

Holistic Employee Welfare through Maqasid al-Shariah: Rethinking HRM in Islamic Legal Framework

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ABSTRAK

Human Resource Management (HRM) plays a crucial role in the sustainability and success of organizations, especially in an increasingly competitive economic context. This study examines the application of the principles of Maqasid As-Syariah in HRM, which not only focuses on economic aspects but also on the holistic well-being of employees, encompassing psychological, social, and spiritual dimensions. By emphasizing the values of justice, trustworthiness, and welfare, this approach aims to create a fair and harmonious work environment. The study finds that the implementation of Maqasid As-Syariah principles can enhance job satisfaction, loyalty, and employee productivity through fair policies in compensation, skill development, and support for employees' social and spiritual lives. Despite challenges in its implementation, such as social inequality and a lack of understanding of Sharia values, the integration of these principles into company policies is expected to contribute to employee well-being and organizational sustainability. This research provides recommendations to raise awareness and understanding of the importance of applying Maqasid As-Syariah in HRM, enabling companies to create a more productive work environment and contribute to the development of a more prosperous society.

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Introduction

Human Resource Management (HR) plays a crucial role in the sustainability and success of an organization. Quality and well-managed human resources will contribute to increasing productivity, innovation, and organizational competitiveness in the midst of competitive market dynamics. In the modern business world, HR management strategies no longer only focus on increasing profits, but also consider welfare and ethical aspects in their management. Therefore, the application of ethical and fair principles in human resource management is one of the main factors in building a sustainable organization that has a positive social impact.

In the context of Islamic economics, human resource management is not just a business strategy, but also reflects sharia values that emphasize justice ('adl), trustworthiness, and welfare (maslahah). This perspective not only aims to achieve organizational efficiency and effectiveness, but also prioritizes the well-being of individuals in the organization. The main principles in sharia-based human resource management can be studied through the Maqasid As-Syariah approach, a concept in Islamic law that is oriented towards the protection and fulfillment of five fundamental aspects of

human life, namely religion (hifzh al-din), soul (hifzh al-nafs), intellect (hifzh al-'aql), heredity (hifzh al-nasl), and property (hifzh al-mal).

Maqasid As-Syariah's approach in human resource management directs organizations to develop human resource management policies and strategies that not only consider economic interests but also pay attention to moral and social welfare aspects. In this concept, HR management must pay attention to the rights of employees fairly, provide a comfortable and harmonious work environment, and uphold the principles of honesty, trust, and professionalism in every aspect of work.

One of the main contributions of this approach is to create a fair and transparent recruitment system, where the selection and promotion of employees is carried out based on competence and ethics, not solely due to subjective factors or personal interests. As explained by Al-Ghazali in *Ihya Ulumiddin*, the success of individuals in an organization is greatly influenced by their morals and moral integrity. Therefore, the recruitment and management system of human resources in sharia-based organizations must uphold the principle of meritocracy that is in line with Islamic teachings.

In addition, the performance management system in the Maqasid As-Syariah approach emphasizes the balance between the rights and obligations of employees and the fulfillment of their basic rights. As explained by Ibn Khaldun in *Muqaddimah*, justice in social and economic structures is the main factor in the sustainability of a civilization. This is relevant in the context of HR management, where organizations that apply the principle of fairness in the management of their employees tend to have more stable and productive performance.

From the perspective of sharia economics, this approach also emphasizes the importance of employee welfare by providing fair compensation and an incentive system that is appropriate to their contributions. In his book *Fiqh al-Muamalat*, Wahbah al-Zuhaili emphasized that justice in providing wages and awards to workers is part of the basic principle of muamalah in Islam. Therefore, organizations that implement the principles of Maqasid As-Syariah must ensure that employee compensation is not only based on performance but also considers aspects of their basic needs and well-being.

In addition to the aspect of justice in compensation, human resource development is also an integral part of the Maqasid As-Syariah approach. A number of studies show that organizations that invest their resources in developing employee skills and competencies tend to have higher competitiveness in the long run. In this context, sharia-based HR management must integrate development programs that not only improve technical skills but also strengthen the spiritual and moral values of employees.

In terms of leadership, Maqasid As-Syariah's approach in human resource management also encourages a leadership model based on Islamic values. Sharia leadership emphasizes the importance of morals and ethics in decision-making as well as the moral responsibility of a leader for the welfare of his subordinates. As explained by Abu Zahrah in *Usul al-Fiqh*, leaders in Islam are not only responsible for the success of the organization, but must also ensure that the policies taken reflect the principles of justice and benefit for all parties.

