RECONSTRUCTION OF MASLOW'S MOTIVATION THEORY THROUGH THE VALUES OF THE QURAN IN HUMAN RESOURCES MANAGEMENT IN THE ERA OF SOCIETY 5.0

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Abstract

This study aims to reconstruct Maslow's motivation theory by integrating the values of the Qur'an in the context of human resource management (HR) in the era of Society 5.0. Maslow's theory, which has been the reference in understanding human work motivation, is considered to be secular and has not accommodated the spiritual dimension, especially in Muslim society. With a qualitative approach and the maudhu'i (thematic) interpretation method, this study traces the verses of the Qur'an that are relevant to Maslow's five hierarchies of needs: physiological, security, social, self-esteem, and self-actualization. The results of the study show that each level of need in Maslow's theory has a conceptual equivalent in the Qur'an, which enriches the dimensions of human motivation with divine values such as tazkiyah an-nafs, good deeds, and useful knowledge. This integration produces an "Islamic Hierarchy of Needs" model that is not only psychological and material, but also spiritual and transcendental. These findings have theoretical implications in the development of the concept of Islamic motivation and are applicable in HR management in educational institutions, government, and corporations. This model is considered relevant to answer the challenges of Society 5.0 which demands synergy between technology, humanitarian values, and spirituality.

INTRODUCTION | مقدمة

The world continues to experience major transformations with the advancement of technology that continues to develop very rapidly. The Society 5.0 era is one of the results of the evolution of the industrial revolution 4.0, emphasizing the integration between technological advances and the fulfillment of human values. In this context, humans not only act as subjects who utilize technology, but also as the main center of development of innovation-based social systems. The concept of *a human-centered society* encourages the world of work to redesign the human resource management (HR) system to be in line with technological developments while answering the spiritual and existential needs of humans (Rasli, A., & Memon, 2022) .

Maslow explains that human needs are arranged hierarchically, starting from physiological needs to self-actualization. . Maslow's theory is one of the most influential motivational theories in the modern workplace, namely Maslow's hierarchy of needs, which in its application is the main foundation in HR management practices because it is able to explain human motivation and work behavior universally (Maslow, 1943) . However, in the context of

non-Western cultures, such as Muslim societies, criticism has emerged that Maslow's approach is too secular and does not consider aspects of spiritual transcendence.

Several studies have stated that motivation in Islam is not only materialistic, but also includes the need to get closer to God, carry out the duties of the caliphate, and achieve the status of a perfect human being. In this case, Islamic motivation emphasizes *tazkiyah an-nafs* (purification of the soul), *good deeds* , and *useful knowledge* as a form of true self-actualization. This perspective provides an additional dimension that has not been reached by Maslow, namely the orientation of the afterlife and the value of monotheism as the peak of human needs (Bouzenita, AI, & Boulanouar, 2016) .

The Qur'an explicitly contains verses that discuss various forms of human needs. Physiological needs are explained in verses about eating and drinking (QS Al-Baqarah: 172), security (QS Quraisy: 4; An-Nur: 55), social needs (QS Al-Hujurat: 13), self-esteem (QS At-Tin: 4), to self-actualization through good deeds and knowledge (QS Az-Zumar: 9). However, these verses are still rarely studied in contemporary management approaches, especially in theoretical and applied constructions for HR management.

This study proposes a remapping of Maslow's theory into the maqāṣid al-sharīʿah framework, showing that Islamic sharia values are in line with holistic HR development efforts (Jusoh et al, 2022) . However, this approach is still conceptual and does not explore the depth of the verses of the Qur'an thematically. Meanwhile, Ghaleb and Dahiam propose a dynamic model of human needs that is relevant to social values and contexts, but have not directly linked it to HR management applications in modern Islamic organizations. (Ghaleb, BDS, & Dahiam, 2024) .

The main problem in previous research is the lack of explicit integration between Western motivational theories and the verses of the Qur'an that are systematically explained. Existing studies tend to stop at symbolic comparisons or value parallelism, without building an epistemological foundation or a comprehensive interpretation approach. This is an important gap that needs to be answered through thematic interpretation methodology that can explain the verses of human needs in a hierarchical and structured manner.

In addition, the context of the Society 5.0 era has hardly been touched significantly in integrative discussions. In fact, Society 5.0 demands a reinterpretation of human needs that are not only biological and social, but also digital, spiritual, and existential. This shows the need for a new model of HR management that is not only responsive to technology, but also rooted in divine values as a shaper of work integrity and meaning.

