TECHNOLOGY IN ISLAMIC THOUGHT AND ITS IMPLICATIONS FOR HUMAN RESOURCE MANAGEMENT

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Abstract: *This article discusses the role of technology in classical and contemporary Islamic thought and its implications for human resource management (HRM). In classical Islamic thought, principles such as justice ('adl), trust (amānah), and consultation (shūrā) serve as ethical foundations that guide the management of society and organizations in a fair and wise manner. This thought teaches that technology should be used for the welfare of the community and should not contradict Islamic moral values. Meanwhile, contemporary Islamic thought adapts these concepts to the development of modern technology, emphasizing the importance of innovation that brings social and economic benefits, as well as prioritizing justice and transparency in its implementation. In the context of HR management, the integration of classical and contemporary Islamic thought allows for the use of technology to enhance efficiency, accountability, and employee empowerment without compromising ethical principles. The use of tools such as artificial intelligence (AI) for recruitment and performance evaluation, as well as cloud-based management platforms, can help create a management system that is more transparent, efficient, and equitable. This article also discusses the challenges in implementing technology that aligns with Islamic values, such as personal data protection and reducing bias in technology-based systems. In conclusion, the integration of classical and contemporary Islamic thought in technology-based human resource management not only promotes organizational efficiency but also ensures that technology is used for the benefit of the community, in accordance with the principles of justice, trust, and consultation in Islam.*

Keywords: *Technology; Islamic Thought; Human Resource Management.*

Abstrak: *Artikel ini membahas tentang peran teknologi dalam pemikiran Islam klasik dan kontemporer serta implikasinya terhadap manajemen sumber daya manusia (SDM). Dalam pemikiran Islam klasik, prinsip-prinsip seperti keadilan ('adl), amanah (amanah), dan musyawarah (shūrā) menjadi landasan etika yang menjadi pedoman dalam mengelola masyarakat dan organisasi secara adil dan bijaksana. Pemikiran ini mengajarkan bahwa teknologi harus digunakan untuk kesejahteraan masyarakat dan tidak boleh bertentangan dengan nilai-nilai moral Islam. Sementara itu, pemikiran Islam kontemporer mengadaptasi konsep-konsep tersebut dengan perkembangan teknologi modern, dengan menekankan pentingnya inovasi yang mendatangkan manfaat sosial dan ekonomi, serta mengutamakan keadilan dan transparansi dalam pelaksanaannya. Dalam konteks manajemen SDM, integrasi pemikiran Islam klasik dan kontemporer memungkinkan penggunaan teknologi untuk meningkatkan efisiensi, akuntabilitas, dan pemberdayaan karyawan tanpa mengorbankan prinsip-prinsip etika. Penggunaan perangkat seperti kecerdasan buatan (AI) untuk rekrutmen dan evaluasi kinerja, serta platform manajemen berbasis cloud, dapat membantu menciptakan sistem manajemen yang lebih transparan, efisien, dan adil. Artikel ini juga membahas tantangan dalam penerapan teknologi yang selaras dengan nilai-nilai Islam, seperti perlindungan data pribadi dan pengurangan bias dalam sistem berbasis teknologi. Sebagai kesimpulan, integrasi pemikiran Islam klasik dan kontemporer dalam manajemen sumber daya manusia berbasis teknologi tidak hanya meningkatkan efisiensi organisasi tetapi juga memastikan bahwa teknologi digunakan untuk kemaslahatan masyarakat, sesuai dengan prinsip keadilan, kepercayaan, dan konsultasi dalam Islam.*

Kata Kunci: *Teknologi; Pemikiran Islam; Manajemen Sumber Daya Manusia.*

Introduction

Human Resource Management (HRM)has undergone significant transformation during the era of globalization and rapid technological advancement. In the field of human resource management, technology has become an important component in enhancing organizational productivity and efficiency.[1] Technology-based systems are now used to simplify the processes of recruitment, evaluation, performance management, and employee administration.[2] This is not just a technical change; it encompasses deeper elements of human management, such as policies and ethics that define work relationships within the organization. On one hand, technological advancements in HRM enable increased speed and accuracy of processes. On the other hand, this advancement raises new issues related to privacy, ethics, and the impact of technology on human values in the workplace.[3]

