



> Vol. 04, 3 (2026), 381 - 397

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To cite this article:

Aulia, M., Hasibuan, N. H., & Masril, M. (2026). Career Decision-Making Approach According to Theory and Verses of the Qur'an. *ISTIFHAM: Journal Of Islamic Studies*, 4(3), 381-397. <https://doi.org/10.71039/istifham.v4i3.141>

Available at: <https://jurnal.seutiahukamaa.org/index.php/istifham/article/view/141>

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First Publication Right :

© ISTIFHAM: Journal of Islamic Studies

Published online: October 17, 2026.

Published by:

Seutia Hukamaa Cendekia

Journal Homepage:

<https://jurnal.seutiahukamaa.org/index.php/istifham>



Career Decision Making Approach According to Theory and Verses of the Qur'an

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Received: April 17, 2026

Accepted: September 21, 2026

Published: October 17, 2026

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Keywords:

Career Decision Making;

Career Theory;

Quranic Values;

Spiritual Integration;

Career Guidance

Abstract

Career decision-making is a crucial process that influences individuals' educational, occupational, and future life trajectories. However, many individuals experience career indecision due to limited self-understanding, insufficient career information, and a lack of value-based considerations in career choices. Existing career decision-making models primarily emphasize psychological and cognitive dimensions, while the integration of spiritual values remains limited, particularly in Muslim contexts. This study aims to analyze and synthesize the concept of career decision-making by integrating contemporary career theories with values derived from the Qur'an. Employing a qualitative library research design through a Systematic Literature Review (SLR), this study examined relevant publications in reputable national and international journals over the last decade. Data were analyzed using content analysis to identify conceptual relationships between modern career theories and Qur'anic principles. The findings reveal a strong convergence between Social Cognitive Career Theory (SCCT) and Qur'anic values, particularly in the dimensions of career planning, self-efficacy, adaptability, consultation (*shūrā*), effort (*ikhtiar*), trust in God (*tawakkul*), and ethical responsibility. The integration of cognitive, emotional, social, and spiritual dimensions produces a more holistic framework for career decision-making. This study contributes to the development of an Islamic-integrated career decision-making model and provides insights for more contextual and holistic career guidance practices.

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Introduction

Career decision-making is an important process in an individual's life that involves choosing among various alternative career options based on self-understanding and environmental conditions. Conceptually, career decision-making is the process of selecting alternative actions regarding an individual's education, work, and future through rational consideration and self-evaluation (Fajriani et al., 2023). Developments in the world of work during the eras of Industry 4.0 and Society 5.0 have created new dynamics in career decision-making. Rapid changes in competency requirements, the digitalization of work, and the emergence of new professions demand that individuals make career decisions accurately, flexibly, and adaptively. This ability extends beyond mere job selection; it encompasses recognizing one's potential, understanding

opportunities in the environment, and aligning career choices with evolving social and economic changes (Akkermans et al., 2020; Jiang et al., 2026).

According to Statistics Indonesia (BPS, 2025), the open unemployment rate (TPT) among the 15–24 age group remains the highest in the country. Many high school and university graduates struggle to transition into the workforce due to skills mismatches, low career readiness, and an inability to make well-considered career decisions. These circumstances indicate that the challenge of career decision-making is not merely an individual psychological issue but has evolved into a social problem affecting national workforce productivity.

From a modern theoretical perspective, one of the dominant approaches is Social Cognitive Career Theory (SCCT). This theory posits that career decisions are shaped by the interplay of cognitive, social, and environmental factors, particularly self-efficacy, outcome expectations, and individual goals (Dianto et al., 2025). SCCT emphasizes that individuals will choose a career that aligns with their beliefs about their abilities and their expectations for the results they obtain.

Within the framework of Social Cognitive Career Theory (SCCT), career decisions are influenced by self-efficacy, outcome expectations, and personal goals. However, the theory focuses primarily on individual psychological mechanisms and does not explicitly incorporate the spiritual dimension as a source of conviction amid career uncertainty. From an Islamic perspective, the concept of *tawakkul*, trust in God following earnest effort, can be understood as a psychological regulation mechanism that strengthens psychological resilience while maintaining positive outcome expectations when individuals face the risk of failure. Thus, it is not positioned as a form of passive resignation, but rather as a psycho-spiritual resource that expands the meaning of self-efficacy within SCCT (Shalihah et al., 2026).

Similarly, the principle of deliberation consultation—as outlined in Surah Ash-Shura, verse 38—shares a conceptual link with the concept of social support in Social Cognitive Career Theory (SCCT). Various studies indicate that support from family, teachers, mentors, and the social environment influences the development of self-efficacy and the quality of career decision-making. Thus, deliberation can be understood as a form of social support that not only provides information and rational considerations but also reinforces the moral and spiritual legitimacy of the decision-making process (Rahmi et al., 2021).

From an Islamic perspective, career decision-making is not based solely on rational considerations but also on a spiritual dimension that underpins life choices. The Qur'an provides normative guidance on the decision-making process through various complementary principles. One such principle is the importance of planning for the future—as emphasized in Surah Al-Hasyr, verse 18—which encourages individuals to engage in self-reflection and prepare the best course of action for their future lives. Furthermore, Surah Al-Insyirah, verses 7–8, teaches the balance between earnest effort and reliance on God, entailing optimal effort coupled with submission to Allah regarding the outcome. Meanwhile, Surah Ash-Shura, verse 38, highlights the importance of consultation as a collective mechanism for weighing various alternatives before making a decision. Thus, career decision-making within the Islamic perspective is understood as a holistic process that integrates rational, emotional, social, and spiritual aspects in a balanced manner.