Therefore, this study is here to fill the gap in the integrative study. With the maudhu'i (thematic) interpretation approach, this study will explore the verses of the Qur'an that are relevant to Maslow's five hierarchies of needs. The goal is to build a conceptual and applicative framework that integrates Maslow's motivation theory with Qur'anic values, and adapts it to the challenges of HR management in the Society 5.0 era.

The novelty of this research lies in the integration method of three main elements, namely Maslow's modern motivation theory, the values of the Qur'an which are studied thematically and based on scientific interpretation, and the context of contemporary management in Society 5.0. This research not only patches theoretical deficiencies, but also builds an applicable managerial model for educational institutions, government organizations, and business sectors based on Islamic values.

The cross-disciplinary approach in this study is expected to be a significant scientific contribution to the literature of Islamic HR management. In addition, it also presents an alternative paradigm of work motivation that is more complete and humane. This study is expected to pave the way for the development of new theories that bridge spirituality, technology, and productivity in a comprehensive and contextual framework of thought .

METHOD | منهج

Research Approaches and Types

This study uses a descriptive qualitative approach with a library research type. This approach was chosen because the main objective of the study is to integrate Maslow's motivation theory with relevant Qur'anic values in human resource management (HR) in the Society 5.0 era. in depth and contextually. This approach allows researchers to explore conceptual relationships .

This method is relevant because the object of study is not empirical-field based but rather text and concept based. Qualitative research is very suitable for understanding social reality from an interpretive perspective, especially when involving classical and contemporary Islamic sources. (Rahmawati, D., Abouzeid, MS, & AN, 2025) . This study aims to reconstruct the theory of motivation in an Islamic perspective, which epistemologically departs from the interpretation of the text of revelation (Creswell, JW, & Poth, 2018) .

The interpretation method used in this study refers to the maudhu'i (thematic) interpretation approach, which allows for a systematic analysis of verses related to human needs in a gradual and systematic manner. This approach is considered the most appropriate for exploring Islamic values that are able to complement and reformulate secular motivation theory within the framework of Islamic epistemology.

Research Subject

In research this is what it is subject study is texts and library sources , including : related verses of the Qur'an with need humans (for example : QS Al-Baqarah: 172; QS Az-Zumar: 9), Classical and contemporary tafsir books (such as : Tafsir Al-Misbah, Tafsir Ibn Katsir, and Aisar al- Tafzir), Abraham Maslow's works (especially Motivation and Personality 1998), and Literature context- focused human resource management Islam and the era of Society 5.0. and there is a number of criteria inclusion which sources include linkages with theory motivation and needs human , credibility academic , and relevance to framework management Islam or contemporary.

Data collection technique

Data collection was carried out through a number of stages as following:

1. Inventory literature: identify and collect related verses of the Qur'an with five levels need according to Maslow.
2. Classification Thematic: grouping verses based on category need physiological, security, social, reward self, and actualization self.
3. Documentation Study: analyze classic and modern interpretation books as reference deep understand meaning verse.
4. Review literature scientific: to study article scientific and books that discuss Islamic HR management and Society 5.0 concept based on mark.

Data Analysis Techniques

In this research, a thematic content analysis approach was used, by carrying out the following stages (Kusmana, 2014) :

1. Data reduction: filtering verses and theories that are relevant to the theme of human needs and motivation.
2. Conceptual Mapping: equating Maslow's hierarchical structure with the values in the verses of the Qur'an.
3. Text Interpretation: examining the meaning of verses based on tafsir books and linking them to contemporary management theory.
4. Integrative synthesis: integrating Qur'anic values with Maslow's theoretical framework and Society 5.0 principles to build a conceptual model of Islamic-based HR management.

Focus and Limitations of Research

This study focuses on the integration of Maslow's motivation theory with Qur'anic values through the maudhu'i interpretation method, with an emphasis on theoretical contributions in Islamic HR management in the Society 5.0 era. The study will not test its empirical application directly, but provides a conceptual basis that can be adopted in further field-based research.

RESULT │ نتائج

Conceptual Integration of Maslow's Theory and Qur'anic Values in Human Resource Management