In the era of increasingly dynamic globalization, the Maqasid As-Syariah approach in human resource management is increasingly relevant to be applied in various sectors. A number of international studies show that organizations that adopt sharia principles in human resource management tend to have higher levels of job satisfaction, stronger employee loyalty, and less internal conflicts.

Thus, this study aims to examine how the implementation of the Maqasid As-Syariah approach in HR management can help improve individual welfare, minimize conflicts in the workplace, and increase organizational loyalty and productivity. In addition, this research will also discuss the challenges and opportunities in adopting this approach in the context of modern organizations that are increasingly complex and competitive.

Research Method

This study uses the library research method, which is a qualitative approach by collecting, analyzing, and interpreting data from various written sources, such as books, scientific journals, articles, legal documents, and other relevant sources. This method was chosen because this study aims to analyze the concept of copyright in the perspective of Islamic law, which requires an in-depth study of religious texts, scholarly opinions, and Islamic legal literature. Literature studies allow researchers to explore various views and arguments that have been put forward by previous experts, thus providing a strong theoretical foundation for this research.

The first step in this study is to identify relevant primary and secondary sources. Primary sources include the Qur'an, Hadith, and classical fiqh books that discuss property rights (*al-milkiiyah*) and related sharia principles. Secondary sources include books, scientific journals, articles, and legal documents that discuss copyright in the context of Islamic law and positive law. In Indonesia, Law Number 28 of 2014 concerning Copyright is one of the main sources for understanding copyright regulations in the national legal system. In addition, the study also utilizes digital resources, such as online databases and virtual libraries, to access literature that is not physically available.

Once the sources have been gathered, the next step is to conduct a *content analysis* of the relevant texts. Content analysis is done by reading critically, identifying the main themes, and noting the arguments put forward by the authors. In the context of this research, the content analysis is focused on the principles of Islamic law related to property rights, justice, benefits, and socio-economic development, as well as how these principles can be applied in the context of copyright.

In addition to content analysis, this study also uses a comparative approach to discuss the concept of welfare in Islamic economic law. This approach is carried out by identifying and evaluating the extent to which the concept of copyright in positive law can be accepted or rejected based on sharia principles. This comparative approach is important to provide a comprehensive understanding of copyright from the perspective of Islamic law and positive law.

Furthermore, this study also uses the Islamic law interpretation method (*ijtihad*) to analyze religious texts and the opinions of employee management scholars. Ijtihad is carried out by studying relevant verses of the Qur'an and Hadith. This method allows researchers to develop arguments that

are based on sharia principles and contemporary contexts.

In the analysis process, this study also considers the historical aspects and socio-economic developments that underlie the emergence of the concept of copyright. It is important to understand how the concept of copyright developed in the context of Islamic history and how it can be applied in a modern context. By considering historical aspects and socio-economic developments, this research can provide a more contextual and relevant analysis to current conditions.

Finally, this study uses the principle of benefit (*maslahah*) as an analytical framework to evaluate the concept of Sharia Perspective Human Resource Management. Benefit is an important principle in Islamic law that aims to achieve good and avoid damage. In the context of employee welfare, the principle of benefit is used to evaluate whether sharia economic policies can provide benefits for workers and society as a whole. Using the principle of benefit, this study aims to provide recommendations that are in accordance with sharia values and the interests of employee welfare.

Overall, the literature study research methods used in this study include data collection from primary and secondary sources, content analysis, comparative approaches, interpretation of Islamic law (*ijtihad*), and the use of the principle of benefit. This method was chosen because it is in accordance with the purpose of the research, which is to analyze the concept of copyright in the perspective of Islamic law by considering various aspects, including the principles of ownership, justice, benefit, and socio-economic development. With this approach, it is hoped that this research can make a significant contribution to the development of sharia economic policies that support the welfare of employees in the increasingly growing world of work.

Result and Discussion

In an increasingly growing economic world, employee welfare is one of the main factors that affect organizational performance and productivity. Along with global social and economic changes, the concept of employee well-being is no longer only focused on material aspects, but also includes psychological, social, and spiritual aspects. In the perspective of Islamic economics, employee welfare can be understood by referring to the principles of Maqasid As-Sharia, which emphasizes the fulfillment of five fundamental aspects in human life, namely religion (hifzh al-din), soul (hifzh al-nafs), intellect (hifzh al-'aql), heredity (hifzh al-nasl), and property (hifzh al-mal).