The relevance of integrating Islamic values into career decision-making becomes particularly important in Indonesia, which is home to the world's largest Muslim population. Religious values significantly influence how individuals perceive education, employment, success, and life choices. Empirical studies show that religiosity contributes to the formation of career orientations, influences career-related decision-making processes, and helps individuals manage uncertainty

about future employment (Cahyadi et al., 2023). Therefore, career decision-making models that rely exclusively on psychological variables may be insufficient for explaining the complexities of decision-making among Indonesian Muslims, whose cognitive and affective processes are often intertwined with religious values.

Despite the importance of career decision-making, empirical evidence suggests that many students continue to experience substantial difficulties in determining their career direction. Research conducted by Arjanggih and Suprihatin (2023), found that career confusion frequently arises from limited career information, inadequate self-understanding, and weak decision-making skills. Internal factors such as interests, talents, and personality characteristics also significantly influence decision quality, yet many students remain uncertain about their own strengths and career potential (Qurr'aeni & Pravesti, 2025).

In addition to personal challenges, environmental and contextual factors present further obstacles. Limited access to career information, inadequate career guidance services, and educational settings with restricted exposure to occupational opportunities often hinder students' ability to make informed choices. For instance, students in Islamic boarding schools frequently experience lower levels of career readiness due to limited access to career-related information and resources (Hadi et al., 2025). These findings demonstrate that career decision-making remains a complex and multidimensional issue within the Indonesian educational context.

The significance of career decision-making extends beyond educational outcomes, as decisions made during adolescence and early adulthood often shape future professional trajectories. Effective career decision-making skills enable individuals to identify personal interests, optimize their potential, and prepare more effectively for labor market demands (Khotimah et al., 2023). Conversely, inadequate decision-making competence may contribute to career indecision, low employability, and difficulties adjusting to workplace expectations.

A review of existing literature indicates that career decision-making has been examined from various perspectives. Fajriani et al. (2023) describe career decision-making as a complex process involving self-understanding and environmental exploration. Other studies grounded in SCCT have consistently demonstrated the influential roles of self-efficacy, outcome expectations, and personal goals in shaping career choices. Furthermore, empirical evidence reveals positive relationships between self-efficacy, emotional intelligence, and career decision-making among students (Hairul & Khasan, 2025).

Although previous studies have examined career decision-making from multiple perspectives, several limitations remain, warranting academic critique. First, most studies focus on modern psychological approaches such as Social Cognitive Career Theory (SCCT) and Trait and Factor Theory, which emphasize cognitive aspects, self-efficacy, and individual fit within the work environment. However, these approaches are generally partial because they fail to accommodate the spiritual dimension as an integral part of the decision-making process, particularly in the context of Muslim communities.

Second, existing empirical research primarily focuses on relationships among variables (such as self-efficacy, interests, and emotional intelligence) and fails to develop an integrative conceptual framework that connects modern theories with religious values. Consequently, the resulting career decision-making models tend to be secular and less contextual when applied to individuals with a strong religious background. Third, studies that explicitly link career decision-making principles to Quranic verses remain limited and generally descriptive, lacking systematic theoretical synthesis.

Research on career decision-making has largely focused on examining the relationships between psychological variables—such as self-efficacy, career adaptability, emotional intelligence, and career maturity. While these studies have significantly contributed to the development of modern career theory, most still view the decision-making process as an individual psychological phenomenon and have yet to integrate the spiritual dimension as a conceptual component within career decision-making models. Conversely, studies addressing the Islamic perspective generally describe Quranic values without systematically linking them to contemporary career psychology theories. Consequently, a conceptual gap persists: the lack of a theoretical framework explaining the relationship between psychological factors and spiritual values in career decision-making.

Based on these limitations, this study offers an integrative approach to career decision-making that combines a modern theoretical framework with the values contained in the Qur'an. This approach not only places rational and psychological aspects as the basis for consideration but also integrates spiritual dimensions such as the concepts of *tawakkul* (trust), deliberation, and future planning as normative foundations for decision-making. Thus, this study seeks to develop a more holistic and contextual conceptual framework.

The novelty of this study lies in the development of an integrative conceptual framework that synthesizes SCCT and Qur'anic values into a unified model of career decision-making. Unlike previous studies that examined these perspectives separately, this research seeks to explain the interconnections among self-efficacy, outcome expectations, social support, psychological resilience, and Islamic spiritual values within a single conceptual framework. Such a model is expected to contribute to the development of more contextual, holistic, and culturally relevant career counseling practices for Muslim communities, particularly within the Indonesian context.

Therefore, this study aims to analyze and synthesize the concept of career decision-making from both contemporary theoretical perspectives and Qur'anic teachings, and to identify the relationship between these perspectives to construct a comprehensive career decision-making model. Theoretically, the study advances an integrative framework linking psychological constructs and Islamic spiritual values. In practice, the findings are expected to provide valuable references for counselors, educators, and Islamic educational institutions in developing holistic, contextually relevant career guidance interventions aligned with Islamic principles.

