
ISLAMIC HUMAN RESOURCE MANAGEMENT AND MAQASHID SYARIAH: A SYSTEMATIC LITERATURE REVIEW

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Abstract

The development of Islamic human resource management (IHRM) increasingly emphasizes ethical, humanistic, and sustainable approaches in response to the limitations of conventional human resource management, which often prioritizes efficiency and financial performance while neglecting human welfare. In the context of a Muslim majority, Islamic values (especially maqashid al-shariah) offer a comprehensive normative framework that promotes justice, human dignity, and holistic well-being. This study aims to conduct a systematic review and synthesis of existing literature on human resource management through the perspective of maqashid shariah, identifying key themes, conceptual frameworks, and research gaps. Using a qualitative Systematic Literature Review (SLR) approach, relevant studies published in accessible national and international journals were collected through databases such as Google Scholar and DOAJ. The selected literature was analyzed using content and thematic analysis to identify dominant patterns and trends. Findings indicate that Sharia-based human resource management contributes to an ethical work culture, employee well-being, fair compensation, sustainable human capital development, and organizational sustainability. However, most existing studies are still conceptual or context-specific, with limited empirical validation and unstandardized measurement models. This study concludes that sharia maqasid provides a strong conceptual foundation for developing human resource management, while future research should focus on operationalizing indicators, developing empirical models, and testing them in various organizational contexts.

Keywords : *Islamic Human Resource Management, Maqashid Shariah, Sustainability*

INTRODUCTION

The development of human resource management (HRM) science in recent decades has shown a significant paradigm shift, from a mechanistic and administrative approach to a strategic approach that places people as the main asset of an organization. In this context, HR is no longer viewed solely as a factor of production, but rather as subjects with intellectual, emotional, and moral potential that play an important role in the sustainable achievement of organizational goals. Various studies in management and organizational journals confirm that the effectiveness of HRM depends heavily on an organization's ability to integrate the dimensions of performance, well-being, fairness, and ethical values into its policies and managerial practices. However, conventional HR management practices, which remain dominant today, still focus heavily on achieving efficiency, productivity, and economic profits, often neglecting the human dimension and broader social goals (Oehlhorn et al., 2020; Eshete & Birbirssa, 2024; Nurapriyanti, 2025).

However, the dominance of the conventional HRM paradigm oriented towards efficiency, productivity, and financial performance achievement often draws criticism for neglecting the dimensions of ethics, human welfare, and social justice. A number of studies show that overly instrumental HR practices have the potential to cause dehumanization, work stress, and inequality in the relationship between organizations and workers. This condition has encouraged the emergence of alternative discourses in management studies, such as ethical human resource management, humanistic management, and sustainable human resource management, which emphasize the importance of moral values, human dignity, and social responsibility in human resource management (Mariappanadar & Aust, 2022; Ehnert et al., 2021).

In line with these developments, value-based management studies have gained increasing attention in global academic literature. This approach emphasizes that managerial practices cannot be separated from the value systems embraced by organizations and the communities in which they operate. In the context of countries with Muslim-majority populations, Islamic values have the potential to make a strong normative contribution to the development of management theory and practice, including in the field of HRM. Previous studies have shown that Islamic values such

as justice ('adl), trustworthiness, ihsan, and social responsibility are highly relevant in shaping ethical work behavior and organizational governance (Musthafa et al., 2025; Sukmayadi, 2025)

One Islamic value framework that is increasingly used in contemporary studies is maqāshid al- syarī'ah, which are the fundamental objectives of Islamic law oriented towards achieving benefits and preventing harm. Classically, maqashid includes the protection of religion, life, intellect, lineage, and property, which has been further developed in modern studies to include the dimensions of social justice, human development, and collective welfare. Studies in reputable journals show that maqashid syariah has been widely applied in the fields of Islamic economics and finance, corporate governance, and sustainable performance measurement, with results demonstrating the relevance and flexibility of this framework in the context of modern organizations (Marwah et al., 2025; Nurcahyo et al., 2024)

