

BUILDING EXCELLENT AND PROFESSIONAL HUMAN RESOURCES THROUGH THE INTEGRATION OF MODERN MANAGEMENT AND ISLAMIC VALUES

Deden Edi^{1*}

Raihan²

Sayid Qutub³

¹ Islamic Religious Education Doctoral Program, Islamic University of Jakarta, Indonesia
(E-mail: dedenedies@gmail.com)

² Islamic Religious Education Doctoral Program, Islamic University of Jakarta, Indonesia
(E-mail: raihaan17@gmail.com)

³ Islamic Religious Education Doctoral Program, Islamic University of Jakarta, Indonesia
(E-mail: esqie.elfawaz@gmail.com)

*Corresponding author: dedenedies@gmail.com

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Abstract: *The primary aim of national development is to produce superior, professional, and high-integrity human resources (HR). Addressing issues such as corruption, weak leadership, and low work ethic requires an HR management approach that emphasizes not only results but also values and character. This study examines the integration of modern management and Islamic values in shaping Islamic character for professional excellence, using literature review, interviews, and observations. Findings reveal that the synergy between modern management (efficiency, performance, productivity) and Islamic principles (trustworthiness, justice, excellence) forms a solid foundation for developing technically competent and morally resilient HR. Workplace education plays a strategic role in transforming HR into assets that drive profitability, enhance stakeholder welfare, and contribute positively to the environment, aligning with the Triple Bottom Line concept. Strengthening Islamic-based character education is therefore essential for creating high-quality HR who contribute to both organizational success and spiritual accountability.*

Keywords: *Human Resources, Islamic Character, Islamic Management, Modern management, Professionalism, Integrity*

Introduction

Human development is a top priority in national and global development agendas. In the human development index (hdi), the quality of human resources is a key indicator of a nation's progress. Developed countries have proven capable of creating ecosystems that support the comprehensive development of human potential, from education and health to work productivity (Dominguez-Bello et al., 2019).

However, in the context of a developing country like Indonesia, the main challenges faced are not only limited to the quality of education or technical skills, but also a crisis of integrity, weak public accountability, and a low work ethic. Rampant corruption, abuse of authority, weak leadership, and declining public trust in strategic institutions are systemic symptoms of the failure of character building across various sectors (KPK 2022: 15). This indicates that human resource development that focuses solely on technical skills without being accompanied by ethical and spiritual values will result in fragile professionalism (Elliethey et al., 2024).

In the era of the Industrial Revolution 5.0, the dynamics of human resource development are becoming increasingly complex. Artificial intelligence-based technologies, automation, and hybrid work systems have transformed patterns of human interaction in the workplace (Humayun, 2021). On the one hand, this opens up opportunities for efficiency and innovation, but on the other hand, it raises concerns about dehumanization, the loss of meaning in work, and the weakening of the ethical relationship between humans and their work (Schwab, K. 2016: 1-20). Therefore, a new paradigm is needed in developing human resources that are not only strong in terms of competence, but also strong in character and spirituality.. (Ziatdinov et al., 2024)

The challenge of human resource development (HRD) demands not only high technical competence and professionalism, but also strong moral integrity. Modern society is faced with rapid changes in technology, economics, and socio-cultural fields that often erode moral and spiritual values (Haidar et al., 2022). Amidst these conditions, the need for superior HRD—individuals who are intellectually capable, competent in their fields, while still upholding Islamic ethics and values is becoming increasingly urgent. (Autsadee et al., 2023).

The reality on the ground shows that human resource development often places a greater emphasis on technical and managerial aspects, while character development and spiritual values are neglected (Kambur & Akar, 2022). This has resulted in various problems, such as a weak work ethic, low loyalty, a crisis of integrity, and unprofessional behavior in various sectors of life, including the workplace and government. This is where the importance of integrating modern management, which emphasizes effectiveness, efficiency, innovation, and productivity, with Islamic values that instill honesty, trustworthiness, justice, and responsibility lies (Parakhina & Bannikov, 2022).