Islamic moral and ethical teachings center on the balance between individual responsibility and the common good, providing a relevant ethical framework for human resource management. Islamic teachings emphasize fundamental principles such as honesty, justice, trustworthiness,

or responsibility, and respect for workers' rights. Throughout Islamic history, there have been principles of labor management that take into account individual rights. For example, Prophet Muhammad emphasized that a leader is responsible for the welfare of their workers. He also emphasized that consultation or shura is an important component in the organizational decision-making process. Even in the face of ever-changing challenges of the times, these principles can serve as the foundation for ethical HR management practices.[4]

Research by Nugraha regarding work ethics Islam shows that religion and ethics play an important role in shaping human perspectives on technology, with Islam, as the world's major religion, offering rich ethical teachings to provide valuable guidance in navigating the realm of digital technology. This study serves as a foundation for understanding Islamic ethical principles in human resource management, which is increasingly relevant with technological advancements that often shift ethical values in modern work practices.[5] Meanwhile, research by Wahyudi raising digital transformation in HRM and its alignment with Islamic ethics. The results of this study show that organizational culture change is at the core of digital era transformation, and the role of HRM in facilitating this cultural change is very important. By combining wise strategies, skill development, technology utilization, and cultural change, HRM will become the main pillar for the organization's success in facing the ever-evolving challenges and opportunities of the digital era.[6] The latest research conducted by Deli researching the application of technology in organizations based on Islamic values, as well as how Islamic principles are applied in facing the changes brought by technological innovation.[7] This research underscores that although technologies like QRIS offer convenience and efficiency, their use within organizations, particularly in SMEs based on Islamic values, must prioritize the principles of justice and the welfare of the community. In addition, there are several challenges, particularly related to the digital literacy of business actors and the uneven distribution of information technology infrastructure.

Technology has become an integral part of human life and plays an important role in shaping patterns of social, economic, and cultural interactions. In the context of modern organizations, technology has a significant impact on HRM. Starting from the use of software for recruitment, digital-based training, to the implementation of artificial intelligence in employee performance analytics, technology has changed the way organizations achieve efficiency and productivity. In the Islamic perspective, technology is not merely a tool or means, but rather a trust that

must be managed with ethical and moral values. Classical Islamic thought has extensively discussed fundamental principles that can be applied in the utilization of technology. Classical scholars such as al-Farabī, Ibn Khaldun, and Ibn Sinā emphasized the importance of knowledge and technology for the welfare of the community. Their thoughts reflect an integrative approach between science, technology, and religion, which is relevant in modern human resource management. On the other hand, contemporary Islam faces more complex challenges with the advent of digital technology and automation. This technology, although it provides many benefits, also raises various ethical and social issues. In the context of HRM, issues such as personal data protection, fairness in the use of artificial intelligence algorithms, and the impact of technology on employees' psychological well-being arise. Therefore, it is important to examine how Islamic principles can be applied to address these challenges.

Although there are various studies on modern HRM and technology integration, none have yet linked the discussion of roles. Technology in HRM from the perspective of classical and contemporary Islam. How technology can be wisely used in HRM based on Islamic principles remains a question that needs to be answered. Islam teaches that in all aspects of life, including work and workforce management, efforts must be made to achieve a fair balance between organizational goals and individual welfare.[8] With the rapid advancement of technology, it is important to ensure that these values are not neglected or displaced.

This article offers a new approach by explicitly integrating classical and contemporary Islamic thought in understanding and utilizing technology for HRM. Different from previous studies that tend to only highlight the ethical or effectiveness of technology in HRM in general, this article proposes a philosophical-theological framework based on Islamic epistemology, maqasid sharia, and contemporary ijtihad, to evaluate and direct the use of technology holistically and Islamically.

