

Human Resource Development Methods in the Qur'an: Organizational Review and Management Stages

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Abstract: This article aims to describe human resource development methods grounded in organizational culture from the perspective of management, rather than the Qur'an. This research uses a qualitative approach with a literature study (library research), a research method that focuses on data collection through literature reviews. The results conclude that there are two methods of human resource development: education, which focuses on improving theoretical knowledge, and training, which focuses on improving practical skills. Human resource development in the Qur'an focuses on improving competence (strength/skills) and integrity (trustworthiness/morals). The main verses include Surah Al-Shad: 26 (the concept of Al-Qawiy & Al-Amin), Surah Al-Baqarah: 30 (humans as role models), and Surah At-Taubah: 105 (work assessment). An-Nahl: 125 on developing human resources with wisdom, using models of human resources planning, personnel procurement, training and development, performance appraisal, and compensation.

Keywords: *development methods, human resources, Quranic interpretation*

Abstrak: Artikel ini bertujuan untuk mendeskripsikan metode pengembangan sumber daya manusia berbasis budaya organisasi dalam perspektif ayat-ayat manajemen dalam Al-Qur'an. Penelitian ini menggunakan jenis kualitatif dengan pendekatan studi literatur (library research) adalah metode penelitian yang fokus pada pengumpulan data melalui telaah pustaka—buku. Hasil penelitian menyimpulkan terdapat dua metode pengembangan SDM yaitu melalui education dengan fokus pada peningkatan pengetahuan teoritis. Kedua melalui training yang berfokus pada peningkatan keterampilan praktis. Pengembangan SDM dalam Al-Qur'an berfokus pada peningkatan kompetensi (kuat/skill) dan integritas (amanah/moral). Ayat-ayat utamanya meliputi QS. Al-Shad: 26 (konsep Al-Qawiy & Al-Amin), QS. Al-Baqarah: 30 (manusia sebagai tauladan), dan QS. At-Taubah: 105 (penilaian kerja), serta QS. An-Nahl: 125 tentang pengembangan SDM dengan hikmah dengan model human resources planning, personnel procurement, training and development, penilaian prestasi kerja, pemberian kompensasi.

Kata kunci: *metode pengembangan, sumber daya manusia, tafsir al-quran*

Prologue

Human resource development is a fundamental requirement for every educational organization. The strength of human resources in an educational environment is built on the character and personality inherent in the individual and the environment in which they operate.¹ Every educational institution has predetermined goals, and it is the responsibility of each member of the organization to achieve them as mutually agreed. An organization's results are related to its human resource management.²

Recognizing the importance of human resources, every educational institution must be able to organize and utilize them so that the potential of its human resources can be developed. This management begins with development and integration and continues with regulations governing the exploration and implementation of a work culture within each function and position within the organization.³ Putthiwanit stated that one strategy for developing human resources within an organization is training. With a high level of expertise in the required field, an individual can effectively run the company's operations in accordance with established plans.

One variable related to human resource management is organizational culture. Organizational culture is typically associated with the attitudes, values, norms, and work ethic shared by every component of the organization. According to Kumari and Singh cultural knowledge is acquired through understanding and belief

¹ Andriani Fahira dan Agustinus Setyawan, "The Role of Organizational Culture in the Influence of HRM Practices and Transformational Leadership on Organizational Performance," *Almana : Jurnal Manajemen Dan Bisnis* 8, no. 3 (2024): 455–69, <https://doi.org/10.36555/almana.v8i3.2644>.

² Elmira Febri Darmayanti dkk., "Pengembangan Sumber Daya Manusia Dalam Pendidikan," *Jurnal Lentera Pendidikan Pusat Penelitian LPPM UM Metro* 6, no. 2 (2021): 166–76, <https://doi.org/10.24127/jlpp.v6i2.1810>.