Maqasid As-Syariahis the main goal in the application of Islamic law which aims to protect the interests of humanity in various aspects of life. The principle of Maqasid As-Syariah directs that economic and social policies, including in the context of human resource management (HR), can create prosperity for every individual without sacrificing Islamic moral and ethical values. One of the main concepts carried out in sharia-based HR management is fairness and balance, which has a direct impact on employee welfare.

As part of the implementation of Maqasid As-Sharia, company policies must ensure basic employee rights, such as the right to fair salary, the right to equal treatment without discrimination, and the right to a healthy and safe work environment. In this case, the principle of "hifzh al-mal" (protection of property) becomes relevant because good human resource management will affect the economic

stability of the organization and the financial well-being of employees.

One of the main purposes of Maqasid As-Syariah is to protect religion. In the context of employee welfare, this can be understood as the need for the company to provide space for employees to practice their worship and religious beliefs. For example, the company can provide enough time for employees to perform prayers, provide worship facilities, or provide leave for religious holidays.

According to a study, a company that pays attention to the religious aspect of HR management tends to have a higher level of job satisfaction, because employees feel valued and respected for their spiritual rights. This shows that the protection of religion, as part of Maqasid As-Sharia, contributes to the improvement of employee welfare psychologically.

First, Hifzh al-nafs (life protection) refers to efforts to maintain the physical and mental health of employees. In the perspective of sharia economics, companies are not only expected to provide fair wages, but also to create a healthy work environment and free from excessive stress. One of the policies that can be implemented is to provide health and wellness programs for employees, such as health insurance, sports programs, or psychological counseling.

Employees who have access to health facilities and mental support tend to be more productive and loyal to the organization. This is in line with the principle of hifzh al-nafs in Maqasid As-Sharia, which emphasizes the importance of protection for the physical and psychological well-being of individuals.

Next, Hifzh al-'aql (protection of reason) leads to the need for companies to invest in the development of employee competencies. In the context of employee well-being, this includes training, skill development, and further education. By providing employees with opportunities to develop their intellectual potential and technical skills, companies not only improve performance, but also create a sense of satisfaction and pride in employees.

Several studies show that organizations that provide opportunities for self-development have higher levels of employee loyalty. Research conducted in Malaysia shows that companies that implement continuing education policies for employees have succeeded in significantly reducing turnover rates after the skills development program is implemented. In addition, other studies also revealed that continuous skill development can increase employee engagement with the company and encourage higher productivity. Therefore, protection of intellect (aql) is one of the pillars in achieving employee welfare, because the development of employees' intellectual abilities has a direct impact on the sustainability and success of the company.

Furthermore, the hifzh al-nasl (protection of offspring) aspect touches the family and social life of employees. In this case, companies that apply the principles of Maqasid As-Syariah must provide policies that support a balance between employees' professional and personal lives, such as maternity leave, family leave, and working time flexibility policies. Research shows that companies that provide support to the social and family lives of employees have higher retention rates. This is due to a sense of support and attention to the personal aspects of employees that are important to their well-being.

By providing policies that support the family life of employees, the company also creates social and emotional well-being for employees, which in turn leads to improved performance and employee

loyalty to the company.

In addition, welfare policies that take into account employees' personal lives, including family rights, can strengthen the relationship between employees and the company. This kind of policy shows that the company cares about the holistic well-being of employees, which includes social, emotional, and spiritual needs.

It is also seen that Hifzh al-mal (protection of property) is a very important aspect in human resource management. In the perspective of Maqasid As-Syariah, companies must provide fair and equitable wages, as well as facilities that support the financial well-being of employees. This can include a salary that matches the work performed, health benefits, and an adequate retirement plan. Companies that provide fair compensation and additional perks for employees not only increase job satisfaction, but also improve long-term performance and loyalty. The principle of fairness in wages and compensation is an integral part of Maqasid As-Syariah and has a direct impact on employee welfare.

