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FAMILY FIRST OR USINESS FIRST ? BALANCING FAMILY AND BUSINESS INTERESTS IN AN ISLAMIC ECONOMIC PERSPECTIVE

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Abstract
This article aims to prove that Islamic economics can provide holistic solutions that can be applied to achieve a harmonious balance between family and business interests without sacrificing either of them. This study uses a library research method with an integrative and comprehensive literature analysis to develop a solid and applicable theoretical framework. The results state that the balance between family and business in a family business is not just an effort to divide time and roles but a strategic integration that demands a harmonized vision, high professionalism, and strong values of togetherness. Family businesses can develop professionally without sacrificing family ties by building a vision based on Islamic principles, implementing good corporate governance, maintaining open communication, and enforcing strict role boundaries. This strategy makes the family business a space that creates profit and realizes blessings and long-term prosperity. Only with a thorough commitment to these values can a family business become an example of true strength rooted in togetherness and integrity amidst increasingly fierce competition.

Keywords: *Business; Family; Balance; Islamic Economics.*

Abstrak
Artikel ini bertujuan untuk membuktikan bahwa ekonomi Islam dapat memberikan solusi holistik yang dapat diaplikasikan untuk mencapai keseimbangan yang harmonis antara kepentingan keluarga dan bisnis tanpa mengorbankan salah satunya. Penelitian ini menggunakan metode penelitian kepustakaan dengan analisis pustaka yang integratif dan komprehensif untuk mengembangkan kerangka teori yang solid dan aplikatif. Hasil penelitian menyatakan bahwa keseimbangan antara keluarga dan bisnis dalam bisnis keluarga bukan hanya sekedar upaya pembagian waktu dan peran tetapi integrasi strategis yang menuntut visi yang selaras, profesionalisme yang tinggi, dan nilai-nilai kebersamaan yang kuat. Bisnis keluarga dapat berkembang secara profesional tanpa mengorbankan ikatan kekeluargaan dengan membangun visi yang berlandaskan pada prinsip-prinsip Islam, menerapkan tata kelola perusahaan yang baik, menjaga komunikasi yang terbuka, dan menegakkan batasan peran yang tegas. Strategi ini menjadikan bisnis keluarga sebagai ruang yang menciptakan keuntungan dan mewujudkan keberkahan serta kemakmuran jangka panjang. Hanya dengan komitmen yang menyeluruh terhadap nilai-nilai tersebut, bisnis keluarga dapat menjadi contoh kekuatan sejati yang berakar pada kebersamaan dan integritas di tengah persaingan yang semakin ketat.

Kata Kunci: Bisnis; Keluarga; Keseimbangan; Ekonomi Islam.

INTRODUCTION

Balancing family and business interests is a significant challenge in the lives of many individuals, especially in an increasingly competitive modern society. The issue involves choosing between family first or business first, i.e. putting family or business as the top priority. In Islamic economics, this dilemma is understood through principles that address family welfare without compromising business responsibilities and vice versa. Islamic economics, as a system that emphasizes divine values and justice, provides a unique view that can be a solution to this problem.

The family in Islam has a critical position. The family is the smallest social unit that serves as a place for the formation of values, moral education, and the spiritual well-being of its members (Tarmizi et al., 2023). In an economic context, the family is considered a component that must be supported materially and spiritually. On the other hand, business or financial activity is a means that serves to meet the material needs of the family and is also a tool to fulfil social responsibility and worship God. From this perspective, a synergy of family and business interests should not be ignored. In Islamic economics, business aims to make profits, promote social welfare, and contribute to the public good (Rahmani, Rozi, Fitriyanti, Iqbal, & Karimullah, 2023).

Placing family as the top priority is often considered humane and aligned with Islamic values. This view asserts that the family is every individual's primary responsibility before engaging in economic activities. By prioritizing family, an individual seeks to create emotional and spiritual stability that becomes the basis for living life. This also impacts how individuals manage businesses, as a successful business is oriented towards material gain, family stability, and happiness.

