

The Role of Strategic Human Resource Management Based on Islamic Values in Sustainable Competitive Advantage of Organizations

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A B S T R A C T

This study aims to develop a conceptual framework of Strategic Human Resource Management (SHRM) grounded in Islamic values and its role in achieving sustainable competitive advantage. This research employs a qualitative approach using a systematic literature review and thematic analysis of recent scholarly publications. The findings indicate that integrating Islamic values, such as amanah (trustworthiness), adl (justice), ihsan (excellence), and shura (consultation), into SHRM practices strengthens ethical governance, enhances employee engagement, and fosters organizational resilience. Furthermore, the study proposes a conceptual model in which Islamic values function as a foundational driver influencing SHRM practices and the development of intangible organizational resources. This study contributes to extending the Resource-Based View (RBV) by incorporating spiritual values as strategic intangible assets. The findings provide both theoretical and practical implications for organizations aiming to achieve long-term sustainability through value-based management.

INTRODUCTION

Organizations must create strategies that guarantee long-term viability in the increasingly complicated and competitive business environment. Organizations must constantly adapt to stay competitive due to the rapid changes in market dynamics and technology. It is often known that strategic human resource management (SHRM) plays a crucial role in coordinating human resources with corporate goals in order to attain long-term competitive advantage (Tawfig & Kamarudin, 2021). Human resources are regarded as strategic assets under the Resource-Based View (RBV) framework when they display traits including value, rarity, inimitability, and non-substitutability (Alfawaire & Atan, 2021). As a result, improving organizational competitiveness and resilience has made strategic human capital management a key priority (Wibowo & Noor, 2024).

The significance of human capital in improving organizational performance is emphasized by recent advances in SHRM literature. Effective SHRM practices have been shown in numerous studies to enhance long-term competitiveness, organizational adaptability, and employee engagement (Jatmika et al., 2021). According to Rahmat et al. (2024), these strategies help companies maintain their strategic posture in the market and better adapt to environmental changes. However, economic and performance-oriented aspects are the main emphasis of the majority of these studies (Battour et al., 2021). Because of this, ethical and spiritual factors that could affect employee conduct and the long-term viability of the company are frequently disregarded.

A rising corpus of study on spiritual-based management and ethical human resource management (HRM) has arisen in response to this constraint. The significance of incorporating moral and ethical ideals into organizational activities is emphasized by these studies (Fajriyati et al., 2025). Organizations can improve employee commitment, foster long-term sustainability, and increase trust by integrating such principles (Buulolo et al., 2025). It has been demonstrated that ethical HRM improves employee behavior and creates an organizational culture that is more accountable and values-driven (Rahmatika et al., 2025). As a result, these enhancements greatly contribute to the stability and long-term success of the company (Halawa et al., 2025).

From an Islamic perspective, research on Islamic Human Resource Management (IHRM) has explored the role of values such as amanah (trustworthiness), adl (justice), ihsan (excellence), and shura (consultation) in shaping organizational behavior (Habib Rana & Shaukat Malik, 2016). These values provide a comprehensive ethical framework that governs both individual and organizational conduct (Lestari, 2026). They not only guide employees in performing their duties responsibly but also promote fairness, accountability, and excellence within organizational practices (Hikmah et al., 2025). However, existing studies on Islamic management are often fragmented and tend to focus on specific aspects, such as leadership or work ethics (Ayyat, 2025). As a result, these studies have not fully integrated Islamic values into a broader strategic framework that links them with organizational performance and sustainability (Gano et al., 2024).

There are still a number of research gaps in SHRM, ethical HRM, and Islamic management, despite the increased interest in these areas. First, SHRM and Islamic values are not integrated into a single conceptual framework. Second, rather than strategic organizational viewpoints, the majority of current research focuses on micro-level analysis (Sutrisno et al., 2024). Third, nothing is known about how Islamic values support long-term competitive advantage (Rahmat & Ahman, 2025). Lastly, comprehensive models explaining the connection between SHRM practices, Islamic beliefs, and long-term organizational outcomes are lacking (Battour et al., 2021).