In the context of human resource management, the maqashid syariah approach gives rise to the concept of humanistic HR management, which is an approach to HR management that is human- centered, balances organizational goals and individual welfare, and develops human potential holistically (intellectually, morally, and spiritually). Conceptual and empirical research shows that the integration of maqashid syariah in HR practices can influence value-based recruitment policies, continuous competency development, fair performance appraisal systems, and compensation that guarantees the welfare and dignity of workers (Abdullah & Ahmad, 2019; Firmansyah & Prasetyo, 2022). However, studies on HRM with a maqashid syariah approach still show a number of limitations. The existing literature tends to be scattered, partial, and uses diverse methodological approaches, making it difficult to integrate and generalize findings. Most studies are still normative-conceptual in nature, while empirical studies with robust designs and diverse contexts are still relatively limited. In addition, there has been no systematic mapping of research themes, maqashid indicators used, and their practical implications for HR policy development in various organizational sectors (Maulida, 2023; Munir, 2022)

Theoretically, the concept of human HR management is rooted in the humanistic human resource management paradigm, which places humans as the main subject in an organization, not merely a tool for achieving economic goals. In the Islamic perspective, humans are viewed as dignified beings (karamah al-insan) who have moral and social responsibilities, so that HR management must be directed at developing human potential in a comprehensive manner. Recent literature emphasizes that human resources encompass the integrated dimensions of rationality, emotion, sociality, and spirituality, and stresses the importance of fairness, participation, and sustainability in HR policies. This approach is in line with research findings showing that value- and ethics-based HRM practices can increase organizational commitment, job satisfaction, and employee well-being in the long term (Ehnert et al., 2021; Mariappanadar & Aust, 2022).

Meanwhile, maqashid syariah serves as a normative and philosophical framework that provides directional goals in human resource management. In contemporary development, maqashid is not only understood as Islamic legal principles, but also as a value-based framework relevant to organizational governance and human resource development. Studies over the past five years show that maqashid syariah is able to bridge the interests of organizations and individual welfare through an orientation towards masalah (benefit), social justice, and the protection of human rights. In the context of human resources, maqashid syariah provides a basis for formulating policies that protect workers' rights, develop intellectual and moral capacity, and create an ethical and sustainable work environment. However, researchers also emphasize the need to develop applicable operational indicators for maqashid so that this framework can be implemented and evaluated empirically in cross-sector HR management practices (Auda, 2021; Mohammed et al., 2021; Hasan & Ali, 2024).

In this context, the systematic literature review (SLR) approach is highly relevant to address the need for comprehensive, transparent, and methodological knowledge synthesis. SLR enables researchers to systematically identify patterns, trends, research gaps, and the theoretical and practical contributions of previous studies. A number of methodological studies confirm that SLR is an effective approach for building a strong theoretical foundation and formulating a future research agenda, especially in developing fields of study such as sharia-based HRM (Snyder, 2019; Xiao & Watson, 2019).

Therefore, this study is titled "Human Resource Management with a Sharia Maqashid Approach: A Systematic Literature Review" with the aim of mapping the development of literature, identifying existing conceptual frameworks and empirical findings, and formulating theoretical and practical implications for the development of a human resource management model based on sharia maqashid values. This study is expected to make a significant contribution to the enrichment of Islamic management scholarship and serve as a reference for practitioners and policymakers in developing a fair, dignified, and sustainable HR management system.

METHOD

This study uses a qualitative approach with the Systematic Literature Review (SLR) method to comprehensively and systematically review literature discussing human resource management with a maqashid syariah approach. The SLR method was chosen because it is able to provide a transparent, structured, and replicable synthesis of knowledge, especially in fields of study that are still developing and spread across disciplines. The literature search process was conducted through accessible scientific journal databases, such as Google Scholar, DOAJ, and accredited national journal portals, using relevant keywords, including Islamic human resource management, maqashid syariah, and Islamic HRM. The literature obtained was then selected based on inclusion criteria, including topic relevance, scientific publication quality, and clarity of the conceptual framework or research methodology, as recommended in the SLR guidelines for social sciences and management.

Data analysis was conducted through content analysis and thematic analysis, with the aim of identifying the main themes, conceptual patterns, and methodological trends in previous studies. Each selected article was analyzed to examine the concept of maqashid syariah used, its implementation in HRM, and the resulting theoretical and practical implications. The results of the analysis were then synthesized to find similarities, differences, and gaps in the research that were still open, so that a follow-up research agenda and relevant theoretical contributions could be formulated. This approach is in line with the standards for writing SLR-based scientific articles in management and business journals that emphasize methodological rigor, consistency of analysis, and clarity of scientific contributions (Snyder, 2019; Xiao & Watson, 2019).

