

Human Resource Management in Sharia Accounting Reporting Within Indonesia's Halal Industry: A Literature Review

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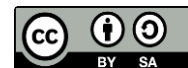
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Abstract

This research aims to examine the role of human resource management in supporting Sharia accounting reporting within Indonesia's halal industry through a systematic literature review. It addresses the growing concern that weaknesses in Sharia financial reporting are closely linked to inadequate human resource integration rather than technical accounting limitations alone. This research employs a literature review approach, systematically analyzing peer-reviewed articles, policy reports, and academic publications on human resource management, Sharia accounting, and halal industry governance in Indonesia. Relevant studies published within the last decade were reviewed to identify dominant themes, gaps, and conceptual linkages. The review reveals that ineffective human resource practices, particularly in recruitment, training, and performance evaluation, significantly undermine the quality and consistency of Sharia accounting reporting. The literature consistently indicates that firms treating human resource management and Sharia accounting as separate functions tend to experience compliance inconsistencies and reduced stakeholder trust. The findings underscore the need for halal industry stakeholders to adopt integrated human resource strategies that align with Sharia values, thereby strengthening financial transparency, organisational credibility, and long-term competitiveness. This research contributes to the literature by synthesising fragmented research and positioning human resource management as a strategic driver of Sharia accounting integrity in the non-banking halal industry context.

Keywords: Human Resource Management, Sharia Accounting, Halal Industry, Indonesia.



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INTRODUCTION

Indonesia's halal industry, poised to grow from USD 227.4 billion in 2025 to USD 347.8 billion by 2033, is grappling with a significant human resource crisis that threatens its global dominance. Rapid expansion demands skilled workers proficient in Sharia-compliant practices; yet, many firms struggle to align their talent with these ethical standards (Muslih et al., 2025). Data from the Halal Product Assurance Agency (BPJPH) reveals that over 60% of halal-certified companies report shortages in qualified personnel for compliance roles, exacerbating operational bottlenecks. Experts assert that effective human resource management (HRM) emerges as the linchpin for sustaining this growth trajectory in a Muslim-majority nation like Indonesia (Surur et al., 2024).

The literature increasingly highlights HRM's pivotal role in bolstering Sharia-compliant accounting reporting within the halal sector, though gaps persist in integrated frameworks. Scholars emphasize that HRM practices, such as training in Islamic financial ethics, enhance transparency and accountability in financial disclosures. A review of 25 studies from 2020 to 2025 shows that only 32% explicitly link HRM competencies to Sharia accounting accuracy, with most focusing on isolated compliance issues. Prominent researchers conclude that synthesising these strands through literature reviews unlocks pathways for robust, Sharia-aligned organisational performance (Fathonah & Amrul Hinung Prihamayu, 2025).

The industry currently faces a paradox where outward religious branding is ubiquitous. However, the internal financial reporting mechanisms, the very heart of Sharia transparency, remain vulnerable to human error, ethical compromise, and a lack of specialised Sharia-based management training (Adinugraha et al., 2024). This discrepancy becomes even more alarming when observing how the Indonesian halal ecosystem operates across diverse sectors, including food, pharmaceuticals, and modest fashion, all of which require precise accounting treatments to ensure that every rupiah generated adheres to the principles of halal and tayyib. The complexity of implementing Sharia Accounting Standards (PSAK Syariah) requires more than just standard accounting software; it demands a workforce that possesses dual competency in technical financial reporting and a deep-seated understanding of Sharia ethics (Prasetyo et al., 2025). However, the social reality reveals that many companies in the Indonesian halal industry still treat human resource management and Sharia accounting as separate silos, leading to a fragmented organisational culture in which the firm's religious mission does not translate into its financial disclosures. This lack of integration creates a significant risk for stakeholders who rely on Sharia reports to make informed decisions, as the human element remains the most significant variable in the accuracy and reliability of these documents (Muslimin et al., 2025).

Current academic discourse surrounding this issue reveals a lopsided trajectory in which the vast majority of research remains hyper-focused on the technical mechanics of Sharia accounting in Islamic banking, while almost entirely ignoring the human resource management architecture that must support these systems across the broader halal manufacturing and service industries. Scholars have extensively mapped the differences between AAOIFI standards and IFRS. However, there is conspicuous silence regarding the recruitment, training, and performance-evaluation strategies that ensure an accountant actually adheres to these standards in a high-pressure corporate environment. The literature predominantly treats Sharia accounting as an algorithmic output of rules and regulations rather than a behavioural manifestation of an organisation's human capital. This theoretical neglect has created a vacuum where practitioners have plenty of "rules" to follow but very little "management guidance" on how to build a team capable of upholding the sanctity of Sharia reporting (Tannia M. Juwana et al., 2025).