This study also presents an original contribution through an analysis of Ibn Khaldun's thoughts on *'aṣabiyyah*, which is contextualized in the digital era to address the challenges of dehumanization of technology in HR management. Thus, this article not only provides an applied ethical guide, but also a normative and spiritual foundation for modern Muslim organizations in designing technology policies that are fair, socially just, and in line with Islamic values.

This research aims to explore the Islamic perspective on technology, both from classical and contemporary viewpoints, as well as its implications in human resource management. This study is expected to provide both

theoretical and practical foundations for technology management that is not only efficient but also just and respectful of human values. This research has high academic and practical value because it provides ethical and philosophical guidance for technology management in human resource management. By integrating classical and contemporary Islamic thought, this research not only fills gaps in the literature but also provides concrete solutions to the challenges faced by modern organizations. Therefore, this research is not only relevant to academics but also to practitioners committed to creating fair and humane HR management in the technological era.

This research aims to analyze the relationship between classical and contemporary Islamic thought in the context of technology and its impact on HRM. The research method used is a qualitative method with a literature study and conceptual analysis approach.[9] The research approach using qualitative methods is employed to gain a deep understanding of how classical and contemporary Islamic thought relates to the application of technology in human resource management. This approach was chosen because this research focuses more on the analysis of meaning and interpretation of concepts in Islam that are relevant to technology and human resource management, rather than measuring phenomena with numerical data.[10]

This qualitative research method with a literature review allows for an in-depth exploration of the application of classical and contemporary Islamic thought in the context of technology and HRM.[11] By using thematic analysis techniques, this research will provide clearer insights into the relationship between Islamic values and the application of technology in human resource management, as well as how technology can be used to fulfill Islamic principles such as justice, trustworthiness, and consultation.

Islam and Technology; A Conversations

More and more people are paying attention to the integration of Islam and technology, especially in efforts to combine Islamic values with contemporary technological advancements. Some studies show how Islamic concepts can be used in technology to create ethical, effective, and Sharia-compliant systems in various fields, such as management, education, health, and economics. Islam emphasizes the use of technology to do good (*maṣlahah*) and avoid bad (*mafsadah*).[12]

According to Rivai and Veithzal, integrating Islam and technology has great potential to strengthen the application of Islamic values in life modern.[13] Muslims can leverage technological advancements to enhance

welfare, justice, and sustainability by ensuring that technology is used in accordance with the principles of maqashid sharia. But these efforts must be balanced with awareness of issues such as digital ethics and the technology gap.[14]

The process of reasoning in Islamic law to make decisions about modern issues is known as ijtihad. To address new challenges that are not explicitly mentioned in the Qur'an or Hadith, maslahat-based ijtihad is necessary. Al-Qaraḍawī argue that technology should be used to help the advancement of Muslims as long as it does not contradict the principles of Sharia.[15] In line with the paradigm of science and religion integration in the context of Islamic higher education, As'ad show that this integration creates non-dichotomous human resources that play an important role in the development of modern Muslim society.[16] In the Islamic view, technological development must be directed at the prosperity of the earth and the welfare of the people, as shown in the verses of the Qur'an as well as the principles of monotheism and benefit.[17]

Al-Ghazālī, an 11th-century Islamic philosopher and theologian, emphasized the importance of knowledge in everyday life, as well as moral and ethical principles in the application of that knowledge. In this context, technology can be viewed as one branch of knowledge that must be utilized. for the welfare of humanity, while still adhering to the limitations set forth in Islamic law. Whereas in a book like "Islamic Philosophy, Science, Culture, and Religion: An Introduction" by Dimitri Gutas, it can provide insights into the thoughts of classical Islamic scholars who encouraged the development of science and technology as a means for the advancement of humanity, while still upholding the principles of religion.

Islamic civilization, such as in the 8th to 14th centuries, saw Islamic scholars like al-Rāzī, Ibn Sinā, and al-Khawarizmī making significant contributions to various fields of science and technology.[18] Technology at that time was often seen as a tool to achieve progress and provide benefits for humanity, while still respecting the moral values taught by Islam. In classical works such as "The Muqaddimah" by Ibn Khaldun, much is discussed about the relationship between civilization and technology, as well as the importance of knowledge development for social progress. This thought can be linked to Islamic ethics in the use of technology.