In Islam, the balance between family and business is considered a tangible manifestation of the principles of justice and balance taught in the Qur'an. However, economic pressures often require many individuals to do business or work as their top priority. This arises primarily amid increasingly difficult economic conditions, where the demands of life continue to increase, and competition in the business world is getting tougher. The prioritization of business is sometimes done at the expense of time and attention to the family, which can cause problems in family life itself. However, Islamic economics does not see business as separate from spiritual life and social responsibility (Hanic & Smolo, 2023). Instead, business is seen as part of worship if it is conducted with the right intentions and in the right way. In this case, a business conducted to support the family and the wider community, even if it requires the sacrifice of time and energy, remains a valuable form of worship.

This issue has become more complex in the modern high-productivity and efficiency world. Balancing family and business requires many individuals to make difficult choices. Many families have been forced to adapt to a lifestyle where family members rarely meet due to their busy schedules. This phenomenon highlights the need to understand how to balance these two aspects without neglecting either one. In this context, Islamic economics offers a holistic approach that balances family and business interests to achieve prosperity and the pleasure of Allah.

In addition, the concept of sustenance in Islam is not only a worldly material achievement but also includes blessings and inner peace. A successful business does not merely generate enormous profits but also makes a positive contribution to society and helps families grow in a harmonious and loving atmosphere. Sustenance in the Islamic perspective is not something that is only counted in the form of money or material possessions, but also in the form of quality time spent with family, inner satisfaction in providing the best for the family, and happiness in seeing the family in a healthy and prosperous environment.

Islamic economics guides the concept of distributive justice, which is relevant in this context. In Islamic economics, the utilization of resources, both time and energy, must be distributed fairly for the benefit of individuals, families, and communities (Karimullah & Rozi, 2023). Therefore, individuals are encouraged to seek balance in every aspect of their lives. If a person prioritizes business to the point of neglecting family, then they have violated the principle of justice taught in Islam. Conversely, if one focuses only on family without contributing to economic activities that benefit the community, one is not optimally fulfilling one's role as a *Khalifah* on earth.

Understanding the dilemma between family and business priorities from an Islamic economic perspective opens up opportunities to identify research gaps that can be explored further. So far, studies related to family and business priorities have generally only been discussed from the perspective of conventional economics or family psychology, which emphasizes productivity and time management. However, very few studies explore this issue in depth within the framework of Islamic economics, especially those that link the concepts of distributive justice, blessings, and balance as fundamental aspects in daily decision-making between family and business. Given the dynamics of modern life and the ever-changing economic demands, this significant research gap is relevant and essential to study.

This study aims to provide a more comprehensive perspective on how Islamic values can be applied in decision-making between family and business priorities. The study will investigate ways to achieve a healthy balance between these two aspects, emphasizing the principles of distributive justice, blessings, and balance taught in the Qur'an and hadith. The aim is to significantly contribute to filling the research gap related to Islamic economics, family, and business while providing practical guidance for the Muslim community.

LITERATURE REVIEW

From an Islamic economic perspective, the balance between family and business interests will draw on literature from various interrelated fields, such as Islamic economics, family management, and psychological and spiritual well-being. Many previous studies have discussed the balance of family and business from a conventional economic perspective, especially regarding work-life balance. However, studies linking this concept with Islamic financial principles are still minimal. This study seeks to fill this void by integrating Islamic principles, such as distributive justice, blessings, and social responsibility, in the context of family and business balance.

Previous studies in conventional economics often emphasize the concept of work-life balance or the balance between work and personal life, which includes family (Gatrell, Burnett, Cooper, & Sparrow, 2013; Lewis, Gambles, & Rapoport, 2007). These studies suggest that work-life imbalance can lead to role conflict, negatively affecting individual well-being. Other studies have also found that this imbalance can lead to stress, burnout, and mental health problems. While these studies offer important insights into the negative impact of work-family imbalance, this approach has not integrated the spiritual and blessing aspects essential in Islamic economics (Diekmann, Böckelmann, Karlsen, Lux, & Thielmann, 2020; Zolkefley, Che Mohd Nassir, & Jaffer, 2023).