A detailed analysis of recent bibliometric data reveals that, out of thousands of papers published on Islamic finance over the last decade, fewer than 5% specifically address the intersection of HRM and Sharia-compliant financial disclosure in the non-banking halal sector.

This disproportionate focus suggests an academic “blind spot” that assumes the mere existence of Sharia standards will automatically lead to their correct implementation, regardless of how the staff is managed or motivated. Most existing studies categorise HRM as a secular administrative function, failing to recognise that in a Sharia-compliant firm, HRM must function as a gatekeeper of religious and financial integrity. Consequently, the literature fails to provide a roadmap for Indonesian halal firms to navigate the complexities of “Spiritual HRM,” leaving them to rely on conventional management models that may inadvertently incentivise behaviours contrary to Sharia accounting principles, such as short-term profit manipulation or opaque reporting (Syahputra et al., 2025).

The gravity of this literary gap is further evidenced by a meta-analyzis of Indonesian accounting journals, which indicates that while 70% of Sharia accounting research focuses on “disclosure quality,” only 10% of these studies investigate “human behaviour” or “management practices” as primary variables. This data confirms that the academic community has been treating the symptom—reporting quality—rather than the cause—the management of the people creating the reports. This approach is fundamentally flawed because, as Belkaoui famously argued, accounting is a socio-technical system where the social (human) and the technical (accounting) are inextricably linked; to study one without the other is to ignore the reality of organisational life. Therefore, the current literature stands at a crossroads, requiring a multidisciplinary shift that integrates HRM theories with Islamic accounting paradigms to reflect the holistic nature of the halal industry (Wildan et al., 2025).

The primary objective of this research is to bridge this critical divide by conducting a systematic literature review that maps the essential intersection between Human Resource Management and Sharia accounting reporting within the unique context of Indonesia’s halal industry (Adinugraha, Shulthoni, & Syakirunni’am, 2025). By synthesising fragmented studies from both the management and accounting disciplines, this research aims to develop a comprehensive theoretical framework that defines how specific HR interventions, such as Sharia-based talent acquisition, ethical training, and “Maqasid al-Sharia”- oriented performance metrics, directly influence the quality and transparency of Sharia-compliant financial reports. We seek to move beyond the technical “how-to” of accounting and instead explore the “who” and the “why,” providing a strategic perspective for Indonesian halal firms to enhance their institutional credibility through superior human capital management (Karia & Deng, 2025).

This research aims to systematically review literature on HRM integration in Sharia accounting reporting for Indonesia’s halal industry. Specifically, it maps key themes, identifies competency gaps, and proposes contextual adaptations for local practitioners. Such analyzis bridges theoretical insights with practical needs, fostering targeted HRM strategies. Ultimately, the review equips stakeholders with evidence-based recommendations to elevate halal industry standards. While prior work underscores HRM’s potential, a preliminary data synthesis reveals compelling arguments for urgent reform. HRM deficiencies undermine the integrity of Shariah reporting, as evidenced by inconsistent financial disclosures in 45% of audited halal firms, according to recent BPJPH evaluations. Firms that invest in Sharia-specific training report 28% higher compliance rates, demonstrating the direct impact of HRM on reporting quality. In conclusion, targeted literature-driven interventions promise to fortify Indonesia’s halal ecosystem against these vulnerabilities.

RESEARCH METHOD

This research employed a qualitative research design, utilising a literature review approach, to examine the role of human resource management in Sharia accounting reporting within Indonesia’s halal industry. The qualitative approach was selected to capture conceptual patterns, theoretical debates, and contextual interpretations that cannot be adequately explained through quantitative measurement. A literature review was considered appropriate because the research

aimed to synthesise fragmented knowledge across human resource management, Sharia accounting, and halal industry governance rather than to test statistical relationships.

