

Islamic Business Ethics In Human Resources Management

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ABSTRACT

Human Resource Management (HRM) plays a pivotal role in organizational success. Incorporating Islamic business ethics into HR management is imperative in Islamic business contexts. This entails aligning business decisions with ethical principles and moral values, fostering equity, inclusivity, and sustainability. Justice, honesty, social responsibility, and employee welfare are paramount in every HR management decision. A literature review method was employed to explore Islamic business ethics in HRM. It aimed to deepen understanding and critically analyze the application of Islamic ethical principles in HRM practices. Islamic business ethics provide a robust framework for ethical and responsible HRM, emphasizing justice, transparency, and employee development. By integrating these principles, businesses can grow ethically and responsibly, considering employee welfare and achieving business goals.

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INTRODUCTION

Human Resource Management (HRM) is a crucial component for the success of any organization. (Setiawan, 2016) It is essential to incorporate Islamic business ethics into HR management in the context of Islamic business. As Yulianti et al., (2023) explain, these ethics, which are rooted in Islamic law, underscore the importance of ethical principles and moral values in HR management, this includes not only practical considerations, but also has profound philosophical implications in the relationship between workers and entrepreneurs.

The implementation of Islamic business ethics principles in human resource management is critical for fostering a workplace that is equitable, inclusive, and sustainable. (AHMAD et al., 2021) These principles emphasize the significance of aligning business actions and decisions with Islamic moral values, thereby establishing a robust foundation for ethical and responsible HR management.

According to Alawiyah, (2023) the primary values of Islamic business ethics, including justice, honesty, social responsibility, and concern for the welfare of people, must be taken into account in every HR management decision.

Overall, the Islamic business ethics approach to HR management integrates spiritual and practical values. Entrepreneurs who adopt this approach are expected not only to optimize their business performance but also to pay attention to justice, social responsibility, transparency, and employee development in accordance with the principles established by Islamic law.

METHOD

This research employs the method of literature review. The literature review method is an approach utilized in scientific research whereby information related to the researched topic is sought, evaluated, and analyzed from various literary sources. As highlighted by Ramdhan, (2021) this method involves delving into Islamic readings, human resource management literature, and related articles to gather comprehensive insights.

The objective of this paper extends beyond mere exploration; it aims to delve deeply into the intricate concepts of Islamic business ethics within the realm of human resource management (HRM). By meticulously scrutinizing diverse literary works, this study seeks not only to understand but also to critically analyze the application and implications of Islamic ethical principles in HRM practices.

Through this comprehensive examination, the research endeavors to contribute to the existing body of knowledge by shedding light on the nuanced intersections between Islamic teachings and contemporary HRM strategies. Thus, by synthesizing insights gleaned from a plethora of literary sources, this study endeavors to provide a nuanced understanding of the dynamics at play in the integration of Islamic ethical values within the management of human resources.

RESULTS AND DISCUSSION

Justice in Human Resource Management

The concept of justice stands as one of the fundamental pillars within the teachings of Islam, carrying profound implications for the management of Human Resources (HR). (Mustaqim, 2016) The Quran, revered as the primary source of guidance for Muslims, expounds upon the paramount importance of justice across myriad dimensions of life, extending to the intricate dynamics between employers and employees. Within the sacred verses of the Quran, particularly in Surah An-Nisa verse 58, Allah SWT commands:

﴿إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا وَإِذَا حَكَمْتُمْ بَيْنَ النَّاسِ أَنْ تَحْكُمُوا بِالْعَدْلِ إِنَّ اللَّهَ نِعِمَّا يَعِظُكُمْ بِهِ إِنَّ اللَّهَ كَانَ سَمِيعًا بَصِيرًا

“Indeed, Allah commands you to render trusts to whom they are due and when you judge between people to judge with justice. Excellent is that which Allah instructs you. Indeed, Allah is ever Hearing and Seeing.”