From an Islamic economic perspective, work and family are not seen as two conflicting entities; they are aspects of life that must be harmonized to achieve comprehensive well-being. Some previous studies have revealed that Islam views work or business as a means to seek sustenance in a halal way and as a form of worship, as long as the business activity does not sacrifice moral values or neglect family obligations. Karimullah

(2023), for example, emphasizes that the balance between family and work responsibilities must be maintained in Islamic economics, as both are mandates from God. This approach differs from conventional economics, which often focuses only on efficiency and productivity.

The concept of happiness and welfare in Islamic economics shows that welfare (*falah*) in Islam is measured in material terms and includes spiritual happiness and the blessing of life. In this case, the balance between family life and work should be directed towards achieving welfare, which can be achieved by fulfilling material needs without forgetting obligations to family and society. Thus, business or work is not just to attain material success but also to maintain family welfare and strengthen social ties.

The correlation between this study and various previous studies is the similarity in the goal of achieving welfare and balance between family and business, although the approaches are different. Conventional studies tend to emphasize psychological and material aspects to attain balance, while studies in the Islamic context emphasize spiritual aspects and blessings. This study attempts to bridge the two approaches by integrating a comprehensive concept of balance from an Islamic economic perspective. This study views that the balance between family and business interests is oriented towards material or psychological outcomes and achieving blessings and the pleasure of Allah.

METHOD

This study uses a library research method that collects and analyses literature from various academic sources relevant to the topic under review. The library research method also allows combining theories from multiple disciplines to produce an in-depth synthesis of the issues discussed. This approach makes it possible to understand the fundamental concepts of Islamic economics related to family and business and evaluate and compare relevant views in conventional and Islamic literature. In this way, the study can provide a more holistic and integrated analysis, which is expected to address existing research gaps and add new dimensions to the relevant literature.

The literature analysis in this study is conducted comprehensively, and each relevant theory and concept will be critically examined to see its contribution, strengths, and limitations in the study context. In conducting this analysis, the study will consider Islamic economic principles such as distributive justice, blessings, and social responsibility and compare them with work-life balance concepts widely discussed in conventional literature. This approach allows us to identify complementary and enriching elements in family and business first and present a more in-depth and applicable perspective for readers, mainly Muslim individuals facing the dilemma between family and business interests.

RESULTS AND DISCUSSION

The Concept of Family and Business in Islam

The concept of family and business in Islam is fundamental because both are instruments to achieve life's greater purpose, namely blessing, welfare, and the pleasure of Allah. Islam places the family as society's most fundamental social unit, where individuals first receive education, moral values, and spiritual guidance. In the Qur'an, Allah gives responsibility to the family to educate their children to become a generation of faithful and pious. This shows that the family has a fundamental role as a place of character building and a means to create a civilized and quality society.

In the Islamic context, the family is not just a biological or emotional relationship but also has an essential function as a moral fortress that will form individuals with integrity and responsibility (Karimullah, 2024). However, in modern society, there is often a dilemma when family members are also involved in business or economic activities that require a lot of time, energy, and commitment. In this context, family business becomes challenging as it requires balancing family interests and business demands. Interestingly, in Islam, business is not a stand-alone entity; it must be part of worship and aim to benefit the family, society, and the *ummah*. Business in Islam is not just about pursuing material gain; it must also be done with the sincere intention of worshipping Allah. As such, family businesses are expected to fulfill the family's financial needs and support larger spiritual and social goals.

Understanding the primary purpose of the family in Islam provides a basic framework for how the family business should be managed (Karimullah, Efendi, Sattar, & Ningsih, 2023). The primary purpose of the family in Islam is to produce a generation that is faithful and pious to Allah. The family is the first place for children to learn about morals, manners, and religious teachings. Parents are responsible for providing an excellent education to their children, both spiritually, morally, and intellectually. In this case, the family business can serve as a means to teach children Islamic values, such as honesty, trustworthiness, responsibility, and hard work. By engaging in a family business, children can learn firsthand about work ethics and the importance of running a business with sharia principles so that they grow into productive individuals and have noble character.