Method

This study employs a qualitative approach using an integrative theoretical study design based on library research. The approach aims to synthesize modern career decision-making theories with values found in the Qur'an, thereby yielding a more comprehensive conceptual framework. Unlike empirical research oriented toward testing relationships among variables, this study focuses on the critical analysis, interpretation, and integration of theoretical concepts from career psychology and Islamic studies. The research process began by establishing the study's focus: career decision-making viewed through the lenses of career psychology theory and Quranic values. Subsequently, a literature search was conducted using academic databases such as Scopus, ScienceDirect, SpringerLink, Taylor & Francis, Google Scholar, and Garuda. The keywords employed included career decision-making, career decision self-efficacy, career adaptability, career counseling, Islamic counseling, and Quranic perspective. This search strategy aimed to identify literature that was relevant, up to date, and aligned with the research objectives (Snyder, 2019).

A library research approach was selected because it enables the researcher to systematically explore, compare, and synthesize various theories, research findings, and Islamic literature.

Through this approach, the integration of contemporary career psychology concepts with Quranic principles can be examined in depth, yielding a more holistic understanding of career decision-making within Muslim society.

The research data sources consist of secondary data derived from reputable scholarly articles, academic books, and relevant Islamic literature. Career psychology literature was obtained from accredited national journals and reputable international journals covering topics such as career decision-making, Social Cognitive Career Theory (SCCT), Career Construction Theory, Trait and Factor Theory, career adaptability, self-efficacy, and other related concepts. Meanwhile, Islamic sources include the Qur'an, authoritative exegesis texts, and scholarly literature on Islamic values in decision-making. Literature selection was based on criteria regarding relevance to the research focus, source credibility, and publication recency; priority was given to articles published within the last decade, without disregarding classical literature that serves as the theoretical foundation.

Data collection was conducted through a documentary study that involved identifying, selecting, and organizing scholarly documents relevant to the research topic. The literature collection process entailed searching various academic databases with keywords including career decision-making, Social Cognitive Career Theory, career counseling, Islamic career counseling, Qur'an, and career adaptability. Subsequently, each piece of literature was selected based on its alignment with the research objectives to ensure the conceptual relevance of the data analyzed.

Data analysis was conducted using content analysis combined with a conceptual synthesis approach. The analysis began by identifying key concepts in modern career decision-making theory—such as self-efficacy, outcome expectations, personal goals, social support, and career adaptability. Subsequently, the researcher identified Quranic values relevant to career decision-making, including diligent effort, reliance on God, consultation, and future planning. The next stage involved categorizing these concepts by meaning and function, followed by interpreting their relationships through comparative analysis. Finally, a conceptual synthesis was performed by integrating modern career psychology theories with Quranic values to construct a holistic conceptual framework for career decision-making.

The analysis of Quranic verses is conducted using a thematic exegesis approach—specifically, by gathering verses related to decision-making, planning, effort, reliance on God, and consultation, and then interpreting their meanings based on authoritative exegetical works. The resulting interpretations are subsequently compared with concepts from modern career psychology theories to identify points of convergence, differences, and opportunities for conceptual integration between the two.

Data validity is ensured through source triangulation and perspective triangulation. Source triangulation involves comparing information obtained from various credible scholarly articles, academic books, and works of Quranic exegesis. Meanwhile, perspective triangulation entails comparing modern career psychology theories with various interpretations of Quranic values, ensuring that the resulting conceptual synthesis does not rely on a single, specific viewpoint. Furthermore, each source is evaluated for its credibility, relevance, and substantive consistency with the research focus to ensure the analysis has robust academic validity.

Findings

An analysis of career psychology literature, Social Cognitive Career Theory (SCCT), and Quranic verses reveals that career decision-making is a multidimensional process influenced by the interplay of cognitive, spiritual, social, and ethical dimensions. Career psychology literature

indicates that the quality of career decisions depends on an individual's ability to recognize their own potential, build self-efficacy, set personal goals, and anticipate the consequences of their choices (outcome expectations). Meanwhile, the analysis of the Quran shows that Islamic values provide comprehensive guidance for this process through principles such as planning, diligent effort, consultation, reliance on God, trustworthiness, professionalism, and patience. Thus, from a Quranic perspective, career decision-making is understood not merely as the process of selecting a job, but as part of the human responsibility to optimize one's potential, benefit society, and fulfill the trust of serving as a steward on earth.

An analysis of Quranic verses reveals that although the term "career decision-making" is not explicitly mentioned, numerous verses—both implicit and explicit—contain principles relevant to the career decision-making process. These verses highlight the importance of reflecting on one's own abilities, planning for the future, striving optimally, considering various alternatives through consultation, maintaining integrity in one's work, and possessing psychological resilience when facing life's challenges. These findings indicate that the Quran provides a comprehensive value-based foundation that can be integrated with modern career psychology theories.

