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The Impact of Artificial Intelligence (AI) Implementation on the Labor Market from the Perspective of Maqashid Syariah

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ABSTRACT

Research Aims: This study aims to analyze the impact of AI implementation on the labor market by integrating the Maqashid Syariah perspective as an ethical framework.

Methodology: This research employed a qualitative approach with library research methods. Data was collected from journals, books, research reports, and academic publications. Analysis was conducted using content analysis through data reduction, presentation, and drawing conclusions.

Research Findings: The implementation of AI has three main effects on the labor market: (1) productivity effect, namely increased efficiency, productivity, and work safety, (2) replacement effect, namely the shift in human roles due to automation, especially in routine work, and (3) recovery effect, namely the creation of new jobs that require high skills and digital competencies. AI increases productivity and opens up new job opportunities, but also raises challenges such as structural unemployment, skills gaps, and ethical implications. From the perspective of Maqashid Syariah, these impacts can be directed so that technological progress remains oriented towards the benefit through the principles of *hifz al-mal* (protection of property), *hifz al-nafs* (protection of life), and *hifz al-'aql* (protection of reason).

Theoretical Contribution: This research integrates Islamic ethics in understanding the transformation of the digital labor market.

Research limitation and implication: This research is limited to literature sources without empirical data support. The implications of this research can form the basis for formulating inclusive and sustainable employment policies.

Keywords: Artificial Intelligence, Maqashid Syariah, Labor Market

INTRODUCTION

Artificial intelligence(AI) is one of the major breakthroughs in technological development and automation. AI, or artificial intelligence, refers to the results of technological innovations that enable computer systems to mimic human intellectual abilities, such as understanding, learning, and making decisions based on available data (Rangkuti, 2024). The term AI was first introduced by John McCarthy, a professor from the Massachusetts Institute of Technology (MIT), at the Dartmouth conference in 1956. At the

conference, it was defined that the main goal of AI is to understand and model human thought processes, as well as to design machines that can imitate human behavior (Wijaya, 2013).

The development of AI has had a significant impact on various aspects of human life, particularly on the structure and dynamics of the labor market. Artificial intelligence-based innovations have transformed work patterns and company operational processes, primarily through automation that replaces routine and repetitive tasks. This phenomenon has given rise to the replacement effect, a shift in human roles that is replaced by technology (Arifah et al., 2022).

Anxiety about job losses due to AI is growing as technology advances. According to the World Economic Forum (2020) in the Future Jobs report, it is estimated that by 2025, 43% of industry players surveyed indicated they would reduce their workforce due to technological integration. In Indonesia, according to the McKinsey report (2019) as many as 23 million jobs could be displaced by automation by 2030. However, the report also emphasizes that while automation has the potential to displace some types of jobs, new jobs will emerge in line with digital innovation trends. This demonstrates that the implementation of AI has a complex impact on the labor market.

This complexity poses serious challenges for the workforce. Some types of jobs, particularly those that are routine and analytical, are vulnerable to automation. As a result, the risk of unemployment among low-skilled workers is increasing, while demand for high-skilled workers is actually increasing (Masayuki, 2017; Zein, 2021). This situation widens the economic and social gap between workforce groups. Furthermore, the implementation of AI also raises ethical issues, such as data misuse and threats to individual privacy (Masrichah, 2023). Therefore, the implementation of AI needs to be accompanied by an ethical framework that balances technological efficiency with the values of justice, ethics, and responsibility.

Islam, as a comprehensive religion, has established ethical guidelines for various aspects of life that can serve as a basis for assessing the acceptability of new technologies, including AI. Concepts such as justice *('adl),* benefit *(maslahah),* and responsibility *(amanah)* are key benchmarks for determining whether a technology can be used ethically (Muji & Khairunnisa, 2024). Furthermore, consideration of potential harms *(mafsadah)* is also important to ensure that the use of AI does not cause damage or social inequality.

These principles are in line with the concept of Maqashid Syariah, which emphasizes achieving benefits and avoiding harm for humans (Lusiana et al., 2024). Thus, Maqashid Syariah can be used to ensure that AI implementation is not only oriented towards efficiency and economic benefits, but also takes into account aspects of justice, ethics, and welfare for labor market players, namely by fulfilling the rights, security, and sustainability of employment for the workforce.