Practically speaking, many organizations, especially those with a majority of Muslims, struggle to incorporate moral and spiritual principles into official HR plans (Munawarah & Shaddiq, 2025). These difficulties frequently result from the absence of precise rules and organized frameworks that link values to regular business operations (Hikmah et al., 2025). Because of this, there are often discrepancies between actual employee behavior in the workplace and corporate policies (Ayyat, 2025). This imbalance can impair overall performance, erode trust, and damage company culture (Halawa et al., 2025). This disparity thus emphasizes how vital it is to create a methodical and strategic framework that successfully harmonizes organizational practices with values.

This study offers a novel contribution by developing an integrated conceptual framework that combines Islamic values with SHRM to achieve sustainable competitive advantage. It addresses the limitations of previous studies that tend to treat ethical values and HR practices as separate domains (Ayyat, 2025). Unlike those approaches, this research proposes a holistic model in which Islamic values function as a foundational driver influencing SHRM practices. These values are expected to shape the development of intangible organizational resources such as culture, trust, and commitment (Buulolo et al., 2025). Accordingly, this study aims to explore and conceptualize the role of Islamic value-based SHRM in fostering sustainable competitive advantage through the development of strategic intangible resources.

LITERATURE REVIEW

Strategic Human Resource Management (SHRM)

Aligning HR procedures with corporate plans to accomplish long-term objectives is known as strategic human resource management (Azmy, 2015; Rusdiah, 2024). It places a strong emphasis on how the organization's overarching strategic direction is integrated with human resource operations like hiring, training, performance management, and compensation. Organizations may guarantee that their personnel can effectively support and carry out strategic objectives by achieving this alignment. Additionally, SHRM emphasizes human capital as a strategic resource that greatly enhances organizational sustainability and effectiveness (Hidaya et al., 2020; Alfawaire & Atan, 2021). Organizations can improve their competitiveness, flexibility, and long-term success by carefully managing their people resources.

Islamic Values in Management

Islamic values offer moral direction for corporate conduct (Habib Rana & Shaukat Malik, 2016; Ayyat, 2025). Amanah, adl, ihsan, and shura are values that encourage accountability, justice, excellence, and collaborative decision-making. These principles direct people to perform their jobs inside the company with honesty and responsibility. Additionally, they support the development of a workplace that prioritizes mutual respect, openness, and trust (Fajriyati et al., 2025; Gano et al., 2024). As a result, these principles play a major role in the growth of moral business practices and a robust corporate culture.

Sustainable Competitive Advantage

The ability of a business to sustain superior performance over time is referred to as sustainable competitive advantage (Battour et al., 2021). It shows an organization's ability to continuously beat its rivals in a fast-paced business environment. This advantage is mostly fueled by intangible resources rather than just tangible assets (Halawa et al., 2025; Buulolo et al., 2025). These resources, which are hard for rivals to copy, include organizational culture, trust, dedication, and reputation. Organizations are therefore more likely to maintain their competitive position over time if they successfully generate and manage these intangible assets (Tawfig & Kamarudin, 2021).

Conceptual Linkages between Variables

This study conceptualizes the connections between Islamic values, sustainable competitive advantage, intangible resources, and strategic human resource management (SHRM) in order to provide a more comprehensive understanding. In order to understand how moral and spiritual principles can impact organizational tactics, it is crucial to integrate these components (Gano et al., 2024; Fajriyati et al., 2025). SHRM practices in enterprises are said to be shaped by Islamic beliefs (Habib Rana & Shaukat Malik, 2016). These principles have an impact on how businesses create and carry out HR policies that direct worker conduct (Ayyat, 2025). This viewpoint makes Islamic values a crucial moral basis for strategic human resource management.

By highlighting moral precepts like justice, responsibility, and excellence, Islamic values have an impact on organizational procedures (Lestari, 2026; Hikmah et al., 2025). These guidelines help managers and staff make moral and responsible judgments at work. Organizations can encourage integrity and openness in organizational procedures by integrating values like amanah, adl, ihsan, and shura into HR procedures (Gano et al., 2024). Additionally, these principles motivate workers to carry out their responsibilities with integrity and accountability. Thus, incorporating Islamic values enhances moral leadership and conscientious corporate conduct (Fajriyati et al., 2025; Rahmatika et al., 2025).

Additionally, Islamic values are operationalized within the firm through SHRM practices (Azmy, 2015; Rusdiah, 2024). These methods convert moral precepts into practical managerial guidelines and protocols. Recruitment systems, training

initiatives, and performance management systems are examples of effective SHRM practices (Jatmika et al., 2021). Organizations can create intangible organizational resources that promote long-term success by using these strategies. Organizational culture, trust, dedication, and employee involvement are some of these resources (Wibowo & Noor, 2024).