Superior human resources are not solely determined by educational attainment or technical skills, but also by character, work ethic, and the ability to adapt to the dynamics of changing times. Superior human resources imply a combination of intellectual, emotional, social, and spiritual abilities (Mukhuty et al., 2022). Therefore, superior human resources are individuals who are able to think critically, act ethically, work collaboratively, and remain steadfast in the values of integrity in all situations (Udin, 2020)

One of the essential elements in developing superior human resources is professionalism. Dessler (2020) explains that professionalism is a work attitude that reflects expertise, responsibility, and adherence to a specific code of ethics (Dessler, 2020). True professionals are those who are not only proficient in their duties but also possess integrity, uphold professional ethics, respect fellow colleagues, and maintain public trust. Professionalism cannot be built solely through technical training, but also through character development and the consistent internalization of moral values (Vapnarchuk, 2020).

Peter Drucker (1999), in the context of modern management, stated that the productivity of knowledge workers is the most valuable asset of 21st-century institutions. Drucker emphasized the importance of self-management, which is the individual's ability to effectively manage their time, priorities, and responsibilities (Drucker, 1999: 79–86). He also highlighted integrity and sustained contribution to the organization as key elements in the productivity of modern workers. For Drucker, today's organizations are expected to be places where individual capabilities can grow, not merely as production machines. Therefore, modern managerial approaches must provide room for autonomy, innovation, and character development of workers as part of the organization's long-term strategy.

Subsequently, Peter Drucker, known as the *Father of Modern Management*, emphasized that *"The purpose of business is to create and keep a customer."* This statement highlights that the primary goal of a company is not merely to seek profit, but to continuously create value for customers and build lasting relationships with them. In the context of human resource management based on Islamic values, this principle aligns with the spirit of amanah (trustworthiness) and ihsan (excellence), where business is conducted with responsibility and a commitment to delivering the best service as a form of contribution to societal welfare and seeking the pleasure of Allah SWT.

In modern business perspectives, a company's primary goal is no longer limited to short-term profit, but must be oriented toward long-term sustainability. John Elkington (1994) introduced the *Triple Bottom Line* concept, asserting that a sustainable company is one that simultaneously creates value in three dimensions: economic (*profit*), social (*people*), and environmental (*planet*). This means that a company's success is not only measured by financial gain, but also by its impact on society and the environment. This approach encourages businesses to operate ethically, responsibly, and with a forward-looking mindset. In practice, sustainability serves as a crucial foundation for companies to survive, adapt, and thrive amidst the challenges of a dynamic global landscape (Ogbeibu et al., 2024).

This idea aligns with the Islamic spirit, which emphasizes individual responsibility before God (muraqabah), integrity (amanah), and social contribution (maslahah), as Islam being a comprehensive religion (syumuliyah) has laid a strong foundation of values such as amanah (responsibility), ihsan (best work), shura (deliberation), and qudwah hasanah (exemplary conduct), positioning work not merely as a means of earning a living, but as an act of worship carried out with full integrity and professionalism (Hasan et al., 2022).

Building Islamic character in this context is not simply about adding religious instruction to the curriculum or job training, but rather a fundamental transformation in managerial approaches, organizational culture, and leadership patterns (Ghoniya et al., 2024). A system is needed that can internalize Islamic values into daily managerial practices, from planning and decision-

making to evaluation, to develop responsible professionals in this world and the hereafter (Musa et al., 2020).

For Islamic values to be systematically implemented in modern organizations, an interdisciplinary approach is needed that combines modern management, Islamic management, and human resource management (HRM). Modern management provides a logical, technical, and measurable framework for managing an organization (Bernedo Malaga et al., 2021), while Islamic management provides moral and transcendental dimensions that shape the character of a complete human being. HRM plays a strategic role in shaping, developing, and maintaining the sustainability of the quality of human resources within an organization (Idris et al., 2019).

The importance of emphasizing curriculum integration with Islamic values is crucial to preparing a superior national generation that is also religious. He stated: "The implementation of a curriculum integrated with religious and normative character values is essential to preparing the next generation of 2045. This will ensure that competitive competencies also incorporate religious attitudes such as honesty and so on." (Rosyada, 2018).

Therefore, this article aims to examine in depth how the integration between modern management and Islamic values can be implemented effectively in the context of Islamic character building that encourages the birth of superior and professional human resources, who are free from corrupt practices, resilient in carrying out their duties, and have ethics and value-based leadership (Marhamah et al., 2022).