Previous research has extensively examined the impact of AI on the labor market (Adha et al., 2020; Arifah et al., 2022) and the application of Maqashid Syariah in the development of modern technology (Muji & Khairunnisa, 2024). However, no research has specifically analyzed the impact of AI on the labor market using the Maqashid Syariah perspective. This gap is significant because AI has the potential to threaten the objectives of Maqashid Syariah, specifically *hifdz al-mal* (protection of wealth), *hifdz al-nafs* (protection of life and dignity), and *hifdz al-aql* (protection of reason). Therefore, this study aims to

examine the impact of AI implementation on the labor market by integrating the Maqashid Syariah perspective as an ethical framework.

Specifically, this research will answer two main questions: (1) How does the implementation of AI impact the labor market? And (2) how can the Maqashid Syariah perspective be used to understand and manage it? This analysis is important to ensure that technological transformation is not only oriented towards efficiency and economic benefits, but is also aligned with the values of Maqashid Syariah, which emphasizes the welfare, by considering the rights and welfare of workers in a fair and sustainable manner.

LITERATURE REVIEW

Artificial Intelligence (AI)

Artificial Intelligence (AI) is a branch of computer science that aims to develop systems and machines capable of performing tasks that normally require human intelligence (Eriana & Zein, 2023). AI is not just a technology, but a complex system that can utilize data, learn independently, and make intelligent decisions based on its learning (Gbadegeshin et al., 2021). The main concepts of AI include Machine Learning, Artificial Neural Networks, Fuzzy Logic, Natural Language Processing/NLP, Heuristic Optimization, and Knowledge-Based Systems (Rifky et al., 2024).

In the context of the labor market, AI has a significant impact due to its ability to automate tasks previously performed by humans. Several studies have highlighted the impact of Artificial Intelligence (AI) implementation on the labor market. Acemoglu and Restrepo (2018) explain that AI technology automation has two main effects: the productivity effect, which increases efficiency and output, and the displacement effect, when AI replaces human tasks. Research by Arifah et al (2022) emphasizes the existence of a substitution effect in the service sector, where AI-based innovation causes a shift in human functions in completing operational tasks.

Next, Zein (2021) highlights the importance of adapting worker skills, as changes in job structures due to AI demand more adaptive and complex competencies. Furthermore, several studies indicate the emergence of new jobs as an indirect impact of AI implementation. Masrichah (2023) and the World Economic Forum (2025) explained that while some jobs are lost, AI technology is also driving the creation of new ones, particularly in digital, data management, and AI system development. This phenomenon demonstrates that the transformation of the labor market due to AI is not only disruptive but also opens up opportunities for new, more diverse, and complex jobs, emphasizing the need for new skills in both technical and soft skills.

Labor Market

The labor market is a market that interacts between supply and demand for labor (Amelia, 2023), where workers look for jobs that suit their skills and abilities while employers look for workers that suit the company's needs (Syafitri et al., 2024). The labor market is an important component of the economy, which can be influenced by changes in economic structure, social dynamics, and technological developments (Arison HN, 2023). One of the significant changes in the last decade has been digitalization driven by Artificial Intelligence (AI), which is changing the way work is done, the structure of the workforce, and the skills required.

Several studies highlight how AI impacts labor risk and demand. Masayuki (2017) found that workers' perceptions of the risk of job loss due to AI developments depended heavily on their skill sets. Workers with analytical, cognitive, and interpersonal skills reported lower levels of concern, while workers with skills more easily replaced by technology were more vulnerable to disruption.

Furthermore, research by Arntz et al. (2016) emphasizes the importance of viewing automation risks at the task level, rather than the profession as a whole, as many jobs consist of a combination of routine and non-routine tasks. Non-routine tasks, which are "less automatable," are more difficult to completely replace by machines. This task-based approach aligns with the findings of Acemoglu and Restrepo (2018), who assert that automation can shift some tasks from workers to machines, thereby impacting labor demand for non-automated tasks. Thus, the literature shows that AI implementation leads to shifts in job structure, changes in skill needs, and uneven impacts across worker groups.