Contemporary Islamic thought related to technology offers diverse approaches, from the ethics of technology use to its impact on the economy and law. Overall, although technology brings new challenges, many contemporary Islamic thinkers see it as a tool to improve human life, while still upholding the moral and social values taught in Islam.[19] Chowdhury

examines how the internet, social media, and other technologies can be used to reinforce Islamic teachings, but also highlights potential risks such as the spread of misinformation and negative impacts on moral values.[20] This thinking is crucial in understanding how modern technology can be accepted in the Islamic world, with an emphasis on its impact on identity and social values.

The development of modern science and technology. He also explores classical and contemporary views in Islam on technology, and how science should be conducted with an awareness of moral and social purposes, where a balanced perspective on contemporary Islamic thought views technological advancement, and offers a more progressive approach while still adhering to traditional values. examining the relationship between technology and the Islamic world by investigating how Islam views the changing times and the increasingly developed use of technology. By examining classical Islamic civilization and its influence on the modern world, al-Attas offers a perspective on how technology should be used to create a harmonious civilization, classical Islamic thought that can be applied in a modern context, particularly in the use of technology in accordance with Islamic principles.[21]

Innovation and technological development in Islam are not only permitted but should be seen as efforts to improve the quality of human life. This thinking emphasizes the importance of utilizing technology for social and economic development goals that align with Islamic principles. Technology is not only viewed as a tool for efficiency but also as a means to achieve higher Islamic goals, such as the welfare of the community and social justice.

Classical Islamic thought defines technology as part of practical knowledge *('ilm al-san'ah)* designed to ease human life.[22] The scholars and Muslim thinkers of the classical era understood that technology is a tool to achieve higher goals, namely to meet the needs of society and bring humans closer to Allah. This view is based on the concept of tawhid, which sees everything in this world as a trust that must be used according to the principles of justice, balance, and public welfare.[23] The concept of isti'mar in the Qur'an (QS Hūd: 61) teaches that humans are given the task of flourishing the earth with utilizing natural resources wisely. Technology in classical Islam is considered a tool to fulfill this mission, as long as it does not exceed the limits set by Sharia. The concept of conflict management based on Islamic principles, such as *shūrā* and *ta'āwun*, is an important part of HRM in the modern Muslim environment. This approach emphasizes proactive, collaborative, and Qur'anic and Sunnah-based resolution.[24]

Classical Islamic thought on technology is highly relevant in the modern context. Values such as justice, public welfare, and balance provide strong guidance for managing technology in various fields, including human resource management.[25] Key Principles, such as: first is *'adalah*. The use of technology must ensure the fair distribution of benefits and not create inequality in society. *Second* is *maṣlahah*. The technology must bring benefits to humanity and not cause damage or harm. And the last is *tawāzun*, means the technological development must consider the balance between material and spiritual needs, as well as maintaining environmental sustainability.[26]

Cahaya discusses how technology can be integrated into the methodology of classical Islamic education. He highlights the use of Qur'an learning applications and online learning platforms as an effort to modernize traditional teaching methods, allowing for broader and more interactive access to Islamic knowledge. Meanwhile, Ibrahim analyzes the evolution of classical Islamic educational institutions, such as mosques and kuttāb, in shaping the thoughts and lives of the Muslim community.[27] Although this research was published before 2022, its relevance remains significant in understanding how curriculum changes and teaching methods can influence the integration of technology in Islamic education.[28]

