



## ANALYSIS OF HUMAN RESOURCE MANAGEMENT TOWARDS IMPROVING EMPLOYEE PERFORMANCE MAQHASID SHARIA REVIEW

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**Abstrak:** Human resource management is the first point that must be considered by the company, the development of a business requires quality human resource management. The purpose of the study is to determine the implementation of human resource management in terms of sharia maqhasid and improve employee performance. The methods used are qualitative research, while the data used in primary and secondary data research are obtained by researchers through observation, interviews, and documentation. The results of research on the application of human resource management have an influence on employee performance, one of which is the results of work. The implementation of human resource management seen from sharia maqhasid is by the review of sharia maqhasid, namely dharuriyyat, hajiyat, and tahsiniyyat.

**Keywords:** Human Resource Management; Employee Performance; Maqhasid Sharia

**Abstrak:** Pengelolaan sumber daya manusia menjadi poin pertama yang harus diperhatikan oleh perusahaan, berkembangnya suatu usaha menuntut ada pengelolaan sumber daya manusia yang berkualitas. Tujuan penelitian untuk mengetahui implementasi manajemen sumber daya manusia ditinjau dari maqhasid syariah dan meningkatkan kinerja pegawai. Metode yang digunakan penelitian kualitatif, sedangkan data yang digunakan dalam penelitian data primer dan sekunder yang diperoleh peneliti melalui observasi, wawancara, dan dokumentasi. Hasil dari penelitian penerapan manajemen sumber daya manusia mempunyai pengaruh terhadap kinerja karyawan, salah satunya adalah hasil kerja. Pelaksanaan manajemen sumber daya manusia dilihat dari maqhasid syariah sudah sesuai dengan tinjauan maqhasid syariah yaitu dharuriyyat, hajiyat, dan tahsiniyyat.

**Kata Kunci:** Manajemen Sumber Daya Manusia; Kinerja Pegawai; Maqhasid Syariah

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## Introduction

Human Resources (HR) in a company must be people who are willing to learn, willing to work hard, full of responsibility, and full of enthusiasm for learning and developing their potential in the business world to gain maximum experience.<sup>1</sup> Therefore, HR management is needed in a company to increase the productivity of the company to improve the ability and achieve the goals or goals of a company so that it can be better, this certainly requires a long process and a mature concept, so that it can be well organized between human resources, existing infrastructure, as well as all employees in the company to run effectively and efficiently. The company needs development in human resources so that employee performance can increase so that later the company will be sustainable.<sup>2</sup>

To improve or upgrade employee performance in a company, it cannot be separated from the role of human resource management. Human resource management is one way to empower humans to achieve their goals, namely to be able to produce maximum output at work. Human resource management is a style or way to manage human resources through planning, organizing, acting, and evaluating.<sup>3</sup>

Human resource management in principle certainly has a very broad range. Therefore, the scope of discussion about the application of human resource management at *Roya La Tansa* that will be used in this study includes Recruitment/selection, employee training and development, and employee compensation.<sup>4</sup> Examining some of these aspects which are a core and crucial part of the application of human resource management, we decided to write this research entitled *Human Resource Management Analysis of Employee Performance Improvement Maqhasid Sharia Review*. Hopefully, this research can add value and sharia principles in the applied human resource management system, especially in *Roya La Tansa*.<sup>5</sup>

Previous research related to this research problem is the method used in literature research, the purpose of this study is to understand human resource management in Islam and its relevance to modern management.<sup>6</sup> The method used is a qualitative approach, the purpose of the study is to find out how the resource management training process works.<sup>7</sup> Research uses the literature method as the main method in this study, the purpose of this

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<sup>1</sup> Mahendro Sumardjo, *Manajemen Pengembangan Sumber Daya Manusia Konsep-Konsep Kunci*, (Bandung: ALFABETA, 2018), h. 39.

<sup>2</sup> Muhammad Hasan, *Etika Bisnis: Konsep, Teori, Dan Isu-Isu Kontemporer*, (Malang: CV. Literasi Nusantara Abadi, 2022), h. 200.

<sup>3</sup> Abdurrozzaq Hasibuan, *Perencanaan Dan Pengembangan SDM*, (Medan: Yayasan Kita Menulis, 2021), h. 1.

<sup>4</sup> Adib Susilo, Sheema Haseena Armina, And Meichio Lesmana, "Recruitment System Of Lecturers At Islamic University In Indonesia : Head Of Department Perspective," *Islamadina: Jurnal Pemikiran Islam* 22, no. 2 (2021): 119.

