



OPTIMIZING HUMAN POTENTIAL: INTEGRATING HUMAN RESOURCE MANAGEMENT BASED ON SPIRITUAL BEHAVIOR

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Abstract:

Human potential in human resource management is divided into four parts, first emotional potential, second physical potential, third intellectual potential, fourth spiritual potential. The existence of human potential by integrating human resource management based on spiritual behavior. This research aims to build human ethics and morality in interacting, build human potential in developing skills, balance welfare at work and create an environment that is in accordance with inspiration or a desired goal. . By using qualitative research methods, literature study or library research. The results of this research show that based on a study of several scientific works that have been presented, it can be concluded that optimizing human potential by integrating spiritual behavior-based human resource management can be done in three ways, namely by paying attention to several things including, the importance of values and ethics, creating prosperity. in individuals or groups, making leadership spiritually based. These three things refer to an approach to human resource management that emphasizes the importance of spiritual values, ethics and morality in the work environment. This approach can improve employee welfare, productivity and organizational sustainability.

Keywords: *Human Potensial, Human Resource Management, Spiritual Behavior*

INTRODUCTION

With the development of human resource management, it has become very important in an organization to achieve success and balance in various sectors. Along with the emergence of a new understanding about the importance of optimizing human potential through the integration of human resource management (HRM) based on spiritual behavior, about combining the principles of human resource management with spiritual values and behavior, it not only increases productivity but also creates a sustainable learning environment that meets human needs holistically. In this context the author will dig deeper towards an understanding of the integral role of spiritual values in improving human welfare and performance. The author here finds several problems which include: first, the lack of human ethics and morality in interacting with superiors and fellow subordinates. Second, limitations in developing human potential in developing skills and increasing competence. Third, the imbalance between workloads which increases with spiritual well-being. Fourth, leadership integration in creating an organizational environment that matches the spiritual vision and practice in the organization is not achieved.

To optimize employee performance management through organizational citizenship behavior (OCB), it can be done using three main factors, namely spiritual intelligence, leadership style and organizational culture. This strong culture will form

cohesiveness, loyalty and commitment to the company in its employees which will reduce the employee's desire to leave the organization or company (Irawan, 2023). SQ is the highest intelligence, where SQ is the inner intelligence of the mind and soul to develop oneself into a complete person by always thinking positively in facing every incident that occurs. Therefore, students who have spiritual intelligence will always be able to solve problems in education (Ashshidieqy, 2018). With Islamic education, humans can not only maximize their potential, but education can direct and guide humans to become good and better individuals and use their potential correctly and even be able to shape humans with the various changes in time and the environment that occur (Amaly et al. , 2020).

Human potential is the ability and strength possessed by an individual, both physically and mentally, that can be developed if trained and supported by good advice. Potential is also a system composed of various potential components, which are present in individuals from birth in the form of brain, emotional, physical and spiritual potential which can be developed at unlimited levels. Humans have many tendencies which are caused by the large amount of potential they carry in general. These tendencies can be divided into two, namely: the tendency to be a bad person and the tendency to be a good person. In this case, education plays an important role in facilitating and developing positive values in humans so that they become superior individuals and have noble morals (Aziz, 2019).

Human Resource Management can be defined as activities that include the attraction, selection, development, maintenance and use of human resources to achieve individual and organizational goals. Meanwhile, human resource management is also defined as a policy structured in a series of activities to meet workforce needs which include aspects contained in human resources such as: position, procurement, recruitment, selection, compensation and employee performance assessment (Mu' tafi, 2020). In the opinion of several experts, human resources are also referred to as the embodiment of science and art, which concerns a series of activities in managing people in an organization, institution or company so that goals can be achieved effectively and efficiently. Several series of activities in human resources include: planning, organizing, monitoring, selecting, recruiting, training and developing communication management to risk management (Darim, 2020).

Human resource management generally plays a role in several things including: first, human resource planning, this involves identifying workforce needs and developing plans to recruit, develop and retain quality employees. Second, recruitment and selection, is responsible for attracting and selecting employees who suit the needs of the organization. Third, training and development, by identifying employee training needs and developing appropriate training programs including, assessing skills and development needs, designing and providing relevant training programs. Fourth, performance management, plays an important role in ensuring high performance and employee productivity, by designing a performance management system, setting clear performance targets, providing regular feedback and performance evaluations and identifying and managing performance problems. Fifth, career development, supports employee career development by providing opportunities for professional growth and development. Sixth, compensation and benefits management, responsible for designing and managing a fair and competitive compensation and benefits system. Seventh, work relationship management, maintaining good relations between management and employees by involving fair policies, resolving conflicts (Amelia et al., 2022).