No.	Maslow's Hierarchy of Needs	Islamic/Quranic Concept	Verses of the Qur'an	Conceptual Explanation of the Qur'an	Implications in Human Resource Management
1.	Physiological (Eat, drink, rest)	Basic physical needs that are halal and thayyib	QS Al-Baqarah: 172	Halal food and sustenance as the basis of human existence	Providing sufficient and halal salary/wages; healthy working environment
2.	Security (Protection, stability, peace)	Safe from fear and threats; guaranteed by faith and state	QS Quraish: 4	Security as a blessing from God and the result of collective obedience	Work policies that protect workers' physical & mental health; social security
3.	Social (Sense of belonging, affection, social relationships)	Ukhuwwah, ta'awun, and togetherness in faith	QS Al-Hujurat: 13	The brotherhood of humans as diverse social beings	Collaborative, fair and anti-discriminatory organizational culture
4.	Self Esteem (Achievement, status, respect)	Human virtues and nobility based on good deeds and knowledge	QS At-Tin: 4	Humans are glorified because of their knowledge and contributions	Career development, training, merit and integrity based rewards
5.	Self-Actualization (Reaching the highest potential)	Knowledge, good deeds, tazkiyah and piety are the peak of actualization	QS Az-Zumar: 9	The highest actualization is to draw closer to Allah through good deeds and knowledge.	Work mission is oriented towards meaning, social contribution, and spiritual growth.

Table Usage Explanation
Column 1: Maslow's Hierarchy → adopted from modern Western psychology approach

Column 2: The concept of equivalents in Islam → refers to the values that live in the sources of revelation.
Column 3: Al-Qur'an verses → can be used as a basis for Maudhu'i interpretation
Column 4: Analysis of the meaning of the verse in the context of human needs
Column 5: Managerial relevance in HR management in value-based organizations

Integrative Pyramid: Islamic Hierarchy of Needs

As the main result of the synthesis between Maslow's theory and the values of the Qur'an, this study produces a pyramid-shaped conceptual model that represents the Islamic Hierarchy of Needs . Each level in the pyramid reflects human needs as explained by Maslow, which are then reconstructed through the approach of Qur'anic verses and Islamic spiritual principles. This model provides a more complete framework, which includes not only physical and psychological needs, but also transcendental dimensions ((Bouzenita, AI, & Boulanouar, 2016) ; (Jusoh et al , 2022)).
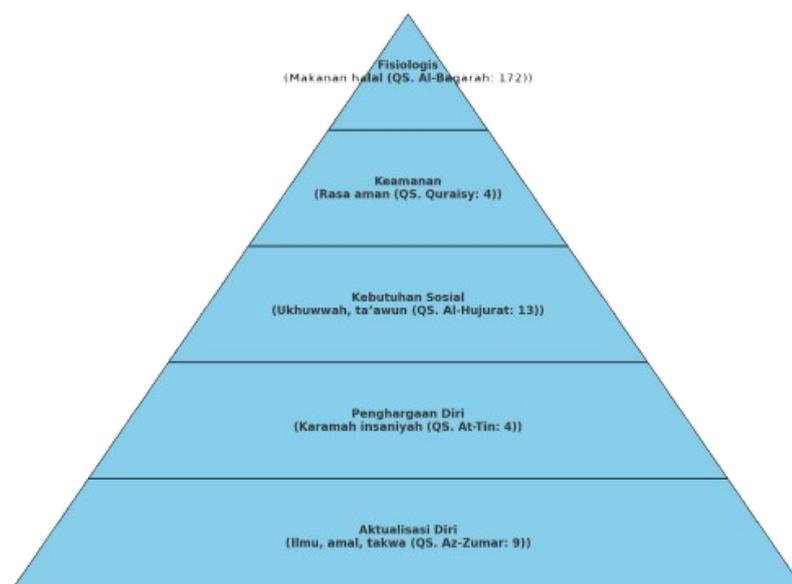

Figure 1. Islamic Hierarchy of Needs Pyramid

The inverted pyramid visualization of the Islamic Hierarchy of Needs illustrates that self-actualization in Islam is the highest foundation that supports other needs. This model emphasizes that spiritual achievement—such as knowledge, good deeds, and piety—is the basis of human motivation in the Qur'anic perspective. This visual can be used as a conceptual illustration in journal manuscripts or academic presentations.

Integration of Maslow's Theory & Al-Quran Verses

1. Physiological needs ↔ *QS Al-Baqarah: 172* .

Physiological needs are the most basic level in the hierarchy of human needs according to Abraham Maslow, this level includes vital elements such as food, water, and rest. In the eyes of Islam, the fulfillment of these basic needs is not only seen as a biological activity, but also as a spiritual dimension that is integrated with the life of faith. This is reflected in the word of Allah SWT in QS Al-Baqarah: 172:

"O you who believe! Eat of the good provisions We have given you and give thanks to Allah, if it is true that you worship Him alone." (QS Al-Baqarah: 172)

This verse explicitly combines two fundamental aspects, namely the fulfillment of physiological needs (eating from halal and good sustenance) and the strengthening of spiritual aspects through the command to be grateful. This correlation shows that in the Islamic view, biological needs such as eating are not profane acts, but a means to draw closer to Allah and strengthen the awareness of human dependence on Him.

