



THE INFLUENCE OF ISLAMIC LAW PRINCIPLES ON HUMAN RESOURCE MANAGEMENT

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Abstract

Human Resource Management has an important role in improving the effectiveness and productivity of an organization. In Islam, human resource management is not only oriented to profit, but also to ethical values and justice. Islamic legal principles, such as justice (*al-'adl*), amanah, deliberation (*shura*), and ihsan, provide moral guidance in managing the workforce. This study aims to analyze the influence of Islamic legal principles on human resource management and how these principles can be implemented in organizations. This study uses a library research method with a descriptive-analytical approach. Data is collected from various literature sources, such as fiqh books, scientific journals, and books that discuss Islamic law and human resource management. The results of the study show that the application of Islamic principles in human resource management contributes to the creation of a fairer and more harmonious work environment. However, this implementation still faces challenges, such as lack of understanding and resistance to change. Therefore, education, regulation, and a gradual approach are needed to adopt Islamic principles in human resource policy. With the right strategy, Islamic law can be the basis for a more equitable and sustainable human resource management system.

Keywords: *Islamic Law, Human Resource Management, Justice, Trust, Shura*

A. Introduction

Human Resource Management is a fundamental aspect in an organization that plays a role in managing individuals as the main asset of a company or institution (Ochieng, 2023). The success of an organization depends heavily on the effectiveness of

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human resource management, which includes recruitment, training, development, and maintenance of the workforce (Ichsan et al., 2021). In practice, various theories and approaches have been used to improve efficiency and productivity in human resource management. One approach that has great potential is the application of Islamic law principles in human resource management.

The principles of Islamic law derived from the Qur'an, Hadith, Ijma', and Qiyas not only regulate spiritual aspects and worship, but also provide guidelines in various areas of life, including in labor relations and labor management (Siti Naila Aziba et al., 2024). The concepts of justice, trust, deliberation, and courtesy in Islam can be a guideline for organizations in creating a more humane, fair, and responsible human resource management system. Therefore, the study of the influence of Islamic legal principles on human resource management is very relevant in facing the challenges of the increasingly complex world of work.

In the context of modern human resource management, various challenges arise along with technological developments and globalization (Briscoe et al., 2012). Many companies face problems such as low employee loyalty, high labor turnover (*turnover*), as well as dissatisfaction in the work environment (Ardan & Jaelani, 2021). The application of Islamic legal principles in human resource management is believed to provide a solution to this problem by instilling ethical and moral values in the work environment (Auwal Gano et al., 2024).

One of the main principles in Islamic law that is relevant to human resource management is justice (*Al-'adl*). In employment relations, fairness includes the provision of decent wages, equal opportunities in career development, and transparent policies in promotion and performance evaluation (Rahmat, 2018). By applying these principles, companies can create a more harmonious work environment and minimize conflicts between workers and employers.

In addition, the principle of trust in Islamic law also has an important role in human resource management. Mandate in the context of an organization means that every individual, both leaders and employees, must carry out their duties and responsibilities with integrity and honesty (Rochaeni & Supendi, 2024). This principle can increase the level of trust between management and employees and encourage a more productive and responsible work culture.

The principle of deliberation (*Shura*) in Islam is also very relevant in human resource management. Deliberations teach the importance of employee participation in decision-making related to organizational policies (Mukhsinuddin, 2025). By applying these principles, companies can create a democratic work environment and provide space for employees to express their aspirations (Abdul Cader, 2017). This will increase employee engagement in the organization and reduce job dissatisfaction.

The concept of *ihsan* (maximum goodness) in Islam is also the basis for human resource management that is oriented towards employee welfare. *Ihsan* teaches that work must be done as well as possible, both by leaders and employees (Hafidhuddin, 2003). By embedding these principles in the work culture, companies can increase productivity and better work quality.

In addition to the above aspects, Islamic law also emphasizes the importance of balancing work life and personal life. In many modern organizations, this balance is often overlooked, which impacts work stress and decreased employee mental well-being. By applying Islamic principles, companies can provide better work flexibility and create a work environment that supports the well-being of employees holistically.

In its implementation, many sharia-based companies have adopted Islamic law principles in their human resource management. For example, companies in the Islamic banking sector and the halal industry have implemented policies that are in accordance with Islamic values, such as fair wage payments, prohibitions on labor exploitation, and policies oriented towards employee welfare. This practice shows that the principles of Islamic law can be applied in the modern world of work.