Table 1. Identification of Quranic Verses Relevant to Career Decision-Making

No	Ayat Al-Qur'an	Core Values	Relevance to Career Decision-Making
1	QS. Al-Hasyr: 18	Planning and self-reflection	Encouraging individuals to conduct self-evaluation and formulate long-term career goals.
2	QS. Ali 'Imran: 159	Tawakkul	Strengthening confidence following the decision-making process so that individuals are able to cope with career uncertainty.
3	QS. Asy-Syura: 38	Deliberation	Demonstrating the importance of social support through consultation with family, teachers, mentors, or counselors.
4	QS. An-Najm: 39	Ikhtiar	Emphasizing that career success is achieved through optimal and sustained effort.
5	QS. Al-Qashash: 26	Competence and Integrity	Explaining the importance of aligning competence, strengths, and integrity when choosing a job.
6	QS. At-Taubah: 105	Professionalism	Emphasizing work ethic, productivity, and responsibility toward work
7	QS. Al-Baqarah: 153	Patience	Developing psychological resilience in the face of career challenges.
8	QS. An-Nisa': 58	Trustworthy	Serves as the ethical foundation for decision-making and the fulfillment of professional responsibilities.

The identification results indicate that each verse serves a distinct conceptual function, yet they complement one another to form a comprehensive career decision-making process. Surah Al-Hasyr, verse 18, establishes the importance of self-reflection as a foundation for formulating future plans. In the context of career development, self-reflection serves as the initial stage for identifying interests, abilities, personal values, and life goals prior to making a career choice. This principle

aligns with the concept of career planning found in modern theories, which emphasize the importance of self-exploration and the systematic formulation of career goals.

Furthermore, Surah An-Najm, verse 39, affirms that every individual reaps results commensurate with their efforts. This principle indicates that career success is determined not only by available opportunities but also by an individual's earnestness in developing competencies, enhancing skills, and adapting to changes in the work environment. From the perspective of career psychology, this principle aligns with the concepts of proactive career behavior and career adaptability—specifically, an individual's ability to actively engage in self-development and respond to changes throughout their career journey.

An analysis of Surah Ali 'Imran, verse 159, reveals that the concept of *tawakkul* (reliance on God) is closely linked to psychological regulation following the decision-making process. The verse explains that after consulting and reaching a decision, an individual is instructed to place their trust in Allah. These findings demonstrate that *tawakkul* is not a form of resignation that precludes effort; rather, it serves as a psycho-spiritual mechanism that helps individuals alleviate anxiety regarding the uncertainty of decision outcomes. Consequently, *tawakkul* can be understood as a factor that strengthens psychological resilience while simultaneously broadening the concept of "outcome expectations" within Social Cognitive Career Theory (SCCT), as expectations regarding outcomes are based not only on self-efficacy but also on faith in Allah's decree.

The analysis also indicates that Surah Ash-Shura, verse 38, shares a conceptual link with the social support dimension of career decision-making theory. The principle of (consultation/deliberation) teaches that significant decisions—including career choices—should be made through discussion and shared deliberation with individuals who possess relevant experience, knowledge, or a close emotional bond. In the context of career guidance, this principle is realized through consultations with parents, teachers, lecturers, mentors, or career counselors, enabling individuals to gather comprehensive information and objectively evaluate various alternatives. Thus, serves as a social mechanism that enhances the quality of career decisions by providing emotional support, information, and validation for the choices made.

Beyond cognitive and social aspects, the analysis reveals that the Qur'an addresses professional competence and ethics. Surah Al-Qasas (28:26) affirms that an individual is suitable for a role if they possess strength and trustworthiness. These findings indicate that, from an Islamic perspective, career decision-making considers not only individual interests or preferences but also the alignment between competence, integrity, and job requirements. This principle aligns with the concept of "person-job fit," which posits that the compatibility between individual characteristics and job characteristics enhances job satisfaction, performance effectiveness, and long-term career success.

The value of professionalism is also found in Surah At-Taubah, verse 105, which instructs individuals to work optimally, as every action will be accounted for before Allah. In the context of career decision-making, this verse broadens the orientation of career success—which has traditionally been measured largely by material gains and individual achievements. The analysis reveals that the Quranic perspective frames professionalism as a form of worship manifested through responsibility, integrity, and service to the community. Consequently, career decisions are directed not merely toward personal success but also toward social contribution and the common good.

Other findings indicate that Surah Al-Baqarah, verse 153, establishes the importance of patience in navigating the dynamics of a career journey. Changes in the workplace, technological

advancements, global competition, and economic uncertainty demand a high level of adaptability from individuals. The analysis reveals that the value of patience is understood not merely as the ability to exercise restraint but also as a psychological strength that enables individuals to persevere, learn, and grow in the face of failure or change. Consequently, the concept of patience is strongly linked to psychological resilience and career adaptability within modern career theory.

Based on this identification, a conceptual synthesis was conducted between the core constructs of Social Cognitive Career Theory (SCCT) and values found in the Qur'an. This synthesis reveals a complementary relationship between the two perspectives. Modern career psychology theory explains the psychological mechanisms that influence decision-making, while Qur'anic values provide a spiritual, moral, and ethical orientation that reinforces these mechanisms, resulting in a more holistic career decision-making process.