Maqashid Sharia

Maqashid al-Syari'ah refers to the basic objectives of establishing Islamic law, namely understanding the meanings, wisdom, goals, secrets, and things that underlie the formation of a sharia provision. The basic principle is to realize goodness while avoiding evil, or to attract benefits and reject harm *(dar'u al-mafasid wa jalb al-masalih)* for humans, both in worldly and hereafter aspects (Nasution & Nasution, 2020). The scholars then formulated five main objectives of sharia, which are called al-kulliyat al-khamsah (five basic principles), namely: *hifdz al-din* (protecting religion), *hifdz al-nafs* (protecting the soul), *hifdz al-aql* (protecting reason), *hifdz al-nasl* (protecting offspring), *hifdz al-mal* (protecting property) (Hermanto, 2022). Then Al-Syatibi classified this concept by dividing Maqashid into three levels of needs: dharuriyat, hajiyat, and tahsiniyat (Jalili, 2021), each of which describes the urgency of its needs in human life.

In the modern context, Maqashid Syariah plays a role not only as a basis for establishing law, but also as a normative framework for assessing the impact of social and economic changes, including changes triggered by technological developments. The development of Artificial Intelligence (AI) has brought about major transformations in the world of work, from automation replacing some human tasks to increasing the risk of economic inequality due to changes in the job structure (Lusiana et al., 2024). Besides that, the development of AI also raises ethical issues such as data misuse and threats to individual privacy (Masrichah, 2023; Mohadi & Tarshany, 2023). This condition demands an ethical perspective that is able to ensure that technological innovation remains within the framework of public interest.

Several studies also confirm that Maqasid Syariah can serve as an ethical foundation for addressing contemporary technology-related issues. Mohadi and Tarshany (2023) explain that the principles of Maqasid, particularly the protection of intellect, life, and property, can be used to evaluate the extent to which technological developments such as AI benefit or harm individuals or society. Thus, Maqasid Syariah offers a relevant assessment tool for the transformations brought about by modern technology.

In the context of changes in the labor market structure due to the development of AI, Maqasid Syariah can be used as an ethical framework to assess whether this technological transformation brings benefits or causes harm. The risks of automation, job losses, and

economic inequality relate to the protection of hifdz al-mal (living rights) and hifdz al-nafs (living rights), while the opportunity for the emergence of new jobs that require creativity and intellectual capacity is relevant to hifdz al-aql (living rights). Thus, Maqasid Syariah serves as a guideline for evaluating the impact of AI on worker welfare and ensuring that technological change remains aligned with the values of benefit.

Table 1. Summary of Previous Research

Article Title	Researchers	Findings
Artificial Intelligence, Automation, and Work	Daron Acemoglu, Pascual Restrepo	AI replaces some human jobs (displacement effect) but also increases efficiency and creates new job opportunities in non-automated tasks (productivity effect). Challenges arise in adapting worker skills to new technologies and the limitations of economic adaptation to automation (Acemoglu & Restrepo, 2018).
Job Replacement Artificial Intelligence in the Service Industry: Systematic Literature Review	Ika Diyah Candra Arifah, Mahaning Indrawaty Wijaya, Silviana Mar'atus Sholihah	In the service sector, AI is gradually taking over human tasks. Jobs requiring mechanical and analytical intelligence are likely to be replaced more quickly, while tasks requiring intuition and empathy remain reliant on humans. This study emphasizes the importance of balanced human-machine interaction (Arifah et al., 2022).
Artificial Intelligence in Service Automation	Siti Masrichah	AI brings both opportunities and risks: it displaces some jobs, raises privacy challenges, and requires the development of new skills. However, AI can also improve operational efficiency (Masrichah, 2023).
Who Are Afraid of Losing Their Jobs to Artificial Intelligence and Robots? Evidence from a survey	Morikawa Masayuki	Perceived risk of job loss is influenced by skill type. Workers with high and adaptive skills have a lower risk, while workers with skills easily replaced by AI are more vulnerable (Masayuki, 2017).
The Risk of Automation for Jobs in OECD Countries	Melanie Arntz, Terry Gregory, Ulrich Zierahn	Task-based analysis shows that only a small proportion of jobs are truly automated. Low-skilled workers are more affected, and skills matching and reskilling are crucial to reducing inequality (Arntz et al., 2016).
Challenges and Threats of Artificial Intelligence in Maqasid Sharia Perspective	Lusiana, Muhammd Harun, Ema Fathimah, Wasti Indah Haryani Daulay	AI brings convenience and efficiency, but it also poses ethical challenges and job-displacing risks. Proper oversight and regulation are needed to ensure the benefits of AI are accounted for (Lusiana et al., 2024).
Maqasid Al-Shari'ah and the Ethics of Artificial Intelligence: Contemporary	Mawloud Mohadi, Yasser MA Tarshany	AI raises ethical challenges related to privacy and data manipulation. The