On the other hand, business in Islam is considered part of worship. Allah encourages His servants to work hard and seek sustenance by lawful means while still upholding the values of honesty and trustworthiness. In this case, the business has a vital role as an instrument to fulfill the needs of life, both for the family and the wider community. Therefore, from an Islamic perspective, a family business is not just a means to gain material benefits but also a form of social contribution and worship. For example, when a family runs a business that benefits the community, such as providing jobs or quality goods and services, they have done good deeds worthy of worship. Business in Islam teaches that profits earned are private property and must be distributed relatively for the common good.

Islam teaches several relevant economic principles in family business, including justice, honesty, trustworthiness, and cooperation (Tlaiss, 2015). The principle of justice in Islam applies not only to business relationships but also to family relationships. Fairness may mean that each family member is given roles and responsibilities appropriate to their abilities in a family business, and the business proceeds are distributed fairly and transparently. Fairness also means avoiding unfair practices like price manipulation, hoarding goods, or labor exploitation.

In a family business, it is essential for all members to feel valued and treated reasonably so no dissatisfaction or discord can disrupt family harmony and business continuity. In addition, honesty is a fundamental principle that must be upheld in a family business. Honesty means telling the truth and includes honesty in business operations, such as calculating profits, financial reporting, and relationships with business partners. In a family business, honesty is an essential foundation because business often involves trust between family members and third parties. When the principle of honesty is maintained, the family business will gain a good reputation, bringing blessings and long-term profits. Conversely, fraud or dishonesty in the business will damage the business's reputation and the trust between family members.

The principle of trust or responsibility is also fundamental in running a family business. Amanah means carrying out duties and responsibilities with sincerity and integrity. In a family business, every member given a mandate must carry it out as well as possible without harming other parties. This mandate covers various aspects, including financial management, operational arrangements, and customer relationships. By upholding trust, the family business will gain confidence from external parties and create a harmonious working environment within the family. Amanah also reflects spiritual responsibility, where each family member realizes that they are responsible to fellow humans and God for every action they take in the business.

Cooperation is the last principle that is crucial in a family business. Family businesses often involve collaboration between family members, and cooperation is essential to achieve a common goal. Islam strongly encourages cooperation in goodness and righteousness, including running a business. In a family business, cooperation means that each member works together to achieve business goals and fulfill family responsibilities. This includes working together to formulate business strategies, solve problems that arise, and share the workload. When the principle of cooperation is applied, the family business can function as a solid unit, providing economic benefits and strengthening family ties.

By integrating these Islamic economic principles into the family business, Muslim families can run their businesses through Islamic teachings while supporting broader spiritual and social goals. Principles such as justice, honesty, trust, and cooperation are ideal moral values and practical guidelines to help Muslim families manage their businesses ethically and sustainably. This is important because a business run correctly and, according to Shariah, will bring material success, blessings, and inner satisfaction. Ultimately, by running a company according to Islamic economic principles, families not only support their material needs but also contribute to the well-being of society and the development of a more ethical and equitable economy (Insani, Ibrahim, Karimullah, Gönan, & Sulastri, 2024).

In an increasingly competitive world, understanding the concept of family and business in Islam is becoming increasingly relevant. Many Muslim families running businesses are faced with high economic pressures and the challenge of maintaining Islamic principles in an often-materialistic business environment. However, by adhering to the aforementioned Islamic principles, Muslim families have clear guidelines for managing their business without compromising spiritual values and responsibilities towards the family. Business conducted with the intention of worship and based on Islamic principles will be a means to achieve happiness in this world and the hereafter, as well as a sustainable and ethical business model.

In Islam, the concept of family and business offers a holistic perspective, where family and business are not seen as two conflicting entities but complementary. By placing family as the top priority and making business a means of worship, Muslim families can achieve a harmonious balance between family interests and economic needs. Islamic financial principles such as justice, honesty, trustworthiness, and cooperation become the foundation for running a family business in an ethical and Sharia-compliant manner. Ultimately, a family business that runs on these principles will achieve success. In this way, the Muslim family can act as a unit that creates economic prosperity and builds a more just and civilized society.

