

## ANALYSIS OF THE DEVELOPMENT OF HUMAN RESOURCE MANAGEMENT FUNCTIONS (AN ANALYSIS OF QUR'ANIC VERSES ON HUMAN RESOURCE MANAGEMENT)



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### Abstract

Human resource issues are still a highlight and priority for an organization or company to survive and develop in the current era of globalization. The existence of human resources is a determining factor in the successful implementation of an effective organization. Company activities will not be completed properly without being supported by the potential and effective and efficient performance of its human resources. To achieve this success, the existence of human resource management is an absolute thing that must be done optimally so that the purpose of the organization can be achieved. This research aims to examine further the function of human resource management in general, as well as compare it with Islamic rules regarding human resource management contained in the Qur'an so that it can add to the development of human resource management functions both in general and when associated with human resource management in Islam which views humans as having 2 functions, namely as servants and caliphs on earth. This research on Human Resource Management is also the result of the author's observations of human resource management when viewed from an Islamic perspective. This writing is to answer the question of how the human resource management system is viewed from an Islamic point of view. This research method is library research and is included in the category of qualitative research. With thematic method (*maudu'iy*), namely collecting and analyzing the verses of the Qur'an that talk about the function of human resource management. The results showed that many verses of the Qur'an that examine human resources can be used for the development of human resource management functions and add contributions to the development of Sharia human resource management functions. This research can be continued by studying and deepening the verses of the Koran in subsequent studies so that Islamic human resources have specific advantages

**Keywords:** Management Functions, HR, Qur'anic Studies, HR Verses

## INTRODUCTION

The existence of human resources in an organization or company is a determining factor for the sustainability of an organization. Human resources who are reliable, have the ability to develop the organization, have commitment, and have high work loyalty can make a positive contribution to advancing and developing an organization or company. Human resources are one of the resources that must exist and are most urgent in a company or organization because humans are the basic elements that can carry out work and run the company. The existence of human resources has a very important role in the company because it is the main driver of the smooth performance of a company (Pohan et al., 2021).

To get human resources in accordance with the criteria of an organization, a good arrangement or management is needed so that the goal or target of an organization can be achieved. Management or regulation of human resources is currently known as Human Resource Management. Human resource management is management that focuses on maximizing the ability of employees or members through various strategic steps in order to improve employee/ employee performance towards optimizing organizational goals (Harahap & Khair, 2020). Human resources in an organization are a collection of individuals who have their own uniqueness that cannot be generalized so the policies implemented in an organization must be able to accommodate and even bridge various uniqueness (Handayani & Siswadi, 2019).

Human resource management more often abbreviated as HRM, is a science or a way of how to regulate the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so as to achieve common goals, both companies, employees and society to be maximized. Human Resource Management is basically a concept that views that every employee is a human being not a machine and not merely a business resource.

The rules on HR management are specifically contained in Islam, because Islam is a complete and perfect guide to life. Every Muslim must comply with the rules and regulations contained in Islam. According to the Islamic view, humans are creatures that have abilities and privileges and occupy the highest position among other creatures, namely to be caliphs on earth. (Budiman, 2018).

Based on the analysis of the verses of the Qur'an, there are a number of statements

that place humans as chosen creatures, high quality, creative and productive, namely: 1) as caliph on earth, 2) as a superior creature, 3) as heir to the wealth of the earth, 4) as conqueror of natural resources, 5) as a trust bearer. A long series of history has proven that humans are able to synergize several kinds of resources to improve their quality of life to become highly cultured creatures (Haluty, 2022).

Studies on the analysis of the development of Islamic management functions based on the review of the Qur'an have been carried out by several previous researchers including those conducted by M Syarif in his thesis entitled *The Concept of Human Resource Management in the Perspective of the Qur'an (Thematic Study)* which states that the Qur'an concept of human resource development and training is aimed at humans who are intelligent and always think critically. Humans are asked to continue to hone their ability to continue thinking, discovering something. Intellect and mind both have an important role in carrying out the duties and mandates of Allah. Superior Human Resources and *Khoiro Ummah* are proven by the spirit of work, always disciplined, productive, prioritizing professionalism and *istiqamah* in the path of truth and obedience to Allah (Syarif, 2022).

Other research can be seen from research conducted by Azwardi, et al Mutiara Ritonga, Khairul Nasri entitled *Tafsir Ayat-Ayat tentang Manajemen Daya Manusia* which states that Human Resources (HR) which states that human potential is the driving force of a company, institution or bank that is able to make the best contribution in achieving organizational goals and providing satisfaction to the individual himself (Azwardi, Mutiara Ritonga & M Khairul Nasri, 2021). Another study was conducted by Anisatul Maghfiroh entitled *Analysis of Human Resource Development in a Sharia Perspective* in the journal *Islamic Economics Scientific Journal*, which concluded that, natural sharia human resource development consists of training in skills, knowledge, behavior and sharia sharia competence (Maghfiroh, 2021).