Challenges	Maqasid Sharia perspective provides ethical guidance for developing and using AI to ensure it aligns with the values of justice and protection (Mohadi & Tarshany, 2023).

While previous studies have highlighted the impact of AI on the labor market from an economic or technical perspective, no research has specifically linked these impacts to an ethical perspective, particularly through the Maqashid Syariah framework. This research aims to fill this gap by examining the impact of AI implementation comprehensively, integrating labor market analysis and the principles of Maqashid Syariah to ensure that the transformative impact of technology remains aligned with the values of maslahah, which take into accountjustice, ethics, and welfare for labor market players, namely by fulfilling the rights, security, and sustainability of employment for workers.

RESEARCH METHOD

This research uses a qualitative approach with library research. This approach was chosen because it allows for an in-depth analysis of the implementation of Artificial Intelligence (AI) in the labor market through a review of various scientific literature and relevant academic sources. According to Zed (2014), literature study is a research method that relies on reviewing various library sources to obtain relevant data and information without collecting field data.

The data sources in this study are secondary data obtained through a systematic search of journal articles, books, research reports, and other academic publications available through Google Scholar, ResearchGate, Semantic Scholar, and other credible sources. The search was conducted using keywords such as "artificial intelligence," "labor market," and "Maqashid Syariah" along with their variations in English and Indonesian.

The literature selection process was carried out based on inclusion criteria, namely: (1) literature discussing AI, the labor market, or Maqashid Syariah, (2) originating from verified academic sources, (3) published between 2015 and 2025, and (4) available in Indonesian or English. The exclusion criteria included literature that was non-academic opinion, did not have a clear method, or was not directly related to the research focus. Based on this selection process, this study analyzed approximately 25-30 articles that were considered the most relevant and representative of the research focus.

The data was analyzed using content analysis techniques, namely a systematic approach to identifying patterns, themes, and meanings contained in various literature (Asfar, 2019). The analysis was conducted through three stages: (1) data reduction by selecting information regarding the impact of AI in the labor market and the accompanying ethical issues, (2) data presentation by grouping the findings into themes such as the positive impact of AI, potential job replacement, changing skill needs, and socio-economic implications, and (3) drawing conclusions by interpreting the findings using the Maqashid Syariah framework.

The Maqashid Syariah framework used in this study refers to the Maqashid al-Syatibi approach, which focuses on five main objectives (hifz al-din, al-nafs, al-'aql, al-nasl, al-mal). This approach was chosen because it is relevant to evaluating the socio-economic and ethical impacts of modern technology. The research analysis focused on three

principles that are most relevant to the labor market and AI implementation, namely hifz al-mal (protection of property), hifz al-nafs (protection of life), and hifz al-'aql (protection of reason).

RESULTS AND DISCUSSIONS

Implementation of Artificial Intelligence in Various Sectors

Artificial Intelligence (AI) has been widely adopted across various sectors, bringing significant changes to job structures and required skills. In the manufacturing sector, AI automates production and maintenance processes, increasing efficiency while reducing the need for labor for routine tasks (Lubis, 2021; Tarumingkeng, n.d.). In the healthcare sector, AI supports medical diagnosis, personalized care, and robotic surgery, but this also creates a need for new skills to remain relevant (Rokom, 2024; Yunos & Hamdan, 2024).