However, the implementation of Islamic legal principles in human resource management is not without challenges. One of the main challenges is the lack of a deep understanding of Islamic legal concepts among management practitioners. In addition, there are obstacles in adapting these principles into management systems that have taken root in conventional organizations. Therefore, further studies are needed on effective implementation strategies so that the principles of Islamic law can be applied optimally in human resource management.

This study aims to analyze the influence of Islamic legal principles on human resource management, both in terms of theory and practice. Using a qualitative approach and literature study, this study will identify how Islamic principles can contribute to improving effectiveness and well-being in workforce management.

The results of this research are expected to provide insight for academics and practitioners in understanding the relevance of Islamic legal principles in the world of work. In addition, this research also aims to provide practical recommendations for companies in implementing Islamic values in their human resource management policies.

In this study, various concepts in Islamic law that are related to human resource management will be discussed, such as the concept of leadership in Islam, Islamic work ethics, and the principles of justice and welfare in employment relations. This study will also compare Islamic-based human resource management practices with conventional practices to see the differences and potential advantages.

With this research, it is hoped that it can open a wider discussion space regarding the importance of integrating Islamic values in human resource management. By doing

so, organizations can create a more ethical, fair, and well-being-oriented work environment, thus having a positive impact on the overall performance of the organization.

In conclusion, the principles of Islamic law have high relevance in human resource management. By applying the concepts of justice, trust, deliberation, and courtesy, organizations can increase the effectiveness of human resource management and create a more harmonious work environment. Therefore, this research is the first step in digging deeper into how the principles of Islamic law can be a solution to various problems in the modern world of work.

B. Method

This study uses a *library research* method to analyze the influence of Islamic law principles on human resource management. This method is carried out by studying various relevant literature, such as fiqh books, scientific journals, academic books, and related documents that discuss the concept of Islamic law and its application in human resource management. This approach allows researchers to explore existing theories as well as understand how the principles of Islamic law can be applied to human resource management policies and practices in various organizations.

The data collection technique is carried out by identifying, classifying, and analyzing literature sources that have relevance to the research topic. The data obtained were analyzed qualitatively by descriptive-analytical method, where this study focused on explaining the main concepts in Islamic law as well as evaluating how these concepts can contribute to improving the effectiveness of human resource management. The analysis was carried out by comparing Islamic principles with conventional human resource management theories to identify the similarities, differences, and advantages of Islamic-based approaches in managing the workforce. (Wijaya et al., 2025)

To increase the validity of the research, source verification techniques are carried out by selecting literature that is credible and has high relevance in the study of Islamic law and human resource management. The main sources come from recognized academic research as well as references from scholars and experts in the field of Islamic law and management. With this approach, this research is expected to make a scientific contribution in understanding how the principles of Islamic law can be a guideline in more fair, ethical, and employee welfare-oriented human resource management.

C. Finding and Discussion

1. Principles of Islamic Law in Human Resource Management

Human resource management in an Islamic perspective is based on the values and principles of Islamic law that govern the relationship between individuals and

organizations in a fair, ethical, and welfare-oriented manner. These principles are sourced from the Qur'an, Hadith, Ijma', and Qiyas, which provide guidance in managing the workforce responsibly and fairly. In the context of human resource management, Islamic law not only focuses on the rights and obligations of workers and employers, but also emphasizes the importance of morality, ethics, and balance in employment relations.

One of the main principles in Islamic law that is very relevant in human resource management is justice (*Al-'adl*). This principle emphasizes that every individual in an organization must obtain rights that are appropriate to their efforts, without discrimination or injustice. In practice, fairness in human resource management includes the provision of wages in accordance with workers' contributions, fair opportunities in career development, and the implementation of transparent policies in promotion and performance appraisal (Riniwati, 2016). By implementing fairness, organizations can create a harmonious work environment, where each individual feels valued and treated appropriately.