Intangible resources are important factors that determine sustained competitive advantage, according to the Resource-Based View (RBV) (Alfawaire & Atan, 2021; Battour et al., 2021). Because they have special qualities that boost organizational competitiveness, these resources are regarded as strategic. In particular, they are difficult for rivals to imitate since they are rare, valuable, unique, and non-replaceable. Businesses can improve their long-term organizational capacities by managing these resources well (Hidaya et al., 2020). According to Tawfig and Kamarudin (2021), companies that successfully incorporate Islamic values into SHRM practices are more likely to build robust intangible assets that sustain long-term competitiveness.

RESEARCH METHODOLOGY

This study investigated the integration of Islamic values within Strategic Human Resource Management (SHRM) and its implications for sustained competitive advantage utilizing a qualitative research approach and a systematic literature review (SLR). A thorough conceptual grasp of the phenomenon being studied is made possible by the qualitative design (Creswell & Creswell, 2017). The research attempts to synthesize current theories and findings from pertinent academic papers by using this method. An organized and thorough examination of earlier research on SHRM, Islamic values, and organizational performance is made possible by the application of SLR (Tranfield et al., 2003). Additionally, this approach facilitates the creation of a theoretical framework that clarifies the connection between Islamic values and long-term competitive advantage.

Research Design

In order to integrate current information and create a new integrative framework, the study uses a conceptual and exploratory design. This methodology enables the study to investigate different theoretical stances and pinpoint important correlations between variables. Additionally, it makes it easier to investigate new ideas on SHRM and Islamic values. To guarantee openness, rigor, and reproducibility throughout the research process, the study adheres to accepted SLR standards (Snyder, 2019). The results should be trustworthy, methodical, and academically sound if these procedures are followed.

Data Sources and Selection Criteria

Several academic databases, including Google Scholar, Web of Science (WoS), and Scopus-indexed articles, provided the data for this study. These databases were chosen to guarantee the reliability, caliber, and thoroughness of the examined literature. The study attempts to gather current and pertinent scholarly discussions

about Islamic values and Strategic Human Resource Management (SHRM) by using reliable academic sources.

A number of inclusion criteria were used to guarantee the quality and applicability of the chosen literature. The study focused on recent advancements in the discipline and includes articles published between 2015 and 2026. Furthermore, the chosen studies have to have a direct connection to sustainable competitive advantage, Islamic values, ethical management, and SHRM (Kitchenham, 2004).

On the other hand, a number of exclusion criteria were also used to improve the selection procedure. Additionally, studies with unrelated subjects that did not fit the research goal were excluded. In order to guarantee data accuracy and prevent redundancy in the analysis, duplicate studies that were discovered across several databases were eliminated.

SLR Selection Process

The methodical filtering methodology used in the literature selection process was modified from PRISMA recommendations. About 120 papers were found in the first search across Scopus, Web of Science, and Google Scholar. There were 95 items left after duplicate records were eliminated. Forty publications that did not fit the focus on SHRM, Islamic values, or sustainable competitive advantage were eliminated during the screening step after titles and abstracts were evaluated for relevance to the research issue. The remaining 55 publications were next subjected to a full-text review, which resulted in the elimination of 20 articles for lack of relevance or inadequate theoretical contribution. Ultimately, 35 publications in all were chosen for a thorough examination and added to the systematic review. These articles form the basis for thematic coding and conceptual model development in this study.

Data Analysis Technique

The main analytical technique used in this study to methodically interpret the chosen material is topic analysis. Open coding, axial coding, and selective coding are the three primary steps of the organized procedure used in the research, which was taken from well-known qualitative frameworks (Strauss & Corbin, 1998). In order to create initial codes, important concepts, ideas, and recurrent patterns are found in the examined articles during the open coding stage. The next step is axial coding, which creates meaningful connections between concepts by grouping related codes into more general categories like employee engagement, business culture, and ethical practices. In order to incorporate these categories into central themes and create connections between variables, selective coding is carried out in the last phase, which results in the creation of a cohesive conceptual model. This approach enables a systematic and rigorous interpretation of the data while supporting theory development and enhancing the overall analytical depth of the study (Braun & Clarke, 2006).