This divine directive not only underscores the obligation to fulfill trusts and uphold justice but also highlights the divine wisdom inherent in adhering to such principles. It serves as a timeless admonition, reminding believers of the omnipresent awareness and perception of Allah SWT. Furthermore, this verse serves as a guiding light, illuminating the path towards righteous conduct and equitable treatment in all spheres of human interaction, including the realm of Human Resource Management.

Therefore, it is evident that every decision pertaining to human relationships, including the management of Human Resources, must be rooted in the principles of justice as ordained by Allah SWT. By adhering to these divine injunctions, organizations can establish environments characterized by fairness, integrity, and mutual respect, fostering a harmonious workplace culture conducive to organizational success and societal well-being. (Branine & Pollard, 2010)

One practical manifestation of this principle of justice lies in the equitable remuneration of employees. In the Quran, specifically in Surah Al-Baqarah verse 233, Allah SWT addresses the issue:

﴿وَالْوَالِدَاتُ يُرْضَعْنَ حَوْلَ لَيْلٍ كَامِلَيْنِ لِمَنْ أَرَادَ أَنْ يُنَمَّ الرِّضَاعَةَ وَعَلَى الْمَوْلُودِ لَهُ رِزْقُهُنَّ وَكِسْوَتُهُنَّ بِالْمَعْرُوفِ لَا تُكَلَّفُ نَفْسٌ إِلَّا وُسْعَهَا لَا تُضَارَّ وَالِدَةٌ بَوْلِدِهَا وَلَا مَوْلُودٌ لَهُ بِوَالِدَيْهِ وَعَلَى الْوَارِثِ مِثْلُ ذَلِكَ فَإِنْ أَرَادَا فِصَالًا عَنْ تَرَاضٍ مِنْهُمَا وَتَشَاوُرٍ فَلَا جُنَاحَ عَلَيْهِمَا وَإِنْ أَرَدْتُمْ أَنْ تَسْرِعُوا بِالْوَالِدَيْنِ فَلَا جُنَاحَ عَلَيْكُمْ إِذَا سَلَّمْتُمْ مَا آتَيْتُم بِالْمَعْرُوفِ وَاتَّقُوا اللَّهَ وَاعْلَمُوا أَنَّ اللَّهَ بِمَا تَعْمَلُونَ بَصِيرٌ﴾

“Mothers may breastfeed their children two complete years for whoever wishes to complete the nursing [period]. Upon the father is the mothers' provision and their clothing according to what is acceptable. No person is charged with more than his capacity. No mother should be harmed through her child, and no father through his child. And upon the [father's] heir is [a duty] like that [of the father]. And if they both desire weaning through mutual consent from both of them and consultation, there is no blame upon either of them. And if you wish to have your children nursed by a substitute, there is no blame upon you as long as you give payment according to what is acceptable. And fear Allah and know that Allah is Seeing of what you do.”

This verse underscores the importance of fair compensation, indicating that wages should correspond to the labor rendered and be agreed upon mutually. (Hanif et al., 2023) It emphasizes the notion that employees should receive just recompense for their efforts, reflecting a fundamental aspect of Islamic business ethics. Ferdinand et al., (2022) stated that by adhering to this principle, employers ensure not only equity but also uphold the dignity and rights of their workforce, fostering an environment of mutual respect and fairness in the realm of human resource management.

The principle of justice in Islam extends to the concept of equality, emphasizing that every individual possesses inherent worth and should be treated with fairness and equity, especially within the dynamics of the workplace. (Elamin & Tlaiss, 2015) Regardless of social status, ethnic background, religious affiliation, or gender, Islam advocates for equal treatment and opportunities for all individuals. The Quran, in Surah Al-Hujurat verse 13, unequivocally affirms that all human beings are created equal:

يَا أَيُّهَا النَّاسُ إِنَّا خَلَقْنَاكُمْ مِنْ ذَكَرٍ وَأُنْثَىٰ وَجَعَلْنَاكُمْ شُعُوبًا وَقَبَائِلَ لِتَعَارَفُوا إِنَّ أَكْرَمَكُمْ عِنْدَ اللَّهِ أَتْقَىٰكُمْ إِنَّ اللَّهَ عَلِيمٌ خَبِيرٌ

“O mankind, indeed We have created you from male and female and made you peoples and tribes that you may know one another. Indeed, the most noble of you in the sight of Allah is the most righteous of you. Indeed, Allah is Knowing and Acquainted.”