Table 2. Integrative Synthesis of Modern Career Decision-Making Theory and Quranic Values

Dimensions	Modern Theory	The Quranic Perspective	Integrative Synthesis
Self-confidence	<i>Self-efficacy</i>	Tawakkul (QS. Ali 'Imran:159)	Confidence in one's abilities is strengthened by belief in God, thus forming spiritual self-efficacy.
Expectations regarding the outcome	<i>Outcome expectations</i>	Husnuzan and tawakkul	Hopes for the outcome are built through optimal effort accompanied by faith in Allah's decree.
Career planning	<i>Goal setting and career planning</i>	QS. Al-Hasyr:18	Career planning is carried out through self-reflection, potential evaluation, and a future-oriented perspective grounded in spiritual values.
Decision-making	<i>Individual decision making</i>	Musyawah (QS. Asy-Syura:38)	Decisions are reinforced through social support and collective deliberation.
Adaptability	<i>Career adaptability</i>	Ikhtiar dan sabar	Adaptability is reinforced by persistence and psychological resilience.
Competence	<i>Person-job fit</i>	QS. Al-Qashash:26	Career selection takes into account the alignment of competence, integrity, and trustworthiness.
Career orientation	<i>Career success</i>	QS. At-Taubah:105	Career success is measured by achievements, responsibilities, the value of worship, and social benefit.

The synthesis indicates that the career decision-making process is not merely shaped by an individual's cognitive capacity for self-awareness and goal-setting; it is also influenced by the interacting spiritual, social, and ethical dimensions. The cognitive dimension plays a role in building self-efficacy, evaluating alternatives, and formulating career plans. The spiritual dimension reinforces this process through values such as diligent effort, reliance on the Divine, and an orientation toward worship, thereby fostering psychological resilience in the face of risk and uncertainty. Furthermore, the social dimension manifests through consultation, which provides informational, emotional, and moral support during the decision-making process. Finally, the ethical dimension ensures that career decisions are grounded in values of trustworthiness, professionalism, honesty, and responsibility, ensuring that career choices yield benefits not only for the individual but also for society at large (Sadaf, 2023).

These findings yield an integrative conceptual framework that positions career decision-making as a dynamic process unfolding through the interaction of cognitive, spiritual, social, and ethical dimensions. Within this framework, the process begins with self-awareness and the development of self-efficacy, proceeds to the formulation of career goals through self-reflection, and is subsequently reinforced through consultation as a form of social support. Once a decision is reached, the individual is encouraged to pursue their goals with optimal effort and reliance on Allah, thereby fostering the adaptability and psychological resilience needed to navigate various career challenges. The entire process is grounded in the values of trustworthiness, professionalism, and a commitment to the common good, resulting in career decision-making that is not only psychologically effective but also spiritually and socially meaningful. This conceptual framework constitutes the study's primary finding and represents a novel contribution, as it integrates constructs from Social Cognitive Career Theory with Qur'anic values into a cohesive, contextual model for the development of Islamic career guidance and counseling services.

Discussion

The Concept of Career Decision Making in the Perspective of Modern Theory

The findings of this study indicate that integrating Social Cognitive Career Theory (SCCT) with Qur'anic values not only reveals conceptual commonalities but also expands the theoretical framework regarding career decision-making. SCCT posits that career decisions are influenced by the interplay of self-efficacy, outcome expectations, and personal goals. However, the theory focuses primarily on individual cognitive mechanisms and does not explicitly account for the spiritual dimension as a factor influencing belief formation, decision-making, or the ability to cope with career uncertainty. The integration of religious context into career theory has been increasingly highlighted, as spiritual beliefs significantly impact individuals' career motivation and decision-making clarity (Duffy & Dik, 2013). This study demonstrates that Qur'anic values—such as reliance on God, earnest effort, and intention—can broaden this theoretical construct by introducing a psycho-spiritual dimension that imbues the career decision-making process with meaning (Fajriani et al., 2023).

Career decision-making, from a modern theoretical perspective, is understood as a dynamic process involving the interaction of individual cognitive, affective, and contextual factors. According to Lent & Brown (2019), within the Social Cognitive Career Theory (SCCT) framework, career decisions are determined by three main constructs: self-efficacy, outcome expectations, and personal goals. These three components interact to shape individual career preferences and choices. This process is not linear but develops through learning experiences and adaptation to the environment.

In addition to SCCT, the Career Construction Theory (CCT) approach also makes a significant contribution to understanding career decision-making. In this context, career decisions are based not only on rationality but also on subjective interpretations of life experiences. Career adaptability serves as a crucial psychosocial resource that helps individuals manage career transitions and cope with occupational uncertainties in complex work environments (Johnston, 2018). This approach emphasizes the importance of career adaptability as a key competency in navigating the changing world of work.

From a theoretical perspective, this study does not position Qur'anic values as a substitute for modern theories but rather as a complementary element that enriches the explanation of career decision-making behavior. While Social Cognitive Career Theory (SCCT) comprehensively

explains how individual beliefs are formed through learning experiences, successful experiences, social persuasion, and emotional states, it does not yet account for how religious beliefs influence an individual's perception of their own capabilities when facing career-related risks, failures, or uncertainties. In this context, the concept of trust in God following earnest effort serves as a psychological regulatory mechanism that sustains optimism without absolving the individual of the responsibility to strive. Thus, this study extends the concept of self-efficacy to "spiritual self-efficacy"—defined as a belief in one's own capabilities, reinforced by trust in Allah as the source of aid and guidance (Fathoni & Tri Ardyanti, 2026). Spiritual self-efficacy strengthens individuals' internal locus of control by grounding self-belief in divine support, thereby fostering resilience against career setbacks (Liana et al., 2022).