The conceptual framework of this study is built upon the integration of modern management and Islamic values. The input begins with two essential elements: the application of modern management principles to enhance organizational effectiveness, and the implementation of Islamic values in all corporate activities. These two elements are positioned as complementary foundations, where modern management provides a measurable and efficient work system, while Islamic values offer moral guidance, ethical orientation, and spiritual grounding in decision-making and actions.



Figure 1 conceptual framework

At the process stage, organizations design and implement relevant learning programs to integrate modern management with Islamic values. The result of this process (output) is the development of excellent human resources who are competent, productive, innovative, and professional, characterized by integrity, discipline, ethics, and global competitiveness. Finally, the outcome reflects the broader corporate goals, namely the creation of value across the three dimensions of the *Triple Bottom Line*: profit (economic), people (social), and planet

(environmental). Thus, this framework emphasizes that organizational success is not solely measured by financial gains but also by its contribution to human welfare and environmental sustainability.

Method

This research uses a qualitative approach with a case study method as the main framework to deeply explore the phenomenon of integration between modern management and Islamic values in the process of developing Islamic character to create superior and professional human resources (HR). This approach was chosen because qualitative research allows researchers to understand the meaning, values, and social and cultural dynamics inherent in managerial practices in a particular institution. Meanwhile, case studies allow for a focus on a specific, real-life context, allowing the data obtained to be interpreted holistically and in-depth (Grenier, 2023).

The research object in this study is the Indonesian Ulema Council's Food and Drug Assessment Institute (LPPOM MUI), which has implemented modern management principles with integrated Islamic values in its human resource management system. The research subjects were determined purposively, namely by selecting institutions deemed representative and relevant to the study theme, as well as having concrete experience in developing Islamic character through a professional and modern managerial approach (Xie & Huijser, 2020).

LPPOM MUI was selected as the sole case study for three primary reasons. First, LPPOM MUI holds a strategic position as a nationally recognized halal certification body with international credibility, and it represents a concrete example of integrating modern management with Islamic values in human resource management. Second, this research is highly relevant to the current context, as the issue of mandatory halal certification has become a major topic of public discourse within both industry and government. Third, the author is directly involved as a stakeholder working within LPPOM MUI, which provides unique access and insider understanding of the institution's practices in managing human resources based on Islamic values. These combined factors make LPPOM MUI a representative and highly relevant case for examining the integration of modern management and Islamic principles in building superior and professional human resources.

Data collection was conducted using participatory observation, in-depth interviews, and documentation. Observations were conducted to directly observe the activities, interactions, and culture of the organization in the context of the application of Islamic values in daily management (Zhou et al., 2018). In-depth interviews were conducted with key informants such as institutional leaders, managers or heads of human resources, teachers or character coaches, and employees directly involved in the human resource development process. Documentation was conducted on internal documents such as the institution's vision and mission, training programs, work ethics guidelines, and archives of character development activities (Moser & Korstjens, 2018).

All data obtained was analysed using thematic analysis techniques, identifying key themes emerging from interviews, observations, and documents. The analysis process involved data reduction, data presentation, and conclusion drawing. Data validity was maintained through source triangulation, comparing data obtained from various sources to ensure the consistency and validity of the findings. (Jain, 2021).

Results And Discussion

The importance of building Islamic character

The Indonesian Ulema Council's Food, Drug, and Cosmetics Assessment Institute (LPPOM MUI) is a strategic institution with a significant responsibility in ensuring the halal status of products distributed to the public. This vital role places the institution in a central position, not only in the scientific and technical aspects of halal studies, but also in upholding Islamic values as a moral and spiritual foundation. Based on observations, in-depth interviews, and documentation, it is clear that Islamic character development within LPPOM MUI has become a key pillar in producing human resources (HR) who are not only professional in their duties and competencies, but also superior ethically and spiritually.

The instillation of Islamic values at LPPOM MUI is not merely a ceremonial or institutional formality, but rather the lifeblood of every institutional activity. This is reflected in the management's commitment to fostering LPPOM Corporate Values: Integrity: Demonstrating honesty, responsibility, and trustworthiness in carrying out duties, Reliability: Exhibiting competence, a focus on optimal results, and continuous service improvement. Synergy: Emphasizing the importance of collaboration, contribution, and empathy in the workplace. Innovative Enthusiasm: Encouraging the spirit to continuously improve and innovate in service delivery. Customer First: Prioritizing customer satisfaction by providing the best solutions and communicating effectively. These values are internalized through various programs, ranging from routine spiritual guidance and Sharia-based professional ethics training to a work evaluation system that considers individual morals and integrity.