RESULTS AND DISCUSSION

Research Findings

The results of the systematic literature review indicate a significant and consistent growth of research on Islamic Human Resource Management (IHRM) and the integration of Islamic values—particularly maqashid al-sharia—into HRM practices over the past five years. This trend reflects an increasing scholarly response to the limitations of conventional HRM paradigms, which often emphasize efficiency and financial performance while underemphasizing ethical and humanistic dimensions. Contemporary studies demonstrate that IHRM is not limited to religious compliance or ritual observance but represents a comprehensive management philosophy that integrates welfare, justice, ethical conduct, and long-term organizational sustainability. Recent review-based studies show that organizations adopting Islamic value-oriented HRM frameworks tend to experience improved organizational outcomes, including higher employee satisfaction, stronger organizational commitment, and enhanced social responsibility, although the degree of impact varies depending on the depth of implementation (Sutrismi, 2025).

More specifically, the literature highlights that the integration of Islamic values into core HR functions, such as workforce planning, recruitment, training and development, performance appraisal, and compensation (can generate positive organizational and individual outcomes). Islamic HRM frameworks emphasize value-based recruitment that prioritizes integrity and moral character, continuous competence development grounded in ethical responsibility, and performance evaluation systems that balance productivity with fairness and employee well-being. A recent systematic review of Islamic HRM practices underscores that when these values are consistently embedded across HR processes, organizations are better able to align employee goals with institutional objectives while fostering trust and mutual respect in employment relationships. Nevertheless, several studies also identify the absence of standardized operational

guidelines and measurable indicators as a key challenge, limiting the practical scalability of Islamic HRM models across different organizational contexts

Thematically, several articles show a relationship between Islamic value-based HR management and performance, motivation, and ethical work culture. For example, Research on performance management in Islamic HRM contexts demonstrates that foundational values—including *tawhid* (unity of purpose), *ihsan* (excellence), *amanah* (trustworthiness), *‘adl* (justice), and *shura* (consultation)—contribute significantly to enhancing employee loyalty, job satisfaction, and psychological well-being. These values promote a sense of moral accountability and collective responsibility, which in turn strengthens organizational cohesion and productivity. Empirical evidence suggests that organizations that institutionalize these principles within their HR systems are more likely to cultivate ethical behavior and sustainable performance compared to those relying solely on instrumental HRM practices (Sari et al., 2025).

Furthermore, studies focusing on human resource development through the maqashid al-sharia framework demonstrate its relevance beyond private organizations, extending into public and governmental institutions. Research on civil servants and public-sector employees reveals that continuous training and development strategies grounded in maqashid syariah, particularly those emphasizing the protection of intellect (*hifz al-aql*), human dignity, and social welfare. That can enhance employee motivation, professional competence, and work-life balance. Such approaches foster a harmonious work environment and support long-term organizational sustainability by aligning individual development with broader societal objectives. Collectively, these findings illustrate that Islamic values can enrich multiple dimensions of HRM, ranging from individual performance and ethical conduct to social harmony and institutional resilience, thereby reinforcing the strategic relevance of maqashid-based HRM in contemporary organizational settings (Nurcahyo et al., 2024). Thus, these findings reveal the diversity of HR aspects that can be enriched by Islamic values from individual performance to social harmony within organizations.

Discussion

Based on the synthesized findings of the systematic literature review, several important insights can be drawn regarding the contributions and implications of integrating Islamic values and maqashid al-sharia into human resource management. Overall, the reviewed studies confirm that Islamic HRM represents more than a normative or religious framework; it offers a value-based management approach that responds to contemporary challenges in HRM, such as ethical erosion, employee disengagement, and sustainability concerns. By embedding moral and spiritual values within HR practices, Islamic HRM introduces a human-centered orientation that aligns organizational objectives with employee well-being and social responsibility (Sutrismi, 2025)

Islamic values function as a comprehensive ethical framework that strengthens organizational morality and internal governance. Values such as *amanah* (trustworthiness), *‘adl* (justice), and *ihsan* (excellence) are repeatedly identified as foundational principles shaping ethical behavior and interpersonal relations within organizations. Empirical studies indicate that when these values are institutionalized in HR policies, they foster mutual trust, fairness, and respect between management and employees. This ethical climate not only enhances social cohesion in the workplace but also contributes to higher levels of employee loyalty, organizational commitment, and alignment with the organizational mission (Sari et al., 2025; Sutrismi, 2025).