<sup>5</sup> Mufti Aff, Meichio Lesmana, Abdul Basith, Dan Maula Falih Rizqullah, "Strategi Pemberdayaan Ekonomi Berbasis Masjid Dalam Peningkatan Kesejahteraan Masyarakat Pendekatan Analisis SWOT," *Adzkiya: Jurnal Hukum Dan Ekonomi Syariah* 10, no. 2 (2022): 205.

<sup>6</sup> Dhono Kurniawati, "Manajemen Sumber Daya Manusia Dalam Persepektif Islam Dan Elevansinya Dengan Manajemen Modern," *Jurnal Pengembangan Masyarakat Islam* 11, no. 1 (2018): 13.

<sup>7</sup> Miftahuddin, "Strategi Pengembangan Sumber Daya Manusia Dalam Meningkatkan Kinerja Karyawan," *Jurnal Manajemen Dakwah* 2, no. 3 (2018): 9.

study is to find out the relationship between the concept of corporate culture and employee performance, and the principles of management in Islam.<sup>8</sup> Research that uses qualitative uses the literature review method. This research aims to explain the concept of strategic Human Resource Management (HRM) to contribute to the performance of a company or business venture.<sup>9</sup> Research that uses qualitative methods, the purpose of this study is to test what performance is sustainable to improve and develop further performance.<sup>10</sup> Research uses exploratory research methods, the purpose of this study is to determine retail resource management where employees play a role or play an important role in carrying out work functions properly and correctly.<sup>11</sup> The research uses simple regression, and the purpose of this study itself is to find out the strategies used in conducting human resources and the influence of human resource development on improving employee performance.<sup>12</sup> Research that uses descriptive evaluative methods by comparing existing theories with empirical facts. The purpose of this study is to present whether the human resource management system is from the perspective of Islamic management.<sup>13</sup> Research that uses convenience sampling tools to obtain data through self-administered questionnaires, and tested using partial least structural equation modeling (PLS-EM). This research aims to determine the effect of the application of human resource management practices and organizational commitment on employee performance in the Bahrain cement industry, and the results of this research show that the application of human resource management and work commitment has a significant effect and positive towards employees.<sup>14</sup> Research with a survey of publications in the Web of Science database is used to investigate the problem under study, the purpose of this paper is to explore the possibility of appropriate curriculum adaptation given the trends of human capital development in the context of digitalization.<sup>15</sup> Research on the influence of talent management and organizational culture on employee productivity in the public sector also assessed the moderate effects of employee engagement in such relationships. This study used a quantitative approach to data collection and analysis. Data were collected through a distributed structured questionnaire among 158 purposive sample of permanent senior

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<sup>8</sup> Moh Rifqi Khairul Umam, "Peran Islamic Management Principles Pada Pembentukan Corporate Culture Untuk Meningkatkan Kinerja Sumber Daya Manusia Pada Organisasi Bisnis," *Jurnal EKA CIDA* 1, no. 1 (2016): 110.

<sup>9</sup> Kadar Nurjaman Dan Ajam Mustajam, "Meningkatkan Kinerja Perusahaan Dengan Menerapkan Konsep Manajemen Sumber Daya Manusia Strategik Dalam Menyongsong Persaingan Global," *Jurnal Ilmiah Manajemen* 1, no. 2 (2020): 7.

<sup>10</sup> Nasrullah, "Manajemen Kinerja," *Journal Of Islamic Education Management* 2, no. 2 (2017): 7.

<sup>11</sup> Mumuh Mulyana, "Manajemen Sumber Daya Manusia (SDM) Ritel Dalam Meningkatkan Kinerja Perusahaan," *Jurnal Ilmiah Ranggading* 10, no. 2 (2010).

<sup>12</sup> Ludfia Dipang, "Pengembangan Sumber Daya Manusia Dalam Peningkatan Kinerja Karyawan Pada PT. Hasjrat Abadi Manado," *Jurnal EMBA* 1, no. 3 (2013): 8.

<sup>13</sup> Eka Sri Wahyuni, "Telaah Kritis Penerapan Manajemen Sumber Daya Insani Pada Perusahaan (Studi Empiris Pada PT. Bank Muamalat Indonesia, Tbk. Cabang Bengkulu)," *Jurnal Baabu Al Ilmi* 2, no. 1 (2017): 8.