The next research conducted by R. Sabrina entitled "Human Resource Management: Superior, Creative, and Innovative in the Era of the Industrial Revolution 4.0". The results of the research conducted show that superior, creative, and innovative human resource management is needed in order to face the digitlasization era known as the industrial revolution 4.0 era. A number of efforts are needed for leaders both in companies and in the

government system to encourage their employees to have competence in the field of technology (Sabrina, 2021).

After looking at some of the results of the existing literature review, as far as the author has found, the author concludes that there are no studies or scientific works on the concept of HR Management in the perspective of the Qur'an comprehensively with a thematic study approach and progressive contextual interpretation. So according to the author, it is still necessary for the research and development of this research to be continued as well as a contribution to scientific papers in order to advance Islamic Education, as well as the development of the results of previously existing studies.

This research will examine and review more deeply the Islamic rules regarding the function of human resource management contained in the Qur'an as a reference and source of Islamic law. In the verses of the Qur'an relating to human resource management, there are a number of statements that place humans as creatures of choice, high quality, creative and productive. The terms that often appear when discussing human resource management include 1) humans as caliphs on earth, 2) humans as superior creatures, 3) humans as heirs to the wealth of the earth, 4) humans as conquerors of natural resources, 5) humans as trustees (Azwardi, Mutiara Ritonga & M Khairul Nasri, 2021).

The quality of human resources will not be perfect without religious mental-spiritual toughness. Human resources that have and hold religious values will be more spiritually resilient. Thus, they will have more spiritual responsibility for science and technology.

## **REVIEW OF LITERATURE**

### **Human Resource Management**

Human Resources (HR) is a productive individual who works as a driver of an organizational wheel, both in institutions and companies that have a function as an asset so that it must be trained and developed its abilities (Eri Susan, 2019). Human resource management is a series of processes in handling and dealing with various problems in the scope of employees, employees, laborers, managers and other workers to support the activities of an organization or company in order to achieve predetermined goals. The part or unit that usually handles Human Resources is the Human Resources Department or

better known as HRD or Human Resource Department (Rusdi, 2016).

HR management is one component that needs attention because it is a very strategic and decisive area in the organization. No matter how great and good the program created by an organization if it is not supported by reliable human resources, it will be meaningless (Sri Harmonika, 2017).

Human Resource Management examines the great potential of human labor as the driving force of the factors supporting management activities that must be utilized as much as possible through synergy with the environment (Husaini abdullah M., 2017). Various terms used to indicate the meaning of human resource management include: Human Resource Management, Human Resource Management, Personnel Management, Personnel Management, Labor Management, Manpower Management, Personnel Administration, and Industrial Relations. (Mustaqim, 2016). The main goal of HRM lies in managing people in the dynamic interaction between organizations and employees who often have different interests (Priono, 2010).

### **Human Resource Management Functions**

Operational Functions of HR Management The basis of HR management is the operational function, which is fundamental to the implementation of the HR management process to be considered efficient and effective to achieve company expectations. The operational functions of HR can be described as follows:

a) Procurement Function.

The procurement function is a process of attracting, selecting, placing, orienting, and inducting which serves to obtain employees who are in accordance with the needs of the company or organization. Often termed “The right man in the right place”.

b) Development Function.

This function is carried out through education and training, technical, theoretical, conceptual skills, so that the morale of workers can be improved.

c) Compensation Function.

The compensation function is a gift that is in the nature of a reward in a direct or indirect way that can be in the form of money or goods for workers, employees, or labor as part of the service or output that must be given by the company.

