ijarah* contract as the primary theoretical framework for analyzing the wage system implemented in a local Internet Service Provider (ISP) business.

d. Islamic Justice in the Wage System

Justice (*'adl*) constitutes one of the fundamental principles of Islamic economics and serves as the ethical foundation for all economic transactions, including employment relationships. Within the context of wage determination, justice is understood not merely as equality in payment but as the proportional fulfillment of rights and obligations according to the contribution, responsibility, and circumstances of each party. Consequently, Islamic justice requires that workers receive compensation that corresponds fairly to the work performed while employers retain the right to expect the agreed services to be delivered responsibly. This balanced relationship reflects the broader objective of Sharia in protecting human dignity and preventing exploitation within economic activities.

The implementation of justice in wage systems is closely associated with several interrelated Islamic principles. The first is *'adl*, which emphasizes proportionality and the avoidance of injustice in determining compensation. The second is *antaradhin*, referring to mutual consent between employers and workers, whereby contractual agreements are established voluntarily without coercion (Ziarahah et al., 2023). The third is *maslahah*, which requires employment practices to generate benefits for both parties while avoiding harm. Together, these principles ensure that wage systems are not evaluated solely according to economic efficiency but also according to ethical responsibility, contractual transparency, and social welfare.

Islamic scholars further emphasize that justice in employment cannot be separated from contractual certainty. Workers should clearly understand the type of work they undertake, the compensation they will receive, and the conditions governing payment before the employment relationship begins. Likewise, employers are expected to fulfill payment obligations accurately and without unnecessary delay. The fulfillment of these contractual commitments demonstrates that justice in Islamic economics extends beyond the amount of wages to encompass transparency, accountability, and the consistent fulfillment of agreed rights and obligations. Therefore, justice is reflected in both the process and the outcome of wage determination.

Within contemporary flexible employment arrangements, these principles remain equally applicable despite the absence of permanent employment contracts. The flexible nature of on-call work does not diminish the obligation to maintain contractual clarity, proportional compensation, timely payment, and mutual agreement. On the contrary, the absence of formal long-term employment relationships makes these principles even more essential in protecting both employers and workers from uncertainty and potential disputes. Accordingly, Islamic justice provides a normative framework through which modern employment practices can be evaluated beyond purely economic considerations.

Based on these theoretical perspectives, this study evaluates the wage system for on-call workers through four analytical dimensions: (1) the clarity of contractual agreements and job descriptions, (2) the proportionality and transparency of wage determination, (3) the fulfillment of mutual consent (*antaradhin*) between employers and

workers, and (4) the realization of *maslahah* through employment practices that provide balanced benefits while protecting the rights of both parties. These dimensions constitute the conceptual framework for interpreting the empirical findings and assessing whether the wage practices implemented by a local Internet Service Provider (ISP) conform to the principles of Islamic justice.

3. Method

This study employed a qualitative approach using a case study design to obtain an in-depth understanding of the wage system for on-call workers and to examine its conformity with the principles of Islamic justice based on the *ijarah* contract. According to Moleong (2017), qualitative research aims to understand social phenomena through direct interaction with research participants in their natural settings (Moleong, 2017). Therefore, a qualitative case study was considered appropriate because it enables an intensive exploration of the implementation of flexible employment practices in a local Internet Service Provider (ISP) business.

The research was conducted at Irvan WiFi, a local Internet Service Provider located in Blitar Regency, East Java, Indonesia. The research site was purposively selected because the business applies an on-call employment system in its technical operations, providing a relevant context for examining wage practices in a flexible and non-exclusive employment relationship. The case study focused on understanding the pattern of labor relations, wage determination mechanisms, and the implementation of *ijarah al-a'mal* within a needs-based employment system.

Research informants were selected using purposive sampling, which, according to Amarodin et al. (2026), involves selecting participants based on specific considerations relevant to the research objectives (Amarodin et al., 2026). The study involved three key informants consisting of one business owner, who was responsible for determining wage policies, and two on-call workers who directly experienced the wage system. These informants were selected because they possessed rich and relevant information regarding employment practices, wage determination, contractual agreements, and the implementation of *ijarah* principles. Data collection continued until the information obtained became repetitive and no substantially new themes emerged, indicating that data saturation had been achieved.