Spiritual behavior refers to individual actions, attitudes and behavior related to the spiritual or religious dimension which includes how a person practices spiritual values, beliefs or principles in everyday life. There are several general elements of spiritual behavior including: first, ethics and morality, second, empathy and caring, third, self-development and spiritual growth, fourth, awareness and presence. The concept of spiritual behavior can vary among individuals and communities depending on the religious or spiritual beliefs held. Some people may relate directly to specific religious practices while others may focus more on the spiritual dimension in general

(Multidisciplinary et al., 2023).

With education, humans can gain knowledge that will make their potential develop so that it can be said that the development of human potential cannot be separated from the knowledge process. This is also mentioned in the Al-Qur'an verse Surah Al-Baqarah verses 30-39, where this verse provides an explanation of the potentials that humans have, which are a gift from Allah SWT. Therefore, it is important for humans to instill it into themselves so that they are able to understand their potential (Kustiana Arisanti, 2020). If spiritual behavior is applied in education and learning, it can be described using principles including: first, modifying behavior through providing strengthening stimuli and responses such as rewards and punishment. Second, reduce the frequency of unwanted behavior. Third, condition changes in behavior through giving, examples or models. Fourth, plan procedures for providing reinforcement for the desired behavior (Aziz, 2019). Spiritual intelligence is the highest intelligence among other multiple intelligences, that is, it contains all other intelligences, in fact spiritual intelligence is the highest intelligence in humans, which is encompassed by all the intelligence that exists in humans. With this spiritual intelligence, humans will be guided and directed by the wisdom they gain after interpreting the meaning of life (W. S. Rosad, 2020).

This research aims to optimize human potential by integrating human resource management based on spiritual behavior, namely to build human ethics and morality in interacting with leaders or fellow subordinates, build human potential in developing skills, balance the increasing workload with a person's spiritual and mental well-being, creating an environment consistent with the organization's spiritual vision and practices.

RESEARCH METHODS

This research uses a qualitative research method, literature study or library research. This method is used to collect information through various sources by integrating human resource management which refers to actions and attitudes based on spiritual values and spiritual principles in HR management, to create an environment that supports personality, job satisfaction and harmony between professional life and personal life. The type of research used is library research or literature study where researchers rely on various literature to collect or obtain research data using a qualitative approach because the data produced is in the form of words or descriptions.

The validity of the data that has been collected and recorded in research activities must also be proven. In testing the correctness of the data, the triangulation technique is used, namely a technique for checking the validity of the data which uses something other than the data, namely to check or compare the description of the data. By using data triangulation, researchers sort the same or similar data so that the facts will be clearer when extracted from various sources. The data sources used in this research are primary data, namely books that directly discuss the problem being studied, namely theories or literature reviews about optimizing human potential by integrating spiritual behavior-based human resource management, namely to explore human potential with the aim of improving, developing natural human potential, to become relatively better, more cultured and more humane individuals. The data analysis technique used to obtain the results of this research was carried out deductively by drawing conclusions from general to specific matters.

RESULTS AND DISCUSSION

From the findings obtained by researchers, optimizing human potential can be done by integrating human resource management that focuses on spiritual or religious behavior. In this research, researchers will describe the results taken from various sources using qualitative literature study methods. The changes that occur to oneself in everyday life can be seen through the aging of each individual. Societies that tend to be spiritually stable occur in some people with an age range of under 50 years, while for people whose age range is above 50 years, their spiritual behavior is reflected in their thinking. However, if humans have spirituality but are not combined with religion, their

beliefs in religion will vary, such as at a higher level of nihilism, which can also be called the belief that their life has no purpose. Apart from that, it also needs to be understood that changes in a person's spiritual or religious beliefs can significantly affect a person's well-being and outlook on life.