³ Indra Kristian, "Implementation of Human Resource Management and The Harmony of Organizational Culture," *The International Journal of Education Management and Sociology* 3, no. 1 (2024): 38–45, <https://doi.org/10.58818/ijems.v3i1.96>.

within a group. Educational institutions can be viewed from two perspectives: as a platform for various activities and as a process of interaction between the individuals within them.⁴ This understanding illustrates that organizations serve as platforms for collaboration among individuals to achieve goals and objectives, where each individual is connected to their organization. Therefore, organizations are characterized as goal-oriented individuals. Employee performance is a systematic assessment conducted to determine employee work results and organizational performance, as well as to determine appropriate job training.⁵

Work culture differs from one organization to another. This is because the foundation and behavioral attitudes of each individual within the organization differ. A positive work culture will be beneficial because every member of an organization needs suggestions, opinions, and even constructive criticism within their scope of work to advance the institution.⁶ However, a negative work culture will result if employees within an organization express differing opinions.⁷ This is due to differences in how each person expresses their opinions, energy, and thoughts, as each person has their own abilities and expertise in their respective fields.

Islam, although it does not explicitly use terms equated with management or human resource management in its teachings, the

⁴ Andika Ihsan Maulana, "Pengembangan Sumber Daya Manusia pada Bidang Pendidikan: Study Sistematis Literature Review," *Jurnal Ilmu Manajemen dan Pendidikan* | E-ISSN: 3062-7788, diakses 17 Maret 2026, <https://jurnal.kopusindo.com/index.php/jimp/article/view/1522>.

⁵ Nurlaili dkk., "Pengembangan Sumber Daya Manusia Untuk Memperkuat Mutu Kinerja Institusi Pendidikan Islam," *Pendas: Jurnal Ilmiah Pendidikan Dasar* 10, no. 02 (2025): 296–310, <https://doi.org/10.23969/jp.v10i02.23389>.

⁶ Agustinus Setyawan, "The Role of Organizational Culture in the Influence of HR Practices, Knowledge Management, and Talent Management on Organizational Performance," *JDM (Jurnal Dinamika Manajemen)* 12, no. 2 (2021): 275–84, <https://doi.org/10.15294/jdm.v12i2.30980>.

⁷ Thomas Rudd, *THE INTERPLAY BETWEEN ORGANIZATIONAL CULTURE AND HUMAN RESOURCES: A CATALYST FOR SUCCESS*, 28, no. 5 (2024).

Qur'an and the Sunnah often imply the concepts of human resource planning and management. One verse of the Qur'an that hints at human resource management planning is implied in Surah Al-Qasas, verse 26. Allah says: "One of the two (women) said, 'O my father, employ him. Indeed, the best of those you employ is the strong and trustworthy.'" The above discussion demonstrates that Islam instructs its followers to select and appoint workers (employees) who possess strength (physical and spiritual health) and the values of honesty.

Therefore, human resource management can be studied from an Islamic perspective by linking it to the concept of performance. The Islamic perspective of human resource planning, as explored in this research, places greater emphasis on the spiritual paradigm as its philosophical foundation. This difference in paradigms naturally results in numerous differing perspectives. The principles of human resource development currently used rely on Western perspectives, heavily influenced by human-created textbooks. In contrast, in Islam, the primary sources are the Qur'an and the Hadith..

Research Method

This research uses a qualitative approach with a literature study (library research). This method focuses on collecting data through literature reviews—books, scientific journals, reports, and documents—to address the problem. Analysis is conducted descriptively and qualitatively, where verbal data is processed inductively to synthesize theories, discover patterns, or solve problems without the need for fieldwork.

Data sources in research on management interpretation in the Qur'an generally use library research, divided into two main categories: Primary Data (Qur'anic verses related to management and authentic hadith) and Secondary Data (authoritative tafsir books such as Ibn Kathir, Al-Misbah, Al-Azhar, and modern management books/journals).

The literature study data collection technique is a research method that focuses on in-depth analysis of library materials, such as books, scientific journals, reports, and documents, without fieldwork.