<sup>14</sup> La'aleh Al -Aali, "The Effect Of Human Resource Practices An Organizaional Commitment On Employee Performance," *Jurnal Annals Of Contemporary Developments In Management & HR (ACDMHR)* 3, no. 2 (2021): 8.

<sup>15</sup> Jana Podhorcová, Jozef Ďurian, And Iveta Kmecová, "Human Capital Management In The Industrial Revolution 4.0," *Journal Of Human Resource Management* 26, no. 1 (2023): 19.

staff at the University of Ilorin, Nigeria.<sup>16</sup> Research to determine the extent to which recruitment and selection and, training and development affect job satisfaction, and evaluate the impact of recruitment and selection, training and development on SME job satisfaction using motivation as a mediating factor, IBM SPSS analyzed data for descriptive statistics and AMOS for structural equation model (SEM) to study relationships between variables.<sup>17</sup> The study aimed to examine the effect of human resource practices (HR practices) on employee engagement among academics at Malaysian private universities. Pearson Correlation Coefficient and Multiple Linear Regression Analysis are performed with SPSS to test hypotheses and secure results.<sup>18</sup> The research studied the relationship between selected human resource management practices (leadership, motivation, training) and organizational commitment in 3-star, 4-star, and 5-star hotels in Kuching using linear regression.<sup>19</sup> The different problem formulations discussed in this study than the study above is the existence of a maqhasid sharia review in the application of human resource management to improve employee performance.<sup>20</sup>

This research uses a qualitative method using a descriptive approach. The research process carried out is by observing the institution to be researched. The type of observation used is a frank or disguised observation about employee recruitment, HR development, and performance to the Director and employees of Roya La Tansa. Next is to conduct an interview or conversation with a specific purpose by two or more parties. In this research, the interview techniques used are structured interviews and semi-structured interviews. Interviews were conducted with the Director, HR Manager, and employees of Roya La Tansa. The last is documentation to increase the trustworthiness of the research results in the form of pictures and important field notes about the object of research. Next is data analysis compiling data obtained from observations, interviews, and documentation. The stages of data analysis in this study are description, data reduction, data presentation, and conclusion drawing.<sup>21</sup>

Management is a force that functions as a unifying, driving, and coordinating tool in various business activities.<sup>22</sup> Personal management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resources so that individual, organizational, and

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<sup>16</sup> Kazeem Adebayo Oladimeji, Abdulrazaq Kayode Abdulkareem, And Abdulrasaq Ajadi Ishola, "Talent Management, Organizational Culture And Employee Productivity: The Moderating Effect Of Employee Involvement," *Journal Of Human Resource Management* 26, no. 1 (2023): 21.

<sup>17</sup> Emelia Ohene Afriyie, Eugene Owusu-Acheampong, Samuel Jabez Arkaifie, And Musah Osumanu Doumbia, "Recruitment And Selection, Training And Development On Job Satisfaction Mediated By Motivation: Exploratory And Confirmatory Factor Analysis In The Ghanaian Smes," *Journal Of Human Resource Management* 25, no. 1 (2022): 53.

<sup>18</sup> Lien Ooi, Kim-Li Ng, Wei-Ci Heng, Yan-Fong Chua, And Yong-Hooi Lim "Human Resource Practices And Employee Engagement," *International Journal Of Management Studies* 29, no. 2 (2022): 23.

<sup>19</sup> Cindy Law Sing Ling And Rujhan Mustafa, "Human Resource Management In Global Economy: A Link To Organisational Commitment," *International Journal Of Management Studies* 12, no. 1 (2005): 25.

<sup>20</sup> Adib Susilo, Meichio Lesmana, Setiawan Lahuri, And Sheema Haseena Armina, "Recruitment Flow Model Of Lecturers In Islamic Economic Department At Public And," *International Journal Of Business And Economy (IJBE)* 3, no. 3 (2021): 69.

<sup>21</sup> Sugiono, *Metode Penelitian Kuantitatif, Kualitatif Dan R&D*, (Bandung: Alfabeta, 2016), h. 233.

<sup>22</sup> Buchari Alma Dan Donni Juni Priansa, *Manajemen Bisnis Syariah Menerapkan Nilai Dan Praktik Syariah Dalam Bisnis Kontemporer*, (Bandung: Alfabeta, 2014).

societal objectives are accomplished. The meaning of this explanation is that personnel management is planning, organizing, directing, and controlling, from procurement, development, compensation, integration, maintenance, and dismissal of employees, to realizing company, individual, employee, and community goals.<sup>23</sup> The essence that we can take from human resource management is the process of utilizing humans as workers in a humane manner so that their physical and psychological potential functions optimally to achieve organizational goals.