Interviews with employees indicate that consistently instilling Islamic values not only improves service quality but also strengthens their sense of responsibility for the work they do. They recognize that the tasks they undertake, such as halal audits, product ingredient reviews, and certification, are not merely technical tasks, but rather a religious mandate that directly impacts public trust and the peace of mind of Muslim consumers. This creates a strong intrinsic motivation, where employees feel they are working not only for the institution but also for the interests of sharia and the welfare of the community.

The integration of Islamic values and modern management principles is also evident in the implementation of a transparent, accountable, data-driven work system that continuously strives for continuous improvement. This managerial excellence demonstrates that Islamic character does not conflict with the principle of professionalism, but rather serves as a solid foundation for developing human resources that are adaptive to the challenges of the times, without losing their Islamic identity.

One key informant stated: *"We at LPPOM MUI emphasize not only technical competence, but most importantly, building personal integrity. Before undertaking fieldwork, every halal auditor must ensure their understanding of the values of honesty, trustworthiness, and responsibility. Because we are not simply providing certification, but also upholding the name of the Muslim community and the public's trust."*

Based on interviews and analysed documentation, it can be concluded that Islamic character development at LPPOM MUI is a strategic process integrated into institutional management. Islamic values are not merely understood as moral doctrine but are embodied in work systems, organizational culture, and HR policies. This significantly contributes to the development of

human resources who excel in both technical competence and professional ethics and spirituality.

Internal documents such as employee conduct guidelines and personality training modules demonstrate the existence of Islamic character indicators used as benchmarks for performance assessments and promotions. These include honesty, discipline, anger management, and social awareness. This demonstrates that character is not only taught but also measured and standardized within the career development system.

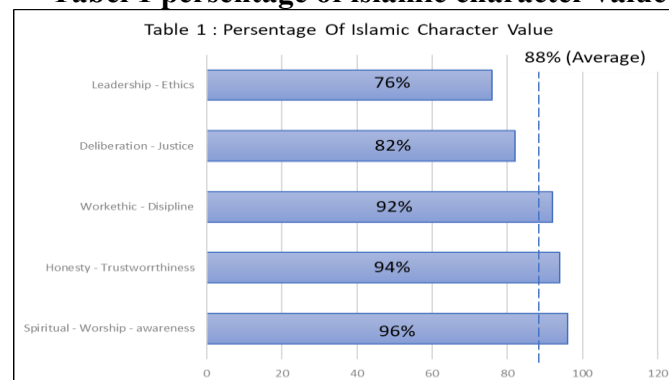
From the overall data collected, it can be concluded that developing Islamic character is crucial and relevant in the effort to produce superior and professional human resources. Islamic character provides direction and meaning in every action, maintains professionalism within ethical boundaries, and fosters a sustainable work ethic. Amid the challenges of modernity and the temptations of pragmatism, Islamic character serves as a moral bulwark, ensuring the quality of individuals and organizations, while remaining grounded in noble values and spiritual responsibility.

The results of observations on Islamic character values in the workplace show a very strong internalization across most of the assessed aspects. Out of the five dimensions evaluated, three scored above 90%, indicating that these values are well-embedded in the organizational work culture.

1. Awareness of Worship and Spiritual Responsibility (96%)

Ranking the highest, this dimension reflects that the majority of respondents feel their work activities are consistently connected to spiritual values. Employees are motivated to maintain integrity and view their work as a form of worship, demonstrating alignment between religious values and professional responsibilities.

Tabel 1 percentage of islamic character value



2. Honesty and Trustworthiness (94%)

Values such as honesty, responsibility, and trust are perceived to be very strong within the unit. The high score indicates a workplace climate built on integrity and mutual trust among colleagues.

3. Work Ethic and Discipline (92%)

Employees show a high level of discipline and strong work ethic. This is reflected in their commitment to punctuality, adherence to SOPs, and consistent efforts to deliver the best possible results each day.

4. Deliberation and Justice (82%)

While still in the good category, suggesting that some employees feel they are not fully involved in decision-making processes or that workload distribution may not yet reflect fairness. This area calls for greater attention from management to improve transparency, participatory decision-making, and a sense of justice in human resource practices.