According to Sukeriyadi, human potential can be explained as human abilities that are still buried within themselves waiting to be transformed into real power within that object. Therefore, human potential is a basic ability possessed by humans which is still buried in the human body itself waiting to be realized as a real benefit for human life (M.sukeriyadi, M.barni, 2023). Categorically, human potential consists of two parts. The first part, in the form of potential directly within humans themselves, namely nature, the unity of spirit and body, the ability to will and the potential of reason. The second part, equipment that supports the first potential above, namely the universe and life guidance in the form of religion. Jalaluddin said there are four main potentials which are the nature of Allah SWT for humans. Namely as follows: First, instinctive (emotional) potential or *hidayat al-ghariziyat*, instinctive potential in primary impulses which have the function of maintaining finances and continuing human life. Among these drives there are instincts for self-preservation, such as eating, drinking, adjusting the body to the environment and so on. This form of encouragement can take the form of anger, which means avoiding disturbances that threaten him, both fellow creatures and the natural environment. Next is the drive to develop the species. This urge takes the form of human sexual instincts at the stage of achieving physical maturity (adulthood), which becomes attracted to the opposite sex. With this encouragement, humans can continue to develop their species from generation to generation. Second, sensory (physical) potential or *hidayat al-hasiyyat*. This physical potential can be described in terms of body parts or senses that humans have, such as the senses of sight, hearing, smell, touch and taste. This potential is functioned through the senses such as: nose, ears, eyes, tongue, skin, brain and human nervous system. Basically, this physical potential is used by humans to know things that are outside of themselves, namely: color, taste, sound, smell, shape or size of something. So it can be linked to the potential of being a tool or medium for humans to get to know things outside themselves. This physical and emotional potential is also found in animals. Third, Intellectual Potential or *hidayat al-aqliyat*. Intellectual or intellectual potential is only given by Allah SWT to humans, so this potential is what truly makes humans noble creatures that differentiate them from animals. Jalaluddin gave his opinion that "the potential of reason gives humans the ability to understand several things, for example: symbols, abstract things, analyzing, comparing and making conclusions which ultimately chooses and separates right from wrong. The truth of reason encourages humans to be creative and innovate in creating culture and civilization. "The human ability, with its intelligence, is able to master science and technology as well as change and engineer its environment towards a better, safer and more comfortable living situation." Fourth, Religious (spiritual) Potential or *hidayat al-diniyyat*. Apart from the potential of reason, from the beginning humans have been equipped with a religious nature or inclination towards religion. This nature will encourage humans to recognize and serve something that they consider to have greater advantages and power than humans themselves. So that later, this recognition and devotion will give birth to various forms of rituals or sacred ceremonies which are a form of human worship to Allah SWT. In the Islamic view. This tendency towards religion is an impulse that comes from within humans themselves which is a gift from Allah SWT (Mualimin, 2017).

These potentials support and complement each other, spiritual potential and reason play an important role in determining a person's success in life, because from these two potentials humans will know where to go and what they want and what to do. Physical potential only supports these two potentials to be more perfect, although its role cannot be underestimated. It needs to be underlined that, all human potential has limits, if Allah wills, surely everything can change according to His will, while the main human obligation is to always get closer to Allah SWT. in all aspects of its activities (M. Sukeriyadi, M. Barni, 2023).

Humans are equipped with the potential to develop their identity. Human growth and development proceeds in an evolutionary manner (tiered and gradual). Through these levels and stages, humans fill themselves with experience and knowledge, thus humans gain knowledge in a process, originating from the development of potential within themselves, development with their environment and from God. Because the relationship between fellow creatures cannot be separated (Wildan Sitorus, Dedi Sahputra Napitupulu, 2014).

In the Islamic view, humans are chosen to be caliphs on earth, because humans are the most noble creatures and have the potential in life. In the Qur'an, it is explained that humans were made caliphs on earth and given reason, freedom of thought and responsibility. In the Qur'an there are three words that refer to humans, namely bashar, insan and adam. In the Islamic view, human potential includes three aspects, namely: Physical potential, physical potential refers more to a person's physical abilities, which are characterized by physical health or physical fitness in humans. Physical potential involves several aspects including muscle strength, endurance, flexibility and motor coordination. This physical potential can be measured through physical training or through sports. Because by maintaining and increasing physical potential, a person can easily maintain their health, which will affect their quality of life and ability in their daily lifestyle. Intellectual potential, this potential refers more to a person's ability to think, such as intelligence, creativity and ability to solve problems. Intellectual potential does not only include cognitive abilities, but also emotional and social skills, being able to think logically and analytically, being curious and open to learning. This potential can be increased and developed through training, life experience and exploration in the form of skills and knowledge. Intellectual potential has an important influence in life, such as: achieving achievements, making decisions and facing challenges. spiritual potential, spiritual potential can also be called spiritual potential, because this potential refers to human life which is related to spiritual aspects such as values and norms in human life. This spiritual potential or spiritual potential does not only include human beliefs in their religion, but refers to the acceptance of values, as well as human ethics and human morality. These three potentials will give humans the ability to determine and choose their own path in life.