The implementation of Maqasid As-Syariah principles in HR management focuses on achieving holistic employee well-being, which includes physical, psychological, social, and financial aspects. By applying these principles, companies not only create a productive and innovative work environment, but also increase employee satisfaction and loyalty. International research shows that companies that adopt a sharia-based approach in HR management tend to have higher levels of job satisfaction and fewer internal conflicts. Policies that pay attention to employee welfare through Maqasid As-Syariah principles, such as respect for religious rights, health, education, family life, and financial well-being, will result in a more harmonious and productive work environment. Therefore, companies that adopt these principles not only contribute to the well-being of employees, but also ensure the sustainability and competitiveness of the organization in the global market.

Employee welfare is one of the important aspects in the world of employment, which not only involves economic and social rights, but also touches on the moral and spiritual dimensions. In the perspective of Maqasid As-Syariah, employee welfare is seen from a more holistic approach, which prioritizes the balance between worldly and ukhrawi interests. Maqasid As-Syariah is the main goal of Islamic teachings, which includes the protection of religion, soul, intellect, heredity, and property. In this context, employee well-being must include not only the fulfillment of material needs, but also the improvement of the quality of spiritual and social life. One of the main purposes of Maqasid As-Syariah is the protection of one's property and economic life. In the context of employee welfare, this includes the fulfillment of their basic rights, such as fair pay, health insurance, and other social protections. Many studies show that the economic well-being of employees is an important indicator in quality of life assessments. Fair salaries and good health facilities can increase job satisfaction and employee loyalty to the company. The fulfillment of the economic needs of employees plays an important role in preventing social inequality and increasing productivity.

Maqasid As-Syariah also teaches the protection of property (mal), which is not only limited to the right of individuals to earn a decent income, but also in the wise use of property and in accordance with the principles of justice. In this case, companies have a moral obligation to ensure that the wages

employees receive are sufficient to meet their basic needs without exploitation or injustice. In addition to meeting economic needs, social welfare is also an aspect that is no less important in the perspective of Maqasid As-Syariah. Islam emphasizes the importance of building a sakinah family, which can be achieved by providing adequate protection and social support for employees. This social welfare includes guarantees for family welfare, the provision of leave, and protection of the rights of employees' families.

In the perspective of Maqasid As-Sharia, welfare includes not only worldly needs, but also spiritual well-being. Employees who feel valued and given the opportunity to grow spiritually will have a better quality of life. Islam teaches the importance of maintaining the soul (nafs) and intellect (aql), which is reflected in the quality of life of a person who is physically healthy, mental, and spiritual. Research conducted reveals that companies that apply Islamic ethical values in their operations, such as providing opportunities for employees to worship freely and providing space for spiritual development, can create a healthy and harmonious work environment. This is in line with the principle of Maqasid As-Syariah which prioritizes the balance between worldly and ukhrawi life.

Maqasid As-Syariah emphasizes the principles of justice (adl) and equality in every aspect of life, including in working relationships. Employees must be treated fairly without discrimination, and every individual must be given equal opportunities to thrive. In this case, employee well-being depends not only on the salary policy or the facilities received, but also on how the company creates an inclusive and fair environment. In a study, it was argued that employee well-being can be achieved if there are principles of fairness that are consistently applied in company policies, from hiring to promotion. Therefore, to achieve optimal well-being, companies must ensure that there is no discrimination in any form, whether based on gender, race, religion, or socio-economic background.

At the global level, the application of Maqasid As-Syariah principles in human resource management is becoming increasingly relevant. Research shows how global companies operating in Muslim-majority countries are beginning to integrate Islamic principles, including Maqasid As-Sharia, into their employee wellbeing policies. These policies include fair pay, work-life balance, and attention to the spiritual and social aspects of employees. The principles of Maqasid As-Syariah provide guidance for companies to manage employee welfare in a more comprehensive and inclusive way. By integrating these goals in the company's policies, employee welfare is not only the responsibility of the company, but also part of the social contribution to achieve the welfare goals of the people as a whole.

Overall, employee well-being in the perspective of Maqasid As-Syariah involves various more holistic dimensions, ranging from meeting basic economic needs, social protection, to mental and spiritual well-being. To achieve optimal well-being, companies must consider all of these aspects in their policies. Thus, employee welfare can be achieved in a balanced manner, creating more harmonious working relationships, and contributing to the development of a more just and prosperous society.

Justice and Welfare in Sharia Human Resource Management

Sharia Human Resource Management (HR) is one of the important issues in today's developing world of work. The application of Islamic principles in human resource management aims not only to manage human resources efficiently, but also to ensure that every policy taken creates fair and prosperous conditions for employees. Justice and welfare in Sharia human resource management are not only limited to the fulfillment of economic rights, but also include a broader spiritual, social, and moral dimension.