The process involves systematically searching for materials, reading, recording, and processing research data to answer the problem formulation.

Literature study data analysis is a systematic process of collecting, reviewing, organizing, and synthesizing scientific references (journals, books, documents) to answer the research problem. This method involves data reduction (selection of relevant data) and data presentation (arrangement of findings) from the reduction results in narrative form, matrices, or synthesis tables to identify patterns and similarities and differences in research findings, and drawing conclusions to answer the research problem based on the interpretation of these results.

Research Results and Discussion

Human Resource Development Methods in Personnel Management Theory

The meaning of development is almost the same as training. Training is aimed at helping employees better fulfill their current roles, while development represents a future-oriented investment in employees. Development is the second operational function of personnel management. Employee development (new or existing) needs to be carried out in a planned and continuous manner. Several HR development methods exist, including a) Training Methods (e.g., simulations, conferences, case studies, and role-playing); b) Understudies; c) Job rotation and planned advancement; d) Coaching-counseling.⁸ According to Fahira⁹, development methods consist of: a) training methods; b) education methods.

The first method can be implemented through training. Training methods should be tailored to job needs, depending on factors such as

⁸ Rudd, *The Interplay Between Organizational Culture And Human Resources: A Catalyst For Success Journal*. 2025

⁹ Fahira dan Setyawan, "The Role of Organizational Culture in the Influence of HRM Practices and Transformational Leadership on Organizational Performance."

time, cost, number of participants, education level, background, etc. According to Andrew in Hajar, training methods include:¹⁰

- a. **On-the-Job:** A method where trainees work directly on-site to learn and imitate a job under the guidance of a supervisor. This training method helps employees learn job skills, tasks, and responsibilities directly in the real workplace. Employees learn by doing under the guidance of an experienced supervisor or mentor.
- b. **Vestibule:** A classroom training method typically held within an organization to introduce new employees to the job and train them to perform it. This method simulates a real-life work environment, providing key benefits such as training new employees without disrupting productivity, reducing the risk of machine damage/work errors, increasing employee confidence, and accelerating the adaptation process before going directly into the field.¹¹
- c. **Demonstration and Example:** A training method that demonstrates and explains how to perform a job through examples or demonstrated work. This method is part of on-the-job training that allows employees to observe work procedures, understand performance standards, and directly practice them.
- d. **Simulation:** A technique to imitate as closely as possible the actual concept of the job they will encounter. The main benefit of this simulation method is that it allows human resources to practice, make mistakes, and learn from them without endangering themselves, company assets, or customers. It also

¹⁰ Siti Hajar, "Digital Human Resources Management: A Necessity in Modern Organizations," *The International Journal of Politics and Sociology Research* 11, no. 4 (2024): 479–84.

¹¹ Liang Yan, "High-performance work systems (HPWS) expectation-perception difference and employee voice behavior: unraveling the mediating role of subjective well-being at work:," *The International Journal of Human Resource Management: Vol 36 , No 22 - Get Access* 16, no. 3 (t.t.), diakses 17 Maret 2026, <https://www.tandfonline.com/doi/full/10.1080/09585192.2026.2636535>.

trains employees to make quick, appropriate decisions in complex or crises and encourages collaboration, conflict management, and improved interpersonal communication skills.¹²

- e. Apprenticeships are a way to develop craftsmanship skills so that employees can learn all aspects of their jobs. Apprenticeships are highly beneficial for human resources by combining practical and theoretical on-the-job training, creating a skilled workforce that meets industry standards. Key benefits include increased specific competencies, permanent career opportunities, and compensation during learning. For companies, this is an efficient recruitment method.
- f. Classroom methods are classroom-based methods that include lectures, meetings, program instruction, case study methods, role-playing, discussion methods, and seminars. The classroom method offers the advantage of delivering material systematically, in a focused, structured way, which helps employees increase productivity, technical skills, and loyalty. This method is effective for theoretical training and case studies because it minimizes disruption to daily work.¹³

The second method, in the narrow sense of education, is to improve managers' skills and abilities to lead their subordinates effectively. An effective manager in his position will achieve optimal results. The educational method, according to Andrew F. Sikula, in Hajar is as follows:¹⁴

¹² Dasmadi, "The Meaning of Human Resources Management an a Corporation: A Theoretical Perspective," *Enrichment : Journal of Management* 12, no. 5 (2022): 3658–61, <https://doi.org/10.35335/enrichment.v12i5.891>.