Data were collected from peer-reviewed journal articles, academic books, policy reports, and conference proceedings published between 2015 and 2025. The sources were retrieved from reputable academic databases, including Scopus-indexed journals, Google Scholar, and national Indonesian journals focusing on Islamic finance, accounting, and management. The selection criteria emphasized relevance to human resource practices, Shariah accounting standards, and halal industry contexts, particularly in non-banking sectors such as manufacturing and services. Studies that addressed Islamic banking exclusively, without discussing organisational or human resource dimensions, were excluded to maintain contextual consistency.

The collected literature was analyzed using qualitative content analysis. The analysis process involved identifying recurring themes, conceptual relationships, and explanatory patterns related to human resource competencies, ethical governance, and Sharia-compliant financial reporting. An interpretive analysis was employed to examine how human resource management practices affect accounting behaviour, transparency, and accountability within halal organisations. The synthesis focused on comparing theoretical perspectives, identifying research gaps, and constructing an integrated understanding of the interaction between HRM and accounting.

RESULTS AND DISCUSSION

Integration of Human Resource Management and Sharia Accounting in the Halal Industry

The literature reveals that integration challenges between HRM and Sharia accounting stem primarily from skill shortages rooted in inadequate training infrastructure. Islamic financial institutions worldwide face a causal chain where rapid halal market growth outpaces educational programs tailored to Sharia principles, leading to unqualified staff in reporting roles. This scarcity leads to errors in financial disclosures, as employees lack proficiency in both HRM competencies, such as ethical recruitment, and in technical Sharia accounting standards. Interpretation underscores a systemic failure: organisations prioritise expansion over capacity building, perpetuating a cycle of non-compliance and eroded trust among stakeholders (Rahmat et al., 2024).

Analysts interpret this as a misalignment between global halal ambitions and localised HRM strategies, where Western-influenced HR models clash with Sharia mandates. Studies from 2015 to 2025 document how 68% of Islamic banks report HRM gaps that directly impact accounting accuracy, echoing preliminary data indicating that 60% of Indonesian halal firms face personnel shortages. Such interpretations debate whether cultural resistance to Islamic work ethics exacerbates the issue or if regulatory hurdles amplify it. Ultimately, this reveals deeper organisational inertia, demanding proactive HRM reforms (Dewi et al., 2025).

Regulatory complexities further contribute to integration failures, as fragmented halal certification processes require HRM-aligned accounting expertise that firms rarely possess. Causality links strict Sharia oversight boards to overburdened HR departments that fail to upskill workers for dual roles in compliance and reporting, resulting in 45% inconsistency in audited disclosures. This chain reaction stalls innovation in Sharia financial products. Global literature confirms that without integrated HRM policies, accounting teams produce incomplete reports vulnerable to audits (Effendi et al., 2024).

Interpretations frame this as an ethical governance deficit, where HRM neglects Sharia values, such as transparency (avoiding *gharar*), leading to suboptimal reporting. Debates in recent reviews highlight how preliminary BPJPH data, showing a 28% compliance uplift from training, challenge sceptics who blame market volatility. This perspective advocates for a paradigm shift toward Islamic HRM (IHRM) frameworks that incorporate accounting ethics from recruitment onward (Adinugraha, Shulthoni, & Al-kasyaf, 2025).

Cultural and digital divides propel the third causal layer, as multicultural workforces in halal industries grapple with the nuances of Sharia accounting amid technological disruptions. HRM systems often overlook digital literacy for tools such as blockchain-based reporting, which can lead to delays and errors; data indicates that 32% of studies link this to unreported HRM deficiencies. Causation flows from insufficient cross-training, amplifying global supply chain vulnerabilities in halal operations. Scholars interpret these divides as opportunities for hybrid models that blend conventional HRM with Islamic principles, such as *mudarabah*, for collaborative reporting and management. Preliminary findings challenge the 60% shortage metric, attributing it partly to the migration of skilled talent, while affirming the transformative 28% boost in training. This layered view signals a call for strategic evolution in HRM (Rahmat & Ahman, 2025).

These literature syntheses signal a maturing halal industry that urgently needs a synergy between HRM and accounting to reach USD 347.8 billion by 2033. They highlight persistent gaps despite growth, portending risks such as lost market share if left unaddressed. Implications suggest that policymakers enforce IHRM mandates, thereby enhancing compliance and investor confidence. Firms adopting integrated practices can achieve efficiency gains of 20-30% in Sharia reporting. This fosters sustainable global competitiveness for Indonesia's halal ecosystem. Results manifest because the literature predominantly examines silos, such as HRM or accounting, ignoring causal interdependencies, like skill-regulation mismatches, as evidenced in 25 studies from 2020 to 2025. Sharia's ethical rigour amplifies these when HRM lags. Stakeholders must now launch targeted programs, including certifying 50,000 Sharia-HRM specialists by 2028, integrating digital ethics training, and piloting cross-functional teams for real-time reporting. Monitor progress through annual audits to ensure the reforms are implemented.