Data were collected between May and June 2026 through in-depth interviews, direct observations, and documentation, following the qualitative data collection techniques described by Rifai et al. (2022) (Rifai et al., 2022). In-depth interviews were conducted with each informant for approximately 45–60 minutes to explore their experiences regarding work arrangements, wage determination, contractual agreements, and perceptions of Islamic justice. When additional clarification was required after the interviews, follow-up communication was conducted through WhatsApp messages to verify specific information and enhance the completeness and accuracy of the collected data. Direct observations were undertaken to understand actual work practices and interactions between the business owner and the on-call workers, while documentation was used to support and verify information obtained from interviews.

Data were analyzed using the interactive analysis model developed by Miles et al. (2014), consisting of data reduction, data display, and conclusion drawing and verification.

The analytical process began with data coding, in which interview transcripts, observation notes, and supporting documents were systematically coded to identify meaningful units of information related to the research objectives (Miles et al., 2014). The coded data were subsequently grouped into categories, followed by theme development to identify recurring patterns concerning wage determination, employment relationships, *ijarah al-a'mal*, and Islamic justice principles. These themes were then interpreted by relating the empirical findings to the concepts of *ijarah* and Islamic justice. Finally, conclusions were continuously verified throughout the analytical process to ensure consistency between the empirical data and the interpretations generated.

To ensure the trustworthiness of the findings, this study employed **source triangulation**, as recommended by Carter et al. (2014), by comparing information obtained from the business owner and the on-call workers (Carter et al., 2014). In addition, follow-up confirmation through WhatsApp was conducted whenever further clarification was needed to verify interview data and strengthen the credibility of the findings. These procedures enhanced the validity and trustworthiness of the qualitative data, enabling the study to provide a comprehensive understanding of the wage system for on-call workers from the perspective of Islamic justice.

4. Result and Discussion

a. Call Labor Wage System on Irvan WiFi

Based on the findings, Irvan WiFi implements a work-based wage system in which compensation is determined according to the type of work, its level of difficulty, and field conditions. New network installations are compensated at approximately Rp. 70,000–100,000 per installation point, whereas repair work is compensated at approximately Rp. 50,000–70,000, with adjustments made according to travel distance and technical complexity. These findings indicate that wages are determined by the characteristics and outputs of each assignment rather than by fixed working hours, reflecting a flexible compensation system tailored to operational needs (Nugroho & Kirana, 2024).

The adoption of this wage mechanism is closely related to the operational characteristics of the business. Unlike organizations that employ permanent workers under fixed schedules, Irvan WiFi provides technical services only when customers request network installation or repair. Consequently, labor demand fluctuates according to customer requests, making a fixed salary system less suitable for the business. A work-based wage system therefore becomes a rational managerial strategy because it enables the business to align labor costs with actual operational activities while maintaining service responsiveness. These findings demonstrate that wage determination is influenced not only by compensation considerations but also by the need to balance business efficiency with workforce utilization.

From the perspective of human resource management, this practice illustrates the application of a compensation system that is adjusted to job characteristics rather than standardized across all tasks. The findings support the view that an effective wage system should correspond to workload, work complexity, and organizational requirements rather than relying solely on working time (Koesnady & Rum, 2025; Prof & Wiwoho, 2021). In the case of Irvan WiFi, different wage levels are assigned because installation and repair activities require varying levels of technical expertise, travel distance, and

field conditions. This suggests that proportional compensation is achieved by matching payment with the actual demands of each assignment instead of applying uniform wages to all work performed.

The findings also reveal that Irvan WiFi employs an on-call workforce rather than permanent employees. Workers are contacted only when operational needs arise, such as installing new internet connections or repairing service disruptions, while maintaining other primary occupations outside the business. This employment pattern reflects the characteristics of on-demand labor, where employment relationships remain flexible and non-exclusive without eliminating organizational coordination (Juricic et al., 2021). Rather than indicating an absence of employment structure, this flexibility demonstrates the business's adaptation to fluctuating service demand while allowing workers to obtain supplementary income without relinquishing their primary employment.