Contemporary Islamic thought faces significant challenges with the advancement of modern technology. Technology not only changes the way humanity communicates and works, but also affects the way religious teachings are understood and practiced.[29] In the context of Islam, technology is considered a means that can be used to strengthen faith, expand the spread of da'wah, and improve the quality of life of the community, but it must still be managed in accordance with Sharia values.[30] With a deep understanding and a strategic approach, technology in contemporary Islamic thought can become a means to strengthen Islamic teachings and improve welfare. The community, and responding to the challenges of the times in a manner consistent with the principles of Sharia.[31] This view is reinforced by Azka and Jenuri who emphasize the urgency of Islamic values in dealing with digital ethics. In addition, contemporary thinking as put forward by Arzroomchilar and Olamaiekopaie and Zarkasyi also emphasizes the importance of evaluating technological values philosophically and ethically.[32]

Contemporary technology, such as AI, big data, and IoT (Internet of Things), raises ethical issues in its use. Muslims need to ensure that these innovations do not violate Sharia. The use of technology must be directed to fulfill maqashid sharia (the objectives of Islamic law), which are to

preserve religion, life, intellect, lineage, and property. In Islam, maintaining someone's secrets and privacy is an obligation. Technology that collects user data, such as surveillance cameras or smartphone applications, must be used responsibly.[33] AI in Fatwa, some scholars have begun to consider the use of AI to assist in Sharia decision-making, but they remind that AI should not fully replace the role of humans.

Technology in contemporary Islam is not only a tool to simplify life but also a challenge to maintain the integrity of Islamic values amidst the relentless tide of modernization. With a wise approach, technology can become a bridge to progress that remains in accordance with the principles of Sharia.[34]

Implications of Technology on Human Resource Management

Technology has brought significant changes in the way organizations manage human resources (HR). In the context of Islam, the application of technology in human resource management is not only aimed at increasing efficiency and productivity but also must reflect the values of justice, welfare, and respect for workers' rights.[35] In facing the Industrial Revolution 4.0, HR management is required to improve worker qualifications and adjust company policies to the latest technological developments.[36] Technology enables the recruitment and selection process to be faster, more efficient, and more objective. Platforms like applicant tracking systems or AI-based interviews help identify the most suitable candidates based on competencies. Technology should be used to ensure fair recruitment, free from discrimination, and based on meritocracy. The technology-based recruitment process needs to be designed with transparency to avoid ambiguities that could disadvantage applicants.[37] In addition, in the context of HR development, Khan et al. stated that HRD in Islam must involve spiritual, moral, and holistic aspects, so as to be able to balance work efficiency and character building.[38] This perspective is supported by Kamali et al. who suggested a maqasid approach in designing technology based on Islamic values.[39]

The application of technology in HR also has a broader dimension, encompassing innovation, global challenges, and its impact on the social order and the spirituality of workers. Technology in HRM offers many benefits in enhancing efficiency, transparency, and employee well-being. However, its implementation requires a wise and ethical approach to remain in line with Islamic values. By integrating technology into HR in accordance with Sharia principles, organizations will not only achieve business success but also provide greater benefits to the community and

society as a whole.[40] By understanding the implications of technology on HR management from various perspectives, organizations can create a work ecosystem that is efficient, humane, and in harmony with Islamic values. The proper integration of technology will become the foundation for the success of the organization in the modern era without losing its spiritual identity. As stated by Kepler Sinaga, current technology has a significant impact on human resource development, with an emphasis on efficiency, improving skills, and strengthening HR functions based on information technology.[41]

Human Resources (HR) is a field that continues to evolve along with organizational and technological changes.[42] By understanding HRM theory, companies can create a work environment that allows their employees to achieve the highest levels of productivity. HR success worldwide depends on a strategic and adaptive approach.[43]

Dian Sudiantini in managing human resources amidst rapid technological change. It is emphasized that companies must ensure that technological change does not affect employee productivity and satisfaction, as well as the importance of strategies in preparing employees to face these changes.[44] Ellitan and Anatan emphasize that digital transformation through business process reengineering can encourage HR functions to be more strategic, flexible, and responsive to technological dynamics.[45] Alwy's study emphasizes that HR digitalization requires future managers to have high technological literacy and analytical competence to carry out HR functions more efficiently and adaptively.[46]

Digitalization enables the effectiveness and efficiency of HRM with the use of information technology. The change from a manual system to an electronic system not only provides transparency in recruitment, promotion, and performance appraisal, but also speeds up the administrative service process. However, this optimization is not enough if it is not accompanied by ethical and spiritual values that are the basis for human resource management according to an Islamic perspective.