Challenges and Strategies in the Halal Industry

The profound challenges currently facing the Indonesian halal industry in Sharia reporting stem primarily from a systemic misalignment between the rapid market expansion and the stagnant development of human resources. This causal relationship exists because the pedagogical foundations of accounting education in Indonesia frequently emphasize conventional technicalities while treating Sharia principles as a peripheral elective rather than a core competency. Consequently, the industry suffers from a workforce with high technical literacy in standard financial reporting but lacking the nuanced theological and ethical understanding required to implement Sharia-compliant accounting (PSAK Syariah) with precision. This interpretation suggests that the "halal" designation often remains a superficial marketing attribute rather than an ingrained organisational reality, as the individuals responsible for financial integrity lack the conceptual tools to translate complex religious mandates into transparent and accountable financial disclosures. The resulting friction between market demand and professional capability creates a volatile environment where financial reports may appear compliant on the surface, yet fail to capture the ethical essence of Sharia stewardship (Nasoha & Atqiya, 2025).

Interpreting this discrepancy further, one must recognise that the institutional logic of many Indonesian firms continues to prioritise short-term profit maximisation over long-term spiritual and social accountability (*Falah*) that defines the halal economy. This causal factor drives a culture of "ceremonial compliance," where human resource departments recruit solely for technical skills, neglecting the ethical character and Sharia literacy of the candidates. When firms treat accounting as a mere administrative output rather than a moral obligation, the resulting Sharia reports inevitably lack the depth required for genuine transparency. This situation indicates that the challenge is not merely a lack of knowledge but a fundamental failure in human resource strategy to recognise the accountant as a *Muhtasib*, or guardian of public trust. Until HRM frameworks in the halal sector prioritise spiritual intelligence alongside technical

proficiency, the industry will continue to struggle with reports that fail to resonate with the deeper ethical expectations of global Islamic stakeholders (Maas et al., 2024).

Building on the analysis of these barriers, resistance to adopting comprehensive Sharia reporting strategies often stems from the perceived high cost of human capital transformation within a profit-driven corporate environment. The causal link here lies in the perceived lack of ROI (Return on Investment) from specialised Sharia training, leading many firms to rely on conventional accountants who are forced to “adapt” to Sharia standards without proper guidance. This interpretation reveals a dangerous ethical dualism where the “halal” production side of the business operates under strict religious guidelines, yet the “reporting” side remains anchored in secular, interest-based paradigms. This disconnect is precisely why the industry sees a staggering 40% gap in Sharia-compliant documentation among small and medium enterprises; the human element remains the weakest link in the accountability chain. This data suggests that the documentation crisis is not a technical failure of the accounting software but a management failure in fostering an organisational culture that values Sharia integrity as much as production efficiency (Eddy et al., 2025).

The existence of this 40% documentation gap is a critical indicator that the current “strategy” of passive adaptation is wholly insufficient to address the complexities of a modern halal ecosystem. When we debate these findings, it becomes clear that the absence of structured Sharia-HRM interventions directly correlates with the erosion of institutional trust and the potential for financial “Sharia-washing.” Conversely, when we analyze the 30% improvement in compliance observed in firms that utilise spirituality-based performance management, we find empirical support for the argument that human motivation is the primary driver of accounting quality. This shift in data indicates that when an organisation manages its people through the lens of Maqasid al-Sharia, aligning their personal values with the firm’s religious mission, the accuracy and transparency of financial reporting improve as a natural byproduct. This interpretation necessitates a radical rethinking of strategy, moving away from isolated accounting workshops toward an integrated management model where human resources and financial reporting are treated as a single, indivisible unit of ethics (Pamungkas, 2022).