5. Ethical-Based Leadership (76%)

This dimension recorded the lowest score among all criteria, indicating that there is still room for improvement. Perceptions of ethical role modelling by leaders and the integration of Islamic values in decision-making need to be further strengthened to build greater trust in leadership ethics.

6. Average

The results of this observation indicate an average score of 88%, suggesting that, overall, the Islamic character aspect of the human resources is categorized as good or strong. This finding reflects that the organization's personnel have effectively applied Islamic values in the execution of their professional duties.

All the character elements of honesty, discipline, manners, justice, and a sense of worship combine to form a solid foundation for creating superior and professional human resources who are also spiritually responsible. In the context of national and civilizational development, these values will maintain the sustainability of human quality amidst the challenges of modernity, which is rife with the temptations of pragmatism and hedonism.

Quantitative Analysis and Interpretation

Quantitatively, the observation of Islamic values internalization in the workplace shows an average score of 88%. This figure indicates that the majority of Islamic character aspects are well-embedded among human resources (HR), particularly in the dimensions of honesty and trustworthiness (94%), work ethic and discipline (92%), and spiritual awareness in worship (96%). These three dimensions fall into the "very strong" category, reflecting a high level of adherence to fundamental Islamic values in professional activities.

Nevertheless, score variations must be noted. Leadership ethics reached only 76%, which indicates room for improvement in Islamic leadership dimensions, especially regarding role modeling, transparency, and the integration of Islamic values in decision-making processes. Meanwhile, the dimension of justice and deliberation scored moderately at 82%, which, although still considered good, requires further strengthening to ensure that employees feel more fairly involved in both task distribution and decision-making.

Overall, the quantitative data supports that the integration of modern management with Islamic values has proven effective in improving HR quality. The high scores in honesty, work ethic, and spiritual awareness demonstrate a positive synergy that helps form professional Islamic character. However, special attention should be given to leadership ethics, as it is the key factor for organizational sustainability and the strengthening of both internal and external trust.

Realizing superior and professional human resources

Superior and professional human resources (HR) are crucial in facing the era of globalization, marked by rapid technological advancements, increasingly fierce job competition, and increasingly complex moral and spiritual challenges. However, excellence and professionalism are not based solely on technical capabilities. A comprehensive approach is required, combining efficiency and modern management with Islamic principles as a source of character and ethics.

According to the National Education System Law No. 20 of 2003 Article 13 Paragraph 1, the educational pathways consist of formal, non-formal, and informal education, which complement and enrich one another. These three pathways form a continuous and interconnected education system. In the context of developing superior human resources (HR), it is not only the formal education track that plays a role, but also the non-formal and informal education carried out by industries that make a highly strategic contribution. The learning process in the workplace becomes essential as it shapes human resource competencies according to the real needs of the business world. When this transformation is combined with Islamic values and modern management approaches, it leads to the development of human resources who are not only technically professional and excellent but also possess strong moral and spiritual character.

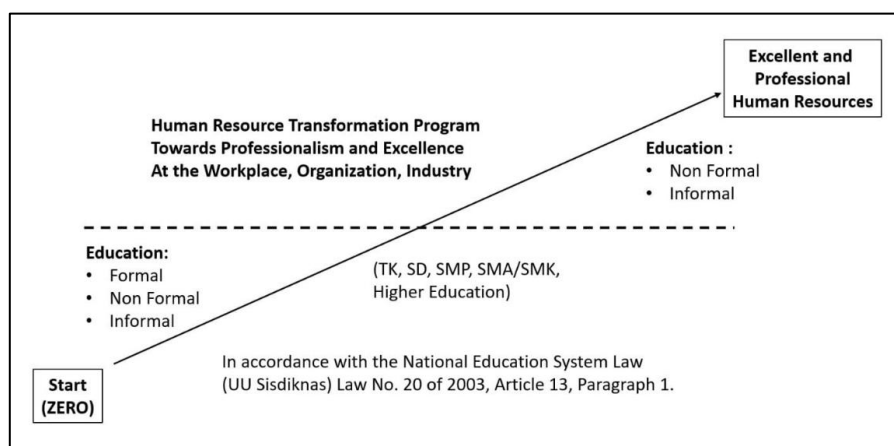


Figure 2 Transformation Toward Professional / Excellent Human Resources

Modern management in workplace provides the tools and principles for creating organizations that are effective, efficient, and adaptable to change. With a data-driven approach, strategic planning, resource management, and measurable performance evaluation, modern management systems can drive productivity and innovation. However, the power of these systems can be lost without a strong moral foundation. This is where Islamic values come in to perfect it: not just how to "work correctly," but also "work with the right intention."