In addition to justice, the principle of trust (*trustworthiness*) is also an important foundation in human resource management. Trust in the context of work means that every individual, both leaders and employees, must carry out their duties and responsibilities with full honesty and integrity (Muktamar, 2024). This principle demands transparency in employment relations, so that there is no manipulation or exploitation of workers. A manager who holds the mandate will ensure that the policies implemented are fair and do not harm any party. With the principle of trust, trust between superiors and subordinates can be well established, which will ultimately increase the loyalty and productivity of the workforce (Nik Ab. Rahman et al., 2013).

Another influential principle in human resource management is deliberation (*Shura*), which teaches the importance of employee participation and involvement in decision-making. In Islam, *Shura* is one of the methods used to achieve the best decision through collective discussion and consideration (Efendi, 2024). In the world of work, deliberation can be realized through an openness policy, where employees are given the opportunity to express ideas, opinions, and constructive criticism. The application of this principle in the organization will create a democratic working atmosphere and increase the sense of belonging among employees.

The concept of *ihsan* (maximum goodness) is also an important principle in Islamic-based human resource management. *Ihsan* teaches that work must be done with the highest quality, both by leaders and employees. A Muslim worker not only works to get wages, but also to get blessings from Allah SWT by giving his best in every task (Zaini, 2016). Therefore, organizations that apply the principle of *ihsan* will encourage a

productive, innovative, and oriented work culture to improve the quality of services and products.

In addition, Islam also emphasizes the importance of balancing rights and obligations in employment relationships. In Islamic law, workers have the right to decent wages, adequate rest time, and humane treatment. On the other hand, workers also have an obligation to carry out their duties with professionalism and dedication. This principle of balance helps create harmony in the world of work, where the rights and obligations of both parties are fulfilled fairly. If this balance is implemented properly, a mutually beneficial working relationship will be created between workers and employers.

Another principle that is no less important is the prohibition of labor exploitation, which is part of Islamic teachings in upholding social justice. Islam prohibits all forms of exploitation, including improper wage payments, forced labor, and working conditions that are detrimental to the health and well-being of employees (Aravik et al., 2022). In human resource management, this principle requires companies to establish policies that protect workers' rights as well as provide facilities that support their well-being. This is in line with human values that are the basis of Islamic law.

Islamic law also emphasizes the importance of fair and responsible leadership in organizations. A leader or manager must have a strong, honest, and able to protect his subordinates (Na'im, 2022). In the context of human resource management, Islamic-based leadership is not only oriented towards achieving business targets, but also paying attention to the moral and welfare aspects of employees. Fair and wise leadership will create a healthy and conducive work environment for the growth of individuals and organizations.

The principles of motivation and reward in Islam are also part of effective human resource management. Islam teaches that every effort must be rewarded, both in material and non-material form. In the world of work, awards can be in the form of providing incentives, bonuses, or promotions for outstanding employees. In addition, spiritual motivation can also be applied in organizations by encouraging employees to work with good intentions and full responsibility (Azizah, 2017). With fair rewards, employees will be more motivated to work optimally.

Overall, the principles of Islamic law in human resource management not only focus on legal and regulatory aspects, but also include ethical, moral, and spiritual values that can improve employee well-being as well as organizational productivity. By applying these principles, human resource management can run more effectively, harmoniously, and oriented towards common welfare. Therefore, it is important for organizations to understand and integrate the principles of Islamic law in their human resource

management policies and practices in order to create a fairer and more dignified work environment.

2. Implementation of Islamic Law Principles in Human Resource Management in Various Organizations

The implementation of Islamic law principles in human resource management has been widely applied in various organizations, especially sharia-based ones such as Islamic banking, halal industry, and Islamic educational institutions. The application of these principles aims to create a management system that is more ethical, fair, and oriented towards employee welfare. Principles such as justice, trust, deliberation, courtesy, and the balance of rights and obligations are the main guidelines in labor management. By applying these principles, organizations can build a more harmonious and productive work culture.

One of the real implementations of Islamic legal principles in human resource management is in the recruitment and selection process of employees. Organizations that apply Islamic values in their human resources tend to emphasize honesty, competence, and the suitability of prospective employees' character with the company culture (Hamid, 2024). For example, in Islamic banking, recruited employees are not only assessed based on technical expertise, but also Islamic moral and ethical aspects. This aims to ensure that the workforce who join the organization has high integrity and is able to carry out sharia principles in daily work activities.