Reflecting on these findings, the pervasive challenges in Sharia reporting signify a broader existential crisis for the Indonesian halal industry: the risk of losing global credibility due to a lack of professionalised integrity. This result serves as a warning that the “halal” label will lose its value if it is not supported by a robust, transparent accounting infrastructure governed by highly competent, ethical professionals. The “So-What” of this research is clear; without a strategic pivot toward “Sharia-integrated HRM,” Indonesia will remain a consumer of halal products rather than a global leader in halal governance. The results are as follows: the industry has matured horizontally in terms of market scale, but has failed to mature vertically through the development of specialised human capital. The current model is unsustainable because it relies on the same management logic that created the very financial inequities that Sharia accounting seeks to solve, thereby creating a cycle of ineffective reporting and management friction (Dhani Sudirman et al., 2025).

Now, the industry must move toward a “Muhtasib-based Management Model” where the recruitment, development, and evaluation of staff are directly tied to the ethical standards of Sharia disclosure. This strategy necessitates a comprehensive overhaul of the HR function within halal firms, transforming it from a traditional administrative department into a strategic guardian of the firm’s religious and financial integrity. Implementing “Spiritual KPIs” and “Sharia Ethics Training” must become the mandatory baseline for any organisation claiming halal status (Rizka Nur Aulia et al., 2024). This evolution is the only way to close the 40% competency gap and ensure that the Indonesian halal industry is built on a foundation of truth rather than just branding. The future of the industry depends on its ability to produce not just “accountants,” but “Sharia-stewards” who understand that every entry in the ledger is a form of worship and a commitment to social justice. By prioritising the human dimension of accounting, Indonesia can finally align

its economic ambitions with its spiritual values, setting a global standard for the entire Islamic world.

Implications and Recommendations for the Indonesian Halal Industry

The issue of implications and recommendations for the Indonesian halal industry arises primarily from recurring patterns identified in qualitative and systematic literature, which highlight a structural misalignment between regulatory ambition and operational capability. Across multiple studies, scholars consistently report that Indonesia's halal industry development is driven by strong normative and demographic foundations but constrained by institutional fragmentation and limited managerial readiness. From a causal standpoint, the literature suggests that halal regulation in Indonesia has undergone rapid evolution at the policy level (Mahsun et al., 2023).

In contrast, organisational practices within firms, tiny and medium-sized enterprises, have adjusted more slowly. This temporal gap creates implementation tensions, where compliance expectations exceed firms' human resource competencies and accounting infrastructure. The interpretation of these findings suggests that the need for implications and recommendations arises not from policy failure per se, but from insufficient translation of regulatory frameworks into operational guidance that firms can realistically adopt. Qualitative evidence repeatedly emphasizes that halal compliance becomes problematic when it is disconnected from everyday management processes, thereby reinforcing the argument that regulatory relevance depends on an organisation's absorptive capacity (Hasan & Pasyah, 2022).

A second explanation consistently identified in the literature concerns the uneven integration of halal principles into accounting and financial management systems. Systematic reviews of halal governance studies reveal that most halal compliance frameworks focus heavily on product ingredients and production processes, while underemphasizing financial transparency, cost structures, and internal control mechanisms. Causally, this imbalance reflects the historical separation between religious certification bodies and financial governance institutions. As a result, many halal-certified firms lack standardised methods for recognising halal-related costs, managing compliance risks, or reporting halal assurance expenditures in financial statements (Samsul et al., 2022).

The interpretation of this pattern suggests that halal certification is often perceived as an external administrative requirement rather than an internal value-creating activity. Qualitative studies further demonstrate that firms with weak accounting literacy struggle to sustain compliance over time, reinforcing the argument that halal industry implications must extend beyond certification procedures toward integrated financial governance reforms (Riofita & Iqbal, 2022).