In the Qur'an Surah Al-A'raf Verse 160, Allah SWT says which means: "and we divided them into twelve tribes, each of which was large in number and we revealed to Moses when his people asked him for water: "strike the rock it's with your stick!". So twelve springs of water gushed out from it, indeed each tribe knew its own drinking place. And We raised clouds over them and sent down to them manna and salwa. (We said), "Eat well from what we have provided for you." They don't persecute you but they are the ones who always persecute themselves. (Q.S Al-A'raf Verse 160).

These three potentials support and complement each other, but of the three, spiritual and intellectual potential play an important role in determining a person's success in life, because from these two potentials humans will know where to go and what they want and what to do. Physical or bodily potential only supports these two potentials to make them more perfect, although their role cannot be underestimated (Irawan, 2018).

Management is a very important field in an organization or company scientifically. Management science emerged along with the formation of industrial countries in the second half of the 19th century. According to the view of intellectuals, management was born as a guide to the need to regulate relationships between individuals in society, and basically every activity or activity always has a goal to be achieved. However, whatever the form of theory or concept in management, it will be unfit to be applied continuously if in practice it benefits only one party. So it is necessary to be critical in responding to various management concepts that are developing, especially from the western world. Therefore, management concepts develop in accordance with human development and their activities.

According to Amelia (2022), the objectives of human resource management are

divided into four parts, including: First, Social Goals, these goals are socially and ethically responsible for the needs and challenges of society while minimizing the negative impact of these demands on the organization. Second, Organizational Goals, formal organizational goals created to help the organization achieve its goals in the hope of increasing the company's productivity and utilizing work effectively and efficiently, developing and maintaining the quality of work life, work safety and comfort, and managing change so that it is mutually beneficial for the individual, groups and communities. Third, Functional Objectives, to maintain the contribution of the human resources department at a level appropriate to the needs of the organization. In this case, the human resources department is required to provide innovative recruitment, training and development programs so as to find a management approach that will retain and motivate the best people in the organization. Fourth, personal goals, individual goals of each member of the organization to be achieved through their activities within the organization. If organizational goals and personal goals are not harmonious, employees will choose to withdraw from the company. Conflict between organizational goals and personal goals will cause poor performance (Amelia et al., 2022)

Meanwhile, according to Almasri (2013) every organization or company has goals to achieve in managing each of its human resources. The objectives of human resource management include: first, giving consideration in creating human resource policies to ensure that the company has workers who are always ready to face change and are able to fulfill their legal obligations. Second, to implement and maintain all company human resource policies and procedures to achieve the stated goals. Third, assist in the development of the organization's overall direction and strategy, especially as it relates to work. Fourth, provide positive support to line managers in achieving goals. Fifth, handle various crisis issues and difficult situations in relations between employees to convince them not to hinder work in achieving company goals. Sixth, it becomes a means of communication between workers and organizational management. Seventh, act as a custodian of organizational standards and values in human resource management (Almasri, 2013).

Based on the objectives of human resource management above, it can be concluded that the main objective of human resource management is to improve the level of productivity of workers and companies, improve the quality of work life and ensure that the organization has fulfilled legal aspects.

Management functions can be interpreted as activities that will be carried out by a manager in his managerial activities. So that the managerial activities carried out by the manager can be said to be management process activities. This process starts from making a plan to providing supervision over the implementation of the plan. The supervision carried out aims to determine whether the implementation of the plan is effective or not so that the goals that have been set can be achieved. Overall, management functions according to Henri Fayol can be described as follows:

First, planning, determining steps that will enable the organization to achieve the goals that have been set. Planning is an integrated activity that aims to maximize the overall effectiveness of efforts, as a system in accordance with the objectives of the organization concerned. The function of planning, among others, is to determine direction and strategy as well as the starting point for activities in order to guide and obtain measurements used in supervision to prevent waste of time and other production factors. estimates of the environment in which the objectives will be achieved, determining the approach in which the goals and objectives of the organization will be achieved. And in every plan there are always three activities which, although differentiated, cannot be separated from each other in the planning process, namely: formulating the goals to be achieved, choosing a program to achieve those goals, identifying and directing resources, which are always limited in number.