In addition, chance plays an important role in determining the direction of one's career. To take advantage of unexpected opportunities, each individual needs to develop attitudes such as curiosity, perseverance, and flexibility. This shows that the process of determining a career cannot always be predicted or planned rigidly.

In the context of career development, the dynamics of decision-making can be explained by a theory that holds that career choices are strongly influenced by the stages of individual development and the various social roles they occupy throughout life. Therefore, determining the direction of a career is not a single event but a continuous process that continually adjusts to changes in a person's life circumstances.

Recent empirical research shows that psychological factors such as emotional intelligence and resilience also play a significant role in career decision-making. According to Parmentier et al. (2019), individuals with high emotional intelligence tend to be better able to manage uncertainty and make more adaptive decisions. Furthermore, resilience helps individuals persevere in the face of failure or obstacles in their career path.

On the other hand, technological developments and digitalization also influence how individuals make career decisions. A study by Akkermans et al. (2020) showed that access to digital information expands career options, but also increases the complexity of the decision-making process. Therefore, individuals need higher career literacy to filter relevant information.

Thus, it can be concluded that, from a modern theoretical perspective, career decision-making is a multidimensional process involving the interaction of internal and external factors, as well as the dynamics of individual development. This approach emphasizes the importance of flexibility, adaptability, and reflective skills in navigating the complexities of the modern workplace.

Decision-Making Values from the Perspective of the Qur'an

From a Quranic perspective, decision-making is not only a rational process, but also a spiritual and moral one. One of the main principles emphasized is the importance of future planning, as reflected in the values of contemplation and reflection. The Quran encourages people to think deeply before making decisions so that the outcomes are beneficial (Rahman et al., 2021).

Furthermore, the concept of *tawakkal* (trust) is an important foundation for decision-making. *Tawakkal* does not mean surrendering without effort, but rather an attitude of surrendering the outcome to God after making maximum effort. The integration of effort and *tawakkal* creates a balance between human control and trust in God in the decision-making process (Alserhan, 2017).

The value of deliberation is also an important principle in the Koran that is relevant to career decision-making. Deliberation reflects a collective process of considering various alternatives

before making a choice. Deliberation not only improves the quality of decisions but also strengthens their social legitimacy (Sucilawati, 2020).

Furthermore, the Quran also emphasizes the importance of intention (*niyyah*) in every action, including career choice. Good intentions will influence an individual's work orientation, so that career decisions are not solely focused on material gain but also on the value of worship and usefulness (Purwasih et al., 2021).

In an ethical context, the Quran provides guidance on the importance of honesty, trustworthiness, and responsibility in every life choice. Islamic ethical values can serve as a guide in determining career choices that align with moral principles. This demonstrates that career decision-making in Islam cannot be separated from ethical dimensions (Beekun & Badawi, 2005).

Furthermore, the concept of balance (*wasatiyyah*) is also an important value in decision-making. Islam teaches a balance between the interests of this world and the hereafter, so career decisions must consider both aspects in proportion (Chapra, 1992). This approach provides a holistic perspective in understanding life and career goals. When career choices align with a sense of calling or spiritual purpose, individuals experience greater work engagement and intrinsic job satisfaction (Dik et al., 2020).

Thus, Qur'anic values in career decision-making encompass integrated rational, spiritual, social, and ethical aspects. This approach provides a more comprehensive framework than approaches that focus solely on psychological aspects.

Deepening of Al-Qur'an Verses in Career Decision Making

1. QS. Al-Hasyr: 18 – Planning and Future Orientation

QS. Al-Hashr verse 18 emphasizes the importance of self-reflection and future planning as part of individual responsibility. This verse contains the command to "consider what you have done for tomorrow," which, in the context of career decision-making, can be interpreted as an encouragement to conduct self-assessment and strategic planning. This concept aligns with the foresight process in modern career theory, where individuals are required to consider the long-term consequences of each choice they make.

From a career psychology perspective, this principle correlates with career planning and goal-setting skills, which are essential components of SCCT theory. Individuals with a clear future orientation tend to make more adaptive and purposeful career decisions (Lent & Brown, 2019). A future-oriented time perspective enables individuals to align immediate career actions with long-term life goals and ethical principles (Seginer, 2009). Thus, this verse provides a normative basis for suggesting that planning is not only a rational need but also a spiritual responsibility.

Furthermore, this verse contains an ethical dimension: an awareness of accountability for every decision made. In Islam, every human action has moral consequences that must be accounted for in both this world and the afterlife. This broadens the meaning of career planning beyond just a strategy for achieving success to an effort to attain life's blessings.

Thus, QS. Al-Hasyr: 18 can be understood as a conceptual basis for career decision-making grounded in self-reflection, careful planning, and a long-term orientation with spiritual value.

This study interprets Surah Al-Hashr, verse 18, using a thematic exegetical approach and referencing several authoritative commentaries. Ibn Kathir explains that the verse contains a directive to evaluate one's deeds as preparation for the future, thereby encouraging individuals to plan their lives thoroughly. Meanwhile, in *Tafsir Al-Misbah*, Quraish Shihab interprets the verse as a call for self-reflection and responsible life planning. In the context of career decision-making, this

meaning aligns with career planning, which emphasizes reflecting on one's potential, goals, and opportunities before making a career choice.