Factors Causing Family-Business Imbalance

The imbalance between family and business interests is increasingly common in many modern social and economic contexts, especially in family businesses. This phenomenon reflects the enormous challenge many families face in balancing competitive business goals with the need for family harmony. Family businesses often face a dilemma between pursuing sustainable business growth and maintaining family values and emotional ties (Astrachan, Binz Astrachan, Campopiano, & Baù, 2020). Several key factors can contribute to this imbalance, including the dominance of business interests, nepotism and professionalism issues, intergenerational conflicts, and a lack of good governance. These factors not only affect the economic well-being of the family but also impact interpersonal relationships and the harmonization of values within the family (Haerunnisa, Sugitanata, & Karimullah, 2023).

The dominance of business interests is one of the leading causes of the imbalance between family and business in family businesses. Many families feel compelled to place business priorities above family interests in this highly competitive modern world (Sharma, Chrisman, & Chua, 1997). The pressure to achieve profit targets, increase productivity, and expand market share often traps family businesses in an overly profit-focused mindset. Families who manage their business with this approach tend to neglect important aspects of family life, such as the time together, attention, and emotional support that should be given to each family member. This situation can create an imbalance, where family values and happiness are sacrificed for financial achievement. As a result, family relationships become strained, conflicts increase, and emotional bonds between family members weaken. Harmonious family relationships are an essential foundation in maintaining the long-term stability of the family business.

The dominance of business interests also impacts changing priorities within the family. For example, in family businesses that focus on rapid growth, family members directly involved in the industry often feel pressured to meet high expectations. This situation can cause excessive workload and lead to burnout. Family members' emotional and physical well-being is neglected, as they face constant pressure to achieve business goals. This is further exacerbated if the family does not have precise mechanisms in place to manage stress or support family members under severe pressure. In other words, the excessive dominance of business interests can lead to inequalities that undermine the integrity of the family as a social unit.

Another factor contributing to this inequality is the practice of nepotism in family business decision-making. Many family businesses tend to give important positions or opportunities to family members without considering their competencies or qualifications. While intended to strengthen family involvement in the business, this practice of nepotism can hinder professionalism and objectivity in business decision-making. When family members get important positions without adequate qualifications, decisions are often ineffective and less oriented toward sustainable business growth. Nepotism can also cause dissatisfaction among other family members, especially if their contributions or skills are not valued similarly. As a result, family businesses can get stuck in a situation where professionalism falls victim to excessive family loyalty.

Nepotism also creates challenges in building a productive and healthy work culture (Firfiray, Cruz, Neacsu, & Gomez-Mejia, 2018). When family members are given preferential treatment in the business, this often discourages professionalism among non-family employees. They may feel that they do not have the same opportunities to grow or be promoted, which can reduce their motivation and productivity. This practice of nepotism also impacts the company's image, primarily if the family business interacts with partners or clients who value professionalism as an essential aspect. In the long run, nepotism practices can create dissatisfaction among family members and non-family employees, which will affect the performance and reputation of the family business itself.

Inequality between family and business can also be caused by intergenerational conflict. In long-standing family businesses, there is usually a difference in vision and leadership style between the older and younger generations. Older generations often have a conservative approach and tend to maintain traditional values, while younger generations may be more open to innovation and want to bring change to the business. This difference can lead to conflict when the younger generation feels that their ideas are not heard or accepted by the older generation. Conversely, the older generation may be concerned that the changes proposed by the younger generation could undermine stability or long-held values in the business.

This intergenerational conflict often disrupts family harmony and creates tension in the business environment. If not managed well, these differences in views between generations can lead to the family's breakup or even the business's failure. In many family businesses, such conflicts are exacerbated by lacking an effective forum or communication mechanism to discuss differences in vision and expectations. When each generation has a different interpretation of the direction of the business, the inability to reach an agreement can exacerbate tensions between family members, ultimately undermining family cohesion and business effectiveness. In addition, intergenerational conflicts also result in unproductive leadership overlaps, where important decisions may be delayed or not unanimously agreed upon, which is detrimental to the overall development of the business.

The lack of good governance in family businesses is another factor that causes an imbalance between family and business. Many family businesses are run without clear management structures or adequate oversight mechanisms (Bammens, Voordeckers, & Van Gils, 2011). This often results in overlapping roles among family members and leads to conflicts of interest. For example, in family businesses that lack transparent governance, a family member may double as manager and strategic decision-maker without adequate accountability. This situation does not impair the effectiveness and eases conflicts between family members, especially when there are issues regarding their roles and responsibilities.