According to Koontz, good planning is carried out to achieve several aspects, namely: first, protective benefits, namely ensuring that objectives, sources and techniques or methods have high relevance to future demands so as to reduce decision

risks. Second, positive benefits, namely productivity can increase or be in line with the formulation of a comprehensive and appropriate plan. The uses of planning include: planning includes efforts to map goals or formulate the goals chosen to be achieved, so planning must be able to distinguish the first point that will be implemented first, with planning it allows us to know the goals that will be achieved, can facilitate activities to identify obstacles that may arise in efforts to achieve goals (Arifudin et al., 2021).

Meanwhile, from the Islamic perspective, there is a story when Rosulullah SAW carried out a plan which was discovered during the Udaibiyah agreement, where from this promise Rosulullah SAW seemed to have lost in diplomacy and was forced to agree to several things that were in favor of the Quraysh infidels. This impression was proven to be the opposite after the agreement was agreed. This is where the shrewdness of Rosulullah SAW and his far-sightedness are clearly visible. In this case, the Prophet prioritized eternal goodness over temporary goodness. Even though the agreement was very one-sided, Rasulullah accepted it because it provided benefits in the future when the Muslims succeeded in finding the city of Mecca in the 8th year of the Hijriyah (two years after the Hudaibillah agreement).

Second, organizing, the process of arranging or structuring resources which include people, time, money and materials to achieve organizational goals. This includes determining tasks, division of work and establishing an effective organizational structure. Organizing is the process of arranging, allocating and distributing work, authority and resources among organizational members. Stoner stated that organizing is the process of employing two or more people to work together in a structured way to achieve a specific goal or goals. According to Rahman Hidayat and Zainal Arifin (2021), organizing is a basic management activity carried out to organize all the resources needed, including the human element, so that work can be completed successfully (Rahmat Hidayat, Zainal Arifin, 2021). Organizations in the Islamic view are not merely a forum, but rather emphasize how work is done neatly. Organizations place more emphasis on organizing work mechanisms. In the cooperation system, divisions are made to determine the fields or functions that fall within the scope of activities to be carried out. This system must always have characteristics, including: there is communication between people who work together, individuals in the organization have the ability to work together, cooperation is shown to achieve goals. Islamic teachings always encourage its adherents to do everything in a neatly organized manner, because it could be that a truth that is not neatly organized will easily be destroyed by neatly arranged falsehood. Ali Bin Abi Thallib said: "unorganized truth can be defeated by organized falsehood". The organizing process emphasizes the importance of creating unity in all actions so that a goal is achieved. Where the Al-Qur'an has given instructions so that in a forum, place, brotherhood, bond, organization and group, conflict should not arise. Disputes, disputes that will result in the destruction of unity and the collapse of the leadership mechanisms that have been developed (Siden, 2020).

In the story of Rosulullah, Rosulullah gave an example when he led the battle of Uhud, Rasulullah faced the Quraish infidel army right in front of Mount Uhud. Rasulullah arranged the war strategy perfectly in terms of troop placement. Several archers were placed on a small hill to block the enemy's advance. When the war raged, initially the enemy suffered defeat. Knowing the enemy was in disarray, the Muslim archers abandoned their posts on the hills to collect booty. On the other hand, the enemy took this opportunity and attacked the Muslim army from the direction of this hill. Many Muslims were martyred and even the Prophet SAW suffered very serious injuries. The disbelievers destroyed the corpses of the Muslims and headed for Mecca with a sense of success. From this story it can be seen that it was an act of organization when the prophet ordered the archer troops to remain on the hill under any circumstances, and it turned out that the archer troops neglected the order, then they left their task from the top of the hill to take the booty when the enemy was running in disarray. without realizing it, the enemy attacked back from the hill which resulted in the defeat of the command of the prophet Muhammad SAW.

Third, actuating, the process of motivating, directing and mobilizing human resources to carry out tasks that have been organized. This results in effective communication, good leadership and creating a work environment that supports high productivity and performance. According to Zain Sarnoto (2016) actuating is guidance which means maintaining, guarding and showing the organization through every person, both structurally and functionally, so that every activity cannot be separated from efforts to achieve a goal. In reality, the guidance activities in question can take the following forms: first, giving and explaining orders. Second, provide instructions for carrying out activities. Third, provide opportunities to improve knowledge, skills/aptitude and expertise to be more effective in carrying out various organizational activities. Fourth, provide opportunities to participate and contribute energy and thoughts to advance the organization based on individual initiative and creativity. Fifth, provide corrections so that each person carries out their duties efficiently (Zain Sarnoto, 2016).