Trustworthiness and Rigor

To ensure methodological rigor, the study applies the following qualitative criteria:

- **Credibility:** Use of high-quality peer-reviewed sources and cross-referencing findings
- **Dependability:** Transparent and systematic research procedures
- **Confirmability:** Objective interpretation supported by literature
- **Transferability:** Theoretical generalization applicable across organizational contexts

RESULTS

Ethical Foundation of SHRM Based on Islamic Values

According to the research, Islamic values such amanah, adl, ihsan, and shura are crucial in determining moral HR procedures (Gano et al., 2024; Fajriyati et al., 2025). At both the human and institutional levels, these values act as guiding principles that impact corporate behavior and decision-making procedures. Organizations can create a solid ethical base that promotes honesty, accountability, and justice in all facets of human resource management by incorporating these principles into HR policies and procedures.

In order to ensure equity, accountability, and openness within the company, these values have an impact on important HR operations like hiring, performance reviews, and pay structures (Azmy, 2015; Lestari, 2026). For example, the adl concept encourages equity in hiring and assessment procedures, whereas the amanah principle stresses employees' dependability and accountability. In a similar vein, shura promotes inclusive decision-making inside the company, whereas ihsan promotes performance excellence. Therefore, including these values helps create moral HR systems that promote long-term company success (Halawa et al., 2025).

Development of Value-Based Organizational Culture

According to the investigation, including Islamic values helps create an organizational culture that is built on values (Hikmah et al., 2025; Rahmatika et al., 2025). These principles provide a moral framework that influences workers' attitudes, actions, and interactions at work. Organizations can cultivate a culture that values moral behavior, accountability, and group welfare by incorporating values like amanah, adl, ihsan, and shura into regular organizational procedures.

This culture fosters a collaborative work environment and strengthens internal cohesion through the values of trust, integrity, and respect for one another. Open communication, collaboration, and shared accountability are all promoted by a value-based workplace culture. As a result, it improves overall performance by fostering organizational harmony and minimizing possible disputes (Wibowo & Noor, 2024). In the end, creating such a culture promotes long-term sustainability by strengthening internal ties and coordinating individual conduct with organizations values.

Enhancing Employee Engagement through Spiritual Motivation

According to the research, workers are more engaged when their employment is consistent with their spiritual values (Ayyat, 2025; Habib Rana & Shaukat Malik, 2016). Beyond just carrying out job duties, this alignment gives their roles a feeling of meaning and purpose. Employees are more likely to be emotionally and mentally committed to their work when they see it as a component of a larger moral or spiritual obligation.

Islamic values encourage workers to carry out their responsibilities with integrity, accountability, and dedication, which promotes intrinsic motivation. While amanah strengthens a sense of accountability in completing responsibilities, principles like ihsan encourage excellence in performance. Because of this, workers typically demonstrate greater degrees of commitment, self-control, and consistency in their work (Munawarah & Shaddiq, 2025). In the end, both individual performance and total organizational effectiveness are enhanced by this higher level of participation.

The Role of Intangible Resources

According to the study, important results of Islamic value-based SHRM include intangible resources including corporate culture, dedication, and trust (Hidaya et al., 2020; Alfawaire & Atan, 2021). When ethical and value-driven HR policies are consistently implemented across the company, these resources become available. Businesses can foster a workplace that encourages respect for one another, honesty, and shared accountability by integrating Islamic values into organizational structures.

Building long-term organizational capability requires these intangible resources. Organizational culture, dedication, and trust are a durable source of competitive advantage since they are hard for rivals to imitate (Battour et al., 2021; Tawfig & Kamarudin, 2021). Additionally, they promote ongoing corporate learning, strengthen internal cohesiveness, and increase employee retention. Organizations are therefore better positioned to attain long-term success and resilience if they successfully manage and build these intangible assets (Rahmat & Ahman, 2025).

Conceptual Model Development

A conceptual model demonstrating the connection between Islamic beliefs, SHRM practices, intangible resources, and sustainable competitive advantage was created as a result of the findings. According to this approach, the design and execution of SHRM practices within the company are influenced by Islamic values (Gano et al., 2024). Organizations can integrate their HR systems with moral and spiritual standards that direct employee conduct and organizational procedures by incorporating these values into HR initiatives.