2. The need for a sense of security ↔ QS Al-Quraisy: 4

This Surah talks about the great blessings of Allah to the people of Mecca. Once, they used to travel two ways, one way in the winter and one way in the summer to Sham to trade. Allah has honored the Quraysh tribe with two great blessings among many blessings, namely the blessings of security and tranquility, and the blessings of sufficiency and ease (Syaikh Mahmudi Al-Mishari, 2014) . Allah granted them a sense of security and also ease. So, let them single Him out in worshiping Him alone, not associating partners with Him, and not worshiping anything besides Him, whether in the form of statues, partners, or idols. Therefore, whoever fulfills this command, Allah will surely gather for him a sense of security in the hereafter. And whoever disobeys Him, He will take away that sense of security in this world and in the hereafter from him. (Abul Fida, 2016) .

From an Islamic perspective, all aspects of human life—including needs, motivations, and behaviors—have been regulated through divine revelation in the Qur'an. Surah Quraisy, for example, explains how Allah grants two basic human needs: a sense of security and sufficient sustenance. These two blessings are in fact parallel to the foundation of needs in Maslow's Theory of Motivation. Thus, the values of the Qur'an provide a strong spiritual basis in understanding and reconstructing the theory of needs, especially in the context of human resource management in the era of Society 5.0 which demands integration between technology and human values. The values of monotheism, tranquility, and availability raised in the Qur'an emphasize that motivation is not merely material, but also spiritual and transcendental.

3. Social needs (belongingness and love needs) ↔ QS Al-Hujurat: 13 .

Social needs within the framework of the hierarchy of needs theory developed by Abraham Maslow occupy a crucial position as the third level after physiological and safety needs. Maslow emphasized that humans are naturally driven to form interpersonal relationships, seek a sense of belonging, and build affection and social attachment. This drive reflects the basic nature of humans as social beings (homo socius), who cannot live in isolation.

This perspective is in line with the values contained in the Qur'an, especially in Surah Al-Hujurat verse 13 which states that Allah created humans from various nations and tribes so that they may know each other (li ta'ārafū). This verse shows that social relations are not only psychological needs, but are also part of the theological and moral design in the creation of humans. Thus, social needs are not merely biological or emotional aspects, but also have a spiritual dimension and an ethical role in the formation of civilization.

This need is closely related to the essence of human existence on earth, created to know each other and help each other. This characteristic distinguishes humans from other creatures - animals and plants - which do not have social and moral dimensions. In this framework, humans have a central role as khalīfah (trustee) on earth to build a just, harmonious, and sustainable social order, in accordance with the nature and responsibility that has been determined by the Creator.

4. Self-Esteem Needs (Self - Eteem) QS At-Tin Verse 4

Self-esteem is a need that every human being has as part of their natural creation. In the framework of Maslow's Motivation Theory, this need is positioned after the need for security and social. The need for an individual's desire to be appreciated, recognized, and have value in front of others and themselves. The Qur'an affirms this value in QS At-Tiin verse 4, *"Indeed, We have created man in the best form."* . The 4th verse of Surah At-Tin glorifies human beings, where Allah has created humans in the best form, their bodies are balanced, their limbs are regular, and their composition is very good (Az-Zuhaili, 2014) . This verse contains the meaning that humans are created with noble potential and noble position, which is the spiritual basis for the formation of self-esteem. Therefore, the reconstruction of the need for self-esteem in the perspective of the Qur'an provides a more holistic dimension of value, namely that true appreciation does not only come from worldly achievements, but also from an awareness of existential honor as a creature of Allah.

5. Self-Actualization QS Az-Zumar verse 9

The Quran discusses so much about the call to humans to improve the quality of themselves. In the context of self-actualization, this verse can be understood as a call to reach the peak of human potential through knowledge, understanding, and optimal use of reason. This is in line with the peak of Maslow's pyramid, namely self-actualization where a person realizes his deepest abilities. Knowledge becomes an important instrument for realizing moral, spiritual, and social values in life. In this verse Allah mentions ulul albab , namely people who have sharp thinking power (intellect).

Contextual Reflection: Implementation in Modern Institutions

1. Educational Institutions

This integration model in the world of education can be used to build a motivational curriculum based on Qur'anic values. For example, self-actualization is not only assessed from academic achievements but from the integrity, spirituality, and social contributions of students (Juso h et al , 2022) . Campuses can design a reward system that combines achievement with social charity.

2. Government Institutions

In the context of ASN and the public sector, the concept of self-esteem and actualization based on human virtues can strengthen bureaucratic professionalism and accountability. ASN is not only seen as a state worker, but also as a caliph in serving the community with ethics and spirituality (Kamaly et al., 2024).