An example of the implementation of the management function can also be found in the great person of our Prophet Muhammad SAW, when he ordered a job he made himself an example for his people. Namely, in Rosulullah SAW, all the teachings contained in the Qur'an are reflected in real form. Rasulullah was the first implementer of all Allah's commands and abandoned all his prohibitions. Therefore, Muslims can easily practice Islamic teachings by imitating the behavior of Rasulullah SAW.

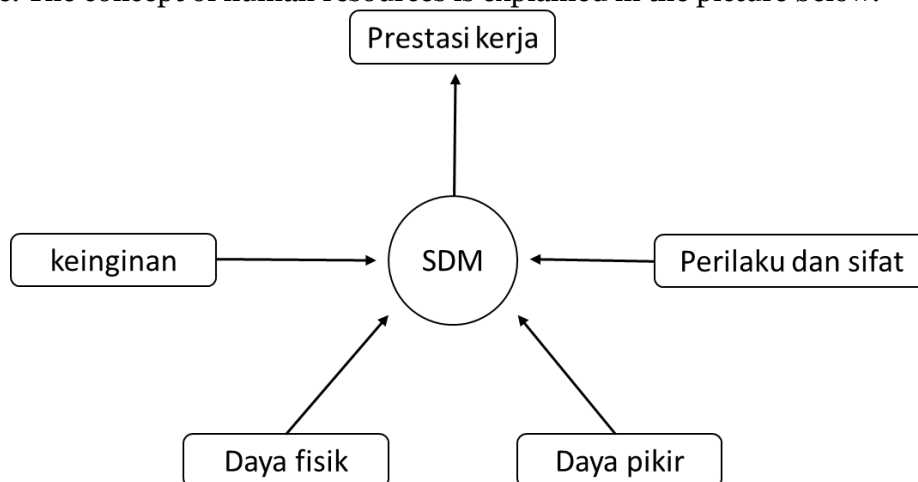
Fourth, controlling, the process of monitoring, evaluating and correcting organizational performance to ensure that the goals that have been set can be achieved. Which involves a comparison between actual performance and established standards. Supervision is one of the functions in management to ensure that work implementation runs according to the standards set in the plan. Supervision/control is the process of ensuring that actual activities correspond to planned activities. The control process can involve several elements, namely: first, implementing performance standards. Second, measuring performance. Third, compare performance with established standards. Fourth, take corrective action when deviations are detected (Sudrajat, 2020).

According to Umam (2018), an example of supervision of the management function can be found in the hadith narrated by Imam Bukhari as follows: Al Bukhari Muslim narrated from Ibn 'Abbas, he said: "One night I stayed at my aunt's house, Maimunah. After some time at night, the Prophet got up to perform his prayers. He performed a very light ablution (with a little water) and then prayed. So, I got up and performed ablution like his ablution. I approached him and stood to his left. He turned me to his right and continued his prayer according to Allah's will..." (Umam, 2018). From the story above, we can find the efforts to supervise the Prophet Muhammad SAW against Ibn 'Abbas who made the mistake of standing on his left side when he was praying with him. Because a priest must be on the right hand of the priest, if he is alone with the priest. He sallallaahu 'alaihi wa sallam did not allow Ibn 'Abbas' mistake on the pretext of his early age, but he sallallaahu 'alaihi wa sallam still corrected him by moving his position to the right of him sallallaahu 'alaihi wa sallam. In carrying out supervision, he immediately provides correct direction and guidance (Mubarok, 2021).