¹³ Siska Yuli Anita dkk., "Human Resource Management Concepts: Organizational Development, Remuneration Management and Organizational Sustainability," *Dinasti International Journal of Management Science* 6, no. 1 (2024): 120–33, <https://doi.org/10.38035/dijms.v6i1.3248>.

¹⁴ Hajar, "Digital Human Resources Management"; Fahira dan Setyawan, "The Role of Organizational Culture in the Influence of HRM Practices and Transformational Leadership on Organizational Performance."

- a. Training methods, namely, classroom training methods that can also be used as development methods, for example: meetings (conferences), case studies, lectures, and role-playing.
- b. Understudies, namely a method implemented through direct practice for someone being prepared to replace their superior. Here, the candidate is prepared to fill the position where they are training if the leader resigns. Understudies are typically used for leadership positions.
- c. Job rotation and planned progression, namely a method implemented by periodically moving participants from one position to another to increase their skills and abilities in each position. The implementation method for planned progression is similar to job rotation. The difference is that each transfer is not accompanied by a promotion or salary increase, but rather by increasing duties and responsibilities.¹⁵
- d. Coaching-counseling, namely a development method implemented by superiors teaching their subordinates work skills and abilities. Counseling, on the other hand, involves discussions between employees and their managers about personal matters such as desires, fears, and inspirations.
- e. Junior board of executives or multiple management, a standing advisory committee consisting of prospective managers who participate in thinking about or solving organizational problems and then making recommendations to top management.
- f. Committee assignments, a committee formed to investigate, consider, analyze, and report a problem to management.
- g. Business games, a development method that involves competing to solve specific problems. The goal is to train participants in sound decision-making in specific situations and objects.

¹⁵ Rudd, *THE INTERPLAY BETWEEN ORGANIZATIONAL CULTURE AND HUMAN RESOURCES: A CATALYST FOR SUCCESS*.

- h. Sensitivity training, an education program intended to help employees understand themselves, create deeper understanding among employees, and develop each employee's specific skills.
- i. Other development methods, these other methods are used for educational purposes for managers. Each development method should enhance employees' expertise, skills, abilities, and qualities¹⁶.

Human Resource Management in the Qur'an

a. Human Resources Planning

Planning is the initial step in any action that determines an effective strategy that can achieve maximum results. As explained in Surah Sad, verse 27, Allah created the universe and all that is in it with the best of planning.

وَمَا خَلَقْنَا السَّمَاءَ وَالْأَرْضَ وَمَا بَيْنَهُمَا بَاطِلًا ذَلِكَ ظَنَّ الَّذِينَ كَفَرُوا فَوَيْلٌ لِلَّذِينَ كَفَرُوا مِنَ النَّارِ

This means: "And We did not create the heavens and the earth and what is between them without wisdom." That is the opinion of the disbelievers. So woe to the disbelievers, for they will be in Hell.¹⁷

Veitzal Rivai states that human resource planning is a specific step management takes within an institution to ensure it has the right human resources in the right positions, titles, and jobs at the right time. With thorough human resource planning, we will gain a picture of the future and, to a greater or lesser extent, determine the planning's success. As in the world of education, if a leader can plan, they will be

¹⁶ Dasmadi, "The Meaning of Human Resources Management an a Corporation."