Meanwhile, performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities such as work standards, targets, or criteria that have been determined in advance after mutual agreement. Apart from that, employee performance is the result of work in quantity and quality achieved by an employee in carrying out his duties by the tagging of responsibilities given to him.<sup>24</sup>

## Results And Discussion

Roya La Tansa vision is to strive for a business institution or business unit based on Islam to uphold the values of Pondok Modern Darussalam Gontor. The missions of Roya La Tansa are One, being an element of the Gontor protection economy, two, covering the welfare of the people, and three, as a da'wah syiar of the cottage.

Informants in this study are Roya La Tansa Mantingan Ngawi staff who can provide information and can assist in explaining human resource management at Roya La Tansa to researchers, 2 informants provide an explanation of human resource management at Roya La Tansa which can be seen in the following table:

Table 1. HR Management Informant

Name	Gender	Status	Address
Mahfud Wafda	Man	Staff Roya	Kudus
Nabil Amru	Man	Staff Roya	Semarang

**Source:** Data processed, 2022

The information obtained also came from Roya La Tansa employees who were interviewed by researchers, interviews conducted with employees were about employee performance, researchers conducted this interview to obtain the results of research on employee performance at Roya La Tansa following the informant:

<sup>23</sup> Mulayu Dan Hasibuan, *Manajemen Sumber Daya Manusia*, (Jakarta: Bumi Aksara, 2020).

<sup>24</sup> Agus Tunggal Saputra, "Pengaruh Kepuasan Kerja Dan Loyalitas Karyawan Terhadap Kinerja Karyawan," *E-Jurnal Bisma Pendidikan Ganesha Jurusan Manajemen*, 4 (2016): 6.

Table 2. Employee Performance Informant

Name	Gender	Status
Dwi Setyowati	Woman	Karyawan Roya Mart
Anita Damayanti	Woman	Karyawan Roya Cafe
Rustini Nurjannah	Woman	Karyawan Roya Perkulakan
Sika Utami	Woman	Karyawan Roya Canteen
Bayu Adi Irawan	Man	Karyawan Roya Bakso

**Source:** Data processed, 2022

Based on the results of observations and interviews regarding the effect of the application of human resource management on improving employee performance maqhasid sharia review at Roya La Tansa Mantingan Ngawi, the results of the discussion with the results of interviews that have been described by the author as follows:

### **The Effect Of Implementing Human Resource Management At Roya La Tansa**

Management activities allow for a whole series of activities carried out in a well-scheduled and regular manner, regular and well-scheduled activities include all human and machine activities as workers, managing workers in a company is a very important aspect because workers have an important role as subjects in employee activities. Human resource management is used as one of the main keys to achieving a goal for both individuals and companies. Human resource management aims to carry out certain activities that lead to the main goal of maximum profit. Human resource management includes several activities including recruitment, employee selection, training and development of employees, and compensation, the analysis to be carried out includes:

#### **Recruitment**

The employee recruitment process at Roya La Tansa is carried out openly and the most emphasized thing in Roya La Tansa is the willingness to be led and be Muslim and a religious character because this is the most important factor for each individual in his life and in the work environment, this character can encourage individuals to be more honest and disciplined in carrying out all their activities, in the recruitment process at Roya La Tansa is carried out if the business unit experiences a shortage of employees in the existing field. The job vacancy information is notified through job vacancy brochures and Roya staff notify their employees that Roya needs new employees. This is by what the first respondent explained as follows:

"At Roya La Tansa the most important thing that employees must have is a religious character, as for the recruitment process, first we distribute job vacancies brochures, and then from job vacancies there are people who register from acquaintances of previous employees, with acquaintances who have worked here and then register for work, after that an interview is conducted."<sup>25</sup>

<sup>25</sup> Mahfud Wafda, Personal Interview, (12 August 2023).

According to observations made by researchers in the field, in the recruitment process from the results of this interview, shows that the employee recruitment process at Roy La Tansa has been implemented and employee recruitment is carried out by the labour needs at Roy La Tansa, and employee recruitment is carried out so that there are no errors in recruitment and placement.