The Quranic verse from Surah Al-Hujurat verse 13 underscores this principle by highlighting the common origin of humanity, stating that all human beings are created from male and female, forming diverse peoples and tribes. This diversity is not meant for division but rather for mutual understanding and appreciation. Moreover, the verse asserts that the true measure of nobility or honor lies in one's righteousness and piety, as perceived by Allah, emphasizing the importance of moral character over external attributes.

In the context of human resource management, this principle translates into ensuring that every employee is afforded equal rights and opportunities within the workplace. Apsari et al., (2018) and Radityananto et al., (2021) further elaborates on this by stating that employees should have equal access to career advancement programs, educational opportunities, acknowledgment for their individual contributions, and the provision of necessary facilities in their work environment.

This comprehensive approach to equality and justice in HRM not only aligns with Islamic teachings but also fosters an environment conducive to organizational success. Bryer, (2020) state that by valuing diversity, promoting fairness, and upholding the rights of every individual, organizations can cultivate a culture of inclusivity, trust, and mutual respect, leading to higher employee morale, productivity, and overall effectiveness.

The prohibition of discrimination in all its forms is not only a fundamental aspect but also a cornerstone of the principle of justice within Human Resource Management (HRM) as per Islamic teachings. (Toumi & Su, 2023) Islam unequivocally rejects any form of discrimination based on factors such as religion, ethnicity, gender, or socio-economic background, considering such practices antithetical to the principle of equality emphasized by Islamic jurisprudence. The Quranic

verse cited earlier elucidates that the true measure of distinction among individuals lies solely in their level of piety and righteousness before Allah, regardless of any other superficial differentiators.

This prohibition against discrimination is not merely a theoretical concept but should be actively integrated into all facets of organizational HRM processes. From recruitment and hiring to promotions, employee development, and every decision-making process, organizations should uphold the principle of equality and eschew any form of bias or discrimination. As Hakim, (2014) suggests, embedding this principle into HRM practices fosters an environment where every individual is valued based on their merits and contributions rather than arbitrary characteristics.

By fostering an environment free from discrimination, organizations aim to cultivate an inclusive and professional workplace culture where every employee feels respected, valued, and empowered to contribute to their fullest potential. (Kumala & Usman, 2022) This approach not only aligns with Islamic ethical principles but also enhances organizational effectiveness and employee satisfaction, ultimately contributing to overall success and prosperity.

Social Responsibility

Companies bear a significant social responsibility towards their employees, encompassing various aspects that ensure their well-being and safety within the workplace. (Supriatal, 2023) It is imperative for companies to recognize and fulfill their obligation to provide fundamental rights and protections to their workforce. This includes guaranteeing access to essential services such as healthcare and ensuring a safe working environment.

Firstly, healthcare coverage is a crucial component of social responsibility for companies. Employees should have access to comprehensive healthcare services that cater not only to their physical health needs but also address mental health concerns. (Naylor et al., 2016) This encompasses providing access to medical consultations, treatments, preventive care, and mental health support services. By prioritizing healthcare coverage, companies demonstrate their commitment to safeguarding the overall well-being of their employees, thereby fostering a healthier and more productive workforce.

Additionally, workplace safety is paramount in fulfilling social responsibility obligations. Companies must ensure that their workplaces are free from hazards and risks that could pose harm to employees. (Walters et al., 2011) This entails implementing robust safety protocols, conducting regular risk assessments, and providing adequate safety equipment and training. By prioritizing workplace safety, companies create an environment where employees feel secure and valued, thereby minimizing the occurrence of work-related accidents and injuries.