¹⁷ Soritua Ahmad Ramdani Harahap dkk., "THE ROLE OF HUMAN RESOURCE MANAGEMENT IN IMPROVING EMPLOYEE PERFORMANCE AN ISLAMIC PERSPECTIVE," *Proceeding of International Annual Conference on Islamic Economy and Law* 2, no. 2 (2023): 306–16, <https://doi.org/10.21107/aciel.v2i2.264>.

encouraged to set goals and targets as part of their responsibilities.¹⁸ Furthermore, they will focus existing resources according to the goals and targets to be achieved.

b. Personnel Procurement

Islam permits individuals or institutions to recruit and then contract labor or human resources to work for them. Allah SWT says in Surah Az-Zukhruf, verse 32:

أَهُمْ يَقْسِمُونَ رَحْمَتَ رَبِّكَ نَحْنُ قَسَمْنَا بَيْنَهُمْ مَعِيشَتَهُمْ فِي الْحَيَاةِ الدُّنْيَا وَرَفَعْنَا بَعْضَهُمْ
فَوْقَ بَعْضٍ دَرَجَاتٍ لِيَتَّخِذَ بَعْضُهُمْ بَعْضًا سَخِرِيًّا وَرَحِمْتَ رَبِّكَ خَيْرٌ مِمَّا يَجْمَعُونَ

Meaning: “Do they divide the mercy of your Lord? We have apportioned among them their livelihood in the life of this world, and We have exalted some of them above others in degrees, that some may spend others. Moreover, the mercy of your Lord is better than what they accumulate.”¹⁹ According to Zuhaili, this verse encourages those under his leadership to act, and he himself is certain to act first. In the modern management paradigm, this is called “one step ahead.” This is what the Quran means: that the Prophet Muhammad (peace be upon him) is the best example in life.

c. Training and Development

Employees within Islamic educational institutions must be provided with a platform for coaching and development to ensure they make the best possible contribution to the institution. Therefore, Islam encourages the development of human resources through employee training, aiming to enhance their competency and technical skills in

¹⁸ Farid Wajdi Ibrahim, “Human Resources Management in Qur’an’s Perspective,” *Ar-Raniry: International Journal of Islamic Studies* 4, no. 2 (2020): 305–22, <https://doi.org/10.22373/jar.v4i2.7557>.

¹⁹ Andri Sutrisno dan Mudarris Mudarris, “Thematic Analysis: Human Resource Management in Verses of The Qur’an,” *Al-Insyiroh: Jurnal Studi Keislaman* 7, no. 2 (2021): 89–105, <https://doi.org/10.35309/alinsyiroh.v7i2.4991>.

fulfilling their job responsibilities.²⁰ Allah explains that employee or human resource development should be guided by wisdom, as stated in Surah An-Nahl, verse 125:

أَدْعُ إِلَى سَبِيلِ رَبِّكَ بِالْحُكْمِ وَالْمَوْعِظَةِ الْحَسَنَةِ وَجَادِلْهُمْ بِالَّتِي هِيَ أَحْسَنُ إِنَّ رَبَّكَ هُوَ أَعْلَمُ بِمَنْ ضَلَّ عَنْ سَبِيلِهِ وَهُوَ أَعْلَمُ بِالْمُهْتَدِينَ

Meaning: “Call (people) to the way of your Lord with wisdom and good instruction, and rebuke them in a best manner. Indeed, your Lord is most knowing of who has strayed from His path, and He is most knowing of who is guided.”²¹

Yusanto stated that professional human resources are those who possess expertise, trustworthiness, and a strong work ethic. To create professional human resources, development is needed that focuses on three aspects: (1) Islamic personality, (2) skills, or expertise and expertise, and (3) leadership and teamwork.²²

d. Work Performance Assessment

Work performance assessment is the evaluation of human resources within an institution. If work performance meets or exceeds the job description, then the institution's human resources is performing well. Conversely, if work performance falls short of the job description, the performance is inadequate. Why should we conduct work performance assessments? The answer is because Allah has commanded in Surah At-Taubah, verse 105:

وَقُلْ اَعْمَلُوا فَسَيَرَى اللَّهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ إِلَى عِلْمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ

²⁰ Ibrahim, “Human Resources Management in Qur'an's Perspective.”