Another important finding concerns the organization of work assignments. Before work begins, workers receive clear instructions regarding the type of service to be performed, enabling them to understand the scope of work and expected responsibilities. Such clarity minimizes ambiguity during task execution and contributes to more effective service delivery. In addition, although wages constitute the primary form of compensation, the business owner also provides drinks during work and meals when assignments exceed approximately two hours. While these facilities are not part of the formal wage structure, they demonstrate attention to workers' welfare and contribute to maintaining positive employment relationships within a small-scale business environment.

These findings both confirm and extend previous studies. They support Saputra (2021), who argues that work-based wage systems can improve operational efficiency when payment mechanisms are transparent (Saputra, 2021). At the same time, they extend the findings of Islamiati (2022), which primarily examined wage feasibility in the agricultural sector (Islamiati, 2022). Unlike the relatively standardized work found in agricultural settings, wage determination at Irvan WiFi incorporates additional considerations, including travel distance, technical complexity, and changing field conditions. This difference indicates that compensation systems in technology-based service businesses are more dynamic and context-dependent, requiring greater flexibility while maintaining proportionality in wage determination.

Overall, the findings demonstrate that the wage system implemented at Irvan WiFi represents more than an operational payment mechanism. It reflects a contemporary compensation model that combines work-based remuneration, flexible employment arrangements, and proportional wage determination within a technology-based micro-enterprise. These findings contribute to the human resource management literature by showing that flexible wage systems can support organizational efficiency without disregarding transparency, job clarity, and proportional compensation, all of which become essential characteristics of modern on-call employment.

b. Implementation of the *Fiqh Muamalah* Agreement in the On-Call Labor Wage System on Irvan WiFi

Based on the findings, the employment relationship between Irvan WiFi and its on-call workers demonstrates the practical implementation of an *ijarah al-a'mal* contract.

Before each assignment begins, both parties communicate regarding the type of work, the time of implementation, and the amount of wages to be paid. Although this agreement is conducted orally rather than through a written contract, both the business owner and the workers clearly understand their respective rights and obligations, enabling the employment relationship to operate consistently throughout the research period. These findings indicate that contractual certainty is established through mutual understanding and transparent communication rather than through formal written documentation alone.

The effectiveness of this oral contractual arrangement can be explained by the operational characteristics of the business itself. As a local Internet Service Provider (ISP), technical services such as network installation and repair are requested only when customers require them. Consequently, each work assignment represents a separate contractual engagement in which the scope of work and the corresponding compensation are renegotiated according to current operational needs. This flexible arrangement enables the business to respond efficiently to fluctuating customer demand while ensuring that workers understand the conditions attached to every assignment before accepting the work. Rather than weakening contractual certainty, this recurring process of communication reinforces transparency in each employment transaction.

From the perspective of *Fiqh Muamalah*, these findings indicate that the essential pillars of *ijarah* remain fulfilled. Wahbah az-Zuhaili explains that the validity of an *ijarah* contract depends on the existence of competent contracting parties, clearly defined services (*ma'jur*), known compensation (*ujrah*), and mutual contractual agreement (*sighat*) (Malihatunnisa et al., 2021). In the context of Irvan WiFi, these elements are reflected in the initial communication preceding each assignment. Workers are informed of the specific technical tasks to be completed, such as installing new internet connections, pulling network cables, or repairing service disruptions, while the amount of compensation is agreed upon before work begins. Accordingly, the absence of a written contract does not necessarily diminish the validity of the employment relationship because the substantive elements required by *ijarah* are consistently fulfilled.

The findings further demonstrate that contractual clarity extends beyond identifying the work itself. Workers receive sufficiently detailed explanations regarding the scope of their responsibilities before each assignment, thereby reducing uncertainty (*gharar*) during implementation. Moreover, although standard wage ranges have been established for different categories of work, the business owner provides additional compensation whenever field conditions require substantially greater effort or longer working hours than initially anticipated. This practice illustrates that contractual flexibility is implemented without sacrificing transparency, since wage adjustments remain proportional to actual working conditions and are accepted by both parties. Such arrangements demonstrate that adaptive compensation mechanisms can coexist with the fundamental principles of *ijarah* when changes are communicated openly and implemented fairly.