2. QS. Al-Insyirah: 7–8 – Keseimbangan Ikhtiar dan Tawakal

Verses 7–8 of the Quran contain a fundamental principle of balance between effort (*ikhtiar*) and dependence on Allah (*tawakal*). This verse emphasizes that after completing one task, an individual must continue to strive for other tasks and place their hope in God. In the context of career decision-making, this principle holds that decisions should be based not only on maximum effort but also on a spiritual attitude of surrender.

Trust is not a form of fatalism, but rather a psychological mechanism that helps individuals manage anxiety and uncertainty in the decision-making process. In modern theory, this relates to coping strategies and emotional regulation, which are important for navigating the complexities of career choices. In Islamic psychology, reliance on God (*tawakkaḥ*) operates as an active coping strategy that reduces psychological distress and enhances emotional equilibrium during life transitions (Dubar et al., 2024).

Furthermore, this verse also reflects the principle of continuous effort. In the dynamic world of careers, individuals must continually adapt and not stop at a single achievement. Individuals with a growth mindset are better able to navigate change and make more flexible decisions (Parmentier et al., 2019).

From a spiritual perspective, tawakkul offers an inner peace not found in secular approaches. The integration of effort and tawakkal can enhance an individual's psychological well-being amid career pressures (Purwasih et al., 2021). Hal ini menunjukkan bahwa nilai spiritual berkontribusi signifikan dalam memperkuat kualitas pengambilan keputusan. This suggests that spiritual values significantly contribute to the strengthening of decision-making quality.

Thus, QS. Al-Insyirah: 7–8 provides a balanced framework that integrates rational and spiritual aspects of career decision-making, including maximum effort, mental resilience, and belief in God.

3. QS. Asy-Shura: 38 – The Principle of Deliberation in Decision Making

Verse 38 of the Quran emphasizes the importance of deliberation as a principle in decision-making. This verse demonstrates that good decisions are not solely the result of individual thought, but also a collective process involving consideration from various parties. In a career context, deliberation can take the form of discussions with parents, mentors, or counselors. Family support and interpersonal consultation play a decisive role in career decision-making self-efficacy, particularly within collectivistic cultural frameworks (Sinring & Umar, 2023).

According to Sucilawati (2020), deliberation is a mechanism aimed at reaching wiser, more objective decisions. In modern theory, this concept aligns with social support and collaborative decision-making, which have been shown to improve the quality of career decisions. Social support helps individuals reduce uncertainty and increase confidence in decision-making (Akkermans et al., 2020).

Furthermore, deliberation serves as a form of social control, preventing individuals from making impulsive or biased decisions. From a psychological perspective, this relates to cognitive bias reduction, where the involvement of others can help identify weaknesses in an individual's thought processes.

From an Islamic perspective, deliberation reflects humility and openness to input. Beekun & Badawi (2005) emphasize that this value is crucial for making decisions that are not only rational

but also ethical and responsible. Thus, career decisions are not only personally beneficial but also aligned with social values.

Thus, QS. Asy-Shura: 38 provides the basis for the view that career decision-making ideally involves a dialogical process that considers various perspectives, thus producing more comprehensive and higher-quality decisions.

Integrative Analysis between Modern Theory and the Qur'anic Perspective

The integration of modern theory and the Qur'anic perspective on career decision-making reveals significant common ground, particularly in cognitive and reflective dimensions. Self-reflection is a crucial component of SCCT, aligning with the Islamic concept of muhasabah. Both approaches emphasize the importance of self-evaluation in determining career choices.

Furthermore, the concept of self-efficacy in modern theory shares similarities with the concept of faith-based self-confidence in Islam. Self-confidence in Islam stems not only from individual abilities but also from faith in God's help (Purwasih et al., 2021). This broadens the meaning of self-efficacy to be more transcendental.

In the area of collective decision-making, modern theory is beginning to recognize the importance of social support in the career process. This aligns with the Islamic concept of deliberation, which emphasizes the importance of collective deliberation. Social support can improve the quality of decision-making and reduce uncertainty. There are fundamental differences between the two approaches, particularly in goal orientation. Modern theory tends to focus on individual achievement and personal satisfaction, while the Qur'anic perspective emphasizes broader goals of blessing and welfare.

Integrating these two perspectives results in a more comprehensive approach to career decision-making. An integrative approach allows individuals to consider both rational and emotional aspects simultaneously. When the spiritual dimension is added, this approach becomes even more holistic.

Furthermore, this integration is also relevant in the context of career education and guidance in Muslim communities. An approach that combines religious values with modern theory can enhance the relevance and effectiveness of career interventions. This demonstrates that integration is not only theoretical but also practical.

Thus, an integrative analysis of modern theory and the Qur'anic perspective shows that both approaches can complement each other. This integration produces a career decision-making model that is not only rational and adaptive but also spiritually meaningful.