Furthermore, adherence to Islamic business ethics underscores the importance of creating a supportive and respectful work environment. This includes fostering a culture of inclusivity, fairness, and mutual respect among employees. E. Rupp, (2011) stated that by promoting ethical conduct and treating employees with dignity and fairness, companies uphold the principles of social responsibility and contribute to a positive organizational culture.

In summary, social responsibility for companies extends beyond mere compliance with regulations; it involves actively prioritizing the well-being, safety, and dignity of employees. By providing healthcare coverage, ensuring workplace safety, and fostering a supportive work environment, companies demonstrate their commitment to fulfilling their social obligations and contributing to the welfare of their workforce.

Transparency and Honesty

In the realm of Islamic Business Ethics, transparency and honesty stand as pivotal pillars shaping the dynamics between management and employees. As highlighted by Perdana, (2019) in his research, fostering open communication channels concerning organizational policies, working conditions, and managerial decisions emerges as a critical imperative within the framework of Human Resource Management (HRM).

The Quran underscores the paramount importance of honesty across all facets of life. In Surah An-Nisa', verse 135, Allah SWT enjoins believers to uphold justice unwaveringly, even if it entails bearing witness against oneself, parents, or close relatives.

﴿يَتَأْتِيهَا الَّذِينَ ءَامَنُوا كُونُوا قَوَّامِينَ بِالْقِسْطِ شُهَدَاءَ لِلَّهِ وَلَوْ عَلَىٰ أَنفُسِكُمْ أَوِ الْوَالِدِينَ وَالْأَقْرَبِينَ إِن يَكُنْ غَنِيًّا أَوْ فَقِيرًا فَاللَّهُ أَوْلَىٰ بِهِمَا فَلَا تَتَّبِعُوا الْهَوَىَٰ أَن تَعْدِلُوا وَإِن تَلَوُّوا أَوْ نَعَرْتُمْ فَإِنَّ اللَّهَ كَانَ بِمَا تَعْمَلُونَ خَبِيرًا

“O you who have believed, be persistently standing firm in justice, witnesses for Allah, even if it be against yourselves or parents and relatives. Whether one is rich or poor, Allah is more worthy of both. So follow not [personal] inclination, lest you not be just. And if you distort [your testimony] or refuse [to give it], then indeed Allah is ever, with what you do, Acquainted.”

This injunction transcends considerations of wealth or social status, asserting the divine mandate for impartiality and integrity in all dealings. The verse serves as a profound reminder that adherence to truthfulness and fairness is indispensable in navigating the complexities of human interactions.

Within the business context, this divine mandate translates into a fundamental commitment to transparency and honesty as bedrock principles guiding managerial conduct and organizational culture. By cultivating an environment where truthful communication is encouraged and ethical standards are upheld, businesses not only foster trust and credibility but also nurture a sense of integrity and accountability among employees. (Jiang & Luo, 2018)

Furthermore, the emphasis on transparency and honesty serves to safeguard the integrity of business operations and fortify the bond of trust between management and employees. (Ponomarenko, 2016) When information flows freely and decisions are made with transparency, employees feel valued, respected, and empowered, contributing to a harmonious and productive work environment.

In essence, the integration of transparency and honesty into business practices not only reflects adherence to Islamic ethical principles but also reinforces the ethical fabric of organizations, paving the way for sustainable growth, social responsibility, and collective prosperity.