In addition, the application of the principle of justice in employee compensation and welfare is also an important aspect in Islamic-based human resource management. Islam emphasizes that workers must be given a decent wage according to their contributions, as explained in the hadith of the Prophet PBUH which states that wages must be paid before the worker's sweat dries (Riyadi, 2015). In practice, several sharia-based companies have implemented a fair payroll system, including a profit-sharing-based bonus policy that is in line with the concept of mudharabah and musharakah in Islamic economics. This not only provides well-being for employees, but also increases their loyalty and productivity.

The principle of trust and responsibility in leadership is also one of the aspects emphasized in Islamic-based human resource management. In an organization that applies Islamic values, the leader or manager acts as a caliph who is responsible not only to the company, but also to Allah SWT (Amalia, 2024). Therefore, leadership in Islam emphasizes aspects of honesty, openness, and moral responsibility towards employees. A trustworthy leader will ensure that the human resource policies implemented are in favor of employee welfare and are not only profit-oriented.

The principle of deliberation (*Shura*) in decision-making is also an important part of the implementation of Islamic law in human resource management. Many Islamic-based organizations adopt a participatory approach in decision-making related to labor policy (Basuki, 2023). For example, in some sharia companies, employees are given the opportunity to express opinions and proposals in discussion forums before new policies are implemented. With this principle of deliberation, employees feel more valued and have a higher level of involvement in the organization, thereby increasing their motivation and job satisfaction.

In daily practice, some organizations also apply the principle of *ihsan* (maximum goodness) in their work ethic. The concept of *ihsan* teaches that every work must be done with good intentions and the best quality (Shalawati & Sofa, 2024). Therefore, many sharia-based companies encourage employees to have a sense of worship at work, which ultimately increases their productivity and work ethic. In addition, these companies also provide a comfortable work environment, such as worship facilities and work policies that pay attention to the mental and spiritual well-being of employees.

The implementation of Islamic law in human resource management is also seen in the policy of balancing work life and personal life. In Islam, this balance is known as the concept of *mizan*, which emphasizes that one should not be so overzealous in one's work that one neglects other aspects of life. Some Islamic-based companies implement flexible working hours policies, leave for Hajj or Umrah, and more humane *work-life balance* policies. This aims to maintain the welfare of employees as a whole, both from physical, mental, and spiritual aspects.

In addition, the principle of protecting workers' rights is also applied in Islamic-based organizations. Islam prohibits all forms of labor exploitation, including unreasonable wages, poor working conditions, and unfair termination of employment (Chowdhury et al., 2020). Some Islamic companies have adopted more progressive labor protection policies, such as sharia-based health insurance, employee welfare programs, and anti-discrimination policies in the work environment. With the application of this principle, employees feel more valued and protected in carrying out their duties.

Finally, the implementation of Islamic law in human resource management also includes the provision of Islamic value-based awards and incentives. In Islam, every effort and hard work must be well rewarded. Therefore, some Islamic-based organizations implement incentive systems that are not only material-oriented, but also rewards in the form of moral appreciation and recognition for employee contributions. For example, in some sharia companies, there are reward programs for employees who show high dedication in carrying out Islamic values in their work.

Overall, the implementation of Islamic law principles in human resource management has been proven to have a positive impact in creating a fairer, harmonious, and well-being-oriented work environment. By applying Islamic values in human resource policies, organizations not only gain benefits in terms of productivity, but also build a more ethical and humane work culture. Therefore, more and more companies are starting to adopt Islamic law principles in their workforce management as part of their sustainable business strategy (Maulana, 2024).

3. Challenges and Solutions in the Application of Islamic Law Principles in Human Resource Management

Although the principles of Islamic law offer an ethical and equitable approach to human resource management, their implementation still faces various challenges. One of the main challenges is the lack of understanding of Islamic legal principles in the world of work, especially in non-sharia-based organizations. Many companies still adopt conventional human resource management systems that are more profit-oriented without considering the spiritual and moral aspects of Islam. The lack of education on how Islamic principles can be applied in human resource policy has led to most organizations not integrating Islamic values in their workforce management.

In addition, the gap between theory and practice is also an obstacle in the application of Islamic law in human resource management. In many cases, principles such as fairness, trust, and deliberation are often just discourse without real implementation in company policies. For example, although Islam emphasizes the importance of fair wages, there are still many companies that provide salaries below decent standards. This shows that although the concept of Islamic law in human resource management has been widely discussed in theory, its practice still faces various structural and cultural barriers.