Conceptual Implications for the Development of a Career Decision-Making Model

The synthesis of research findings indicates that the career decision-making model developed in this study is built upon four interacting dimensions: cognitive, spiritual, social, and ethical. The cognitive dimension encompasses self-awareness, the development of self-efficacy, career exploration, and career planning. The spiritual dimension comprises the values of *niyyah* (intention), *ikhtiar* (diligent effort), and *tawakkal* (reliance on the Divine), which strengthen psychological resilience and provide a sense of purpose and meaning to every decision. The social dimension is manifested through *musyawarah* (deliberation)—a form of social support involving family, teachers, counselors, and mentors—during the process of weighing career alternatives. Meanwhile, the ethical dimension is embodied through the values of trustworthiness, honesty, professionalism, and responsibility, ensuring that career decisions consider not only individual success but also the well-being of society. These four dimensions operate simultaneously, resulting in a more

comprehensive career decision-making process compared to psychological approaches that focus solely on individual factors.

The conceptual implication of integrating modern theory and the Qur'anic perspective is the development of a holistic model of career decision-making. This model combines cognitive, emotional, social, and spiritual aspects within a unified framework. A multidimensional approach is more effective in explaining the complexities of career decision-making (Lent & Brown, 2019).

In this model, self-efficacy is understood not only as confidence in one's own abilities, but also as a form of faith in God's will. This integration can strengthen an individual's intrinsic motivation to achieve career goals. This demonstrates that the spiritual dimension can enrich existing psychological concepts.

Furthermore, this model also places deliberation as part of the decision-making process. Deliberation can improve decision quality through the exchange of ideas and perspectives. In a career context, this can help individuals obtain broader and more objective information.

Another implication is the need to develop career guidance interventions based on Islamic values. This approach can increase the relevance of guidance services for Muslim individuals. Interventions that integrate spiritual aspects have been shown to be more effective in increasing career satisfaction.

Furthermore, this model also has implications for education, particularly in the development of career guidance curricula. Adaptive and contextual curricula can help students navigate the complexities of the working world (Akkermans et al., 2020). Integrating Quranic values can enhance such curricula.

In a practical context, this model can serve as a framework for counselors to help clients make career decisions. This comprehensive approach can improve the quality of counseling services. This demonstrates the integrative model's high practical relevance.

Thus, the conceptual implications of this research extend beyond theory development to practical applications in career guidance. The resulting model is expected to provide a more contextual and holistic alternative approach to assisting individuals in career decision-making. Integrative counseling models incorporating indigenous religious values significantly enhance client openness and intervention efficacy in Islamic educational institutions (Rassool, 2014).

Theoretically, this study contributes to the development of career psychology research by offering a conceptual model that integrates psychological and spiritual dimensions into the career decision-making process. Unlike previous studies that tend to separate psychological approaches from Islamic perspectives, this research demonstrates that the two perspectives are complementary. The integration of Social Cognitive Career Theory and Quranic values yields a conceptual framework that explains career decision-making more holistically by integrating cognitive, spiritual, social, and ethical dimensions. This model is expected to serve as a theoretical foundation for developing Islamic career counseling that is more contextual and aligned with the characteristics of Indonesian Muslim society.

However, this study has limitations due to its use of a desk study approach that has not been empirically tested in the field. Therefore, further research is recommended to empirically test the resulting conceptual model using either a quantitative or a mixed-methods approach. This testing is crucial for determining the effectiveness of integrating Quranic values in improving the quality of career decision-making.

Furthermore, further research could also develop measurement instruments that integrate the spiritual dimension into career decision-making. To date, most instruments used have focused on

psychological aspects. Developing an instrument grounded in Islamic values would significantly enrich the research methodology in the field of career guidance. Developing psychometrically sound measures that capture both psychological constructs and spiritual dimensions is vital for advancing culturally sensitive career assessment tools (Saputra et al., 2025).

Future research could also broaden the study's context by involving diverse population groups, such as students, Islamic boarding school students (*pesantren*), and professional workers, to examine differences in career decision-making dynamics across social and religious backgrounds. This comparative approach would provide a more comprehensive understanding of how the integrative model is applied across various contexts.

Thus, this research not only contributes to theory development but also opens up opportunities for further, more applicable, and empirical research. The integration of modern theory and Qur'anic values is expected to establish a new paradigm in the study of career decision-making that is more holistic, contextual, and relevant to societal needs.

Conclusion

This study concludes that career decision-making is a multidimensional process that integrates cognitive, emotional, social, and spiritual aspects. Modern theoretical perspectives underscore the importance of self-efficacy, planning, and adaptability, while Qur'anic values reinforce this process through the principles of self-reflection, the balance between *ikhtiar* (effort) and *tawakkal* (trust), and deliberation. The integration of these two perspectives yields a more comprehensive understanding of how individuals make wise and meaningful career choices.

The findings of this study indicate that career decision-making is not solely oriented toward achieving individual goals but also encompasses broader dimensions of values, responsibilities, and benefits. Quranic values provide normative guidance that enriches the decision-making process, allowing individuals to consider not only abilities and opportunities but also blessings and benefits. Thus, this integration broadens the conceptual framework in career studies, making it more contextual and relevant to societal needs.

Thus, this research makes an important contribution to the development of a holistic, values-based career decision-making model. The resulting model can serve as a reference for the development of career guidance theory and practice, particularly in educational contexts that prioritize a balance between competence and spiritual values. Therefore, these findings are worthy of use as a basis for further research, particularly through empirical studies that test the effectiveness of implementing an integrative model across various educational and social contexts.

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