In education, AI is used for adaptive learning and automated evaluation, which changes the role of teachers from traditional instructors to technology-based learning facilitators (Hakim et al., 2024). Meanwhile, in the business and service sectors, AI is driving operational efficiency through process automation and data analysis, but it is also shifting workers' roles from routine tasks to more complex and creative ones (Rifky et al., 2024).

The widespread implementation of AI shows that this technologynot just a complementary tool, but a crucial element that can increase efficiency, productivity, innovation, and competitiveness. However, although AI implementation offers productivity and innovation benefits, some studies emphasize the risk of job replacement, especially in routine and repetitive tasks (Acemoglu & Restrepo, 2018; Arifah et al., 2022). Therefore, AI implementation requires adaptation of worker skills and policies that take into account socio-economic impacts, so that technological transformation can provide optimal benefits without creating inequality in the labor market.

The Impact of Artificial Intelligence Implementation on the Labor Market

The implementation of Artificial Intelligence (AI) has triggered significant transformations in the labor market, where this technology not only replaces certain tasks but also increases productivity and creates new roles. This transformation can be categorized into three main effects: the productivity effect, the replacement effect, and the recovery effect.

1. Productivity effect

   The implementation of AI increases efficiency and productivity in various work sectors by utilizing machine learning algorithms to analyze big data quickly and accurately, surpassing human capabilities in precision and speed of decision-making (Rifky et al., 2024). This increased efficiency allows the workforce to focus on strategic and creative tasks, while AI handles routine work, thereby driving increased output and optimizing work quality (Acemoglu & Restrepo, 2018). For example, the use of AI has been shown to increase the output of customer service agents by 13,8%, business professionals by 59%, and computer programmers by 126% (Wahyundaru, 2023).

   In addition, AI drives innovation and streamlines work processes. The integration of digital technology in the Industry 4.0 era accelerates workflows, reduces

operational disruptions caused by human error, and aids the development of new products and services (Kopp et al., 2016; Ririh et al., 2020). AI also enables flexible work patterns, including remote work, so that the workforce can increase productivity without being limited by physical location (Zein, 2021).

The implementation of AI also contributes to workplace safety and well-being. AI-based systems can detect potential hazards, identify risk patterns, and provide early warnings, thereby reducing accidents and increasing operational efficiency (Khatami Fahmi Putra et al., 2024).

Furthermore, AI's positive impact on productivity is also reflected in overall business performance. According to a PwC report (2025), the majority of global business leaders recognize the contribution of AI to employee efficiency, sales, and company profitability, as shown in Table 2.

Table 2. Contribution of AI to Global Business Performance

Indicator	Percentage
Employee Efficiency	56%
Sale	32%
Profitability	34%

Source: PricewaterhouseCoopers (PwC, 2025)

The data in Table 2 shows that AI implementation has been proven to significantly boost productivity effects. PwC Report (2025) states that 56% of global business leaders reported increased employee efficiency, a 32% increase in sales, and a 34% increase in profitability due to AI implementation. These findings confirm that AI not only increases economic productivity but also plays a role in optimizing operations and creating added value for organizations.

2. Replacement effect

The implementation of AI has a significant impact on the labor market through the replacement effect, namely, the replacement of routine and repetitive human tasks (Akbar & Kurniawan, 2023; Rachmadana et al., 2022). Jobs with a high proportion of routine tasks are at greater risk of automation than non-routine jobs that require complex cognitive and problem-solving skills (Arntz et al., 2016).

The process of replacing human jobs with AI is not a complete one, but rather occurs at the task level, not the entire job. Most jobs consist of a combination of tasks with varying degrees of susceptibility to automation (Arntz et al., 2016). Therefore, some jobs are not completely lost, but rather are redistributed, with simple, repetitive tasks being automated, while more complex tasks still require human intervention. This process is gradual, with AI initially serving as a tool, then slowly transforming work practices across various sectors and potentially taking over more tasks within a given job (Zein, 2021).