Another important finding concerns the implementation of contractual obligations after work has commenced. The study found no evidence of unilateral changes to job assignments without workers' consent. Instead, workers perform tasks according to the initial agreement, while the employer assumes responsibility for providing additional

compensation and meal facilities whenever workloads exceed original expectations. This reciprocal fulfillment of obligations reflects the principle of good faith (*husn al-niyyah*) in contractual relationships, whereby both parties maintain their commitments despite the flexible nature of the employment arrangement. Consequently, flexibility does not create contractual uncertainty; rather, it operates within a framework of mutual responsibility and trust.

These findings both confirm and extend previous studies. They support Sartika (2020), who argues that clarity regarding wages and work objects constitutes a fundamental requirement for the validity of *ijarah* contracts (Sartika, 2020). They also reinforce the findings of Nazri (2022), which emphasize that initial agreement and payment after work completion are consistent with the principles of *Fiqh Muamalah* (Nazri, 2022). However, this study extends previous scholarship by demonstrating that these principles remain applicable within contemporary on-call employment relationships characterized by flexible scheduling and non-exclusive labor arrangements. Rather than being limited to conventional employment settings, the implementation of *ijarah al-a'mal* is shown to possess sufficient adaptability to govern modern technology-based micro-enterprises while preserving contractual certainty and Islamic legal principles.

Overall, the findings demonstrate that the implementation of *ijarah* at Irvan WiFi should be understood not as a replication of conventional employment contracts but as an adaptation of classical Islamic contractual principles to contemporary flexible labor arrangements. The study therefore contributes to the development of Islamic economic literature by showing that the validity of *ijarah* depends primarily on the fulfillment of its substantive elements—clarity of work, transparency of wages, mutual agreement, and reciprocal fulfillment of obligations—rather than on the existence of formal written contracts. This finding expands the contemporary application of *ijarah al-a'mal* to the context of on-demand employment in technology-based micro-businesses, a setting that has received limited scholarly attention.

c. Analysis of Islamic Justice in the On-Call Labor Wage System on Irvan WiFi

Based on the findings, the wage system implemented at Irvan WiFi demonstrates several indicators of Islamic justice in employment relationships. Wage determination is based on the type of work performed, the level of technical difficulty, and actual field conditions encountered during service delivery. Consequently, installation and repair activities receive different wage standards according to their respective workloads and operational challenges. These findings indicate that compensation is not distributed uniformly but proportionally, allowing workers who perform more demanding tasks to receive higher remuneration. Such a pattern reflects an effort to balance rights and obligations by aligning compensation with the actual contribution made by each worker.

The proportional nature of this wage system is closely associated with the operational characteristics of technology-based service businesses. Because every assignment differs in complexity, travel distance, and technical risk, applying identical wages to all jobs would potentially create inequitable outcomes. Instead, Irvan WiFi adjusts compensation according to the specific characteristics of each assignment, thereby ensuring that workers receive remuneration commensurate with the effort required. This mechanism demonstrates that fairness is achieved not through equal

payment for every task but through proportional compensation that reflects actual working conditions. Such an approach enables the business to maintain operational flexibility while simultaneously protecting workers from receiving compensation that is inconsistent with their workload.

From the perspective of Islamic economics, this practice reflects the principle of *'adl* (justice), which requires a balanced relationship between work performed and compensation received. Justice in wage determination seeks to prevent exploitation by ensuring that neither employers nor workers are disadvantaged throughout the employment relationship (Putri, 2025). Furthermore, the principle is consistent with Qur'an Surah An-Nisa verse 29, which emphasizes that economic transactions should be conducted through mutual consent and without elements of injustice (Munandar & Ridwan, 2023). In the context of Irvan WiFi, proportional wage determination demonstrates that fairness is realized through transparent consideration of workload rather than through arbitrary or uniform payment practices.