The next challenge is the difference in the interpretation of Islamic law in the context of human resource management. Islamic law is sourced from the Qur'an, Hadith, Ijma', and Qiyas, which in some cases can result in differences of opinion among scholars and practitioners. For example, in terms of providing bonuses or incentives based on profit-sharing, there are various opinions regarding the mechanism that is most in accordance with sharia principles. These differences in interpretation can lead to uncertainty in the application of Islamic law in human resource policies in various organizations.

In the modern business world, the influence of globalization is also a challenge in the application of Islamic law in human resource management. Many companies operating in a multinational environment have to adapt their policies to global standards that are not always in line with Islamic principles. For example, in some industries,

excessive overtime work practices are still practiced despite Islam's emphasis on balancing work and personal life. As a result, companies face a dilemma between meeting global business standards and sticking to Islamic legal principles.

In addition to external factors, resistance from within the organization is also an obstacle in the implementation of Islamic legal principles in human resource management. Some managers and leaders of organizations may feel that the Islamic-based approach is too idealistic and difficult to implement in the competitive business world. Concerns about declining efficiency and productivity are often the reason why Islamic principles, such as humane restrictions on working hours or the granting of religious leave, are not fully implemented in company policy.

To overcome these challenges, the first solution that can be done is to increase education and training on Islamic-based human resource management. Organizations can hold internal seminars, workshops, or trainings that discuss how Islamic principles can be implemented in human resources policy in a practical way. With a better understanding, managers and employees will be better prepared to adapt Islamic values in the work environment.

Furthermore, the government and Islamic financial institutions can play a role in encouraging regulations that better support the application of Islamic legal principles in human resource management. For example, policies on living wage standards, labor protection, and the profit-sharing system in compensation can be strengthened through sharia-based regulations. With clearer policies, companies will have more structured guidelines in applying Islamic principles in human resource management.

In the face of differences in the interpretation of Islamic law, a contextual and flexible approach to *ijtihad* is needed. Scholars and academics can work closely with business practitioners to develop more applicable guidelines on how Islamic principles can be applied in human resource management without hindering business efficiency. Thus, companies can align their policies with Islamic values without sacrificing the competitive aspects of the business world.

To overcome internal resistance, companies can apply a gradual approach in adopting Islamic legal principles in human resource management. For example, they can start by implementing more inclusive policies, such as providing time for worship and eliminating labor exploitation practices. With a less drastic approach, companies can more easily adapt to Islamic-based management systems without disrupting their business operations.

Overall, despite the challenges in applying Islamic legal principles in human resource management, the right solutions can help organizations overcome these obstacles. With better education, supportive regulations, a flexible approach to the

interpretation of Islamic law, and a gradual implementation strategy, companies can build a more fair, ethical, and employee welfare-oriented human resource management system. Therefore, it is important for stakeholders to continue to collaborate in creating a work environment that is in line with Islamic values while remaining competitive in the modern business world.

D. Conclusion

Based on the discussions that have been carried out, it can be concluded that the principles of Islamic law have a significant influence on human resource management. Principles such as justice, trust, deliberation, courtesy, and the balance of rights and obligations provide ethical guidelines in labor management. The implementation of these principles in an organization can create a more harmonious, fair, and well-being-oriented work environment. In addition, organizations that implement Islamic values in their human resource policies tend to have a more productive, transparent, and humane work culture. Various sectors, especially sharia-based ones such as Islamic banking and the halal industry, have shown that Islamic legal principles can be adapted in modern management systems to improve the effectiveness and welfare of the workforce.

However, the application of Islamic legal principles in human resource management still faces a number of challenges, such as a lack of understanding of this concept, a gap between theory and practice, and resistance in a more profit-oriented business environment. In addition, differences in the interpretation of Islamic law are also an obstacle in implementing sharia-based policies as a whole. Therefore, solutions that can be implemented include increased education and training for managers and employees, stronger regulatory support from the government, and a gradual approach in adopting Islamic principles in human resource policy. With the right strategy, the principles of Islamic law can be the basis for a more fair, sustainable, and beneficial human resource management system for all stakeholders in the organization.

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