### **Selection**

The selection process carried out by Roy La Tansa goes through the administrative and interview selection stages, whether the data collected is by the predetermined provisions, and whether this interview selection aims at employee job placement, this is by what the first respondent explained as follows:

"The selection process and stages at Roy La Tansa for prospective employees use several tests, namely psychological tests and interview tests, this aims to find out more about the personality of prospective employees."<sup>26</sup>

From the results of the interview above, it can be concluded that Roy La Tansa also applies selection, in the form of data selection and interviews, this is to find out the applicant's readiness to work.

### **Work Assessment**

The process of assessing employee work at Roy La Tansa is carried out openly through direct reprimands if employees make a mistake. At Roy La Tansa, weekly gatherings are usually held in this forum to assess employee performance in general, but if mistakes are made individually, the Roy usually reprimands directly to the employee who made the mistake. This is by what the first respondent explained through the results of the interview as follows:

"At Roy La Tansa if we find our employees making a mistake we usually reprimand them directly, if we think this mistake does not have an impact on performance or other employees, but if we think this mistake must be brought to the forum the purpose of this is as a lesson so that other employees do not make the same mistake, if a direct reprimand can deter them from repeating the same mistake I think it is enough to reprimand or advise them directly."<sup>27</sup>

From the results of interviews conducted by researchers that Roy La Tansa has implemented one of the indicators of human resource management, namely the existence of work appraisals, while work appraisals at Roy La Tansa are carried out in the form of direct reprimands, and reprimands are given not only reprimands, the Roy also provides solutions from these reprimands, this has an impact on improving employee performance, this is evidenced by the results of an interview with one of the Roy La Tansa staff who explained that most of them after work appraisal or evaluation have a great impact on getting better performance.

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<sup>26</sup> Mahfud Wafda, Personal Interview, (12 August 2023).

<sup>27</sup> Mahfud Wafda, Personal Interview, (22 August 2023).

## **Training And Development**

Training and development of employee self-potential at Roya La Tansa for new employees, training is given by Roya La Tansa to new employees during training (3 months) during this period new employees read the existing conditions, and the development is provided by Roya La Tansa to employees in the form of emotional and spiritual self-development, which includes routine study activities held by Roya La Tansa as explained by the first respondent as follows:

"As for training for new employees, most of it is done by old employees telling new employees such general things as how to arrange goods and so on, and employee development is mostly carried out on the initiative of the employee to research himself, such as employees comparing food menus from other people to be used as a comparison glass at Roya La Tansa itself, And from the staff side, there is a work program for old employees, but there are obstacles here because the staff changes every year, different people have different policies, old programs that should have been executed are canceled because they are replaced by new staff, and new staff start from scratch again. This makes the main problem with the staff."<sup>28</sup>

From the results of interviews conducted by researchers that Roya La Tansa has implemented one of the indicators of human resource management, namely the existence of training and development, as for training and development at Roya La Tansa such as the weekly recitation of coaching from senior employees, this has an impact on improving employee performance, this is evidenced by the results of interviews with some Roya La Tansa employees who explained that with training like this it can make our work increase.

## **Compensation**

In providing compensation at Roya La Tansa, apart from in the form of salary, compensation in Roya is also in the form of coupons which employees can exchange for goods that meet the needs of employees according to the nominal amount of coupons given, Roya La Tansa also holds annual holidays for its employees.

Based on research that has been conducted by researchers, there are no problems regarding the compensation system implemented at Roya La Tansa, and this compensation has an influence on employee performance by the explanation of the first respondent as follows: "The Roya La Tansa party in addition to providing compensation in the form of salaries given every month, Roya La Tansa also provides compensation in the month of Ramadan as a holiday allowance in the form of extra salary, and because in Roya La Tansa there is no health allowance for its employees and employees, the compensation provided by Roya La Tansa itself is in the form of being given permission not to come to work. And Roya La Tansa assesses the increase in employee performance seen from the element of increasing harmony between fellow employees if each other does not fight with each other this will have an impact on employee performance, employees will feel comfortable at work. This is what makes the benchmark for employee performance increase."<sup>29</sup>

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<sup>28</sup> Mahfud Wafda, Personal Interview, (12 August 2023).

<sup>29</sup> Mahfud Wafda, Personal Interview, (12 August 2023).

From the results of interviews conducted by researchers that Roya La Tansa has implemented one of the indicators of human resource management, namely the provision of compensation, as for the provision of compensation at Roya La Tansa is given promptly, and compensation at Roya La Tansa is not just a basic salary, there is also a reward for employees who have a good work ethic, and in Roya every year there is a holiday together with employees, this has an impact on improving employee performance as evidenced by the results of interviews with several Roya La Tansa employees who explained that the existence of this compensation was able to make more enthusiasm at work, loyalty, and so on.