The degree of vulnerability to the effects of displacement is uneven across worker groups. Workers with routine tasks and low skills are at higher risk from automation, while workers with analytical skills, complex problem-solving abilities, and interpersonal skills are relatively safe (Masayuki, 2017; Nitto et al., 2017). Sectors that rely on structured, data-driven work processes, such as finance,

healthcare, and telecommunications, are becoming more vulnerable to automation (Akbar & Kurniawan, 2023; Arifah et al., 2022). These findings suggest that the effects of displacement depend heavily on the skill characteristics of the workforce.

On a global and national scale, projections indicate a significant impact of AI's migration effects on the labor market through 2030. Table 3 shows the potential loss of millions of jobs due to automation as well as planned layoffs in various companies.

Table 3. Projected Impact of AI Migration Effects on the 2030 Labor Market

Impact Indicators	Amount/Percentage
Potential Job Loss (Global)	80 Million Jobs
Potential Job Loss (Indonesia)	23 Million Jobs
Layoff Plan (Global)	41% of Companies

Source: McKinsey (2019), World Economic Forum (2025)

The data in Table 3 shows that AI automation has the potential to result in the loss of millions of jobs, both globally and nationally, by 2030. At the global level, an estimated 80 million workers have the potential to lose their jobs due to automation (WEF, 2025). Meanwhile in Indonesia, as many as 23 million jobs are projected to be affected (Mc kinsey, 2019). World Economic Forum survey (2025) also showed that 41% of companies plan to lay off employees as a result of AI integration. This finding highlights a significant shift in workforce needs and the potential for increased structural unemployment if not addressed with appropriate policies.

3. Recovery Effect

The recovery effect occurs when AI implementation not only replaces some jobs but also creates new ones and changes the structure of skills demand in the labor market. While automation disrupts some types of jobs, AI simultaneously opens up opportunities for new roles that previously did not exist.

McKinsey Report (2019) shows that while some jobs will be replaced by automation, new ones will emerge as innovation and technological trends evolve. AI presents new job opportunities in digital and technical fields, such as AI system development, complex data management, and innovative solution development. These developments also create new jobs, particularly for AI specialists and data professionals (Masrichah, 2023; WEF, 2025).

This expansion of job types occurs because AI implementations not only replace specific tasks but also create new demand for complementary tasks. Acemoglu and Restrepo (2018) explain that technological developments often give rise to new, complementary tasks that only humans can perform, thus opening up space for the emergence of new job categories. Thus, AI not only results in the loss of certain jobs but also drives the creation of increasingly diverse and complex job roles.

These changes also impact skills requirements in the labor market. Routine jobs will be disrupted, while demand for high-skill jobs will increase. Soft skills, such as creativity, critical thinking, and interpersonal skills, will become increasingly important because they are difficult to automate (Zein, 2021). In addition, demand for technical skills is also increasing, including programming, AI system development and management, and cybersecurity (Tarumingkeng, n.d.).

Global trends show a significant increase in the use of AI and Big Data-related skills across various sectors. World Economic Forum (2025) predicts a 100% increase in the utilization of technology-based skills by 2030. This reflects a shift in the labor market toward more technology-based jobs requiring analytical, adaptive, and creative skills. The ultimate recovery depends heavily on the workforce's ability to adapt and acquire new skills to remain relevant in the labor market.

Challenges of Implementing Artificial Intelligence in the Labor Market

The implementation of AI in the labor market brings significant transformation, but it also presents challenges that must be anticipated to optimize the technology's potential. These challenges include:

1. Structural Unemployment
   AI-based automation has the potential to cause structural unemployment, especially for workers with low skills and repetitive routine tasks, thereby changing the job structure and triggering the risk of labor instability (Adha et al., 2020; Arifah et al., 2022).
2. Skills Gap
   The rapid development of AI is creating a skills gap, as demand for digital, analytical, and technology management competencies is increasing while the majority of the workforce does not yet possess these skills, necessitating capacity building and training efforts (Masrichah, 2023; World Economic Forum, 2025).
3. Ethical Implications and Regulatory Challenges
   The implementation of AI raises ethical dilemmas regarding data privacy, algorithmic bias, and the potential for discriminatory decisions(Lusiana et al., 2024; Pratama et al., 2023). In addition, current regulations do not fully regulate the use of AI in a safe, transparent, and responsible manner (Putri Ahyang & Hudaya, 2024; Ririh et al., 2020). This issue highlights the need for comprehensive policies and oversight to ensure AI is used fairly, safely, and sustainably.
4. Dependence on AI
   Over-reliance on AI in decision-making and task execution can undermine human critical thinking, creativity, and independent problem-solving abilities (Hakim et al., 2024). If not balanced with cognitive capacity development, AI has the potential to shift humans' role from being controllers of technology to being controlled by the technology itself.