Justice (adl) is one of the basic principles contained in Maqasid As-Sharia, which emphasizes fair treatment in various aspects of life, including in human resource management. In the perspective of Maqasid As-Sharia, justice not only means equal distribution, but also ensures that each individual gets his rights according to his or her individual needs and roles. Justice in the context of Sharia HR is more than just providing appropriate salaries; It includes equality of opportunity, recognition of basic rights of employees, and protection of human dignity.

In HR management, the principle of fairness is reflected in several aspects that must be applied by the company in order to create a fair and harmonious work environment. First, fair salary is the main aspect that must be considered, where the salary received by employees must be in accordance with the contributions and responsibilities they carry.

It also means that there is no discrimination based on race, religion, or socio-economic background in salary determination. Fair pay is not only related to the amount of money received, but also reflects the recognition of the work done as well as the value brought by the employees in the organization. Second, equal opportunities are crucial to ensure that every employee has equal access in terms of promotion, training, and career development.

Promotions and opportunities to grow within the company should be based on ability and performance, not on external factors that are irrelevant to the quality of the work done. Finally, transparency in decision-making is also very important in maintaining the principle of justice. The decision-making process related to HR policies, such as recruitment, promotion, or even dismissal, should be carried out in an open and clear manner, with objective and unbiased criteria. By implementing these principles, companies can ensure that every employee feels valued and treated fairly, which in turn will increase their job satisfaction, productivity, and loyalty to the company.

The application of this principle of fairness not only benefits employees, but also the company itself. When employees feel treated fairly, they will be more loyal, productive, and have a high commitment to the organization.

Welfare in Sharia HR management includes more than just economic or material well-being, but also involves psychological, social, and spiritual dimensions. In the perspective of Maqasid As-Syariah, welfare is not only about meeting basic needs, but also about how individuals can thrive in various aspects of their lives, such as family, education, and a healthy social life. This holistic well-being reflects the broader goal of Islam, which is to maintain a balance between worldly and ukhrawi needs.

The first aspect is economic welfare, which in Sharia HR management includes the fulfillment of employees' economic rights. Employees should be provided with fair wages, health benefits, pension security, and other facilities that support their lives. Maqasid As-Syariah emphasizes the protection of assets (hifzh al-mal), which means that companies must ensure that the wages employees receive are sufficient to meet their basic needs and that no exploitation occurs. This involves not only basic salary, but also benefits and social protection that can provide employees with a sense of security in facing their future.

Social welfare is also very important in Sharia HR management. This includes protection of family rights, leave, and other social security that supports the social welfare of employees. Islam teaches the importance of building a family that is sakinah, mawaddah, and rahmah, which means that companies must pay attention to the welfare of employees' families. Facilities such as maternity leave, family leave, and support for a healthy family life can help employees maintain a balance between their work and personal lives. By paying attention to the welfare of the family, the company plays a role in realizing a more prosperous and harmonious society.

Psychological well-being is also an important aspect in Sharia HR management. Employees who feel valued and empowered tend to have healthier mental and emotional states. Sharia-based HR management prioritizes the creation of a harmonious work environment, free from pressure, intimidation, or discrimination. This will reduce stress levels in the workplace and increase employee productivity. Organizations should create an atmosphere that supports psychological well-being, such as providing good communication channels, stress management training, and ensuring that employees feel safe in expressing their opinions.

The last aspect is spiritual well-being, which is an important factor in Sharia HR management. Islam recognizes the importance of the spiritual dimension in human life. Therefore, the company must provide opportunities for employees to carry out worship in accordance with their beliefs. This includes providing time for prayer, providing a place of worship, or providing opportunities for employees who are eligible to perform Hajj or Umrah. Spiritual development programs, such as religious studies or religious-based social activities, can also be part of a company's welfare policy. By paying attention to spiritual well-being, companies help create a more positive work environment and contribute to the development of a more civilized society.

By covering these various dimensions of well-being, Sharia HR management plays an important role in building a work environment that not only prioritizes material profits, but also pays attention to the social, psychological, and spiritual dimensions of employees, all of which contribute to a more holistic and sustainable well-being.