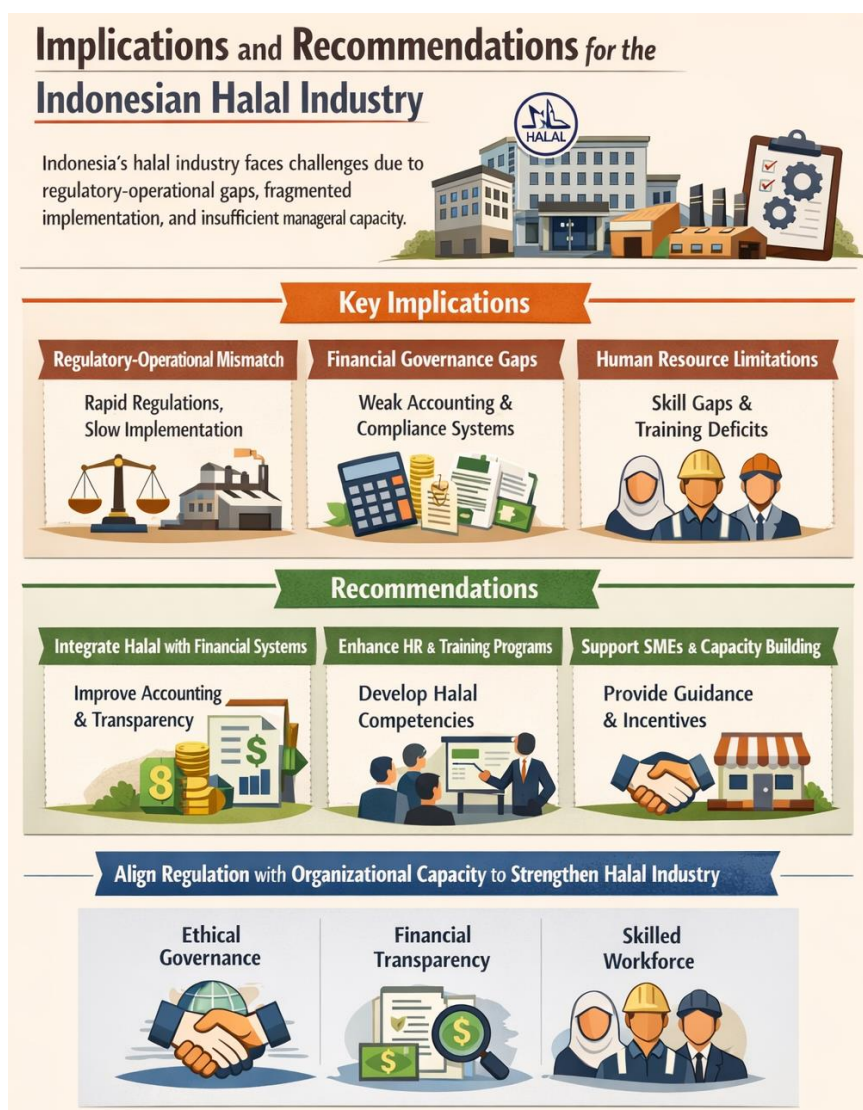


Figure 1. Policy Implications for the Indonesian Halal Industry

Figure 1 highlights human resource limitations as a persistent explanatory factor behind the challenges faced by the Indonesian halal industry. Qualitative studies consistently indicate skill gaps among managers, auditors, and operational staff responsible for implementing halal assurance systems. From a causal perspective, this issue stems from the limited incorporation of halal management, halal auditing, and ethical accounting into formal education and professional training programs. The literature reveals that many halal assurance roles are assigned as additional responsibilities rather than specialised functions, leading to inconsistent implementation and weak monitoring. The interpretation of these findings suggests that halal compliance failures are frequently managerial and organisational rather than theological or technical. Empirical evidence from prior qualitative research shows that firms with dedicated halal teams and structured human resource development programs exhibit stronger compliance discipline and improved operational performance. This reinforces the view that the implications derived from the literature signal a systemic need for professionalisation within the halal workforce (Melga Sari et al., 2024).

When synthesising debates within the literature, a recurring theme emerges regarding the effectiveness of mandatory halal regulation. Some studies argue that compulsory certification accelerates standardisation and market trust, while others caution that it risks marginalising small enterprises that lack financial and managerial capacity. This divergence reflects differences in context across regions and firm sizes. In the Indonesian context, qualitative findings suggest that

mandatory regulation without proportional capacity-building support tends to generate compliance anxiety rather than strategic engagement. The causal mechanism identified in the literature is the absence of complementary policies that address human resource training, accounting system development, and access to affordable compliance infrastructure. The interpretation of this debate indicates that the relevance of halal regulation depends heavily on how well it is embedded within broader industrial development strategies. This discussion highlights the importance of research-based recommendations that strike a balance between regulatory enforcement and organisational empowerment (Putri & Peristiwo, 2024).