²¹ Sri Sutrismi dkk., “ISLAMIC HUMAN RESOURCES MANAGEMENT AND PLANNING,” *Iqtishaduna: Jurnal Ilmiah Mahasiswa Hukum Ekonomi Syari'ah* 6, no. 3 (2025): 603–15, <https://doi.org/10.24252/iqtishaduna.vi.54175>.

²² Sutrisno dan Mudarris, “Thematic Analysis.”

Meaning: “And say: ‘Work!’ Allah and His Messenger and the believers will see your work. Moreover, you will be returned to the Knower of the unseen and the seen, then He will inform you of what you did.”

According to Rivai, one of the main activities of development evaluation is assessing employee strengths and weaknesses. Thus, development evaluation provides supervisors with the opportunity to analyze their employees’ knowledge, skills, and attitudes and identify areas of strength and areas for improvement.²³ Therefore, a thorough analysis of the employee’s potential needs to be conducted diligently. Such analysis is even more important because employees’ work skills or abilities are limited.

e. Compensation

Compensation is what human resources receive in exchange for their contributions to the institution. 7 Wages are determined based on the type of work. This is the principle of wage provision as stipulated by Allah in His word in Surah Al-Ahqaf, verse 105. 19:

وَلِكُلِّ دَرَجَةٍ مِمَّا عَمِلُوا وَلِيُؤْفِقِيَهُمْ أَعْمَالَهُمْ وَهُمْ لَا يُظْلَمُونَ

Meaning: And for each there are degrees according to what they have done, and that Allah may complete their (reward) for their works, and they will not be wronged.

Compensation in Islam is the right of the employee (ajir) and the obligation of the employer (musta’jir) as a reward for work. The main principles are justice, timeliness (“pay wages before the sweat dries”), fairness (adequate needs), and honesty. Compensation includes both financial (salary, bonuses) and non-financial rewards. Teacher compensation in Islam is recognized as fair and just (*i’tsau al-ajir*

²³ Uswah Hasanah dkk., “Analysis of the Development of Human Resource Management Functions (An Analysis of Qur’anic Verses on Human Resource Management),” *Indonesian Interdisciplinary Journal of Sharia Economics (IJSE)* 6, no. 3 (2023): 2852–65, <https://doi.org/10.31538/ijse.v6i3.3949>.

ajrahu), primarily to meet the necessities of life so they can focus on teaching²⁴. The main principles are justice, welfare, and sincerity, in which salary/honorarium is permitted, but teachers are encouraged not to make it their primary goal.

Epilogue

Based on the literature analysis, it can be concluded that human resource development can be implemented through two main methods: education and training. This approach aims to improve employees' quality, skills, and work abilities, making them more competent and supporting company productivity. Education Method: Focuses on improving employees' theoretical knowledge, general insight, and long-term conceptual abilities, often through formal education or advanced courses. Training Method: Focuses on improving specific, practical, and technical skills required for current jobs, often conducted on the job or through simulations.

Human Resource Development (HRD) in the Quran focuses on improving competence (strength/skills) and integrity (trustworthiness/morals). Key verses include QS. Al-Qasas: 26 (the concept of Al-Qawiy & Al-Amin), QS. Al-Baqarah: 30 (humans as role models), and QS. At-Taubah: 105 (work assessment), as well as QS. An-Nahl: 125 on developing human resources with wisdom using the model of human resources planning, personnel procurement, training and development, work performance assessment, compensation provision.

²⁴ Muhammad Ridho Sahputra dan Robi'atul Adawiyah, "Islamic Values In Human Resource Management Practices: A Systematic Literature Review," *I-ECONOMICS: A Research Journal on Islamic Economics* 11, no. 2 (2025): 88–103, <https://doi.org/10.19109/ieconomics.v11i2.31730>.

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