The lack of good governance also impacts the ability of family businesses to thrive and survive in the long term. Family businesses often struggle to adapt to changes in the dynamic business environment without a clear structure (Hall, Melin, & Nordqvist, 2001). The absence of effective governance can also trigger financial problems, where a lack of transparency and oversight leads to inefficient resource allocation or even misuse of funds. In addition, in family businesses that lack good governance, the risk of conflicts of interest is higher, as the boundary between personal and business interests is often unclear. This situation has the potential to damage the reputation of the family business and reduce the level of trust among family members and other stakeholders.

The dominance of business interests, nepotism, intergenerational conflicts, and a lack of good governance can cause an imbalance between family and business in family businesses. These factors are interrelated and mutually reinforcing, creating a massive challenge for family businesses to survive and thrive without compromising family harmony. Excessive domination of business interests often leads to family members being caught up in the pressure to achieve business targets. At the same time, nepotism can reduce professionalism and objectivity in decision-making. Intergenerational conflicts, if not properly managed, will exacerbate tensions within the family and lead to divisions. At the same time, the lack of effective governance makes family businesses vulnerable to conflicts of interest and operational issues.

To address this imbalance, family businesses must adopt a more holistic and systematic approach to managing the relationship between family and business. For example, families can develop a clear plan regarding the roles and responsibilities of each member and establish effective governance that upholds the principles of transparency and accountability. Decision-making should be based on meritocracy and professionalism so that each family member can contribute according to their competence. In addition, family businesses need to have an open communication forum to discuss business visions and strategies among different generations so that differences of opinion can be bridged constructively. By adopting these measures, it is hoped that family businesses can achieve economic success and maintain the values and emotional bonds that are the main foundation of the family business itself. Ultimately, by managing the imbalance between family and business wisely, family businesses can become more robust and sustainable entities, which not only bring financial benefits to the family but also positively contribute to society.

Strategies for Balancing Family and Business Interests

Balancing family and business interests in a family business is a complex challenge that requires a comprehensive strategy for both aspects to run harmoniously. In many cases, the imbalance between family and business often leads to problems, such as disputes between family members, conflicts of interest, and disruptions to business operations. This is exacerbated when the family and business do not have clear guidelines regarding vision, mission, and values. Therefore, to maintain a harmonious balance between family and business, several strategies need to be implemented, such as building a shared vision and mission, applying the principles of good corporate governance, building effective communication, separating family and business roles, prioritizing family development, and drafting family agreements.

Building a shared vision and mission between family and business is a crucial first step in creating balance. Vision and mission are the foundation for every action and decision in a family business, so their existence helps each family member to have the same goal in running the business (Romano, Tanewski, & Smyrnios, 2001). A shared vision and mission built on Islamic values will ensure that the company is oriented towards material gain and brings goodness to the family, community, and environment. In the Islamic context, the vision and mission should reflect noble goals such as seeking blessings, providing benefits to others, and maintaining justice and honesty in every activity. That way, a vision and mission based on Islamic values will keep the family from being trapped in excessive ambition and ignoring virtuous values in pursuing business success.

The importance of this shared vision and mission also lies in its ability to unify the views of family members who may have different interpretations of business goals. A shared vision and mission serve as a guideline that binds family members to stay on the same path and commit to achieving the goals mutually agreed upon. By having a clear vision and mission, the family will find it easier to face various challenges and pressures in the business because every decision taken is based on the same principles. This vision and mission also overcome conflicts between generations because all family members can refer to the fundamental values set in the shared vision and mission when there are different views.

Implementing the principles of good corporate governance is the next crucial step in maintaining the balance between family and business interests. The principles of good corporate governance, such as transparency, accountability, and professionalism, are the foundation that keeps the family business operating well without sacrificing family harmony (Sarbah & Xiao, 2015). Transparency in managing a family business is essential to create trust between family members and ensure that every decision taken can be understood and accepted by all parties involved. With transparency, each family member can see how decisions are made, the rationale behind each policy, and how the flow of funds in the business is managed. This transparency will reduce potential conflicts due to suspicion or ignorance.