Management principles are fundamental work principles or guidelines that should not be ignored by any manager or leader. Principles are principles, basics or rules, namely statements of fundamental truths that are the basic basis for thinking or carrying out activities. According to several management and administration theorists, they describe or divide management principles as follows: First, Division of Work. The division of work must be adjusted to abilities and expertise so that work implementation will run effectively. Therefore, the division of labor must be based on the principle of the right man in the right place and not on the basis of likes and dislikes. This division of work will increase the efficiency of carrying out a person's work in an organization or agency or company. Second, Authority and Responsibility, Authority includes the right to give orders and have them obeyed, usually from superiors to subordinates. This authority must be followed and accounted for by the party giving the order. Third, Discipline. Discipline here includes respect and obedience to the role and goals of the

organization. Discipline is the basis of an organization's success in achieving organizational goals (Yusri A. Boko, 2019). Fourth, be honest, managing a madrasa, school or Islamic boarding school is essentially a trust and mandate from Allah SWT. If we have materialistic principles then, of course, what will happen is that the work we do will be less than optimal, this is because we will always compare what we do. with what we get (Susiyan, 2017). Fifth, Sincerity, the principle of sincerity in management refers to a person's attitude and intentions in carrying out their duties and responsibilities. Such as: the goals formed in management are goals for the common good or achieving success of an organization as a whole, in decision making if you apply the principle of sincerity then it will take into consideration the interests of all parties involved and recognize and appreciate the contribution of other people without having to look at their physical appearance. a person's position or status. Applying the principle of sincerity to the management of an organization will create a positive work environment so that it can achieve the goals that have been set ethically and sustainably (A. M. Rosad, 2019). Sixth, Fairness, in the educational environment between schools, madrasas or Islamic boarding schools, the principle of justice often becomes an obstacle that can cause conflict if this principle of justice is not implemented properly and correctly. For example, when giving salaries or allowances to teachers or lecturers and assignments as well as giving authority and responsibility becomes the cause of injustice. The principle of justice too refers to an approach that prioritizes fair and equal treatment of all people or teams in an organization, for example policies and procedures designed to ensure that every individual can be treated fairly without discrimination (Amroh et al., 2022).

According to Zisser (2004) human resources are the integrated abilities of thinking power and physical power possessed by individuals. Based on this, the potential human resources needed by the organization to achieve its goals. Human resources are influenced by behavior, character, physical strength, thinking power and the desire to achieve. The concept of human resources is explained in the picture below:



Behavior and traits, in organizations behavior and traits greatly influence the effectiveness of management and overall performance, for example: regarding how a person and a group act in an organization, a leader needs to understand his ability to motivate, understand the needs of each subordinate and how to manage conflict and plays an important role in achieving organizational goals. Thinking power is innate intelligence (basic capital) while skills are obtained from efforts such as training and learning. Thinking power in this concept is holistic thinking and strategies in understanding the vision and mission, planning and implementing ways to develop them, understanding the condition of an organization itself by following current developments, as well as inclusive thinking and workforce diversification needed to ensure policies. and a practice in human resources that supports an inclusive, equitable and diverse work environment. Physical power, physical power refers to the physical ability and health of the human body, several aspects that include physical power in the

concept of human resources such as: organizing health programs that support subordinates in maintaining and improving their physical health such as sports, health seminars and intensive health checks, so that it can help an organization in building a healthy environment and supporting employee welfare. Desires, human resources refer to employees' desires or hopes for work and career development. Human resource management has a very important role in fulfilling employee desires in achieving optimal productivity, satisfaction and retention as well as efforts to develop strategies and policies that support meeting their expectations. Work Performance, in this case includes assessing, developing and managing employee performance. There are several important elements related to work performance, including: setting clear goals for employees, conducting regular performance evaluations to measure achievement or the extent to which employees have achieved a goal, providing opportunities for employees to develop their abilities through training or courses and work experience. relevant (Zisser, 2004).

Spiritual behavior refers to a person's actions, attitudes or behavior in everyday life, which are described through the expression or implementation of their beliefs, values and spiritual experiences in everyday life. Spiritual behavior or religious behavior includes several aspects that are bigger than oneself, such as the existence of God, the universe, the search for meaning in life, social justice, compassion, empathy and wisdom. In spiritual behavior, it is important to remember that the concept of spirituality can vary between individuals and cultures, such as someone may express spiritual behavior through religious practices, there are also those who may associate spiritual behavior with personal development or with their own experiences.

Spiritual behavior towards individuals Spiritual behavior towards individuals refers to one's own behavior related to one's spiritual life. In general, each individual's spirituality is different, one of which is exploring the meaning of human life which leads to God. There are several characteristics of spiritual behavior towards oneself, including: a person who makes sense of his life by asking questions about the purpose of life and how to live life, belief in something beyond himself, this can be reflected in prayers or religious rituals, found in ethics and human morals which have a tendency to take inspiration from Islamic religious teachings or universal values to guide daily actions. It is also important to know that spiritual behavior varies in each individual depending on their spiritual journey.