The Relationship of Justice and Welfare in Sharia Human Resource Management

Justice and welfare in Sharia human resource management are closely related and inseparable. Justice is the basis for achieving equitable welfare, while good welfare can strengthen a sense of justice among employees. If companies apply the principle of fairness in HR management, employees will feel valued and motivated to work better, which will ultimately improve their well-being.

Conversely, if the company does not implement the principle of fairness, employees can feel unappreciated, potentially lowering their psychological well-being. This can have an impact on low job satisfaction, decreased productivity, and even lead to internal conflicts that are detrimental to the company.

To achieve optimal well-being, companies need to integrate the principles of fairness in every policy and program related to HR management. This includes policies on hiring, training, promotion, and compensation and benefits. All such policies must be designed within the framework of social and economic justice and consider the balance between the worldly interests and the ukhrawi of employees.

The application of the principles of justice and welfare in Sharia human resource management plays an important role in creating a harmonious, productive, and sustainability-oriented work environment. One of the main steps that can be taken is to manage salaries and benefits fairly, by setting salary standards that are in accordance with the value of work and market conditions². In addition, companies also need to provide benefits that support employee welfare, such as health benefits, leave, and pension protection. Thus, employees feel valued and can work with high motivation.

In addition to the financial aspect, companies should also pay attention to the development of employees' skills and careers by providing equal opportunities in training and development programs without discrimination⁵. This is in line with the principle of ihsan in Islam, which emphasizes the importance of providing a fair opportunity for each individual to develop and improve their competence. In addition, the social and spiritual welfare of employees is also an integral part of Sharia HR management. Programs such as religious holiday celebrations, regular recitations, and social activities can strengthen employees' emotional and spiritual bonds with the company.

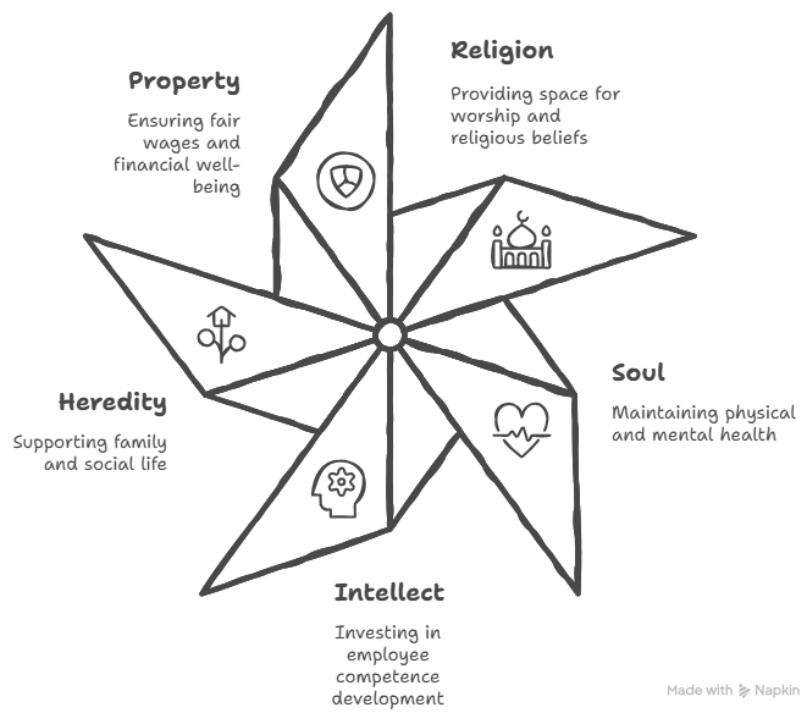
Furthermore, the balance between work and personal life must also be considered, for example by providing flexibility in working hours or leave that allows employees to maintain their psychological well-being. This balance not only increases employee happiness but also has a positive impact on their

productivity and loyalty to the company.