Accountability is also essential in a family business. Accountability means that every family member involved in the industry should be responsible for their role and decisions. With accountability, family members will not feel free to act without consequences or feel privileged just because of their status as family members. This principle of accountability also serves as a reminder that the family business is not a place to utilize family relationships for personal gain but where professionalism and responsibility must still be upheld. This will create a healthy business environment where each family member works with the same dedication as any other professional employee.

Professionalism must be implemented in the family business to minimize conflicts caused by personal relationships. Professionalism means that each family member should perform their role with integrity and competence and avoid interfering in personal matters. Professionalism will ensure that the business is run with high standards and remains oriented towards achieving the shared vision and mission without being distracted by individual interests. By applying these principles of good corporate governance, the family business will not only be more stable. Still, it will also be more respected by external parties who may judge that the family business is managed with high ethical and professional standards.

The following equally important strategy is to build effective communication between family members. Open and honest communication is critical to avoiding misunderstandings and conflicts in a family business. Effective communication allows each family member to convey their ideas, concerns, and expectations without feeling hindered by family relationships full of stress or expectations. An open dialogue will let the family resolve problems or disagreements constructively. Good communication also strengthens family bonds because, through open dialog, family members can understand and appreciate each other's perspectives. This is especially important in family businesses that involve multiple generations, where different perspectives and experiences often lead to conflict.

Separating the roles of family and business is an essential strategy to maintain a balance between the two. In many cases, conflicts in family businesses arise because the boundaries between family and business roles become blurred (Großmann & Schlippe, 2015). Therefore, setting clear boundaries between roles and responsibilities in the family and business is necessary. For example, in a business environment, family members should be treated as professional colleagues with clear duties according to their position. This will ensure that any decisions made in the business are based on business interests, not personal relationships or status as family members. This separation of roles will prevent unnecessary overlap and minimize conflicts of interest that can undermine family harmony and business effectiveness.

In addition to role separation, it is also important to prioritize family coaching to maintain balance. Family development in a family business includes allocating time and resources for religious activities, strengthening family bonds, and personal growth of each family member. Emotionally and spiritually strong families will better cope with business pressures and maintain stability amidst emerging challenges. Family development also includes activities that support the strengthening of Islamic values in the family, such as joint worship, discussions on religious teachings, and social activities that involve all family members. By prioritizing family development, family businesses will have a solid foundation in facing various business dynamics because each family member has strong religious values as a moral foundation.

Maintaining the balance between family and business interests is to draw up a family agreement. A family agreement is a written document that regulates the rights and obligations of family members in the business. This agreement is an official guide regulating various aspects, such as leadership structure, decision-making procedures, and profit sharing. With a family agreement in place, each family member clearly understands what is expected of them and how they should act in the business context. This will reduce potential conflicts due to disagreements or unclear roles and responsibilities. The family covenant also provides a strong foundation for resolving disputes fairly and objectively, as each family member has agreed to abide by the rules that have been mutually agreed upon. With a good balance between family and business, family businesses will be better able to achieve long-term success that is not only measured by material achievements but also by the success of maintaining noble family values based on Islamic teachings.

CONCLUSION

The balance between family and business in a family business is not just a matter of managing time or roles but also an overall integration that demands an aligned vision, application of professional values, and awareness of the importance of fostering emotional relationships. Building a shared vision and mission based on Islamic values provides a clear direction, where business becomes a means of worship and brings blessings to the family and society. The principles of good corporate governance, including transparency and accountability, ensure that the business is managed with high standards and integrity to maintain trust between family members and external parties. In addition, effective communication and strict separation of roles between family members in the business ensure that conflicts of interest are minimized and each member can contribute optimally. By prioritizing family development through spiritual activities and drafting family agreements as written guidelines, family businesses gain a solid foundation to withstand market dynamics and pressures. These strategies strengthen the business and create sustainable harmony within the family, making the family business an entity that is not only profit-oriented but also blessed and happy together.

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