Spiritual behavior towards culture Culture is a habit that has been implemented in a place or group that is related to a person's spiritual or religious dimension. Culture includes several aspects including values, norms and beliefs in an organization or group of people. There are several ways spiritual behavior can be manifested in culture: rituals and ceremonies, such as worship, rituals or ceremonies in celebrating certain events. Arts, such as fine arts, musical arts, dance arts, literary arts which can reflect beliefs or myths. Morality and ethics are found in social rules and ethical norms that are usually held by members of society. Welfare and justice, participation in activities that support several groups or communities in need and efforts to create a just society (Tanamal, 2023).

It needs to be underlined, spiritual behavior towards individuals or cultures can vary, this is more likely to depend on the beliefs and traditions held by individuals or groups, whether in society, companies, institutions and so on.

Spiritually based human resource management is an integrated concept between modern management and spiritual values. Spiritually based human resource management not only promises individual enlightenment but can also be used as a tool to gain profit. The spiritual concept of management according to Muhammad (2020) relies on a mind-set that places the relationship between humans in business or work processes, which cannot be separated from the relationship between humans and their God. The implementation of this concept is that any human being involved in business, work or education must have an awareness that is based on faith and devotion to God (Muhammad, 2020). Spiritual behavior-based human resource management refers to an approach to human resource management that emphasizes the importance of spiritual values, ethics and morality in the work environment. This approach can improve

employee welfare, productivity and organizational sustainability. The implementation of human resource management and spiritual behavior includes several characteristics including: First, the importance of values and ethics, ethics and values are individual characteristics that an ethical person is a good person, ethics is a social law because ethics regulates, controls and limits human behavior (Tas'adi 2016). Second, recognition of welfare, in creating prosperity at work there are two dimensions, namely the intrinsic dimension and the extrinsic dimension which include: responsibility, independence, using abilities and knowledge, using time as maximally as possible, security, working conditions, supervision (Akhbar et al., 2020) Third, spiritual-based leadership, leadership that brings the worldly dimension to the spiritual (divine) dimension. Therefore, spiritual leadership is also referred to as leadership based on religious ethics, leadership that is able to influence, inspire, awaken and mobilize through example, service, compassion and implementation of values and other divine characteristics in goals, processes, culture and behavior (Rafsanjan, 2017).

Spiritually based HRM aims to make the role of HR more effective in supporting the achievement of organizational goals through spiritual human activities. The human soul consists of thoughts, feelings and desires. Uncontrolled human desires result in the human spirit or soul, which basically wants to please the creator or others, will not be active so that humans tend to become selfish. Selfishness results in divisions that destroy the harmony of human relationships with the creator and others so that the soul dies. When the spirit or soul dies, employees will not be generous or obedient in doing good work so their work will be in vain, because the soul dies which results in feelings and thoughts being dominated by desires. Likewise, when the soul is active, the spirit controls feelings so that humans can think clearly or not be emotional and make employees far from being selfish, obedient and have pleasant personalities (Umaliah, 2023).

Wilber (2000) proposed a circle diagram of body, soul and spirit which is usually called the greatest nest of being to explain that in a happy and good life, the highest thing in humans lies in their spirit, which is able to influence their soul so that when it affects their soul, the lowest thing is their body. . On the other hand, when the body is unable to influence the soul and spirit. So it is not only in a healthy body that there is a strong soul, but in the spirit and soul there is a body that is healthy and enthusiastic. Humans tend to want to pamper themselves and avoid the burden of difficulties and don't want to be in trouble, don't want to be disappointed, are impatient and reject the pressure of negative feelings or emotions. People tend to like to avoid responsibility, for example when people have debts they tend not to want to be collected, some even try to escape their responsibilities by running away (Samad, 2017).

CONCLUSION

Human resource management can be an effective tool in managing and motivating individuals. If human resource management is integrated with spiritual behavior, it can be seen by forming good ethics and values, building prosperity and creating spiritual leadership. In an era of uncertainty and rapid change, this approach helps employees develop mental and emotional resilience and enables them to better adapt to changes and challenges as they arise. Integrating spiritual behavior in human resource management not only creates a positive work environment, but also makes a real contribution to achieving organizational goals. Thus, an organization that implements this approach has a greater opportunity to improve the performance and full potential of each team member. so that integrating the spiritual dimension in human resource management can be a strong foundation for achieving optimization of human potential in the context of modern organizations.

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