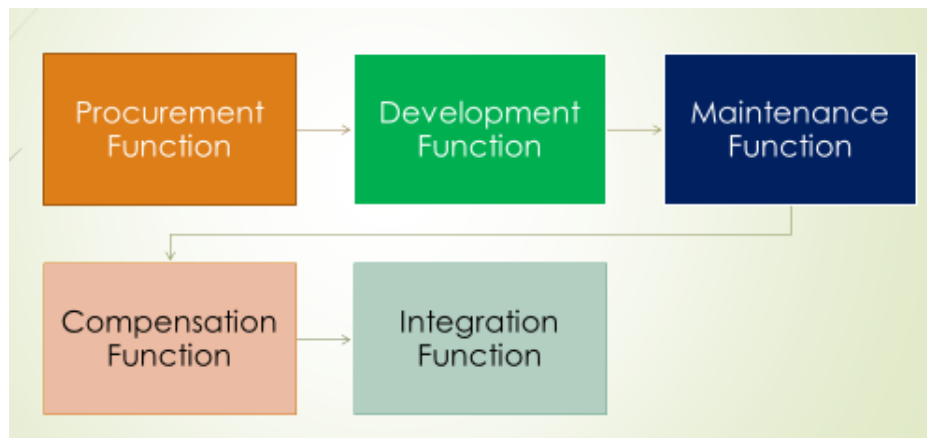
d) Integrating Function

This function explains the activities that function in uniting the interests of an organization and the needs of employees in order to create harmonious cooperation and can be mutually beneficial for the organization or company.

e) Maintenance Function

The maintenance function is an effort used for the process of maintaining and improving the physical, mental, and loyalty of workers so that long or long-term relationships can be created and formed. Good and good maintenance is considered to be done through implementing a program called K3, namely “Occupational Safety and Health”. This is the task of the maintenance function as part of the operational function of HR management (R.Sabrina, 2020).

The Operational Functions of Human Resource Management can generally be described as follows:



**Figure 1**  
**Operational Functions of Human Resource Management**

## RESEARCH METHOD

This research method is library research and is included in the category of qualitative research. This study uses descriptive techniques so that an overview of the meaning of the verses is obtained as a result of the analysis. Besides that, using descriptive techniques, the meaning of the verse is also explained more broadly and in depth. This descriptive analysis uses a variety of literature to explore and explain the meaning of the verse. The method of interpretation uses the *mauḍuʿī* method by compiling verses of the Koran that have the same intent or topic and then interpreting and linking the relationships between these verses. The results are then analyzed with a descriptive mindset to then draw

conclusions that are specific in relation to human resource management in an Islamic perspective and its comparison with human resource management functions in general.

## RESULTS AND DISCUSSION

According to the view of the Qur'an, the problem of Human Resources is a very essential problem in various dimensions because without quality Human Resources, whatever the vision and mission, the planning that has been prepared optimally and ideally will not be carried out and effectively and efficiently (Akip, 2019). Human resource development based on the concept of Islam, aims to form human beings who are morally good, always worship Allah who gives His grace and gifts to the universe and always have faith in Allah SWT (Naquib et al., 2021).

A quality human being is one who is able to realize all his potential and achieve future possibilities for the benefit of the nation and state. This is because what distinguishes the ability of a nation from other nations is its human character, therefore the human component is the most important aspect in achieving the success or failure of a nation to remain upright in global competition (Naquib et al., 2021).

Based on the operational functions of Human Resources when viewed from the study of the Quran can be described, namely

### Procurement Function

This procurement function includes three important activities, namely planning, attracting, and selecting human resources.

#### a) Planning Analysis

Planning is a basic concept in carrying out an affair or activity and has clear formulations and steps in it. In the Qur'anic concept "planning" is found in surah Al-Hasyr, verse 18, namely:

يَا أَيُّهَا الَّذِينَ آمَنُوا اتَّقُوا اللَّهَ وَلْتَنْظُرْ نَفْسٌ مَّا قَدَّمَتْ لِغَدٍ

"O you who have believed, fear Allah and let each one of you consider what he has done for tomorrow (hereafter); and fear Allah, Verily Allah knows best what you do".

The above verse explains that a plan in management should adjust the needs,

circumstances, and at times past, present and future. Obtaining success in terms of planning, requires a thoroughness. Planning is something that must be carried out in an institution or company to achieve goals and run effectively and efficiently (Entrisnasari et al., 2020).

It is mentioned in the book of Al-Maraghi that the word “every self pays attention to what he has done for tomorrow” means “that we must pay attention to what we have done and have done in preparation for the last day and is useful for ourselves on the day of reckoning and the day of retribution. Do what Allah SWT commands and leave all forms of His prohibitions (Ahmad Mustafa Almaraghi, 1993).

This is also found in Surah Al Isra 36:

وَلَا تَقْفُ مَا لَيْسَ لَكَ بِهِ عِلْمٌ إِنَّ السَّمْعَ وَالْبَصَرَ وَالْفُؤَادَ كُلُّ أُولَئِكَ  
كَانَ عِنْدَهُ مَسْئُولًا

“And do not follow what you do not know. For hearing, sight and conscience will all be held accountable”. (Surat Al Isra:36, 2021)

b) Recruitment (HR Attraction)

According to the Islamic view, the recruitment process must be fair, open, and without elements of KKN (Corruption, Collusion and Nepotism). This can lead to disputes both internally and externally. Recruitment and selection in accordance with Islamic law will certainly get optimal results, because sharia requires that prospective workers who are selected must have skills and experience as Allah has stated in surah Al Qashash: 26.