Islamic values such as honesty (shiddiq), trustworthiness, sincerity, responsibility, deliberation, and justice provide a spiritual dimension to every work activity. A professional worker is not only one who completes tasks on time, but also one who carries out their duties with religious intentions, upholds ethics, and protects the rights of others. These values not only strengthen work ethics but also foster a sense of ownership in the organization, loyalty, and sincerity in contributing (Popi Puadah, 2025).

When modern management and Islamic values are combined in a single human resource management system, a powerful synergy is created. Work planning is not only based on numbers and targets, but also considers aspects of welfare and blessings. Decision-making is not only based on business logic but also considers aspects of morality and justice. Performance evaluations assess not only quantitative achievements but also honesty, responsibility, and work etiquette. (Mukhlisin et al., 2022).

The implementation of Islamic values in modern management also encourages a healthy and harmonious work environment. Relationships between superiors and subordinates are based on mutual respect, with leaders serving as ethical role models, not simply controlling performance. Organizational culture is shaped by good habits built through the instilling of values such as mutual advice, cooperation, and humility (Mardiyah, 2023).

Real-life examples of this integration can be found in institutions that have successfully established professional yet Islamic management systems, such as LPPOM MUI (Indonesian Ulema Council), leading Islamic schools, or Sharia-compliant companies. They not only prepare skilled employees in their fields, but also shape individuals who recognize that their work is part of their responsibility before God and society.

Modern management is known for its systematic and rational approach. It relies on data, strategic planning, efficient time and resource management, and performance assessment based on measurable indicators. In the context of human resource development, modern management is capable of developing skilled, productive individuals who can compete professionally at both the national and global levels. However, despite the brilliance of this modern system, there are still gaps if it is not accompanied by a strong moral and spiritual character.

In today's human resource development landscape, the success of an organization or institution is no longer measured solely by its quantitative achievements or its rapid adaptation to technology, but also by the depth of the values and character instilled in its individuals. Amidst the rapid flow of globalization and the competitive nature of the workplace, which prioritizes efficiency, an approach has emerged that has proven effective and long-term value: the integration of modern management with Islamic values to develop superior and professional human resources.

This is where Islamic values come in as both a complement and a guide. Islam views humans as beings who not only think and act, but also possess a soul and morals. Islam instills the principle that every work is a trust, every action must be based on the right intention, and every result will be accounted for, not only institutionally but also spiritually.

The success of this integration can be found in various institutions that apply modern management principles with an Islamic spiritual touch. LPPOM MUI is one example of an institution that has successfully balanced professionalism and Islamic values. With an efficient organizational structure and strict work system, this institution maintains Islamic values as the basis for its employees' work behavior. Employees are encouraged not only to be competent in halal assessments but also to be honest in communicating their results, fair in their assessments, and responsible to the community.

The success of this model didn't happen overnight. It was the result of a long process, starting with strategic planning that considers spiritual aspects, ongoing development, and leadership that exemplifies values and behavior. Modern management infused with Islamic values also creates a healthy, harmonious, and inclusive organizational culture. Everyone feels valued not only for their achievements but also for their morals.

Therefore, the success of modern management with Islamic values not only produces human resources capable of meeting the challenges of the times, but also shapes individuals who serve as the foundation for an ethical, competitive, and dignified civilization. This is the concrete

manifestation of the combination of knowledge and faith, professionalism and exemplary behavior, efficiency and blessings. It is a model of human development that is relevant not only to today's workplace but also to the future of the people and nation.

The impact of all these strategies is evident in increased productivity and professionalism. Annual evaluation reports show that after implementing Islamic values-based management, many work units experienced a surge in performance, increased efficiency, and improved service quality. Employees not only work quickly and accurately but also maintain integrity at every step (Nursiani et al., 2023).