### **Improving Employee Performance At Roya La Tansa Mantingan Ngawi**

The application of human resource management carried out by Roya La Tansa in improving employee performance to be more productive, and improve their quality, loyalty, and discipline, one of which is the existence of studies every week, the provision of compensation for employees.

There are several ways to be able to measure employee work results in general, namely by: quality of work, the quantity of work, accuracy, attendance at work, and cooperative attitude, thus performance related to the results of work will be achieved by someone within a certain period measured based on quality and quantity. certain. Here are some kinds of employee work results at Roya La Tansa:

#### **Quality Of Work**

The quality of work at Roya La Tansa is measured by the ability of an employee to complete the work given to him, the quality of work can also be said to be a physical standard that is measured by the results of the work that has been done by employees, besides that the quality of work can also be measured by the ability of employees to complete tasks, responsibility for the tasks assigned to him, at Roya La Tansa the quality of employees, as evidenced by the third respondent who explained the following: "For matters of attendance, I always arrive on time because here at Roya there is an attendance sheet before the start of work and at the end of working hours, I have also been late but usually if we are late to attend it is because there is some sudden business at home but if we are late to attend we always tell the staff to attend late, this is so that there is no misunderstanding between the staff and employees."<sup>30</sup>

And thoroughness in work is also explained by the fifth respondent as follows: "Usually fruit, because in Roya supermarkets themselves in addition to providing basic needs of major vegetables in Roya supermarkets also sell fruit, the fruit does not run out every day so I also check the fruit every day whether there is rotten or not, also in the delivery of goods we always check whether the goods we will deliver are by consumer orders or not, checking the price is also appropriate or not."<sup>31</sup>

In discipline is also explained by the fifth respondent as follows: "For the matter of leaving the workplace during working hours I have but that is because there are personal

<sup>30</sup> Dwi Setyowati, Personal Interview, (14 August 2023).

<sup>31</sup> Rustini Nurjannah, Personal Interview, (16 August 2023).

matters that may be urgent, so I give permission to the staff to leave the workplace for a while, but if I leave the workplace during working hours without an urgent reason I have never been."<sup>32</sup>

From the results of interviews conducted by researchers that at Roya La Tansa, improving employee performance at Roya La Tansa can be seen from the results of work and the method used to measure work results, one of which is the quality of work which can be seen from several aspects, namely accuracy in work, discipline in work in this case shows that employee performance is good and improved as evidenced by the results of interviews with several employees who explained that employees at Roya La Tansa are disciplined in working, able to complete the work given, and have a sense of responsibility for the work given.

### **Cooperation**

In a job, cooperation is very important because cooperation will help in achieving a goal, this is as described by the first respondent as follows: "Cooperation is one of the elements of improving employee performance, this is our benchmark, because if each other is familiar with each other this will affect the work ethic of employees if each other does not quarrel with each other all are compact, we think this has an impact on improving work, however, the work they understand is not just looking for money work is also worship, hence the element of kinship and cooperation, because if among employees there is fighting this will have an impact on reducing the quality of work."<sup>33</sup>

The application of human resource management carried out at Roya La Tansa in improving employee performance is one of them by implementing weekly gatherings or what is called weekly recitation, giving rewards to employees, and having an annual holiday for fellow employees.

### **Maqhasid Sharia Review**

According to Imam al-Ghazali, maqhasid sharia has the aim of achieving the welfare of society or more often we pagami with the benefit of mankind, which lies in maintaining faith (din), protecting the self (khifdu nafs), protecting the mind (khifdu aql), In this study, researchers discuss how the effect of human resource management on improving employee performance reviews maqhasid sharia which refers to the benefits of dharuriyyat, hajiyyat, and tahsiniyyat.<sup>34</sup>

### **Dharuriyyat (Primer)**

Dharuriyyat or primary needs are benefits that are the basis for the establishment of human life both related to religion and the world, if he escapes from human life it will result in damage to the order of human life. In fulfilling primary needs, the most important

<sup>32</sup> Rustini Nurjannah, Personal Interview, (16 August 2023).

<sup>33</sup> Mahfud Wafda, Personal Interview, (12 August 2023).