3. Business Corporation

Companies can implement the values of social and security needs by building an ethical, inclusive, and healthy work culture. For example, creating an environment that is not only competitive but also collaborative and humane. Self-actualization can also be realized through a spiritual leadership-based competency improvement program (Gambrel, PA, & Cianci, 2003) .

| DISCUSSION | مناقشة |

This study aims to reconstruct Maslow's motivation theory through the values of the Qur'an and adapt it in the context of modern HR management. The results of the study successfully met these objectives by compiling an Islamic hierarchy of needs model that reflects Maslow's five levels of needs but is enriched by spiritual and afterlife dimensions. This model not

only affirms Maslow's structure, but also expands it through the integration of thematic verses of the Qur'an and the maudhu'i interpretation approach. Each level of Maslow's needs is interpreted thematically through the verses of the Qur'an: Physiological needs (QS. Al-Baqarah: 172) are not only considered as biological needs, but as worship activities that require awareness of halal and thayyib. The need for security (QS. Quraisy: 4) is associated with the pleasure of security as a result of collective obedience to divine values. Social needs (QS. Al-Hujurat: 13) are interpreted as the mission of brotherhood and humanity inherent in the creation of humans in various nations. Pride (QS. At-Tin: 4) given a spiritual foundation in the form of human nobility due to good deeds and knowledge, not merely worldly achievements. Self-actualization (QS. Az-Zumar: 9) is understood as achieving piety through knowledge and good deeds. This interpretation suggests that the Qur'an offers a motivational framework that is not only rational and psychological, but also transcendental and ethical.

This finding is consistent with previous criticisms of Maslow's theory, which was considered too secular and inadequate in explaining the motivations of religious people. (Bouzenita, AI, & Boulanouar, 2016) . In addition, the resulting model is also in line with the c approach which integrates the theory of needs into maqāṣid al-sharī'ah. (Jusoh et al, 2022) . However, the advantage of this study lies in the depth of thematic interpretation of the verses of the Qur'an systematically and applicatively, which has not been done by many previous studies. Theoretically, this study provides a new conceptual basis in the development of Islamic motivation theory. The resulting Islamic needs pyramid model can be used as a starting point in building a holistic HR management theory, balanced between the dimensions of the world and the hereafter. The emphasis on spiritual values as the basis for motivation provides an alternative to the materialistic paradigm in contemporary management.

Practically, this model can be applied in: Educational institutions, through motivational curriculum based on integrity and spirituality. Government institutions, through strengthening the professionalism of ASN based on the values of human virtue and trust. The corporate sector, through the creation of a collaborative, ethical work culture and facilitating the spiritual growth of employees. This finding confirms that Maslow's motivation theory can not only be contextualized but also completely reconstructed within the framework of Qur'anic values. This model confirms the initial proposition that spirituality and divine values have a fundamental role in shaping human work motivation and behavior, especially in the era of Society 5.0 which demands integration between technology, values, and humanity.

CONCLUSSION | خاتمة

This study aims to reconstruct Abraham Maslow's motivation theory through the approach of the values of the Qur'an, especially in the context of human resource management (HR) in the era of Society 5.0. Based on the results of the analysis and discussion, the following main points can be concluded:

Reconstruction of Maslow's Theory Through the Qur'an. Maslow's hierarchical and secular theory of needs is reformulated by including spiritual and afterlife dimensions through the maudhu'i interpretation approach. Qur'anic values provide a transcendental dimension to Maslow's five levels of needs, such as the importance of eating halal (QS. Al-Baqarah: 172), spiritual and social security (QS. Quraisy: 4), social relationships based on brotherhood (QS. Al-Hujurat: 13), self-esteem through charity and knowledge (QS. At-Tin: 4), and self-actualization as an approach to piety (QS. Az-Zumar: 9).

Verses of the Quran that Reflect Human Needs. The five levels of human needs as described by Maslow have been found to be equivalent in the Quran, both explicitly and implicitly. Interpretation of these verses shows that human needs according to Islam are not only biological and social, but also lead to the achievement of spiritual and moral perfection (insan kamil).

Relevance in Human Resource Management in the Society 5.0 Era. Integration of Qur'anic values into Maslow's theory produces a relevant framework for designing a more humane, transformative, and meaningful Islamic Human Resource management system in the Society 5.0 era. In the modern world of work, human resources are required not only to master technology, but also to be ethical, integrity-based, and spiritually responsible people. This model has great potential to be applied in educational institutions, government, and corporations with a human-centered and value-based approach.

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