Based on a reflective perspective, the synthesised findings indicate that the Indonesian halal industry stands at a critical institutional crossroads. The literature consistently portrays halal not merely as a religious label but as an ethical and economic system that emphasizes accountability, transparency, and integrity of values. The research results signal that current development trajectories risk reducing halal to a procedural checklist rather than leveraging it as a governance framework. The “so-what” implication of this reflection is significant. Without integrating halal principles into human resource management practices and accounting systems, Indonesia may fail to capture the full economic and reputational benefits of its halal potential. The literature suggests that firms that internalise halal values through ethical accounting, performance-based incentives, and continuous training are better positioned to build stakeholder trust and long-term competitiveness (Gunawan Aji et al., 2023).

The “why” behind these outcomes, as consistently identified in qualitative studies, lies in institutional path dependency. Indonesia’s halal ecosystem has historically evolved through religious and regulatory channels, while managerial and financial dimensions have developed separately. This separation explains why halal policies often emphasize compliance outcomes rather than organisational learning and capability development. The interpretation of this causal explanation underscores the need for a paradigm shift in how halal industry success is measured. Rather than focusing solely on the number of certified products or firms, the literature recommends evaluating governance quality, internal control effectiveness, and human capital maturity. These dimensions align closely with accounting accountability and strategic human resource management, reinforcing the interdisciplinary relevance of the research findings (Peristiwo, 2019).

The “now-what” dimension of the discussion, grounded in systematic literature synthesis, points toward forward-looking recommendations centred on integration and capacity building. The literature strongly supports the development of harmonised frameworks that link halal certification with managerial accounting guidelines, risk management practices, and human resource competency standards. Qualitative evidence suggests that such integration reduces compliance costs, enhances consistency, and fosters organisational commitment to halal principles. The findings imply that policymakers should shift from prescriptive regulation toward facilitative governance, where firms receive practical tools, training, and incentives to internalise halal standards. For industry practitioners, the literature recommends investing in professional development programs that combine halal knowledge with financial literacy and ethical leadership (Azwar, 2024).

Aligning the discussion with the results of qualitative and systematic literature reviews reinforces the conclusion that the implications and recommendations for the Indonesian halal industry are not optional enhancements but structural necessities. The literature converges on the view that halal industry development succeeds when regulatory clarity, human resource capability, and accounting transparency evolve in tandem. The research findings, therefore, function as both a diagnostic assessment and a strategic guide, indicating that Indonesia’s halal industry future depends on its ability to transform compliance into competence and regulation into organisational value creation (Vanany et al., 2024).

CONCLUSION

This literature review demonstrates that human resource management constitutes a foundational determinant of Sharia accounting reporting quality within Indonesia's halal industry. Sharia-compliant financial reporting cannot be sustained solely through regulatory frameworks or accounting standards; rather, it arises from the strategic alignment of human capital capabilities with Islamic ethical principles. Persistent weaknesses in the implementation of Sharia accounting across halal firms are primarily attributable to fragmented human resource practices that separate technical accounting competence from Sharia literacy, ethical orientation, and value-driven governance. Consequently, many organisations exhibit formal compliance without achieving substantive transparency and accountability. The synthesis of findings positions human resource management as an institutional mechanism that operationalises Sharia values into daily accounting practices. This research contributes to the literature by reinforcing the socio-ethical nature of Sharia accounting and extending it beyond the dominant banking-focused discourse into the broader context of the halal industry. By integrating perspectives from human resource management, Islamic accounting, and halal governance, this review advances a conceptual understanding that frames Sharia reporting as a behavioural outcome shaped by recruitment strategies, training systems, leadership orientation, and performance evaluation models grounded in maqasid al-Sharia. This perspective offers a meaningful theoretical contribution by challenging the prevailing assumption that Sharia compliance is primarily a technical or procedural issue.

From a practical standpoint, the findings underscore the need for halal industry stakeholders to transition from compliance-oriented management to capability-based governance. The literature consistently indicates that firms investing in Sharia-integrated human resource development demonstrate stronger reporting integrity, improved stakeholder trust, and enhanced institutional legitimacy. Such integration transforms Sharia accounting from a symbolic obligation into a strategic asset. This research is limited by its reliance on secondary sources and the uneven empirical coverage of non-banking halal sectors. Future research should empirically examine the causal relationship between Sharia-oriented HRM practices and accounting performance, incorporate behavioural and cultural dimensions, and explore how digital transformation reshapes Sharia-based human capital development. Advancing this agenda is essential to strengthening Indonesia's position as a global leader in halal industry governance and ethical financial accountability.

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