The Quran also emphasizes the importance of transparency in conducting business affairs. In the Quran, Surah Al-Baqarah, verse 283, Allah SWT says:

﴿وَإِن كُنْتُمْ عَلَىٰ سَفَرٍ وَلَمْ تَجِدُوا كَاتِبًا فَرِهْنَ مَقْبُوضَةً فَإِنِ أَتَيْتُمْ بِعَضْمٍ أَوْ تَمِينٍ أَوْ تُمِينٍ أَمْنْتُمْ وَلَيْتَنِي اللَّهُ رَبَّهُ وَلَا تَكْتُمُوا الشَّهَادَةَ وَمَن يَكْتُمْهَا فَإِنَّهُ ءِثْمٌ قَلْبُهُ وَاللَّهُ بِمَا تَعْمَلُونَ عَلِيمٌ

“And if you are on a journey and cannot find a scribe, then a security deposit [should be] taken. And if one of you entrusts another, then let him who is entrusted discharge his trust [faithfully] and let him fear Allah, his Lord. And do not conceal testimony, for whoever conceals it - his heart is indeed sinful, and Allah is Knowing of what you do.”

According to El Hasan et al., (2022) practices of open communication in human resource management encompass clear disclosure of policies, procedures, and company expectations towards employees. This includes information regarding employees' rights and obligations, workplace safety, company regulations, and transparent performance evaluation mechanisms. Such practices help create an environment where employees feel fairly treated and provided with the necessary information to contribute effectively.

Expounding further, this Quranic verse underscores the significance of transparency and accountability in business dealings. By encouraging open communication and ensuring that information is readily available, organizations uphold ethical standards and foster trust among stakeholders. (Iqbal & Mirakhor, 2017) Transparency not only promotes integrity but also enables effective decision-making and accountability throughout the organization.

Moreover, transparency serves as a mechanism for mitigating conflicts and resolving disputes in a fair and equitable manner. When employees are well-informed about company

policies and procedures, they are more likely to adhere to organizational norms and expectations, thereby contributing to a harmonious work environment. (Steiner et al., 2020)

In essence, the Quranic principle of transparency resonates with contemporary business practices, highlighting the importance of openness, honesty, and accountability in fostering trust, enhancing organizational effectiveness, and promoting ethical conduct in all spheres of business operations.

Two-way communication between management and employees is not just a mere exchange of information; it serves as a cornerstone in effective human resource management practices. In today's organizational landscape, it is imperative for company management not only to convey relevant information to their workforce but also to actively engage in listening and valuing the input, feedback, and emotions of employees (Hadi et al., 2022)

Kim & Leach, (2020) stated that by fostering a culture of open dialogue and mutual respect, organizations can cultivate an environment where employees feel empowered to voice their concerns, share ideas, and contribute meaningfully to the company's objectives. This inclusive approach to communication not only promotes employee satisfaction and engagement but also enables management to gain valuable insights into the needs and aspirations of their workforce.

Embracing the principles of openness and honesty in communication serves to fortify the bond of trust between management and employees. (Hart, 2016) When employees perceive that their voices are heard and their opinions are valued, they are more likely to develop a sense of loyalty and commitment towards the organization. Transparent communication practices also contribute to the establishment of a transparent work culture, where information flows freely and decisions are made with integrity and accountability. (Parris et al., 2016) This transparency not only fosters a sense of trust and credibility within the organization but also helps in mitigating misunderstandings and conflicts that may arise due to lack of communication.

Building relationships between management and employees based on integrity, mutual understanding, and trust is paramount for organizational success. Ferdinand & Herawati, (2023) stated that by prioritizing open communication channels and fostering a culture of honesty and transparency, companies can create a supportive work environment conducive to employee growth, collaboration, and overall organizational prosperity.

Education and Human Resource Development

Hanayanti and Ikhwan (Hanayanti & Ikhwan, 2021) emphasize the significance of education and employee development within the realm of business operations. In Islam, the pursuit of knowledge is highly encouraged, and this principle is seamlessly integrated into the ethos of Human Resource Management (HRM) as an essential component of a company's social responsibility.

The verse from Surah Al Mujadilah, verse 11, underscores the divine promise of elevating the status of believers and knowledgeable individuals.