<sup>34</sup> Indra Sholeh Husni, "Konsep Keadilan Ekonomi Islam Dalam Sistem Ekonomi: Sebuah Kajian Konseptual," *Islamic Economics Journal* 6, no. 1 (2020): 60.

thing that must be considered is the benefit, but if there is an emergency that threatens human life, it is permissible to do things that might eliminate the emergency.

Fulfillment of primary needs must still be in a balanced capacity, it should not be excessive in Islam, and human resource management should not be separated from the role of faith. To realize the benefits in this world and the hereafter based on the research of ushul fiqh experts, there are five main elements, namely religion, soul, mind, offspring, and property. The application of these five elements serves as al-qawaid kulliyat which relates to the application of human resource management to improve employee performance at Roya La Tansa. The five basic maslahahs can be explained and described as follows:

### **Maintaining Religion**

The meaning of maintaining religion here is not to associate with Allah in all matters, both in the application of human resource management in roya La Tansa, this is evidenced that Roya La tansa by holding study activities every week and its obligation to pray five times this proves that Roya has paid attention to matters in maintaining religion this is as explained by the first respondent who explained that, "At Roya La Tansa every employee is required to carry out his obligations as a Muslim, namely praying five times and fasting during the month of Ramadan, we also hold teaching to read the Qur'an, for this we adjust to the ability of employees to read the Qur'an if the employee's ability is only up to iqro, we teach from iqro but if the employee's ability to read the Qur'an we only monitor it in its reading."<sup>35</sup>

From the explanation of several respondents, this is enough to provide information that Roya La Tansa implements human resource management in accordance with maqhasid sharia review in terms of dharuriyyat, it can also be seen that one of the policies implemented by Roya La Tansa is requiring employees to perform five daily prayers.

### **Nurturing The Soul**

Preserving the soul with unlimited maintenance, maintaining for the benefit of the soul applied at Roya la tansa is as explained by the first respondent as follows: "Indeed, we ourselves do not yet have health insurance for our employees, but what we can do to our employees is that if one of our employees is sick we allow him not to attend work, this aims to make his employees healthy first, because this will also have an impact on the performance of our employees even with the risk if the employee does not enter the store we do not mind, because if the employee is healthy it will also have an impact on the good performance as well."<sup>36</sup>

### **Nurturing The Intellect**

In maintaining the mind is an infinite favour of Allah, only humans that Allah gives perfect reason, if humans cannot use their minds properly then their degree will be the

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<sup>35</sup> Mahfud Wafda, Personal Interview, (12 August 2023).

<sup>36</sup> Mahfud Wafda, Personal Interview, (12 August 2023).

same as animals, as well as employees in Roya when doing always consider first and this is also encouraged by the activities in Roya La Tansa in order to maintain the mind is to hold a study every week in addition to maintaining the mind and adding new insights for employees. employees. This is as explained by the first respondent as follows: "Here we are every week on Sundays we hold regular weekly meetings or can be known as weekly recitation in this recitation we study about Islam, modernity, with the aim that they can absorb what we say when the weekly recitation is and can be applied in their daily lives, at least with this activity they are able to distinguish the most basic things first which are halal and haram, and are able to distinguish which are khaq and which are bathil."<sup>37</sup>

This is as explained by the second respondent as follows: "This weekly recitation contains Islamic studies, besides that there is also a study of modern boarding studies, we hope that with this kind of recitation they are able to follow like us, able to add new insights into Islamic values for our employees."<sup>38</sup>

### **Preserving Offspring**

Descent is the main thing in life Roya also pays attention to this as explained by the first respondent that the following: "As is the case at Roya we give leave to our employees who want to end their bachelorhood, and if our employees are pregnant we will also give leave at 3-4 months of pregnancy if after giving birth our decision returns to our employees whether they want to continue or not, but the point is that in matters of marriage or pregnancy we give leave to our employees."<sup>39</sup>

### **Preserving The Treasure**

Property is a benefit in the world, so that in seeking the necessities of life it must be with halal property, this is in accordance with the employees in Roya they do a job first then they get their rights in the form of salaries this is enough to explain that they get property in a halal way, besides that, from the Roya itself gives its employees their rights on time this is as explained by the first respondent as follows: "Here in addition to Roya giving salaries to us employees every month Roya also gives us in the form of coupons, then these coupons can be exchanged for groceries or according to our needs which are in accordance with the nominal coupons that the staff have given us every month, besides that the Roya also always gives wages or salaries always on time."<sup>40</sup> From the employee's statement, we can know and understand that Roya La Tansa has implemented HR Management with a maqhasid sharia review so that employees can ensure the sustainability of their assets.