Additionally, the model emphasizes how intangible resources like corporate culture, commitment, and trust mediate the relationship between SHRM practices and sustained competitive advantage (Alfawaire & Atan, 2021). Long-term organizational success is significantly influenced by these resources, which are created through persistent value-based actions. Additionally, the model highlights that strategic non-

tangible asset creation is just as important to achieving lasting competitive advantage as operational efficiency (Sartika, 2024). All things considered, this conceptual framework offers a thorough grasp of how Islamic values might be methodically used to improve organizational sustainability.

DISCUSSION

The results of this study align with earlier studies that highlight the strategic significance of SHRM in improving organizational performance (Rusdiah, 2024; Supriatal, 2026). According to earlier research, SHRM enhances organizational performance and staff capacities, which gives businesses a competitive edge (Tawfig & Kamarudin, 2021). These results support the notion that human resource policies are essential to improving organizational performance and long-term viability. However, economic results are the primary focus of the majority of these studies. Because of this, non-economic factors like moral principles and spiritual concerns are frequently overlooked when attempting to explain organizational success (Sartika, 2024).

By including Islamic values as a fundamental component of SHRM, this study expands on earlier research (Gano et al., 2024). It goes beyond traditional methods that view ethical issues as supplementary rather than essential to strategic management. Although previous research on ethical HRM has emphasized the significance of values in influencing organizational behavior, it frequently lacks a spiritual component (Habib Rana & Shaukat Malik, 2016). The incorporation of Islamic values offers a more thorough ethical framework that not only directs behavior but also increases employees' intrinsic motivation. Consequently, this method provides a more profound comprehension of the ways in which value-based management can support long-term organizational performance (Fajriyati et al., 2025).

Additionally, research on Islamic HRM has demonstrated that employee behavior is influenced by values like amanah and adl (Ayyat, 2025; Lestari, 2026). These principles are frequently linked to greater accountability, justice, and moral behavior at work. These studies do not, however, explain their strategic implications at the organizational level and are usually restricted to particular features. Consequently, there is a paucity of knowledge on how these principles might be methodically incorporated into more comprehensive HR strategy. By showing how Islamic values impact SHRM practices and aid in the creation of intangible resources that support sustained competitive advantage, this study fills this gap (Munawarah & Shaddiq, 2025).

This study supports the Resource-Based View (RBV) by demonstrating the importance of intangible resources like commitment, culture, and trust in gaining a sustainable competitive advantage (Hidaya et al., 2020; Alfawaire & Atan, 2021). These resources are difficult for rivals to imitate because of their unique, uncommon, precious, and non-replaceable qualities. They therefore play a crucial role in fostering resilience and long-term organizational success. In contrast to earlier research, this study emphasizes how spiritual ideals influence these resources. This study provides a fresh viewpoint on RBV by integrating Islamic values, highlighting the significance

of moral and spiritual aspects in creating long-term competitive advantage (Halawa et al., 2025).

All things considered, this study offers a more comprehensive and integrated knowledge of how moral and spiritual principles might be strategically used to attain long-term organizational success. It emphasizes how crucial it is to match organizational strategies with values in order to improve performance and sustainability (Buulolo et al., 2025). The study provides a thorough methodology that transcends conventional performance-focused frameworks by incorporating Islamic values within SHRM. The development of both real and intangible organizational resources is emphasized by this strategy. As a result, companies can attain increased employee engagement, resilience, and long-term competitive advantage (Rahmat & Ahman, 2025; Rahmat et al., 2024).

CONCLUSION

This study concludes that the integration of Islamic values into Strategic Human Resource Management plays a significant role in achieving sustainable competitive advantage. Islamic values serve as a foundational element that guides HR practices, shapes organizational culture, and enhances employee engagement. The findings demonstrate that value-based SHRM contributes to the development of intangible organizational resources, which are essential for long-term competitiveness. By extending the Resource-Based View (RBV), this study highlights the importance of spiritual values as strategic assets that are difficult to imitate.

The study also provides important theoretical contributions by developing an integrated conceptual framework that connects Islamic values, SHRM, and sustainable competitive advantage. From a practical perspective, organizations are encouraged to adopt value-based HR strategies to enhance ethical behavior and organizational performance. However, this study is limited to a conceptual approach based on literature review. Therefore, future research is recommended to empirically test the proposed model using quantitative methods and explore its applicability in different organizational contexts.

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