يٰۤاَيُّهَا الَّذِيْنَ ءَامَنُوْا اِذَا قِيْلَ لَكُمْ تَفَسَّحُوْا فِى الْمَجْلِسِ فَاَفْسَحُوْا يَفْسَحِ اللّٰهُ لَكُمْ وَاِذَا قِيْلَ اَنْشُرُوْا فَاَنْشُرُوْا يَرْفَعِ اللّٰهُ الَّذِيْنَ ءَامَنُوْا مِنْكُمْ وَالَّذِيْنَ اُوْتُوْا الْعِلْمَ دَرَجٰتٍ وَاللّٰهُ بِمَا تَعْمَلُوْنَ حٰقِيْبٌ

"O you who have believed, when you are told, "Space yourselves" in assemblies, then make space; Allah will make space for you. And when you are told, "Arise," then arise; Allah will raise those who have believed among you and those who were given knowledge, by degrees. And Allah is Acquainted with what you do."

This verse serves as a fundamental reminder of the importance of seeking knowledge and its profound impact on individual and collective growth.

Arifin (Arifin, 2013) highlights the role of companies in providing avenues for continuous learning and skill development among their workforce. By offering various educational opportunities such as courses, training sessions, seminars, and other programs, companies not only

enhance the competencies of their employees but also cultivate an environment conducive to professional and personal advancement. (Utarindasari & Kumala, 2023)

Furthermore, investing in employee education and development contributes to higher levels of employee engagement, motivation, and job satisfaction. (Pržulj & Vještica, 2017) Employees feel valued and supported by their employers, leading to increased loyalty and productivity within the organization. Ultimately, this fosters a culture of learning and growth, benefiting both the individual employees and the company as a whole.

The principle of education and employee development stands as a cornerstone not only for the enhancement of organizational effectiveness but also for the broader advancement of society. Encouraging and facilitating continuous learning and growth among employees serves as a catalyst for societal progress. As elucidated by Utaminingsih, (2014), when individuals within an organization are empowered to expand their knowledge and skills, they emerge as proactive agents of change capable of instigating positive transformations within their workplace milieu and beyond, extending into the communities they inhabit.

The cultivation of a culture that prioritizes employee education and development cultivates stronger bonds between management and staff. Kadarisman, (2012)underscores that by providing avenues for ongoing learning and professional growth, organizations demonstrate a profound appreciation for the contributions made by their workforce. This not only fosters a sense of loyalty and commitment among employees but also nurtures a collaborative atmosphere wherein mutual respect and understanding flourish.

Seen through a broader lens, investments in employee training and development represent strategic endeavors with multifaceted benefits. Beyond the immediate advantages of enhanced skills and knowledge within the workforce, such initiatives lay the groundwork for sustainable societal progress. By equipping individuals with the tools and resources necessary for personal and professional advancement, businesses play an integral role in nurturing human capital—a vital asset for societal prosperity. (Mahapatro & others, 2021)

Furthermore, fostering a learning-oriented environment within the organizational framework bolsters resilience and adaptability, crucial attributes in navigating the complexities of a rapidly evolving global landscape. (Djajasinga et al., n.d.) Through continuous learning initiatives, employees are better equipped to confront challenges, seize opportunities, and contribute meaningfully to organizational growth and societal advancement.

In essence, education and employee development initiatives serve as strategic investments, positioning businesses as drivers of positive change at both the organizational and societal levels. By prioritizing the growth and well-being of their workforce, companies not only enhance their own competitiveness and sustainability but also play a pivotal role in fostering a more prosperous and equitable society.

CONCLUSION

Islamic business ethics provide a robust framework for responsible and ethical human resource management (HRM). Principles such as justice, social responsibility, transparency and honesty, as well as education, form crucial foundations for businesses in managing HRM.

Business practitioners require a deeper understanding of the values of Islamic business ethics and how to apply them in HRM. Companies need to promote training and development for employees in line with Islamic principles. Companies also need to develop corporate policies that emphasize the principles of justice, transparency, and honesty in the relationship between management and employees.

Islamic business ethics offer a holistic and sustainable perspective in human resource management. By implementing these principles, it is hoped that companies can grow while considering the welfare of employees and achieve their business goals ethically and responsibly.

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