From these five maslahahs, it is clear that in implementing human resource management, we must pay attention to several aspects contained in human resource management, as a Muslim we must also pay attention to the benefits of what is contained in human resource management to see whether or not it is in accordance with existing

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<sup>37</sup> Mahfud Wafda, Personal Interview, (12 August 2023).

<sup>38</sup> Nabil Amru, Personal Interview, (18 August 2023).

<sup>39</sup> Mahfud Wafda, Personal Interview, (12 August 2023).

<sup>40</sup> Sika Utami, Personal Interview, (22 August 2023).

benefits because if we do not pay attention to things that cause benefits or underestimate one of what exists this will cause harm, for example if we ignore the level of human faith this will also have an impact on employee performance and if employee performance is not optimal it will also have an impact on the company.

### **Hajiyyat (Sekunder)**

Tahsiniyyat (tertiary) or kamaliyat (complementary) needs are the level of needs that if not fulfilled do not threaten the existence of one of the five basic above and also do not cause difficulties for humans, but these humans will experience difficulties in carrying out an activity, this need is to eliminate difficulties, distress, narrowness and ilahiyath (caution). This is as explained by the third respondent as follows: "To facilitate the activities of activities in Roya La Tansa, both delivery of goods to consumers, delivery of delivery orders and so on, Roya provides vehicle inventory to facilitate the running of activities in Roya La Tansa if there is no inventory, this will make it difficult for us to make deliveries and various activities in other Roya, but thank God in Roya itself provides inventory inventory for the smooth running of this Roya itself."<sup>41</sup>

This is also as explained by the fourth respondent who explained as follows: "In addition to the cooperation between employees that affects our performance here at Roya, especially at Roya Bakso, the machine is also very influential on our performance, if one of the grinding machines is damaged, this will have an impact on our activities, with this grinding machine it makes it easier for us to process meatballs, and so on."<sup>42</sup>

From some of the above explanations it can be seen that the Roya also pays attention in terms of its hajiyyat also provides facilities which are a necessity to support the smooth running of activities in the La tansa Roya itself, the purpose of the facilities such as motorbikes, cars, and some of these machines is to facilitate the activities of employees at work, this is in accordance with the purpose of hajiyyat which is to make it easier for humans to do a job, even if this does not exist it will not damage the order of human life on this earth only this will have an impact on humans being difficult in carrying out their activities.

### **Tahsiniyyat (Tersier)**

Tahsiniyyat or tertiary needs that we often understand as complementary are the level of needs that if not fulfilled do not threaten the existence of one of the five basic above and do not cause difficulties for humans. Masalahah in this type is its nature to maintain kebagusan and good character and beauty alone, if the benefit cannot be realised in life does not cause difficulties and shocks and damage to the order of human life. Roya has also implemented a tauanan programme related to this, as explained by the third respondent as follows: "At Roya itself every year there is a holiday or recreation between fellow employees, with this activity this has an impact on increasing solidarity between us fellow employees and staff, with this activity the sense of kinship between us is also

<sup>41</sup> Sika Utami, Personal Interview, (22 August 2023).

<sup>42</sup> Anita Damayanti, Personal Interview, (23 August 2023).

maintained. However, in the last 3 years, the annual holiday event has not been held because the condition of our earth is not good."<sup>43</sup>

## Conclusion

The application of human resource management at Roya La Tansa for the recruitment, selection, training and development and compensation process has an influence on employee performance, one of which is work results. The quality of work can also be measured by the ability of employees to complete tasks, responsibility for the tasks assigned with a professional attitude and carry out tasks according to their respective job desks, and employees are able to cooperate. The theoretical and practical impact of implementing human resource management at Roya La Tansa for the recruitment, selection, training and development process as well as providing compensation has an influence on employee performance, one of which is work results. The application of human resource management at Roya La Tansa if reviewed from maqhasid sharia, is in accordance with the maqasid sharia review, namely dharuriyyat, hajiyyat, and tahsiniyyat. maqhasid sharia is a benchmark in terms of human resource management activities, darriyyat required for all employees to protect their religion, hajiyyat can be seen from provides facilities, tahsiniyyat in Roya La Tansa an annual holiday is held.

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<sup>43</sup> Dwi Setyowati, Personal Interview, (14 August 2023).

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