The Results of Modern Management Integration Produce Professional Human Resources with Islamic Character

In today's increasingly complex and competitive world, the need for professional human resources (HR) is a key requirement for institutions, both in the public and private sectors. However, professionalism alone is insufficient without a strong character and solid ethical values. This is where the integration of modern management and Islamic values is crucial in producing competent human resources with a deeply rooted Islamic character.

Modern management emphasizes efficiency, effectiveness, innovation, and the development of individual and team potential through a scientific and strategic approach. This system prioritizes the use of technology, data analytics, measurable planning, fact-based decision-making, and adaptive leadership. In this context, employee performance is assessed based on clear targets, continuous improvement, and the ability to collaborate within a team. However, when this system is integrated with Islamic values, the process and results of human resource management not only produce intellectually intelligent and technically skilled individuals but also excel morally and ethically.

Islamic values such as honesty (shiddiq), responsibility (amanah), hard work and consistency (istiqomah), justice ('adl), and an orientation toward social benefit serve as the foundation that animates the spirit of the management system itself. The human resources developed are not merely professional workers, but also individuals with a high level of spiritual awareness and work motivation based on the intention of worship. They work not only to meet worldly goals but also to achieve blessings in life and the pleasure of Allah SWT (Mustafa, 2024).

The implementation of this integration is evident in various aspects of the organization. For example, in the recruitment and selection process, management looks not only at academic qualifications and work experience but also at the integrity, morals, and religious commitment of prospective employees. In HR training and development, not only technical and leadership training is provided, but also spiritual guidance such as Islamic studies, moral mentoring, and religious activities that strengthen self-awareness as servants of God with social responsibilities.

The tangible result of this integration is the creation of a conducive, harmonious, and dignified work environment. Employees feel not only valued as workers but also honored as whole human beings. They work with heart, uphold humanitarian values, and are constantly inspired by Islamic teachings in every step and decision. This fosters loyalty, high morale, and strong integrity, ultimately leading to increased productivity and the organization's reputation.

The Indonesian Ulema Council's Food, Drug, and Cosmetics Assessment Institute (LPPOM MUI) is at the forefront of Indonesia's halal certification system. As Muslim consumers' awareness of the importance of halal products increases and the food and pharmaceutical industries become increasingly complex, LPPOM MUI is required to develop human resources (HR) that are not only scientifically competent but also resilient in facing global challenges. In this context, modern management plays a central role in improving the quality of LPPOM MUI's HR through a strategic, systematic, and values-based approach.

The transformation of human resource management at LPPOM MUI has shifted from relying solely on traditional administrative approaches to a competency- and performance-based management system. By implementing modern management principles such as strategic human resource planning, continuous learning, technology-based management, and performance evaluation based on qualitative and quantitative indicators, LPPOM MUI has significantly improved the capabilities and productivity of its teams.

In addition to technological enhancements, a competency-based management approach is consistently implemented. The recruitment and human resource development process is designed to attract and develop professionals with expertise in the food, pharmaceutical, chemical, and Islamic sharia sectors. Through ongoing training, workshops, and international comparative studies, halal auditors are equipped with global knowledge and cross-sectoral insights to respond quickly and appropriately to industry dynamics.

On the other hand, LPPOM MUI also integrates Islamic values into career development and human resource development. Professionalism is measured not only by technical skills, but also by personal integrity, honesty, perseverance, and a spirit of brotherhood in serving the community. The modern management implemented does not abandon the roots of Islamic ethics, instead making them a moral foundation that strengthens the institution's credibility. Every individual at LPPOM MUI is instilled with the awareness that their duties are not merely administrative, but rather part of worship and devotion to the community.

The positive impact of implementing this modern management is evident in various indicators. First, there has been a significant increase in the efficiency of the halal certification process, both in terms of time and verification quality. Second, LPPOM MUI has successfully built an international reputation by collaborating with international halal institutions and becoming a global reference for halal certification. This is certainly inseparable from the capacity of its professional, well-trained human resources, which are adaptable to the challenges of the times. Industry partners' satisfaction with LPPOM MUI's services has increased due to the transparency of the process, speed of service, and more responsive and accountable communication. Fourth, the institution has been able to maintain the integrity and public trust in the halal certification system amidst sensitive issues that frequently arise in the media.