The Impact of Artificial Intelligence (AI) Implementation on the Labor Market from the Perspective of Maqashid Syariah

The implementation of Artificial Intelligence (AI) in the labor market has a significant impact on workers' well-being, safety, and intellectual capacity. From the perspective of Maqashid Syariah, the impact of AI implementation can be evaluated through the principle of maslahah, namely by assessing the extent to which an innovation provides benefits *(jalb al-masalih)* while minimizing harm *(dar'u al-mafasid)* to humans (Elmahjub, 2023; Paryadi, 2021). The three principles of Maqashid that are most relevant to this context are *hifz al-mal* (protection of wealth), *hifz al-nafs* (protection of the soul), and *hifz al-aql* (protection of the mind).

1. *Hifz al-Mal*: Protection of Property

   The principle of hifz al-mal emphasizes the protection and management of wealth in a just and productive manner (Sumidartiny, 2025). In the context of the labor market, employment is the primary instrument for acquiring and protecting wealth. Therefore, structural changes resulting from the implementation of technologies such as artificial intelligence (AI) have direct implications for this principle.

   Within the framework of *hifz al-mal* (living welfare), AI has two primary impacts. On the one hand, this technology improves operational efficiency and productivity, drives economic growth, and optimizes resource utilization. This, from the perspective of Maqasid Syariah, constitutes maslahah (beneficial benefit) because it enhances economic value for workers and companies (Rachmadana et al., 2022; Ririh et al., 2020). However, on the other hand, the replacement effect threatens hifz al-mal because routine and repetitive jobs are replaced by AI, resulting in reduced job opportunities, increased unemployment, and a wave of layoffs (Akbar & Kurniawan, 2023; Arifah et al., 2022).

   These two impacts must be managed to ensure that technological progress continues to bring benefits and does not create new inequalities. The economic benefits of AI implementation should not be concentrated solely on capital owners or entrepreneurs, but should also be felt by workers as the primary instrument of the labor market. Therefore, policies on the distribution of economic benefits are crucial, such as profit-sharing schemes, increasing workers' digital capacity and competence to maintain economic competitiveness, and social protection for workers affected by automation. Therefore, hifz al-mal demands a balance between increasing economic productivity and equitable distribution of its benefits among labor market actors, so that AI advancements truly reflect the value of economic justice from the perspective of the maqasid sharia.

2. *Hifz al-Nafs*: Protection of the Soul

   The principle of *hifz al-nafs* emphasizes the protection of human life, security, and well-being from various physical and non-physical dangers (Widjaja, 2024). In the context of the modern labor market, the implementation of Artificial Intelligence (AI) has a significant impact on this principle, particularly in terms of worker safety, comfort, and security in an increasingly digitalized work environment.

   On the one hand, AI supports the realization of welfare by creating a safer and more efficient work environment, as well as reducing the risk of accidents (Khatami Fahmi Putra et al., 2024). This technology plays a crucial role in supporting the goal of *hifz al-nafs* (safeguarding human rights), namely, maintaining worker safety through risk prevention and optimizing work processes. However, AI also poses a threat to hifz al-nafs. The use of AI often involves the collection of worker data that is at risk of being leaked or misused, as well as the potential for algorithmic bias that harms workers (Pratama et al., 2023). Automated decisions without human oversight can lead to discrimination in recruitment, promotions, or performance appraisals, thus threatening the safety, dignity, and well-being of workers.