قَالَتْ إِحْدَاهُمَا يَا أَبَتِ اسْتَعْجِرْهُ إِنَّ خَيْرَ مَنْ اسْتَعْجَرْتَ الْقَوِيُّ  
الْأَمِينُ

“And one of the two (women) said, “O my father, take him as a worker (for us), surely the best person you take as a worker (for us) is a strong and trustworthy person”.

The above verse explains that human resources who deserve to be part of the organization are those who are strong and trustworthy. Although at the time of the

prophet the human resources in question were for the army, of course the strength here is very important considering the human resources are for war. While at this time strong can be interpreted as a person who is physically and mentally healthy. The explanation about this is also in accordance with the hadith of the Prophet: The Messenger of Allah (SAW) said: “If affairs are not left to the experts, then wait for the destruction” (Bukhari-6015).

Based on the verses and hadiths above, it can be seen that the recruitment process requires honest and fair selection so that it is in accordance with the guidance of the Sharia, which ultimately gives birth to professional and responsible human resources, so that an organization or company will get the maximum benefit, namely the placement of human resources in accordance with Islamic law (Nun Tufa, 2019).

#### c) Selection

The selection process in Islam must be carried out fairly, as stated in the words of Allah SWT in the Qur'an Surah Al-A'raf: 29

قُلْ أَمَرَ رَبِّي بِالْقِسْطِ وَأَقِيمُوا وُجُوهَكُمْ عِندَ كُلِّ مَسْجِدٍ  
وَادْعُوهُ مُخْلِصِينَ لَهُ الدِّينَ كَمَا بَدَأَكُمْ تَعُودُونَ ﴿٢٩﴾

“Say: “My Lord enjoins justice”. and (say): “Straighten your faces at every prayer and worship Allah with sincere devotion to Him, as He created you in the beginning”. (Sūrat al-Baqarah: 11) (Rivai, 2016).

#### Development Function

The development function is more oriented towards the career development of employees, including managers' efforts to facilitate employees to achieve higher positions or status. This is in line with what is found in the Quran Surah Ar Rad: 11

لَهُ مُعَقِّبَاتٌ مِّنْ بَيْنِ يَدَيْهِ وَمِنْ خَلْفِهِ يَحْفَظُونَهُ مِنْ أَمْرِ اللَّهِ إِنَّ  
اللَّهَ لَا يُغَيِّرُ مَا بِقَوْمٍ حَتَّىٰ يُغَيِّرُوا مَا بِأَنْفُسِهِمْ وَإِذَا أَرَادَ اللَّهُ بِقَوْمٍ  
سُوْءًا فَلَا مَرَدَّ لَهُ وَمَا لَهُمْ مِّنْ دُونِهِ مِنْ وَالٍ ﴿١١﴾

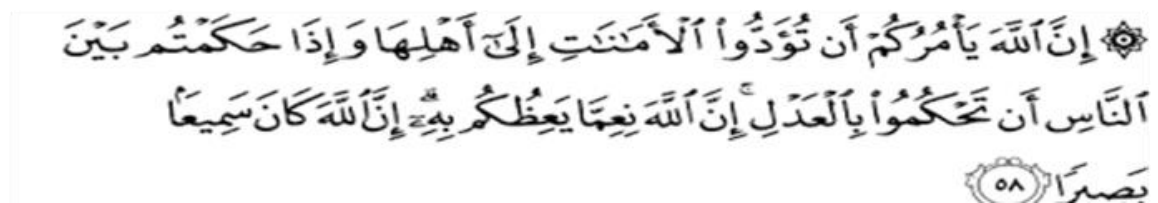
“For man there are angels who always follow him in turn, in front and behind him, they guard him by the command of Allah. Verily, Allah does not change the condition of a

people until they change the condition of themselves. And if Allah wills evil for a people, there is no one who can resist it; and there is no protector for them but Him”.

Based on the above verse, the meaning can be drawn that Allah does not change the situation of a people) meaning that He does not deprive them of His favors (so that they change the situation that exists in themselves) from a good situation by committing disobedience (Devi setya, 2021).

### Compensation Function

The function of compensation in the view of Islam is mentioned in the Qur'an Surah Annisa: 58.