The literature demonstrates that Islamic values exert tangible effects on key HR functions, including recruitment, selection, training, performance appraisal, and competency development. Value-based recruitment practices emphasize integrity and moral character alongside technical qualifications, while training programs grounded in Islamic ethics promote continuous self-improvement and professional responsibility. Several qualitative and phenomenological studies report that such practices improve service quality, employee discipline, and overall productivity, particularly in organizations with explicit value orientations such as Islamic educational institutions and public-sector organizations (Anggraeni, 2025; Nurcahyo et al., 2024).. These findings suggest that Islamic HRM can translate ethical principles into operational HR outcomes when implemented consistently.

Islamic HRM contributes to employee motivation and job satisfaction by fostering a sense

of meaningful work and moral purpose. The integration of spiritual values into daily work practices encourages employees to perceive their roles as part of a broader ethical and social mission rather than merely contractual obligations. Studies reviewed in this SLR indicate that employees working under Islamic value-based HR systems report higher intrinsic motivation, stronger affective commitment, and greater psychological well-being, which ultimately supports sustained organizational performance (Sari et al., 2025). This highlights the relevance of Islamic HRM in addressing non-material dimensions of employee engagement often overlooked in conventional HRM models.

Despite these positive outcomes, the literature also reveals significant methodological limitations that constrain the generalizability of existing findings. Most studies rely on descriptive, qualitative, or single-case approaches, focusing on narrative explanations of values and practices without robust empirical validation. Quantitative studies employing standardized measurement instruments remain scarce, limiting the ability to assess causal relationships between Islamic HRM practices and organizational outcomes. This methodological gap underscores the need for more rigorous research designs, including survey-based and mixed-method approaches, to strengthen the empirical foundation of Islamic HRM research. The absence of standardized operational frameworks and performance indicators represents a critical challenge in advancing Islamic HRM as an applied management discipline. While numerous studies articulate Islamic values conceptually, few provide clear strategic guidelines or measurable indicators that organizations can use to evaluate implementation effectiveness. The study Islamic Human Resources Management and Planning explicitly emphasizes the urgency of developing replicable HRM models and evaluation tools to enable systematic implementation across diverse organizational contexts (Sutrismi, 2025). Without such tools, the practical scalability of Islamic HRM remains limited.

The perspective of maqashid sharia, although the literature directly linking maqashid with HRM is still limited, there are indications that maqashid values can expand the scope of HRM to a more holistic social and humanitarian dimension. Maqasid values such as protection of religion (hifz al-din), life (hifz al-nafs), intellect (hifz al-aql), lineage (hifz al-nasl), and wealth (hifz al-mal) provide a value orientation that focuses not only on economic goals but also on social welfare, education, and moral development. This concept is explored by a number of maqashid frameworks in broader management practices, including human resource development and ethical performance management (Marwah et al., 2025)

Overall, the results of this study show that despite empirical limitations and the need for more detailed evaluation models, an HR management approach integrated with Islamic values/maqashid syariah offers significant normative and practical perspectives. This approach not only enriches contemporary management literature with spiritual and ethical dimensions, but also makes a potential contribution to more humane, sustainable, and holistic individual well-being-oriented organizational practices. Therefore, further research that develops operational indicators and empirical models is urgently needed to strengthen the scientific basis and practical application of human-centered HRM based on maqashid syariah.

CONCLUSION

This study concludes that the human-based human resource management (HRM) approach based on maqashid syariah has strong conceptual and practical potential in enriching the modern HRM paradigm through the integration of ethical values, justice, and holistic human welfare. A systematic review of the literature shows that the application of maqashid syariah values can strengthen key HR functions, such as competency development, work ethics, compensation fairness, and organizational sustainability, although its implementation is still dominated by conceptual studies and limited contextual studies. The strength of this research lies in its synthesis of the latest literature, which provides a comprehensive overview of trends, main themes, and scientific contributions to Sharia-based HRM; while its limitations include its reliance on secondary data and the limited number of measurable and cross-sector empirical studies. Therefore, further research is recommended to develop operational models and quantitative indicators based on maqashid syariah, as well as conducting empirical testing in various types of

organizations and cultural contexts to strengthen the validity, generalization, and practical relevance of the human-based HRM approach based on maqashid syariah.

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