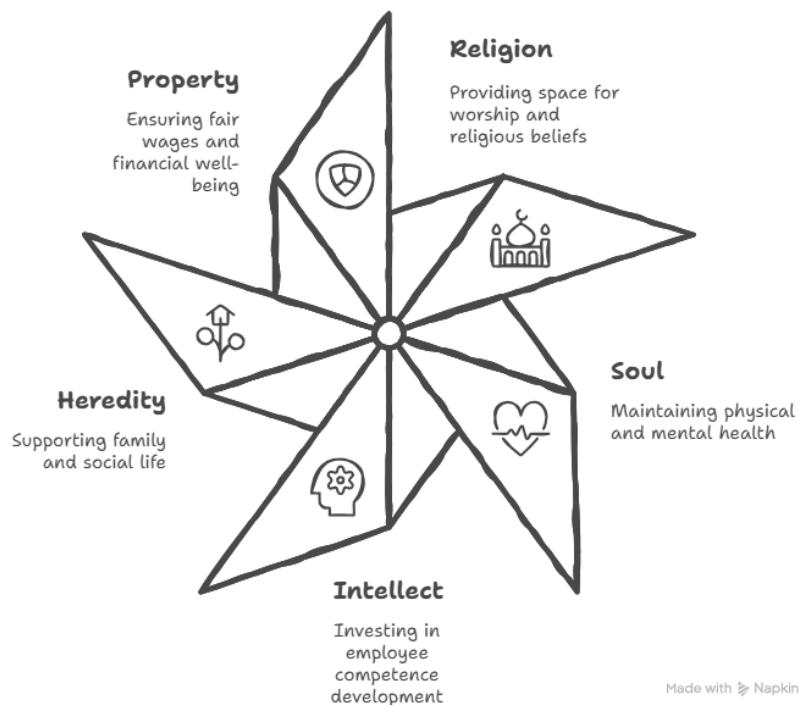
However, the implementation of the principles of justice and welfare in Sharia human resource management is not without challenges. One of the main obstacles is social and economic inequality which can make it difficult for companies to provide decent salaries due to budget constraints. In addition, in the context of multinational companies or those that have employees from diverse cultural backgrounds, cultural differences and beliefs can be a challenge in creating policies that are aligned with Sharia principles.

Another challenge is the lack of understanding of the application of Maqasid As-Syariah principles in human resource management, so there are still many companies that have not

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values in their policies. Therefore, training and socialization efforts are needed regarding Sharia principles in human resource management so that companies can implement a fairer and more welfare-oriented system for employees as a whole.

The illustration presents employee welfare as a holistic system grounded in the five objectives of Maqasid al-Shariah, showing how each dimension sustains a just and balanced workplace. Religion reflects the need to protect spiritual expression by providing space for worship; Soul highlights the importance of safeguarding physical and mental health; Intellect emphasizes continuous competence development to nurture employees' growth; Heredity underscores support for family stability and social life; and Property ensures fair wages and financial security. Together, these interconnected elements demonstrate that employee well-being in an Islamic legal-ethical framework is not limited to economic factors but emerges from a comprehensive commitment to justice, dignity, and human flourishing.

Overall, justice and well-being in Sharia HR management is not only limited to the fulfillment of basic employee rights, but also includes more holistic well-being, including social, psychological, and spiritual aspects. The application of the principles of Maqasid As-Syariah in human resource management can create a fair, harmonious, and productive work environment, which ultimately contributes to the long-term success of the company. Therefore, companies need to actively integrate these principles in their policies to achieve optimal well-being for employees and the organization as a whole.

Conclusion

The common thread of the discussion on employee welfare from the perspective of Maqasid As-Syariah shows that employee welfare does not only involve material aspects, but also includes psychological, social, and spiritual dimensions. The application of Maqasid As-Sharia principles, which focuses on the protection of religion, soul, intellect, heredity, and property, provides a comprehensive framework for creating a fair and prosperous work environment.

Justice in Sharia human resource management (HR) is an important foundation for achieving employee welfare. Justice not only means equitable distribution, but also ensures that each individual gets his or her rights according to his or her needs and roles. By providing fair pay, equal opportunities for career advancement, and protection of basic rights, companies can improve employee job satisfaction, loyalty, and productivity.

In addition, employee well-being should also include support for social and family life, mental and physical health, and opportunities for spiritual development. Policies that pay attention to the balance between work and personal life, as well as provide space for employees to practice worship, will create a harmonious and productive work environment.

However, challenges in the application of these principles remain, such as social and economic inequalities, as well as a lack of understanding of Sharia values in human resource management. Therefore, efforts are needed to increase awareness and understanding of the importance of implementing Maqasid As-Syariah in company policies.

Overall, the integration of Maqasid As-Syariah principles in HR management not only contributes to employee well-being, but also ensures the sustainability and competitiveness of the organization in the global market. Thus, companies that adopt this approach will be able to create a fairer, harmonious, and productive work environment, as well as contribute to the development of a more prosperous society.

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