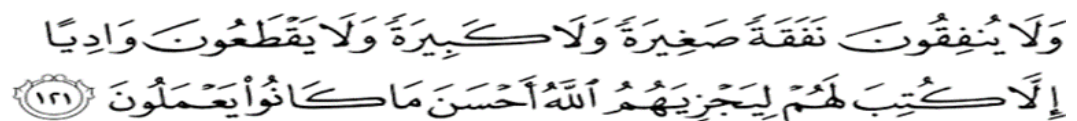


“Verily, Allah enjoins you to deliver the trust to those who are entitled to it, and (enjoins you) when you set a law among men to set it justly. Indeed, Allah gives you the best teaching. Verily, Allah is the All-Hearing, the All-Seeing”.

Allah has indicated that every action or effort must be directly proportional to the reward or award given. This is as found in the Quran Surah An-Najm: 39:



“And that no man gets but what he has labored for”. (Al-Najm [53]:39). It is also found in Surah At-Taubah: 121.



“And they spend neither a small nor a large expenditure, nor do they pass through a valley, but it is written down for them as a good deed or do they pass through a valley, but it will be written for them (good deeds), for Allah will reward them with better than what they have spent. Allah will reward them better than what they have done work”.

### Integrating Function

Islamic studies have many references to cooperation in the Qur'an the term cooperation is often equated with *Ta'awun* and Muslims are asked to cooperate with each other in relation to good deeds and fulfilling Allah's *Ridho* and are prohibited from doing bad actions.

إِنَّمَا الْمُؤْمِنُونَ إِخْوَةٌ فَأَصْلِحُوا بَيْنَ أَخَوَيْكُمْ وَاتَّقُوا اللَّهَ لَعَلَّكُمْ تُرْحَمُونَ - ١٠

“Verily, the believers are brothers, so reconcile your disputing brothers and fear Allah so that you may have mercy on Him” (Surah Al-Baqarah 2:1).

The practice of the principle of helping or cooperation is the practice of *sunnatullah*, and it is in harmony with the nature of human creation. namely humans are created between one another with advantages and disadvantages, so that some become leaders and some become members to meet human needs (Mesiono & Mursal Aziz, 2020).

The practice of the principle of helping or cooperation is the practice of *sunnatullah*, and it is in harmony with the nature of human creation. namely humans are created between one another with advantages and disadvantages, so that some become leaders and some become members to meet human needs (Perintah-Untuk-Saling-Menolong-Dalam-Mewujudkan-Kebaikan-Dan-Ketakwaan-, 2022).

### Maintenance Function

Based on the Islamic view, the issue of occupational safety and health starts from the typology of *maqhasid al sharia*, which in *fiqh* rules is based on five basic principles (*qawaid al khams*), namely the protection of religion, soul, property, mind and offspring.

Self-protection can be seen in surah Al Baqarah: 195

وَأَنْفِقُوا فِي سَبِيلِ اللَّهِ وَلَا تُلْقُوا بِأَيْدِيكُمْ إِلَى التَّهْلُكَةِ وَأَحْسِنُوا إِنَّ اللَّهَ يُحِبُّ  
الْمُحْسِنِينَ

“And spend (your wealth) in the way of Allah, and do not bring yourselves down to destruction, and do good, for surely Allah loves those who do good. in the way of Allah, and do not bring yourselves down to destruction.”

According to Islam, the demand to work and work safely and safely is recommended by the Prophet Muhammad, as found in the hadith 'It is not permissible to cause harm and it is not permissible to harm others' (HR. Ibnu Majjah. Al Ahkam 2340).

In working every Muslim must pay attention to K3 (Occupational Safety and Health), because accidents can occur with various causal factors, including: a) Unsafe Behavior Factors (Unsafe Action), working not according to SOP, not wearing personal protective equipment, not caring about safety and so on; b) Environmental factors (unsafe conditions). Unsafe equipment conditions, inadequate building facilities, chemical and biological hazards and so on. Aspects of unsafe behavioral factors contribute the most to the incidence of accidents and occupational diseases (Dedi Ahmadi, 2021).

## CONCLUSION

Human resource management is also specifically regulated in Islam, because Islam is a complete guide to life, all Muslims must obey the rules and regulations, which are contained in Islam. In the view of Islam, humans are creatures who have special abilities and occupy the highest position among other creatures, namely to become caliphs on earth. The development of human resource management functions is based on the operational functions of human resource management, namely the procurement function, development function, compensation function, integration function and maintenance function, which based on the study of the Qur'an has an interrelated function and is full of ethical human values. This research can be continued through studying and deepening the verses of the Qur'an in subsequent studies so that Islamic human resources have specific advantages.

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