Another important dimension of Islamic justice concerns the fulfillment of workers' rights through timely wage payment. The study found that wages are consistently transferred on the same day after work has been completed without unnecessary delay. This practice strengthens workers' trust in the employment relationship while reducing uncertainty regarding compensation. In Islamic teachings, prompt payment represents an ethical obligation of employers because workers are entitled to receive their remuneration immediately after fulfilling their responsibilities. Accordingly, the payment mechanism implemented at Irvan WiFi illustrates that procedural justice is realized not only through appropriate wage amounts but also through the timely fulfillment of contractual obligations.

The findings further reveal that fairness is maintained through adaptive compensation whenever actual working conditions exceed initial expectations. When assignments require substantially longer working hours or involve greater technical difficulty than originally estimated, the business owner provides additional wages accompanied by meal facilities. Rather than treating the initial agreement as rigid regardless of changing circumstances, compensation is adjusted proportionally to reflect increased worker effort. This practice indicates that flexibility within the wage system does not reduce justice; instead, it functions as a mechanism for preserving proportionality under changing operational conditions. Consequently, adaptive compensation becomes an important instrument for preventing potential injustice arising from unforeseen increases in workload.

Beyond proportionality and timely payment, the study also demonstrates the implementation of the principle of *antaradhin* (mutual willingness). Workers understand from the outset that their employment follows an on-call arrangement in which income is generated only when operational assignments are available. Despite this flexible arrangement, workers voluntarily accept the prevailing wage mechanism because the terms of employment are communicated transparently before work begins. Their acceptance indicates that contractual consent is established without coercion and is supported by a shared understanding of rights and responsibilities. Therefore, the employment relationship satisfies not only legal requirements but also the ethical

dimension of Islamic transactions, which emphasizes voluntary agreement as an essential foundation of justice (Ziarahah et al., 2023).

These findings both confirm and extend previous studies. They reinforce Nazri (2022), who identifies timely wage payment as one of the principal indicators of justice in Islamic compensation systems (Nazri, 2022). However, this study expands previous scholarship by demonstrating that justice within contemporary on-call employment relationships encompasses a broader set of dimensions. In addition to punctual payment, fairness is maintained through proportional wage determination, transparent communication, adaptive compensation, and voluntary contractual acceptance. Accordingly, Islamic justice should be understood as a comprehensive framework that governs the entire employment relationship rather than as a principle limited solely to payment timing.

Overall, the findings demonstrate that Islamic justice in the wage system of Irvan WiFi is achieved through the integration of proportional compensation, timely payment, contractual transparency, adaptive remuneration, and mutual willingness between employers and workers. These findings suggest that fairness in contemporary on-demand employment does not primarily depend on formal employment status but rather on the consistent fulfillment of workers' rights and employers' obligations. This study therefore contributes to the development of Islamic economic literature by showing that the principles of *'adl*, *antaradhin*, and proportionality remain applicable within flexible employment arrangements, provided that transparency, responsibility, and mutual consent are maintained throughout the contractual relationship.

d. Research Findings

The findings of this study provide several theoretical contributions to the development of Islamic economics, particularly in the discussion of wage systems, *ijarah al-a'mal*, and Islamic justice within contemporary flexible employment relationships. Rather than merely describing wage practices in a local Internet Service Provider (ISP), this study demonstrates how classical Islamic contractual principles remain applicable in modern on-demand labor arrangements that differ substantially from conventional employment relationships. These contributions extend previous discussions by integrating human resource management, *Fiqh Muamalah*, and Islamic justice into a single analytical framework for understanding flexible labor systems.

The first contribution concerns the development of knowledge regarding work-based compensation systems in technology-based micro-enterprises. Previous studies have generally examined Islamic wage practices within agricultural, plantation, or formal employment sectors. In contrast, this study demonstrates that wage determination in local ISP businesses follows a more adaptive mechanism in which compensation is adjusted according to technical complexity, travel distance, field conditions, and workload. These findings suggest that proportional compensation in modern service industries requires greater flexibility while maintaining transparency and consistency in wage determination.

The second contribution relates to the contemporary implementation of *ijarah al-a'mal*. The findings indicate that the validity of the employment relationship is determined primarily by the fulfillment of substantive contractual elements, including clearly defined work, transparent wage agreements, mutual consent, and reciprocal

fulfillment of obligations, rather than by the existence of a written contract. This finding expands the practical application of *ijarah* by demonstrating that classical Islamic contractual principles remain relevant in flexible on-demand employment relationships commonly found in technology-based micro-businesses.