In classical Islamic thought, the integration of science, ethics, and social goals is the main foundation in the use of technology. One of the Islamic thinkers who made a profound contribution in this regard was Ibn Khaldun, through the concept of *'aṣabiyyah* - the bond of social solidarity that is the driving force of civilization. In *the Muqaddimah*, Ibn Khaldun explains that the progress of civilization is not only determined by technical or economic sophistication, but also by moral, spiritual strength, and social togetherness that are the solid foundation of a society.[47]

Draft *'asabiyyah* No only relevant as principle ethics, but in a way

philosophical can interpreted as framework base managerial in to form a cohesive organization And meaningful. In context management source power human (HR) based technology, *'aṣabiyyah* can understood as form solidarity collective that becomes counterweight to impact negative from digitalization like alienation work, relationship mechanical social, and dehumanization of the system.[48] When technology speed up the work process And make it easier taking decision, spirit *'aṣabiyyah* emphasize importance togetherness and collaboration inter-employee in framework just Islamic values And egalitarian.[49]

Use technology in HRM must consider aspects ethics And spirituality that becomes runway in Islam. Values like *deliberation* (*shūra*), *trust*, and *justice* must made into guidelines in every taking decisions involving technology, so as not to happen dehumanization And violation to dignity man. In context this, *'aṣabiyyah* act as spiritual binder and social For ensure that use technology still honor dignity man. For example, in system evaluation performance, technology can used For support transparency, but decision end still must consider deliberation (*shūra*) and personal justice, as outlined in principle classical Islamic managerial.[50]

Thinking Ibn Khaldun Also emphasize that strength a organization or country No last long if *'aṣabiyyah* weaken consequence domination individualism or dependence absolute on system that does not heed moral values. By Because that, in implementation modern technology on HRM, important For guard balance between efficiency system And harmony social based on Islamic values. Technology that is not notice spirit collective will speed up decadence organization as collapse dynasty in theory sociological Ibn Khaldun when Spirit togetherness weakening.[51]

Integration This in harmony with maqashid al- shariah, in particular in dimensions *ḥifẓ al-nafs* (guarding soul), *ḥifẓ al-'irḍ* (guarding honor), and *ḥifẓ al-māl* (guarding property). Technology used not only as tool efficiency, but Also as means reach welfare general , with uphold tall spiritual solidarity. Ibn Khaldun gave the new direction for HRM development theory based on technology in Islam which is not only pragmatic but also nature transcendent.

Islamic Principles in the Utilization of HR Technology

Islam offers universal principles that are relevant in every aspect of life, including the use of technology in HRM. These principles provide guidelines so that the use of technology is not only oriented towards efficiency and productivity but also reflects the values of humanity, justice, and spirituality.[52] Islam also encourages openness in all transactions and

professional relationships to avoid misunderstandings or fraud. HR technology should be used to strengthen transparency in organizational management. Islamic principles in the utilization of HR technology offer guidance that not only enhances productivity and efficiency but also upholds the values of justice, responsibility, and spirituality.[53] By integrating these principles, organizations can create a harmonious work environment that is oriented towards collective well-being. Technology used in accordance with Islamic values will not only support organizational performance but also build mutually respectful relationships between the company and employees.

Transparency in the Performance Evaluation Process can be proven from A study published in the Journal of Human Resource Management in 2023 found that 48% of companies implementing technology-based performance management systems provide employees with direct access to view their evaluation results. In the context of zakat institutions, for example, Aznan Hasan et al. developed an HRM model based on Sharia values, covering aspects of recruitment, training, and performance evaluation with a spiritual and ethical approach. This increases transparency and improves the relationship between managers and employees.[54] The utilization of technology in HR based on Islamic principles, such as justice, trustworthiness, transparency, benefit, and efficiency, has proven to have a positive impact, both in terms of organizational performance and employee welfare. Data and facts from various studies show that the integration of technology with values justice, responsibility, and spirituality. By integrating these principles, organizations can create a harmonious work environment that is oriented towards mutual well-being. Technology used in accordance with Islamic values will not only support organizational performance but also build mutually respectful relationships between the company and employees.