Since its establishment in 1989, LPPOM MUI has been a pioneer in halal certification management in Indonesia. This achievement is not only a tangible result of halal advocacy but has also led the government to adopt halal certification as a national obligation through regulation. With a proven track record and credible system, LPPOM is now recognized as a leading global halal certification body and serves as a company leader in the halal industry, both nationally and internationally.

The results of modern management at LPPOM MUI in improving the quality of human resources not only produce professionals in their fields, but also shape individuals who are committed to Islamic values, disciplined, and visionary. LPPOM MUI demonstrates that human resource management that combines the effectiveness of modern management and the strength of Islamic ethics can meet the challenges of globalization while maintaining moral and religious authority in the realm of public service. This transformation serves as an important model for other Islamic institutions in building superior, adaptive, and highly competitive institutional capacity at the national and international levels.

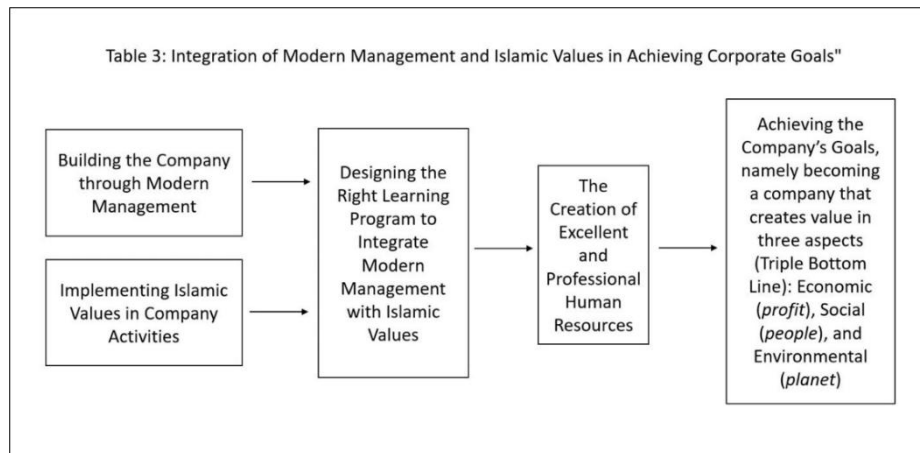


Figure 2 integration of modern management and islamic values

The success of LPPOM MUI in developing its business and human resources cannot be separated from the implementation of a well-structured educational framework, carried out by personnel who understand the company's goal and strategic needs. The capability of HR Management in designing and strategic needs. The capability of HR Management in designing education as an integral part of the corporate strategy has proven to significantly contribute to the achievement of long-term objectives. This aligns with the Triple Bottom Line Concept Introduced by John Elkington (1994), which emphasize building business probability (Profit), empowering

Conclusion

The implementation of modern management at LPPOM MUI, integrated with Islamic values, has significantly improved the quality of human resources. Competence, efficiency, and objective evaluation are combined with the principles of *amanah* (responsibility), *ihsan* (excellence in work), *syura* (consultation), and *qudwah hasanah* (exemplary leadership), shaping an Islamic character that serves as the spirit of professionalism while fostering a healthy and productive work environment. Human resources in the company work not only with a spirit of professionalism but also with the awareness that every activity is part of worship and service to the community. This gives their work deeper meaning and strengthens their loyalty and commitment to upholding the institution's dignity. A work culture rooted in Islamic values has also been proven to strengthen integrity in decision-making, enhance team harmony, and maintain the trust of the community and industry partners. Properly integrating Islamic values into a modern managerial system will create a synergistic and sustainable force. This not only impacts work efficiency but also builds the institution's reputation as a professional, trustworthy, and highly moral authority in the national and international halal industry. Education conducted by companies is part of the non-formal and informal education pathway, where the workplace plays a strategic role in transforming human resources (HR) toward

excellence and professionalism. The quality of HR produced greatly depends on the content and substance of the learning materials provided. When these materials integrate Islamic values with modern management principles, they will shape human resources who are not only technically proficient and professional, but also possess strong moral and spiritual character. The success of LPPOM MUI in developing its business and human resource quality demonstrates that a structured education system aligned with the organization's vision is a crucial foundation for HR development strategy. When educational programs are strategically designed and implemented by personnel who understand the company's direction, they can make a significant contribution to achieving long-term goals.

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