The third contribution concerns the conceptualization of Islamic justice within flexible employment arrangements. This study shows that justice should not be evaluated solely through timely wage payment, as emphasized in many previous studies, but through a broader combination of proportional compensation, contractual transparency, adaptive wage adjustment, and voluntary agreement (*antaradhin*). These interconnected dimensions provide a more comprehensive framework for evaluating fairness in contemporary employment relationships where working hours and workloads vary according to operational demand.

Another important contribution is the integration of three complementary theoretical perspectives—human resource management, *ijarah al-a'mal*, and Islamic justice—into a unified analytical model. The findings demonstrate that organizational efficiency and labor flexibility do not necessarily conflict with Islamic legal and ethical principles. Instead, business efficiency can coexist with Sharia compliance when employment relationships are governed by transparency, proportionality, mutual agreement, and the consistent fulfillment of workers' rights. This integrated perspective broadens existing discussions by connecting modern employment management with the normative principles of Islamic economics.

Overall, this study contributes to the growing literature on contemporary Islamic labor relations by demonstrating that flexible on-call employment can operate within the framework of *ijarah al-a'mal* and Islamic justice without compromising fundamental Sharia principles. The findings therefore extend existing knowledge beyond conventional employment settings and provide a conceptual basis for future studies examining Islamic labor practices in digital and technology-based business sectors characterized by flexible work arrangements.

5. Conclusion

This study concludes that the wage system implemented by Irvan WiFi adopts a work-based compensation model that adjusts wages according to the type of work, technical complexity, travel distance, and field conditions. The use of an on-call employment system enables the business to maintain operational flexibility while providing proportional compensation that reflects the actual workload performed by workers. Rather than relying on fixed working hours, the wage mechanism emphasizes work outputs and operational requirements, making it suitable for the dynamic characteristics of technology-based micro-enterprises.

From the perspective of *Fiqh Muamalah*, the employment relationship demonstrates the practical implementation of *ijarah al-a'mal*. Although the employment agreement is conducted orally, the essential elements of the contract—including clearly identified contracting parties, specified work, predetermined wages, and mutual agreement—are consistently fulfilled before each assignment begins. These findings indicate that the validity of *ijarah* depends primarily on the fulfillment of its substantive contractual principles rather than on the existence of a formal written agreement.

Furthermore, the findings show that the wage system is consistent with the principles of Islamic justice. Fairness is reflected through proportional wage determination, timely payment, transparent communication, adaptive compensation when workloads increase, and voluntary agreement (*antaradhin*) between employers and workers. These interconnected elements demonstrate that Islamic justice in flexible employment relationships extends beyond payment punctuality to encompass the balanced fulfillment of rights and obligations throughout the employment process.

Theoretically, this study contributes to the development of Islamic economic literature by extending the application of *ijarah al-a'mal* to contemporary on-demand labor within technology-based micro-enterprises. It also proposes a broader understanding of Islamic justice by integrating proportionality, contractual transparency, adaptive compensation, and mutual consent into the evaluation of flexible employment relationships. These findings enrich existing discussions on Islamic labor relations, which have predominantly focused on formal employment or traditional economic sectors.

Practically, the findings provide useful insights for micro and small business owners implementing flexible employment systems. A transparent wage mechanism, clearly defined job responsibilities, timely payment, and adaptive compensation can enhance trust between employers and workers while ensuring that operational efficiency remains aligned with Sharia principles. Accordingly, flexible employment arrangements can achieve both organizational effectiveness and ethical responsibility when managed through fairness, transparency, and mutual agreement.

This study is limited to a single local Internet Service Provider (ISP), which may restrict the generalizability of the findings to other industries or organizational contexts. Future studies are therefore encouraged to examine the implementation of *ijarah al-a'mal* and Islamic justice across different sectors, larger business organizations, and digital platform-based employment models to develop a more comprehensive understanding of flexible labor practices within contemporary Islamic economics.

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