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yield extensive benefits for both the company and employees. Technology used wisely and in accordance with Islamic principles not only enhances efficiency and productivity but also supports the creation of a fair, transparent, and responsible work environment.

Integration of Classical and Contemporary Thought

Contemporary Islamic thought focuses on how to apply Islamic teachings in facing the challenges of the modern world, including rapid developments in the field of technology. Several important figures in contemporary Islamic thought, such as Muhammad Abduh and Fazlur Rahman, emphasize the importance of developing science and technology in line with Islamic values. The integration of classical and contemporary Islamic thought in various fields, including technology and HRM is an approach that seeks to combine values and principles that have existed since classical times with the realities and challenges of the modern era.[56] This allows Muslims to maintain the noble traditions contained in Islamic teachings while adapting to rapid technological advancements and social changes. Al-Sadr emphasized the importance of human capital accumulation in the economic development of early Islamic communities. This shows that human resource development in Islam is not only material but also spiritual and institutional.[57]

Although this integration can provide many benefits, there are several challenges that need to be faced, the compatibility of technology with Islamic values, not all technology from the Western world can be accepted as is in the Islamic context. Therefore, technology must be adapted to Islamic values so that it does not conflict with religious principles. Moreover, ethical data management in the use of technology for managing employee personal data in companies must be conducted with principles of transparency and justice, in accordance with the value of trust in Islam. This requires strict policies regarding data protection. With this, several challenges are faced, so the integration of classical and contemporary Islamic thought in the use of technology, especially in human resource management, provides a holistic guide for Muslims to face the challenges of the modern era. Basic Islamic principles such as justice, trustworthiness, and consultation remain relevant and can be adapted through technology to create a more efficient, transparent, and fair HR system. Thus, the integration of the two can create solutions that are beneficial for Muslims and the wider community.

Conclusion

In classical Islamic thought, principles such as justice, trust, and consultation have provided a solid ethical foundation for fair and wise human resource management. This thought emphasizes the importance of honesty, transparency, and inclusive decision-making in society. Meanwhile, contemporary Islamic thought highlights the importance of technological development for the welfare of humanity, utilizing technology for the purposes of empowerment, efficiency, and sustainability. Contemporary thinkers emphasize that technology must be used while adhering to Islamic ethical principles that promote justice, transparency, and benefit for all of humanity. The implications of technology on HRM in the contemporary era include the use of technology to enhance efficiency, fairness, and collaboration in human resource management.

The use of technology in HRM, as long as it is in line with Islamic principles such as *justice*, *trust*, and *deliberation* can support the creation of a transparent and humane system. These principles serve as a guideline for technology to remain a tool that honors humans, not just an instrument of efficiency. The application of classical Islamic principles in the context of technology requires attention to potential risks, such as bias in technology and the protection of personal data. Therefore, the application of the principle of *shūra* in decision-making, which encourages the involvement of various parties in the process, becomes very important to ensure that technology is used wisely and in accordance with Islamic values. Overall, the integration of classical and contemporary Islamic thought in technology-based human resource management provides a more holistic and balanced solution, combining technical efficiency with Islamic ethical values. With this approach, it is hoped that HRM in the digital era can function optimally, considering the welfare of humanity, and supporting sustainable progress in accordance with Islamic principles.

The implications of this research indicate that the development of technology-based HRM must be aligned with basic Islamic principles such as justice, trust and shura. HRM designed by taking into account *maqāṣid al-sharī'ah* and Islamic ethical values not only increases efficiency and transparency, but also creates a work environment that is dignified, inclusive and oriented towards the common good. This research can also be a reference for educational institutions and Muslim organizations in developing technology policies that are in line with the Islamic worldview.

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