   To balance benefits and risks, AI implementation should strengthen the role of humans as the primary controllers of work processes. A collaborative human-AI work design enables technology to serve as a supporter of a safe, ethical, and well-

being-oriented work environment (Masrichah, 2023). Furthermore, ethics-based regulations are needed to ensure that AI implementation is transparent, fair, and accountable to workers' rights and well-being. With this approach, AI can align with the principle of *hifz al-nafs* (natural self-reliance), safeguarding worker safety, justice, and well-being amidst technological transformation.

3. *Hifz al-'Aql*: Protection of the Intellect

   The principle of *hifz al-'aql* emphasizes the importance of maintaining and developing the potential of reason through the ability to think critically, learn, innovate, and make wise decisions (Syamraeni et al., 2024). The implementation of AI in the labor market directly impacts this principle by changing work patterns, skill requirements, and how humans adapt to new technologies. These changes demonstrate how human reason is being tested and challenged to evolve amidst technological advancements.

   On the one hand, AI provides benefits by opening up new job opportunities that require high-level intellectual abilities, such as AI specialists, machine learning engineers, and complex data management (Masrichah, 2023; World Economic Forum, 2025). This situation encourages innovation, expands the scope for creativity, and emphasizes the role of human reason as a primary driver of economic progress. However, simultaneously, widespread automation brings the consequences of the loss of routine jobs and increased demand for advanced cognitive skills, creating a significant skills gap (Zein, 2021). Excessive reliance on AI in decision-making also has the potential to weaken human analytical skills, creativity, and critical reasoning, thus potentially hindering the development of intellectual potential, which is at the heart of the principle of *hifz al-'aql*.

   In maintaining *hifz al-'aql*, Maqasid Syariah encourages continuous efforts to develop the intellectual capacity of the workforce through education, training, and competency development. Furthermore, the workforce also needs to develop new skills relevant to job market demands to remain competitive. Reskilling and upskilling programs are crucial to help workers adapt to changing job structures resulting from AI disruption. Utilizing AI-based learning platforms can also be an effective strategy to expand access to digital training and support the mastery of new competencies. However, the use of AI in education must be ethically directed so that it is not merely a tool of automation, but truly strengthens critical, creative, and wise thinking skills. Thus, *hifz al-'aql* demands a balance between mastering technical skills and strengthening intellectual and moral character, so that humans remain the subjects who control the direction of technological development for the common good.

CONCLUSION AND RECOMMENDATION

The implementation of Artificial Intelligence (AI) has complex impacts on the labor market. On the one hand, AI increases efficiency, productivity, and workplace safety while opening up new job opportunities in technology and high-skilled fields. On the other hand, automation raises the risk of structural unemployment, skills gaps, and ethical challenges related to algorithmic bias and data privacy. From the perspective of Maqashid Sharia, AI

management must align with the principles of human protection and well-being. The principle of *hifz al-mal* demands the equitable distribution of economic benefits, increased worker capacity and competence, and social protection for those affected by automation. The principle of *hifz al-nafs* emphasizes the importance of worker safety, welfare, and protection of workers' rights through ethics-based regulations and collaborative human-AI work design. Meanwhile, the principle of *hifz al-'aql* emphasizes the need to develop human intellectual capacity through education, training, and reskilling and upskilling, so that critical thinking, creativity, and wise decision-making skills are maintained amidst technological transformation. Thus, AI management in the labor market must be carried out collaboratively between humans and technology, so that digital transformation is not only oriented towards economic efficiency, but also ensures fairness, sustainability, and the benefit of all workers.

Several strategic steps need to be taken to manage the implementation of AI in the labor market to align with the values of Maqasid Sharia. First, the development of ethics-based policies and regulations that guarantee data security, algorithm transparency, fairness in automated decision-making, and the redistribution of economic benefits to workers. Second, human resource development through reskilling and upskilling programs relevant to new job demands and innovation trends, as well as the ethical use of AI-based learning platforms to improve technical skills as well as critical thinking, and creativity. Third, the implementation of human-AI collaborative work design, where technology functions as a supporter of work processes without replacing human roles, thus maintaining worker safety, well-being, and effectiveness. Finally, continuous evaluation and monitoring of the social, economic, and ethical impacts of AI are necessary to ensure that the use of technology aligns with the principles of Maqasid Sharia and the benefit of all labor market players.

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